

STATE OF NORTH CAROLINA)

)

RESOLUTION #R160510-1

TOWN OF INDIAN TRAIL)

**A RESOLUTION AMENDING THE OFFICIAL
INDIAN TRAIL COMPREHENSIVE PLAN IN THE TOWN OF INDIAN TRAIL, UNION
COUNTY, NORTH CAROLINA**

WHEREAS, the Town recognized the need to update Chapter 3 of the Indian Trail Comprehensive Plan as it relates to industrial uses within the Village Overlay Centers; and

WHEREAS, this Comprehensive Plan Amendment (CPA2016-002) was duly noticed in compliance with North Carolina General Statutes; and

WHEREAS, the Planning Board has considered the evidence and public testimony presented at the public hearing and finds it supports the request to modify the subject section of the Comprehensive Plan; and

WHEREAS, the Planning Board voted 6 to 0 to recommend approval of the Comprehensive Plan Amendment on April 19, 2016; and

WHEREAS, the Town Council has considered the evidence, public testimony and Planning Board’s recommendation; and

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Indian Trail, North Carolina approves the modification of Chapter 3 of the Indian Trail Comprehensive Plan as shown in Exhibit“**A**”.

NOW THEREFORE, BE IT RESOLVED by the Town Council of Indian Trail, North Carolina hereby takes the following actions:

Section 1 – Approves CPA 2016-002 Comprehensive Plan Amendment:

Amend the Town of Indian Trail Official Comprehensive Plan to reflect additional language regarding industrial uses within the Village Overlay Centers.

Section 2 – This resolution shall be effective immediately upon adoption.

AND IT IS SO ORDAINED this ___ day of May 2016

TOWN OF INDIAN TRAIL COUNCIL

Attest:

Michael Alvarez, Mayor

Kelley Southward, Town Clerk

APPROVED AS TO FORM:

TOWN ATTORNEY

CPA2016-002 EXHIBIT A

Comprehensive Plan: Chapter 3, Framework Plan

3.2.9 Village Center Overlay

The Town of Indian Trail comprehensive plan is organized around a concept of residential Villages and commercial Corridors. A key to the residential Villages is the goal of having more than half of the build-out population of the town being within a 10 minute walk or a 5 minute drive of regular services, such as stores, restaurants, professional offices, churches, libraries and other services, as well as some light industrial uses. The Village Center, along with Neighborhood Centers and the Sub-regional Center, is a core building block of the residential Village.

The Village Center Overlay is intended to concentrate light industrial uses in specific areas, and higher-intensity commercial uses and higher-density residential around intersections of boulevards and thoroughfares in residential Villages or surrounding one of the three proposed Monroe Bypass interchanges within or partially within the Planning Area.

Creating a Village Center Overlay benefits both residential, and commerce, and industrial uses. The co-location of more intense uses creates opportunities for a sense of place not possible in a more sprawling pattern of commercial uses along an arterial roadway. The center also provides for both fiscal and quality of life benefits to the community. The boundaries for each Village Center should be within a half-mile radius of its center, or approximately a 10-minute walk for the average person.

Village Center Overlay Land Use

Village Centers should be predominantly focused on retail and professional office services for the surrounding population. Other than the US-74 Business Corridor, *Old Hickory Corridor*, and Downtown Indian Trail, most of the retail uses that have been designated for each of the Villages and Corridors within this plan should be located within the Village Center boundaries. Residential uses should only consist of approximately 25% to 40% of a Village Center, depending upon location and market support.

The intent of the Village Center is to create a sustainable community by locating commercial and retail uses that would be supported by approximately 3,000-4,000 residents within close proximity to residential uses. The Village Center size is based on the estimated number of people needed to support an elementary school and neighborhood stores. The Village Centers will also be the most suitable locations for higher density and multi-family residential uses, so that their residents can be within walking distance of the commercial and civic uses.

While the Village Center size ranges are based on generalized planning standards, Village Center developments should be able to demonstrate market support for their proposed size and mix of uses, and demonstrate that their proposed size and mix will not preclude development of other Village Centers, particularly for Village Centers whose anticipated market support area extends beyond the Indian Trail Planning Area.

The Village Center that is located in the Crooked Creek Village could support light industrial uses such as office warehouse or flex space uses. The location of this Village Center at a future Monroe Bypass interchange combined with the availability of land makes this Village Center potentially conducive for light industrial uses. A limited amount of light Industrial uses may be appropriate in other Village Centers depending on the location, proximity to appropriate infrastructure and the uses and character of the surrounding areas.

Village Center Overlay Community Form

The recommended form for commercial uses is a non-residential walkable center with civic, retail, restaurant and professional uses, surrounded by higher density residential uses with excellent pedestrian connections to the non-residential core. This Village Center concept is necessary to soften the impacts of the allowed uses. The Village Center concept is defined through unified architecture; well-planned pedestrian connections linking buildings, parking, and amenities. Buildings should be sited to create pedestrian spaces and parking fields need to be broken into smaller sizes with the use of landscaping. Ground floor space should respond to the pedestrian sidewalks with display windows and entrances. Intense commercial buildings may be multistory.

Residential uses also may be in multi-story buildings. The additional height should be respectful of the adjacent uses and may be limited if there is the potential to negatively impact them. At the periphery of the Village Center will be the residential uses and public facilities. These uses will serve to transition the more intensive uses in the commercial to the less intensive residential uses outside the Village Center. Higher density residential uses in appropriately scaled buildings will buffer the commercial uses in the core of the Village Center, while lower density uses will be located at the outer edges.

Parking will be necessary for residents who do not walk or bike to the center. However, pedestrian connectivity should be incorporated for those living or working in closer proximity. Pedestrian enhancements should be provided to add emphasis and ensure safety along pedestrian corridors. Facilities for public transit stops and pedestrian access to these facilities are also strongly encouraged, as are bicycle racks.

Village Center Overlay Siting Criteria

The following siting criteria, in addition to those mentioned under Community Form, are applicable within the Village Center Overlay:

SC1. Building heights, where appropriate, should be stepped away from the more intensive commercial, industrial and civic uses in the core down to the less intensive residential uses in the periphery.

SC2. Natural features such as streams, wetlands, and groves of trees within the Village Center should be incorporated into the urban fabric, and should incorporate and allow access to any adjacent greenways, along with encouraging pedestrian connectivity.

SC3. Within the commercial core of the Village Center, there should be interior roadways channeling traffic to the major boulevards and thoroughfares but not into the Village Center's periphery residential areas.

SC4. Pedestrian-enhanced cut-through walkways and interior courtyards are desirable to link the Village Center's commercial core to the residential periphery.

SC5. There will be a minimum of two major boulevards or thoroughfares that cross within the Village Center or that are immediately adjacent to the Village Center.

