

5603 Bayou Rapides Road • Alexandria, Louisiana 71303 • (318) 448-1475 • Fax: (318) 442-7924

March 26, 2020

Mr. Thomas Naquin
Postlethwaite & Netterville
8550 United Plaza, Suite 1001
Baton Rouge, LA 70809

Dear Mr. Naquin,

Alexandria Country Day School (ACDS) is accepting proposals from CPA firms to audit our financial statement for the fiscal year ending May 31, 2020 with the option of auditing ACDSs financial statements for the two subsequent fiscal years. We invite your firm to submit a proposal to us by Friday, April 24, 2020. We anticipate that we will select a firm by Friday, May 8, 2020

Alexandria Country Day School, founded in 1969, is a 501(c) (3) organization and is an independent, coeducational school. We are non-sectarian, and serve grades Prekindergarten 3 through 8. ACDS offers a challenging curriculum as well as many opportunities to excel in athletics and in the arts. Many of our alumni go on to become National Merit Scholars, are accepted and win scholarships to some of the finest universities in the nation.

The mission of Alexandria Country Cay School is to provide a challenging learning culture where all students can become creative, innovative future leaders. We provide an environment that ignites intellectual curiosity and encourages a passion for learning. ACDS enhances the development of character, creativity, problem solving, and work ethic that enables students to become leaders of the 21st century.

ACDS requires the following services:

1. Financial audit for the fiscal year ending May 31, 2020. (Audit Report will be furnished)
2. Trial Balance to be given to our outside accounting firm to prepare our 990 tax return.

We request that our annual audit be completed by August 17, 2020. In addition, ACDS requires that a meeting of the auditors and select ACDS board and staff members be held to discuss a draft version of the financial statements and that the auditors meet at least yearly with the Board of Directors finance committee.

All audit proposals must include:

1. Evidence of the firm's qualifications to provide the above services;
2. Background and experience in auditing, particularly of nonprofits;
3. The size and organizational structure of the auditor's firm;
4. Statement of the firm's understanding of work to be performed;
5. Proposed timeline for fieldwork and final reporting;
6. Discuss the firm's independence with respect to ACDS;
7. Identify the partner and staff who will be assigned to our job if you are successful in your bid;
8. Proposed fee structure for these services, with projected costs for audits covering at least two years, with a maximum fee to be charged; and
9. Include a copy of your firm's most recent peer review report, the related letter of comments and the firm's response to the letter of comments.

Your proposal must be received by April 24, 2020. Email your proposal to Kristi Ferguson, Kristi.Ferguson@cleco.com. The audit committee will review all proposals and select by Friday, May 8, 2020.

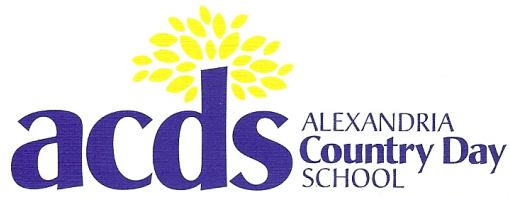
If you have any questions or would like further clarification of any aspect of this request for bid, please contact me at 318-623-0454 or email me at Kristi.Ferguson@cleco.com. We look forward to receiving your proposal.

Sincerely,

Kristi Ferguson
ACDS Audit Committee Chairman

KF/krs

Enclosure



5603 Bayou Rapides Road • Alexandria, Louisiana 71303 • (318) 448-1475 • Fax: (318) 442-7924

March 26, 2020

Ms. Deborah Dunn
Payne Moore & Herrington
1419 Metro Drive
Alexandria, LA 71301

Dear Ms. Dunn,

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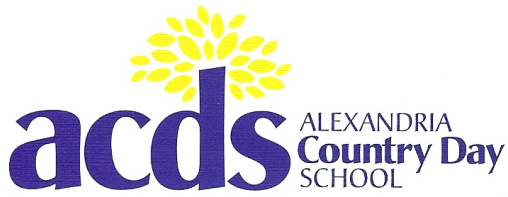
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ACDS Audit Committee Chairman

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March 26, 2020

Mr. Lee Willis
Rozier, McKay & Willis
1407 Peterman Drive
Alexandria, LA 71301

Dear Mr. Willis,

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Kristi Ferguson
ACDS Audit Committee Chairman

KF/krs

Enclosure



assurance - consulting - tax - technology

Postlethwaite & Netterville, A Professional Accounting Corporation

PROPOSAL TO PROVIDE PROFESSIONAL SERVICES TO

Alexandria Country Day School

Postlethwaite & Netterville, A Professional Accounting Corporation

8550 United Plaza Blvd. Suite 1001, Baton Rouge LA 70809
Tel: 225.922.4600, 800.259.2922 - Fax: 225.922.4611

pncpa.com

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Executive Summary

Postlethwaite & Netterville, A Professional Accounting Corporation (“P&N”) is pleased to submit this proposal to Alexandria Country Day School (“ACDS”) to provide audit services. Our understanding of your organization, your service requirements, and our ability to deliver high value services is outlined in the following proposal.

Based on our understanding of ACDS, we believe P&N offers the direct experience and industry knowledge while providing competitive fees and qualified personnel who are easily accessible by your management. The factors that differentiate our firm include:

- First-hand knowledge and experience from **servicing over 20 independent schools, charter schools, and school districts** with budgets ranging in size from \$10 million to over \$500 million;
- **Extensive experience in not-for-profit accounting and auditing**, including some of our community’s most dynamic not-for-profits;
- Substantial **knowledge and experience implementing new not-for-profit accounting standards**;
- **A qualified engagement team** who will meet your deadlines and be responsive to your management;
- Commitment to providing **client satisfaction** and the highest quality of service;
- Consistent **high quality, relevant continuing education** for our clients – delivered at no charge;
- Commitment to the **continuity of our key professionals**, to the extent possible;
- The **significant resources** of one of the largest Gulf South-based accounting and business advisory firms, which offers additional professional staff outside of the core engagement team as necessary;
- **Management team that takes an active role** in the engagement process by offering personal attention and proactive communications; and
- Professionals who are **actively involved at the national, state, and local levels**, providing up-to-date information on changes in our profession that may impact you.

It is critical that ACDS has confidence in the firm selected to provide audit and tax services. While P&N is *nationally* recognized, we provide *local* resources and experience that contribute to effective engagements.

We are extremely excited about this opportunity to serve Alexandria Country Day School. We appreciate the opportunity to propose and look forward to answering any questions or providing additional information.

