

Create
Opportunities

March 15, 2023

Proposal to provide accounting services -

Town of Boonsboro, Maryland

Prepared by:

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March 15, 2023

Town of Boonsboro, Maryland
Paul Mantello, Town Manager
21 North Main Street
Boonsboro, MD 21713

RE: Accounting Services

Dear Mr. Mantello:

Thank you for the opportunity to propose on providing accounting services to you. We have a unique opportunity for you to consider, and we look forward to a future conversation to discuss the details of our proposal. At CLA, we hire experienced financial leaders from various entities to serve clients on a fractional schedule. This approach allows CLA to bring specific talent to our communities that have done similar work while providing the security of a prominent firm to support and back up your consultant.

Stephanie Walker, the proposed accountant, and consultant is a high-capacity municipal accounting and finance professional. Before working with CLA, she was the finance director at the City of Gaithersburg, Maryland. She teaches municipal budgeting at the Maryland Municipal League with Al Martin, retired finance director of the City of Hagerstown. She also holds a certified public accountant and public finance officer designation. She earned a master's in public administration from the University of Wisconsin-Milwaukee. Stephanie resides in Frederick, Maryland a short 19 miles from the Town of Boonsboro.

We understand the scope of the engagement and the potential service required. Stephanie has direct experience with all nine services listed in the request for proposal. In addition, to Stephanie's knowledge, skills, and abilities, she is backed up by the leading governmental accounting, auditing, and consulting firm in Maryland.

Rates

Our rates are determined based on the underlying compensation of our consultants. The stronger the consultant's qualifications and marketplace value, the higher the rates. **Stephanie's hourly rate is \$200 per hour, fully burdened.** We know a seasoned professional in the municipal accounting and finance world spends less time than others who do not fully understand the municipal environment. Alternative pricing structures can be considered in the future.

We are eager to work with you and welcome the chance to present our proposal to the Town. If you have any questions about our offerings, please do not hesitate to contact us via the below information.

Sincerely,

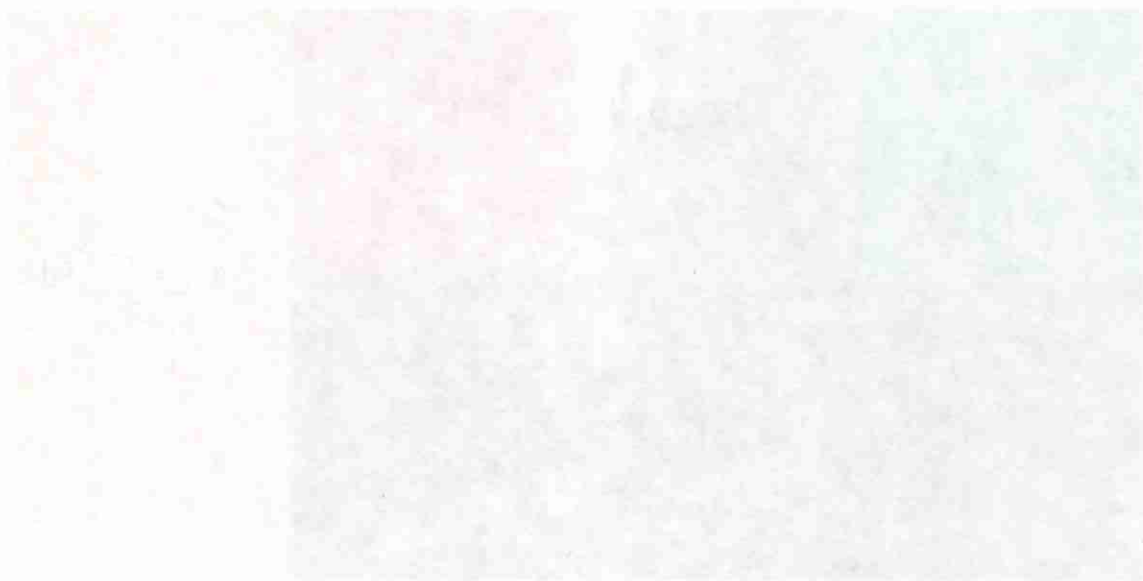
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Firm Qualifications and Experience

Governmental experience

CLA offers the credibility, reputation, and resources of a leading professional services firm — without sacrificing the small-firm touch. We bring unsurpassed levels of technical excellence, commitment, and dedication to our clients, which have made us one of the most successful professional service firms serving governmental entities. Our strong reputation for serving state and local government units provides the Town the confidence in their decision to select CLA as their professional service provider.

