



Certified Public Accountants & Business Consultants



Proposal to Provide
Audit Services
For

**TEACH
LAS VEGAS**

JUNE 7, 2021

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June 9, 2021

CERTIFIED PUBLIC ACCOUNTANTS & BUSINESS CONSULTANTS

The Board of Directors
TEACH Las Vegas
10600 S. Western Ave.
Los Angeles, CA 90047

Dear Board Members:

Thank you for the opportunity to present our proposal to provide professional services to TEACH Las Vegas (School). We welcome the opportunity to demonstrate the value and benefits RubinBrown can bring to the School.

RubinBrown is one of the nation's leading accounting firms. We have a highly qualified Public Sector Services Group with a large client base and a reputation for providing superior service to the public sector and other types of entities. To serve the School, we carefully assembled a team with charter school auditing experience, which includes substantial single-audit experience.

As auditors for the School, we will:

- Provide the highest quality audit and assist management with accurate financial reporting
- Communicate openly and constructively with the Board and management of the School
- Share the insights we gain from serving as your auditors to help you improve your operations
- Keep you informed and stay abreast of emerging financial reporting issues affecting government organizations
- Variety of FREE educational resources specific to government organizations, including our e-newsletters, statistical and trend information and bi-annual magazine that includes articles specific to your industry
- Local office whose entire team is devoted to community service and involvement, a RubinBrown core value
- Meet your reporting deadlines – **no exceptions and no surprises**

The School will be a very important client of our firm. You will receive substantial attention and resources to ensure your expectations are met and exceeded. We consider it our responsibility to build our relationship by spending time with you, staying up to date with the School and the education industry and proactively sharing our insights.

We look forward to discussing our proposal with you. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Annette Carro".

Annette Carro, CPA, CFE
Partner, Assurance Services
annette.carro@rubinbrown.com
702.579.7087

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What TEACH Las Vegas will Experience



Extensive Public Sector industry expertise



- A dedicated team with experience providing a full range of assurance, tax and consulting services (including policies and procedures) to **over 300 governmental entities**.
- Through our experience, we are very active in the AICPA's Technical Issues Committee, as well as the Government Finance Officers Association (GFOA), including the special review committee of the CAFR program.

A collaborative relationship and approach



- Commitment to a **seamless transition** for the engagement, including having an orientation day where our engagement team visits your offices to become immersed in the mission and vision of your organization so this can be the foundation for our service to the School.
- **Frequent communication throughout the** year to discuss questions regarding accounting transactions and other technical matters, new developments and opportunities – all at no additional charge, unless there is significant technical research required.
- **No surprises** during the audit due to our collaborative relationship throughout the year, as well as **proactive communication** of financial and regulatory changes impacting the organization.
- What distinguishes us from other firms is superior quality and service delivered through our '**one-firm culture** – a unique spirit of teamwork and shared commitment to high-quality client service. **You will see our partner and manager present during your audit.**

Business advisor who provides value beyond the audit



- In addition to the audited financial statements, the School will also receive a **unique ViewPoints deliverable** highlighting best-practice recommendations, benchmarking and information on emerging financial reporting issues.
- **Annual data analytics** are completed as a part of our audit to help the School further understand what value their financial data provides.

Access to an unmatched breadth of local resources



- The School will have access to **firm professionals with expertise in a variety of areas**, including accounting, assurance, tax compliance, information technology risk consulting, process improvement, internal controls and operations, and data analytics.
- Thought leadership with access to a variety of **FREE** educational resources specific to governmental organizations, such as e-newsletters, statistical and trend information, and a semi-annual magazine.

Firm Overview



Experience of the firm, size, location, and area of expertise

Introduction

We are pleased to present our proposal to provide services to the School. The following executive summary demonstrates our understanding of the School's requirements and highlights the unique benefits the School will experience if you engage RubinBrown.

Firm Overview

RubinBrown represents a tradition of long-term client relationships, a history of ever-expanding industry knowledge, and a legacy of good citizenship and public outreach. As one of the nation's leading CPA and professional consulting firms, our name is synonymous with experience, integrity and value.

Founded in 1952, RubinBrown has been providing professional services to individuals, businesses, governmental entities for more than 65 years. During that time, the firm has grown to be one of the largest firms in the nation. *INSIDE Public Accounting* lists RubinBrown as the 44th largest firm in the United States.

RubinBrown is a regional CPA firm with offices located in Las Vegas, Chicago, Denver, Kansas City, Nashville and St. Louis metropolitan areas. We are committed to supporting the long-term success of our clients and communities. Combined, RubinBrown has more than 700 team members, including more than 120 partners. This provides us with a national network of thought leadership and knowledge sharing that we will pass along to our clients.