Qualifications and Experience

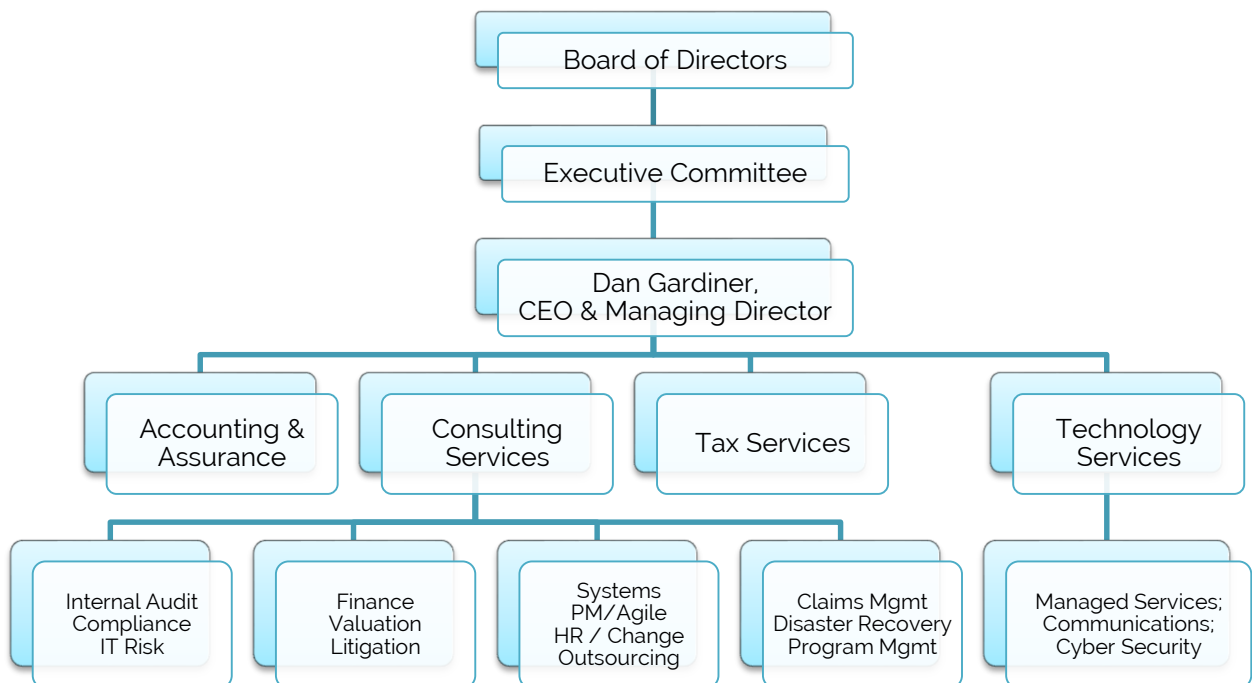
Postlethwaite & Netterville was founded in 1949 by Alexander Postlethwaite. Through the years, as our clients have grown, our firm and the professional services we offer have expanded. We are now the largest Louisiana-based accounting and business consulting firm. P&N is the only firm in the state to be consistently named one of the top 100 firms in the United States.



P&N has eight locations in the Gulf South, with **over 400 staff**. Major locations include Baton Rouge, Metairie, New Orleans, Lafayette, Donaldsonville, Gonzales, St. Francisville, and Houston, TX. In Baton Rouge, we were named one of the “Top 100 Private Companies” and the largest accounting firm by the *Baton Rouge Business Report*. The New Orleans area office is ranked as the sixth largest accounting firm by *New Orleans CityBusiness*. Our clients include a large cross-section of governmental and not-for-profit entities, businesses and professional practices, and individuals. P&N provides professional services to clients located throughout the state of Louisiana, as well as nationally and internationally.

Our team provides not only traditional assurance and tax services, but numerous specialized services, including tax credit cost certification services, compliance and regulatory services, information systems and management consulting, data security studies, business valuations, litigation support, compensation design and planning, and personal financial planning.

The chart below illustrates P&N’s overall organizational reporting structure.



OUR COMMITMENT TO QUALITY

P&N maintains a Quality Control Document which delineates policies and procedures employed by the firm in the conduct of its accounting and auditing practice. This document is comprehensive and covers compliance with:

- Ethical and technical standards of the relevant professional associations and quality centers, state boards of accountancy, U.S. Government agencies and other regulatory agencies;
- Human resource provisions that establish criteria for hiring quality personnel and providing continuing education for the development of competencies of all of our employees; and
- Internal monitoring aimed at the quality of engagement performance with respect to ongoing adherence to professional standards.

Our Quality Control Document is the cornerstone of our system of quality control. A peer review is focused on the design of our system of quality control and our compliance with this system. Although these policies and procedures are not all inclusive, this document assists in the determination that the firm's quality controls contain the highest professional standards and meet the requirements of the practice sections of the AICPA Division for Firms.

P&N is a member of the American Institute of Certified Public Accountants' (AICPA) three audit quality centers: the *Center for Audit Quality*; the *Employee Benefit Plan Audit Quality Center (EBP Center)*; and the *Governmental Audit Quality Center (GAQC)*. Membership in these audit quality centers is important to P&N and supports our commitment to the profession in its efforts to improve audit quality.

Candy Wright, one of our audit directors, served on the Executive Committee of the GAQC. The GAQC is designed to help CPAs meet the challenges of performing quality governmental audits. The GAQC's primary purpose is to promote the importance of quality governmental audits and the value of such audits to purchasers of governmental audit services. As a member of this center, we adhere to specific membership requirements covering the governmental audits we perform. We believe that our participation in the AICPA audit quality centers, in particular the GACQ, enhances our professional services to our numerous government clients.

Assurance Director Freddy Smith has enhanced the firm's specialization in governmental accounting and auditing by obtaining AICPA Advanced Single Audit Certificate. Additionally, he serves as the Chairman for the LCPA Baton Rouge Chapter's Governmental Accounting and Auditing Committee

PEER REVIEW REPORT

P&N has been a leader in the accounting profession in the development of stringent quality control procedures. These procedures are designed to assure all of the firm's clients that our practice meets the highest standards. The firm's voluntary participation in the AICPA's quality control and peer review programs dates to the inception of the AICPA's Division of Firms.

We have completed fourteen triennial peer reviews since 1980. All of these reviews show that our procedures and controls conform to the highest standards of the profession. ***This included reviews of specific governmental engagements.*** A copy of the 2019 peer review can be found in [Appendix B](#).

INDEPENDENCE

P&N is independent with respect to the ACDS as defined by generally accepted auditing standards and the U.S. General Accounting Office's *Government Auditing Standards*. We are not aware of any issues or conflicts that would impact our ability to perform the requested services under the current independence rules.

It is the policy of P&N that all professional personnel be familiar with and adhere to the independence, integrity, and objectivity rules, regulations, interpretations, and rulings of the AICPA, and relevant state statutes, GAO, and other regulatory agencies, where applicable. In this regard, any transaction, event, circumstance, or action that would impair the firm's independence or violate its integrity and objectivity policy on a compilation, review, audit, forecast, projection, or attestation engagement is prohibited.

