

Proposal for Audit Services
Town of Warner, New Hampshire
For the Year Ending December 31, 2025
With options for Year Ended 2026 and 2027

Submitted By



Experience Counts

**608 Chestnut Street
Manchester, New Hampshire 03104
vachonclukay.com**

Contact Person:

Jarad J. Vartanian, CPA
Phone: (603) 622-7070
Fax: (603) 622-1452
E-Mail: jvartanian@vachonclukay.com

Date of Submission
February 12, 2026

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February 12, 2026

Request for Proposal - Audit Services

Town of Warner, New Hampshire
Attn: Board of Selectmen
5 E Main St.
Warner, NH 03278

Dear Members of the Board and Management:

We are pleased to provide a Proposal for Professional Auditing Services for the Town of Warner, New Hampshire (the “Town”). Vachon Clukay & Company PC is a midsize local firm located in Manchester, New Hampshire and was founded in 1982. Our mailing address, phone number, and fax number can be found on the cover to our proposal. We feel strongly that Vachon Clukay & Company PC is the best selection to remain the auditor for the Town and that this proposal demonstrates our capability and commitment to serve.

Vachon Clukay & Company PC has provided governmental auditing services to over 100 governmental agencies on an annual basis for decades. We currently provide auditing services to numerous governments including counties, cities, towns, and special districts throughout New Hampshire.

Vachon Clukay & Company PC has devoted a substantial amount of time and resources developing our governmental practice. Our governmental clients are provided with efficient and timely audits. Our expertise in this industry has positioned us to be one of the leading firms in governmental auditing throughout New Hampshire. This investment of time and resources includes:

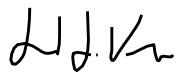
- Providing up to 40 hours per year of governmental continuing professional education (CPE) to our staff working on governmental audits.
- Attendance at national training sessions so that we can ask questions of leading OMB, GAO, and OIG’s relating to all areas of governmental auditing.
- Investing a significant amount of time in developing our understanding of new audit requirements and new GASB pronouncements.
- We retain key staff. As a result, we can provide our clients with unmatched staffing consistency and well-trained personnel.
- Researching new professional pronouncements, so that we are at the leading edge in preparing our clients to respond to all new requirements.
- Devoting resources to a strict quality control program.

Our staff, who will be assigned to the Town’s audit, are experienced governmental audit professionals that have managed numerous audits. Each of our staff has extensive experience that allows for a new outlook to the audit with innovative suggestions to improve quality and efficiency. Our references will show that we are the best selection to remain the auditors for the Town.

We have an extremely low percentage of employee turnover and are confident that we will provide the Town with consistent staff over the contract period. We are committed to serving the Town of Warner, New Hampshire and believe our audit team to be the best choice.

We hope that as you read through this proposal, you recognize the philosophy of our firm which is to provide each of our clients with exceptional service, experienced staff, and an audit approach that will fit your needs. Vachon Clukay & Company PC is an Equal Opportunity Employer. Our dedication to quality, professional standards, and service are unmatched in the industry. Thank you for providing our firm the opportunity to present our proposal. Should you have any questions, please feel free to call Jarad J. Vartanian, President, who is authorized to make representations on behalf of the firm at (603) 622-7070 or email at jvartanian@vachonclukay.com.

Very truly yours,



Jarad J. Vartanian, President
Vachon Clukay & Company PC

Section 1 – Company Profile

1. Vachon Clukay & Company PC is a Properly Licensed Certified Public Accounting Firm According to U.S. Government Accountability Office's (GAO) *Government Auditing Standards*

Vachon Clukay & Company PC is licensed to practice public accounting in the State of New Hampshire and has complied with all applicable New Hampshire State Board of Accountancy requirements. In addition, all key professional staff that will be assigned to the audit are also licensed to practice in the State of New Hampshire and have complied with all applicable State Board of Accountancy standards.

2. Vachon Clukay & Company PC Meets the Independence Standards of the GAO

Vachon Clukay & Company PC is independent of the Town of Warner and its component units as defined by auditing standards generally accepted in the United States of America, the U.S. Government Accountability Office (GAO) and *Government Auditing Standards*.

3. Overview of Vachon Clukay & Company PC

Vachon Clukay & Company PC is a leader in providing audit, consulting, and tax services to various industries including but not limited to local governments of all sizes, corporations, not for profit corporations, and individuals. As governmental auditing is our primary practice, we do not use governmental clients to fill our down time. Our governmental audit and governmental practices provide a year-round client base for Vachon Clukay & Company PC.

