

**CARSON CITY CONSOLIDATED MUNICIPALITY
NOTICE OF MEETING OF THE
AUDIT COMMITTEE**

Day: Tuesday
Date: June 12, 2018
Time: Beginning at 3:00 pm
Location: BRIC, Conference Room A, 108 E. Proctor Street, Carson City, Nevada
851 East William Street
Carson City, Nevada

AGENDA

1. Call to Order

2. Roll Call

3. Public Comments:

The public is invited at this time to comment on and discuss any topic that is relevant to, or within the authority of, the Carson City Audit Committee. In order for members of the public to participate in the Committee's consideration of an agenda item, the Committee strongly encourages members of the public to comment on an agenda item during the item itself. No action may be taken on a matter raised under public comment unless the item has been specifically included on the agenda as an item upon which action may be taken.

4. For Possible Action: Approval of Minutes – May 10th, 2018

5. For Possible Action: Adoption of Agenda

6. Meeting Items

6.A Presentation only: Moss Adams will present the Internal Audit Status Report. (Nancy Paulson, npaulson@carson.org)

Staff Summary: Representatives from Moss Adams will be discussing the current status of the FY 2018 internal audit work program.

6.B For Possible Action: Discussion and possible recommendation to the Board of Supervisors based on the presentation by Moss Adams on the review of Internal Controls over Grants Management and Administration. (Nancy Paulson, npaulson@carson.org)

Staff Summary: The Board of Supervisors approved the review of internal controls over Grants Management and Administration at their August 3, 2017 meeting. Moss Adams will present their final report to the Audit Committee for discussion and possible recommendations to the Board of Supervisors

6.C For Possible Action: To recommend that the Board of Supervisors approve the Review and Selection Committee's recommendation for contract award to Eide Bailly, LLP for Carson City Internal Audit Services for FY 2019 with two (2) one-year options to renew. (Nancy Paulson, npaulson@carson.org)

Staff Summary: The City is required to have an internal audit function to perform the duties described in Section 3.075(2) of the Carson City Charter. Carson City received sealed Statement of Qualifications (SOQ) to perform the City's Internal Audit function on April 3, 2018 at 2:00 p.m. The SOQ was published in the Nevada Appeal and posted on Carson City's website on March 1, 2018. The submitted SOQ's were sent for review by the Review and Selection Committee where a decision was made on the recommended firm. Final selection will be made by the Carson City Board of Supervisors tentatively set for Thursday, June 21, 2018.

7. Public Comment:

The public is invited at this time to comment on any matter that is not specifically included on the agenda as an action item. No action may be taken on a matter raised under this item of the agenda.

8. For Possible Action: To Adjourn

Agenda Management Notice - Items on the agenda may be taken out of order; the public body may combine two or more agenda items for consideration; and the public body may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.

Titles of agenda items are intended to identify specific matters. If you desire detailed information concerning any subject matter itemized within this agenda, you are encouraged to call the responsible agency or the City Manager's Office. You are encouraged to attend this meeting and participate by commenting on any agenda item.

Notice to persons with disabilities: Members of the public who are disabled and require special assistance or accommodations at the meeting are requested to notify the City Manager's Office in writing at 201 North Carson Street, Carson City, NV, 89701, or by calling (775) 887-2100 at least 24 hours in advance.

To request a copy of the supporting materials for this meeting contact Courtney Nicholas at cnicholas@carson.org or call (775) 887-2133.

This agenda and backup information are available on the City's website at www.carson.org, and at the Finance Office - City Hall, 201 N. Carson Street, Ste 3, Carson City, Nevada (775) 887-2133.

This notice has been posted at the following locations:

- Community Center 851 East William Street
 - City Hall 201 North Carson Street
 - Carson City Library 900 North Roop Street
 - Community Development Permit Center 108 Proctor Street
- <http://notice.nv.gov>

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A regular meeting of the Carson City Audit Committee was scheduled for 3:00 p.m. on Thursday, May 10, 2018 in the Community Center Sierra Room, 851 East William Street, Carson City, Nevada.

PRESENT: Chairperson Stephen Ferguson
Vice Chairperson Michael Bertrand
Member Lori Bagwell
Member Ernie Mayhorn
Member Betsy Strasburg

STAFF: Nancy Paulson, Interim City Manager
Jason Link, Chief Financial Officer
Dan Yu, Deputy District Attorney
Kathleen King, Chief Deputy Clerk

NOTE: A recording of these proceedings, the committee's agenda materials, and any written comments or documentation provided to the Clerk, during the meeting, are part of the public record. These materials are available for review, in the Clerk's Office, during regular business hours.

1 - 2. CALL TO ORDER AND ROLL CALL (3:01:42) - Chairperson Ferguson called the meeting to order at 3:01 p.m. Ms. King called the roll; a quorum was present.

3. PUBLIC COMMENTS AND DISCUSSION (3:02:09) - Chairperson Ferguson entertained public comment; however, none was forthcoming.

4. POSSIBLE ACTION ON APPROVAL OF MINUTES - February 21, 2018 and February 28, 2018 (3:02:55) - Chairperson Ferguson introduced this item, and entertained a motion. **Member Bagwell moved to approve the minutes, as presented. Vice Chairperson Bertrand seconded the motion. Motion carried 5-0.**

5. POSSIBLE ACTION ON ADOPTION OF AGENDA (3:03:21) - Chairperson Ferguson entertained modifications to the agenda; however, none were forthcoming.

6. PUBLIC MEETING ITEMS:

6(A) DISCUSSION AND POSSIBLE ACTION TO DIRECT STAFF REGARDING THE RESULTS OF THE ANNUAL AUDIT OF THE CARSON CITY COMPREHENSIVE FINANCIAL REPORT FOR THE FISCAL YEAR ENDED JUNE 30, 2017 (3:03:39) - Chairperson Ferguson introduced this item, and Mr. Link reviewed the agenda materials. Eide Bailly Engagement Partner Dan Carter presented the 2017 Audit Results which were displayed in the meeting room and included in the agenda materials. Mr. Carter, Mr. Link, and Ms. Paulson responded to questions of clarification and discussion followed. No formal action was taken.

6(B) DISCUSSION AND POSSIBLE ACTION TO DIRECT STAFF REGARDING THE WORK PLAN OF THE EXTERNAL AUDITOR IN CONJUNCTION WITH THE ANNUAL AUDIT OF THE CARSON CITY COMPREHENSIVE ANNUAL FINANCIAL REPORT FOR THE FISCAL YEAR ENDED JUNE 30, 2018 (3:24:40) - Chairperson Ferguson introduced this item, and Mr. Link introduced Bob Piercy of Piercy Bowler. Mr. Piercy presented the external auditor's work plan, and

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responded to questions of clarification. Chairperson Ferguson entertained additional questions and, when none were forthcoming, thanked Mr. Piercy for his presentation.

6(C) POSSIBLE ACTION TO ACCEPT AND APPROVE THE INTERNAL AUDITOR'S REPORT AND PROCEDURES RELATED TO THE PUBLIC GUARDIAN'S ASSET LIQUIDATION PROCESS AND PROVIDE RECOMMENDATIONS TO THE BOARD OF SUPERVISORS RELATED TO THE AUDIT FINDINGS (3:40:25) - Chairperson Ferguson introduced this item, and Moss-Adams LLP Senior Manager Colleen Rozillis provided background information. Ms. Rozillis introduced Moss-Adams LLP Senior Consultant / Lead Analyst Tammy Lohr, who presented the report which was included in the agenda materials. Ms. Lohr and Ms. Rozillis responded to questions of clarification.

Chairperson Ferguson entertained additional comments or questions and, when none were forthcoming, a motion. **Member Bagwell moved to accept and approve the Internal Auditor's report and procedures related to the Public Guardian's Asset Liquidation Process, and recommend that the Board of Supervisors adopt the additional eight recommendations. Member Mayhorn seconded the motion.** Chairperson Ferguson called for a vote on the pending motion. **Motion carried 5-0.**

6(D) POSSIBLE ACTION TO ACCEPT AND APPROVE THE INTERNAL AUDITOR'S REPORT AND PROCEDURES RELATED TO THE CAPITAL PROJECTS PROCESS, AND PROVIDE RECOMMENDATIONS TO THE BOARD OF SUPERVISORS RELATED TO THE AUDIT FINDINGS (3:49:49) - Chairperson Ferguson introduced this item. Moss-Adams LLP Senior Manager Colleen Rozillis provided background information and presented the report which was included in the agenda materials. Ms. Rozillis, Mr. Link, and Ms. Paulson responded to questions of clarification, and discussion followed.

Chairperson Ferguson entertained additional questions or comments and, when none were forthcoming, a motion. **Member Strasburg moved to accept the auditor's recommendation on the capital projects process, and provide those recommendations to the Board of Supervisors related to the audit findings. Member Mayhorn seconded the motion.** Chairperson Ferguson called for a vote on the pending motion. **Motion carried 5-0.**

6(E) DISCUSSION AND POSSIBLE ACTION TO DIRECT STAFF REGARDING THE CURRENT AUDIT WORK PROGRAM UPDATE (4:00:14) - Chairperson Ferguson introduced this item, and Moss-Adams LLP Partner Mark Steranka presented the update which was included in the agenda materials. Mr. Steranka responded to a question of clarification. Consensus of the committee was that no formal action was necessary.