Each person is responsible for being familiar with the firm's clientele and for informing the Quality Control Director of any potential conflicts of interest. Each person, including our technology subsidiary, is also responsible for reviewing the firm's restricted entity list. The Quality Control Director resolves questions relating to independence.

SCHOOL EXPERIENCE

Quality education is vital for ensuring the well-being of our children and securing the future of our communities. P&N has a diverse client base of educational institutions including school systems, charter schools and private schools. Because of our experience, our professionals understand a wide-range of funding sources, natures of operations and requirements for reporting. Our clients benefit from a team with extensive experience, strong technical skills and a passion for providing unparalleled client service.

We are excited at the prospect of serving ACDS in fulfilling its mission. We believe that delivery of quality service is dependent upon the experience level and technical knowledge of the auditors and the resources available to the audit. P&N offers ACDS the following:

- A deep understanding of the primary challenges facing private schools including attracting and retaining qualified teachers, securing funds and competing with other schools;
- Experience with the independent, non-profit environment of a private school and bringing best practices in investment management, fundraising and tax structuring;
- Experience in addressing compliance and internal control issues unique to schools; and
- A working relationship with the Education Finance division of the Louisiana Department of Education.

P&N is proud to have extensive experience serving schools and school districts throughout Louisiana. The following is a partial list of our current school clients:

- Isidore Newman School
- Inspire Charter Academy, Inc.
- Lafayette Charter Foundation
- Lycée Français de la Nouvelle Orléans
- New Orleans Center for Creative Arts (NOCCA)
- ReNEW Charter Management Organization
- South Louisiana Charter Foundation

- Ascension Parish School Board
- Assumption Parish School Board
- East Baton Rouge Parish School Board
- East Feliciana Parish School Board
- Franklin Parish School Board
- Iberville Parish School Board
- Orleans Parish School Board
- Point Coupee Parish School Board
- St. Charles Parish School Board
- Washington Parish School Board
- West Baton Rouge Parish School Board
- West Feliciana Parish School Board
- Zachary Community School Board

NON-PROFIT EXPERIENCE

With over 100 non-profit clients, P&N’s Non-Profit Group has substantial experience in providing accounting, tax and consulting services to non-profit organizations, which range in size, complexity, and management of funds. Our non-profit clients must walk the line between adequate and effective financial management and fulfilling the mission and responsibilities of the organization. Because of our experience, this is a balance that our professionals understand.

P&N’s experience includes organizations similar in size and mission to ACDS. Our non-profit audit clients have revenue comprised of grants and charitable contributions, endowments, tuition revenue, fee for service, and federal and state funds. We have experience with similar organizations and understand the variety of different types of activities that your organization may undertake and are familiar with the audit, accounting and tax implications relating to those activities.

The following is a partial list of our current non-profit clients:

- Biomedical Research Foundation of Northwest Louisiana
- Boys Hope Girls Hope of Greater New Orleans
- Capital Area United Way
- CASA Jefferson
- Catholic Charities Archdiocese of Baton Rouge
- Delgado Community College Foundation
- Greater Baton Rouge Area Food Bank
- Gulf Coast Housing Partnership
- Health Care Services Foundation
- Iberia Economic Development Authority
- Iberia Industrial Development Foundation
- Junior Achievement of Greater New Orleans
- Louisiana Children’s Museum
- Louisiana Foundation for Excellence in Science
- Louisiana Museum Foundation
- LSU Foundation
- LSU Health Foundation New Orleans
- Mary Bird Perkins Cancer Center Foundation
- National Kidney Foundation
- New Orleans Museum of Art
- New Orleans Jazz & Heritage Festival & Foundation
- Pennington Biomedical Research Foundation
- Regina Coeli Child Development Center
- St. John Association for Retarded Citizens
- The Capital Appeals Project
- The Peoples Program
- The Pro Bono Project
- United Way of Southeast Louisiana
- University of New Orleans (UNO) Foundation
- United Way of Southeast Louisiana



Audit Approach

UNDERSTANDING OF THE SERVICES TO BE PERFORMED

It is our understanding that, should we be successful in our bid, P&N will provide the following services for the fiscal year ending May 31, 2020:

- Audit of ACDS’s financial statements, to be performed in accordance with generally accepted auditing standards (GAAS)

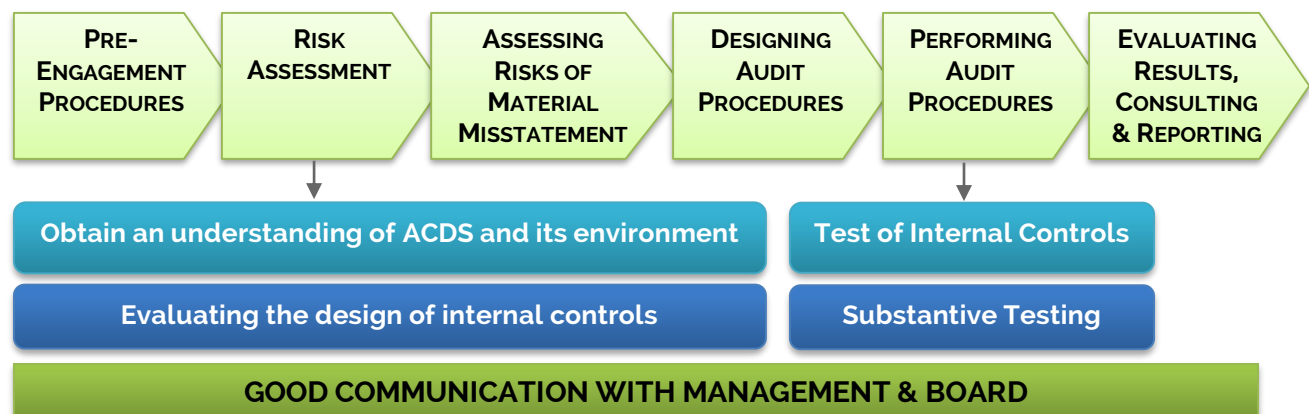
TRANSITION MADE SIMPLE

We know that for financial professionals at any organization, transitions to a new CPA firm can be challenging. If we are appointed as your CPA firm, we will make it a priority to ensure that the transition from your existing firm to P&N will be as manageable as possible. As a firm, we are very experienced in assuming the audit and tax role from other CPA firms. In order to make the transition as simple as possible for you and your staff, we have a process:

- Ensure that there is timely, ongoing communication between your team and ours
- A planning meeting with your audit committee to discuss scope and understand what is important to committee members
- We will work to streamline points of contact on our side with you, so as to minimize or eliminate any duplication of effort on ACDS’s financial staff
- Detailed and timely review of prior auditor workpapers to gain an understanding of prior practices
- Involvement of the engagement Director and Manager in all details
- Detailed planning of our approach, including a review with your financial staff
- Frequent communication with all levels of ACDS’s staff
- Advance notice of our document requests

AUDIT OVERVIEW

Our audit philosophy is to tailor our approach to meet the specific needs of each client. This requires a thorough understanding of your organization’s activities and an in-depth analysis of the critical audit areas. We also believe that an effective audit approach should be modified each year and throughout the performance of the audit as your operations and circumstances change.



