



VAAS Professionals, LLC

City of Flemington CPA and Audit Services

TECHNICAL PROPOSAL

SUBMITTED BY:

VAAS Professionals, LLC
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Atlanta, GA 30312

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Authorized Negotiator and Signer:

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SUBMITTED TO:

Jenelle Gordon
City Clerk of Flemington City Hall
156 Old Sunbury Road
Flemington, GA 31313

SUBMITTED DATE:

August 28, 2025

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A. COVER LETTER

August 28, 2025

City of Flemington
Attn: Jenelle Gordon, City Clerk
156 Old Sunbury Road
Flemington, GA 31313

Subject: Response to Request for City of Flemington for CPA & Audit Services

To Whom It May Concern:

VAAS Professionals, LLC is pleased to submit our proposal response to the City of Flemington's Request for Proposals (RFP# 2025-02) for Certified Public Accountant (CPA) and Financial Auditing Services. We appreciate the opportunity to partner with the City in preserving its financial integrity and supporting its continued growth.

We understand that the work to be performed involves providing financial services for the City with the opportunity for three contract years. VAAS Professionals will perform its services in accordance with the requirements outlined in the RFP. We are committed to completing all deliverables on schedule and fully meeting the deadlines specified in our work plan.

We are equipped to fulfill these requirements with proven performance, technical expertise, and a commitment to client-focused results. Our team consistently delivers quality services on time, offering tailored financial solutions that meet each client's objectives. We are confident in our ability to advance the goals of any program office we support.

This offer is valid for 60 days after receipt of the solicitation response by the City of Flemington. The undersigned has the authority to bind the proposer to the terms and conditions of this proposal and to make representations on behalf of VAAS Professionals, LLC.

Steve Julal, VAAS Professionals Owner – Steve.Julal@vaasprofessionals.com

We look forward to supporting the City of Flemington in the future.

Regards,

A handwritten signature in black ink that reads "Steve Julal".

Steve Julal, MBA, CPA
VAAS Professionals, LLC – Owner
Official Authorizer & Representative



B. FIRM AND STAFF QUALIFICATIONS

B.1 FIRM QUALIFICATIONS

VAAS Professionals, LLC, (hereinafter referred to as VAAS Professionals) is pleased to submit this response in support of the City of Flemington’s request for CPA & Audit Services. Our firm, located at 325 Edgewood Ave. S.E., Atlanta, GA 30312, has been operating under its current name for 22 years with no prior firm names. Details about the proposed project personnel, including job titles, responsibilities, and relevant experience, can be found in the Resume Section within the appendix.

VAAS Professionals began as a financial and management consulting firm, but over time, we’ve expanded our range of services and broadened our client base. We support our clients in achieving their objectives by delivering professional services and innovative business solutions. By implementing best-in-class methodologies and supplying government and municipal agencies with top talent, we ensure that each client’s needs are met with excellence.

We are a CPA and Management Consulting firm at our core, but our capabilities are profound and extensive. Our core competencies have expanded and are segmented into three key areas:

FIGURE 1: VAAS PROFESSIONALS’ CORE COMPETENCIES



VAAS Professionals is honored to present our qualifications to support the City of Flemington in its search for accounting, financial statement and report preparations, financial advising, and budget processing.

Established in 2003 by Principal CPA Steve Julal, our Atlanta-based firm has cultivated a reputation for excellence through the provision of customized management consulting and CPA



services for both public and private sector clients. Throughout our 22-year history, we have evolved from a specialized financial and management consulting firm into a comprehensive solutions provider, serving municipal and government agencies alongside a broad array of commercial enterprises. Our commitment extends to supporting small business owners with a full spectrum of financial services, including audit and attestation.

Over time, we have developed and refined effective procedures to ensure the realization of client objectives, optimal resource utilization, and delivery of the appropriate combination of expertise and experience by our teams. Our services are underpinned by extensive technical proficiency and adhere to standards such as American Institute of Certified Public Accountants (AICPA), Federal Accounting Standards Advisory Board (FASAB), International Financial Reporting Standards (IFRS), Federal Information Security Modernization Act (FISMA), Government Auditing Standards (Yellow Book), Financial Audit Manual, Federal Information Systems Controls Audit Manual (FISCAM), GAO Green Book, Federal Acquisition Regulation, Office of Management and Budget (OMB) Circulars, among others.

We are committed to offering more than technical acumen; we provide partnership, transparent communication, and dedication to each client's specific goals. Our solutions-driven philosophy ensures the City of Flemington receives attentive service, clear reporting, and ongoing performance evaluation, thereby enabling your staff to concentrate on priorities that benefit the community.

Our firm is not only capable but has a track record of exceeding the expectations of our clients. With a strong track record of delivering financial and professional support to government and municipal program offices, we have developed and refined proven processes to ensure customer objectives are achieved, resources are used effectively, and teams are equipped with the right blend of technical expertise, hands-on experience, and professional leadership.

FIGURE 2: VAAS PROFESSIONALS' CLIENT PORTFOLIO



DEMONSTRATED AUDITING SUCCESS

We conducted a comprehensive risk assessment for the City of South Fulton, significantly enhancing financial oversight and accountability. By establishing procedures to reduce waste and fraud, supporting accurate financial reporting in line with GAAP, and closely coordinating with city leadership, we improved budget practices and enabled long-term financial management success.

With an established record of providing financial and professional support to government program offices, we have continually enhanced our processes to guarantee that customer goals

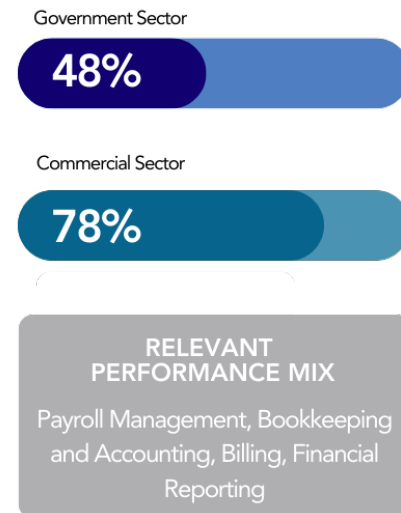


are met, resources are managed efficiently, and teams possess the essential blend of technical expertise, practical experience, and strategic leadership.