#44

Among America's largest accounting/consulting firms
2020 Inside Public Accounting

Firm Overview

Las Vegas Office

Stewart Archibald & Barney (SAB), Las Vegas' 6th largest accounting firm, and RubinBrown, at the time, the nation's 46th largest accounting and business consulting firm, joined together effective June 1, 2017.

The combination of SAB and RubinBrown will provide many advantages for current and future clients in the Las Vegas Market. Our Las Vegas office Managing Partner, Glenn Goodnough, said it best, "We are excited for our firms' combination to accelerate our growth while providing opportunities to offer new expertise, value, and resources to our respective clients."

The core of this new partnership is centered around a strong alignment and perspective on client relationships and culture. SAB and RubinBrown share a common culture that is founded upon client service, where client relationships are revered, and superior quality and service is a top priority.

Industry Focus

Industry specialization is an extremely important concept at RubinBrown has 12 industry service groups, as listed below, which frequently meet to discuss trends and developments within their respective industries and allows us to serve our clients better because our teams have specific expertise in these industries.

- Colleges and Universities
- Construction
- Gaming
- Healthcare
- Law Firms
- Life Sciences and Technology
- Manufacturing and Distribution
- Not-For-Profit
- Private Equity
- Public Sector
- Real Estate
- Transportation and Dealerships

One-Firm Concept

What distinguishes RubinBrown from other firms is our "one-firm" concept - a unique spirit of teamwork and shared commitment to high-quality client service. All team members responsible for serving the School will be fully committed to the effective delivery of our services regardless of his or her functional area of expertise. The School would not be the client of any one individual of our firm. Rather, it would be OUR client, with the full RubinBrown team ready and able to assist it.



Firm Experience



Experience Serving Government Organizations

RubinBrown's size enables us to have recognized experts in the public sector and non-profit industries. RubinBrown serves more than 300 public sector organizations, including large cities, counties, School districts, charter schools, quasi-governmental entities, special districts and state governments and their agencies. In addition, RubinBrown has significant experience auditing federal funds, performing more than 60 single audits annually. Our assurance professionals are experienced in the issues and challenges associated with organizations like the School.

Governmental Accounting Expertise

RubinBrown is a recognized leader in providing services to public sector organizations. To better serve our clients in this important industry, we have an established Public Sector Services Group, which is dedicated to the service of governmental entities. Your proposed services will be performed by full-time team members of our Public Sector Services Group.

Typical services provided by the Group include consulting engagements and audits of financial statements for a variety of governments including charter schools, local public school districts, cities, counties, airports, public health departments, state governments, public colleges and universities, public libraries, public housing authorities and numerous other state and local public sector entities.

Furthermore, RubinBrown has a history of strong retention rates. Our retention is driven by our devotion and commitment to each team member within the firm. With the substantial depth of the team assembled, you could call our offices for an urgent matter and have immediate access to one of your client services team members who know you and your organization. Should the need arise to replace any members of your engagement team, we will ensure the replacements have substantially the same or better qualifications and experience. The depth of our Public Sector Services Group resources should provide a sense of comfort to the School that it will receive exceptional service and an audit of the highest quality with RubinBrown.

Firm Experience

Single Audit Experience

Our public sector staff members are well trained in the audit requirements as promulgated in the Government Auditing Standards, issued by the Comptroller General of the United States, the Single Audit Act Amendments of 1996, and the provisions of Title 2 U. S. Code of Federal Regulations part 200, Uniform Administrative Requirement Cost Principles and Audit Requirements for Federal Awards (Uniform Guidance). Below is a summary of the major programs audited by us frequently.

CFDA #	MAJOR PROGRAMS
10. 553	Child Nutrition Cluster - School Breakfast Program
10. 555	Child Nutrition Cluster - National School Lunch Program (NSLP)
10. 559	Summer Food Service Program for Children
84. 010	Title I Grants to Local Educational Agencies
84. 126	Rehabilitation Services- Vocational Rehabilitation Grants to States
84. 367	Title II Part A Improving Teacher Quality State Grants
84. 396	State Fiscal Stabilization Fund (SFSF)- Investing in Innovation Fund (I3), Recovery Act
84. 416	Race to the Top- District Grants
84. 027	Special Education Cluster - Grants to States (IDEA B)
84. 173	Special Education Cluster - Preschool Grants (IDEA Preschool)
84. 365	English Language Acquisition Grants
93. 600	Head Start

Firm Experience

Data Analytics

Data is insight, and insight is value. RubinBrown is at the forefront of fusing data analytics into the audit to look at data with precision providing a dynamic and innovative audit approach that emphasizes identifying insight and value.

As data sets grow, processes become more automated, and organizations become reliant on information technology, data becomes of greater and greater importance. It is our belief that this data houses unseen value and information that, when extracted, enables management to better understand its organizations and identify areas of risk and opportunity.