Our Professional Staff

Vachon Clukay & Company PC has a low percentage of turnover in professional staff. Thus, our staff has a unique blend of experience, technical knowledge, and management expertise which can only be found in a firm that has maintained consistency of staff. We continually strive to provide a work environment that encourages our staff to develop and grow their professional career at Vachon Clukay & Company PC. We feel this is an important aspect of our practice that enables us to provide our clients with the highest quality service available.

Section 1 – Company Profile

3. Overview of Vachon Clukay & Company PC (Continued)

Professional Associations

We are members of the American Institute of Certified Public Accountants (AICPA) and the New Hampshire Society of Certified Public Accountants (NHSCPA). In addition, our firm is the oldest member in New Hampshire of the AICPA's Governmental Audit Quality Center (GAQC).

We are active members in the NH Governmental Finance Officers Association (NHGFOA) and attend training seminars provided by NHGFOA.

The Firm has a professional staff of 18, consisting of 3 shareholders, 4 managers, and staff from the senior level to entry level.

The range of activities performed by our firm includes:

- *Governmental auditing and consulting* - Vachon Clukay & Company PC currently provides services to more than 100 governmental agencies, throughout New Hampshire.
- *Commercial* - Vachon Clukay & Company PC provides auditing and consulting services to commercial companies. Companies choose Vachon Clukay & Company PC for professional services from inception to maturity.
- *Tax* - Vachon Clukay & Company PC has a commitment to serve all clients. Our commitment to our clients includes offering professional tax preparation and planning services.
- *Not for Profit* - Vachon Clukay & Company PC provides services to numerous not for profit entities throughout New Hampshire.

Company Officers

The firm is structured as a corporation comprised of 3 shareholders.

President

Mr. Jarad J. Vartanian, CPA

Shareholders

Mr. Gary G. Boisvert, CPA
Mr. Matthew R. Murray, CPA

Section 1 – Company Profile

4. Descriptions of Work Performed for Other Agencies with Similar Services

Vachon Clukay & Company PC has provided similar services for several other jurisdictions with work that is similar to that which is requested by the Town of Warner. Below is a listing of governmental entities served. Specific contact information for certain entities is located in the References section.

Cities/Towns

Town of Alstead
Town of Antrim
Town of Auburn
Town of Belmont
City of Berlin
Town of Campton
Town of Canaan
Town of Chester
Town of Chesterfield
City of Claremont
Town of Fitzwilliam
Town of Freedom
Town of Gilford
Town of Hampstead
Town of Harrisville
Town of Haverhill
Town of Hill
Town of Kensington
Town of Lincoln
Town of Littleton
Town of Lyme
Town of Marlborough
Town of Middleton
Town of Milford
Town of Milton
Town of Mont Vernon
Town of New Hampton
Town of New Ipswich
Town of Newington
Town of Newton
Town of Pembroke
Town of Rindge

Cities/Towns (Continued)

Town of Sandwich
Town of Seabrook
Town of Springfield
Town of Stratham
Town of Swanzey
Town of Wakefield
Town of Walpole
Town of Warner
Town of Winchester

Counties

Carroll County
Grafton County
Cheshire County
Rockingham County
Coös County
Hillsborough County
Strafford County

Special Utilities Districts

Androscoggin Valley Regional Disposal District
Conway Village Fire District
Emerald Lake Village District
Lamprey Regional Cooperative
Mountain Lakes District
North Walpole Village District
Penacook and Boscawen Water District
Souhegan Regional Landfill District

Other

Gunstock Area Commission
Londonderry Housing & Redevelopment Authority
Nashua Airport Authority
Southern NH Planning Commission

Section 1 – Company Profile

5. Our Experience

As we have noted, Vachon Clukay & Company PC has extensive experience with local New Hampshire governments. The key components to our success include properly trained staff, assignment of staff with experience, timely communication in all aspects of the audit, planning, and understanding how to structure each audit to ensure efficiencies are achieved.

Vachon Clukay & Company PC's success in retaining our clients, including our county, city, and town governments, is due to our commitment to outstanding quality, timely completion of work, and our ability to retain key staff. Each of the elements allows Vachon Clukay & Company PC to be a leader in providing services to our local governments.

The Town will not have to train our audit team. Each of the auditors also has a detailed understanding of the interaction of different internal control systems and the timelines that are required to complete each aspect of the audit.

Vachon Clukay & Company PC staff also take continuing education seminars, either locally or nationally, so that all of the key staff assigned to the Town's audit understands both local, as well as, national trends and issues.