6(F) DISCUSSION AND POSSIBLE ACTION TO IDENTIFY, DISCUSS, AND PROVIDE RECOMMENDATIONS TO THE BOARD OF SUPERVISORS ON PROJECTS TO BE PERFORMED BY THE INTERNAL AUDITOR FOR THE PERIOD ENDING JUNE 30, 2019 (4:03:17) - Chairperson Ferguson introduced this item. Moss-Adams LLP Partner Mark Steranka narrated a SlideShow presentation of the FY 2018 / 19 Internal Audit Program, and responded to questions of clarification. Extensive discussion followed. Consensus of the committee was that no formal action was necessary.

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6(G) PRESENTATION TO INFORM THE AUDIT COMMITTEE ON THE PROGRESS OF CARSON CITY'S ASSET MANAGEMENT PROGRAM (4:28:44) - Chairperson Ferguson introduced this item, and Real Property Manager Stephanie Hicks introduced Asset Manager Matthew Lawton. Ms. Hicks provided background information on the asset management program, and narrated the presentation which was displayed in the meeting room. Copies of the presentation were included in the agenda materials. Mr. Lawton narrated that portion of the PowerPoint presentation relative to the Sanitary Sewer System. Chairperson Ferguson commended the presentation, and thanked Ms. Hicks and Mr. Lawton.

7. PUBLIC COMMENT (4:54:01) - Chairperson Ferguson entertained public comment; however, none was forthcoming.

8. ACTION TO ADJOURN (4:54:20) - Following a brief discussion, consensus of the committee and staff was to schedule the next meeting for 3:00 p.m. on Tuesday, June 12th. Chairperson Ferguson adjourned the meeting at 4:56 p.m.

The Minutes of the May 10, 2018 Carson City Audit Committee meeting are so approved this _____ day of June, 2018.

STEPHEN FERGUSON, Chair

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STAFF REPORT

Report To: Audit Committee

Meeting Date: 06/12/18

Staff Contact: Nancy Paulson, Interim City Manager

Agenda Title: Presentation only: Moss Adams will present the Internal Audit Status Report. (Nancy Paulson, npaulson@carson.org)

Staff Summary: Representatives from Moss Adams will be discussing the current status of the FY 2018 internal audit work program.

Agenda Action: Other/Presentation

Time Requested: 10 minutes

Proposed Motion

Board's Strategic Goal

Efficient Government

Previous Action

N/A

Background/Issues & Analysis

Applicable Statute, Code, Policy, Rule or Regulation

Financial Information

Is there a fiscal impact? Yes No

If yes, account name/number:

Is it currently budgeted? Yes No

Explanation of Fiscal Impact: N/A

Alternatives

N/A

Board Action Taken:

Motion: _____

1) _____

2) _____

Aye/Nay

(Vote Recorded By)



Date: June 12, 2018
To: Carson City Audit Committee
From: Mark Steranka
Subject: Internal Audit Status Report May 1, 2018 through
May 31, 2018

MEMORANDUM

Schedule Status:

- Basic Internal Auditor Services: ongoing
- Audit Findings Tracking/Validation: ongoing
- FWA Program Coordination: ongoing
- Information Technology Internal Controls Testing: initiation May 2017 and completion September 2017
- Large Public Works Project Review: initiation November 2017 and completion March 2018
- Grants Management Internal Controls Testing: initiation November 2017 and completion May 2018
- Public Guardian Follow Up: initiation April 2018 and completion April 2018

Budget Status through May 31, 2018:

- Basic Internal Auditor Services: expended \$9,975.00 of \$10,000 budget
- Audit Findings Tracking/Validation: expended \$4,900.00 of \$15,000 budget
- FWA Program Coordination: expended \$4,900.00 of \$5,000 budget
- Information Technology Internal Controls Testing: expended \$14,962.50 of \$15,000 budget
- Large Public Works Project Review: expended \$29,925.00 of \$30,000 budget
- Grants Management Internal Controls Testing: expended \$29,925.00 of \$30,000 budget
- Public Guardian Follow Up: expended \$4,900.00 of \$5,000 budget

Activities for this Reporting Period:

- Basic Internal Auditor Services: managed internal audit program, prepared Audit Committee meeting materials, and attended Audit Committee meetings
- Audit Findings Tracking/Validation: continued to maintain Audit Findings Tracking Report

- FWA Program Coordination: administered FWA program (two new reports, both to do with the State)
- Grants Management Internal Controls Testing: completed project and reviewed draft report with City

Activities for the Next Reporting Period:

- Basic Internal Auditor Services: continue to manage internal audit program, prepare Audit Committee materials, and attend Audit Committee meetings
- Audit Findings Tracking/Validation: continue to maintain Audit Findings Tracking Report
- FWA Program Coordination: continue to administer FWA program
- Grants Management Internal Controls Testing: none

Issues:

- none



STAFF REPORT

Report To: Audit Committee

Meeting Date: 06/12/18

Staff Contact: Nancy Paulson, Interim City Manager

Agenda Title: For Possible Action: Discussion and possible recommendation to the Board of Supervisors based on the presentation by Moss Adams on the review of Internal Controls over Grants Management and Administration. (Nancy Paulson, npaulson@carson.org)

Staff Summary: The Board of Supervisors approved the review of internal controls over Grants Management and Administration at their August 3, 2017 meeting. Moss Adams will present their final report to the Audit Committee for discussion and possible recommendations to the Board of Supervisors.

Agenda Action: Formal Action/Motion

Time Requested: 15 minutes

Proposed Motion

Will depend on discussion and possible recommendations.

Board's Strategic Goal

Efficient Government

Previous Action

N/A

Background/Issues & Analysis

Applicable Statute, Code, Policy, Rule or Regulation

Financial Information

Is there a fiscal impact? Yes No

If yes, account name/number:

Is it currently budgeted? Yes No

Explanation of Fiscal Impact:

Alternatives

N/A

Board Action Taken:

Motion: _____

- 1) _____
- 2) _____

Aye/Nay

(Vote Recorded By)



MOSSADAMS

PROPRIETARY AND CONFIDENTIAL

FINAL REPORT

FOR

CARSON CITY

**Grants Management and Administration Internal
Controls Review**

June 5, 2018

Moss Adams LLP
999 Third Ave, Suite 2800
Seattle, WA 98104
(206) 302-6500



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I. BACKGROUND

Moss Adams, as the contracted internal auditor for Carson City (the City), tested key internal controls over grants management and administration. The review took place between November 2017 and April 2018 and focused on testing the operating effectiveness of key controls over the City's grants oversight and management, allowable costs, procurement, cash management, matching, reporting, and sub-recipient monitoring. For many of the grants it receives, Carson City is a sub-grantee, and subject to fewer reporting requirements than the primary grantee.

The testing of internal controls for operating effectiveness was completed under the consultancy standards of the American Institute of Certified Public Accountants (AICPA). As such, this work was not an audit of internal controls that resulted in a formal opinion or other form of assurance. The specific methods used for testing controls over cash assets are presented in the *Scope and Methodology* sections for each review area.



II. SCOPE AND METHODOLOGY

The scope of our review was the City’s oversight and management of grants (state, federal, and local), as well as compliance with grant requirements related to allowable costs, procurement, cash management, matching, reporting, and sub-recipient monitoring. As part of our testing, we selected a sample of grant training records, grant expenditures, cash draws and reimbursements, financial/performance reports, and sub-recipients for the period of July 1, 2016 to June 30, 2017. Some of the attributes tested only applied to federal grants awarded.

The methodology that Moss Adams followed to address the scope of work included grants managed within the Public Works, Sheriff, Parks and Recreation, Health and Human Services, Fire, Community Development, and Finance Departments.

To test the operating effectiveness of managing and administering grants, we performed a number of activities including the following:

- Interviewed key personnel most knowledgeable for the selected grant program.
- Inspected relevant documentation including:
 - City-wide grants administration policies and procedures in place
 - Training records and approval of applications and awards
 - Program revenue and expenditure ledgers
 - Board of Supervisors meeting minutes for program approval (where applicable)
 - Grant contracts and award agreements
 - OMB compliance supplements related to selected federal awards
 - Documentation supporting compliance with grant program requirements.
- Selected a sample of ten grants (federal, state and local) awarded to the City:

Grant Name	Department Managing Grant	Amount Incurred
Financial Grade Energy Audit	Public Works	\$76,000
Medicaid Services	Public Works	\$52,891
COPS in Schools	Sheriff	\$69,275
Regional Gang Unit	Sheriff	\$117,000
CWSD Golden Eagle Lane	Parks & Recreation	\$16,218
Ash Canyon Bridge	Parks & Recreation	\$24,035
Funds for Healthy NV	Health & Human Services	\$73,442
Women, Infants, and Children (WIC)	Health & Human Services	\$199,367
SNPLMA Fuel Reduction	Fire	\$34,347
Community Development Block Grant (CDBG)	Community Development	\$131,372



- Performed tests of internal controls relating to management oversight, allowability of costs, cash management, matching, period of performance, procurement, reporting, sub-recipient monitoring, and travel expenses.



III. MANAGEMENT OVERSIGHT

A. SCOPE AND METHODOLOGY

We randomly sampled ten grants to test oversight and management of grants during the audit period of July 1, 2016 through June 30, 2017. To assess the management and oversight over grants management and administration, we tested the following attributes:

- A. Grant training was in place for the project manager and the employees involved in grants.
- B. The responsible department has specific policies and procedures in place.
- C. For grant applications less than or equal to \$50K, grant application was approved by the City Manager.
- D. For grant applications greater than \$50K, grant application was approved by the Board of Supervisors.
- E. Grant-related paperwork was communicated to the Grants Administrator.
- F. Original files were kept by the managing department based on the period of time required by the grant.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	Exception noted	See <i>Finding 1</i> for details.
B	No exceptions were noted.	Not applicable.
C	No exceptions were noted.	Not applicable.
D	No exceptions were noted.	Not applicable.
E	No exceptions were noted.	Not applicable.
F	No exceptions were noted.	Not applicable.