Data houses unseen value and information that, when extracted, enables management to better understand its organization, and identify areas of risk and opportunity.

We believe that, although data analysis can unlock this value, the tools themselves can provide only a cursory review without also being combined with a thorough understanding of your organization. This is why every team member at RubinBrown is trained on data analytics, allowing your engagement team to not only understand the data but to understand the organization behind the data.

During pre-audit planning, we will work with you to identify areas within your organization where data analysis can provide value-added insights. These areas might include performing Benford's Law analysis, reviewing disbursements for large or unusual items, or searching for duplicate vendors or employees. The results at the end of the audit will be summarized for management through our unique ViewPoints report.

GASB Compliance and New Pronouncements

RubinBrown would be happy to assist the School with the implementation of new GASB pronouncements. At RubinBrown, we pride ourselves on our involvement in the governmental field and our expertise with GASB pronouncements. Based upon our industry-related experience, as well as our deep understanding of governmental entities, RubinBrown is well-positioned to assist the School with the implementation of new accounting standards within the framework of our independence requirements as your external auditors.

Firm Experience

Services Overview

As the needs of our clients have evolved over the past several decades, RubinBrown is continuously expanding our service offerings. As detailed below, we bring a breadth of solutions the School can leverage as new challenges and opportunities emerge.

Assurance Services

- Audits, Reviews and Compilations
- Agreed-Upon Procedures
- Performance Audits
- Benefit Plan Audits
- SEC Advisory
- Consent Letters

Tax Services

- Tax Compliance and Consulting, including preparation of IRS Forms 5500 and 990
- State and Local Tax
- Research and Experimentation Tax Credits

Entrepreneurial Services

- Outsourced Accounting

Business Advisory Services

- Business improvement
- Business Reorganization and Financial Restructuring
- Enterprise Risk Management
- Fraud and Forensics
- Information Technology Risk
- Cyber Security
- Data Assurance and Analytics
- Service Organization Controls
- Information Technology Services
- Litigation Support
- Mergers and Acquisitions
- Risk Services
- Validation

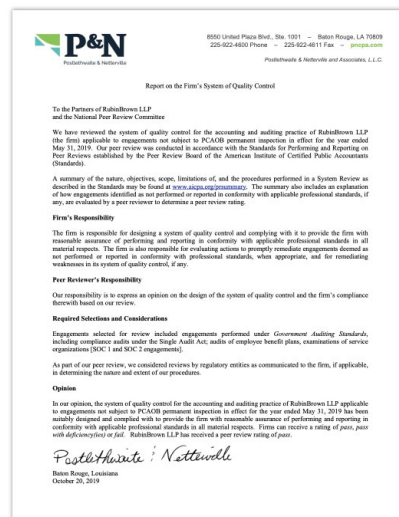
Firm Experience

Peer Review

We understand your needs for high-quality auditing and technical accuracy, attentiveness to client expectations, timeliness of service, close personal relationships, continuity of personnel and the ability to provide value-added business advice. Recognizing the importance of providing services that meet the highest professional standards, we subject our firm to the Peer Review process. The Peer Review is an extensive, independent review of our firm's quality control policies and procedures.

Our firm has undergone peer reviews since the early 1980s and has always received a peer review rating of "Pass," or "Unmodified" under prior peer review standards. Peer reviews are rated as "Pass," "Pass with Deficiencies," or "Fail."

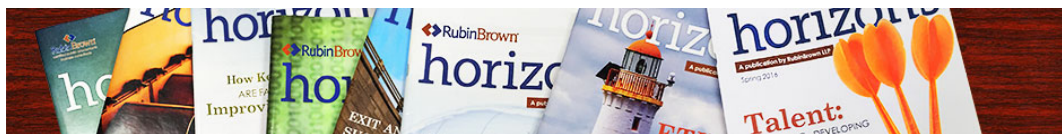
A copy of our most recent external Peer Review, dated October 20, 2019, which included a review of selected governmental engagements and single audit engagements, is included in Appendix D of this proposal.



Commitment to Education and Continuous Improvement

RubinBrown offers our not-for-profit clients the valuable opportunity to come together during the year through our seminars. In addition, we periodically publish E-Focus, not-for-profit e-newsletters covering topics on emerging issues specific to the industry and *Horizons*, a semi-annual magazine.

All of these newsletters and seminars are provided at no charge to our clients. Management and members of the Board are all invited and welcome to attend.



RubinBrown is one of the largest and most in-demand providers of client seminars and training within our markets. RubinBrown offers approximately 50 seminars each year—ranging from comprehensive accounting education to specific technical updates. Each of these seminars qualifies for Continuing Professional Education credits. RubinBrown's seminars are terrific opportunities to learn and connect with your peers.

