

## Bristol Town Administrator

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**From:** Anna Pomerleau <apomerleau@rhrsmith.com>  
**Sent:** Wednesday, July 28, 2021 1:42 PM  
**To:** Treasurer; Bristol Town Administrator  
**Cc:** Helena Donovan  
**Subject:** Bristol Proposal  
**Attachments:** Bristol VT Proposal FY21-FY23.pdf

Good Afternoon,

On behalf of RHR Smith & Company, please find the attached proposal for audit services. Thank you for the opportunity to submit this proposal. If you should have any questions, don't hesitate to contact us.

Best,



**Anna Pomerleau** | Special Projects Coordinator  
[apomerleau@rhrsmith.com](mailto:apomerleau@rhrsmith.com)

**RHR Smith & Company, CPA's**  
Office: 207.929.4606 x17 | Fax: 207.929.4609  
3 Old Orchard Road  
Buxton, Maine 04093  
[www.rhrsmith.com](http://www.rhrsmith.com)

 Please consider the environment before printing.

PROPOSAL FOR  
FINANCIAL STATEMENT AUDIT

**Town of Bristol**  
Bristol, Vermont



*Proven Expertise and Integrity*

SUBMITTED BY:

**RHR SMITH & COMPANY**  
*Certified Public Accountants*

3 Old Orchard Road  
Buxton, Maine 04093  
July 29, 2021

(207) 929-4606 | (800) 300-7708

Contact:  
Ronald H.R. Smith, CPA, CFE  
Managing Partner

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

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*Proven Expertise & Integrity*

July 29, 2021

Ms. Jen Myers, Treasurer  
Town of Bristol  
PO Box 249  
Bristol, Vermont 05443

Ms. Jen Myers,

Thank you for giving us the opportunity to submit the following proposal to perform the audit of the Town of Bristol. The information you requested about our firm, our qualifications and the services we provide are enclosed.

We propose to audit the financial statements of the Town of Bristol for the fiscal years ending June 30, 2021, June 30, 2022 and June 30, 2023. We will conduct the audits in accordance with Generally Accepted Auditing Standards (GAAS); requirements promulgated by the American Institute of Certified Public Accountants (AICPA), and the Government Auditing Standards Board (GASB); and standards contained in *Government Auditing Standards* issued by the General Accounting Office, the Single Audit Act of the United States Office of Management and Budget, the provisions of the Uniform Guidance, *Audits of States, Local Governments and Nonprofit Organizations*, and related pronouncements regarding any Federal assistance awards.

RHR Smith & Company specializes in governmental audits, serving municipal, county and tribal governments, as well as schools, housing authorities, sewer and water utilities, and nonprofit corporations with a high concentration of these audits in Maine and Vermont. Our unique and innovative approach allows us to build client relationships based on a shared understanding of your entire organization and its needs. We take the time to get to know our clients, making the audit report an important part of organizational education and improvement. Selecting RHR Smith & Company as your independent auditing firm gives you access to talented, experienced professionals who will meet all of your audit and accounting needs and become valuable resources to the Town of Bristol.

Please do not hesitate to call if you have any questions about this proposal and our services. I can be reached at the office in Buxton at (800) 300-7708. We welcome the opportunity to meet with you and your staff.

Very Best,

A handwritten signature in blue ink, appearing to read "Ron", is written over the typed name.

Ronald H.R. Smith, CPA, CFE  
Managing Partner

TECHNICAL PROPOSAL

History

The firm of RHR Smith & Company, Certified Public Accountants was formed by Ronald H.R. Smith in 1997. Since August of 2001, Ronald has been the sole shareholder of the Company. It is a Maine based firm headquartered in Buxton and holds its license to practice in the states of Maine, Vermont, and Massachusetts. Together, Ronald H.R. Smith CPA, CFE, and his staff have over 200 years combined experience providing professional accounting, auditing, computer consulting, and other internal control and financial services.

Organizational Size and Structure

The firm is a professional corporation. Audit opinions are prepared and issued by Ronald H.R. Smith, CPA, CFE, Christina M. Smith, CPA, Miranda MacDonald, CPA, MBA, RTSBA, Michael B. Nadeau, CPA, CMA, MBA, SFO, and Jordan Nelle, CPA. Professional accounting and auditing experience are provided by a staff of 35 accountants. All of our accountants are dedicated solely to our governmental auditing practice which makes us able to handle not only audit matters but the complex accounting or industry matters which may need to be understood during the relationship. We are comprised of auditors, former government finance directors, former government school business managers, and other former seasoned government fiscal leaders. These 35 individuals pride and commit themselves to the governmental industry. The firm also has a dedicated tax practice comprised of 2 professionals to provide tax consultation, tax preparation, tax advice in all areas of taxation, and tax accounting service.