FIGURE 3: VAAS PROFESSIONALS' FINANCIAL MANAGEMENT SERVICE MIX



FIGURE 4: VAAS PROFESSIONALS' RELEVANT PERFORMANCE MIX



Our firm delivers comprehensive services to both government agencies and commercial clients. Among our public sector clientele are agencies within Health and Human Services (HHS), including the Food and Drug Administration (FDA) and Centers for Disease Control and Prevention (CDC), and the Department of Housing and Urban Development (HUD). Our commercial practice services a diverse range of clients, from small businesses to municipal agencies. **Our team provides financial management support to 18 small businesses and more than 15 federal contracts with varying workforce sizes and profitability profiles.**

B.2 STAFF QUALIFICATIONS

VAAS Professionals employs more than 30 professionals dedicated to serving the Federal, State and local governments and agencies. Our staff are deployed, not just in the continental U.S., but throughout the world. They include CPAs, Certified Government Financial Managers (CGFMs), Project Manager Professionals (PMPs), Certified Information System Security Professionals (CISSPs), Certified Information Systems Auditors (CISAs), Microsoft/Oracle Certified Professionals, Certified Strategic Management Professional (CSMP), Statisticians, Economists with Post Graduate degrees, and other Social and Medical Scientists, as may be required. Indeed, we currently possess a large pool of such professionals based on our staff capacity, alliances with other professional consultants, and staffing agencies.

Financial and CPA services — including document analysis, audits, accounting support work, and reporting — will be conducted at VAAS Professionals' headquarters in downtown Atlanta, GA. To support our fieldwork, our team will coordinate site visits to the City of Flemington to collect the necessary information and materials for the audit. VAAS' offices are staffed by skilled



professionals who possess the expertise required to effectively support our comprehensive range of services.

All designated key professional staff are properly licensed to practice in the state of Georgia. Additionally, all audit team members involved in this engagement fully comply with the continuing education requirements set forth by Government Auditing Standards.

TABLE 1: VAAS PROFESSIONALS' SUMMARY OF QUALIFICATIONS

| QUALIFICATIONS SUMMARY | |
|---------------------------|--|
| LOCATION | Atlanta, GA – Local Office |
| YEARS OF AUDIT EXPERIENCE | 22 years |
| # OF EMPLOYEES (IN GA) | 29 |
| CORE CAPABILITIES | Financial Management and CPA Services Change Management Professional Support Services |
| AFFILIATIONS | SBA 8(a) Exp. 10/2025 Minority-Owned Georgia Society of Certified Public Accountants American Institute of Certified Public Accountants |
| CONTRACT SCHEDULES | GSA MAS Contract #47QRAA21D003W |

The quality of our work stems from the people, facilities, data, and systems that we deploy in serving our clients. Many of our professionals have extensive public and private sector experience and are uniquely qualified in the financial and programmatic matters relating to the business of city government.

TABLE 2: VAAS PROFESSIONALS' STAFFING MIX

| POSITION | GOVERNMENT AUDITING TEAM | STAFF IN GA OFFICES | TOTAL PERSONNEL |
|----------------------------|--------------------------|---------------------|-----------------|
| PARTNERS | 1 | 1 CPA | 1 CPA |
| MANAGERS | 0 | 5 | 5 |
| SUPERVISORS & SENIOR STAFF | 1 | 1 CPA | 1 CPA |
| PROFESSIONAL SUPPORT STAFF | 4 | 22 | 26 |
| TOTAL | 6 | 29 (2 CPAs) | 33 |



Our staffing approach constitutes one of the most important discriminating factors in comparing VAAS Professionals to other firms. At the organizational level, the identification of resources begins with our recruitment of competent individuals with relevant industry experience. The CPA selected for this audit has years of experience working with municipalities and local governments.

TABLE 3: VAAS PROFESSIONALS' AUDIT TEAM SUMMARY OF QUALIFICATIONS

| ROLE | HIGHEST DEGREE EARNED | # YEARS OF RELEVANT EXPERIENCE | CPA CERTIFICATION | RECENTLY ATTENDED GOV. CPE |
|--|-----------------------|--------------------------------|-------------------|--|
| STEVE JULAL LEAD CPA / ENGAGEMENT PARTNER | MBA | 28 | GA – since 1999 | Associate Government Accountants (3/21/2024) |
| GEORGE BAAH ASSISTANT LEAD CPA | PhD | 22 | GA – since 2003 | N/A |

Steve Julal will lead the auditing efforts and serve as the primary point of contact. His resumes will be found in the Section I; however, a summary of their qualifications can be found below.

Steve Julal – Lead CPA and Engagement Partner will lead our team's audit project. Steve's overall responsibility will consist of planning, supervising, and delivering the audit engagement. As the Lead CPA, he will serve as the primary point of contact between VAAS Professionals and the City of Flemington, ensuring that all deliverables meet the City's expectations. Mr. Julal has managed numerous Federal engagements, including program and project management, accounting support services, budget development and implementation, strategic planning, grants management, systems implementation support, financial statement audits, internal control reviews, efficiency studies, compliance reviews, SSAE 18 reviews (formerly SAS 70 reviews), and various other consulting engagements. He has an in-depth working knowledge of Federal Acquisition Regulation (FAR), Code of Federal Regulations (CFR), and OMB Circulars and Bulletins, Yellow Book, FASAB, and AICPA standards.

Project Responsibility. Mr. Julal will be the Engagement Principal and the primary point of contact for contractual and project administrative matters. He has the authority to commit to the firm and provide all necessary resources for the audit. He will also oversee quality control, the integrity of our team's performance, and ensure compliance before reviewing and submitting the final audit reports. Steve will assign tasks to the audit team, monitor progress, and review workpapers for accuracy, completeness, and compliance with GAAP audit standards.

