

**T.R. Paul Academy of Arts and Knowledge  
aka Northern Colorado Academy of Arts and Knowledge  
4800 Wheaton Drive, Fort Collins, CO 80525**

---

Board Meeting Agenda for Thursday, February 22, 2018 at 5:00pm  
4800 Wheaton Drive, Fort Collins, CO 80525  
Room 100B  
Conference Line: 712-432-6100 pin 558-47941

I. OPENING SECTION

- A. Call to Order
- B. Board Members in attendance:  
Kilbon ( ) Kornfeld ( ) Shapland ( ) Walser ( )
- C. Approval of Agenda  
Motion by: \_\_\_\_\_ Seconded by:  
Kilbon ( ) Kornfeld ( ) Shapland ( ) Walser ( )

II. AUDIENCE COMMENTS

III. REPORTS

- A. Secretary's Report  
Motion to approve minutes from January 25 board meeting.  
Motion by: \_\_\_\_\_ Seconded by:  
Kilbon ( ) Kornfeld ( ) Shapland ( ) Walser ( )
- B. Treasury Report  
Motion to approve January financials.  
Motion by: \_\_\_\_\_ Seconded by:  
Kilbon ( ) Kornfeld ( ) Shapland ( ) Walser ( )
- C. Executive Summary

IV. OLD BUSINESS

- A. Service Provider RFP bids
- B. Auditor RFP bids
- C. Board Training Module

VI. CLOSING SECTION

- A. Motion to Adjourn  
Motion by: \_\_\_\_\_ Seconded by:  
Kilbon ( ) Kornfeld ( ) Shapland ( ) Walser ( )

**T.R. Paul Academy of Arts and Knowledge  
aka Northern Colorado Academy of Arts and Knowledge  
4800 Wheaton Dr. Fort Collins, CO 80525**

---

Board Meeting Minutes for Thursday, January 25th, 2017 at 17:30  
4800 Wheaton Drive, Fort Collins, Colorado, 80525

**I. OPENING SECTION**

Call to Order via Conference: 17:39

Board Members in attendance: Kilbon (Present) Kornfeld (Present) Manguso (Absent)  
Shapland (Present) Walser (Present)

Approval of Agenda

Motion by: Kilbon

Seconded by: Walser

Aye: Kilbon, Shapland, and Walser

Nay: None

Absent/ Abstain: Kornfeld and Manguso

**II. Actions**

Motion to approve November and December minutes: Approved

Motion by: Shapland

Seconded by: Kilbon

Aye: Kilbon, Shapland, and Walser.

Nay: None

Absent/ Abstain: Kornfeld and Manguso

Motion to approve Treasury Report: Approved

Motion by: Shapland

Seconded by: Kilbon

Aye: Kilbon, Shapland, and Walser.

Nay: None

Absent/ Abstain: Kornfeld and Manguso

Motion to approve Director Manguso's Resignation: Approved

Motion by: Kilbon

Seconded by: Shapland

Aye: Kilbon, Shapland, and Walser

Nay: None

Absent/ Abstain: Kornfeld and Manguso

Motion to approve updated enrollment policy: Approved

Motion by: Shapland

Seconded by: Kilbon

Aye: Kilbon, Shapland, and Walser

Nay: None

Absent/ Abstain: Kornfeld

Motion to approve Student Information Privacy and Protection Policy: Approved

Motion by: Kilbon

Seconded by: Shapland

Aye: Kilbon, Shapland, and Walser

Nay: None

Absent/ Abstain: Kornfeld

Motion to approve 2018-19 Calendar absent paragon days: Approved

Motion by: Shapland

Seconded by: Walser

Aye: Kilbon, Shapland, and Walser

Nay: None

Absent/ Abstain: Kornfeld

IV. Updated Items

New nurse at 8 hours a week  
PSD is cutting cost for Kindergarten  
Service Provider RFP Due Feb. 15<sup>th</sup>.  
Audit Provider RFP pending

V. Tabled Items:

Plan for Ms. Montoya's leave after spring break  
Training via League Board Modules online: Board Assessment

VI. Next meeting date Feb. 22, 2018 at 17:30.

Adjourn at 18:32

## **Executive Summary**

### **02.22.18 Board of Directors Meeting**

#### **School Accountability Committee Meeting**

The SAC had its third meeting of the year on Wednesday. The two main topics discussed were parent engagement and school safety.

The next item up on the SAC agenda for review will be the School Climate Survey that will be sent out to families in April. The team will help shape the survey so we can get the most pertinent information back from parents.