Service Capabilities

The firm specializes in the area of governmental and nonprofit accounting and auditing. Within this field, the following services are provided:

- Reporting on financial statements in three capacities:
  - Audit
  - Review
  - Compilation
- Compliance auditing to meet federal and state requirements.
- Preparation of financial statements.
- Accounting system design.
- Internal control system design.
- Electronic data processing system study, including assistance in implementation.
- Assistance in budgeting procedures, forecasts, and cash flow analysis.
- Tax and bond anticipation requests including lease and bargain purchase financing.
- IRS Section 125 plan design and implementation.
- Assistance and preparation of GFOA Comprehensive Annual Financial Report.
- Other non-attest accounting and consulting services.
- Free client training workshops.

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

Firm Experience

RHR Smith & Company conducts over 400 audits for government and nonprofit clients. All audit work is overseen by the Managing Partner, Ronald H.R. Smith, CPA, CFE. The audit and client types are profiled below for audits performed during our fiscal year ending September 30, 2018:

<b>AUDIT TYPE</b>	<b>Number</b>	<b>CLIENT TYPE</b>	<b>Number</b>
GAAS	20	Governmental	185
GAS (Yellow Book)	325	School Districts	192
Single Audit	73	Nonprofits	26
ERISA	0	Utilities	14
Compilation & Review	2	Other	3

We assist three of our clients in preparing CAFR reports, and one of our CPA's serves on the CAFR review team.

*A list of all our governmental clients is included in this document.*

Continuing Education

All continuing professional education requirements have been met or exceeded with respect to standards set forth by the American Institute of Certified Public Accountants and the U.S. Government Accountability Office, and State of Maine Board of Accountancy. The Engagement Partner is responsible for ensuring that all personnel assigned to the Town's audit have the experience and qualifications necessary to complete all audit tasks accurately and efficiently.

Quality Control

As a member requirement of the American Institute of Certified Public Accountants, the firm is enrolled in the Peer Review Program. Under this program, our firm is required to be audited every three years by another firm of similar size that is independent of our firm. Our quality control reviews include reviews of specific government engagements. Our most recent quality control review was performed in 2018 for the year ended September 30, 2017 and is included in this document on page 4.

Peer Review documents are made available for public access on the AICPA website. The firm of RHR Smith & Company also maintains a very structured internal quality control system designed to meet the standards of the American Institute of Certified Public Accountants.

Desk Reviews

The firm has had no federal or state desk reviews or field reviews of its audits during the past three years. None of the employees of the firm are or have been, the subject of disciplinary action taken or pending with state regulatory bodies or professional organizations.

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

**D.E. Rodrigues & Company, Inc.**

**Certified Public Accountants**

215 Pleasant St. Fl. 4 – PO Box 3634  
Fall River, Massachusetts 02722

Tel: (508)679-6079 (508)999-0020  
Fax: (508)672-4938

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

To RHR Smith & Company, CPAs and the Peer Review Committee of New England Peer Review:

We have reviewed the system of quality control for the accounting and auditing practice of RHR Smith & Company, CPAs (the Firm) in effect for the year ended September 30, 2017. 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. 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 RHR Smith & Company, CPAs in effect for the year ended September 30, 2017, 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*. RHR Smith & Company, CPAs has received a peer review rating of *pass*.



May 17, 2018

*Where Your Financial Success Begins*

Member: American Institute of Certified Public Accountants - Division for Firms  
Web: [WWW.Rodriguesaccounting.com](http://WWW.Rodriguesaccounting.com) Email: [Doug@rodriguesaccounting.com](mailto:Doug@rodriguesaccounting.com)

TECHNICAL PROPOSAL

Independence and Quality Assurance

Our firm adheres to the most rigid standards, including those of the U.S. Government Accountability Office, in ensuring independence and avoiding any real or apparent conflict of interest. We have policies outlining detailed processes for making determinations regarding independence and conduct extensive training in making those determinations. Staff reviews all firm engagements periodically to evaluate the potential for conflict and provides statements regarding any prior or current relationships with clients.

As to this engagement, we are independent of the Town of Bristol. No professional relationship exists between our firm and employees or agencies affiliated with the Town of Bristol.

The Engagement Partner is responsible for ensuring that all staff assigned to the Town's audit have the experience and qualifications necessary to complete all audit tasks accurately and efficiently.