George Baah – Assistant Lead CPA will work in tangent with Steve Julal to manage the overall workflow and personnel on this audit team. Mr. Baah has a deep knowledge of GAGAS (Yellow Book) standards and performing A-123 audits, reviewing internal controls, reporting audit



findings, and developing policies and procedures. George will be responsible for monitoring the execution of the audit plan to ensure alignment with the proposed timeline.

Project Responsibility. Mr. Baah will be the Assistant Lead and will be responsible for technical and quality assurance and coordination with the team lead. He has the authority to commit to the firm and provide necessary resources for the audit in coordination with the Engagement Principal. He will review preliminary findings, assist in drafting sections of the audit report, and proactively identify and address potential issues before escalating them to Steve. He will oversee day-to-day audit activities, provide guidance to junior team members, and review audit workpapers and testing for accuracy and completeness.

C. PROPOSED WORK PLAN/APPROACH

Our audit strategy for the City of Flemington is designed to establish a solid foundation during the initial year of engagement. This foundation will support future audits and allow our approach to evolve in response to the City's changing needs. We will maintain direct and consistent communication with both City management and the audit committee throughout the process. Our team will provide timely updates and proactively address any concerns that arise. We will prioritize open and ongoing dialogue with City leadership to ensure that issues are resolved promptly and that constructive feedback is provided on financial management practices. In subsequent years, our audit methodology will be refined based on insights gained, emerging risks, and changes in the City's operations.

During the first year, we will concentrate on thoroughly understanding the City's operational processes, financial reporting requirements, and regulatory compliance landscape. Activities during this period include:

- **Coordination with the Incumbent Auditor:** We will promptly engage with the prior auditor to ensure a smooth transition. This includes reviewing prior-year workpapers, understanding past findings, and resolving any open issues to maintain continuity and audit quality.
- **Stakeholder Engagement:** We will meet with City leadership, department heads, and finance personnel to clarify expectations, timelines, and areas of concern fostering a collaborative audit environment.
- **Operational Review:** We will assess the City's organizational structure, key programs, revenue sources (e.g., taxes, grants), and major expenditures (e.g., public safety, infrastructure).
- **Document Analysis:** We will review prior audits, financial statements, internal policies, and grant agreements to identify risks and establish a baseline.
- **Preliminary Risk Assessment:** We will identify areas susceptible to material misstatement due to error or fraud, including complex accounting areas and high-volume transactions.



Our audit work plan is segmented into three phases, each aligned with Generally Accepted Auditing Standards (GAAS), Generally Accepted Government Auditing Standards (GAGAS), and OMB Uniform Guidance. This structure promotes efficiency, transparency, and compliance while optimizing resource allocation.

Estimated timelines for every segment were given based on our understanding of your goals and requirements. However, if you need us to adjust any deadlines, please let us know, and we can accommodate that request. Our team plans to spend considerable effort customizing our strategy during early discussions. To minimize costs associated with both money and hours spent, we suggest initiating work once all necessary preparations have been made to avoid auditing a moving target.

TABLE 4: KEY STAFF INVOLVEMENT LEVEL THROUGHOUT AUDIT PLAN

| SEGMENT # | PARTNER / LEAD CPA (STEVE) | ASSISTANT LEAD CPA (GEORGE) | QUALITY CONTROL SPECIALIST (CHARLES DIKE) |
|-----------|-------------------------------|--------------------------------|--|
| I | X | X | X |
| II | X | X | X |
| III | X | X | X |

FIGURE 5: PROPOSED AUDIT WORK PLAN TIMELINE – AWARD YEAR 1: BEGINNING AFTER AWARD DATE



This segmented approach ensures a seamless transition between phases while maintaining compliance with audit standards and optimizing the use of remote and on-site resources.



Our Audit Work Plan and QC Systems constitute an integral part of our audit methodology and are incorporated into our approach in each phase.

SEGMENT I: ENGAGEMENT PLANNING, PRELIMINARY RISK ASSESSMENT & INTERIM FIELDWORK

Segment I begins with building a foundation for a smooth transition, thoughtfully engaging with the previous auditor and reviewing prior-year documentation. The process will start with the formal signing of the engagement letter, in line with AU-C §210, which will establish a clearly defined audit scope, deliverables, and timeline.

Early meetings with City leadership will provide opportunities to align expectations, clarify needed schedules, and dig into budgets, financial statements, management reports, and oversight communication from previous years. With each discussion, our understanding of the City's organizational structure, accounting policies, and ERP systems will deepen, shaping the direction of our preliminary work.

Our team will actively gather and analyze interim financial data, conducting preliminary analytics and detailed risk assessments. Guided by AU-C §240, we will hold fraud risk interviews and step through key internal controls, ensuring no critical process is overlooked. From this groundwork, we will pinpoint significant accounts and disclosures, determining thresholds for materiality and defining the scope of our audit. Reviewing the preliminary Schedule of Expenditures of Federal Awards (SEFA) will allow us to assess the need for a Single Audit.

Every initial finding will be carefully documented, and, as insights accumulate, the audit strategy will evolve, ensuring our approach remains responsive and robust as the engagement progresses.

Key Deliverables:

- Signed Engagement Letter
- Preliminary Risk Assessment Report
- Audit Planning Memo & Work Schedule
- Initial Internal Controls Assessment
- Interim Audit Findings Report
- Updated Audit Plan

Desired Outcomes:

- A risk-based audit scope aligned with GAAP and GASB.
- Timely access to schedules and documentation.
- Identification of key risk areas and compliance requirements.
- Foundation for efficient final fieldwork execution.



SEGMENT II: DETAILED AUDIT PLANNING, SUBSTANTIVE TESTING & COMPLIANCE PROCEDURES

In Segment II of our engagement, our audit team will import the complete year-end general ledger data and apply advanced anomaly detection analytics to identify any irregularities. Substantive procedures, including ratio analysis, trend reviews, and expectation modeling, will be executed to assess the integrity of financial information. Our auditors will perform detailed testing of material balances, encompassing assets such as cash, investments, receivables, inventory, and capital assets, as well as liabilities including payables, accruals, long-term debt, and pension or OPEB obligations.