Given our knowledge of the activities of other organizations similar to ACDS, we are able to focus our audit procedures on high risk areas, which include financial statement items as well as areas that pose a reputational and compliance risk to ACDS. We believe our audit approach adds value that can only be provided by a firm that truly understands your organization, personnel, and mission. *We believe we are that firm.*

In performing the audit for ACDS, the following are basic procedures which could be utilized, and areas that we would consider areas meriting higher focus. Specific audit approach and suggested procedures would be determined based on review of prior year reports and current year internal financial statements.

Planning

Planning procedures will begin with obtaining a thorough understanding of all operations. It includes activities such as our risk assessment, gaining an understanding the internal control environment, assessing the risk of material misstatement, and planning our audit procedures to be performed at the final testing period. Our planned audit strategy will be refined and updated as necessary to perform an efficient and cost effective audit. We will also address AU-C Section 240, the fraud standard, during our planning phase.

Internal Controls

Review and document the system of internal controls surrounding the financial and operational activities. As deemed necessary, we will design and perform tests of compliance with these systems and controls. We have proposed doing some of this work on an interim basis, in advance of the final fieldwork. This will relieve the pressure during the final work period and also allow for timely control improvement comments that can be considered and discussed with your team.

Substantive Audit Areas

The following audit and accounting areas are of higher complexity to ACDS's financial statements, and as such, we would expect to spend more time during our audits on these areas than some of the other areas that may carry a lower risk. Our overall audit plan and approach will be finalized based on the timeline discussed and after consultation with you.

Experience with New Financial Accounting Standards Board (FASB) Pronouncements

Nonprofit organizations are dealing with a number of significant new accounting standards currently; from not-for-profit reporting, revenue recognition and leases, it is a time of change. We have worked with clients who have implemented many of these standards already and have a collaborative approach to working through adoption.

FASB ASU No. 2014-09 – Revenue from Contracts with Customers

The FASB has issued Accounting Standards Update (ASU) 2014-09, *Revenue from Contracts with Customers*, to update its revenue recognition standard to clarify the principles of recognizing revenue and eliminate industry-specific guidance as well as help financial statement users better understand the nature, amount, timing, and uncertainty of revenue that is recognized. This standard will be effective for your fiscal year ending May 31, 2020.

FASB ASU No. 2018-08 – Not-For-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made

In June 2018, the FASB issued ASU 2018-08, *Not-For-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*, to clarify and improve the scope and the accounting guidance for contributions received and contributions made. The amendments in this update should assist entities in (1) evaluating whether transactions should be accounted for as contributions (nonreciprocal transactions) or as exchange (reciprocal) transactions subject to other guidance and (2) determining whether a contribution is conditional. This standard will be effective for your fiscal year ending May 31, 2020.

FASB ASU No. 2016-02 – Leases

In February 2016, the FASB issued ASU 2016-02, *Leases*. This accounting standard requires lessees to recognize assets and liabilities related to lease arrangements longer than 12 months on the balance sheet as well as additional disclosures. The updated guidance is effective for your fiscal year ending May 31, 2022.

Evaluating Audit Results and Reporting our Findings

Our audit approach and related timeline and phases are designed to reveal any potential issues early in the process so there is time to review and discuss with the financial team. Our approach is a collaborative one, and any issues will be appropriately vetted with financial management before being reported to the audit committee level. We will work through our timeline to ensure timely deliverable of all reports. Clear and continuous communication throughout the cycle will reinforce our ability to meet your goals.

USE OF TECHNOLOGY

In today's times, understanding computerized systems and how to audit such systems is key. Paper is gradually being reduced, and authorizations are occurring electronically. Documents are no longer being maintained but rather scanned by entities. We understand how to audit such systems as well as how to use the data available on these systems efficiently and effectively.

P&N uses information system audit techniques, particularly in sample selection and analysis of activity. We find such techniques are efficient methods to assess a large number of transactions. P&N principally uses IDEA, a software tool that allows for the extraction of data from a client's computer files for analysis and testing.

In addition to IDEA, P&N's staff is trained in the use of Microsoft Office software. Certain audit features can be performed using Excel. We also obtain data electronically from clients and work with downloaded system data. P&N utilizes an electronic audit workpaper tool, Prosystem Engagement Fx, which enables us to more efficiently gather, use, and store workpapers.

In our efforts to use technology to make our client relationships more effective and efficient, P&N uses Accellion secure data transfer sites. Simply put, an Accellion site is a password protected area on one of our servers that allows users to securely transfer and retrieve information. When transferring a large volume of documents, an Accellion site is a more efficient method than traditional CDs or email. These sites are also utilized to facilitate client communications by providing an engagement schedule with pending and completed tasks.

COMMUNICATION PROCESS

We encourage open dialogue with management and the Board of Directors. Such dialogue ensures the needs of the client are being met and that we are aware of all concerns. We are available to meet in person with the Board of Directors as needed throughout the year. We expect to conduct an entrance conference and an exit conference with the entire Board of Directors.

Any control matters or areas for improvement are discussed with management first to be sure our understanding of the situation and circumstances is accurate and to provide management an opportunity to respond.

Under professional standards we will discuss the following areas in addition to any other concerns:

- Auditors' responsibility under generally accepted auditing standards
- Significant accounting policies
- Management judgments and accounting estimates
- Significant audit adjustments
- All passed audit adjustments
- Other information in documents containing audited financial statements
- Any disagreements with management
- Management consultation with other accountants
- Any major issues discussed with management prior to retention
- Any difficulties encountered in performing the audit
- Concept of materiality
- Independence

Other communications will include but are not limited to:

- P&N will report directly to the Board any fraud of which the firm becomes aware involving executive management and any fraud (whether perpetrated by executive management or any other employee or individual) of which the firm becomes aware that causes a material misstatement of the financial statements.
- The firm will report to executive management any fraud perpetrated by lower level employees or individuals of which the firm becomes aware that does not cause a material misstatement of the financial statements.
- The firm will report directly to the Board of Directors any illegal acts detected by the firm, unless the illegal acts are clearly inconsequential.
- The firm will report directly to the Board of Directors and ACDS's executive management all significant deficiencies and/or material weaknesses identified during the engagement.

PROPOSED TIME SCHEDULE

Based on our understanding of your requirements and deadlines, we have drafted a proposed timeline (below). We are open to discuss and make any edits to better fit your needs.