Contracted Services

Only employees of RHR Smith & Company will be assigned to work on the Town of Bristol audit. We do not utilize any contracted services at this time.

Licensing

The firm is registered in the State of Vermont under license number 092.0000697; its Managing Partner, Ronald H.R. Smith, CPA, CFE, is licensed in Vermont, and all personnel is duly authorized to practice in the State of Vermont according to applicable state statutes. Attached at the end of this proposal, you will find a copy of the firm's Occupational License.

Our firm employs five Certified Public Accountants, and three Master's level accountants. License numbers are provided for each CPA assigned to this audit team as part of their biographical information.

Audit Record Retention

All working papers and reports are retained for a minimum of five years after the end of each audit unless notified in writing by a cognizant agency to extend the retention period. Working papers will be made available, upon request from the Town or its designee or the General Accounting Office, at the completion of the audit.

Professional Organizations

All professional personnel are members of the American Institute of Certified Public Accountants, and the Maine Society of Certified Public Accountants. Ronald, H.R. Smith, CPA, CFE, is also a member of the Association of Certified Fraud Examiners.



TECHNICAL PROPOSAL

Audit Team

The following table shows the audit team selected for the Town of Bristol, along with their respective roles.

NAME	TITLE	ROLE & RESPONSIBILITY
Ronald H.R. Smith, CPA, CFE	Managing Partner	<i>Engagement Partner:</i> Oversees audit including all work papers and audit documents, attends entrance and exit conferences and other client meetings as needed.
<i>Ron has been an auditor for over 32 years. He is the engagement partner for all audits and also manages many audits.</i>		
Joshua P. Quinn, MBA	Audit Manager	<i>Audit Manager:</i> Implements work plan, supervises and reviews field work, coordinates with the client, conducts a test of controls.
<i>Josh has over 17 years of experience in project management and is a former Vermont school Business Manager.</i>		
Jordan E. Nellé, CPA	Quality Reviewer	<i>Quality Reviewer:</i> Supports the functions of the Quality Control Division; reviews workpapers and prepares financial statements for compliance with professional and Firm standards.
<i>Jordan has 18 years of experience in governmental auditing with specific expertise in general ledger, account reconciliation and budget analysis.</i>		
Miranda L. MacDonald, CPA, MBA, RTSBA	Audit Manager	<i>Audit Manager:</i> Implements work plan, supervises and reviews field work, coordinates with the client, conducts a test of controls.
<i>Miranda has 18 years of governmental accounting. With expertise in audit, budget and financial management, internal control testing, accounting and other financial processes related to the needs of governmental</i>		

Audit Team resumes are located on pages 7 through 11.

Staff Reassignment

At RHR Smith & Company, we are proud of the experience and longevity of our employees and take our commitment to audit quality and continuity seriously. We rarely find it necessary to reassign team members during an engagement. If we conduct your audit for several years, we may change members of the audit team to ensure independence and quality control. Any staff changes made during an audit are discussed with client management and should be approved in writing by the client. If, for any reason, a professional assigned to work on the audit proves to be incompatible with the staff at the Town offices, the Town may request that another person of equal qualifications be assigned.

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

**Ronald H.R. Smith, CPA, CFE**  
North Yarmouth, Maine  
*Managing Partner*

SUMMARY

Thirty two years of public accounting experience. Specific expertise in the auditing, computer consulting, internal control testing, and other numerous financial tasks of governmental and nonprofit clients.

PROFESSIONAL HISTORY

1997 – Present	Managing Partner, RHR Smith & Company, Certified Public Accountants, Buxton, Maine
1989 – 1997	Senior Audit and Accounting Manager with Ron L. Beaulieu & Company, Certified Public Accountants, Portland, Maine

EDUCATION

1988, B.S. degree in Accounting, Saint Joseph's College, Standish, Maine

CONTINUING EDUCATION

All continuing professional education requirements have been met or exceeded with respect to standards set forth by the American Institute of Certified Public Accountants and the Government Accounting Office and State of Maine Board of Accountancy.

LICENSE

Certified Public Accountant - State of Maine Certificate Number CP 2285  
Certified Public Accountant - State of Vermont Certificate Number 001.0002033  
Certified Fraud Examiner - Credential Number 158186

PROFESSIONAL ASSOCIATIONS

- Member of the Maine Society of Certified Public Accountants
- Member of the American Institute of Certified Public Accountants
- Member of the Association of Certified Fraud Examiners
- Member of the GAO Yellow Book Council

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

**Joshua P. Quinn**  
Middlebury, VT  
*Audit Manager*

SUMMARY

Former Vermont school Business Manager, with over seventeen years in project management and significant experience in software implementation.