The team will test cut-offs, reconciliations, and classifications to ensure full compliance with GAAP and GASB standards, and will verify the accuracy of revenue and expenditure recognition. Audit sampling will be employed to validate transactions and trace documentation back to source records. Additionally, compliance testing under OMB Uniform Guidance (2 CFR Part 200) will be conducted, and the final SEFA will be audited in conjunction with the completion of Single Audit procedures. The process will conclude with an exit meeting designed to present preliminary findings and gather essential feedback.

Key Deliverables:

- Finalized Audit Workpapers
- Summary of Proposed Adjustments
- Draft Financial Statements with Notes
- Finalized SEFA
- Draft Single Audit Report
- Preliminary Compliance Findings & Draft CAP

Desired Outcomes

- Full testing of material balances and disclosures.
- Clear understanding of federal compliance.
- Resolution of deficiencies before year-end.
- Stakeholder alignment on findings and next steps.

SEGMENT III: FINAL REVIEW, COMPLETION & REPORT DELIVERY

Segment III begins with the final review. The engagement team will conduct a comprehensive technical and managerial assessment to ensure compliance with the standards set forth by the AICPA, GAO, and PCAOB. Legal confirmations will be obtained, and contingencies will be evaluated in accordance with AU-C §501 and GASB requirements. The City's financial statements and all required disclosures will be finalized, reflecting a thorough and accurate presentation of material balances. Draft reports will be delivered for management review, and feedback will be incorporated to enhance the clarity and completeness of reporting.



Upon completion, all finalized reports including the Independent Auditor’s Report, Management Letter with recommendations, and the Final Single Audit Report will be submitted in a timely manner. The SF-SAC will be filed with the Federal Audit Clearinghouse, and a formal exit conference will be conducted with City leadership to present the results and confirm stakeholder alignment. Throughout this process, the engagement team will work to maintain compliance with applicable accounting standards and federal grant requirements, as well as prepare stakeholders for public and regulatory review.

Key Deliverables:

- Independent Auditor’s Report
- Final Financial Statements
- Final Management Letter
- Final Single Audit Report
- Exit Conference Presentation

Desired Outcomes:

- Timely issuance of audit opinion.
- Full compliance with GAAP, GASB, and federal grant requirements.
- Stakeholder readiness for public and regulatory review.
- Strengthened financial transparency and operational readiness.

This audit engagement is designed to uphold the highest standards of public sector accountability while providing the City of Flemington with actionable insights and assurance over its financial reporting and compliance practices. **Our objective is not only to express an audit opinion but also to support the City in strengthening its internal controls, improving operational efficiency, and sustaining long-term financial health.**

TABLE 5: ESTIMATED STAFF HOURS BY AUDIT SEGMENT & ROLE

| AUDIT SEGMENT | PARTNER / LEAD CPA (HRS) | ASSISTANT LEAD CPA (HRS) | QUALITY CONTROL SPECIALIST (HRS) |
|--|--------------------------------|--------------------------------|--|
| SEGMENT I ENGAGEMENT PLANNING, PRELIMINARY RISK ASSESSMENT & INTERIM FIELDWORK | 1 | 2 | 1 |
| SEGMENT II DETAILED AUDIT PLANNING, SUBSTANTIVE TESTING & COMPLIANCE PROCEDURES | 3 | 16 | 10 |
| SEGMENT III FINAL REVIEW, COMPLETION & REPORT DELIVERY | 2 | 6 | 4 |



The above table outlines the estimated number of hours each audit team member will dedicate to each phase of the audit engagement, ensuring efficient resource planning and alignment with audit objectives.

Additionally, the next section will outline how our team will assist the City of Flemington with accounting services, preparation of financial statements and reports, financial advisory, and budget processing.

C.1 ACCOUNTING SUPPORT

We are well-positioned to provide comprehensive accounting support to the City, leveraging our extensive experience with QuickBooks and our deep understanding of governmental accounting practices.

Our team has successfully supported federal, state, and municipal clients including the City of South Fulton and the Centers for Disease Control (CDC) with full-cycle accounting services using platforms such as Intuit QuickBooks, Deltek, and Xero. We are intimately familiar with the accrual and modified accrual basis of accounting and have consistently ensured that all payables and receivables are accurately recorded at year-end, aligning with GAAP standards.

We understand that the City of Flemington maintains its records through QuickBooks, encompassing general ledger, accounts payable, and accounts receivable. Our team includes QuickBooks-certified professionals who have worked on reconciling tax client financials, uploading bank statements, and managing transactional details for government entities. We are prepared to assist the City Clerk in identifying prior-year transactions, preparing confirmation letters, and pulling requested documentation in a timely and organized manner.

Our support will include:

- **Technical Assistance:** One-on-one guidance for preparing trial balances, general journals, balance sheets, income and expense statements, and detailed general ledgers.
- **Audit Coordination:** We will work closely with the City Clerk to meet audit schedule deadlines, provide audit workspace setup, and ensure access to necessary equipment and records.
- **Budget and Financial Advising:** Our team has led budget processes for municipal clients and is equipped to advise during the City's annual budget preparation and financial reporting cycles.
- **System Optimization:** We offer planning and implementation support for automated financial systems, including operational manuals, backup procedures, and reporting protocols.



VAAS Professionals is committed to delivering disciplined financial oversight, analytical precision, and operational discretion. Our goal is to strengthen the integrity of the City's financial operations and support its mission with clarity and confidence.

C.2 FINANCIAL STATEMENT AND REPORT PREPARATIONS

We will prepare the City's annual audit report in accordance with all applicable federal and state requirements. Our team has extensive experience in compiling and presenting financial statements for government entities, ensuring clarity, compliance, and transparency.

We will prepare:

- Basic Financial Statements including the Statement of Net Position, Statement of Activities, Balance Sheet, and Statement of Revenues, Expenditures, and Changes in Fund Balances.
- All required notes and supplemental information to support the financial statements, including disclosures on accounting policies, fund balances, and grant activities.
- Compliance and Internal Control Reports in accordance with Government Auditing Standards and the Single Audit Act.
- Recommendations for improvement in accounting procedures and internal controls, developed during the audit process and presented in a management letter.
- Summary Presentation of the audit findings to the Mayor and City Council during the December annual meeting.
- Submission of the Report of Local Government Finance (RLGF) and other required filings to the State Auditor's Office.