Our commitment to client service

Vachon Clukay & Company PC will not add clients that cannot be properly served. We have managed our growth. To accomplish this, Vachon Clukay & Company PC only proposes on clients when key staff have been trained, possess on-the-job experience to act as the in-charge auditor, and when staffing levels allow for the addition of the new work. We are extremely confident that all of our references will note that their service level has not diminished over the life of the contract.

Vachon Clukay & Company PC has reviewed the requirements of the Town of Warner and determined that your Town will be properly served with experienced and well-trained staff. We have also determined that our staffing schedule allows for Vachon Clukay & Company PC to meet and/or exceed all timelines as established in the request for proposal. We are also confident that the Town of Warner will be able to act as a reference for Vachon Clukay & Company PC stating that the auditors were experienced, and all aspects of the audit were professionally handled.

Section 1 – Company Profile

5. Our Experience (Continued)

Conducting Single Audits

Vachon Clukay & Company PC performs more than thirty (30) single audits annually within its governmental practice. Our experience with single audits for our clients is vast. Our single audits range from \$750,000 to over \$10 million in federal expenditures.

Section 2 – The Work Plan and Timetables

1. Complete Work Plan/Project Description

Scheduling

Dates to provide Town the Schedule of Items and Reports needed to perform preliminary work: March 31st
 Dates to perform the annual audit: by June 30th
 Date to provide draft report: by September 30th**
 Date to issue financial statements: by October 15th**

** Provided availability of all information required for reporting purposes. This includes the following: all trial balances and adjusting entries posted by the Town as of May 15th, audit fieldwork scheduled and completed no later than July 31st, Town's Single Employer OPEB valuation completed and available for audit no later than July 31st, if applicable, and availability of any significant federal guidance or compliance supplements affecting a major federal program of the Town if a Single Audit is required.

Breakdown of estimated audit hours by staff

	Pre-Audit Planning	Interim Audit	Final Audit	Total
Shareholder	4		12	16
Manager	12		60	72
Senior	4	8	56	68
Staff	2	16	38	56
Clerical			4	4
	22	24	170	216

Level of staff and number of estimated hours assigned to each segment

	Shareholder	Managers	Senior	Staff	Clerical	Total
Town Audit and Related Reports	12	60	56	56		184
Preparation of Financial Statements	4	12	12		4	32
Totals	16	72	68	56	4	216

Section 2 – The Work Plan and Timetables

2. Our Proposed Audit Plan

Our audit plan for each of the fiscal years involves six (6) stages for each audit. These stages are:

- Stage 1, Planning
- Stage 2, Risk Assessment
- Stage 3, Preparation of the Overall Audit Plan
- Stage 4, Conducting the Interim Audit
- Stage 5, Conducting the Final Audit
- Stage 6, Reporting

Stage 1, Planning

Vachon Clukay & Company PC will meet with key staff to plan the audit services for the year. These meetings will discuss all audit issues and the proposed interim work plan. During this phase, we will accomplish:

- Identifying the key personnel and contacts in the Finance Department and other departments, as necessary.
- Identify the Town's significant classes of transactions and business processes.
- Obtain an understanding of the risk areas.
- Developing an understanding of unusual transactions or events that have occurred during the fiscal year.
- Formalizing logistics.
- Finalizing the timeframes for interim fieldwork.

Stage 2, Risk Assessment

Based upon the information obtained in the planning meetings, Vachon Clukay & Company PC will perform a risk assessment as required by Statements on Auditing Standards (SAS) to be used in the preparation of the overall audit plan. As part of this risk assessment we will perform the following:

1. Obtain an understanding of the entity and its environment and its risk.
2. Obtain an understanding of the entity's internal controls.
3. Preliminary analytical review, determination of preliminary materiality levels.
4. Analysis of known misstatements, if any.

Section 2 – The Work Plan and Timetables

2. Our Proposed Audit Plan (Continued)

Stage 2, Risk Assessment, (Continued)

5. Consideration of risk of material misstatement at the individual account balance, class of transactions and disclosure level.
6. Assess the risks of material misstatement at both the financial statement and relevant assertion levels.

Stage 3, Preparation of the Overall Audit Plan

Once the planning and risk assessment processes are complete, an overall audit plan will be prepared. The plan will specify each audit task, staffing assignments, timelines, and due dates. The plan will also break down the work assignments between interim and final audit timelines. The audit plan will include the transaction cycles which have been selected for internal control testing and those for which only the detailed walk through will be performed.

Once the audit plan has been completed, the prepared by client (PBC) requirements and the responsibilities of the auditor document will be prepared. The document listing will be detailed by specific task and will include the due dates and names of the persons responsible for each task.