PROFESSIONAL HISTORY

2018 – Present	Audit Manager, RHR Smith & Company, Certified Public Accountants, Buxton, Maine
2016 – 2018	Business Manager, Addison Central School District, Middlebury, Vermont
2006 – 2016	Director of Management Services, Rearch Company, South Burlington, Vermont
2004 – 2006	Project Manager, Bread Loaf Corporation, Middlebury, Vermont

EDUCATION

2014, Masters degree in Business Administration, University of Vermont, Burlington, Vermont

CONTINUING EDUCATION

All continuing professional education requirements have been met with respect to standards set forth by the American Institute of Certified Public Accountants and the Government Accounting Office, and State of Vermont Board of Accountancy.

PROFESSIONAL ASSOCIATIONS

- Member of the Vermont Association of School Business Officials (VASBO)

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

**Jordan E. Nellé, CPA**  
Hinesburg, Vermont  
*Quality Reviewer*

SUMMARY

Eighteen years of experience as a financial professional with a focus on governmental accounting. Specific expertise in general ledger, account reconciliation & budget analysis, month and year end close procedures, internal controls, municipal auditing and financial reporting. Experienced with Microsoft Great Plains, Tyler Munis and NEMRC accounting software.

PROFESSIONAL HISTORY

2019 – Present	Quality Reviewer, RHR Smith & Company, CPA's, Buxton, Maine
2018 – 2019	Budget & Finance Director, Champlain Valley School District, Shelburne, Vermont
2012 – 2018	Senior Accountant/Controller, Green Mountain Transit, Burlington, Vermont
2010– 2012	Senior Accountant, Davis & Hodgdon Associates, CPAs, PLC, Williston, Vermont
2003 – 2015	Staff Accountant, Sullivan, Powers & Company, CPAs, Montpelier, Vermont

EDUCATION

Bachelor of Science Degree in Accounting, Champlain College, Burlington, Vermont

LICENSE

Certified Public Accountant (CPA) – State of Vermont

CONTINUING EDUCATION

All continuing professional education requirements have been met with respect to standards set forth by the American Institute of Certified Public Accountants and the Government Accounting Office, and State of Vermont Board of Accountancy and State of Florida Board of Accountancy.

PROFESSIONAL ASSOCIATIONS

Vermont Society of Certified Public Accountants (VTCPA)  
American Institute of Certified Public Accountants (AICPA)

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

**Miranda MacDonald, CPA, MBA, RTSBA**  
South Burlington, Vermont  
*Audit Manager*

SUMMARY

Eighteen years of governmental accounting. Specific expertise in audit, budget and financial management, internal control testing, accounting and other financial processes related to the needs of governmental and nonprofit clients.

PROFESSIONAL HISTORY

2018 – Present	Audit Manager, RHR Smith & Company, CPA's, Buxton, Maine
2014 – 2018	Accounting Manager, Burlington School District, Burlington, Vermont
2012 – 2013	Director of Finance, Bonham Independent School Districts, Bonham, Texas
2008 – 2012	Accounting Supervisor, Irving Independent School District, Irving, Texas
2003 – 2007	Staff Accountant, Rockwall Independent School District, Rockwall, Texas

EDUCATION

2008, MBA, University of Texas, Dallas, Texas  
2003, B.S. degree in Business & Accounting, Texas Tech University, Lubbock, Texas

CONTINUING EDUCATION

All continuing professional education requirements have been met with respect to standards set forth by the American Institute of Certified Public Accountants and the Government Accounting Office, and State of Maine Board of Accountancy.

LICENSE

Certified Public Accountant - State of Texas Certificate Number 093519

PROFESSIONAL ASSOCIATIONS

- Registered Texas School Business Administration (RTSBA)
- Vermont Association of School Business Officials (VASBO)
- Texas Association of School Business Officials (TASBO)

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

References

We are experienced in performing audits for state and local governments under standards that include GAS (Yellow Book), and Single Audit Act (Uniform Guidance), and we understand the audit requirements of the states in which we practice. We currently audit and provide accounting services for many governments and governmental organizations in the State of Maine and the State of Vermont. Some of those similar to the Town of Bristol audit are listed below:

Martha Machar, Finance Officer	
City of South Burlington, Vermont	
575 Dorset Street, South Burlington, Vermont 05403	P. (802) 846-4104
<i>Audit of Financial Statements</i>	

Julie Hance, Town Manager	
Town of Chester, Vermont	
566 Elm Street, Chester, Vermont 05143	P. (802) 875-2713
<i>Audit of Financial Statements</i>	