ACTIVITY	JUN	JUL	AUG
Meet with executive management and Board, if requested, to determine expectations and process	✓		
Review prior auditor workpapers (under professional standards)	✓		
Planning meeting with your Financial Staff to scope audit, finalize audit procedures, send confirmation letters and other up-front audit procedures	✓		
Final audit fieldwork		✓	✓
Review draft of financial statements and audit deliverables with Management and Audit Committee			✓
Issue audit report and management letter, if applicable			✓
Presentation of final audit process to the Board of Directors			✓

SCHOOL ASSISTANCE

An important component of our initial planning and coordination of our audit procedures will be to develop, with the input of the Business Manager, a listing of information and schedules required to perform our procedures. In preparing this listing, we will identify standard information developed by the accounting department for year-end closing purposes and supplement that information with schedules specific to our needs. An important element of developing this listing will be to coordinate the timing and availability of this information with ACDS’s staff. We will request that ACDS’s staff provide as much information as possible in electronic format to facilitate our use of electronic work papers and data storage and data mining. An Accellion website with secure access limited to your staff and engagement team members can be established to facilitate data sharing.

We will require direct contact with your staff including your outsourced vendors in all major areas of operation in order to obtain both substantive and corroborating support for our audit procedures. Meeting times and review or coordination of information requests will be coordinated in a manner accommodating everyone.

Another important aspect of the assistance we require will be for ACDS’s staff to provide electronic files containing detailed account and transaction level records.

We anticipate that ACDS will disclose all material information and ACDS’s personnel, agents, assigns, etc. will fully cooperate with us in the performance of any audits.



CONTINUITY OF ENGAGEMENT TEAM

We place a high level of importance on the continuity of our engagement team members because we recognize that this is an important factor for our clients. It is our goal to minimize disruptions by staffing the engagement to provide continuity, both during and between audits.

Our proposed professionals were carefully selected with the goal of providing ACDS continuity with engagement team members. To the extent possible, in addition to keeping our engagement team intact, we will identify and utilize the same senior staff from year to year. Should a change in key personnel become necessary, you will be notified, and we will discuss an alternative staffing plan.



Professional Fees

We believe that establishing and maintaining a mutually beneficial relationship with ACDS includes providing high quality services at fair and competitive fees. We sincerely want your business and to mutually agree upon a fee structure that is reasonable to both of us.

Based on our understanding of ACDS’s needs and structure, we estimate our professional fees will be \$19,500, including expenses, for the financial statement audit for the year ending May 31, 2020.

Additional services not specifically mentioned in this proposal will be billed at the hourly rates outlined below. These rates reflect the current labor market conditions for high caliber professionals. P&N periodically reviews and adjusts these rates to stay in line with this continual demand.

Director	\$265	-	385
Associate Director	\$195	-	275
Manager	\$150	-	200
Senior	\$120	-	165
Staff	\$95	-	135

Fees: The Bottom Line

We believe our fees represent a fair and accurate estimate of the services outlined in our proposal. If the scope of the engagement contemplated in our fee estimates above changes, we will discuss any additional efforts with you before commencing such work. P&N does not understate our initial fees with the expectation of additional services or “catching up” in future years. If you feel that these fees are not competitive, we would like the opportunity to provide additional explanations based on our understanding of the operations, internal controls structure, timeline, and other factors utilized to determine our fee estimate.

Questions on Technical Matters Throughout the Year

We make ourselves available for routine consultation, questions, and phone calls, and do not charge additional fees for these services. If it should become necessary for ACDS to request additional services to either supplement these services requested or to perform additional work outside the scope defined in this proposal, then any such work shall be performed only if set forth in an addendum to the contract between ACDS and P&N.

The P&N Difference

Our clients and the service they receive are important to us. Our professionals endeavor to provide services in a timely and efficient manner. We believe this focus is evident not only in our client service philosophy but in our daily client interactions. P&N offers the extensive industry and technical experience that ACDS needs while providing competitive fees and qualified professionals who are easily accessible by your management. In summary, we believe the factors that differentiate our firm include:

Commitment to Client Education

We are committed to keeping our clients informed of the latest news, issues, and other information that affects their organization. P&N hosts frequent continuing educational events that are free of charge for our clients to inform participants on the latest developments in the industry. Below is a partial list of some of our recently hosted additional seminars in which you may be interested:

- CFO Seminar: Hot Topics for Financial Officers
- Webinar: Cybersecurity Best Practices
- Webinar: Lease Accounting - Implementing the New Lease Standard

P&N delivers thought-leadership through frequent e-newsletters and other communications related to a variety of financial, operational, and compliance issues facing our clients. All articles can be found on the P&N Insights blog on our website at <https://www.pncpa.com/insights/>.

Commitment to Client Service

P&N is highly focused on delivering *quality client service*. We believe our team offers extensive technical ability, in-depth industry knowledge, and the highest level of client service.

We recognize that our clients are the reason we're in business. Providing the highest level of client service, technical ability, and industry knowledge is of utmost importance. We illustrate our commitment to our clients by investing our time and energy into providing value and helping them achieve success.

Commitment to Serving the Local Community

P&N's dedication to community support and service is a cornerstone of our culture. We're very proud of the fact that our employees donate their time to over 175 different community service organizations throughout the state of Louisiana, in addition to many other schools and religious organizations. P&N employees also lend their time and skills to various committees and organizations that support our state, from the Louisiana Tax Institute to the Council for a Better Louisiana. In recognition of the firm's community support and professionalism, P&N is a past recipient of the Douglas Manship, Sr. Torch Award for Ethics from the Better Business Bureau of South Central Louisiana.

In 2018, P&N participated in the LCPA's first-ever CPA Day of Service. Over 350 volunteers across Louisiana participated, and of those volunteers, almost one-third were from P&N, which accounted for more than 450 hours of service. We continued the tradition in 2019 and 2020 with hundreds of P&N team members serving organizations throughout our communities.

Local Engagement Team and Resources

Although we serve clients all over the country, our focus has always been on South Louisiana. As the only top 100 U.S. accounting firm based in Louisiana, P&N has substantial resources available in nearby offices. This also means you receive the guidance and support you need when you need it.

Ability to Grow and Evolve with You

Proven experience and client service are important considerations in your selection of a service provider. A diverse set of services is just as essential. As your organization evolves, your needs will change. One of P&N's major differentiators is our ability to offer a wide range of services that expand, contract or shift as your organization changes.

**We sincerely hope to have the opportunity to work with
the Alexandria Country Day School.**



Appendix A: Resumes



Tommy Naquin, CPA Director



Thomas Naquin, CPA, is a Director in the Postlethwaite & Netterville Accounting and Assurance Services Group. He has almost 30 years of public accounting experience, having worked with several accounting firms including big four as well as regional firms.

Tommy has gained valuable experience with numerous local governmental or quasi-governmental audit engagements including school boards, parish governments, housing authorities, law enforcement agencies, non-profit organizations, financial institutions and small businesses. Tommy has spoken on a variety of governmental accounting topics, including recent GASB pronouncements, at firm trainings, client group training, and professional associations, including the Louisiana School Boards Association.