#### **Teacher Evaluation**

A second round of formal observations will take place next week and the first full week of March. The observations, as well as end of year growth data, will inform the teachers' final evaluation rating for the year. Should Jami not make it to her due date, Shannon and Andy will work together to finish evaluations.

#### **Professional Development**

All staff are required to complete the following online trainings by March 5:

- Making Referrals to Your Threat Assessment Team: Course ID 1064493
- Basic Mental Health Awareness for Educators: Course ID 1044561
- Mandatory Reporter Training

3rd-5th graders will be watching a video in class regarding Colorado's Safe2Tell reporting system. This video is geared towards elementary-aged students.

Additionally, Jami and Shannon are completing various trainings in the next two weeks related to proactive student discipline, multi-hazard emergency planning, school gatekeepers, and Safe2Tell, among others. The front office staff are also expected to take part in some of the additional trainings that Jami and Shannon are doing.

Stefanie Hutchinson, Matt Mordecai and Shannon Keigan attended a Pro-Social skills professional development earlier this month and brought the information learned back to the staff in the form of a staff PD held during our weekly staff meetings.

Jami, Shannon and Sam will all be attending the Charter School Conference March 1st and 2nd.

#### **Assessment**

##### ***CMAS Testing***

All staff involved with testing participated in a mandatory training on Wednesday. Our schedule for CMAS testing is below.

Shannon is taking the lead on ensuring security protocols are followed during testing and that materials are ready for distribution, with Hutch's support. We also have substitutes hired during the testing window to help Shannon and Hutch with any organization of materials, as well as monitoring/coverage during the window. Jody Steger, our SPED para, will be working additional hours during April to help with accommodations groups and additional SPED coverage while Hutch helps Shannon.

APRIL				
9	10	11	12	13
	ELA Session 1	ELA Session 2	ELA Session 3	NO SCHOOL
	8:45 AM	8:45 AM	8:45 AM	PT Conferences
	90 mins	90 mins	90 mins	
16	17	18	19	20
Makeups	Math Session 1	Math Session 2	Math Session 3	Makeups
	8:45 AM	8:45 AM	8:45 AM	
	65 mins	65 mins	65 mins	
23	24	25	26	27
Science/SS Session 1	Science/SS Session 2	Makeups	Makeups in AM	
8:45 AM	8:45 AM		(if needed)	
80 mins	80 mins			
	Science/SS Session 3		Materials sent to CSI	
	12:30 PM			
	80 mins			

### Montoya Leave

We have hired Jason Cell, one of our most reliable substitute teachers, to help with front office support while Jami is on maternity leave. Jason is familiar with our students and is starting to become a familiar face with parents, as he's been a regular front office substitute recently. Because of his recent help, Sarah and Jada have already trained him on various aspects of

front office work. While Jason will be supporting the front office for the rest of the year, he also has a solid background in teaching, intervention, discipline, and school safety, so we will be using his knowledge for various projects like the school safety plan and our response to intervention structure.

We have also hired a new school nurse, Steffani Argyle, who will be bringing added value to our school that hasn't previously been seen with past school nurses. In addition to being a licensed RN, she has a Doctorate in Child Psychology. She has an extensive background in working with individuals with learning disabilities, ADHD as well as PTSD. She is also able to train our staff in-house on CPR, first aid, and medication administration, as well as . She will be at our school for two 4-hour days during the week, but there is the possibility that she may work some extra hours during Jami's leave.

We do not anticipate any fiscal impact during the leave.

## Enrollment

	Potential Re-Enrolled	Re-Enrolled	Not Re-Enrolling	New Applicants	Completed Apps	Potential Final Enrollment	Actual Final Enrollment	Budget: Submitted Projections	Homeschool Potential	Homeschool Completed	Max Per Grade	Potential Openings Remaining	Actual Openings Remaining
1/2 K	0	0	0	12	0	12	0	0	0	0	10	-2	3
Full K	0	0	0	36	26	36	26	0	0	0	38	2	12
1st	45	30	6	10	0	49	30	0	0	0	48	-1	18
2nd	38	27	4	4	0	38	27	0	1	0	48	10	21
3rd	43	32	3	6	0	46	32	0	1	0	48	2	16
4th	34	26	1	7	0	40	26	0	2	0	50	10	24
5th	31	21	3	6	0	34	21	0	1	0	50	16	29
	191	136	17	81	26	255	162	0	5	0	292	37	123
FTE	191	136	17	60.84	15.08	234.84	151.08	0	2.5	0	271.84	37	116.7

We continue to see enrollments coming in on a regular basis and have tours twice a week. We are beginning to see more interest in the older grades. We are reaching out to families that have not yet re-enrolled online this coming week. We do have six kindergarten applicants on the waiting list that we will begin reaching out to if we do not get completed applications from the current 48. The February Kindergarten Info Night had the biggest turn out that we have had yet--many of which followed through with an enrollment. We had 15-20 families attend that night.