We will also prepare:

The preliminary materiality guidelines, the audit programs, including consideration of:

- Identification of areas where special audit considerations are necessary.
- Design of further audit procedures to reduce risk if considered necessary.
- The development of expectations for analytical procedures, timelines, and assignment of all audit responsibilities.

Once these tasks have been completed, we will meet with the Town to ensure that all dates and requirements have been met and to schedule the interim and final work with the various departments and agencies of the Town.

Section 2 – The Work Plan and Timetables

2. Our Proposed Audit Plan (Continued)

Stage 4, the Interim Audit

Our interim fieldwork dates will occur during March - April. The specific weeks will be determined during the planning meeting and preparation of the audit plan process. Our interim work will include the following:

We will renew our understanding of the Town's internal control structure starting with:

1. Defining the Town's objectives and strategies and related business risks.
2. Obtaining an understanding of the Town's internal control environment (tone at the top):
 - Communication and enforcement of integrity and ethical values
 - Commitment to competence
 - Participation of those charged with governance
 - Management's philosophy and operation style
 - Organizational structure
 - Assignment of authority and responsibility
 - Human resource policies and practices
3. The Town's risk assessment process.
4. Internal control communication process.
5. Internal control monitoring process.
6. Any industry, regulatory or other factors.

This understanding will be accomplished by:

1. Inquiry of management and others within the Town.
2. Observation and inspection.
3. Review of external information from rating agencies, and other external sources.

Section 2 – The Work Plan and Timetables

2. Our Proposed Audit Plan (Continued)

Stage 4, the Interim Audit, (Continued)

We will also obtain an understanding of the design and implementation of the financial reporting system to understand the following information for:

1. Each class of transactions that is significant to the financial statements.
2. The procedures within both automated and manual systems, by which those transactions are initiated, authorized, recorded, processed, and reported in the financial statements.
3. The related accounting records, whether in electronic or manual supporting information, and specific accounts in the financial statements involved in initiating, authorizing, recording, processing, and reporting transactions.
4. How the information systems capture events and conditions other than classes of transactions that are significant to the financial statements.
5. The financial reporting process used to prepare the Town's financial statements, including significant accounting estimates and disclosures.

Our focus will also involve:

- Understanding and documenting the financial reporting process.
- Documenting information systems and related computerized data processing controls.
- Identifying the flow of information and internal control involved in various key processes including, investment management, procurement, disbursements, payroll, treasury operations, debt and capital management, and cash receipts. To accomplish these tasks, we will use client accounting manuals, inquiry, observation, checklists, and internal control questionnaires. During the interim timeframe, each of the significant internal control systems will be evaluated to obtain sufficient knowledge of the design and implementation of key controls and to determine if a test of controls will result in the audit efficiencies.

Section 2 – The Work Plan and Timetables

2. Our Proposed Audit Plan (Continued)

Stage 4, the Interim Audit, (Continued)

- Planning of the Single Audit (if needed) including the distribution of questionnaires, conducting inquiries, reviewing documentation, and determining major programs. In addition, in order to assist the Town in achieving its Single Audit reporting timeline, we will begin conducting fieldwork for those federal programs identified as major as a result of our preliminary risk assessment.
- Identifying laws and regulations that are applicable to the Town of Warner. To accomplish these tasks, we will use client documents, inquiry, observation, checklists, and internal control questionnaires.
- Providing the parameters required to commence analyzing financial fluctuations in the operating results of the Town of Warner.
- Formulating audit procedures and related audit programs that will be used during the final segment of the audit process.

Testing the effectiveness of internal control will be accomplished for the significant internal control systems for which we plan to place reliance. To gain efficiencies, our control testing will be structured so that it can be used for each of the audits we will perform, to gain efficiencies.

Other areas to be completed at the interim audit include SAS No. 99 interviews and documentation.

Discuss workable solutions for potential findings that have been identified and communicated to the Town during the audit.

Stage 5, the Final Audit

We will commence our final fieldwork as soon as the Town of Warner has sufficiently closed their accounting records.

During this phase, we will perform substantive audit procedures on the year-end basic financial statements. We will use a variety of audit procedures which may include outside confirmations, statistical sampling, and detailed testing of schedules, analytical review, inquiry, and observation.

Section 2 – The Work Plan and Timetables

2. Our Proposed Audit Plan (Continued)

Stage 6, the Reporting Phase

At the end of the audit process, we will meet with key staff to cover the following:

- Discuss improvements for subsequent years audit plan,
- Meet with the Board of Selectmen and Town Administrator to present the results of the audit,
- Communicate with those charged with Governance.