SC6. Higher density single-family residential and multifamily residential uses should be located within a 5-10 minute walk of the core of the Village Center.

SC7. A slightly less dense residential classification should be located closer to the outside periphery of the Village Center.

SC8. Non-residential uses that are appropriate to be located within the Village Center are listed in the Village Center Overlay zoning district classification. While most of the uses are appropriate, some of the uses discourage walkability. It is strongly encouraged that only non-residential uses that support walking, biking and less dependency on motor vehicles be considered for the Village Center.

SC9. Light Industrial uses that are suitable within the Village Center located at intersection of the Monroe Bypass and Unionville-Indian Trail Road should be located on the internal periphery of the Village Center. These uses may be suitable, provided that such uses and their associated activities do not conflict with the enjoyment of residential properties in the area and are sited in a business park environment. Industrial uses may be appropriate within other Village Centers based on compatible land development in the surrounding area.

Town of Indian Trail

Memo

TO: Mayor and Town Council
FROM: Kelley Southward, Town Clerk
DATE: May 10, 2016



SUBJECT: Schedule a Special Town Council Meeting for Monday, May 23, 2016 6:30 PM to 8:30 PM at South Piedmont Community College (SPCC)—Salon B located at 4209 Old Charlotte Highway, Monroe, NC 28110. The purpose for the Special Meeting is to hold a community meeting to receive input from residents and members of the business community regarding a proposed Unified Development Ordinance text Amendment to permit hotel/motel uses in the Sun Valley area.

General Information:

During the April 12, 2016 Public Hearing for the UDO text amendment regarding hotels/motels as a permitted use in the General Business District/Village Overlay Council directed staff to schedule a community meeting to provide additional information to/receive input from residents and the business community.

Required Actions:

Schedule the Special Town Council Meeting for the Community Meeting on this matter for date/time/location specified.

Town of Indian Trail

Memo

TO: Mayor and Town Council

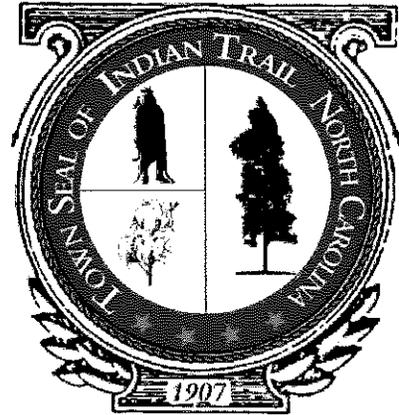
FROM: Jim Wojtowicz



CC: Scott Kaufhold

DATE: May 4, 2016

SUBJECT: Auditor Selection



In late March the Finance Department sent out an RFP to Auditors for performing our annual Audit and preparing the corresponding Financial Statements. We are requesting a three year agreement. We solicited requests from fourteen firms, of which five replied they would propose and two replied they would not. We received one proposal from a firm in which a direct request was not sent.

Per the direction of the RFP, I, along with the assistant Finance Director, opened Section I of each proposal. After examining closely each proposal we settled on three to continue to Section II. Of the ones we did not choose to move forward with: one firm we felt did not have enough experience with Municipalities as large as Indian Trail. Another we felt had more Not-for-Profit experience than Municipality. The third, was well qualified, but we were concerned about the distance of their office from our town.

Upon opening Section II, we realized the remaining firms were equally qualified with minimal difference in quotes. We called references, to which, all were glowing about each prospective firm. We have decided to bring each one in tomorrow, May 5, 2016 to interview the Partner in Charge. After the final interview, I should have a recommendation to you on May 10, 2016 at the Council meeting.

Attached you will find the Section I of all firms from which we received proposals. On top of each section is a breakdown of each firm so to compare. Once we decided upon the final three, we opened Section II. Attached is the Section II for the final three firms. Pursuant to the wording of the RFP, the other three firms Section II was not opened.

I look forward to presenting you with my recommendation on Tuesday.



TWO PART REQUEST FOR PROPOSAL FOR AUDITING SERVICES
AND SELECTION OF AN INDEPENDENT AUDIT FIRM

BY

-TOWN OF INDIAN TRAIL-

NORTH CAROLINA

Proposal's Due Date: 04/29/2016 by 3:00pm

THIS PAGE INTENTIONALLY BLANK.

The Governing Body of the Town of Indian Trail (hereinafter called the “unit”) invites qualified independent auditors (hereinafter called “auditor”) having sufficient governmental accounting and auditing experience in performing an audit in accordance with the specifications outlined in this Request for Proposal (RFP) to submit a proposal.

There is no expressed or implied obligation for the Town of Indian Trail to reimburse firms for any expenses incurred in preparing proposals in response to this request.

The specific details shown herein shall be considered minimum unless otherwise shown. The specifications, terms, and conditions included with this RFP shall govern in any resulting contract(s) unless approved otherwise in writing by the Town of Indian Trail. The bidder consents to personal jurisdiction and venue in a state court of competent jurisdiction in Union County, North Carolina.

Type of Audit

The audit will encompass a financial and compliance examination of the town’s basic financial statements, supplementary information and compliance reports, in accordance with the laws and/or regulations of the State of North Carolina, which include requirements for the minimum scope of the audit. The financial and compliance audit will cover federal, state, and local funding sources in accordance with generally accepted auditing standards; *Government Auditing Standards, latest revision*; the Single Audit Act of 1984; the Single Audit Act Amendments of 1996; the provisions of OMB Circular No. A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, including revisions published in *Federal Register* June 27, 2003 and all subsequent revisions; the State Single Audit Implementation Act; and all other applicable laws and regulations.

Period

The unit intends to continue the relationship with the auditor for no less than three years on the basis of annual negotiation after the completion of the first year contract. Each year after negotiation has taken place an annual contract documenting the terms of the audit will be signed. Since one governing board may not obligate future governing boards, the remaining years of the agreement are subject to annual governing board approval. The Town of Indian Trail reserves the right to request proposals at any time following the first year of this contract. Thus, prepare proposals for the following years, with Year one being the only obligated year:

July 1, 2015 to June 30, 2016

July 1, 2016 to June 30, 2017

July 1, 2017 to June 30, 2018

Requirements

The audit must be conducted in accordance with generally accepted auditing standards; *Government Auditing Standards*, the latest revision issued by the Comptroller General of the United States; Office of Management and Budget Circular No.A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, including revisions published in *Federal Register* June 27, 2003 and June 26, 2007 and any other revisions; the State Single Audit Implementation Act of 1996, and any other applicable procedures for the audit of a government's financial statements prepared in accordance with GAAP.