## **School Safety Improvements**

### **Student Level**

- Safe2Tell Trainings 3<sup>rd</sup>-5<sup>th</sup> grade
- In class discussions regarding emergency procedure practices (Fall and Spring)
- Regular drills (Evacuation, Lock Down, Lock Out, Shelter)
- Wellness: bullying and bullying prevention, pro-social behavior, character education

### **Classroom Level**

- Staff PD
  - Bullying Prevention
  - Student Behaviors
  - Pro Social Skills
  - Threat Assessment Referral
  - Proactive School Discipline
- Consistent tracking, response and communication to behavior in the classroom

### **Admin Level**

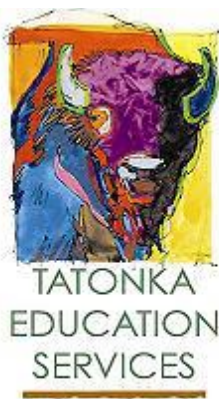
- Admin PD (in addition to all other PD)
  - Crisis Response Training with CSSRC
  - ICS, EOP creation and revision, Running Effective Table Top Drills
- Revising internal structure for additional support and oversight
- Review of policies/procedures to ensure proper and timely communication
- Partnership with outside agencies for training and resources (Fort Collins PD, CSSRC, League)

### **School Level**

- Active Shooter Training
- Emergency Actions for Schools
- Threat Assessment Team and common language for referrals
- Front Office Training: School Gatekeeper
  - Training on front office responsibilities before, during and after an incident takes place
- Increased and consistent communication with parents

### **Mental Health**

- Staff PD
- Basic Mental Health Awareness for Educators
- Child Psychologist
- Behavior interventions and plans
- Mental health support
- Community connections to refer youth in need of additional supports (Summitstone)



# Tatonka Education Services

## Contract Recommendation Form

To: TPAAK Board Member

From: Tatonka Education Services

Date: February 15, 2018

Existing Contract: Hoelting & Company

Details of Contract: Hoelting & Company

Proposed new contract or service: 1 year contract with optional renewal for the next 4 years

Effective Date: 5/1/2018

Reason for Recommendation of contract or service change:

Hoelting & Company submitted a proposal for FY18 with optional renewals for the next 4 years for completing the audit and the Form 990. They have completed TPAK audits and Form 990 on time for the last three years. The cost for FY18 is \$ 8,075, which is \$ 225 more than FY17.

Board comments or instructions:

Board Approval: \_\_\_\_\_

Date: \_\_\_\_\_



**NORTHERN COLORADO ACADEMY  
OF ARTS AND KNOWLEDGE**

PROPOSAL FOR AUDIT SERVICES

For the Year Ended June 30, 2018

With Option for Each of the Four Subsequent Years

Prepared by:

**HOELTING & COMPANY, INC.**  
CERTIFIED PUBLIC ACCOUNTANTS  
THOMAS SISTARE, REPRESENTATIVE  
31 EAST PLATTE AVENUE, SUITE 300  
COLORADO SPRINGS, COLORADO 80903  
(719) 630-1091

Northern Colorado Academy of Arts and Knowledge  
Proposal for Audit Services  
Table of Contents

	<u>Page</u>
Introductory Letter	1
Audit Approach	2 - 3
Firm and Staff Profile	4 – 7
Audit Plan	8 - 10
Additional Information	
Firm License	11
Peer Review Reports	12 – 14
Other Governmental Audit and Accounting Services Performed in Colorado	15
Resumes of Engagement Staff	16 - 18
Pricing	19



January 25, 2018

To the Board of Directors  
Northern Colorado Academy of Arts and Knowledge

We are very pleased to submit a proposal to provide professional auditing services to Northern Colorado Academy of Arts and Knowledge. Hoelting & Company has been auditing charter schools and school districts for more than three decades and has performed the TPAAK audit for the last three years. We look forward to continuing our professional relationship with you!

This proposal is for the audit of the financial statements of Northern Colorado Academy of Arts and Knowledge for the year ending June 30, 2018, with the option for each of the four subsequent years. Our audit would be conducted in accordance with U.S. generally accepted auditing standards.

Our staff of experienced auditors has an in-depth knowledge of the issues affecting Colorado charter schools, and we endeavor to provide our clients with value-added service by offering benefits that exceed an auditor's traditional role. We will help the School keep pace with recent accounting developments, CDE pronouncements, and best practices. We believe that our services are further enhanced by our continued availability not only during the audit process, but throughout the year as well.