C. FINDINGS AND RECOMMENDATIONS

1	FINDING	<p>Formal grants administration training was not provided to all personnel involved in grants.</p> <p>Of the ten grants tested, we found that key employees for the Financial Grade Energy Audit and Cops in Schools grants did not have formal grant administration training.</p> <p>Without adequate training about grant requirements, the City faces an increased risk of non-compliance, which could ultimately jeopardize grant funding for future opportunities.</p>
	RECOMMENDATION	<p>Provide formal grants administration training to all personnel involved in grants.</p> <p>Due to the nature of the complexity of grants, formal training should be provided to all personnel involved with grants including overall grants management administration and compliance requirements. In addition, the training records for personnel should be maintained and tracked centrally to ensure appropriate training is provided.</p>



IV. ALLOWABILITY OF COSTS

A. SCOPE AND METHODOLOGY

Of the ten grants selected, we judgmentally selected the six grants with substantial activity for testing to ensure the allowability of costs incurred during the audit period of July 1, 2016 through June 30, 2017. To assess the allowability of costs incurred related to awarded funds, we tested the following attributes:

- A. Non-payroll costs were allowable in accordance with provision of grant agreement.
- B. Non-payroll costs were allowable in accordance with 2 CFR part 200 (where applicable).
- C. Payroll costs were allowable in accordance with grant cost principles.
 - 1. Job description was allowable under the terms of the grant contract.
 - 2. Documentation existed to support amounts charged are accurate, allowable, and properly allocated.
 - 3. Adequate information was maintained in the personnel file to support allowability of individuals charged to the program.
 - 4. Management reviewed supporting documentation of allowable cost information.
- D. Required supporting documentation exists.
- E. Program Manager reviewed all expenses and invoices.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	No exceptions were noted.	Not applicable.
B	No exceptions were noted.	Not applicable.
C	No exceptions were noted.	Not applicable.
D	No exceptions were noted.	Not applicable.
E	No exceptions were noted.	Not applicable.

C. FINDINGS AND RECOMMENDATIONS

No exceptions were noted during our testing.



V. CASH MANAGEMENT

A. SCOPE AND METHODOLOGY

Of the ten grants selected, we judgmentally selected six grants for testing to ensure cash management requirements were met during the audit period of July 1, 2016 through June 30, 2017. To assess cash management of awarded funds, we tested the following attributes:

- A. If funded on a reimbursement basis, program costs must be paid for by entity funds before reimbursement is requested.
- B. If funds are advanced, recipients must follow procedures to minimize the time elapsing between the transfer of funds from the U.S. Treasury and disbursement.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	No exceptions were noted.	Not applicable.
B	No exceptions were noted.	Not applicable.

C. FINDINGS AND RECOMMENDATIONS

No exceptions were noted during our testing.



VI. MATCHING

A. SCOPE AND METHODOLOGY

Of the ten grants selected, we judgmentally selected six grants for testing to ensure matching requirements were met during the audit period of July 1, 2016 through June 30, 2017. To assess compliance with matching requirements of awarded funds, we tested the following attributes:

- A. The specific requirements for matching, level of effort, and earmarking were met in accordance with the grant agreement.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	No exceptions were noted.	Not applicable.

C. FINDINGS AND RECOMMENDATIONS

No exceptions were noted during our testing.



VII. PERIOD OF PERFORMANCE

A. SCOPE AND METHODOLOGY

Of the ten grants selected, we judgmentally selected six grants for testing to ensure period of performance requirements were met during the audit period of July 1, 2016 through June 30, 2017. To assess compliance with period of performance requirements of awarded funds, we tested the following attributes:

- A. Period of performance compliance requirements were met.
- B. Review of disbursements occurred by person knowledgeable of period of availability of funds.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	No exceptions were noted.	Not applicable.
B	No exceptions were noted.	Not applicable.

C. FINDINGS AND RECOMMENDATIONS

No exceptions were noted during our testing.



VIII. PROCUREMENT

A. SCOPE AND METHODOLOGY

Of the ten grants selected, we judgmentally selected six grants for testing to ensure procurement requirements were met during the audit period of July 1, 2016 through June 30, 2017. To assess compliance with procurement requirements of awarded funds, we tested the following attributes:

- A. Documented procurement procedures were followed in the acquisition of goods and services.
- B. Based on the dollar threshold of the expenditure or the nature of the expenditures, the City satisfied the procurement requirements specified by the grant agreement.
- C. Supervisory review of procurement and contracting decisions was performed.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	No exceptions were noted.	Not applicable.
B	No exceptions were noted.	Not applicable.
C	No exceptions were noted.	Not applicable.

C. FINDINGS AND RECOMMENDATIONS

No exceptions were noted during our testing.



IX. REPORTING

A. SCOPE AND METHODOLOGY

Of the ten grants selected, we judgmentally selected six grants for testing to ensure reporting requirements were met during the audit period of July 1, 2016 through June 30, 2017. To assess compliance with reporting requirements of awarded funds, we tested the following attributes:

- A. Reports were submitted as required by the grant agreement.
- B. Amounts submitted for reimbursement agreed to supporting documentation for the number of units performed for the period.
- C. Supervisory review of reports was performed to assure accuracy and completeness of data and information included in the reports.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	No exceptions were noted.	Not applicable.
B	No exceptions were noted.	Not applicable.
C	No exceptions were noted.	Not applicable.

C. FINDINGS AND RECOMMENDATIONS

No exceptions were noted during our testing.



X. SUB-RECIPIENT MONITORING

A. SCOPE AND METHODOLOGY

Of the ten grants selected, we judgmentally selected six grants for testing to ensure sub-recipient monitoring requirements were met during the audit period of July 1, 2016 through June 30, 2017. To assess compliance with monitoring requirements of funds awarded to Carson City’s sub-recipients, we tested the following attributes:

- A. Complete application and award documents exist for sub-recipients.
- B. Review of application and award process had approvals and authorizations with documented methodology for selection.
- C. Sub-recipients were not suspended or debarred.
- D. Sub-recipients met any other grant-specific required characteristics.
- E. Evidence of risk assessment performed and evidence that City’s monitoring approach was appropriate based on the sub-recipient’s assigned risk.
- F. Evidence that monitoring is adequate to provide reasonable assurance that sub-recipients used awards for authorized purposes; complied with laws, regulations, and the provisions of contracts and grant agreements; and achieved performance goals.
- G. Reviewed the City’s or department’s follow-up procedures to determine whether corrective action was implemented on deficiencies noted during the sub-award monitoring.
- H. Verified that the effects of sub-recipient non-compliance were properly reflected in the City’s records.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	No exceptions were noted.	Not applicable.
B	No exceptions were noted.	Not applicable.
C	No exceptions were noted.	Not applicable.
D	No exceptions were noted.	Not applicable.
E	No exceptions were noted.	Not applicable.
F	No exceptions were noted.	Not applicable.
G	No exceptions were noted.	Not applicable.
H	No exceptions were noted.	Not applicable.

C. FINDINGS AND RECOMMENDATIONS

No exceptions were noted during our testing.



XI. TRAVEL EXPENSES

A. SCOPE AND METHODOLOGY

Of the ten grants selected, we judgmentally selected six grants for testing to ensure travel expenses incurred during the audit period of July 1, 2016 through June 30, 2017, were allowable. To assess the allowability of travel costs incurred related to awarded funds, we tested the following attributes:

- A. The business purpose of travel expense was appropriately supported and approved by management.
- B. Travel expenses were allowable and reasonable in accordance with criteria set by the grant contract.
- C. Travel expenses were appropriately supported.
- D. Program Manager reviewed all expenses and invoices, noting expenses were allowable per the contract.
- E. Period of performance compliance requirement was met.
- F. Review of disbursements occurred by person knowledgeable of period of availability of funds.

B. RESULTS

TEST	RESULT	EXCEPTIONS
A	No exceptions were noted.	Not applicable.
B	No exceptions were noted.	Not applicable.
C	No exceptions were noted.	Not applicable.
D	No exceptions were noted.	Not applicable.
E	No exceptions were noted.	Not applicable.
F	No exceptions were noted.	Not applicable.

C. FINDINGS AND RECOMMENDATIONS

No exceptions were noted during our testing.





STAFF REPORT

Report To: Audit Committee

Meeting Date: 06/12/2018

Staff Contact: Nancy Paulson, Interim City Manager

Agenda Title: For Possible Action: To recommend that the Board of Supervisors approve the Review and Selection Committee's recommendation for contract award to Eide Bailly, LLP for Carson City Internal Audit Services for FY 2019 with two (2) one-year options to renew. (Nancy Paulson, npaulson@carson.org)

Staff Summary: The City is required to have an internal audit function to perform the duties described in Section 3.075(2) of the Carson City Charter. Carson City received sealed Statement of Qualifications (SOQ) to perform the City's Internal Audit function on April 3, 2018 at 2:00 p.m. The SOQ was published in the Nevada Appeal and posted on Carson City's website on March 1, 2018. The submitted SOQ's were sent for review by the Review and Selection Committee where a decision was made on the recommended firm. Final selection will be made by the Carson City Board of Supervisors tentatively set for Thursday, June 21, 2018.