In support of the City's financial integrity, our methodology encompasses collaborative planning with the City Clerk to ensure timely access to necessary records and to coordinate each phase of the audit efficiently. Throughout the engagement, we provide ongoing guidance regarding the implementation of new accounting standards and address specialized accounting inquiries as they arise. Furthermore, we are committed to delivering all reports and supporting documentation in a digital format, meticulously organized to facilitate ease of review and to ensure seamless submission in accordance with required protocols.

Our team will provide clear, timely financial reporting that supports the City's governance and operations. We are committed to maintaining high standards of quality and compliance to promote public trust and fiscal responsibility.

C.3 AUDIT REPORT PRESENTATION

In alignment with the regulatory standards established by the State Auditor, our firm will diligently prepare, submit, and formally present a comprehensive report detailing the financial condition of the City of Flemington. This report will include all required financial statements,



accompanying notes, and supplemental information, and will be provided to the Mayor and City Council prior to the agenda deadline for the December regular City Council meeting that follows the conclusion of the audited fiscal year. We understand the significance of this presentation in keeping City leadership and stakeholders informed, and we will guarantee that the report is submitted promptly and adheres fully to all relevant governmental accounting standards and statutory obligations.

C.4 FINANCIAL ADVISING

Lead Partner Steve Julal and Assistant Lead George Baah will remain available to attend public meetings as requested by the City and the Flemington Downtown Development Authority to participate in financial discussions critical to the City's governance and fiscal planning. Our team will be prepared to participate either in person or virtually. We appreciate the City's commitment to providing advance notice and will ensure our availability aligns with the meeting schedule to support informed decision-making and public accountability.

C.5 BUDGET PROCESS

We possess extensive experience in managing complex, high-value budgets for federal agencies, which enables us to effectively assist the City of Flemington and the Flemington Downtown Development Authority in preparing their annual budgets.

Our team has successfully provided financial oversight and strategic budgetary guidance for the CDC's Global Operations & Strategic Management Branch (GOSMB), where we managed a \$22 billion global health budget spanning multiple regions including Africa, Asia, North America, and the Middle East. The engagement encompassed the development of comprehensive spend plans, the reconciliation of obligations and expenditures, and the preparation of monthly and quarterly budget execution reports. Additionally, fiscal tracking tools were implemented to improve transparency regarding administrative and salary expenses, while recommendations on budget adjustments were provided in accordance with interagency agreements and established internal delegations of authority.

In parallel, our work with the Agency for Toxic Substances and Disease Registry (ATSDR) demonstrates our expertise in financial modeling and cost allocation. We developed and implemented indirect cost recovery models using data from federal systems such as UFMS and CRT, enabling equitable distribution of costs across federal programs. These models were supported by comprehensive standard operating procedures to ensure consistency and regulatory compliance, and were instrumental in improving transparency and accuracy in cost allocation.

In parallel, for the Agency for Toxic Substances and Disease Registry (ATSDR), we have refined sophisticated budget management and advisory competencies. Our responsibilities encompassed the development and implementation of comprehensive financial models for



indirect cost recovery, utilizing data from federal platforms such as UFMS and CRT. This methodology facilitated equitable cost allocation and precise monitoring across federal programs, thereby strengthening strategic budget planning and oversight. The establishment of detailed standard operating procedures ensured continual regulatory compliance and enhanced transparency throughout each stage of the budget cycle. As a result, these initiatives improved the accuracy of cost assignments and enabled us to advise clients effectively on financial decisions and the optimization of resources.

Applying this same analytical rigor and strategic insight, we will assist the City of Flemington in crafting annual budgets that are both fiscally sound and closely aligned with the City's operational goals. Our team will work collaboratively with the City Clerk and relevant stakeholders to develop and refine budget narratives and detailed spend plans. **Throughout the fiscal year, we will monitor and reconcile expenditures, provide guidance on funding allocations, and prepare clear financial reports and forecasts to support effective decision-making.** In every phase, we will ensure full compliance with all applicable federal, state, and local regulations.

D. CLIENT REFERENCES

The table below provides a list of five projects that are comparable in scope and size.

TABLE 4: SUMMARY OF PAST PERFORMANCE

| RANK | CLIENT | SUMMARY OF SERVICES | CONTRACT DURATION | # OF STAFF | # OF HOURS |
|------|----------------------------------|--|-------------------|------------|---------------------------------|
| 1 | GOSMB FINANCIAL SERVICES | Financial Management, Accounting and Budget Management, Reporting | 06/2018 – 09/2025 | 3 | 1880 Hours Total/Year |
| 2 | CITY OF SOUTH FULTON | Financial Audit, Risk Assessment, Financial Management, Reporting | 05/2019 – 01/2022 | 1 | 2566 Hours Total |
| 3 | ATSDR FINANCIAL ANALYSIS SUPPORT | Financial Management, Indirect Cost Recovery, Accounting, SOPs, Reporting | 09/2019 – 09/2022 | 1 | 720 Hours Total |
| 4 | SALEM BIBLE CHURCH | Financial Audit, Internal Controls, Fiscal Integrity Evaluation, Reporting | 07/2019 – 11/2023 | 3 | 412 Hours Total |
| 5 | ELITE WOMEN OF EXCELLENCE, INC. | Financial Audit, Internal Controls, Fiscal Integrity, Reporting | 07/2020 – 06/2023 | 2 | 86 Hours Total |



Key highlights of our relevant past performance comparable in scope and completed within the past three years are outlined on the following page.