In response to COVID-19, our 2020/21 in-person seminars have transitioned to webinars. 2020 completed not-for-profit-related webinars and completed/scheduled 2021 webinars to include the following:

2020

- Not-For-Profit Tax Update – October 28
- Information Technology & Cyber Security – November 10
- ABC's of Outsourced Accounting – November 17
- Year-End Accounting Update – December 8
- 1099 Form Update – December 10

Firm Experience

2021

- The High-Level Impact of the 2021 Political Environment on Tax Policies – January 8
- Annual Not-For-Profit Update – January 26
- Navigating the New Normal: Internal Controls and Governance – April 20
- Navigating the New Normal: Information Technology – May 12
- How Can Technology Make Your Accounting Function More Efficient and Effective? – May 25
- Navigating the New Normal: Current Sector Trends – June 17

RubinBrown's Support of the Local Community

One of RubinBrown's core values is "Devotion to our Community and Profession."
We live this value.

Community involvement is ingrained in our firm culture. Team members are encouraged to get involved in community activities and charitable organizations. We recognize that volunteerism is vital to the lifeblood of a community.

Every Fall, our firm has an Outreach Day in Las Vegas, where we team together with our family and friends to spend a day providing hands-on service to not-for-profit organizations throughout the local community.

This year marks the 21st Annual RubinBrown Community Service Award presentation. This recognition is awarded to a RubinBrown team member who demonstrates a substantial commitment to a civic organization, charity or another community-oriented group.



Engagement Team



Engagement Team Assigned

Our team members have extensive governmental audit experience. As a result, the School's team will never be burdened with having to "train the auditors."

The depth of our Public Sector Services Group resources should provide a sense of comfort to the School that it will receive exceptional service and an audit of the highest quality with RubinBrown.

Proposed Staff/Position	Years of Experience	Experience			
		Charter Schools	Other Governmental	Single Audit	GFOA Certificates
Annette Carro, CPA, CFE Engagement Partner	23+	✓	✓	✓	✓
Rachel Speldos, CPA Engagement Manager	6+	✓	✓	✓	✓

Our team of professionals possesses the knowledge and expertise to meet the needs of the School. Building a strong relationship and promoting a sense of partnering with the School is essential to the success of this relationship. We will work closely with the School to understand what is important to them.

Full biographies of our proposed engagement team are included in Appendix B of this proposal. In addition, the total talent, depth and resources of our firm support this service team throughout the year.



Annette Carro, CPA, CFE

Engagement Partner

Annette is a Partner in RubinBrown's Assurance Services Group. She has over 20 years of public accounting experience. Her knowledge extends to the evaluation of internal controls, accounting and auditing of several industries, including public sector and not-for-profit entities.

Annette will serve as the engagement partner with overall responsibility for all professional services. Annette will be the primary point of contact for all services.



Rachel Speldos, CPA

Engagement Manager

Rachel will use her knowledge of the industry to perform a risk-based audit. She will consider the internal control environment and design the audit approach. Rachel will also be responsible for the direct supervision of the audit team. This supervision includes review of the work performed and research of technical topics.

Rachel is a manager in RubinBrown's Assurance Services Group. She provides assurance services and benefit plan audits to clients in a variety of industries, including the public sector. She will serve as the engagement in charge for the School.

Engagement Staff Assistants

The engagement staff will be members of our Public Sector Services Group who possess training specific to the public sector as required by government auditing standards and Uniform Guidance requirements. RubinBrown assigns the staff after awarding of the contract.

Audit Approach



Approach

Proposed segmentation of the engagement

We take a collaborative approach to serve our clients and are committed to our clients on a continuous basis. This work plan blends both technical audit and general industry experience into a constructive service concept.

Our three-step approach to this engagement emphasizes quality and efficiency.

Phase I – Initial Planning

Phase II – Interim Fieldwork

Phase III – Year-End Fieldwork

Specific Audit Approach

Planning

The initial planning phase of an audit is critical to its successful completion. The plan must recognize both the specific needs of the School and the standards of our profession, yet it must also be flexible enough to respond to change.

TEACH LAS VEGAS TAILORED AUDIT APPROACH

Team

Partner, Manager, Supervisor and Staff on and off-site

- Meet with the key finance department personnel and the Audit Committee to review communication, audit plan, discuss prior audit matters, and establish an overall liaison for the audit and make arrangements for the work space and other needs of the auditor.
- Develop a thorough understanding of the School's operations based on:
 - Inquiry with the School's management and key personnel.
 - Review of the School's published fiscal policies.
 - Review of existing internal control documentation, policies and procedures.
 - Review of Federal, State, and Clark County School District rules and regulations that may pertain to the audit.
 - Review of the School's compliance with the State of Nevada Statutes.
- Factor in specific, key criteria applicable to the engagement.
- Identify and communicate new or emerging laws, regulations and accounting standards relevant to the School's management.
- Obtain the School's interim internal financial statements and budget for the current fiscal year. Perform preliminary analytical procedures on balances utilizing predictive tests, review of published board meeting minutes, review website for new policies and contract listings.
- Send interim fieldwork request letter, including a list of schedules finance personnel, will prepare for us, to management before interim fieldwork begins.