We greatly appreciate the opportunity to submit this proposal. Please feel free to contact me to discuss this information and any questions you may have.

Our proposal is a firm and irrevocable offer through May 1, 2018.

Sincerely,

Thomas Sistare, CPA  
of Hoelting & Company, Inc.  
Certified Public Accountants

## **AUDIT APPROACH**

## **AUDIT APPROACH**

### ***Audit Objective***

The objective of our audit is the expression of opinions as to whether your basic financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of supplementary information when considered in relation to the basic financial statements taken as a whole.

Our audit will be conducted in accordance with U.S. generally accepted auditing standards, and will include tests on internal controls, tests of accounting records, and other procedures we consider necessary to enable us to express such opinions and to render the required reports.

At the conclusion of the audit, we intend to provide:

- Audited financial statements in conformity with U.S. GAAP.
- Management letters communicating significant matters from the audits:
  - Control deficiencies considered to be significant deficiencies or material weaknesses.
  - Other matters of findings and recommendations.

### ***Risk-Based Audit Approach and Process***

Our audit approach includes interviews with management, review of processes and internal controls, and other assessments. Our audit approach will be developed to concentrate on areas of risk to your operations, including but not limited to financial, regulatory, internal growth, personnel, technology, and fraud. We design audit procedures to meet your audit and financial reporting objectives and to integrate objectives and concerns of management and the board. We tailor the audit engagement from the School's standpoint so that our services provide reasonable assurance, and the financial reporting reflects your operations fairly.

Our audits are conducted using a paperless audit platform that provides central access to firm-wide resources including technical research material, issue documents, benchmark information, and practical application information. We have invested in state-of-the art tools to add value to the audit process and to improve its efficiency. Increasingly, review of accounting transactions will be conducted using automated interfaces, and procedures will be designed to understand the controls inherent in those systems.

The audit process will be developed and closely coordinated with your management team. We communicate with management throughout the engagement process, including meeting with management before, during, and after the audit to review audit timing, scope, key areas to audit, and concerns that management may have.

## **MULTIYEAR PRICING**

The first year of an audit engagement involves one time start-up costs as we devote considerable time to learning about the School and its internal controls. Using this groundwork, we will be able to perform the audit in less time and at a lower cost in the succeeding years. Because this would be a continuing engagement, there would be no first-year start-up costs.

Each subsequent year, we will update our understanding of controls and processes in place and focus our testing on areas of greater risk or significance, and on those that have changed since the prior year. In addition, auditing standards require that we vary procedures from year to year to include an element of unpredictability.

At Hoelting & Company, we are able to maintain staff continuity on our audits as we experience very little staff turnover. During the past three years, we have hired additional staff accountants but have had no turnover in staff.

In order to infuse the audit process with fresh views and new perspectives, we endeavor to rotate staff assigned your audit after three to five years. This allows us both to enjoy the benefits of a long-term, ongoing relationship.

## **INDEPENDENCE**

Hoelting & Company, Inc. is independent of Northern Colorado Academy of Arts and Knowledge as defined by generally accepted auditing standards and the U.S. General Accounting Office's *Government Auditing Standards* in that:

- a) No firm personnel have a direct or material financial interest in Northern Colorado Academy of Arts and Knowledge.
- b) No firm personnel or their relatives are associated with Northern Colorado Academy of Arts and Knowledge in the capacity of employee, manager or member of the board of directors.

## **FIRM AND STAFF PROFILE**

## **OUR FIRM**

Hoelting & Company, Inc. was organized in 1980 and is proud to be a local independent firm, serving clients located primarily along the Colorado Front Range. We effectively compete with much larger regional and national firms through the maintenance of the highest professional standards, an innovative approach and a proven ability to render diverse auditing, taxation, consulting and accounting services.

Members of our firm have worked for national, regional and local accounting firms located throughout the country before coming to Hoelting & Company. Many of our members have also worked in private industry. This diverse firm member experience has proven invaluable in providing the numerous services required by our clients.

What sets Hoelting & Company apart from other accounting firms, both large and small, is the active participation in all audits by the shareholders, not just in the planning stages and final report presentation, but throughout all phases of the audit. Our management is dedicated to fostering a team approach among all members of the firm. Our goal as a team is to provide the best service possible, both from a technical standpoint and a relational standpoint. In this regard, we are committed to serving and partnering with our clients by returning phone calls promptly and being available throughout the year.

The firm consists of approximately seventeen accountants and support staff who successfully provide ongoing services to hundreds of clients.