Agenda Action: Formal Action/Motion

Time Requested: 20 minutes

Proposed Motion

I move to recommend that the Board of Supervisors approve the Review and Selection Committee's recommendation for contract award to Eide Bailly, LLP for Carson City Internal Audit Services for FY 2019 with two (2) one-year options to renew.

Board's Strategic Goal

Efficient Government

Previous Action

N/A

Background/Issues & Analysis

SOQ's were received from three firms: Eide Bailly, LLP; Moss Adams, LLP; and BKD, LLP with Eide Bailly and Moss Adams selected for follow-up oral interviews.

Based on the Review and Selection Committee's review of the submitted SOQ's, Eide Bailly, LLP is the only qualified applicant that could be recommended.

The Committee is recommending Eide Bailly, LLP for the following reasons:

1. Superior level of certifications - Every member of the Eide Bailly team is a CPA except for the Director of Cyber Security who has 3 more relevant certifications related to Information Systems.
2. Extensive experience auditing Nevada Cities, Counties, School Districts, and State Government creating a vast knowledge of Nevada Revised Statutes and Nevada Administrative Codes.
3. Extensive experience auditing Carson City – in depth knowledge of the City's Departments and employees including operations, internal controls, and risks making the potential transition seamless.

- 4. In addition to achieving operating efficiencies, internal audit should provide assurance that internal controls are effective to ensure reliable financial reporting. Eide Bailly has expertise in governmental financial reporting and single audit to include provisions of the new administrative requirements, cost principles and audit requirements for Federal Awards.
- 5. The hourly rates by staff level are less than half of the rates proposed by the City's current internal auditor for the Manager and Senior Associate level and \$100 less for the partner level. In addition, there will be no additional charge for travel.

Applicable Statute, Code, Policy, Rule or Regulation

Carson City Charter Section 3.075.

Financial Information

Is there a fiscal impact? Yes No

If yes, account name/number: Internal Auditor Department, General Fund 101-0800-415-03-09

Is it currently budgeted? Yes No

Explanation of Fiscal Impact: The budget for the FY19 Internal Audit Work Program is \$110,000.

Alternatives

Do not recommend Eide Bailly, LLP and pursue other alternatives for Internal Auditing Services.

Board Action Taken:

Motion: _____

1) _____

2) _____

Aye/Nay

 (Vote Recorded By)



Statement of Qualifications for Internal Audit Services (1718-137)

Carson City, Nevada

April 3, 2018

Submitted By:

Eide Bailly LLP

Contact Person

Daniel Carter, CPA

Partner

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MASTER

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Cover Letter

WE WANT TO WORK WITH YOU.

Laura Rader, CPPB
Purchasing and Contracts Administrator
Purchasing Contracts
201 N. Carson Street, Suite 2
Carson City, NV 89701

Dear Ms. Rader:

Thank you for the opportunity to present this statement of qualifications to provide internal audit services for Carson City (City). We've served Governmental clients for more than 40 years so we know the ins and outs of your specific challenges, needs and goals.

Our Experience

We are confident the City will benefit from working with Eide Bailly. Our extensive experience and knowledge positions us to be the right Firm for you. The guidance we provide comes from our working knowledge of the government industry and our internal audit experience. With over 40 years of experience serving counties and government clients, including providing internal audit services, our team members are engaged in the industry and well-positioned in organizations associated with governmental entities. Our Firm annually performs more than 130,000 service hours for our 400 governmental clients which include cities, counties, school districts, colleges and universities, hospitals, state agencies, tribal entities and housing authorities. We act as independent and objective advisors providing you with proven internal audit methodologies.

Our People

We have dedicated and knowledgeable internal audit teams consisting of Certified Public Accountants (CPA), Certified Internal Auditors (CIA), Certified Government Financial Managers (CGFM), members of the Institute of Internal Auditors (IIA), Certified Information Systems Auditors (CISA), Certified Information Security Manager (CISM), Certified in Risk and Information Systems Control (CRISC), GIAC Security Essentials Certification (GSEC), Certified Financials Services Auditor (CFSA), Certified Fraud Examiners (CFE), Certified Forensic Interviewers (CFI), professionals who have held leadership roles in Internal Audit and Compliance roles, Certified in Financial Forensics (CFF) and professionals with Masters of Business Administration degrees in Fraud Management and Economic Crime, as well as other disciplines.

We will work closely with your team to identify issues and provide responsive solutions that are tailored to your internal audit needs. In addition, you will experience partner involvement throughout all phases of an engagement. At Eide Bailly, we make it a priority to be accessible to our clients, which includes returning phone calls and e-mails in a timely manner.

Timeliness

We will meet your deadlines. Our professionals are trained to anticipate, identify and respond to your needs in a timely manner. We will work closely with your Audit Committee and Management team to customize our internal audit services to your needs. We believe in clear, up-front and open communication with *no* surprises.

Cover Letter

Personal, Customized Service

As internal audit and accounting professionals, we offer vital services to organizations facing an ever-changing business environment. Delivering a high level of service to clients is a priority at Eide Bailly, and therefore, our staff members realize the importance of staying informed on current issues impacting internal audit, internal controls and risk management.

Eide Bailly and its predecessor firm has worked with Carson City as their external auditor for the past 15 years. Our Reno office will be the main resource for staffing the Internal Audit for the City. This provides us two distinct advantages:

- 1) An in depth knowledge of the City's departments and people including operations, internal controls, and risks and
- 2) Minimal travel time with no travel costs included in the budget. This allows us to spend more time on identified projects and less time traveling than other firms. We can also attend meetings on short notice given we are 30 minutes away.

The following pages highlight our firm's strengths and demonstrate why Eide Bailly merits serious consideration. Know that you will continue to be a highly valued client. Our people are proud to work with Carson City and will continue to build a trusting relationship with your team. Please contact me at 775.689.9271 or email me at dcarter@eidebailly.com if you would like to discuss any aspect of this statement of qualifications.

Sincerely,



Daniel Carter, CPA
Partner

Industry Experience

INSPIRED TO SERVE GOVERNMENTS

Our professionals have the experience, talent and skill sets to continue to meet Carson City's needs.

Internal Audit Experience

We understand the value of an effective internal audit function to assess risk throughout the organization and provide assurance that operational, financial, and information technology risks are effectively mitigated through appropriately designed and implemented internal controls. Specifically, internal audit should provide assurance that internal controls are effective to ensure reliable financial reporting; adherence to approved policies and procedures; compliance with laws and regulations, and efficient and effective operations.

An effective internal audit department also must be staffed or co-sourced with individuals with appropriate knowledge and experience to assess risk throughout the organization, develop an effective plan of audit, and generate practical and implementable recommendations when issues are identified. Effective Audit Committee, Board and Management reporting is essential to ensure communication of significant issues, tracking of outstanding issues through remediation, and results of re-audit to ensure effective implementation of remediation strategies.

Our professionals have over 100 years of combined knowledge and expertise in the internal audit arena. Our team includes those experienced in managing Internal Audit departments, Sarbanes Oxley control reviews, COSO and IT/ Internal Controls reviews, as well as those professionals with our independent audit and risk management practice, along with process improvement assessment professionals.

This combination of team members is highly effective in assisting clients to determine the overall quality and independence of their internal audit function and effectiveness in aligning internal audit with business structure, goals, strategies, and initiatives.

Forensic Accounting Investigative Experience

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

Cyber Security

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

Risk Advisory

Eide Bailly's risk advisory services combine comprehensive industry experience with a collaborative, risk-based approach to minimize risk without restraining sensible business opportunities. Our experienced professionals work with a variety of clients across a multitude of industries, assisting them with identifying ways to minimize organizational risk specific to their unique needs. Our priority is to fully utilize the risk-planning process to not just manage risk but also help you enhance your operations.

Industry Experience

Computer Forensic Experience

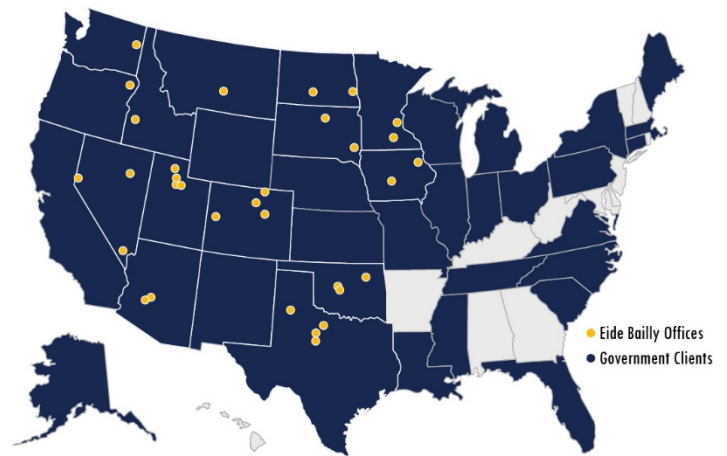
Our computer forensic specialists' depth of expertise and experience includes more than 10,000 cases, handling more than 10 million documents, e-mail and data, as well as performing deletion and destruction services for highly sensitive, top secret data for the Department of Defense. Our investigative experience is drawn from years of federal and local law enforcement computer forensic investigations.

Government Experience

Eide Bailly has more than 200 professionals throughout the firm who focus on providing services to our governmental clients. The City will have access to these professionals as well as professionals focused on single audit, IT, forensic and government consulting. Eide Bailly audits more than \$9.5 billion of federal expenditures each year. These federal expenditures include the City's programs.