Audit Approach

Interim and Risk Assessment Procedures

The most important factor in determining the scope of the audit is the assessment of risk and the understanding of the School's internal controls. Current auditing standards require a risk-based approach to the financial statement audit that entails.

Hold an exit conference to review the results of interim audit procedures and discuss any potential findings and/or internal control deficiencies with all key finance department personnel and/or program coordinators.

TEACH LAS VEGAS TAILORED AUDIT APPROACH

Team

Partner, Manager, Supervisor and Staff on and off-site

- Hold entrance conference with finance department personnel at the beginning of interim fieldwork.
- Perform an in-depth understanding of the School's environment, including its internal controls. This knowledge will be used to identify the risk of material misstatement in the financial statements and what the School is doing to mitigate that risk.
- Conduct fraud-related planning steps consisting of interviews and the identification of potential fraud risk areas, if any.
- Review and analyze internal controls of the School's information technology systems:
 - Information technology governance/entity-level controls
 - User access controls
 - Logical security management
 - Vendor management
 - Physical and environmental controls
 - Backup and recovery controls
 - IT operations management
- Develop a risk-based approach to audit engagement.
- Identify portions of the audit engagement whereby data-extraction software tools can be utilized to maximize sample coverage and testing while yielding efficiency to auditors and minimizing the required time/resources of the School's management. (Our data analyses use Excel exports from the accounting software. Therefore, no special computer programming on the School's part is required.)
- Hold an exit conference to review the results of interim audit procedures and discuss any potential findings and/or internal control deficiencies with all key finance department personnel and/or program coordinators.

Audit Approach

Year-End Fieldwork Final Reports

As is customary in any audit, your assistance in preparing schedules will be required. Requests for this information will be made during or shortly after our interim procedures.

During year-end audit fieldwork, RubinBrown incorporates the procedures performed during interim fieldwork to maximize the efficiency of the engagement. The specific steps in the year-end audit process are as follows:

TEACH LAS VEGAS TAILORED AUDIT APPROACH

Team

Partner, Manager, Supervisor and Staff on and off-site

- Review our audit plans and programs for year-end procedures with the School and adjust as appropriate. Provide a detailed audit plan and list of schedules to be prepared by the School.
- Test (on a sample basis) underlying data and internal controls utilized in the preparation of the School's financial statements. A data extraction software tool will be utilized for this purpose in order to maximize the efficiency and accuracy of testing.
- Perform year-end compliance testing in accordance with the School's requirements for budgeting and pupil attendance.
- Workpapers will contain sufficient information to enable an experienced auditor, having no previous connection with the audit, to ascertain from them the evidence that supports the auditor's significant conclusions and judgments.
- Weekly progress meetings on the engagement's progress are held with the School's management. In addition, an exit conference with management is held at the conclusion of the fieldwork.
- Prepare financial statements, including all supplementary information and compliance reports, in accordance with Generally Accepted Government Auditing Standards, in a coordinated effort with the School's staff and draft required communication to those charged with governance. Any findings will be reported in the compliance report.
- Present audit results to the Audit Committee/Board.
- Deliver all final reports, including the financial statements, all state and federal compliance reports in accordance with the mandated timeframe.

Annual Debriefing

Upon completion of our audit each year, we will meet with the Audit Committee/Board to discuss their satisfaction with the audit process and how we can better collaborate to improve the effectiveness and efficiency of the following year's audit.

Audit Approach

Communication Process with Management

We are committed to being available to you in person throughout the year. **In the words of one of our founders, CPA stands for “Close Personal Attention.”** Our teams, inclusive of the Partners, Managers and Staff, are able to achieve this close, personal attention through a dedicated effort to spend time on-site at the School for a large variety of discussions (planning meetings with the client accounting and finance teams, on-site fieldwork, consultation throughout the year, discussions with the Board, etc.). Our team members are always available in person for periodic consultations or issues as they arise throughout the year.

Although your primary point of contact is your Engagement Partner, our engagement teams are structured so you have a team supporting you, meaning it is highly unlikely you will not be able to immediately reach a member of the engagement team when you are in need of assistance.

We build into each engagement an understanding of management's expectations. Before the engagement fieldwork begins, we meet with management to discuss matters, including the scope of the audit, timing, changes in accounting policies, significant accounting estimates and notifications received under the whistleblower policy and responsibilities for detecting fraud. We also expect to discuss the adequacy of internal controls over information system controls and security.