CLA has one of the largest governmental audit, accounting, and consulting practices in the country, serving more than 4,100 governmental clients nationwide. Regulated industry clients represent approximately one-quarter of all firm-wide revenue, and each of the governmental services team members are well versed in the issues critical to complex governmental entities.

Our professionals have deep, technical experience in serving governmental entities. As a professional service firm experienced in serving state and local units of government, we are very aware of the financial and legal compliance requirements that government officials are faced with daily. This creates complexities and service issues within a unique operational and regulatory environment. Because of our experience, we have become adept at providing our clients with insights in this environment not typical of other professional service firms.



Experience with Many Maryland Governments

As previously mentioned, CLA serves more than 4,100 governmental clients nationwide. Due to large volume of clients served by CLA, we have provided a sampling of similar clients within the Mid-Atlantic region. Additional clients served by CLA are available upon request.

Sampling of governmental clients in the Mid-Atlantic region

Municipality clients in Maryland		
City of Annapolis, MD	City of Bowie, MD	City of Rockville, MD
Town of Easton, MD	Town of Elkton, MD	Town of Manchester, MD
Town of North East, MD	Town of Poolesville, MD	
County clients in Maryland		
Anne Arundel County, MD	Baltimore County, MD	Carroll County, MD
Charles County, MD	Frederick County, MD	Harford County, MD
Howard County, MD	Montgomery County, MD	Prince George's County, MD
Queen Anne's County, MD		
Additional municipality clients in the Mid-Atlantic region		
Borough of Hanover, PA	City of Alexandria, VA	City of Chesapeake, VA
City of Dover, DE	City of Newark, DE	City of Norfolk, VA
City of Philadelphia, PA	City of Portsmouth, VA	City of Richmond, VA
Kennett Township, PA	Lower Merion Township, PA	Solebury Township, PA
Town of Upper Moreland, PA	Township of Upper Moreland, PA	
Additional County clients in the Mid-Atlantic region		
County of Luzerne, PA	County of Montgomery, PA	County of Spotsylvania, VA
Gloucester County, NJ	Kent County, DE	New Castle County, DE

Maryland government experience

As a CPA firm experienced in serving state and local units of government in Maryland, we are very aware of the financial and legal compliance requirements that government officials are faced with daily. Since opening our office doors in Maryland nearly 30 years ago, the staff of our local office has gained extensive experience providing services to more than 50 local governmental entities.



Bringing their skills and experience to the Town are our local government professionals Cheri Amoss and Stephanie Walker. Our team strives to bring innovative ideas coupled with practical experience to local clients so they can stay apprised of new accounting pronouncements, state laws, fiscal trends and among the best practices.

Our team has assisted many of our Maryland governmental clients in obtaining and retaining the GFOA Certificate of Achievement for Excellence in Financial Reporting award. Additionally, they routinely present at the annually and quarterly conferences at the Maryland Government Finance Officers Association (GFOA).

Additionally, our local government practice provides an **Annual Government Training Academy** to our Maryland and regional clients. This training academy offers learning opportunities in an intensive, one day session. Attendees gain knowledge and insight to help individuals navigate the complex accounting and financial reporting issues facing many local governments. The conference features sessions on a broad spectrum of governmental agency concerns, from GASB updates to economic forecasts, from accounting policies and procedures to a Yellow Book update. Treasurers, controllers, superintendents, and others in government finance have been in attendance.

We also host and facilitate roundtable discussions for local finance and operations executives. These informal peer-to-peer meetings provide local clients with the opportunity to share insights and best-practice ideas on timely topics, while networking with colleagues from other jurisdictions.