We do not believe in surprises. Although the reporting phase involves a recap of the process, we will be in constant communication regarding each aspect of the audit throughout the entire process. You will not have any surprises at the end of the audit.

Individual or unique aspects that apply to each of the required audits and/or services will be described within the next section.

We have also prepared a time schedule for each of the components of the audit that is structured to meet and/or exceed all time requirements of the Town of Warner.

3. Plan for the Audit of the Town’s Basic Financial Statements

Town of Warner

As noted above, the six-phase audit process will be used for conducting the audit of the Town’s basic financial statements.

Meetings will be scheduled with the key contacts in each department, to allow for questions from the departments, provide for a summary of the overall audit process, and cover key dates to ensure all Town timelines are met. The meetings will also provide each department with a listing of interviews that will be necessary so that each can be scheduled. Discussions will also include key audit areas, risks, and any other known issues relating to the audit. We anticipate conducting these meetings with the:

Town Administration and Finance Director
Other department heads (Police Chief, Highway Safety Agent, etc.)
Information Technology department

Section 2 – The Work Plan and Timetables

3. Plan for the Audit of the Town’s Basic Financial Statements (Continued)

As noted in the audit plan, we will obtain documentation of the understanding of the Town and its environment, including the internal control. Testing will be accomplished for the internal control systems for which we plan to place reliance. These internal control systems and key processes include, but are not limited to:

- Revenue collection cycle
- Cash disbursements
- Payroll
- Investment management
- Debt management
- Financial reporting
 - Year-end closing
- Budgeting
- Risk management
- Human resource, payment of employees
- IT controls, relating to all aspects of the audit
 - User access
 - Security
 - Backup and recovery
 - System interfaces
- Fraud prevention
- Others that will be identified during our audits

Other items that will be considered include:

- Testing of the Town’s key internal control system.
- Interaction and coordination between significant Town Departments.
- Analysis of the Town’s fraud prevention program.
- And proactive discussions regarding upcoming professional pronouncements and standards.

We will meet with the Town as a final wrap up to cover any outstanding items and prepare the appropriate presentations.

Section 2 – The Work Plan and Timetables

4. The Single Audit, as needed

We will use the audit plan methodology as previously noted.

We will renew our understanding of the Town's procedures for compiling and testing the Schedule of Expenditures of Federal Awards (SEFA), as applicable. Vachon Clukay & Company PC will use the Town's prior single audits to assist in the determination of the current year major federal programs, as applicable.

A risk assessment will be performed in accordance with OMB's Uniform Guidance.

Each applicable compliance requirement of the major federal programs will be tested as required by OMB's Uniform Guidance. These include testing of the required internal control systems and compliance testing of the applicable compliance requirements as summarized in the single audit compliance supplements.

The final phase of the single audit involves the audit of the Schedule of Expenditures of Federal Awards (SEFA) and the preparation of the Auditor portion of the Data Collection Form.

Vachon Clukay & Company PC will conduct meetings with each applicable department when their segment of the audit testing has been completed. All proposed findings will be reviewed with the appropriate departments.

5. Sample Sizes and Use of Statistical Sampling Techniques

Sample sizes will differ depending upon the area under audit. Generally, a sample size of 40-60 will be used for areas where we plan on placing reliance on the internal control structure.

6. Extent of Use of EDP in Engagement

EDP software will be used in the analysis of the Town's transaction activity, including, but not limited to disbursements, payroll, utility billings, inventory, capital asset depreciation, etc. In addition, cloud-based audit software will be utilized for work paper storage.

Section 2 – The Work Plan and Timetables

7. Type and Extent of Analytical Procedures to be Used in Engagement

Analytical procedures are an important part of the audit process. Analytical procedures will be used in several areas including but not limited to audit planning, testing of year end balances such as depreciation expense, revenue analysis, expense/expenditure analysis, internal service fund charges, etc.

8. Approach to be Taken in Determining Laws and Regulation that will be Subject to Test Work

We will review the laws and regulations covering the Town's grants and major federal programs, as part of the Single Audit testing. Based upon our inquiry with Town staff, review of the Town's municipal code, review of administrative policies, etc., we will determine the relevant laws and regulations that will be subject to additional test work.

9. Approach to be Taken to Gain and Document an Understanding of the Town's Internal Control

Our approach to gain an understanding of the Town's internal control structure will be obtained by reviewing the Town's policy and procedures handbooks, review of the Town's municipal code, review of administrative policies and procedures, and based upon our inquiry with Town staff. In addition, we will use governmental internal control questionnaires to assist in our documentation of the internal control structure. Further, we will conduct a walk-through and observe the work flow as it relates to key business processes including but not limited to: payroll, budgeting, financial management and investments, revenue management and cash receipts, procurement and disbursements, information technology, risk management and capital asset management.