Kelly Murphy, Director of Finance	
City of Montpelier, Vermont	
39 Main Street, Montpelier, Vermont 05602	P. (802) 223-9502
<i>Audit of Financial Statements, including Single Audit</i>	

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

**GOVERNMENT & GOVERNMENTAL AGENCIES**

\*includes School Department

Acton, Town of *	Farmington, Town of
Androscoggin, County of	Ferrisburgh, Town of (VT)
Androscoggin Valley Council of Governments	Franklin, County of
Appleton, Town of *	Franklin County Unorganized Territories
Auburn Housing Authority	Freedom, Town of
Baldwin, Town of	Fryeburg, Town of
Baring Plantation	Gouldsboro, Town of
Bath, City of	Grand Isle, Town of (VT)
Belgrade, Town of	Grand Isle, Town of *
Bellows Falls Village Corporation (VT)	Gray, Town of
Berlin Housing Authority (NH)	Green Mountain National Golf Course
Berwick, Town of	Green Mountain Transit Authority
Brandon, Town of (VT)	Greenville, Town of *
Brooks, Town of	Harpwell, Town of
Brownfield, Town of	Harrington, Town of
Bucksport, Town of	Hartford, Town of
Burnham, Town of	Hiram, Town of
Bustins Island Village Corporation	Houlton, Town of
Buxton, Town of	Housing Authority of Fort Fairfield
Byron, Town of	Industry, Town of
Camden, Town of	Jay, Town of
Canton, Town of	Jonesboro, Town of *
Carmel, Town of	Kennebec, County of
Carrabassett Valley, Town of *	Kennebec County Unorganized Territory
Casco Bay Island Transit District	Kennebec Valley Council of Governments
Casco, Town of	Kennebunk, Town of
Chelsea, Town of	Killington, Town of (VT)
Cherryfield, Town of *	Kittery, Town of*
Chester, Town of (VT)	Isle La Motte, Town of
Chesterville, Town of	Lewiston, City of *
Codyville Plantation	Lewiston Housing Authority
Cooper, Town of	Lewiston-Auburn Water Pollution Control Authority
Corinth, Town of	Limerick, Town of
Cornish, Town of	Lincoln Plantation
Cumberland, County of	Lisbon, Town of *
Cutler, Town of *	Livermore, Town of
Damariscotta, Town of	Livermore Falls, Town of
Denmark, Town of	Lovell, Town of
Dixfield, Town of	Madison, Town of
Dummerston, Town of (VT)	Madawaska, Town of
Eastern Slope Airport Authority	Magalloway Plantation
Embden, Town of	Maine Port Authority
Eustis, Town of	Meddybemps, Town of
Fair Haven, Town of (VT)	Midcoast Economic Development District
Fairfield, Town of	Milbridge, Town of
Falmouth, Town of *	Milford, Town of *

**RHR Smith & Company**  
Certified Public Accountants

TECHNICAL PROPOSAL

**GOVERNMENT & GOVERNMENTAL AGENCIES** (continued)

\*includes School Department

Monson, Town of	Sangerville, Town of
Montpelier, City of (VT)	Sidney, Town of
Morrill, Town of	Somerset, County of
Mount Vernon, Town of	Somerset County Unorganized Territory
New Gloucester, Town of	South Burlington, City of (VT)
New Bristol, Town of	Starks, Town of
Newcastle, Town of	Steuben, Town of
Newry, Town of	Stonington, Town of
Norridgewock, Town of	Strong, Town of
North Berwick, Town of	Sweden, Town of
Oakfield, Town of	Temple, Town of
Ogunquit, Town of	Turner, Town of
Old Orchard Beach, Town of	Two Bridges Regional Jail Authority
Otisfield, Town of	Two Rivers-Ottauquechee Reg. Comm. (VT)
Oxford, Town of	Union, Town of
Palermo, Town of	Unorganized Territories - Maine Dept. of Audit
Palmyra, Town of	Van Buren, Town of
Paris, Town of	Van Buren Housing Authority
Phillips, Town of	Vassalboro, Town of
Piscataquis, County of	Vernon, Town of (VT)
Piscataquis County Unorganized Territories	Victory, Town of (VT)
Pittsfield, Town of	Waldoboro, Town of
Plymouth, Town of (VT)	Warren, Town of
Poland, Town of	Washington County Council of Governments
Porter, Town of	Waterboro, Town of
Presque Isle, City of	Waterford, Town of
Presque Isle Housing Authority	Wayne, Town of
Richford, Town of (VT)	Wells, Town of
Rockingham, Town of (VT)	Wells, Town of (VT)
Rockport, Town of	Whitneyville, Town of
Rome, Town of	Willimantic, Town of *
Royalton Fire District (VT)	Winn, Town of
Rumford, Town of	Winooski, City of (VT)
Sabattus, Town of	Woodville, Town of *
Sandy River Plantation	York, County of