We meet with management throughout the audit to discuss the audit and to resolve any open issues and discuss any potential management letter comments, audit adjustments or other issues. Our goal is to communicate and resolve all such issues throughout the audit, such that there are no surprises with the final results are communicated at the conclusion of the audit. When fieldwork is complete, we hold a formal “exit conference” with management to summarize the audit engagement, any findings or adjustments that will require reporting and, ultimately, review drafts of all reports and deliverables prior to our presentation to the Board. Our policy is “No Surprises.”

After the audit, we will meet with members of the Finance Committee to discuss any internal control deficiencies discovered during the audit. We will also discuss other matters, including consistency of significant accounting policies, management's judgments and estimates, unique transactions, estimates, disagreements with management if any, and difficulties encountered in performing the audit if any. All of these communications are in writing.

Team Continuity

RubinBrown has a history of strong retention rates. Our retention is driven by our devotion and commitment to each team member within the firm. ***Our average retention rate for the last three years is 85%.*** With the strong depth of the team assembled, it is unlikely that the School would call our offices for an urgent matter and not have immediate access to one of the client service team members.

For example, it is our policy to assign two partners to every audit client. This ensures both depths of knowledge and accessibility. Should the need arise to replace any members of the engagement team, we will ensure the replacements have substantially the same or better qualifications and experience. The depth of our local governmental resources should provide a sense of comfort to the School that it will receive exceptional service and an audit of the highest quality with RubinBrown.

Timing of the Service



Timing of the services

Our concept of comprehensive service to clients goes far beyond the once-a-year performance of audit services. Truly responsive service requires continuous attention, which means being available to you and your management staff throughout the year.

The financial and compliance services will be made in accordance with generally accepted auditing standards and Government Auditing Standards. In accordance with generally accepted auditing standards, we will select the necessary procedures to issue the reports outlined in your request for proposal.

Our approach to the School emphasizes quality, efficiency, and continuous involvement, and includes the following milestones:

MILESTONES	TIMING
Initial planning and coordination with management and the Finance Committee	First week in June 2022
Interim and risk assessment procedures	Third week in June 2022
Year-End Fieldwork	August 2022
Exit conference with management	Last day of fieldwork in August 2022
Delivery of draft financial statements, compliance reports, and ViewPoints	September 30, 2022
Completion and issuance of final financial statements, compliance reports and ViewPoints	October 14, 2022
Presentation of the financial statements, compliance reports and ViewPoints	October 2022 Finance Committee Meeting

These dates are based on previous experience auditing charter schools. However, as the School's needs change, RubinBrown can be flexible to meet your needs.

Nature of the Service



Our understanding is that the engagement will involve the following:

- Perform the audit of the financial statements
 - We will conduct the audit with the objective of expressing an opinion on the financial statements.
 - The audit will be conducted in accordance with auditing standards generally accepted in the United States of America (GAAS).
 - We will consider internal controls relevant to the School's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances.
 - We will communicate in writing concerning any significant deficiencies or material weaknesses in internal control relevant to the audit of the financial statements that we have identified during the audit.
 - We will communicate to the audit committee (a) any fraud involving senior management and fraud (whether caused by senior management or other employees) that causes a material misstatement of the financial statements that become known to us during the audit, and (b) any instances of noncompliance with laws and regulations that we become aware of during the audit (unless they are clearly inconsequential).
- Consultation on various accounting matters, as needed.

Fees



We recognize your desire for professional service providers who are not only highly qualified but who are also cost-conscious about the work they perform. We are mindful that cost is always a consideration in selecting a professional services firm. Our data analyses use Excel exports from accounting software. Therefore, no special computer programming on the School's part is required. We developed our fees based on our current understanding of the services required and our strong desire to build a long-term relationship with the School.

We are very excited about the opportunity to work with the School and grow our long-lasting partnership.

We anticipate that our fees for the services requested will be as follows:

Description of Services	Proposed Fee
Audit of Financial Statements for the Year Ended June 30, 2022	\$22,000
Preparation of IRS Form 990	\$2,800

Billing Practices

Our billing philosophy is based on a simple premise – **No Surprises.**

We believe that strong client relationships require open and effective lines of communication. We never want our clients to feel hesitant about calling us because they are concerned about "the clock ticking." An effective relationship also requires an attitude of fairness and a spirit of "give and take." Accordingly, RubinBrown views routine telephone calls and short meetings to be part of our fee arrangement. For this purpose, we define "routine telephone calls and short meetings" as those that do not require extensive additional research or follow-up time. We work diligently to structure our work in the most cost-effective manner possible.

Appendix A



Client List

RubinBrown is proud to provide professional services to the following partial list of schools and school districts and similar public sector clients.