## **LICENSE TO PRACTICE**

Hoelting & Company, Inc. is a licensed firm in the State of Colorado. A copy of our license is included in the “Additional Information” section of this proposal. Hoelting & Company has not been suspended or debarred by the federal government.

## **PEER REVIEW**

Hoelting & Company participates in the coordinated AICPA and State Society peer review program. The firm has also been a member of the AICPA Governmental Audit Quality Control Center since 2008. As a member of the Center, we are subject to additional quality control standards and have access to additional resources which enhance the quality of our governmental audits.

Our most recent peer review, for the period ending May 31, 2017, resulted in an unmodified opinion, without a letter of comments. Prior peer reviews have also been unmodified. Copies of our last two peer review reports are included in the “Additional Information” section of this proposal.



## AUDITS OF CHARTER SCHOOLS AND SCHOOL DISTRICTS

### Academy for Advanced & Creative Learning

Scope of work	- Audit of basic financial statements	
Date(s)	- June 30, 2012 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Tammy Crafts	(719) 434-6566

### James Madison Charter Academy

Scope of work	- Audit of basic financial statements	
Date(s)	- June 30, 2010 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Angie Skalla	(719) 391-3025

### Mountain Song Community School

Scope of work	- Audit of basic financial statements	
Date(s)	- June 30, 2014 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Dan Kurschner	(719) 344-5770

### Mountain View Core Knowledge School

Scope of work	- Audit of basic financial statements	
Date(s)	- June 30, 2012 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Buddy Lambrecht	(719) 276-5707

### Thomas MacLaren School

Scope of work	- Audit of basic financial statements	
Date(s)	- June 30, 2013 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Angie Stattman	(719) 313-4489

## **AUDITS OF CHARTER SCHOOLS AND SCHOOL DISTRICTS (continued)**

### **Fremont School District RE-1**

Scope of work	- Audit of basic financial statements and compliance audit in conformity with single audit requirements	
Date(s)	- June 30, 1994 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Buddy Lambrecht	(719) 276-5707

### **Manitou School District No. 14**

Scope of work	- Audit of basic financial statements	
Date(s)	- June 30, 1982 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Tim Miller	(719) 685-2015

### **Pueblo School District 60**

Scope of work	- Audit of basic financial statements	
Date(s)	- June 30, 2011 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Lana Niehans	(719) 523-3077

### **Widefield School District 3**

Scope of work	- Audit of basic financial statements	
Date(s)	- June 30, 2010 to Current	
Engagement partner	- Tom Sistare	
Principal client contact	- Terry Kimber	(719) 391-3026

In addition to the references above, Hoelting & Company provides auditing and accounting services to other governmental entities, including school districts, charter schools, and special districts. A listing of these other governmental entities can be found in the “Additional Information” section of this proposal.

## **PROPOSED AUDIT TEAM**

Tom Sistare is a principal shareholder of Hoelting & Company and would be responsible for the supervision and review of all work related to the financial audit. During the engagement, Tom will also be available to assist the School with governmental GAAP, new accounting developments, CDE pronouncements, and best practices.

Melissa Sainz and Jessie Seibert are senior auditors at Hoelting & Company. Both have extensive experience auditing charter schools, school districts and other Colorado local governments.

Both Tom and Melissa are licensed as Certified Public Accountants in the State of Colorado and are members of the American Institute of Certified Public Accountants (AICPA) and the Colorado Society of Certified Public Accountants (CSCPA). Jessie is actively pursuing her licensure.

Assistance from other staff accountants may be required on a full or part-time basis.

No staff members have been subject to corrective action by regulatory authorities.

## **QUALIFICATIONS OF STAFF**

Resumes of the proposed audit team are included in the “Additional Information” section of this proposal. A listing of staff responsibilities is listed in the “Audit Plan” section of this proposal.

## **CONTINUING PROFESSIONAL EDUCATION**

All staff assigned to the audit have met the continuing education requirements of the 2011 Yellow Book (most recent addition). Individuals who work on audits subject to the *Government Auditing Standards*, and those responsible for planning, directing, conducting substantial portions of the fieldwork, or reporting on audits subject to *Government Auditing Standards* must obtain at least eighty hours of CPE every two years, with a minimum of twenty hours of CPE completed each year. At least eighty hours of CPE must directly enhance the auditor’s professional proficiency to perform audits and/or attestation engagements. Twenty-four of the eighty hours of CPE must be in subjects directly related to the government environment and government auditing. Specific or unique environments of our governmental audit clients are considered in selecting CPE programs.