10. Approach to be Taken in Drawing Audit Samples for Purposes of Tests of Compliance

Auditor judgment will be used in selecting our audit samples for test of compliance work. The majority of the testing of compliance will be centered around the single audit testing of the direct and material elements for the major federal programs.

Section 2 – The Work Plan and Timetables

11. Meetings

Vachon Clukay & Company PC shall conduct regular progress report meetings with the Town Administrator and Finance Director on the conduct of the work required under this contract as deemed appropriate. The Town Administrator, Board of Selectmen or Vachon Clukay & Company PC may request a meeting at any time during the term of this contract.

Also, the Firm shall meet with the Town staff as appropriate to include final report presentation to the Board of Selectmen.

12. Implementation of New Accounting Standards

Vachon Clukay & Company PC shall work with Town Administration and Finance to educate those individuals on upcoming accounting standards which may have a financial reporting impact on the Town. This approach includes identifying potential future accounting standards, relevant reports and documentation required for implementation and information required for recognition and disclosure within the Town's financial statements.

Section 3 – Experience

Engagement Team

All of our audit staff have significant experience in performing governmental audits.
If the Town wishes to change professional personnel on the engagement, our firm will gladly accommodate such a request.

Organization Resumes

President: Jarad J. Vartanian, CPA
Quality Control Director

Education:

Bachelor of Science in Business Administration - Major: Accounting
Stonehill College, Easton, Massachusetts

Clients Served

Counties

- Coös County
- Hillsborough County
- Strafford County

Cities/Towns

- Town of Alstead
- Town of Auburn
- Town of Belmont
- City of Berlin
- Town of Campton
- Town of Chesterfield
- Town of Gilford
- Town of Hill
- Town of Littleton
- Town of Lyme
- Town of Milford

Cities/Towns (Continued)

- Town of Mont Vernon
- Town of New Ipswich
- Town of Sandwich
- Town of Stratham

**Special Districts and Other
Governmental Agencies**

- Littleton Water & Light
- Mountain Lakes District
- Nashua Airport Authority
- North Swanzey Water and Fire Precinct
- North Walpole Village District
- Penacook & Boscawen Water Precinct
- Souhegan Regional Landfill District

Section 3 – Experience

Organization Resumes (Continued)

President: Jarad J. Vartanian, CPA Quality Control Director (Continued)

Training:

- Audit Documentation
- AuditSense - Audit Efficiency & Effectiveness Training
- Governmental GAAP Update
- Single Audit Compliance Testing
- Government Audit Standards - UFG
- Governmental Accounting & Auditing Update
- Yellow Book Update
- Uniform Guidance Internal Controls
- Professional Ethics
- Single Audit Sampling
- Audit Deficiencies
- Governmental Audit Quality Control Update
- Attendance at the AICPA National Peer Review Conference
- Attendance at the NH Government Finance Officers Association Conference

Experience in governmental accounting/auditing

Mr. Vartanian joined the firm in 2003 as an audit staff member. In 2009, Mr. Vartanian became a manager and in 2016, he became a shareholder of the firm. In January 2020, Mr. Vartanian was selected to become the President of Vachon Clukay & Company PC. Mr. Vartanian has conducted single audits and the audits of basic financial statements for numerous local governments. He has over 30,000 hours experience in auditing governmental entities.

Affiliations

Member of the American Institute of Certified Public Accountants (AICPA) and the New Hampshire Society of Certified Public Accountants. Mr. Vartanian is an AICPA Peer Reviewer and a member of the Board for New England Peer Review. Mr. Vartanian also serves as Treasurer and Chair of Finance Committee for the Granite State Children's Alliance, a non-profit organization which is dedicated to providing services to victims of child abuse in New Hampshire.