PAST PERFORMANCE #1: GOSMB FINANCIAL SERVICES | Atlanta, GA

TEAM SIZE: 3

SOCIOECONOMIC CATEGORY: N/A

CLIENT INFORMATION:

Lekeate Knox
E: yvz3@cdc.gov
P: 770-488-3066

ENGAGEMENT PARTNER(S):

Sarah Tekleab
E: STekleab@vaasprofessionals.com
P: 404-223-1058

PROJECT DESCRIPTION:

Our firm has been entrusted by the Division of Global Health Protection (DGHP) at the CDC to offer financial, analytical solutions, and strategic guidance for managing a substantial \$22 billion budget. This budget is allocated to support public health initiatives in diverse regions, including Africa, Asia, North America, and the Middle East, covering countries such as Georgia, Guinea, Kenya, Sierra Leone, South Africa, Vietnam. Our analysis focuses on monitoring spending patterns to identify and mitigate financial risks, ensuring efficient management of resources, grant funding, cooperative agreements, and contracts.

Leveraging the CDC's Integrated Resources Information System (IRIS) and associated feeder systems like Concur Government Travel, ICE, and IMPAC II, our consultants are adept at tracking expenditures comprehensively. Daily account reconciliations are performed using the BP&I system, with additional support from financial tools like COAST, OAYSYS, UFMS, and CBRA, to encompass the full scope of the program's financial landscape.

Our proactive approach in analyzing budgetary allocations has enabled us to suggest timely adjustments that align with both projected and actual spending, facilitating optimal resource utilization across inter-agency and intra-departmental collaborations.

Our team compiles monthly progress reports detailing completed and pending projects, as well as providing updates on the financial status of various countries. Regular SOF meetings and quarterly analysis bolster our strategic oversight, alongside administering evaluations of accounting principles, management practices, financial projections, and the integrity of financial statements.

RESULTS:

Our contributions play a crucial role in ensuring effective financial management and resource allocation within the CDC. Through our comprehensive financial and analytical support, we have significantly reduced the workload for CDC employees, enabling them to focus more effectively on their primary public health missions. Acknowledging the dynamic nature of financial management



within such a vast and varied operational framework, our engagement is characterized by ongoing assessments and the continual refinement of strategies to enhance financial stewardship and accountability.

PAST PERFORMANCE #2: CITY OF SOUTH FULTON | South Fulton, GA

CONTRACT DATE: 05/2019 – 01/2022

TEAM SIZE: 1

SOCIOECONOMIC CATEGORY:

N/A

CLIENT INFORMATION:

Anthony Kerr

E: Anthony.kerr@cityofsouthfultonga.gov

P: 404-831-3703

ENGAGEMENT PARTNER(S):

Steve Julal

E: Steve.Julal@vaasprofessionals.com

P: 404-223-1058

PROJECT DESCRIPTION:

We were commissioned to perform a comprehensive program-specific risk assessment for the City of South Fulton's various programs after its annexation from Fulton County in 2018. Our responsibilities are pivotal in identifying and mitigating financial risks, and in establishing rigorous financial management practices. Our professionals instituted standard operating procedures aimed at minimizing waste and fraud across a range of city programs, such as confiscated items, restricted grants, T-SPLOST, and property taxes, reinforcing the city's financial management practices. Our role included supporting the City of South Fulton's management in accurately recording, reconciling, and reporting financial transactions in accordance with Generally Accepted Accounting Principles (GAAP). We assisted in achieving and maintaining an audit opinion, addressing various aspects including credit reform accounting, budgeting, internal controls, and financial institution accounting considerations. VAAS Professionals aided the city in refining budget formulation and execution processes. This involved conducting reviews to resolve budget issues and providing technical assistance to improve budget practices, ensuring a seamless transfer of these skills to manage sizable funds. We maintained regular communication with the City Council to provide budget updates and financial assessments that reflected our commitment to transparency and informed decision-making.

RESULTS:

- **Reduced Waste and Fraud:** Successfully implemented standard operating procedures, reducing waste and fraud in key city programs.
- **Low Improper Payment Rate:** Reported a gross improper payment rate of less than 10 percent for each program and activity assessed.
- **Auditing and Compliance Enhancement:** Created audit procedures tailored to specific risks, ensuring compliance with GAAP and relevant laws and regulations.



- **Effective Control Testing:** Our staff tested controls developed by city staff, pinpointing inaccuracies in program financial reporting and questioning costs that may lead to unsupported obligations or unallowable expenses.
- **Financial Controls Improvement:** VAAS Professionals have identified and recommended additional financial management controls to mitigate the risks of unauthorized or improper payments.
- **Budget Formulation and Execution:** Managed and improved the city's budget formulation and execution processes, enhancing the city's financial planning and spending efficiency.
- **Council Communication:** Maintained regular communication with the City's council, providing updates on budget and financial reviews, fostering transparency and informed decision-making.
- **Budget Trend Reporting:** Planned and communicated budget trends, utilization, and updates, effectively transferring skills to manage the city's budget.

PAST PERFORMANCE #3: ATSDR FINANCIAL ANALYSIS | Atlanta, GA

CONTRACT DATE: 09/2019 – 09/2022

TEAM SIZE: 1

SOCIOECONOMIC CATEGORY:

N/A

CLIENT INFORMATION:

Tim Reynolds

E: tpr2@cdc.gov

P: 770-488-3066

ENGAGEMENT PARTNER(S):

Steve Julal

E: Steve.Julal@vaasprofessionals.com

P: 404-223-1058

PROJECT DESCRIPTION:

The administrative cost optimization process involved a careful review and subsequent adjustments to the allocation of administrative costs, considering federal program personnel FTEs, facility activity costs, and actual FY 2018 expenses (excluding CDC services). Key steps included revising general and administrative, research, and external affairs costs to align with a detailed analysis. **A comprehensive financial model was developed, leveraging data from ATSDR's UFMS and CRT, to calculate indirect cost rates and ensure equitable allocation of costs to hazardous waste sites.**

To support this model's reliability and efficiency, robust Standard Operating Procedures (SOPs) were established, covering data extraction, validation, uploading, model maintenance, and execution. Roles and responsibilities for maintaining and using the model were clearly defined. The assessment of administrative cost allocation to federal facilities and a thorough indirect cost pool analysis helped refine the process. Direct hours were implemented as the allocation base for



distributing indirect costs to CERCLA site work, ensuring transparency and fairness in cost allocation and reporting.