The Auditor will prepare most year-end adjusting journal entries. The auditor will be ultimately responsible for the preparation, typing, proofing, printing, and copying of the Basic Financial Statement, supplementary information and compliance reports. The Town of Indian Trail's Finance Director and Asst. Finance Director will be actively involved in the MD&A, and other schedules section preparation. The auditor will submit a draft of the Financial Statement to be reviewed in detail by the Finance Director and Asst Finance Director. This draft should be submitted to the Town of Indian Trail in time to allow ample review and corrections. **The timing of this should ensure final completion of the Financial Statements no later than the annual October 31st deadline.**

The Town of Indian Trail prefers interim fieldwork be completed in early June. Year-end fieldwork should begin in August and be completed by September 15th. **An agreed upon post-closing trial balance must exist by September 30th.** The Finance Director will expect a listing of requested information needed for the audit, PBC list during the month of June, prior to the preplanning conference, periodic conferences during the conduct of the audit, as well as an exit conference prior to the completion of fieldwork.

The audit must be completed and reports rendered four months following the fiscal year end (October 31).

A preliminary draft of the audit and required journal entries must be submitted to the Finance Director by October 1 for proofing and reconciliation to the unit's records. Along with a detail listing of general ledger accounts used when grouping numbers together.

Twenty-five copies of each audit report, management letter, and other applicable reports must be supplied to the Finance Director within the time frame cited above. In addition, the auditor is responsible for submitting the required copies to the staff of the Local Government Commission (LGC). Any other copies required will be charged on an as needed basis in addition to the quoted fee. The Town also requires a digital copy of the audit and all applicable reports.

The financial audit opinion will cover the financial statements for the governmental activities, the business-type activities, the financial statements of the aggregate discretely presented component units, each major fund, and the remaining fund information, which collectively constitutes the basic financial statements. The combining and individual financial statements, schedules, and related information are not necessary for fair presentation, but will be presented as additional analytical data. This supplemental information, as required by GASB 34, will be

subjected to the tests and other auditing procedures applied in the audit of the basic financial statements, and an opinion will be given as to whether the supplemental information is fairly stated in all material respects in relation to the basic financial statements taken as a whole. The auditor shall also express an opinion on the budgetary comparison information for the general fund, the major funds, and any annually budgeted special revenue funds. An opinion will not be given on the Management Discussion and Analysis.

The working papers shall be retained and made available upon request for no less than three years from the date of the audit report.

In the event that circumstances arise during the audit that require work to be performed in excess of the original estimates, any additional costs will be negotiated prior to commencement of the work and an amended contract will be approved by the governing board and forwarded to the staff of the LGC for approval.

Audit Contract & Payment of Audit Fees

The audit contract must be approved by the staff of the Local Government Commission. Invoices are subject to approval by the LGC staff prior to processing by the town.

Other Services

The auditor will prepare, type, and print the audited financial statements. The auditor will submit a draft for review by the Finance Director and Assistant Finance Director. The Finance Director will return the draft with proposed revisions as quickly as possible.

Description of Selection Process

Three copies of each section of the proposal should be submitted at the time and place indicated under the section entitled “Time Schedule for Awarding Contract” along with a digital copy of the proposal.

Proposals will be submitted in two sections. The first section will be comprised of the audit firm’s prior experience and qualifications of its personnel in performing governmental audits. The proposals will be reviewed and evaluated based on the auditor’s/firm’s educational and technical qualifications. The top three firms from the first section will have their second section opened and evaluated. The firm that best meets the Town of Indian Trail’s expectations for experience, audit approach, and cost requirements will be selected.

PLEASE KEEP IN MIND THAT COST, WHILE AN IMPORTANT FACTOR WILL NOT BE A SOLE DETERMINING FACTOR. UNUSUALLY LOW BIDS THAT ARE OBVIOUSLY OUT OF LINE WITH OTHER BIDDERS OR ARE SIGNIFICANTLY LOWER THAN OUR CURRENT FEES WILL RAISE CONCERN. THE LOWEST BID WILL NOT AUTOMATICALLY BE AWARDED PREFERENTIAL CONSIDERATION.

The Town of Indian Trail requests that no Town of Indian Trail elected officials or town staff be contacted during this process. However, the Finance Director may be contacted only to clarify questions concerning the RFP.

The Town reserves the right to reject any or all bids, waive technicalities, and to be the sole judge of suitability of the services for its intended use and further specifically reserve the right to make the award in the best interest of the Town.

Failure to respond to any requirements outlined in the RFP, or failure to enclose copies of the required documents, may disqualify the bid.

First Section

The first section should address the requested information below. The corresponding responses should begin with the number below for the requested information.

1. Indicate the number of people (by level) located within the local office that will handle the audit.
2. Provide a list of the local office's current and prior government audit clients, indicating the type(s) of services performed and the number of years served for each. Responsive firms should include any relevant information regarding audits performed on financial statements prepared under the new reporting model.
3. Indicate the experience of the local office in providing additional services to government clients by listing the name of each government, the type(s) of service performed, and the year(s) of engagement.
4. Describe your audit organization's participation in AICPA-sponsored or comparable quality control programs (peer review). Provide a copy of the firm's current peer review.
5. Describe the professional experience in governmental audits of each senior and higher level person assigned to the audit, the years on each job, and his/her position while on each audit. Indicate the percentages of time each senior and higher-level personnel will be on site. Again, relevant experience with the new reporting model should be clearly communicated.
6. Describe the relevant educational background of each person assigned to the audit, senior level and higher. This should include seminars and courses attended within the past three years, especially those courses in governmental accounting and auditing.

7. Describe the professional experience of assigned individuals in auditing relevant government organizations, programs, activities, or functions (e.g., solid waste, grants, enterprise funds, bonds and capital projects).
8. Describe any specialized skills, training, or background in public finance of assigned individuals. This may include participation in State or national professional organizations, speaker or instructor roles in conferences or seminars, or authorship of articles and books.
9. Provide names, addresses, and telephone numbers of personnel of current and prior governmental audit clients who may be contracted for a reference.
10. Describe the firm's Statement of Policy and Procedures regarding Independence under Government Auditing Standards (Yellow Book), latest revision. Provide a copy of the firm's Statement of Policy and Procedures.
11. Is the firm adequately insured to cover claims? Describe liability insurance coverage arrangements.
12. Describe any regulatory action taken by any oversight body against the proposing audit organization or local office.

Second Section

Proposals should include completed cost estimate sheets and any other necessary cost information in a *separate, sealed* envelope marked – “Cost Estimate.” The Town plans to evaluate the qualifications of all firms submitting proposals before considering the Cost Estimate.

This second section should consist of completed cost estimate sheets, which will include the following information:

1. Type of audit program used (tailor-made, standard government, or standard commercial).
2. Use of statistical sampling.
3. Use of computer audit specialists.
4. Organization of the audit team and the approximate percentage of time spent on the audit by each member.
5. Information that will be contained in the management letter.
6. Assistance expected from the town's staff, if other than outlined in the RFP.
7. Tentative schedule for completing the audit within the specified deadlines of the RFP.
8. Use of internal audit staff (if applicable).