Tommy has experience in all aspects of an audit engagement, including identifying managerial and compliance needs and matching client needs with appropriate resources to resolve issues.

Tommy has recently served as Engagement Director or Second Review Director for the following partial list of similar audit clients:

- LaFourche Parish School Board
- Red River Parish School Board
- Franklin Parish School Board
- Louisiana School Boards Association

EDUCATION & CREDENTIALS

- Certified Public Accountant
- Bachelor of Science, Finance, Louisiana State University
- Member, Society of Louisiana Certified Public Accountants (LCPA)
- Member, American Institute of Certified Public Accountants (AICPA)



Tiffani Dorsa, CPA
Director



Tiffani Dorsa, CPA, is a Director in the Postlethwaite & Netterville Accounting and Assurance Services Group. She joined the firm in 2004, and became a Director in 2013. Prior to joining P&N, Tiffani worked for a New Orleans CPA firm for nine years.

With over 23 years of experience, Tiffani has experience in all aspects of audit engagements, including planning, evaluating internal control systems, substantive audit testing, regulatory compliance testing, supervising and monitoring of staff, and the preparation of the financial statements and footnote disclosures. Tiffani's practice areas include governmental and non-profit organizations. Tiffani's not-for-profit practice includes several foundations and other non-profit organizations receiving HUD Section 8 assistance, as well as, those not-for-profit organizations that receive federal assistance covering a variety of services related to the mission of these organizations. Tiffani's governmental audit engagements include cities, retirement systems and school boards. In addition, her client base includes many organizations that require a Single Audit under the Uniform Guidance.

Tiffani has instructed numerous trainings, both internally and externally, covering updates from the Governmental Accounting Standards Board, Financial Accounting Standards Board, and Uniform Guidance compliance requirements. In addition, Tiffani assisted in trainings covering the Louisiana Legislative Auditor's statewide agreed-upon procedures requirements.

EDUCATION & CREDENTIALS

- Certified Public Accountant
- Bachelor of Science, Accounting, University of New Orleans
- Member, American Institute of Certified Public Accountants
- Member, Society of Louisiana Certified Public Accountants Executive Committee
- Member, Association of Government Accountants, Since 2013
- Member, Affordable Housing Association of Certified Public Accountants



Appendix B: Peer Review Report





Report on Firm's System of Quality Control

September 27, 2019

To the Directors of Postlethwaite & Netterville
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Postlethwaite & Netterville (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, an audit performed under FDICIA, an audit of a broker-dealer, and examinations of service organizations [SOC 1 and SOC 2 engagements].)

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

What inspires you, inspires us. | eidebailly.com

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Postlethwaite & Netterville 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*. Postlethwaite & Netterville has received a peer review rating of *pass*.

A handwritten signature in cursive script that reads "Eide Bailly LLP".

Eide Bailly LLP
Minneapolis, Minnesota



PAYNE, MOORE & HERRINGTON, LLP

CERTIFIED PUBLIC ACCOUNTANTS

Established 1945

April 23, 2020

Board of Trustees
Alexandria Country Day School
5603 Bayou Rapides Road
Alexandria, LA 71303

Dear Ladies and Gentlemen,

We are please to submit our proposal to serve as Certified Public Accountants for the purpose of auditing and reporting on the financial statements of Alexandria Country Day School as of and for the year ending May 31, 2020, with an option to audit the financial statements for each of the two subsequent years ending May 31, 2021 and 2022.

Objectives, Scope & Communications

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit will be conducted in accordance with U.S. generally accepted auditing standards and will include tests of your accounting records and other procedures we consider necessary to enable us to express such an opinion.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of physical existence of inventories, if any, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected funding sources, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

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

Rebecca B. Morris, C.P.A.
Michael A. Juneau, C.P.A.
Cindy L. Humphries, C.P.A.
Deborah R. Dunn, C.P.A.

Rebecca G. Nation, C.P.A.
Evelyn T. Renfrow, C.P.A.
Kayla G. Holloway, C.P.A.



1419 Metro Drive • P.O. Box 13200
Alexandria, LA 71315-3200
Ph: (318) 443-1893 • Fax: (318) 443-2515



PAYNE, MOORE & HERRINGTON, LLP

Board of Trustees
Alexandria Country Day School
Alexandria, Louisiana
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It is our practice to communicate engagement issues with the designated contact person on an ongoing basis throughout the engagement. We encourage management and board members to reciprocate this open communication policy. We believe that communication is best served by identifying a specific contact person that will assist us with engagement questions and needs.

Firm Overview

The firm of Payne, Moore & Herrington, LLP consists of seven partners, all licensed Certified Public Accountants in the State of Louisiana, and a professional staff of eight individuals, two of which are Certified Public Accountants. In addition, we employ two full time bookkeepers and three administrative staff members. Our firm has been in the practice of public accounting since 1945. With our broad experience in auditing and accounting, we feel that our firm is highly qualified to render the services required by Alexandria Country Day School.

Payne, Moore & Herrington, LLP is the largest local firm in the area and conducts attest and nonattest services for a multitude of client types including governmental bodies and municipalities, school boards, foundations and other nonprofit organizations, private businesses, and individuals.

Some of our nonprofit audit clients are Louisiana College, United Way of Central Louisiana, Inc., LSU at Alexandria Foundation, The Catholic Foundation of North Central Louisiana, YWCA of Alexandria-Pineville, The Extra Mile Region VI Inc., and The Episcopal Diocese of Western Louisiana. We pride ourselves in the longevity of the relationships we build with our clients and strive to provide value to our clients through our services by providing recommendations and comments that will strengthen the client's financial operations.

Staffing, Engagement Team Assignments & Turnover

Each engagement is assigned a 'partner-in-charge' and a 'second partner'. This practice helps provide exceptional client service while also providing insightful and independent secondary review of reports, conclusions, and other engagement factors. When practical, we assign partners and professional staff to the same or similar assignments from year to year. We believe that the knowledge and understanding of a client's business, operating environment, and internal control structure is essential to minimizing audit failure and maximizing scales of efficiency. Obviously, changes in lower level personnel are unavoidable; however, our firm strives to foster development of professional relationships with clients by consistently assigning the same engagement partner, in-charge partner, senior accountant, and manager when practical. Work of lower level staff accountants is always conducted under the direction of a manager or partner and subject to review.



PAYNE, MOORE & HERRINGTON, LLP

Board of Trustees
Alexandria Country Day School
Alexandria, Louisiana
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We anticipate the engagement partner will be Deborah R. Dunn and the in-charge partner will be Deborah R. Dunn or Kayla Holloway. One or two professional staff members will be assigned based on our personnel partner's assessment of staff availability and experience upon notification of acceptance of our proposal.

We are pleased to report that we are not aware of any complaints against partners or employees of Payne, Moore & Herrington, LLP filed with the State Board of Accountancy or any other regulatory authority.