**SCHOOL DISTRICTS & DEPARTMENTS**

Addison Central School District (VT)	Champlain Valley School District (VT)
Addison Northwest School District (VT)	Franklin Northeast Supervisory Union (VT)
Addison Rutland Supervisory Union (VT)	Franklin Northwest Supervisory Union (VT)
Battenkill Valley Supervisory Union (VT)	Franklin West Supervisory Union (VT)
Bennington Rutland Supervisory Union (VT)	Greater Rutland County Supervisory Union
Burlington School District (VT)	Harwood Unified Union School District
Kingdom East Unified Union School District (VT)	Regional School Unit No. 63
Lamoille South Supervisory Union (VT)	Regional School Unit No. 68



TECHNICAL PROPOSAL

**SCHOOL DISTRICTS & DEPARTMENTS** (continued)

Mill River Unified Union School District (VT)	Regional School Unit No. 72
Mount Abraham Unified School District (VT)	Regional School Unit No. 78
North Country Supervisory Union (VT)	River Valley Technical Center (VT)
Orleans Central Supervisory Union (VT)	Rutland Northeast Supervisory Union (VT)
Orleans Southwest Supervisory Union (VT)	South Burlington School District (VT)
Patricia Hannaford Reg. Tech. Sch. (VT)	Southwest Vermont Supervisory Union (VT)
Regional School Unit No. 6	Springfield School District (VT)
Regional School Unit No. 13	Two Rivers Supervisory Union (VT)
Regional School Unit No. 37	Washington Central Supervisory Union (VT)
Regional School Unit No. 38	White River Valley Supervisory Union (VT)
Regional School Unit No. 44	Windham Central Supervisory Union (VT)
Regional School Unit No. 52	Windham Northeast Supervisory Union (VT)
Regional School Unit No. 53	Windsor Central Supervisory Union (VT)
Regional School Unit No. 55	Windsor Southeast Supervisory Union (VT)
Regional School Unit No. 61	Wiscasset School Department

**NONPROFIT ORGANIZATIONS**

Acadia Academy	Maine Connections Academy
Addison Point Specialized Services	Maine Huts & Trails
Baxter Academy for Technology and Science	Maine Support Network, Inc.
Beehive Design Collective	Mechanic Falls Development Commission
Belgrade Lakes Association	Mid Maine Homeless Shelters
Belgrade Regional Conservation Alliance	Morningview, LLC
Calais Methodist Home, Inc.	Northeastern Vermont Development Assoc. (VT)
Coastal Counties Workforce, Inc.	Northern Maine Development Commission
Cobscook Community Learning Center	Old Orchard Beach Free Public Library
Cornville Regional Charter School	Portland Ballet
Eastern Maine Development Corporation	River Valley Healthy Communities Coalition
Eastern Trails Management District	Rural Community Action Ministry
Eastport Non-Profit Housing Corporation	Sacopee Rescue, Inc.
Farmington Public Library	Sacopee Valley Health Center
Genesis Community Loan Fund	Schoodic Arts for All
Grand Chapter of Maine, Order of the Eastern Star	Senior Needs Committee of Wells & Ogunquit
Greater Sebago Education Alliance	South Buxton Cemetery Association
Home Counselors Inc.	Sunrise County Economical Council
Jay-Niles Memorial Library	Veterans of Foreign War Post 10038
Kennebunk Conservation Trust	Western Maine Transportation Services Inc.
Maine Arts Academy	

**UTILITIES**

Addison County Solid Waste Manager District	Farmington Wastewater
Alfred Water District	Farmington Wastewater
Berwick Sewer District	Grand Isle Consolidated Water District (VT)
Canton Water District	Grand Isle Wastewater
Carrabassett Valley Sanitary District	Grand Isle Water
Central Penobscot Solid Waste	Harrison Water District
Dixfield Water Department	Jay Village Water District