## **AUDIT PLAN**

## BUDGETED HOURS & SEQUENCE FOR AUDIT PROCEDURES

Proposed segmentation of the engagement, level of staff and number of hours to be assigned to each proposed segment of the engagement:

<u>Segment</u>	<u>Level of Staff</u>	<u># of Hours</u>
<b>Interim:</b>		
• Gather information to make decision about accepting engagement	Shareholder	1
• Prepare engagement letter	Staff Accountant	1
• Perform procedures to obtain an understanding of internal control	Senior & Staff Accountants	1
• Documentation of understanding of controls	Senior & Staff Accountants	1
• Testing selected controls	Senior & Staff Accountants	4
• Assessing control risk	Shareholder	1
• Determine audit risk and materiality	Shareholder	1
• Prepare audit programs	Shareholder	1
<b>Planning:</b>		
• Staff conferences to draw up initial audit strategy.	All Staff	1
• Brainstorming	All Staff	1
<b>Fieldwork:</b>		
• Complete work as outlined in audit programs	All Staff	25
• Prepare financial statements	Staff Accountant	8
• Processing of report and clerical	Clerical	3
• Review of workpapers and financial statements	Shareholder/Senior Auditor	11
• Exit conference with client	Shareholder	1

*Budgeted Hours & Sequence for Audit Procedures (continued)*

- a. Preplanning sets the stage for the audit. Our audit team gains a basic understanding of the organization and its operations by reviewing financial statements and determining other areas that need further examination.
- b. An understanding of the School's internal control structure will be gathered by review of internal control documentation, and interview and observation of the School's personnel. Significant controls will be tested for effectiveness.
- c. Risk assessment includes evaluating operations of all significant functional areas by interviewing management and observing processes and procedures. Procedures in this phase include documenting your accounting system, evaluating internal controls, understanding revenue generation, reviewing executed agreements, reviewing minutes, evaluating fraud risk, and performing a preliminary analysis of financial information for historical trends and comparisons.
- d. Brainstorming evaluates conditions and findings identified in order to develop a strategic audit plan that is responsive to any fraud risks.
- e. Substantive tests when applied will probably not include statistical sampling, as other tests, through past experience, have proven to be more efficient and cost effective. However, we may use random sampling. If sampling is used, a sample size of 25-80 would generally be used.
- f. Analytical procedures will include comparison of revenue and expenditures for the current year to the prior, and the comparison of actual to budget. Amounts in excess of materiality specifications will be further examined.
- g. Our approach in determining the compliance with laws and regulations that will be subject to audit test work will be to test the School's compliance with the requirements as set forth by the Colorado Department of Education. These requirements are set forth in the Colorado Department of Education Financial Policies and Procedures Handbook of Rules and Regulations.

## **ASSISTANCE FROM SCHOOL PERSONNEL**

We presume the books and records will be in good condition, closed timely, and that accounts will be fully adjusted and reconciled with adequate detail scheduling. Assistance by your staff will be needed to accumulate and understand information, to make supporting documentation and records available, and to assist in schedule preparation or analysis as necessary.

It is our understanding that School personnel will prepare/provide the following:

- Excel file of trial balances for each fund a week prior to start of fieldwork
- For interim control testing, documentation of internal controls of specific accounting systems in the areas of cash receipts, cash disbursements, purchasing, capital assets, payroll, financial reporting, computer processing, and budgeting
- Copies of supporting audit working papers
- Preparation of all written confirmation documents for mailing by our firm
- Management discussion and analysis

## **TIMELINE FOR AUDIT PROCEDURES**

Planning	By June 30
Fieldwork	By August 31
Submission of draft audit report to management	By September 15
Submission of final audit reports to CSI	By September 30

Audit work will be completed by the above deadlines.

Working papers will be maintained for 7 years following each year's audit.

## **ADDITIONAL INFORMATION**





## COLORADO


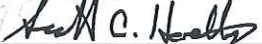


Department of  
Regulatory Agencies

Division of Professions and Occupations

Congratulations! Below are your electronic wallet cards to use as proof of your license. You can also print your license at any time by visiting [www.colorado.gov/dora/DPO\\_Print\\_License](http://www.colorado.gov/dora/DPO_Print_License) and following the instructions listed.

If you would like a more durable wallet card option, you can order one for a fee by visiting [www.nasbastore.org](http://www.nasbastore.org) and selecting the "Colorado License Cards" link on the left hand side of the page. If you prefer, you can also contact NASBA by phone at 1-888-925-5237 or by email at [nasbastore@nasba.org](mailto:nasbastore@nasba.org).

Should you have questions about your credential, or need other information please contact our Customer Service Team at 303-894-7800 or [dora\\_registrations@state.co.us](mailto:dora_registrations@state.co.us).