Independence

Each year, all partners and professional staff members of our firm review our client listing and disclose potential independence issues, if any. Staffing assignments and engagement administration is then appropriately planned and executed to avoid any circumstance or relationship that may be deemed in fact or in appearance as a lack of independence. New staff performs this disclosure upon hiring and then each year thereafter. Any matters that arise during the year are required to be immediately disclosed to the administrative partner of our firm.

Our quality control procedures ensure that engagements are subject to primary and secondary review and such procedures are in accordance with our professional standards. As is customary with all potential new engagements, as well as continuing engagements, we have assessed our relationship with Alexandria Country Day School and determined that there are no matters that violate our independence with respect to Alexandria Country Day School.

Experience, Training & Affiliations

Each partner and professional staff member receive at least forty hours of continuing professional education annually in accordance with our professional standards. In-house courses are conducted to educate partners and professional staff on topics that are specific to our client base. As the largest local firm, we have the invaluable resource of assistance and guidance from other firm members with knowledge and experience in specific matters.

In addition, unlicensed professional staff are encouraged to pursue licensing as certified public accountants with the firm offering payment of the first-time testing fees as well as bonus incentives for successful passing of the exam. We believe that encouraging individual growth and development of each team member serves to benefit our firm as a whole. This development in turn benefits our clients.



PAYNE, MOORE & HERRINGTON, LLP

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Alexandria Country Day School
Alexandria, Louisiana
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Our firm believes that investing in our community through volunteering and board service contributes to the economic vitality and quality of life in our community. We encourage civic involvement and partners and staff members are allowed firm time to attend board meetings and perform other obligations related to board and civic service.

All partners and licensed professional staff members of our firm are members of American Institute of Certified Public Accountants and Society of Louisiana Certified Public Accountants.

Compensation & Scheduling

Our fee to conduct audits of the financial statements of Alexandria Country Day School as of and for the years ended May 31, 2020, 2021, and 2022 will be based on the actual time spent and hourly rates of the individuals assigned, plus out of pocket expenses, not to exceed \$12,750 per year. In addition, we will prepare the Form 5500 for the years ended July 31, 2020, 2021, and 2022 for \$650 per year. Preparation of the Form 5500 will be based on information provided by you and your plan administrator.

These fees do not take into account events that could occur such as unexpected delays in receiving information, changes in your management or accounting personnel, or new accounting pronouncements that may require a large number of additional hours for the audit. If any of these, or other unexpected events occur, we would discuss with you adjusting our audit fee, if necessary, prior to performance of additional audit work.

It is always our goal to minimize costs to our clients without compromising the quality of our services and adherence to our professional standards. We will make every effort to utilize the resources you make available to us to assist in cost minimization. These fees are based on our understanding that complete trial balances, detailed general ledgers, and supporting schedules and reconciliations for significant accounts, such as investments, receivables, payables, deferred revenue, net assets, and tuition and fee income will be prepared by your staff and made available to us at the start of fieldwork. In addition, other information that we may request upon commencement of the engagement will be prepared by your staff and promptly provided to us.

Upon notification of your acceptance of our proposal, we will provide to you an engagement letter for the year ended May 31, 2020 which we will require you to sign and return to us. We will provide such a letter for each engagement period prior to commencement of our audit. We anticipate the fieldwork for your annual audit will begin on or about July 1 and will be completed by August 15 of each year. We anticipate that fieldwork will take two to three weeks. We will make every effort to comply with your requested completion date of August 17, 2020, however, our staffing assignments are made well in advance and



PAYNE, MOORE & HERRINGTON, LLP

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Alexandria Country Day School
Alexandria, Louisiana
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early notification from you will assist us in this effort. In addition, our ability to meet your desired completion date is contingent upon cooperation and availability of your staff as well as timely provision of trial balances, general ledger details, schedules, and other documentation that we will require. If unexpected delays are encountered, we will discuss scheduling and timing with you.

Quality Control Review

Our firm engages an independent quality control reviewer to assess our firm's system of quality control for accounting and auditing practices in accordance with practices established by the AICPA. This quality control review is required every three years. A copy of our most recent report on quality control is attached hereto. We are pleased to report that the review concluded that our firm's system of quality control has been designed to meet the requirements of the quality control standards established by the AICPA and that we are in compliance with those standards. No letter of comment was issued.

We appreciate the opportunity to submit our proposal and we invite you to contact us should you wish to discuss any other matters.

Sincerely yours,

PAYNE, MOORE & HERRINGTON, LLP

A handwritten signature in blue ink that reads "Deborah R. Dunn".

Deborah R. Dunn, CPA
Partner

Attachment: Report on the Firm's System of Quality Control



CPA • CFE • CFF
mic@mchehotskycpa.com
www.mchehotskycpa.com

Martin L Chehotsky

Certified Public Accountant
Certified Fraud Examiner
Certified in Financial Forensics

PO Box 5914
1506 South Greenfield Cr.
Lake Charles, LA 70606-5914

Telephone: 337-540-3200
Fax: 337-564-0501

Report on the Firm's System of Quality Control

September 20, 2017

To the Owners of Payne, Moore & Herrington, LLP and the Peer Review Committee of the Louisiana Society of Certified Public Accountants

I have reviewed the system of quality control for the accounting and auditing practice of Payne, Moore & Herrington, LLP in effect for the year ended August 31, 2017. My 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 in conformity with applicable professional standards, if any, are evaluated by the 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

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

Required Selections and Considerations

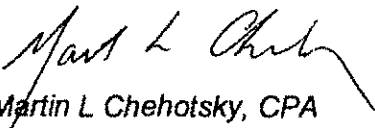
Engagements selected for review included engagements performed under *Government Auditing Standards*, including a compliance audit under the Single Audit Act and an audit of a employee benefit plan.

As part of my peer review, I considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of my procedures



Opinion

In my opinion the system of quality control for the accounting and auditing practice of Payne, Moore & Herrington, LLP in effect for the year ended August 31, 2017 has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)*, or *fail*. Payne, Moore & Herrington, LLP has received a rating of *pass*.



Martin L Chehotsky, CPA



April 23, 2020

To the Board of Trustees
Alexandria Country Day School

We appreciate the opportunity to provide this proposal and describe our qualifications. The information requested in your solicitation for proposals is provided as follows:

Evidence of Qualifications

Rozier, McKay & Willis has broad experience in public accounting. Services we routinely provide include basic accounting, tax planning and preparation, audits and other assurance services. Details regarding our qualifications applicable to Alexandria Country Day School (ACDS) are provided under the heading Background and Experience.

Background and Experience

We provide audit and other assurance services to a variety of industries including nonprofit institutions. A list of our clients in the nonprofit and governmental sectors accompanies this letter. Please feel free to contact any of these clients and discuss our qualifications.