9. Specify costs using the format below for the audit year July 1, 2015 to June 30, 2016. For the two audit years, which follow, list the estimated costs. The cost for the audit year ending June 30, 2016 is binding, while the second and third years are estimated costs. Cost estimates must indicate the basis for the charges and whether the amount is a “not-to-exceed” amount.
- A. Personnel costs – Itemize the following for each category of personnel (partner, manager, senior, staff accountants, clerical, etc.) with the different rates per hour.
- 1) Estimated hours – categorize estimated hours into the following: on-site interim work, year-end on-site work, and work performed in the auditor’s office.
 - 2) Rate per hour.
 - 3) Total cost for each category of personnel and for all personnel costs in total.
- B. Travel – itemize transportation and other travel costs separately.
- C. Cost of supplies and materials – itemize.
- D. Other costs – completely identify and itemize.
- E. If applicable, note your method of determining increases in audit costs on a year to year basis
10. Please list any other information the firm may wish to provide.
11. Please include the Summary of Audit Costs Sheet with your proposal.

Time Schedule for Awarding the Contract

Request for proposal packages will be emailed or mailed by **04/01/2016**.

Please acknowledge the receipt of this request for proposal and your intent to respond with a proposal by **04/15/2016**.

Proposals signed by authorized officials will be received by Jim Wojtowicz, Finance Director until **04/29/2016 at 3:00 p.m at 130 Blythe Drive, Indian Trail, NC, 28079** or may be mailed to Town of Indian Trail, Finance Department, P. O. Box 2430, Indian Trail, NC, 28079. Proposals signed by authorized officials may also be submitted electronically to financedirector@admin.indiantrail.org. However, responses sent through the mail or electronically that are delivered **late** will not be accepted.

Envelopes containing proposals should be clearly identified on the front with the words “RESPONSE TO RFP FOR AUDIT SERVICES”. If submitting electronically, the subject line should read, “RESPONSE TO RFP FOR AUDIT SERVICES”, and the first and second sections must be sent in different attached files and clearly labeled. The responses will be reviewed and a recommendation made to the Governing Body on **05/10/2016** at which time the contract will be awarded.

Any questions should be directed to Jim Wojtowicz, Finance Director, at financedirector@admin.indiantrail.org. All questions and answers will be shared with each firm that has signed and returned an acknowledgement of receipt and intent to respond to the proposal.

Description of the Governmental Entity and Its Accounting System

Entity

Town of Indian Trail is a Municipality in North Carolina with a population of approximately 37,000. The town operates a Stormwater Fund. This is our only propriety fund. Other funds the Town currently uses:

General Fund
 Bond Capital Project Fund
 Crooked Creek Park Capital Project Fund
 Chestnut Square Capital Project Fund
 Town Hall Capital Project Fund
 Chestnut Extension Capital Project Fund
 Unionville Indian Trail Sidewalk Improvements Capital Project Fund
 Capital Reserve and Debt Service Fund

Based on the criteria set forth in GASB Statement 14, the following organizations will be included in the audit:

Town of Indian Trail ABC Board (discrete component)

Funds

The Town of Indian Trail maintains the following funds: (the following are examples;

Governmental Funds

General Fund, including Debt Service Fund
 Capital Reserve and Debt Service Fund
 Capital Projects Funds:
 Bond Capital Project Fund
 Crooked Creek Park Capital Project Fund
 Chestnut Square Capital Project Fund
 Town Hall Capital Project Fund
 Chestnut Extension Capital Project Fund
 Unionville Indian Trail Sidewalk Improvements Capital Project Fund
 Schools Expansion Fund

Proprietary Funds

Enterprise Funds:
 Stormwater Fund

Budgeted revenues for the various funds were estimated for FY2015-2016 as indicated below:

General Fund:	\$14,230,368
Powell Bill:	802,500
Stormwater Fund:	1,201,200
Transfers to the Capital Reserve Fund:	\$ 1,732,629

In addition, outstanding installment and general obligation indebtedness debt as of June 30, 2015 can be seen in the Notes to our Financials on pages 29 through 31 on our website www.indiantrail.org under the Finance Department.

The Town of Indian Trail continues to maintain an AA+ bond rating from Standard & Poor's Corporation and Aa2 from Moody's Investors Service. Please see the detail of our bonds below:

Bond Activity	Voter Approved	Sales		Authorized and Unissued
		Private	Public	
11/8/2011 Street Bonds	\$ 7,000,000	\$ 3,000,000	\$ 1,500,000	\$ 2,500,000
11/8/2011 Old Monroe Road	\$10,000,000	\$ -	\$ 500,000	\$ 9,500,000
11/6/2012 Park Bonds	<u>\$ 8,500,000</u>	<u>\$ -</u>	<u>\$ 6,000,000</u>	<u>\$ 2,500,000</u>
				\$
				-
	<u>\$25,500,000</u>	<u>\$ 3,000,000</u>	<u>\$ 8,000,000</u>	<u>\$14,500,000</u>

Detail of Sales

	Streets	OMR	Parks	Total
	<u>\$ 4,500,000</u>	<u>\$ 500,000</u>	<u>\$ 6,000,000</u>	<u>\$11,000,000</u>
Chestnut Square	\$ 700,000	\$ -	\$ 1,500,000	\$ 2,200,000
Chestnut Extension	\$ 1,272,290	\$ -	\$ -	\$ 1,272,290
Crooked Creek	<u>\$ 220,000</u>	<u>\$ -</u>	<u>\$ 4,500,000</u>	<u>\$ 4,720,000</u>
Spent & Encumbered to Date	<u>\$ 2,192,290</u>	<u>\$ -</u>	<u>\$ 6,000,000</u>	<u>\$ 8,192,290</u>
Remaining Sold Unused	<u>\$ 2,307,710</u>	<u>\$ 500,000</u>	<u>\$ -</u>	<u>\$ 2,807,710</u>