Firmwide, Eide Bailly performs more than 400 governmental audits, including 170 Counties and Cities. We are considered thought leaders in the governmental industry as we are members of national, regional, and local government industry organizations. To gain the greatest benefit, the knowledge gained from these memberships is shared with professionals across the Firm and then passed on to our clients.

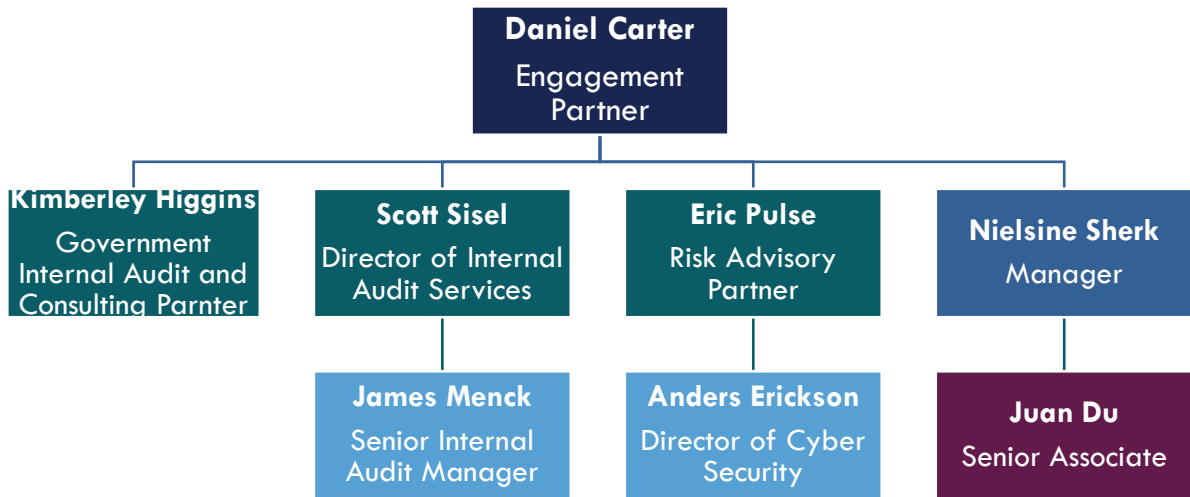
The Nevada office has over twenty professionals that work with our government clients, providing over 23,000 hours of audit services. Our government practice experience for the Reno office ranges from Cities, Counties, School Districts, State Governments and Special Districts.



Team Qualifications

AN EXPERIENCED TEAM

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



SERVICE TEAM

We know the importance of a strong business relationship so we keep staffing changes to a minimum year-to-year. Eide Bailly has a high retention rate, allowing us to provide stability. Your service team has extensive experience in the Governmental industry. Meet your service team.



Daniel Carter, CPA
Engagement Partner

Daniel will serve as the Engagement Partner and will be responsible for directing the activities of the team, coordinating all services and ensuring timely delivery of the final product. He has more than 15 years in service to governmental entities. He currently serves as the Engagement Partner for the consolidated, Legislative Counsel Bureau, Nevada Higher Education Tuition Trust Fund, Nevada Capital Investment Corporation, Local Government Investment Pool, Truckee Meadows Fire Protection District, Tahoe Douglas Fire Protection District, Incline Village General Improvement District and Nevadaworks. In addition he formerly served as a senior member of the audit team for Washoe County, City of Sparks and the State of Nevada.

Team Qualifications



Kimberley Higgins, CPA

Government Internal Audit and Consulting Partner

Kimberley will serve as a Government Internal Audit and Consulting Partner and as an additional resource for the team. Kimberley has more than 30 years in public accounting, with focused experience in the government industry throughout her career. She currently has partner responsibility on a number of government clients, including county, state and local governments. She is integrally involved in the firm's internal audit practice, serving some of our largest governmental, non-profit and for-profit clients receiving federal awards. Her governmental clients include: the City of Commerce City, the City of Lone Tree, the City of Lafayette, Jefferson County, Adams County, and Douglas County.



Scott Sisel, CPA

Internal Audit Partner

Scott serves as the Firmwide leader of Internal Audit services. Scott has over 25 years of experience serving a variety of industries (including governmental entities), with more than 10 years' experience as a partner in a Big Four firm prior to joining Eide Bailly. He possesses deep experience in internal control processes and procedures, and best practices to drive efficiency and effectiveness. Scott has previously led a team in the Firmwide development of industry best control practices, and also has significant experience in Sarbanes-Oxley control reviews and reporting. He is also a frequent speaker on industry developments, internal control and risk management and IT security management and internal audit's role.



Eric Pulse, CPA, CISA, CISM, CRISC, GSEC, CFSA

Risk Advisory Partner

Eric has nearly 20 years in the public accounting and consulting industry providing information technology risk advisory and cyber security consulting services to a variety of industries, including health care, insurance, financial services, banking, credit union, retail, manufacturing, and governments. He performs IT audits, cyber security reviews, Service Organization Control (SOC) 1 and 2 audits, HITRUST assessments, and various other information security framework reviews (NIST, ISO, PCI, HIPAA, etc.), as well as provides leadership in developing and enhancing IT risk advisory and cyber security consulting practice for people, processes, methodologies and growth.



Anders Erickson, CISA, CISSP, CRISC

Director of Cyber Security

Anders will be a valuable resource for the City. Anders has more than fifteen years of experience providing IT risk and control solutions within the private and public sector. His experience includes planning and executing assessments of IT security practices, risks, and controls against organizational, industry, and government standards. He is currently heading up the Eide Bailly Cyber Security team to help clients understand their risks related to Cyber Security and create a plan for remediating weaknesses and managing ongoing risks related to cyber security. Anders is Certified in Risk and Information Systems Control, a Certified Information Systems Auditor and a Certified Information Systems Security Professional.



James Menck, CPA, CIA, CFE

Senior Internal Audit Manager

James will serve as the Senior Internal Audit Manager and will be responsible for ensuring the engagement meets the Institute of Internal Auditor's International Standards for Internal Auditing. He has more than 25 years of experience, including the past seven years with Eide Bailly. Prior to joining Eide Bailly, he served as an internal audit director for a national company. In that role he had responsibility for financial and operational audits and Sarbanes-Oxley controls testing and reporting. Prior to his industry experience, James spent over 12 years (ten with a Big Four accounting firm) providing audit and consulting services. James holds the Certified Public Accountant, Certified Internal Auditor and Certified Fraud Examiner designations.

Team Qualifications



Nielsine Sherk, CPA
Manager

Nielsine will serve as a Manager on the City’s engagement. She has more than ten years of experience in public accounting, with experience in the governmental industry, governmental employee benefit plans, and internal audit. She has served as manager on Washoe County, Regional Transportation Commission, County/City of Carson, and the State of Nevada. Nielsine leads the governmental employee benefit plan practice in the Reno office. She also serves as part of the co-sourced internal audit function for a local publicly



Juan Du, CPA
Senior Associate

Juan will serve as a Senior Associate on the City’s engagement. She has more than two years of public accounting experience, with experience in the governmental and employee benefit plan industries. She has served as the Senior Associate on Nevada Public Employees’ Deferred Compensation Plan, Nevada FICA Alternative Deferred Compensation Plan. She holds the Certified Public Accountant designation

References

SIMILAR CLIENTS

As a top 25 CPA firm with 32 offices in 14 states, we’ve built our business on relationships. But we know that you’d rather hear it from people like you who’ve used our services.

The clients below have used similar services to your company, and we encourage you to contact them to learn more about their Eide Bailly experiences.

Similar Clients

Client Entity Name	Contact Name & Title	Phone & Email	Services Provided
Carson City, Nevada	Nancy Paulson Deputy City Manager	775.283.7944 npaulson@carson.org	Prior audits, single audits and agreed-upon procedures for the City
Adams County, CO	Raymond Gonzalez County Manager	720.523.6100 rgonzales@adcogov.org	Internal Audit and Consulting
State of Nevada, Department of Transportation	Robert Nellis Assistant Director	775.888.7440 rnellis@dot.state.nv.us	Internal Audit and Consulting
Employers Holdings, Inc	Jay Goldberg Vice President	775.327.2681 Jgoldberg@employers.com	Internal Audit

Cost Proposal

RATES AND CHARGES

Our fees are based on the complexity of the issue and the experience level of the staff members necessary to address it.

We propose the following fees based on our understanding of the scope of work and the level of involvement of Carson City’s staff, and the annual budget for Internal Audit. This fee is inclusive of all cost to perform the services requested. For estimated manpower see Appendix A.

Audit Engagement

Professional Services & Fees	2018
Total All-inclusive Maximum Price	\$ 110,200
Total Fees	\$ 110,200

Audit Engagement

Hourly Rate by Staff Level	2018
Partner	\$ 250.00/ hr.
Manager	\$ 120.00/ hr.
Senior Associate	\$ 95.00/ hr.

The above rates are based on a plan to schedule work outside of the traditional busy seasons of the City and Finance staff (i.e. outside of annual audit and budget preparation seasons). We affirm we are able to devote an average of 25 hours per week to Carson City over the contract period. We will communicate with the Audit Committee on a regular basis the percentage of budget used year to date.

Billing Policy Regarding Telephone Inquiries

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

Internal Audit Approach



CONNECTING YOU TO SERVICES

The key to our delivery of this service will be an ability to share best practices from our experience, including those that encounter similar compliance, reporting, control, and operational issues. We will provide recommendations and responses based on our observations that will drive efficiency while at the same time focus on reducing risks.