TECHNICAL PROPOSAL

**UTILITIES** (continued)

Dixfield Wastewater Department	Pittsfield Sewer
Kennebec Valley Regional Waste Corporation	Pittsfield Water
Kittery Wastewater	Rangely Water District
Lisbon Water Department	Rumford Water District
Livermore Falls - Jay Sewerage Treatment	Sabattus Sanitary & Water District
Livermore Falls Water District	South Berwick Sewer District
Midcoast Solid Waste Corporation	Stonington Sanitary District
Mount Blue Standard Water District	Stonington Water
North Berwick Sanitary District	Strong Water District
North Jay Water District	Topsham Sewer District
Northeast Kingdom Waste Management District	Vassalboro Sanitary District

**TRIBAL GOVERNMENTS**

Aquinnah Wampanoag Tribal Housing (MA)	Penobscot Indian Nation
Aroostook Band of MicMacs	Pleasant Point Housing Authority

**FOR PROFIT**

Vacationland Estates Resort

TECHNICAL PROPOSAL

General Audit Approach

We believe the audit process should be an integral part of how an entity can achieve organizational improvement. An audit can reveal opportunities to improve internal processes and controls, enhance accuracy and efficiency, and increase understanding of the financial position of the entity.

Our technical approach is to use standard programs to direct and document the audit. Auditors use programs to determine the level of examination needed, guide conversations with management, document procedures and tests of controls and gather valuable information. All of our processes are customized, meaning our specific approach is unique to each client. This is a necessity when working with unique organizations of varying size, level of wealth and sophistication, the scope of public services and programs, staff experience and history.

We view our engagements as an ongoing professional relationship, and your auditor and other professionals at our firm will be available to assist with consultation, accounting and other services throughout the year.

Overall Technical Approach

The audit will employ techniques to provide evidence to substantiate the financial statement assertions. Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and may include direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, creditors, and banks. We will request written representations from your attorneys as part of the engagement. At the conclusion of our audit, we will also request certain written representations from you about the financial statements and related matters.

The firm uses PPC audit programs to direct and document the audit. These programs are very extensive and are selected based on materiality factors. A list of some audit programs we typically use include:

- General Procedures
- Minutes, Contracts, Policies
- Cash
- Investments
- Revenue, Receivables, Notes Receivable and Receipts
- Expenditures for Goods and Services and Accounts Payable
- Payroll and Related Liabilities
- Inventories
- Property, Equipment, and Capital Expenditures
- Debt and Debt Service Expenditures
- Fund Equities
- Grants and Similar Programs
- Insurance and Self Insurance

TECHNICAL PROPOSAL

Financial statements and schedules will be prepared from the Town's internal financial statements as for each fiscal year end. The financial statements will be presented in accordance with generally accepted accounting principles. All required footnote disclosures will also be included.

The firm is working toward a more streamlined audit approach with the use of trial Balance software to assist with the preparation of financial statements.

Sampling Technique

Audit sampling will be in accordance with the American Institute of Certified Public Accountants Audit and Accounting Guide-Audit Sampling. Audit sampling will be utilized where it will be the most efficient and effective audit tool in the circumstance.

Three phases of audit sampling will be performed: planning, selection and evaluation. The actual selection process will include random, systematic, and haphazard selection.

Scope of Work

*Engagement Summary*

The objective of our audit is the expression of opinions as to whether your basic financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the additional information when considered in relation to the basic financial statements taken as a whole. We will also perform and report on any other procedures necessary to comply with Government Auditing Standards (Yellow Book and Single Audit). Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America and the requirements of the State of Vermont Department of Audit. It will include tests of the accounting records and other procedures we consider necessary to enable us to express such opinions.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. We will plan and perform the audit to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions.

Our audit will include obtaining an understanding of the entity and its environment, including internal controls, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures.

TECHNICAL PROPOSAL

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of your compliance with applicable laws and regulations and the provisions of contracts and agreements.

An audit is not designed to provide assurance on internal controls or legal and regulatory compliance or to identify deficiencies in those controls and compliance. However, during the audit, we will communicate to management and those charged with governance, internal control related matters that are required to be communicated under AICPA professional standards.

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of your compliance with applicable laws and regulations and the provisions of contracts and agreements. We use a risk-based approach to determine which laws and regulations to test, which includes the use of interactive audit software which allows us to design our field work and tests based on individual client structure, individual needs, and real-time information as we progress. This program's ability to adjust audit designs will indicate additional test work that may be needed based on the level of risk.

We will express an opinion on the fair presentation of the Town's basic financial statements taken as a whole and supporting schedule, in conformity with generally accepted accounting principles and procedures applicable to governmental and nonprofit organizations.