Grants, Entitlements, and Shared Revenues

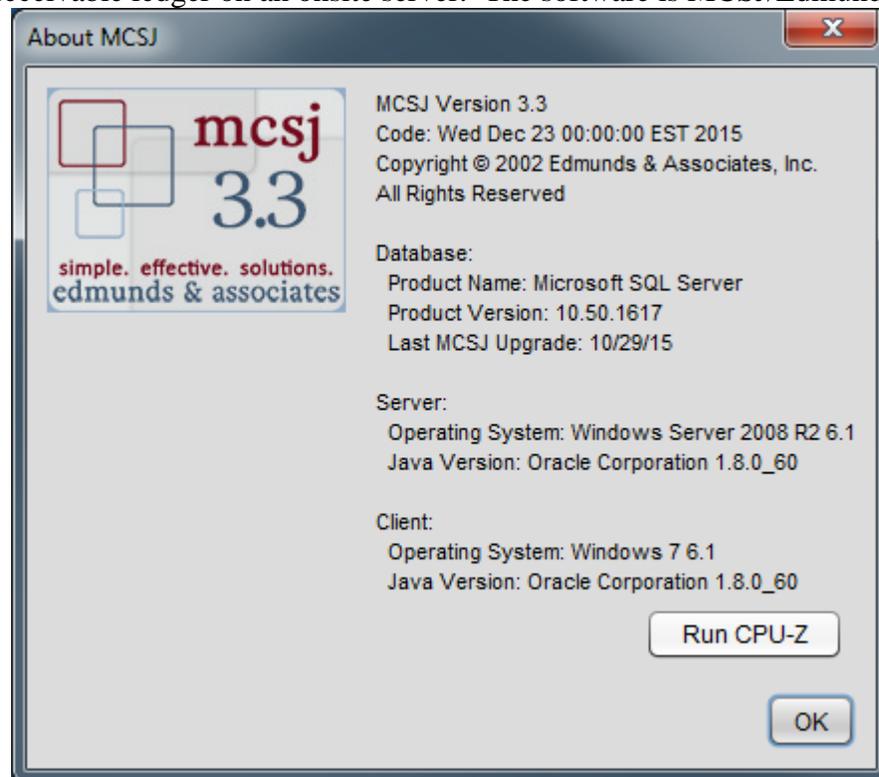
A copy of the Schedule of Expenditures of Federal and State Awards for the year ended June 30, 2015 can be reviewed on line at www.indiantrail.org, in the Finance Department. Also included is a Summary of Auditor's Results showing the major programs for the prior year. At least five years of Financials can be reviewed online at www.indiantrail.org, in the Finance Department.

Budgets

The unit budgets all funds on the modified accrual basis of accounting as required by North Carolina law. Appropriations are made at the departmental level and the budget is adopted at this level. The unit also maintains an encumbrance system. Both the budgetary and encumbrance systems are integrated with the accounting system to provide easy comparison with actual expenditures. At least five years of budgets can be reviewed online at www.indiantrail.org, in the Finance Department

Accounting Records

The Town of Indian Trail maintains all its accounting records at the finance office located at 130 Blythe Drive, Indian Trail, NC, 28079. The ABC Board will provide our auditors with a copy of their audited financial statements by their independent auditors as part of the town's audit. The governmental unit maintains its cash receipts journal, cash disbursements journal, general ledger, and accounts receivable ledger on an onsite server. The software is MCSJ/Edmunds.



Assistance Available to Auditor

The unit will make available to the auditor sufficient help to pull and re-file records, and prepare and mail all necessary confirmations. A trial balance with budgeted amounts will be made available via Excel or PDF on date TBD. The following accounting procedures will be completed and documents prepared by the unit's staff no later than date TBD.

The books of account will be fully balanced.

All subsidiary ledgers will be reconciled to control accounts.

All bank account reconciliations for each month will be completed.

The unit's personnel will prepare the following items:

General

1. Working Balance Sheet for each fund.
2. Working Statement of Revenues, Expenditures, and Transfers for each fund.
3. General Ledger transaction detail report for each account. (List any exceptions)
4. A copy of the original budget, all amendments, and the final budget as of June 30, 2016.
5. A copy of all project ordinances and all amendments for active projects during the audit period.
6. A copy of the operating and capital lease schedules itemizing contracts in force during the audit period as well as access to the lease files maintained in the (location) office.
7. A copy of board policies, including travel and investment policies.
8. Copies of all correspondence with the staff of the Local Government Commission, including semiannual Cash and Investment Reports (LGC-203), unit letters, faxes regarding the audited financial statements and compliance reports for the previous year.
9. Management's Discussion and Analysis
10. Required supplementary information.

Cash and Investments

1. All bank reconciliations for each month
2. List of outstanding checks by account, showing check number, date, and amount.
3. Schedule of all investments for all funds at the audit date, showing book value and estimated market value at fiscal year end.

Receivables

1. Listing of unpaid tax bills in detail totaled by year as of fiscal year end.
2. Listing of outstanding receivables by fund and general ledger as of the fiscal year end.
3. A copy of each receivable in detail as of the fiscal year end.
4. Schedule of miscellaneous receivables booked as of the fiscal year end.

Other Assets

1. Schedule of insurance coverage.

Capital Assets

1. Printout of all capital asset acquisitions made during the audit year.
2. Printout of all capital asset dispositions made during the audit year.
3. Access to printout containing calculations used in balancing the Capital Assets subsystem to the government-wide statements.
4. Printout of depreciation expense posted for the audit year.

Current Liabilities

1. Schedule of accounts payable including batch printouts.

Long-Term Debt

1. Computation of vested vacation payable as of the audit date.
2. Debt Schedule for each debt issue and related payments.

Grants

The following will be compiled for each grant:

1. Grant agreement.
2. Budget.
3. All financial reports.
4. Correspondence with the grantor agency, including monitoring reports.
5. CFDA # and/or pass-through grant #.

Conversion

1. Entries to convert from fund to government-wide statements (Do not currently provide)
2. Working Statement of Net Position (Do not currently provide)
3. Working Statement of Activities (Do not currently provide)
4. Allocation of depreciation among functional areas
5. Computation of additions and retirements of compensated absences
6. Reconciliation of fund and government-wide statements (Do not currently provide)
7. Worksheet for determination of major funds (Do not currently provide)
8. Worksheet of combining statements for non-major funds (Do not currently provide)

Size and Complexity of Unit

Personnel/Payroll

Number of employees	__ approx 40 __
Frequency of payroll	__ once a month __
Number of payroll direct deposit advises	__ all – no checks __

Property Tax (disclose if collected by another agency)

Number of tax bills issued (without motor vehicles)	__ 20,000 est __
Number of motor vehicle tax bills issued	__ 22,000 est __
Total dollar amount of most recent year's collections	__ \$6,797,286 __
Total dollar amount of levy	__ \$6,848,973 __

(Name of enterprise fund) Billing

Number of statements each month	billed as part of tax billing
Average number of delinquent accounts at month end	__ 400-500 est __

Purchasing

Number of purchase orders issued	__ FY15 issued 1388 __
----------------------------------	------------------------

Bank Accounts

Number of bank accounts	Checking-2, CDs or Term-15, Petty Cash-4_____
Number of escrow accounts	_____1_____
Average annual activity in main accounts	
Number of deposits (Central Depository)	_____1065_____
Number of checks:	
Central Depository	_General Acct-1155 including voids, Powell Bill-139 including voids_____
Payroll (direct deposit)	___40 est _____

Management Information Systems:

Number of PCs on the premises	_____40 est_____
Core storage of the central processing unit	_____
Total disk capacity of the system	_____
Number of employed programmers capable of modifying the operating system and the applications programs	We outsource our IT function

—

The following financial applications are on the computer system:

- General Ledger
- Accounts Payable
- Grants/Project Accounting
- Capital Assets
- Accounts Receivable
- Taxes Receivable

The following financial application is on a separate computer system

None at this time.