CLIENT ENGAGEMENT	AUDITORS OF THE FINANCIAL STATEMENT	SINGLE AUDIT	STATE COMPLIANCE AUDIT	GFOA
Odyssey Charter Schools (2000 – Present)	✓	✓	✓	
Quest Preparatory Academy (2015 – Present)	✓		✓	
Discovery Charter School (2017 – Present)	✓		✓	
Confluence Academy (2006 – 2019)	✓	✓	✓	
Grand Center Arts Academy (2010 – 2017)	✓	✓	✓	
Saint Louis Public Schools (1998 – Present)	✓	✓	✓	✓
Saint Louis County Special School District (1997– 2001)	✓	✓	✓	
St. Vrain Valley School District RE-1J (2009 – 2019)	✓	✓		✓
Mapleton Public Schools (2008 – present)	✓	✓		✓
Adams County School District 27J (2015 – present)	✓	✓		✓
Steamboat School District RE-2 (2004 – 2014)	✓	✓		✓
Telluride School District (2004 – 2014)	✓	✓		✓
Bayfield School District (2003 – present)	✓	✓		

Appendix B



Annette Carro, CPA, CFE

PARTNER

annette.carro@rubinbrown.com | 702.579.7087



Annette Carro is a Partner in RubinBrown's Assurance Services Group. She has 22 years in public accounting and eleven years of private industry accounting experience. Her knowledge extends to the evaluation of internal controls, accounting and auditing of several industries, including employee benefit plans, not-for-profit organizations, government, health care, finance, construction and other small businesses.

Specific Experience / Expertise

- Assurance services
- Benefit plan audits
- Taft-Hartley multi-employer plan audits
- Governmental audits
- Not-for-profit audits
- Tax returns for not-for-profits
- Unions
- Tax returns for unions

Education

- B.S., Accounting,
University of Nevada, Las Vegas

Professional Organizations

- Member, American Institute of Certified Public Accountants
- Member, Nevada Society of Certified Public Accountants
- Member, Association of Certified Fraud Examiners
- Member, International Foundation of Employee Benefit Plans

Community Involvement

- Former Member, the City of Las Vegas Audit Oversight Committee

Rachel Speldos, CPA

MANAGER

rachel.speldos@rubinbrown.com | 702.579.7027



Rachel is a Manager in RubinBrown's Assurance Services Group. Her experience includes serving clients in the employee benefit plans industry as well as non-for-profit organizations, private companies and public sector work.

Specific Experience / Expertise

- Assurance services
- Benefit plan audits
- Taft-Hartley multi-employer plan audits
- Governmental audits
- Not-for-profit audits
- Tax returns for not-for-profits
- Unions
- Tax returns for unions
- Employee benefits

Education

- B.S., Accounting,
Brigham Young University

Professional Organizations

- Member, American Institute of Certified Public Accountants
- Member, Nevada Society of Certified Public Accountants

Community Involvement

- Former Controller, the World Affairs Council of Las Vegas
- Treasurer, Provident Community Gardens

Appendix C



References



References

The following is a sample list of Charter Schools and School District references.

ODYSSEY CHARTER SCHOOL OF NEVADA

Tim Lorenz, Superintendent of Schools

702.257.0578, extension 7281

Services: We performed a full-scope audit in accordance with generally accepted auditing standards and Government Auditing Standards issued by the Comptroller General of the United States. Our audit also includes procedures and reports required under provisions of OMB Uniform Guidance and certain provisions of state law and regulations.

QUEST PREPARATORY ACADEMY

Richard McNeel, Controller

702.631.4751

Services: We performed a full-scope audit in accordance with generally accepted auditing standards and Government Auditing Standards issued by the Comptroller General of the United States. Our audit also includes procedures and reports required under certain provisions of state law and regulations.

DISCOVER CHARTER SCHOOL

Tricia Wilbourne, Site Lead Administrator

702.240.0359

Services: We performed a full-scope audit in accordance with generally accepted auditing standards and Government Auditing Standards issued by the Comptroller General of the United States. Our audit also includes procedures and reports required under certain provisions of state law and regulations.

Appendix D





AUDIT QUALITY REPORT

ABSTRACT: view full report at
www.RubinBrown.com/AQR

JANUARY 2020



CERTIFIED PUBLIC ACCOUNTANTS & BUSINESS CONSULTANTS

Professional Development and Competency

Hiring, Training and Advancement

RubinBrown devotes significant resources to recruit and retain the highest quality entry-level and experienced talent. New team members receive training in the firm's audit methodology, professional standards and ethics. Each team member has a Career Advocate to help to set professional goals and monitor performance. Team members are evaluated on performance and given feedback that is the basis for additional training, as well as compensation and advancement decisions. On average, each team member receives over 60 hours of training annually that consists of required training and specific training based on the team member's focus and specialization. RubinBrown offers flexible work programs to eligible team members, in order to retain top performers while giving them the flexibility to meet personal responsibilities.