Colorado Department of Regulatory Agencies Division of Professions and Occupations		Colorado Department of Regulatory Agencies Division of Professions and Occupations	
Board of Accountancy Hoelting & Company, Inc.		Board of Accountancy Hoelting & Company, Inc.	
Public Accounting Firm		Public Accounting Firm	
FRM.0013079	09/01/2017	FRM.0013079	09/01/2017
<b>Number</b>	<b>Issue Date</b>	<b>Number</b>	<b>Issue Date</b>
Active	08/31/2020	Active	08/31/2020
<b>Credential Status</b>	<b>Expire Date</b>	<b>Credential Status</b>	<b>Expire Date</b>
Verify this credential at: <a href="http://www.colorado.gov/dora/dpo">www.colorado.gov/dora/dpo</a>		Verify this credential at: <a href="http://www.colorado.gov/dora/dpo">www.colorado.gov/dora/dpo</a>	
			
Division Director: Ronne Hines    Credential Holder Signature		Division Director: Ronne Hines    Credential Holder Signature	





## Report on the Firm's System of Quality Control

November 30, 2017

To the Shareholders of  
Hoelting & Company, Inc.  
and the Peer Review Committee of the Colorado Society of CPAs

We have reviewed the system of quality control for the accounting and auditing practice of Hoelting & Company, Inc. (the firm) in effect for the year ended May 31, 2017. 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](http://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.

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.

## **Opinion**

In our opinion, the system of quality control for the accounting and auditing practice of Hoelting & Company, Inc. in effect for the year ended May 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*. Hoelting & Company, Inc. has received a peer review rating of *pass*.

*Watson Coon & Associates P.C.*

Watson Coon & Associates P.C.

# YANARI WATSON MCGAUGHEY P.C.

---

DALE M. YANARI (1947-2004) ♦ RANDY S. WATSON ♦ G. LANCE MCGAUGHEY ♦ DON W. GRUENLER  
FINANCIAL CONSULTANTS/CERTIFIED PUBLIC ACCOUNTANTS

## System Review Report

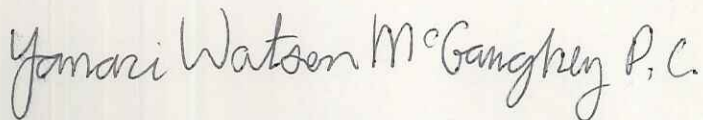
December 11, 2014

To the Shareholders of  
Hoelting & Company, Inc.  
and the Peer Review Committee of the Colorado Society of CPAs

We have reviewed the system of quality control for the accounting and auditing practice of Hoelting & Company, Inc. (the firm) in effect for the year ended May 31, 2014. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. As a part of our peer review, we considered reviews by regulatory entities, if applicable, in determining the nature and extent of our procedures. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at [www.aicpa.org/prsummary](http://www.aicpa.org/prsummary).

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

In our opinion, the system of quality control for the accounting and auditing practice of Hoelting & Company, Inc. in effect for the year ended May 31, 2014, 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*. Hoelting & Company, Inc. has received a peer review rating of *pass*.



Yanari Watson McGaughey P.C.

9250 EAST COSTILLA AVENUE, SUITE 450  
GREENWOOD VILLAGE, COLORADO 80112-3647  
(303) 792-3020  
FAX (303) 792-5153

## **Other Governmental Audit and Accounting Services Performed in Colorado**

Listed below are governmental organizations to which we have provided auditing and accounting services to in recent years:

### **Charter Schools**

Atlas Preparatory School  
Banning Lewis Ranch Academy  
Community Prep School  
GOAL Academy Charter School  
Mountain View Core Knowledge Academy  
Rocky Mountain Classical Academy  
Roosevelt Charter Academy

### **School Districts**

Cripple Creek-Victor School District  
Harrison School District 2  
Falcon School District 49  
Woodland Park School District RE-2

### **Special Districts**

Aurora-Colorado Springs Joint Water Authority  
Broadmoor Fire Protection District  
Center of Colorado Water Conservancy District  
Cheyenne Manor Nursing Home  
Colorado Centre Metropolitan District  
Constitution Heights Metropolitan District  
Donala Water and Sanitation District  
Donald Wescott Fire Protection District  
Forest Lakes Metropolitan District  
Fountain Valley Authority  
Rampart Regional Library District  
Security Fire Protection District  
Security Sanitation District  
Security Water District  
Stratmoor Hills Fire Protection District  
Stratmoor Hills Sanitation District  
Stratmoor Hills Water District

*Resume of* **THOMAS G. SISTARE, CPA**

**Experience and Responsibilities:**

12/00 - Present

Hoelting & Company, Inc.