Special Conditions (list any special conditions; below are some possible items)

Payroll is outsourced

New Conditions (list any recent or upcoming changes)

We are beginning a New Town Hall capital project within the next year as well as starting Rogers Road Sidewalk Project.

Contact information:

Name: Jim Wojtowicz
Title: Finance Director
Town of Indian Trail
130 Blythe Drive
P. O. Box 2430
Indian Trail, NC 28079

Phone: 704-821-5401

Fax: 704-821-9045

Email: financedirector@admin.indiantrail.org

SUMMARY OF AUDIT COSTS SHEET

1. Base Audit Includes Personnel costs, travel, and on-site work	\$ _____
2. Financial Statement Preparation	\$ _____
3. Extra Audit Service \$ _____ per hour	\$ _____
4. Other (explain) _____	\$ _____
5. Other (explain) _____	\$ _____
<u>TOTAL</u>	\$ _____

Andrew Harris, CPA PLLC – Farmville, NC

Staff in firm – unknown in the office.

PERSONNEL/YEARS OF EXPERIENCE

Partner in Charge:	Andrew Harris, CPA	12 years
Senior Level Personnel:	1	unknown
Other Staff:	1	unknown

CURRENT GOVERNMENTAL CLIENTS/LENGTH OF TIME

Includes (they currently have 9 municipalities they audit):

Town of Eureka	7 years
Town of Mesic	3 years
Town of Snow Hill	1 years

LAST PEER REVIEW/OPINION

June 2014	Pass with Deficiency
-----------	----------------------

PROFESSIONAL MEMBERSHIPS

Government Audit Quality Center
 NCACPA
 AICPA

THINGS TO CONSIDER

Partner in Charge will be on site 75% of the time. Other staff members will also be on site 75% of the time. One of two staff members is an intern. List of small municipalities that firm does Audits or additional services for is extensive. Deficiency Rating is due to inadequate documentation of dates if review and performances. Also Independence was not timely documented for a per diem CPA.

Town of Indian Trail, North Carolina
Section I
Audit Proposal

Table of Contents

General Requirements of Technical Proposal.....	1
Attachment A – Current References and Other Services Provided	6
Attachment B – Peer Review Letter	8

Town of Indian Trail, North Carolina
Section I
Audit Proposal

REQUIREMENT 1

Firm Information

Office Location: Andrew Harris, CPA PLLC
3722 N. Main St.
Farmville, NC 27828

Contact Information: Andrew Harris
Phone: (252) 753-2636
Cell: (252) 813-9988
Fax: (888) 689-1014
E-mail: andrew@andrewharriscpa.com

Chris Martin
Phone: (252) 902-9072
E-mail: chris@andrewharriscpa.com

People assigned to the engagement are as follows: Andrew Harris
Chris Martin – Staff Accountant
Emily Sullivan – Intern

The on-site fieldwork will be supervised by the Engagement Partner.

REQUIREMENT 2, 3, and 9

Experience and References

Please see Attachment A for a list of my current municipal government clients. I currently audit 9 municipalities. I am able to maintain my audit relationships by great service, expertise in the governmental accounting field, and exceptional value-based fees.

Management Consulting

I am committed to the governmental industry and am available to my clients throughout the year. I am available to provide non-traditional services to my governmental clients. Please see my management consulting and other services provided to clients at Attachment A.

Town of Indian Trail, North Carolina
Section I
Audit Proposal

REQUIREMENT 4

Firm Quality Standards

I am a member of the American Institute of Certified Public Accountants and the North Carolina Association of Certified Public Accountants. My firm participates in the AICPA sponsored Quality Review Program sponsored by the American Institute of Certified Public Accountants. Membership in the division requires that members be subjected to a peer review by an independent CPA firm. Such a review assures that the services my clients receive meet the highest standards of the accounting profession. I received pass with deficiencies on my latest peer review, the last conducted January, 2015 (Attachment B).

AICPA Governmental Audit Quality Center – The AICPA has developed the Governmental Audit Quality Center (GAQC). It is a voluntary membership Center designed to help CPA's meet the challenges on performing quality governmental audits. My firm has met the membership requirements of the Center and currently is a member. The GAQC's primary purpose is to promote the importance of quality governmental audits and the value of such audits to users of governmental audit services.

REQUIREMENT 5, 6, and 7

Professional Experience and Educational Background

I have 12 years of governmental and non-profit audit experience. I graduated from East Carolina University in 1997 with a Masters' Degree in Accounting. I will be on-site 75% of the time. The associates will be on site approximately 75% each. The owner will provide technical review of the financial statements.

Continuing Professional Education within the last three years include the following:

- Government Accounting Standards: Standards for Use and Application of GAGAS, General Standards (2 hours)
- 2013 Governmental and Nonprofit Update: GASB Activities (1 hour)
- Cost Allocations in Nonprofits: Assignment and Allocation, Functional Expense Reporting (2 hours)
- Cost Allocations in Nonprofits: Fundraising, IRS Reporting, and OMB Requirements (3 hours)
- Comprehending OMB A-133: Major Program Determination, Compliance Supplement, & Cost Circulars (2 hours)
- Governmental Accounting and Reporting: Foundations and Note Disclosures (3 hours)
- Governmental Accounting and Reporting: Fund Reporting (3 hours)

Town of Indian Trail, North Carolina
Section I
Audit Proposal

Professional Experience and Educational Background (Continued)

- Governmental Accounting and Reporting: Preparing the Government-Wide Financial Statements (3 hours)
- Comprehending OMB A-133: Overview, Federal Awards (1 hour)
- Comprehending OMB A-133: Pass-Through Awards and Subrecipients plus Meet the SEFA (1 hour)
- OMB A-133: Assessing and Testing Internal Controls & Testing Compliance with Laws and Regulations (1 hour)
- Nonprofit Analytical Procedures: Efficiency and Enterprise Ratios (2 hours)
- Studies on Audit Deficiencies: Engagement Letters, Yellow Book CPE, the GAO and Independence, Single Audit or Program-Specific Audit (2 hours)
- Studies on Audit Deficiencies: OMB Circular A-133 Major Program Determination, Yellow Book Reporting Issues, Deficiencies, Schedule of Federal Expenditures (SEFA) Quandaries (2 hours)
- OMB A-133: Program Specific Audits plus Audit Tools and Guidance (2 hours)
- GAQC Required Annual Update (2 hours)
- 2013 Governmental and Nonprofit Update: Key Changes Resulting from the ASB Clarity Project (2 hours)
- Government Auditing Standards: Standards for Financial Audits and Attestation Engagements (2 hours)
- Comprehending OMB A-133: Testing Compliance plus Reporting Requirements (2 hours)
- Nonprofit Analytical Procedures: Trends and Other Analytical Procedures (2 hours)
- Ethics for North Carolina CPAs (2 hours)
- AICPA Peer Review Program (8 hours)
- Governmental Audits – Yellow Book (14 hours)
- North Carolina Ethics (4 hours)
- 13th Annual NC State Treasurer’s Accounting/Auditing/Financial Management Conference (8 hours)
- Audits of HUD – Assisted Projects: Annual Financial Statement Requirements, Audits of HUD-Related Mortgages (1.5 hours)
- GAQC 2014 Annual Updated Website (2 hours)
- Audits of HUD – Assisted Projects: Overview of Key HUD Offices and Helpful Information Resources, HUD Programs (1.5 hours)
- Audits of HUD – Assisted Projects: Sources of Audit Guidance and Requirements (1.5 hours)