Size of firm, and size of governmental audit staff

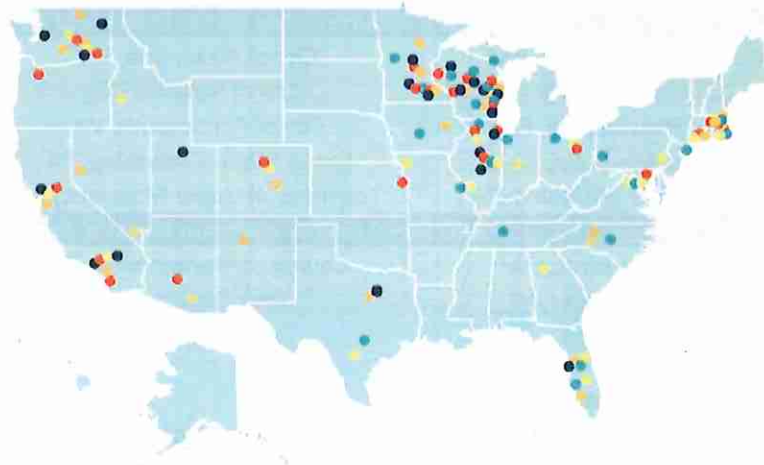
CLA exists to create opportunities for our clients, our people, and our communities through industry-focused wealth advisory, outsourcing, audit, tax, and consulting services. Our broad professional services allow us to serve clients more completely — from startup to succession and beyond.

Our professionals are immersed in the industries they serve and have specialized knowledge of their operating and regulatory environments. With more than 7,400 people, more than 120 U.S. locations, and a global affiliation, we bring a wide array of approaches to help clients in all markets, foreign and domestic.

7,400
PEOPLE

MORE THAN
120
U.S. LOCATIONS

WE ARE PART OF AN INDEPENDENT
GLOBAL
AFFILIATION



We promise to know you and help you

With CLA by your side, you can find everything you need in one firm. Professionally or personally, big or small, we can help you discover opportunities and achieve more than you believed possible.

CLA has one of the largest governmental audit and consulting practices in the country and brings extensive experience providing a variety of such services to state and local government entities. Our state and local government team serves more than 4,100 governmental engagements nationwide, including numerous cities, counties, municipalities, states and state agencies, and school boards. In addition, we perform single audits for hundreds of organizations annually, ranking top in the nation for the number of single audits performed by any CPA firm.

Regionally, nearly 125 professionals in the Northeast, including 48 professionals in Maryland, who comprise our state and local government team. These individuals serve governmental entities in Maryland, as well as clients across the country. Additionally, we have access to firm-wide professionals and resources as needed to fulfill the requirements of the contract.

On the following page, the chart is a breakdown of staff employed at CLA.

Level of Staff	Number of Professionals Firmwide	Number of Professionals in Baltimore	Number of Government audit staff firmwide	Number of Government audit staff in Northeast	Number of Government professionals in Maryland
Principal	908	14	68	18	5
Signing Director	208	3	13	2	0
Director	1,684	15	85	21	4
Manager	474	7	45	10	3
Senior	1,459	32	103	32	14
Associate	1,450	26	127	34	16
Intern	583	10	14	5	5
Paraprofessional	428	7	0	0	0
Support staff	402	0	33	1	0
Total	7,596	114	488	123	48

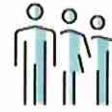
CLA's method for staff remaining on current on related standards

With one of the largest regulated industry groups in the nation, CLA is committed to providing regular and robust training to our government practitioners. We hold regular Governmental Accounting and Single Audit updates throughout the year. All of our staff assigned to the City's audit will have the required Yellow Book (Government Auditing Standards) CPE. For more information about our continuing education program at CLA, please refer to the section titled ***Principal, Supervisory, and Staff Qualifications and Experience*** of our proposal.

Principal, Supervisory, and Staff Qualifications and Experience

Identification of key professional assigned

An experienced engagement team has been aligned to provide the most value to your organization. The team members have performed numerous engagements of this nature and can commit the resources necessary to provide top quality service throughout the engagement. Following are our proposed management team members:



The most important resource any business has is people — *the right people*.

Engagement Team Member	Role	License to Practice in Maryland	Years' Experience
Cheri Amoss, CPA	Client Relationship Principal – Cheri is responsible for total client satisfaction and assisting the assigned consultant as needed.	✓	20+ years
Stephanie Walker, CPA, CPFO, MPA	Primary Consultant – Stephanie will work with the Town on all the needs outlined in the request for proposal. She has worked as a finance director in several municipalities. Stephanie availability and physical location (Frederick, Maryland, 19 miles) would create a deep relationship with the Town's manager and other town staff.	✓	21+ years

Continuing education program

In order to maintain and expand our knowledge, we consistently provide continuing education for our professionals. Each member of our professional team, including principals, attends at least 40 hours of technical training annually. Individuals are required to familiarize themselves with all current changes in standards and procedures. Updated information on recent changes in technical standards and regulations, as well as the firm's professional policies and procedures, is distributed to our team members on a regular basis.