Section 3 – Experience

Organization Resumes (Continued)

Tammy R. Webb, CPA
Manager for Audit Assurance Services
Manager for the Engagement

Education:

Bachelor of Science in Accounting
Bentley University, Waltham Massachusetts

Clients Served

Counties

County of Cheshire
County of Strafford

Cities/Towns (continued)

Town of Pembroke
Town of Warner
Town of Winchester

Cities/Towns

Town of Chester
City of Claremont
Town of Fitzwilliam
Town of Freedom
Town of Haverhill
Town of Newton

Special District and Other Governmental Agencies

Conway Village Fire District
Southern NH Planning Commission

Training

- Audit Quality Update
- AuditSense – Audit Efficiency & Effectiveness Training
- Audit Quality: Avoiding Common Audit Deficiencies
- Fraud/and Abuse in the Not-for-Profit Entities and Governments
- GASB Statement No. 68 - In-Depth Pension Accounting and Auditing
- Account Receivables Fraud Schemes
- IT Risk Assessment
- GASB Update
- Case Studies on Single Audit and Yellow Book Deficiencies
- Deterring Financial Fraud
- Fundamentals of Governmental Accounting and Reporting
- GASB Update

Section 3 – Experience

Organization Resumes (Continued)

Training (Continued)

- New Lease Accounting Requirements
- Revenue Recognition
- OMB Compliance Supplemental and Single Audit Update
- Testing and Documenting Internal Control Over Compliance in a Single Audit
- Professional Ethics
- Explore Forensic Techniques to Recognize Fraud
- Attendance at Annual NH GFOA Conferences

Experience in governmental accounting/auditing

Mrs. Webb joined the firm in 1991 and received her CPA certificate shortly thereafter in 1993. Her experience includes acting as the audit lead for a variety of governments ranging from counties to various sized towns to smaller entities comprised of single enterprise funds. Tammy has over 40,000 hours of experience in working with governmental entities in NH.

Experience in conducting single audits and audits of the basic financial statements for state or large local governments.

Mrs. Webb has participated in and acted as lead auditor on basic financial statements and single audit engagements for districts, counties, towns and not for profit entities throughout NH.

Other Assurance Team Members

Other team members with relevant experience and CPE, as required by generally accepted government auditing standards, will be assigned, as necessary.

Section 4 – References

Clients with Similar Engagements

Please feel free to call the following clients of our firm as a step in your decision process. Each of these individuals has agreed to serve as a reference and we encourage you to ask them about the quality and timeliness of our service. We currently serve over fifty New Hampshire local municipal governments. We will provide additional references upon request.

- **Strafford County**

Jarad J. Vartanian, Engagement Director
Financial Audit and Compliance Audit
Contact: Diane Legere, Finance Director
Telephone: 516-7102

- **Cheshire County**

Jarad J. Vartanian, Engagement Director
Financial Audit and Compliance Audit
Contact: Sheryl Trombley Finance Director
Telephone: 355-0154

- **Hillsborough County**

Jarad J. Vartanian, Engagement Director
Financial Audit and Compliance Audit
Contact: Chad Monier, Finance Director
Telephone: 627-5602

Please Note:

Our clients and their financial matters are confidential. We recognize the sensitive and confidential nature of financial information.

Section 5 – Professional Fee Schedule

Audit Work Cost Proposal Form

We are firmly committed to provide the Town with the superior level of professional services that the Town expects from its auditors. We strive to provide exceptional staff, quality, and value at the lowest possible fees consistent with the expectations of the Town. Our rates are competitive, even with our depth of experience and commitment to quality.

Town of Warner, New Hampshire
 Request for Proposal
 Financial Audit

Schedule of Professional Fees and Expenses

	2025 Audit	2026 Audit Option	2027 Audit Option
Financial Statement Audit	\$ 35,000	\$ 36,750	\$ 38,500
Less: Discount Applied	\$ (2,500)	\$ (2,500)	\$ (2,500)
Financial Statement Audit Total	\$ 32,500	\$ 34,250	\$ 36,000
Hourly Rate for Additional Services**	\$115 - 250 hr	***	***

** Dependent upon level of staff desired or assigned to work on additional services ranging from staff to partner level.

*** Rates for future years not yet determined, but based on cost of living adjustments.

	Partner	Manager	Senior	Staff
Hourly Rate	\$ 250	\$ 200	\$ 150	\$ 115

The undersigned proposes to provide the Town of Warner with an independent audit of its financial accounts and records, as outlined in the accompanying specifications and for the sums indicated on this schedule.

Signature of Official:



Name (typed):

Jarad J. Vartanian, CPA

Title:

Managing Shareholder

Firm:

Vachon Clukay & Company PC

Date:

February 12, 2026

Section 6 – Assurances

Phone and Email Consultations

The firm is available for telephone and email consultations at no additional charge throughout the course of the contracted period.

Work Paper Retention

All work papers and reports shall be retained for a minimum of five (5) years from submission of the final audit report. These shall be available for examination by designated parties as set forth in the Request for Proposal, upon written request.