- In charge of financial audits, reviews, and compilations of various entities (governmental, non-profit, banking, manufacturing, construction, and retail trade).
- Auditing compliance with Federal and State statutory regulations (TABOR, Single Audit Act of 1996, etc.)
- Supervision of staff accountants; managing concurrent assignments; reviewing workpaper preparation.
- Preparation and review of complete GAAP financial statements including footnote disclosures.
- Assisting individuals, partnerships, and corporations in tax preparation.

**Education:**

University of Connecticut, Bachelor of Science in Business Administration, Accounting

**Professional activities and certificates:**

Treasurer, Life Network

Member, Colorado Society of Certified Public Accountants

Member, American Institute of Certified Public Accountants

Yellow Book Certified

Certified Public Accountant, Colorado



*Resume of* **MELISSA SAINZ, CPA, Senior Auditor**

## Experience

**Hoelting & Company, Inc.**

Colorado Springs, CO

*Senior Accountant*

January 2004 – Present

- Performed audits of school districts, charter schools, not-for-profit entities, and low income housing projects
- Prepared individual, corporate, and not-for-profit tax returns
- Prepared monthly and quarterly compilations for small corporations
- Quarterly and yearly preparation of payroll and sales tax forms

**Sainz Software Solutions, LLC**

Colorado Springs, CO

*Treasurer*

1996 – 2003

- Prepared company financial statements and tax returns.

**Premier Sports Group, Inc.**

Boulder, CO

*Operations Manager & Asst. Treasurer*

19906 – 2004

- Coordinated transportation and financing of products from overseas vendors
- Worked with U.S. Custom Brokers, shipping companies, and financial institutions
- Accounting responsibilities: A/R, A/P, Payroll, Letters of Credit, and cost calculations

## Education

## Regis University Denver, CO

*Bachelor of Science: Accounting—Summa Cum Laude*

## University of Georgia Athens, GA

*Bachelor of Business Administration: Marketing*

## Certifications

Yellow Book Certified

Certified Public Accountant, Colorado

*Resume of* **JESSIE L. SEIBERT, Senior Auditor**

**Experience**

**January 2008-Current—Hoelting & Company**

Responsible performing audits of school districts, charter schools, local governments, non-for-profit entities, and low income housing projects. Also, responsible for various company write-ups, payroll and sales tax filing, individual and corporate tax returns, compilations and other miscellaneous duties.

**May 2007-December 2007—National Driver Training Institute—Financial Administrator**

Responsible for financial transactions of the company. Transactions included payroll, accounts receivable and accounts payable. Assisted CEO in generating revenue and reducing expenses.

**August 2006-May 2007—Ranch Steak House—Financial Administrator**

Responsible for financial transactions of the company. Transactions included managing accounts payables and receivables. Generated payroll checks for all employees. Assisted General Manager in reducing operating expenses and hiring new employees.

**August 2004-July 2005—Capital Banc Mortgage—Loan Officer**

Responsible for financial consulting and debt consolidation of new and existing clients. Refinanced home mortgage loans while consolidating credit card debt. Shopped market for competitive interest rates. Obtained credit history reports and Notarized documents.

**Education**

**University of Colorado** Colorado Springs, CO  
*Bachelor of Science* Economics major and Accounting minor

**Certifications**

Yellow Book Certified  
Currently pursuing licensure as Certified Public Accountant



## **PRICING**

**Northern Colorado Academy of Arts and Knowledge**  
**All Inclusive Fixed-Fee Schedule**

Time and cost to perform audit

*Total All-Inclusive Maximum Price:*

Fiscal year	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>
Hours	61	61	61	61	61
Fee	\$ 6,900	\$ 7,100	\$ 7,325	\$ 7,550	\$ 7,775

*Rates of Staff and Anticipated Hours - FY 2018:*

	<u>Hours</u>	<u>Standard Hourly Rates</u>	<u>Extended Cost Total</u>
Shareholder	9	\$ 200	\$ 1,800
Senior Accountants	20	120	2,400
Staff Accountants	29	90	2,610
Clerical	<u>3</u>	30	<u>90</u>
Total	<u><u>61</u></u>		<u><u>\$ 6,900</u></u>

The all-inclusive maximum price is based on no changes in the scope of the engagement, but includes all out of pocket costs, with the exception of travel, if required. For additional services, the above standard hourly rates would be charged based on the level of responsibility. However, phone calls for general questions on technical matters will not incur additional charges.

Additional services

*Preparation of Federal Form 990*

Fiscal year	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>
Fee	\$ 1,175	\$ 1,200	\$ 1,225	\$ 1,250	\$ 1,275