CLA professionals are specifically trained in the industry at a level beyond our competitors.

 <p>On-the-job training</p> <p>Our professionals focus on serving a specific industry. So, the team chosen to serve you is continuously exposed to and trained on issues impacting entities like yours while performing their day-to-day work.</p>	 <p>Tailored training</p> <p>When providing instruction in our basic CPA, consulting, and advisory classes, we tailor the entire discussion, examples, and exercises to apply to clients in their specific industry focus.</p>	 <p>Specialized recruiting</p> <p>Our on-campus recruiting aggressively seeks individuals with industry focused degrees and/or backgrounds. We focus on identifying top candidates for our clients.</p>	 <p>Effective continuing professional education</p> <p>Our greatest strength is the talent of our staff. Our professionals provide more efficient and effective services due to the new ideas they implement from our in-depth training and continuing professional education.</p>
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Similar Engagements with Other Government Entities and References

As mentioned above, CLA has provided services to more than 4,100 governmental clients across the country. Due to the volume of clients served by CLA, we have provided a sampling of clients in Maryland with contact information. The Town can benefit from deep, national industry experience, complemented by a team dedicated to accessibility and responsiveness. We are pleased to provide you with the following references, who can describe their experience in greater detail. As requested, CLA has provided the most significant engagements performed in recent years.

Frederick County, Maryland	
Scope of work	Assistance with Grant Management – COVID-19 Funding
Date	2020 – present
Engagement principal	Cheri Amoss, CPA, Principal
Engagement consultant	Stephanie Walker, CPA, CPFO, MPA
Name, Title, Email, Phone	Erin White, Director of Finance ewhite@frederickcountymd.gov 301-600-1193

Village of Brown Deer, Wisconsin

Scope of work	Bank Reconciliations and Assistance with Property Tax
Date	December 2021 – June 2022
Engagement principal	Jordan Boehm, CPA, Principal
Engagement consultant	Stephanie Walker, CPA, CPFO, MPA
Name, Title, Email, Phone	Tyler Burkart, Village Manager tburkart@browndeerwi.org 414-371-3051

Town of North East, Maryland

Scope of work	Financial statement audit, preparation of the ACFR
Date	2020 – present
Engagement principal	Cheri Amoss, CPA, Principal
Name, Title, Email, Phone	Melissa B. Cook-MacKenzie, Town Administrator mmackenzie@northeastmd.org 410-287-5801

In addition to the clients listed above, CLA has provided a sampling of similar local governmental entities in Maryland. Additional information including contact information is available upon request.

Sampling of Comparable Governmental Clients

Name of Client	Services Performed and Reports Issued
Municipalities	
City of Rockville, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit
Town of Easton, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit
Town of Elkton, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit
Town of Manchester, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Financial statement prep
Town of North East, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Financial statement prep
Counties	
Anne Arundel County, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Retirement system audit • Single audit • ACFR • Bond review procedures

Sampling of Comparable Governmental Clients

Name of Client	Services Performed and Reports Issued
Baltimore County, Maryland	<ul style="list-style-type: none"> • 911 Audit • Financial statement audit • Retirement system audit • Single audit • ACFR • 911 Audit • Agreed Upon Procedures related to Landfill Closure and Post Closure costs
Carroll County, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Retirement system audit • Single audit • ACFR • Industrial development authority audit • 911 Audit
Charles County, Maryland	<ul style="list-style-type: none"> • Financial statement audit
Harford County, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit • ACFR • 911 Audit • Agreed Upon Procedures (Various)
Howard County, Maryland	<ul style="list-style-type: none"> • ACFR • Financial statement audit • Retirement system audit • OPEB plan audit • Agreed upon procedures
Montgomery County, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Retirement system audit • Single audit • ACFR • 911 audit • Liquor control audit • Idea & data analytics consulting • Agreed upon procedures related to the national transit database filing • Agreed upon procedures related to landfill closure and post closure costs • GAAP and single audit training • Application assistance for COVID 19 funding
Prince George's County, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Retirement system audit • OPEB plan audit • Redevelopment authority audit • Revenue authority audit • Industrial development authority audit • 911 audit