Through our internal audit services, we will work closely with the Audit committee to assess and address risks and controls throughout the City. We recommend using a tailored scoring and ranking system to prioritize enterprise risks and develop an annual audit plan that focuses resources in areas of greater risk. Our system of risk analysis focuses first on your current controls environment to mitigate performance, operational, financial, and IT risk and determine compliance with the accounting procedures manual.

We also pay special attention to organization risk on a forward looking basis. Through this process, we will identify potential weaknesses, offer practical recommendations to improve your internal controls and reduce risk, and make observations about your processes and procedures based on our experiences with best practices within the government industry.

Our experience with internal audits of governments requires adherence to various standards surrounding internal controls including the COSO Framework, IIA and FISCAM. We work with all of our clients to help them understand the COSO framework. How this particular framework applies to the provisions of the new Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards dealing with your federal awards, may be an area that we determine appropriate for internal audit. We have conducted training on COSO and risk assessments nationwide and believe we will add value and improve the effectiveness of the risk management, control and governance processes.

Our approach to evaluating and identifying risks, prioritizing those risks and developing audit plans is an interactive approach with the City Audit Committee. We will first evaluate previous internal audit reports, your policies, procedures, and will then interview key personnel. Information obtained will be key to developing a comprehensive risk analysis.

The primary focus of the procedures is to provide feedback that controls in the areas tested are properly designed, functioning as designed and documented, and that processes are operating in conformance with established policies, as well as whether the policies are most effective and efficient given the nature and resources of the City, as well as the compliance requirements in place. We will recommend changes in procedures to improve efficiency and effectiveness of internal controls.

Internal Audit Approach

Proposed Schedules

We anticipate beginning the planning and risk assessment process shortly after being selected as your internal audit resource partner in June.

We will collaborate with your management team and also obtain input from the board and other potential stakeholders, during June and July. We will work with you to better understand your risk factors and issues as well as develop a prioritized risk assessment using risk factors and evaluation with a prioritized weighting factor, and an annual audit plan and work schedule over the course of the year.

We will keep in mind the need to address any particular risks based upon nature of the area and your expectations for delivery of internal audit results. Subject to availability of your personnel and related planning and risk assessment needs, we expect that we could begin each planned audit within four weeks of agreement of the respective audit and plan.

We also anticipate our plan to provide not only the overall audit plan and individual internal audits, but also a detailed schedule of audits, the related risk assessment, objectives and timing of report completion for each audit completed. We will be available to present to the Audit Committee and the Board of Supervisors as needed, but at least quarterly.

Team Member Involvement

Eide Bailly's IA services utilize professionals with experience in the following areas:

- Managing IA departments in industry
- Governmental industry audits and consulting, with specialization working with Cities and Counties
- Financial, operational, performance, and IT internal controls assessment
- IT Audit and Consulting
- Transactions Services
- Compliance and billing
- Grant consulting and contract compliance
- Process Improvement
- Forensic Accounting and Computer Investigative Analysis
- Human Resources Consulting and Outsourcing Services
- Cyber Security and Risk Advisory Services
- Operational review and analysis
- Cultural assessments

This combination of team members is effective in helping clients meet their internal audit needs according to the organization's size, structure, specialized needs and risk appetite.



WHY CHOOSE EIDE BAILLY

WE WANT TO WORK WITH YOU.

If you are looking for a firm that takes time to understand you and your business, will connect you with knowledge, resources and solutions and bring you confidence in your business decisions, look no further. Based on our understanding of your immediate needs, we believe we are a good fit. And, we want to work with you!

If you have any questions or would like additional information, please don't hesitate to reach out to us. We want to make sure you have all the information you need to make your decision.

- Feel free to call me at 775.689.9271 or by email at dcarter@eidebailly.com

What inspire you, inspires us.

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

Appendix A

ESTIMATED MANPOWER

 **Internal Audit Plan & Hours**

Audit Plan	Hours
Risk Assessment	200
Performance Audits	100-200/each
Special Investigations/Projects	100-200/each
Ongoing Follow-up/Re-audit	50-100
Administrative Support Services	50

Appendix B

SAMPLE OF WORK

Executive Summary and Risk Assessment
City Name

SAMPLE

City Name

Executive Summary and Risk Assessment

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SAMPLE

Executive Summary

Internal Audit departments operate using guidance provided by the International Professional Practices Framework (IPPF) published by the Institute of Internal Auditors. Standards of the IPPF address planning and indicate that risk-based plans should determine the priorities of the internal audit activity, consistent with the organization's goals. The internal audit activity's plan of engagements must be based on a documented risk assessment, undertaken at least annually. The input of senior management and the board must be considered in this process.

With the issuance of RFP 2014.403, Proposal for Internal Auditor Services, our proposal dated Month Date, Year and the Purchase of Service Agreement signed Month Date, Year, City changed its internal auditor services agreement and vendor to Eide Bailly, LLP. We were hired as part of the City team to provide consulting/special projects as well as risk assessments/internal audits for top management with final reporting and approvals by the Board of City Commissioners. The following report outlines our special projects and risk assessment update process to date. We also included the proposed audit plan for 201X, which may include follow up projects from your previous internal auditors based upon our risk assessment updates. Department directors and elected officials provided input as part of the risk assessment process to ensure key risks were captured for each function within the City.

The risk assessment process is not an exact science. The majority of risks are self-reported by the director and staff of the respective function. While every risk and its associated ranking are thoroughly discussed with the risk's owner, no audit procedures are performed to validate the rankings (thorough audit procedures will be developed and performed as part of the individual audits proposed as a result of this report). The audit team applies professional judgment and experience to determine the final risk rankings.

It is very important to note that risks are written as if they are occurring. Readers should not assume the noted risk actually exists or that the function is deficient in any way. The purpose of the risk assessment is to develop an audit plan, not to report problems with current operations. In contrast, the purpose of an internal audit is to evaluate and conclude on the adequacy and effectiveness of operations and internal controls through interviews, review of documentation, testing, and other detailed procedures. A countywide risk assessment does not validate data or go into the same level of detail as an internal audit and should not be viewed as such.

As a result of the risk assessment process and our interviews and updates to date, the following areas were identified for internal audit in 201X/201X, in order of risk assessed:

Assessor
Clerk & Recorder
Finance
Sheriff
Coroner
Treasurer

In addition to function-specific audits, our proposed 201X/201X audit plan provides for time to maintain the internal audit function at the City, perform an on-going entity-wide risk assessment as outlined in this report, follow up on completion of management actions, and address specific additional concerns which may arise during the year. Our complete proposed audit plan, including the results of specific agreed upon procedures projects is included as Figure 4 on page 8 of this report.

Objective

The City Internal Audit function was established through a resolution adopted by the Board of City Commissioners in Month 201X and updated Month, 201X. A risk assessment is performed as part of any internal audit function, the objective of which is to determine the risks to the organization and develop an appropriate risk-based audit plan.

Scope

The scope of our risk assessment update included all departments and elected offices within the City. The previous risk assessment also included the Public Trustee (appointed by the Governor). The City Commissioners established the scope of internal audit to include all activities with financial risk; in other words, activities that have a direct impact on the city-approved budget. We considered additional risk factors (legal/regulatory, operational, and reputational) at the specific request of the individual department directors or elected officials.

Procedures Performed

We performed the following procedures to complete our risk assessment:

Presentation of methodology to directors/officials interviewed- Upon inception of the internal audit function in 201X, our risk assessment methodology and procedures were presented to all department directors and elected/appointed officials that we met with to promote consistency within the process across all operating entities. For the 201X and subsequent risk assessments, we will present our methodology to any newly interviewed and/or elected officials or newly hired department directors.

Solicitation of risks- Each director/official was asked to review the goals/responsibilities of their function and risks to accomplishing these goals/responsibilities. For each risk, respondents were instructed to rank the magnitude of impact and likelihood of occurrence.

Magnitude of impact assesses the severity of the risk, assuming it were to occur, using rankings of high, medium, and low.

Likelihood of occurrence assesses the chance the risk will come to fruition, regardless of the severity of the risk, using rankings of probable, potential, and remote.

Risk rankings are further defined in Appendix A- Risk Assessment Results

Evaluation of risks- Internal Audit reviewed all completed risk assessments in conjunction with the function's goals/responsibilities, information available on the function's internet/intranet sites, and Internal Audit's experience with government operations. Additional risks or changes to risk rankings were proposed when deemed appropriate.

Departmental interviews- Internal Audit held individualized risk assessment sessions with each elected official and department director, listed below (*Figure 2, Page 5*). Internal Audit also met with top management and elected officials to obtain their input regarding updates to the 201X risk assessment. The purpose of these meetings and contacts was to clarify responses submitted in the self-assessment, review and revise risk rankings as necessary, and discuss additional risks proposed by Internal Audit.

Validation of risks- To ensure risks and associated rankings were appropriately captured, top management was provided copies of the final risks/rankings and given the opportunity to propose additional changes.

Consolidation of risks- Upon completion of the risk validation process, risks from each function were consolidated into a master risk assessment covering the entire city (see Appendix A - Risk Assessment Results). We assigned risk rankings numerical weights as presented in *Figure 1: Risk Rankings*:

Figure 1: Risk Rankings

Magnitude		Likelihood	
Rankings		Rankings	
High	3	Probable	3
Medium	2	Potential	2
Low	1	Remote	1

Financial magnitude was multiplied by the likelihood ranking to arrive at an overall raw risk score.