Auditing often requires difficult judgments, which is why experienced RubinBrown partners lead the audits. On average, our assurance partners have over 20 years of experience in the auditing and accounting profession, and use that experience to ensure the highest quality audit.

RubinBrown is committed to active involvement in the accounting and auditing profession. Through our involvement, we are able to provide leadership to the entire profession and exchange ideas with other thought leaders. The firm is a member of the American Institute of Certified Public Accountants (AICPA) as well as the following AICPA quality groups:

- > Center for Audit Quality (focused on public companies)
- > Employee Benefit Plan Audit Quality Center
- > Governmental Audit Quality Center

Additionally, several team members have served on national AICPA committees, including the Private Company Practice Section Technical Issues Committee and the Professional Ethics Executive Committee.

Assurance Average Annual Voluntary Turnover

5.31.2017	5.31.2018	5.31.2019
10.1%	12.9%	17.0%

Monitoring

Monitoring is an important part of the firm's commitment to audit quality, and integral to our culture of continuous improvement. Internal and external reviews of our audit quality allow us to continuously scrutinize our audit methodology and execution. RubinBrown uses the results of this monitoring to determine where additional firm guidance and training are necessary, and how team member performance could be improved. We are subject to external review by the Public Company Accounting Oversight Board (PCAOB), the U.S. Department of Labor, Offices of Inspectors General, state regulators, and the accounting firm performing our peer review. Additionally, we have internal monitoring programs, some of which are covered in more detail on the following pages.

PCAOB Inspection

One of the key provisions of the Sarbanes-Oxley Act of 2002 (the Act) was the formation of the PCAOB. In accordance with the Act, the PCAOB conducts inspections of registered public accounting firms to assess their compliance with the Act, the rules of the PCAOB and SEC, and professional standards in connection with the audits of SEC issuers. For firms that audit less than 100 issuers, the PCAOB conducts inspections at least tri-annually.

The PCAOB report on each inspection includes a public portion and a nonpublic portion. The report describes the procedures performed during the inspection. The public portion contains comments on audit deficiencies related to specific audit engagements. The nonpublic portion contains comments on the audit firm's overall system of quality controls and audit performance. The Act provides that the nonpublic portion of the report will have limited distribution to specific regulators. An inspected firm with noted deficiencies in the nonpublic portion has one year in which to address them to the PCAOB's satisfaction. Only deficiencies that are not satisfactorily remedied would then be reported publicly.

During 2017, the PCAOB performed its fifth inspection of RubinBrown. The inspection consisted of a review of our processes, policies and procedures. The inspection also included a review of audit engagements, looking at our audit documentation and making inquiries of the audit engagement teams. The PCAOB issued its 2017 inspection report on December 14, 2017. The inspection report contained no findings. The inspection reports are available on the PCAOB website.

AICPA Peer Review

The firm participates in the AICPA peer review program that requires a triennial review of our system of quality control for our non-SEC accounting and auditing practice. The purpose of the AICPA peer

review program is to serve as a bridge between the PCAOB's inspection program and the firm's state licensing and other federal regulatory practice monitoring requirements.

The most recent peer review of RubinBrown's non-SEC accounting and auditing practice was completed by Postlethwaite & Netterville for the year ended May 31, 2019. In peer reviews, firms can receive a rating of pass, pass with deficiency(ies) or fail. Postlethwaite & Netterville issued a pass opinion dated October 20, 2019. The report is included in the appendix.

Internal Practice Monitoring

RubinBrown conducts an annual internal inspection program (Assurance Quality Review or AQR) that assesses the quality of our work for a cross-section of assurance engagements. The objective of the AQR program is to evaluate the design and operating effectiveness of the firm's quality control policies and procedures for our accounting and auditing practice. The AQR is conducted by team members who are not involved with the particular engagement being inspected. The AQR program also aids our efforts to continually identify areas where we can improve our performance or enhance our policies and procedures.

Based on the results of our 2019 internal inspection, we concluded that the system of quality control for our accounting and auditing practice has been designed and operates in a manner so as to provide the firm with reasonable assurance of complying with professional standards.



8550 United Plaza Blvd., Ste. 1001 – Baton Rouge, LA 70809
225-922-4600 Phone – 225-922-4611 Fax – pncpa.com

Postlethwaite & Netterville and Associates, L.L.C.

Report on the Firm's System of Quality Control

To the Partners of RubinBrown LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of RubinBrown LLP (the firm) applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2019. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans, examinations of service organizations [SOC 1 and SOC 2 engagements].

As part of our peer review, we considered reviews by regulatory entities as communicated to the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of RubinBrown LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2019 has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. RubinBrown LLP has received a peer review rating of *pass*.

A handwritten signature in cursive script that reads 'Postlethwaite & Netterville'.

Baton Rouge, Louisiana
October 20, 2019