RESULTS:

- **Administrative Cost Optimization:** Reviewed and determined adjustments to the allocation of administrative costs, which would have increased based on federal program personnel FTEs, federal facilities activity costs, and actual FY 2018 administrative costs, excluding CDC administrative services costs.
- **Cost Adjustment Implementation:** Made necessary adjustments to the G&A and research, administrative, and external affairs costs in line with the analysis.
- **Development of Advanced Financial Model:** Successfully developed a comprehensive financial model to calculate the indirect cost rate, leveraging data from ATSDR's Unified Financial Management System (UFMS) and CRT, ensuring equitable and accurate allocation of indirect costs to hazardous waste sites.
- **Effective Data Utilization:** Expertly utilized data from UFMS and CRT for the model, showcasing proficiency in data analysis and application.
- **Standard Operating Procedures Formulation for IDCR Model:** Formulated robust Standard Operating Procedures for the IDCR model, encompassing data extraction/validation, data uploading, model maintenance, and execution, enhancing the model's operational reliability and efficiency.
- **Clear Definition of Roles and Responsibilities:** Established detailed guidelines for roles and responsibilities related to the model's maintenance and use, ensuring clarity in operational processes.
- **Administrative Cost Allocation Assessment:** Conducted a thorough assessment and adjustment of administrative cost allocation to federal facilities, considering personnel FTEs, activity costs, and actual fiscal year administrative costs.
- **Indirect Cost Pool Analysis:** Identified costs allocable to ATSDR's site-specific responsibilities and excluded nonsite-specific activities from the indirect cost pool, ensuring accurate cost allocation.
- **Detailed Financial Reporting:** Adjusted general and administrative costs, as well as research, administrative, and external affairs costs based on comprehensive analysis findings.
- **Allocation Base Implementation:** Utilized direct hours as the allocation base for distributing indirect costs to CERCLA site work, ensuring a fair and transparent cost distribution process.

PAST PERFORMANCE #4: SALEM BIBLE CHURCH, INC. | Atlanta, GA

CONTRACT DATE: 07/1/2019 – 11/17/2023
TEAM SIZE: 3

SOCIOECONOMIC CATEGORY:
N/A



CLIENT INFORMATION:

Reywa Cammon
E: reywa.cammon@salembiblechurch.org
P: 404-498-2292

ENGAGEMENT PARTNER(S):

Steve Julal
E: Steve.Julal@vaasprofessionals.com
P: 404-223-1058

PROJECT DESCRIPTION:

The financial audit of Salem Bible Church, Inc. aims to provide an independent and comprehensive evaluation of the church's financial statements, internal controls, and overall fiscal integrity. Our audit was conducted in compliance with accounting principles generally accepted in the United States of America (GAAP) to assess the organization's financial health and stewardship of resources.

The audit encompassed a detailed review of the following areas:

- Financial Statements: Examination of statements of financial position, activities, functional expenses, and cash flows to ensure accuracy and compliance with GAAP.
- Internal Controls: Assessment of financial management procedures to identify any weaknesses or risks in cash handling, expenditures, asset management, and fraud prevention.
- Revenue & Contributions: Analysis of contributions from members, grants, and other revenue streams to verify proper recording and classification.
- Expense Management: Review of operational expenditures to ensure compliance with budgetary constraints and financial policies.
- Debt & Lease Obligations: Evaluation of outstanding debt, loans, and capital lease agreements to determine financial sustainability.
- Restricted & Unrestricted Funds: Verification of proper classification and management of donor-restricted funds and general church assets.
- Compliance & Regulatory Adherence: Review of nonprofit tax-exempt status, filings, and adherence to IRS regulations.

RESULTS:

We were able to report an independent assessment of the accuracy and reliability of their 2019-2023 financial reports. We provided a comprehensive report detailing findings, internal control recommendations, and areas for improvement. Our team of 3 performed the following procedures to complete our audit of Salem Bible Church's financials.

- Conducted interviews with church leadership and financial administrators.
- Performed risk assessments based on financial transactions and reporting.
- Examined documentation including bank statements, invoices, payroll records, and investment reports.



- Compared financial statements with accounting standards and best practices.
- Provided recommendations for improving financial management and ensuring long-term sustainability.

PAST PERFORMANCE #5: ELITE WOMEN OF EXCELLENCE, INC. | Roswell, GA

CONTRACT DATE: 07/1/2020 – 06/30/2023

TEAM SIZE: 2

SOCIOECONOMIC CATEGORY:

N/A

CLIENT INFORMATION:

Lisa Smith

E: Lisa.smith@ewoe.org

P: 678 – 995 – 3332

ENGAGEMENT PARTNER(S):

Steve Julal

E: Steve.Julal@vaasprofessionals.com

P: 404-223-1058

PROJECT DESCRIPTION:

The financial review of Elite Women of Excellence, Inc. (EWOE) aimed to provide an independent assessment of the organization's financial statements, internal controls, and overall fiscal integrity. The review engagement was conducted in accordance with the Statements on Standards for Accounting and Review Services issued by the AICPA. The objective was to obtain limited assurance that no material modifications were necessary to ensure compliance with accounting principles generally accepted in the United States of America (GAAP).

The review encompassed an evaluation of the following areas:

- **Financial Statements:** Examination of the statement of financial position, activities, and cash flows to ensure accuracy and compliance with GAAP.
- **Internal Controls:** Assessment of financial management procedures to identify potential risks in expenditures, cash handling, and fraud prevention.
- **Revenue Management:** Analysis of contributions, grants, and deferred revenue to ensure proper classification and financial reporting.
- **Expense Oversight:** Review of operational expenditures, payroll liabilities, and financial commitments to verify compliance with standard accounting practices.
- **Debt & Liabilities:** Evaluation of existing financial obligations, including credit card balances, payroll liabilities, and deferred revenue.
- **Compliance & Transparency:** Verification of adherence to nonprofit tax-exempt regulations and financial disclosure requirements.