As discussed in the preceding scope section, some city officials and departments requested an expanded risk assessment scope to evaluate aspects of their operations with legal/regulatory, operational, and reputational risks. When all four categories of risk were considered, we multiplied the mathematical average of rankings in all four of the magnitude categories by the likelihood ranking to arrive at an overall raw risk score.

In addition to individualized risk rankings, we used initial 201X budgeted expenditures as another factor in the risk assessment process. Risks associated with departments with larger budgets were given additional weight. Departmental budgets were summarized and given a “percent rank” in relation to other departments. This percent rank was added to the overall raw risk score as a “budgetary factor” to produce a final risk score.

Since Internal Audits were conducted at some of the City departments during 201X through 201X, we developed a “prior audit” factor which when applied, reduced the final risk score for the audited departments.

An additional weighting factor was integrated into the scores for the Assessor’s Office. Weighted risk scores were doubled for the Assessor’s Office, as this office refused to participate in the 201X internal audit of the assessor’s office property valuation adjustment process. This weighting factor accounts for the greater perceived risk associated with this scope limitation.

As the Internal Audit function continues to mature, overall risk scores in future years will likely include additional factors influencing risk such as the number of agreed upon management actions not completed. Such additional factors will help ensure that all functions receive adequate audit coverage, regardless of initial risk rankings.

Development of audit plan- We translated the final risk scores into relative rankings and sorted the scores in descending order. It is important to note that individual risk factors do not necessarily translate one for one into proposed audits. In some cases, the noted risk may be an inherent risk for which the City has no control over. In these cases, the City should be aware that the risk exists despite the fact that the risk cannot be

Addressed in an audit. In other cases, individual risks may not warrant a discrete internal audit and rather, are combined with other risks to produce a more comprehensive audit of the function. Further detail on the proposed audit plan is included in the “Proposed Audit Plan” section below.

Presentation of draft risk assessment and audit plan- This report, in draft format, was presented to top management for review and comment prior to formal adoption of the annual audit plan by the Board of City Commissioners in public hearing. While all comments were considered, Internal Audit, as an independent function reporting directly to the Board of City Commissioners, made the final decisions on risks, rankings, and proposed audits presented to the Board.

Approval of annual audit plan- As a final step in the risk assessment and audit planning process, the audits outlined in this report are presented to the Board of City Commissioners for final approval.

Individuals Contacted

Department Directors and elected/appointed offices were contacted for input into the updated risk assessment process to date. *Figure 2: Departmental Contacts* lists each function contacted, along with the function’s respective leader. Internal Audit contacted each of these individuals as part of the updated risk assessment process. Additionally, the majority of functions included key members of their staff when providing input and feedback.

Figure 2: Departmental Contact

- Assessor’s Office –
- Clerk & Recorder –
- Commissioner’s Office –
- Deputy City Manager –
- Coroner’s Office –
- Sheriff’s Office –
- Finance –
- Treasurer’s Office –

Proposed Audit Plan

Internal audit was set up with an annual budget affording approximately 1,300 annual audit hours. We have structured our special project and internal audit plan to fit within close proximity to this budget. The internal audit budget also includes audit hours to administer the audit function, update the risk assessment annually, and conduct follow up audits to determine if agreed upon management actions have been satisfactorily completed.

Based on the results of our updated risk assessment as presented in Appendix A: Risk Assessment Results, we propose the 201X internal audit plan presented in *Figure 3: Proposed audit plan*. Our proposed audit plan was based on the risk assessment results and our knowledge of city government operations. This plan may be modified as necessary during the year to address immediate concerns or changing conditions. Specific timing of each audit engagement will be determined upon approval of the audit plan and coordination with auditees.

Figure 3: Proposed audit plan

201X Internal Audit Proposed Schedule	Status	Hours
201X Risk Assessment- Interviews with department directors/elected officials to update risk assessment to evaluate risks to the City and develop the 201X/201X internal audit plan.	Complete	200
201X – Assessor’s office Review of departmental operations and compliance with laws and regulations, specifically the process to assess mobile home parks and resulting Board of Equalization hearings and appeals process that have been denied the Office.	Denied Access	
201X/201X - Clerk & Recorder-Review of operations, internal controls, segregation of duties and off-site cash collection sites.	TBS	100
201X/201X- Finance-Payroll analysis/strategy to determine best practices, efficiencies and effectiveness in changing payment cycles and processes and potential vulnerabilities with current planned timing.	TBS	100
201X – Sheriff – operational audits of the office, internal controls, segregation of duties, search and seizure funds, commissary funds based upon risks the Sheriff would like addressed.,	TBS	
201X – Coroner – internal controls surrounding inventory collection, safeguarding, reporting and releases to appropriate persons.	TBS	
201X - City Treasurer’s Office- Follow up review of adequacy of internal controls over financial operations, including receipt and disbursement of funds and roll out of new treasury management system.	TBS	100
201X – Community and Economic Development-Review of grants and internal controls surrounding the compliance of those grants (policies, allocations and sub-recipient monitoring) handled by grant managers in this department.	TBS	
201X Special Projects		
MarijuanaLotDrawingWe assisted with the conduction of the Marijuana Lot Drawing held on Month, Date Year for selection of applications for marijuana establishments as outlined in the City Board of City Commissioner Resolution 2014-358 Approving Marijuana Regulation Amendments in Unincorporated City	Completed	100
Storm water Utility Fees We reviewed the internal controls surrounding the billing process and tested the billing process and calculations before bills were mailed to constituents of unincorporated City related to the 201X Storm water Utility Fee billed in accordance with the City Resolution Establishing Rates, Fees and Addressing Credit and Appeal Policies and Additional Details	Completed	100
201X- Storm water Utility Fee Follow Up Process-to determine if internal controls as tested were implemented and continuing to function as expected during the current live billing process.	TBS	50
Administration- Time required to manage the internal audit function, not otherwise associated with specific audits.	Ongoing	50
Total budgeted hours- 201X		800

In addition to our 201X audit plan, potential audits tentatively planned for 201X include the following:

201X Risk Assessment- Meet with department directors and elected officials to continue to update the risks/rankings identified in the 2015 risk assessment to develop the 201X audit plan.

City Assessor's Office- Review adequacy of controls over property discovery and valuation. Note: Internal audit attempted to perform this audit in September 201X. At the time, our proposed visit/interview and audit program was rejected by the Assessor. We are proposing the same scope of work to be performed, upon agreement of the Assessor, who will have been in office for 1 year in Month, Year

Sheriff's Office Cash Collection Process- Review the process by which the Sheriff's Office collects cash for all major functions, such as payment of citations issued. Review to include internal controls over citation issuance and tracking processes, as well as collection of other receivables.

Coroner's Office Inventory in-take procedures-Review the process by which inventory is collected within the office, the accountability of the collection process, safeguarding of the inventory and eventual return of property to owners.

Grant audits within departments targeting the efficiency and effectiveness of managing the grant process against compliance and sub-recipient monitoring.

201X Follow Up- Review and testing of completion status of agreed-upon management actions.

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Appendix A- Risk Assessment Results

The table on the following pages presents the results of our risk assessment procedures as detailed in this report. **We reemphasize that these risks represent potential areas of concern rather than actual problems.** The vast majority of these risks would likely appear for any government or organization performing similar functions. The reader should not infer that this document is a reflection on the strengths or weaknesses of a particular function or the management of that function.

The following guidance relating to ranking of risks was provided to each city function when completing the risk assessment:

Magnitude rankings

High risk: Material impact on budget or financials (defined as \$1,000,000 or greater potential impact), cash flow seriously affected; serious diminution in the City's reputation with adverse publicity; major impact on customer service/significant downtime of critical applications/significant impact on employee morale; severe regulatory/legal criticism and Board attention required.

Medium risk: Moderate impact on budget or financials (defined as between \$100,000 and \$1,000,000); cash flow impact will be absorbed under normal operating conditions; impact on reputation, at least in the short term; potential impact to customer service/potential downtime of critical applications/consequences can be absorbed under normal operating conditions; potential for regulatory/legal criticism and Director-level attention required.

Low risk: Low (less than \$100,000) or no impact on budget or financial results; no impact on reputation; no impact to customer service/can be resolved by managers and staff; No regulatory or legal criticism.

Likelihood rankings

Probable: Risk issues are occurring or have a high likelihood of occurrence.

Potential: Risk may not be currently occurring, but may be reasonably expected to occur in the future.

Remote: Risk issues are expected to occur under exceptional circumstances only.

Areas with high magnitude rankings may be insignificant if the likelihood of occurrence is remote. Similarly, areas ranked as probable to occur/currently occurring may be insignificant if the corresponding ranking on magnitude of impact is low.