In connection with the examination of the records and financial statements, we will review the system of internal control, operating procedures, and compliance with the budgetary and legal requirements by the Town of Bristol. The review of the internal controls will include an annual review of the related processing controls within the Town of Bristol's operations, to include developing an understanding of policies involving security, documentation, controls and data retention, and testing adherence to those policies. The approach we use includes staff interviews and completing and examining questionnaires.

The Engagement Partner, Audit Supervisor and Audit Manager are available to coordinate with Management regarding scheduling and planning the audit, understanding the control environment, and discussing any management issues that may arise during the audit. The Auditor will issue a letter to Management listing problem areas and suggested improvements. Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations.

TECHNICAL PROPOSAL

Engagement Outline

The engagement will include the following:

- Audit plans developed and reviewed with the Select Board and / or appointed Town staff.
- Audits of the Town of Bristol's basic financial statements in accordance with Generally Accepted Auditing Standards (GAAS); requirements promulgated by the American Institute of Certified Public Accountants (AICPA), and the Government Auditing Standards Board (GASB); and standards contained in *Government Auditing Standards* issued by the general Accounting Office, the Single Audit Act Amendments of 1996 (if applicable), the provisions of the Uniform Guidance, *Audits of States, Local Governments and Nonprofit Organizations*, and related pronouncements regarding any Federal assistance awards.
- Entrance, exit and progress conferences.
- Preparation of financial statements and required supporting schedules. Draft statements will be submitted for review to the appropriate parties.
- At the conclusion of the audit meet with the Municipal Manager, Executive Assistant to Finance and Town Treasurer and / or appointed staff to discuss the results of the audit and review any findings and/or recommendations included in the Management Letter.

TECHNICAL PROPOSAL

Audit Schedule

- *Planning:* An audit plan will be provided at a progress conference with the Select Board and / or other key Town personnel before field work begins. The role of Town officials in the audit will be discussed, and a list of schedules to be prepared by the staff of Town of Bristol will be provided.
- *Preliminary Work:* Preliminary audit work and audit planning will be conducted as soon as possible, based on discussions with Management at an entrance conference conducted at the onset of the engagement. A list of requested documents for review will be provided to the Town.
- *Field Work:* Field work will commence as soon as possible after discussions with Management at a mutually agreed upon date.
- *Audit:* An entrance conference with the Select Board and / or other key Town personnel to commence year-end audit work will be conducted as soon as possible after the execution of the contract. Town personnel will prepare trial balances and supplemental schedules by the first day of field work, and will make recommendations, revisions and suggestions on the draft reports within ten (10) business days of receiving them.
- *Audited Basic Financial Statement Package*
  - Draft set of financial statements and management letter delivered.
  - An electronic copy of the independent auditors' report and basic financial statements with all the above-mentioned reports for the Town, Provisions of Uniform Guidance and all reports required by Government Auditing Standards delivered following the acceptance of the draft. Six (6) bound copies will also be provided.
- *Management Letter*
  - A detailed letter listing items which go beyond the entity's internal control structure will be provided to the Town of Bristol. Management letters deal with operational and administrative efficiencies and other items of perceived benefit to the Town of Bristol.

**RHR Smith & Company**  
 Certified Public Accountants

COST PROPOSAL

Estimate of Hours and All-Inclusive Maximum Fee

Staff	Rate	Preparation of Financial Statements	Audit of Financial Statements	Total Hours	Cost
<b>Engagement Partner</b>	\$150	3	9	12	<b>\$1,800</b>
<b>Audit Managers</b>	\$125	0	33	33	<b>\$4,125</b>
<b>Quality Control</b>	\$125	22	0	22	<b>\$2,750</b>
<b>Staff Accountants</b>	\$85	31	54	85	<b>\$7,225</b>
<b>Total</b>				<b>152</b>	<b>\$15,900</b>

**ANNUAL AUDIT PRICE WILL NOT EXCEED \$15,900, broken down as follows:**

<b>Audit Year – June 30, 2021:</b>	<b>\$15,900</b>
<b>Audit Year – June 30, 2022:</b>	<b>\$15,900</b>
<b>Audit Year – June 30, 2023:</b>	<b>\$15,900</b>

Our price includes travel and all out of pocket expenses related to the audit, and all client communications related to the audit.

Other Services

Hourly rates for accounting services beyond the scope of the audit through non-attest engagements:

- Management Advisory and Consulting: \$125 to \$150 (Principal)
- Accounting Services: \$100 to \$125
- Fixed Asset Services: \$100

Hourly rates are based on the level of expertise required and are subject to change.

Invoicing

**Progress bills are sent periodically as work progresses. The final bill will not be sent until the audit is complete and presentation has been made to the Town of Bristol.**