Insurance

The Firm carries professional liability insurance which covers \$2,000,000 per claim and \$4,000,000 aggregate. Also, the Firm carries general liability insurance and worker's compensation insurance. We will provide to the Town insurance certificate copies, if requested.

Reports

Draft report

A draft report shall be submitted for review in detail by the Town Finance Director. The draft shall be submitted to the Town in time to allow ample review and corrections.

Basic Financial Statements, Supplementary Information, Compliance Reports

The firm shall provide five (5) bound copies and one (1) PDF electronic copy of all reports and letters. These reports shall be in the format and by the prescribed due dates as determined by regulatory agencies.

Prompt Notification

The Firm shall make an immediate written report of irregularities and illegal acts, or indications of illegal acts of which it becomes aware, to the Town Finance Director or Board of Selectment.

The auditor shall promptly report to the Town Finance Director any conditions which impede the proper conduct or planned timetable of the audit.

Section 6 – Assurances

Indemnification

To the fullest extent permitted by law, the Company shall protect, indemnify, save, defend and hold harmless the Town of Warner, including its officials, agents, volunteers and employees, ("Indemnified Parties"), from and against any and all liabilities, obligations, claims, damages, penalties, causes of action, costs, interest and expenses, including but not limited to reasonable attorney and paralegal fees, which Indemnified Parties may become obligated or suffer by reason of any accident, bodily injury, personal injury, death of person, or loss of or damage to property, arising indirectly or directly under, out of or in connection with, or as a result of this Contract or the activities of the Company or its agents, employees, contractors or subcontractors, and even if caused in whole or in part by any negligent or intentional act or omission of Indemnified Parties.

In addition, and regardless of respective fault, the Company shall defend, indemnify and hold harmless the Indemnified Parties for any costs, expenses and liabilities arising out of a claim, charge or determination that Company officers, employees, contractors, subcontractors or agents are employees of the Indemnified Parties, including but not limited to claims or charges for benefits, wages, fees, penalties, withholdings, damages or taxes brought in connection with laws governing workers compensation, unemployment compensation, social security, Medicare, state or federal taxation, and/or any other similar obligation associated with an employment relationship.

The Company's obligations to defend, indemnify and hold harmless the Indemnified Parties hereunder shall survive the term of this Contract.

Town of Warner shall not be required to defend or indemnify the Company or its agents, employees, contractors or subcontractors or any professional service provider.

Quality of Work Assurance

Vachon Clukay & Company PC does not have a record of substandard audit work.

Performance Assurance

Vachon Clukay & Company PC agrees to meet or exceed the performance specifications listed in the Town of Warner's request for proposal for audit.

Section 6 – Assurances

Sub-contractors

The Firm will not utilize sub-contractors.

Notification of Staffing Changes

It is the Firm's philosophy to not reassign non-management staff whenever possible. In the unlikely event that it is necessary to assign new staff, we shall consult with the Town before proceeding. The Town will retain the right to approve or reject replacements.

Peer Review

On the following pages, you will find the Firm's peer review. This review included government engagements and Single Audits.



Section 7 – Peer Review Report



Report on the Firm's System of Quality Control

December 29, 2023

To the Principals of Vachon Clukay & Company PC and the New England Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Vachon Clukay & Company PC (the firm) in effect for the year ended May 31, 2023. 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 and complying with a system of quality control to provide the firm with reasonable assurance of performing and reporting in conformity with the requirements of the 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 on in conformity with the requirements of the applicable 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 and compliance with the firm's system of quality control 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.



Section 7 – Peer Review Report (Continued)

As 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

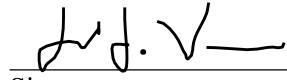
In our opinion, the system of quality control for the accounting and auditing practice of Vachon Clukay & Company PC in effect for the year ended May 31, 2023, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Vachon Clukay & Company PC has received a peer review rating of *pass*.

A handwritten signature in black ink that reads 'Marcum LLP'.

Marcum LLP

Section 8 – Certificate of Good Faith

The undersigned certifies under penalties of perjury that this submission has been made in good faith and without collusion or fraud with any other person. In submitting this bid, the Bidder agrees that no person acting for or employed by the Town has a direct or indirect financial interest in the proposal or in any portion of the profits, which may be derived therefrom. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club, or other Bidder, entity or group of individuals. The undersigned further certifies that he/she has executed this proposal in his/her individual capacity or, where indicated, as a representative of the Bidder duly authorized to bind the Bidder to the terms and conditions of this proposal.



Signature

February 12, 2026

Date

Jarad J. Vartanian

Name of person signing bid

Vachon Clukay & Company PC

Company