Risk	Entity	Financial	Regulatory & Legal	Operational	Reputation	Likelihood of Occurrence	Raw Risk Score	Final Risk Score
Risk that real or personal property might not be discovered for taxation	Assessor	Low	High	High	High	Probable	7.50	15.84
Risk that mill levies may not be entered into the system correctly	Assessor	Low	High	High	High	Remote	2.50	5.84
Risk that property valuation could be altered inappropriately or that the valuation amounts entered could be inaccurate	Assessor	Low	High	High	High	Probable	7.50	15.84
Risk that a property may not be correctly associated with all applicable taxing districts	Assessor	Low	High	High	High	Remote	2.50	5.84
Risk that appraisal staff may not hold or maintain a valid and appropriate appraiser's license or meet the continuing education requirements for that license	Assessor	Low	High	High	High	Potential	5.00	10.84
Risk that statutory deadlines could be missed	Assessor	Low	Low	Low	Low	Remote	1.00	2.84
Risk that property could be inappropriately classified as exempt due to data entry error or fraud	Assessor	Low	High	High	High	Probable	7.50	15.84
Risk that current or previous employees could have inappropriate access, or an inappropriate level of access, to automated systems	Assessor	Low	High	High	High	Potential	5.00	10.84
Risk that agricultural or commercial landowners could fraudulently complete their valuation questionnaires with inaccurate information to reduce their land valuations	Assessor	Low	High	High	High	Potential	5.00	10.84
Risk that property tax abatement could be processed inappropriately or without proper authorization	Assessor	Low	High	High	High	Probable	7.50	15.84
Risk that information required by law to be maintained confidential could be released or compromised	Assessor	Low	High	High	High	Potential	5.00	10.84



Risk	Entity	Financial	Regulatory & Legal	Operational	Reputation	Likelihood of Occurrence	Raw Risk Score	Final Risk Score
Risk that fees collected could be misappropriated	Clerk & Recorder	Low	High	High	High	Potential	5.00	5.57
Risk that items in the title, plate, or tab inventory could be misappropriated or lost	Clerk & Recorder	Low	Low	Medium	High	Potential	3.50	4.07
Risk that cash from motor vehicle offices could be stolen by an external party	Clerk & Recorder	Low	Low	High	High	Potential	4.00	4.57
Risk that errors might occur during the election process, requiring the election to be redone	Clerk & Recorder	Medium	High	Medium	High	Potential	5.00	5.57
Risk that a theft or catastrophic incident will destroy historical public property records, which have no backup or second copy. Incidents could include water leaks above the historical records, fire and sprinkler system, tornado, etc.	Clerk & Recorder	Low	Medium	Medium	High	Potential	4.00	4.57

Risk	Entity	Financial	Regulatory & Legal	Operational	Reputation	Likelihood of Occurrence	Raw Risk Score	Final Risk Score
Risk of vendor fraud	Finance	High	Medium	Medium	High	Potential	5.00	4.26
Risk that one or more department director(s) could overspend federal or state grants and allocations, which may require the City's general fund to cover the over expenditure	Finance	High	Medium	Medium	High	Potential	5.00	4.26
Risk that employees may commit fraud	Finance	Medium	Medium	Low	High	Potential	4.00	3.51
Risk that the City might purchase services inappropriately through a sole source procurement, or with inadequate evaluation criteria, which could impair fair competition or result in poor quality performance or excessive costs	Finance	Medium	Low	Low	High	Potential	3.50	3.14
Risk that employee income tax withholdings may not be paid timely or in correct amounts, which could subject the City to penalty and interest payments	Finance	Low	Low	Low	Low	Remote	1.00	1.26
Risk that errors may occur in the final check paid to an employee who is terminating employment, requiring the City to collect the overpayment or pay additional funds due	Finance	Low	Low	Low	Low	Potential	2.00	2.01
Risk that contracts could be executed without proper approvals and authorizations	Finance	Medium	Medium	Medium	Medium	Potential	4.00	3.51
Risk that vendor tax IDs and names may not match on W-9s and 1099s, which could subject the City to fines and require additional staff time to resolve	Finance	Low	Medium	Low	Low	Potential	2.50	2.39
Risk that assets may not be properly tracked, resulting in possible loss or theft	Finance	Low	Low	Low	Low	Remote	1.00	1.26
Risk that other departments/offices might be running duplicate finance/purchasing functions, which could impair City's ability to enforce policies and controls and reduce efficiency	Finance	Medium	Low	Medium	Low	Potential	3.00	2.76
Risk that fraudulent payments might be made to "ghost" employees	Finance	Low	Low	Medium	Low	Remote	1.25	1.45
Risk that employees could split vendor payments to circumvent internal controls	Finance	Low	Low	Low	Low	Potential	2.00	2.01
Risk that inappropriate purchases could be made, which might not represent the best use of city funds	Finance	Low	Low	Low	Medium	Potential	2.50	2.39
Risk that the City is noncompliant with federal, state and other grants that would impair its qualifications to receive future allocations and grant awards	Finance	High	High	Medium	Medium	Potential	5.00	4.26
Risk that ineffective collection processes for the storm water program could result in inaccurate budgeting and improper administration	Finance	High	Medium	High	High	Potential	5.50	6.23
Risk that properties in unincorporated City would not be assessed the correct storm water fee, risking over- or undercharging customers	Finance	Medium	Low	High	High	Probable	6.75	7.48
Risk that purchasing authorization limits for directors and the city manager may not be set appropriately, weakening the control if limits are set too high or increasing purchasing department workload if limits are set too low	Finance	Medium	Low	Medium	Low	Potential	3.00	2.76

Risk	Entity	Financial	Regulatory & Legal	Operational	Reputation	Likelihood of Occurrence	Raw Risk Score	Final Risk Score	
Risk that revenues from traffic tickets, other fines and fees, and handgun permits may be misappropriated	Sheriff	Low	Medium	Low	Medium	Medium	Remote	1.50	2.44
Risk that goods and services may not be put out to competitive bid as required	Sheriff	Low	Low	Medium	Low	Low	Remote	1.25	2.19
Risk that items purchased with City funds may be subject to waste and abuse	Sheriff	Low	Low	Low	Medium	Medium	Remote	1.25	2.19
Risk that grant provisions may not be adhered to, resulting in loss of funding	Sheriff	Low	Medium	Low	Low	Low	Remote	1.25	2.19
Risk that City-owned assets, including weaponry and specialized police equipment, may not be appropriately secured	Sheriff	Low	Low	Low	Medium	Medium	Remote	1.25	2.19
Risk of lawsuits relating to police actions	Sheriff	Medium	Medium	Medium	High	Potential	4.50	5.44	
Risk that impounded vehicles may be Ineffectively secured	Sheriff	Low	Low	Low	Low	Remote	1.00	1.94	
Risk that "Ghost" employees may be added to payroll "	Sheriff	Medium	Low	Low	Medium	Remote	1.50	2.44	
Risk of seizure and/or commissary funds or assets could be misappropriated	Sheriff	Low	Low	Low	Medium	Remote	1.25	2.19	
Risk of staffing adequacy and that personnel leave due to the nature of the work leaving the office with limited resources	Sheriff	Medium	Low	Medium	Low	Potential	3.00	3.94	

Risk	Entity	Financial	Regulatory & Legal	Operational	Reputation	Likelihood of Occurrence	Raw Risk Score	Final Risk Score
Risk that personal property from deceased could be lost or misappropriated	Coroner	Low	Medium	Medium	High	Potential	4.00	4.15
Risk that evidence to support the cause of death may not be adequately maintained, resulting in potential litigation	Coroner	Low	Medium	Low	Medium	Remote	1.50	1.65
Risk of lawsuits resulting from potentially inappropriate handling or disposition of deceased persons	Coroner	Low	Low	Low	Medium	Remote	1.25	1.40
Risk of staffing adequacy and that personnel leave due to the difficult nature of the work leaving the office with more work than they are able to do	Coroner	Medium	Low	Medium	Medium	Potential	3.50	3.65

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Risk	Entity	Financial	Regulatory & Legal	Operational	Reputation	Likelihood of Occurrence	Raw Risk Score	Final Risk Score
Risk that tax payment might be applied to the wrong account or that duplicate payments could be made	Treasurer	Low	Low	Medium	Medium	Remote	1.50	1.20
Risk that funds could potentially be embezzled/misappropriated during collection of property tax payments	Treasurer	Low	Low	Medium	Medium	Remote	1.50	1.20
Risk that funds could be misappropriated from cash drawers	Treasurer	Low	Low	High	High	Potential	4.00	3.08
Risk that physical security may not be adequate to protect staff from physical harm or funds from potential theft	Treasurer	Low	Low	High	High	Remote	2.00	1.58
Risk that cash might be left unsecured, subjecting funds to potential misappropriation	Treasurer	Low	Low	Low	Medium	Remote	1.25	1.01
Risk that cash transmitted from other city agencies could be misappropriated during processing	Treasurer	Low	Low	Low	Medium	Remote	1.25	1.01
Risk that controls may not be adequate to prevent funds from being misappropriated or moved erroneously from one taxpayer account to another	Treasurer	Low	Low	Medium	Medium	Remote	1.50	1.20
Risk that a false vendor could be created and payments made to that false vendor without detection	Treasurer	Low	Low	Low	Medium	Remote	1.25	1.01
Risks of changing financial institutions	Treasurer	Low	Low	Low	Low	Remote	1.00	0.83



Preliminary Assessments - Other departments		
Department	Average Raw	Average Final
City Attorney	5.03	5.39
Community and Economic Development	4.59	5.22
City Manager	4.10	4.83
Facility Operations	5.44	4.56
Human Services	3.50	4.50
Commissioner's/City Mgr. Office	3.70	4.01
Parks & Community Resources	3.06	3.87
Emergency Management	3.63	3.63
Transportation	3.75	3.48
Human Resources	3.55	2.86
Front Range Airport	3.32	2.84
Finance and Budget	2.75	2.57
Strategic and Long Term Planning	3.17	2.53
District Attorney	1.67	2.45
Information Technology	2.59	2.33
Fleet	2.38	2.29
Public Trustee	2.00	2.05

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Respecting our peers and their individual contributions.

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

Trusting and supporting one another.

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

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

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

Promoting positive working relationships.

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



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