As the accompanying list indicates, our firm has a tradition of assisting organizations that serve a public purpose. We attribute our success to retaining qualified personnel that have experience necessary to provide quality services and deliver those services in a timely manner. As part of this commitment to providing quality service, we will assign the engagement to a partner with experience in nonprofit accounting and auditing. In addition, the assigned partner will be present anytime our staff is working in your facility. Staffing the audit in this manner will allow us to perform the engagement in an efficient manner and minimize disruption of your ordinary office activities.

In addition to general experience with nonprofit and governmental activities, we also have experience working with schools. We have worked closely with the staff of the Grant Parish School Board and their contact information is provided on the accompanying list.

Size and Organizational Structure

Since its inception, the firm has maintained an office in Alexandria, Louisiana and practiced public accounting throughout Central Louisiana. At the present time the professional staff consists of eight people including four partners. The size of our firm allows us to maintain a wide variety of skills, which give us the ability to serve all of a typical client's needs. Profiles for each member of our staff appear on our website at www.cenlacpas.com/staff.

Understanding of Work to be Performed

We understand that you require an audit of your financial statements for the year ended May 31, 2020 and possibly the two subsequent fiscal years. We provide all of our clients with an opportunity to review a draft copy of the report and are available to meet with your Directors whenever you feel that it is



1407 Peterman Drive
Post Office Box 12178
Alexandria, Louisiana 71315

Voice: 318.442.1608
Fax: 318.487.2027
Online: CenlaCPAs.com

necessary. In addition, we are prepared to provide your tax preparer with any information in our possession that may assist with the tax return preparation process.

Timeline

Due to uncertainties resulting from the coronavirus pandemic, adopting a realistic timeline has become a challenge. In order to deliver our report by August 17, 2020, we would ordinarily adopt a timeline described as follows.

- Visit the facility in May or June to plan the audit. This process would involve fully documenting your policies and procedures in a manner that would allow us to completely understand your accounting process.
- Begin fieldwork in the early portion of July.
- Complete fieldwork by the early portion of August. As part of this process, we would anticipate presenting a draft copy of the report and managements' representation letter by August 14th.
- Issue the final report by August 17th.

We are willing to make effort to implement the timeline described above but due to the prevailing climate of uncertainty, we cannot make a complete commitment to the timeline. A complete commitment is not practical because our activities could be interrupted by a government mandated shutdown. In addition, the health concerns of our staff and your staff could delay audit fieldwork.

Independence

We are not aware of any relationships with ACDS, its employees or Directors that could potentially impair our independence.

Partner and Staff

We intend to assign Lee Willis to serve as the partner responsible for this engagement. It is anticipated that Lee will be in charge of fieldwork with assistance from the remaining members of our professional staff.

Proposed Fee Structure

The annual fee for our audit will be based on our standard hourly rates plus out of pocket expenses. However, the fee for the fiscal year ended May 31, 2020 and the two subsequent years will not exceed \$22,000.

Peer Review

A copy of our most recent peer review report accompanies this proposal. No letter of comment was issued in connection with the accompanying peer review report.

We appreciate having an opportunity to work with an organization that has ACDS's excellent reputation in the education community. If you have questions or need additional information, please contact Lee Willis at 318.442.1608 or Lee@CenlaCPAs.com.

Sincerely,



Rozier, McKay & Willis
Certified Public Accountants

Client	Contact	Telephone
Cenla Area Agency on Aging	Joyce Thompson, Manager	(318) 484-2260
Catahoula Council on Aging	Dave Carlton, Director	(318) 339-8111
Catahoula Parish Hospital Service District No. 2	Debra Miesch, CEO	(318) 389-5727
Central Louisiana Community Foundation	Robert Savage, Chief Financial Officer	(318) 445-7702
City of Pineville	Clarence Fields, Mayor	(318) 445-7163
District Attorney Thirty-fifth Judicial District	James P. (Jay) Lemoine, District Attorney	(318) 627-3205
Grant Parish Assessor	Walker Wright, Assessor	(318) 627-5471
Grant Parish Clerk of Court	Randy Briggs, Clerk	(318) 627-3246
Grant Parish Library	Deidre Fuqua, Director	(318) 627-9920
Grant Parish Police Jury	Cindy Jameson, Secretary	(318) 487-5755
Grant Parish School Board	Guenell Whitstine, Business Manager	(318) 627-3274
Grant Parish Sheriff	Steven McCain, Sheriff	(318) 627-3261
LaSalle Parish Police Jury	Abbie Whittington, Secretary Treasurer	(318) 992-2101
Northwest Law Enforcement Planning Council	Ken Walker, Executive Director	(318) 487-5432
Ninth Judicial Indigent Defender	Deidre Fuller, Supervisor	(318) 443-7082
Pineville City Marshal	Sarah Smith, Marshal	(318) 449-5657
Rapides Area Planning Commission	Matt Johns, Director	(318) 487-5401
Rapides Finance Authority	David Butler, Chairman	(318) 442-1198
Rapides Parish Library	Jimmy Holsomback, Business Manager	(318) 445-6436, Ext. 227
Red River Delta Law Enforcement Planning Council	Ken Walker, Executive Director	(318) 487-5432
South Vernon Parish Waterworks District No. 1	Dianne Carver, Clerk	(337) 462-8888
Thirty-Fifth Judicial District Indigent Defender	Bob Kennedy, Chief Defender	(318) 627-3255
Town of Colfax	Donna Tyler, Town Clerk	(318) 627-3711
Town of Glenmora	Joey Mott, Mayor	(318) 625-6870
Town of Pollock	Judy Shelton, Clerk	(318) 765-3796
Town of Montgomery	Tonya Pennywell, Clerk	(318) 646-3110
Town of Wisner	Thomas Moore, Mayor	(318) 724-6568
Town of Woodworth	David Butler, Mayor	(318) 442-1198
Village of Dry Prong	Lisa Locker, Clerk	(318) 899-5341
Ward Nine Recreation District	Charlie Moore, President	(318) 445-7163
Ward Ten Recreation District	Mike Nelson, President	(318) 448-0405
Winn Council on Aging	Joyce McElroy, Director	(318) 628-2186

Report on the Firm's System of Quality Control

August 28, 2018

To the Partners of Rozier, Harrington & McKay, CPAs
and the Peer Review Committee of the Society of Louisiana CPAs

We have reviewed the system of quality control for the accounting and auditing practice of Rozier, Harrington & McKay, CPAs (the firm) in effect for the year ended March 31, 2018. 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 a compliance audit under the Single Audit Act and an audit of an employee benefit plan.

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

Rozier, Harrington & McKay, CPAs

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Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Rozier, Harrington & McKay, CPAs in effect for the year ended March 31, 2018, 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*. Rozier, Harrington & McKay, CPAs has received a peer review rating of *pass*.

Ericksen Krentel, LLP

Certified Public Accounts