Sampling of Comparable Governmental Clients

Name of Client	Services Performed and Reports Issued
	<ul style="list-style-type: none"> • Single audit • ACFR
Queen Anne's County, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit • FR • 911 audit • COVID 19 Grant Consulting Services
School Districts	
Anne Arundel County Public Schools, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit • ACFR • AUP reports
Baltimore City Public Schools, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit • ACFR • AUP reports
Baltimore County Public Schools, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit • ACFR • Education foundation audit
Calvert County Public Schools, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit • AUP reports
Carroll County Public Schools, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit
Charles County Public Schools, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Retirement system audit • Single audit • AUP reports
Howard County Public Schools, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit • ACFR • AUP reports
Montgomery County Public Schools, Maryland	<ul style="list-style-type: none"> • Financial statement audit • Single audit • ACFR • Educational foundation audit • Retirement system audit



Stephanie Walker

CLA (CliftonLarsonAllen LLP)

Areas of Focus

- Accounting Research
- Financial Statement Preparation
- Regulatory/Statutory Reporting
- System Implementation
- Cash & Liquidity Strategies
- Budgeting/Forecasting/Cash Flow Management
- Financial Modeling/Pro Forma Analysis
- Performance Metrics/Dashboards/KPIs
- Cost Accounting
- Month-End Closing
- Fund Accounting
- Process Improvement/Documentation
- Project Management
- Shared Services
- Business Process Reengineering
- Variance Analysis
- Strategic Planning
- Accounts Payable
- Accounts Receivable
- Accounts Reconciliation
- Grant Vouching & Reporting
- GASB 87 – Accounting for Leases
- Government Auditing Standards

Industries

- Government
- Education
- Nonprofit
- Public Accounting - Audit
- Agribusiness and Cooperatives

Technology

- Microsoft Excel
- QuickBooks

Education

- University of Wisconsin
Master of Public Administration
- University of Wisconsin
*Bachelor of Business Administration,
Accounting*

Certifications

- Certified Public Accountant
- Certified Public Finance Officer

About Stephanie

Stephanie has over 20 years of business and industry experience in roles such as Director of Finance and Administration, Chief Financial Officer, Finance Director, Comptroller, and Audit Manager. She has broad experience in budgeting and forecasting, month-end closing, payroll, fund accounting, process improvement, grant vouching and reports, and government auditing.

Experience

- As **Consultant at CLA, for County governments**, assisted with project management and grant administration for over \$50 million of American Rescue Plan Act funding including: drafting memorandum of understandings and internal control documentation, developing project performance measures and monitoring practices; assistance in implementation of GASB 87 Leases.
- As **Consultant at CLA, for municipal governments and school districts**, completed bank and other account reconciliations, assisted with calculation of tax bills and accounting for tax settlements, assistance with budget development, implementation of GASB 87 Leases, and conducted financial operations assessment.
- As **Consultant at CLA, for nonprofit organization**, completed reconciliations for bank, investment, and receivable accounts, including developing journal entries for stock gifts, split interest agreements and endowment earnings.
- As **Director of Finance & Administration at City of Gaithersburg, Maryland** responsible for all aspects of accounting, budget (\$71M) and finances, including long term financial planning, preparation of financial statements, payroll, AR/AP, procurement, and investment management, utilizing Munis software; established budgeting and cost tracking for all 150+ capital projects.
- Led implementation of new budgeting software package for over 140 users, resulting reduction of manual calculations and reporting.
- As **CFO at Wisconsin Economic Development Corporation**, responsible for oversight of all accounting and budgeting and financial reporting processes. Developed key financial policies covering financial internal controls, award verifications, cash and investments, fund balances, revenues, receivables, and payments, through Intact software.
- Championed implementation of new grant award software including approval chain and integration with accounting records.
- As **Finance Director at Village of Shorewood, Wisconsin** responsible for all aspects of Village financial processes, including utility billing, financial reporting, budgeting, and investments, expanded long-range financial plan to include tax and utility rate projection.
- Implemented BS&A accounting system to reduce duplication of entries, allowing Village to offer e-billing and direct debit payment options, and implementation of paperless accounts payable.
- Served as **Comptroller/Treasurer at Village of Brown Deer, Wisconsin**
- Served as **Finance Director at City of Berwyn, Illinois**
- Served as **Audit Manager for a regional accounting firm.**

CLAconnect.com

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Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.