Town of Indian Trail, North Carolina
Section I
Audit Proposal

Staff Accountant's Continuing Professional Education within the last three years include the following:

- The Yellow Book Interpreted (13 hours)
- Single Audit Primer (4 hours)
- Audit Reporting: Yellow Book Style (7 hours)
- Analytical Procedures for Not-for-profit Organizations (2.5 hours)
- Fundamentals of Government Accounting and Reporting: Budgeting (1 hour)
- Financial Report
- AICPA's Annual Update: Top Governmental and Non-for-Profit Accounting and Auditing Issues Facing CPAs (10 hours)
- Analytical Procedures for Not-For-Profit Organizations: Efficiency and Enterprise Ratios (1.5 hours)
- Auditing Employee Benefits: Basics & Accounting and Reporting Standards (3 hours)
- Fair Value Accounting: Why Fair Value Accounting (2.5 hours)
- Fundamentals of Government Accounting and Reporting (10.5 hours)
- Analytical Procedures for Not-For-Profit Organizations: Performance Measurement (1 hour)
- Governmental Accounting and Reporting: Preparing the Government-Wide Financial Statements (3 hours)
- Analytical Procedures for Not-For-Profit Organizations: Ratio Analysis (1 hour)
- Analytical Procedures for Not-For-Profit Organizations: Trends and Other Analytical Procedures (1 hour)

REQUIREMENT 8

Specialized Skills

I have been a part-time finance officer for two municipalities and / or a consultant for five municipalities. With those municipalities, I have been involved with preparing budgets, reconciling the general ledger accounts to supporting schedules, preparing various reports, and involved with obtaining financing related to various capital projects.

Continuing Education

Staff quality is assured by my commitment to continuing education in the field of governmental accounting. Staff members receive a minimum of 40 hours per year in continuing education. The majority of those hours meet the Yellow Book requirement.

Town of Indian Trail, North Carolina
Section I
Audit Proposal

REQUIREMENT 10

Independence

My firm's internal quality control program policies and procedures assure that persons at all organizational levels maintain independence to the extent required by the rules of conduct of the AICPA.

REQUIREMENT 11

Professional Liability Insurance

The firm maintains adequate professional liability insurance through AICPA's professional liability insurance program (Aon Insurance Services).

REQUIREMENT 12

Regulatory Action

No regulatory action by any oversight body has ever been taken against me or my firm. My firm is not involved in litigation of any kind.

Attachment A
(Current References and Other Services Provided)

References

My firm is currently performing the audits or reviews for the following municipalities:

References	Entity Type	Client Contact	Address	Phone	Years Served
Town of Snow Hill	Municipality	Cathy Webb	201 N Greene St., Snow Hill, NC 28580	(252) 747-3414	1
Town of Stonewall	Municipality	Marie Spain	PO Box 99, Stronewall, NC 28583	(252) 745-3456	6
Town of Fremont	Municipality	Shameshia Fennell	PO Box 4, Fremont, NC 27830	(919) 242-5151	7
Town of Eureka	Municipality	Reta Chase	PO Box 3150, Eureka, NC 27830	(919) 242-5064	7
Town of Hookerton	Municipality	April Baker	227 E. Main St., Hookerton, NC 28538	(252) 747-3816	6
Town of Arapahoe	Municipality	Dave Peterson	PO Box 85, Arapahoe, NC 28510	(252) 745-5473	5
Town of Mesic	Municipality	Hazel Smith	9275 NC Hwy 304, Mesic, NC 28515	(252) 745-2010	3
Town of Greenevers	Municipality	Emma Brinson	314 E. Charity Rd, Rose Hill, NC 28458	(910) 289-3078	3
Town of Roseboro	Municipality	Tony Blalock	101 W. Pleasant St., Roseboro, NC 28382	(910) 525-4121	2

My firm previous audit engagements for municipalities are as follows:

References	Entity Type	Client Contact	Address	Phone	Years Served
Hyde County	Municipality	Corrinne Gibbs	30 Oyster Creek Rd., Swan Quarter, NC 27885	(252) 926-4400	6
Town of Vandemere	Municipality	Dave Peterson	PO Box 338, Vandemere, NC 28587	(252) 745-5473	4

Additional Services Provided to Governmental Clients

Town of Roper (September 2015 until present):

- Assist with financial reporting (including AFIR, Financial Statements, etc)
- Assist with monthly reconciliations
- Prepare audit schedules
- Assist with budgeting, accounting related issues

Town of Bethel (August 2007 until present):

- Prepare budget and maintain budget amendments (7 years)
- Maintain and reconcile general ledger accounts on monthly basis (7 years)
- Prepare audit schedules (7 years)
- Assist with preparing financial related reports (7 years)
- Currently holds the position of part-time Finance Officer (6 years)
- Utilizes Citipak Accounting Software (7 years)

Town of Princeville (December 2007 until January 2012):

- Assist with the preparation of budget and budget amendments (4 years)
- Maintain and reconcile general ledger accounts on monthly basis (4 years)
- Assist with preparing financial related reports (4 years)
- Prepare audit schedules (4 years)

Additional Services Provided to Governmental Clients (Continued):

Town of Elm City (June 2011 until present):

- Assist with the preparation of budget and budget amendments (3 years)
- Reconcile general ledger accounts in preparation for the audit (3 years)
- Prepare audit schedules (3 years)
- Assist with preparing financial related reports (3 years)
- Assist with payroll reporting requirements (3 years)
- Assist with software conversion to CSI Smart Fusion

Town of Colerain (August 2008 until present):

- Reconcile general ledger accounts in preparation for the audit (6 years)

Town of Beaufort (March 2012 until August 2012):

- Reconcile cash accounts and central depository (1 year)

Town of Smithfield (February 2012 until present):

- Reconciling general ledger accounts monthly
- Assisting with reporting requirements
- Preparing closing schedule
- Assisting with preparation of the 2013-2014 budget
- Assisting with implementation of new software
- Preparing audit schedules

Town of Bunn (March 2013 until present):

- Reconciling general ledger accounts annually
- Assisting with reporting requirements
- Assisting with preparation of each budget
- Preparing audit schedules
- Preparing financial statements

Town of Wilson's Mills (May 2013 until present):

- Reconciling general ledger accounts annually
- Assisting with reporting requirements
- Assisting with preparation of each budget
- Preparing audit schedules
- Preparing financial statements

Attachment B
(Peer Review Letter)

Denning, Herring, Sessoms & Company, P.A.

Certified Public Accountants
Clinton, NC 28328

J. ANTHONY SESSOMS, CPA
BOBBY W. HERRING JR, CPA
JULIA B. HARRISON, CPA

PAULA M. CRUMPLER, CPA

1905 SUNSET AVENUE
P.O. BOX 2185
(910) 592-8172
1-800-283-8614
FAX (910) 590-2380
www.dhscompany.com

System Review Report

January 29, 2015

To the Owner of
Andrew Harris, CPA
and the Peer Review Committee of the NCACPA

We have reviewed the system of quality control for the accounting and auditing practice of Andrew Harris, CPA (the firm) in effect for the year ended June 30, 2014. 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. As a part of our peer review, we considered reviews by regulatory entities, if applicable, in determining the nature and extent of our procedures. 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. 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. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under *Government Auditing Standards*.

We noted the following deficiency during our review:

1. Deficiency--- The firm's quality control policies and procedures require that engagements be properly performed and documented in accordance with professional standards by using its practice aids. During our review of audit engagements of a local government and a not for profit, we noted instances where the firm did not adequately document the date of review and performance on several key elements of the engagements. The firm also failed to timely document the independence of a per diem CPA involved in the engagement.

Recommendation—The firm should follow its practice aids so that all work is documented and the time frame the work is performed is clear. Additionally, the firm should ensure that all engagement team members' independence is documented prior to the start of the engagement.

In our opinion, except for the deficiency described above, the system of quality control for the accounting and auditing practice of Andrew Harris, CPA in effect for the year ended June 30, 2014, has been suitably designed and complied with to provide the firm with reasonable

Denning, Herring, Sessoms & Company, P.A.

Certified Public Accountants
Clinton, NC 28328

J. ANTHONY SESSOMS, CPA
BOBBY W. HERRING JR, CPA
JULIA B. HARRISON, CPA

PAULA M. CRUMPLER, CPA

1905 SUNSET AVENUE
P.O. BOX 2185
(910) 592-8172
1-800-283-8614
FAX (910) 590-2380
www.dhscompany.com

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*. Andrew Harris, CPA has received a peer review rating of *pass with deficiency*.

Denning, Herring, Sessoms & Company P.A.

Denning, Herring, Sessoms & Company, P.A.

Carr, Riggs, & Ingram, LLC – Raleigh, NC

Staff in firm – unknown in the office. This a large National Firm with 42 offices

PERSONNEL/YEARS OF EXPERIENCE

Partner in Charge:	Michael Jordan, CPA	17 years
Senior Level Personnel:	1	35 years
Other Staff:	1	unknown

CURRENT GOVERNMENTAL CLIENTS/LENGTH OF TIME

Includes (they currently have 16 municipalities/governmental agencies they audit):

Bertie County	26 years
Martin County	31 years
Village of Walnut Creek	13 years

LAST PEER REVIEW/OPINION

June 2013 Pass

PROFESSIONAL MEMBERSHIPS

Certified Local Government Finance Officer
 NCACPA
 AICPA

THINGS TO CONSIDER

There was no written breakdown of who was going to be onsite and for how long. Partner in Charge has a lot of experience in Not-for-Profit, but does not list many Municipalities. Senior Personnel has been Finance Director for at least two municipalities.

From the list of Current Audits, they do more county and Boards of Education than they do Municipalities. They only list one current Municipality.

CRI

Helping You Shine
by Illuminating Solutions



professional services

PROPOSAL FOR

Town of Indian Trail North Carolina

April 28, 2016

PROPOSER

Carr, Riggs & Ingram, LLC
911 Paverstone Drive
Raleigh, NC 27615



CRI CARR
RIGGS &
INGRAM
CPAs and Advisors

CRIcpa.com | blog.cricpa.com

SUBMITTED BY

S.A. MacDonald
Business Development
smacdonald@cricpa.com



Dear Mr. Wojtowicz:

Carr, Riggs & Ingram, LLC (CRI) appreciates the opportunity to propose on auditing services to Town of Indian Trail North Carolina (the Unit). We are genuinely excited about the prospect of serving you and establishing a long-term relationship. We pride ourselves on getting to know our clients and illuminating solutions by providing innovative **IDEAS** to move them from compliance to providing them a competitive advantage.

I **nvestment in You.** We believe in developing long-term, mutually beneficial relationships and quickly demonstrating value with a fee structure and service solutions that provide immediate and continued savings. Our investment starts on “Day 1” as your assigned team begins with our proven, streamlined process that minimizes your time and disruption during the service provider change and continues throughout the relationship.

D **edicated Team.** CRI’s team consists of more than 1,200 professionals, which allows us to tailor your service team by aligning their industry, service, and specialty skills with your needs. Our dedicated teams deliver the highest level of business acumen and knowledge to your organization; our commitment to consistent staffing allows you to maximize savings and remain focused on your needs.

E **quilibrium.** CRI delivers big firm expertise with small firm service. Of approximately 45,000 public accounting firms in the United States, CRI currently ranks among the top 25. Additionally, as a part of PrimeGlobal, an association of independent accounting firms, we have access to international resources as – and when – needed. Leveraging these resources while maintaining local decision-making authority means that simplified solutions are only a phone call away. And we believe that’s the best of both worlds for our clients.

A **ctive Partner Participation.** Collectively, our partners deliver expertise derived from more than 4,200 years of business experience. With this level of talent, we thoughtfully choose a partner that aligns with your business’ needs and industry. Our hands-on, working partners “show up” to convey our genuine commitment to your success. They strive to earn trusted advisor roles by digging in, proactively learning your business, and producing long-term value for you.

S **implified Solutions.** Having partners with approximately 200 cumulative partner certifications and designations is an impressive statistic, but we measure our success by our ability to translate complex concepts into easily understandable solutions for our clients. While accounting is the language of business, we’re here to decipher the jargon and help you make educated decisions.

We welcome the opportunity to demonstrate to you the same teamwork, expertise, and responsiveness that have made us one of the fastest growing public accounting firms in the United States over the past ten years. Please contact me with any questions. Again, we appreciate your consideration.

Sincerely,

Stuart MacDonald