RESULTS:

Based on the review, no material modifications were required for the financial statements to be presented in accordance with GAAP. The assessment confirmed that Elite Women of Excellence, Inc. maintains responsible financial oversight, compliance with reporting standards, and transparent fiscal stewardship.

E. RECORD OF FIRM

We are committed to maintaining the highest standards of quality and integrity in all aspects of our audit and financial services. **Since in business, our firm has successfully completed peer reviews in accordance with the standards established by the AICPA. These reviews have consistently affirmed our adherence to professional auditing standards, with no findings requiring corrective action.** The results reflect our dedication to quality control, ethical conduct, and technical excellence in serving governmental and nonprofit clients.

Furthermore, there have been no regulatory actions taken by any oversight body against VAAS Professionals or any member of our staff during this period. We remain in full compliance with all applicable federal, state, and professional regulations, and we continue to uphold the independence and objectivity required by the Government Accountability Office (GAO) Auditing Standards.

This record of compliance and quality assurance underscores our reliability as a trusted partner for the City of Flemington's audit and financial reporting needs.

To ensure the City's financial statements are accurate and compliant, we will conduct a focused preliminary risk assessment, reviewing past audit findings and relevant laws, regulations, contracts, and grants. This will guide us in identifying key areas for compliance testing, using a structured methodology that prioritizes risk. Our approach ensures comprehensive coverage and early identification of any issues, supporting a smooth and effective audit process.

Our compliance testing procedures will be comprehensive and risk-focused, incorporating a blend of regulatory frameworks and advanced audit analytics. Key areas of focus will include, but are not limited to:

- Federal and State Grant Compliance - We will evaluate adherence to OMB Uniform Guidance and applicable grant requirements, focusing on allowable costs, eligibility criteria, financial and performance reporting, and procurement standards related to federally and state-funded programs.
- Procurement and Contractual Compliance - We will test procurement transactions and contracts to ensure conformance with the City's procurement policies, competitive bidding laws, and contract administration procedures, including vendor selection, documentation, and performance monitoring.
- Ethics, Fraud Prevention, and Internal Controls - We will assess compliance with the City's ethics policies, fraud prevention protocols, and conflict-of-interest disclosure



requirements. This will include a review of related policies and governance structures, supplemented by fraud risk interviews with management.

FIGURE 6: MULTI-TIER METHODOLOGY FOR ASSESSING RISKS



Risk-Based Prioritization

Compliance areas will be selected based on materiality thresholds, results from prior audits, and identified high-risk areas using audit data analytics and trend analysis.



Integration of Regulatory Framework

Testing procedures will align with applicable federal, state, and local requirements, including OMB Uniform Guidance for Single Audit compliance, state financial reporting mandates, and relevant municipal governance policies.



Dynamic Risk Monitoring

Compliance testing procedures will remain iterative and responsive, incorporating real-time developments in regulatory guidance or City operations that may impact our audit focus.



Contractual & Regulatory Document Analysis

Key agreements—such as debt covenants, grant contracts, procurement arrangements, and regulatory filings—will be systematically reviewed using automated tools to extract and assess compliance obligations.



Consultation with Key Stakeholders

In-depth interviews with City leadership, finance personnel, and legal counsel will be conducted to identify known or emerging areas of regulatory risk and to validate our compliance scope.

Our audit approach is designed to identify, assess, and address risks that could impact the integrity of the City's financial statements and compliance reporting. By applying a risk-based methodology, we focus our audit procedures on the areas with the highest potential for misstatements or noncompliance.

Key Risk Areas & Mitigation Strategies

- **Financial Statement Risks** – We evaluate the risk of material misstatements due to errors, fraud, or complex transactions. Our audit includes substantive testing, analytical procedures, and data-driven anomaly detection to identify discrepancies.
- **Compliance Risks** – Federal and state regulations governing grant programs require strict adherence to OMB Uniform Guidance, GASB pronouncements, and state/local mandates, incorporating changes into the audit plan in real-time. Our team conduct targeted compliance testing and ensures that Single Audit procedures align with regulatory requirements.
- **Internal Control Deficiencies** – Weaknesses in financial oversight could impact reporting accuracy. We assess the effectiveness of the City's internal controls over financial



reporting, procurement, and grant management, providing recommendations where improvements are needed.

We proactively communicate any identified risks or audit issues to management to facilitate early resolution, ensuring a smooth and efficient audit process.

F. COMPENSATION

Please refer to our submitted Excel file for pairing with the information below.

F.1 FEES

Unless otherwise noted, VAAS Professionals agrees to comply with all delivery and performance schedule requirements as well as the City's flow down requirements in accordance with the RFP. We have determined the scope and cost of the effort of this contract based on the level of detail and accuracy of information available in the request for proposal. VAAS Professionals reserves the right to update its estimated costs should additional information become available later that modifies the scope, or the scope of work is changed by the government over time. The following assumptions have been made in the response to this RFP as it relates to the schedule and ultimately the cost.

F.2 REIMBURSEABLE EXPENSES

Currently, there are no additional charges associated with audit services. An annual 3% increase in fees is applied to account for inflation and other economic factors.

F.3 TOTAL COST OF SERVICES

Proposals should clearly state the not-to-exceed amount to be charged for each year of the potential three-year audit contract. Make any additions necessary to the format to give a complete picture.

TABLE 5: TOTAL COST OF SERVICES

| TOTAL FEES FOR YEARS 1-3 | | | |
|--------------------------|------------|------------|-------------|
| | YEAR 1 | YEAR 2 | YEAR 3 |
| AUDIT SERVICES | \$8,130.21 | \$8,374.12 | \$8,625.34 |
| FULL TOTAL | | | \$25,129.68 |



G. SAMPLE OF WORK

A sample of our previously audited financial statements, illustrating our performance on comparable local government engagements, can be found in Appendix D.

H. FINANCIAL STATEMENT

A copy of our firm's most recent financial statements can be found in Appendix C.



APPENDIX



APPENDIX A – STEVE JULAL’S RESUME

STEVE JULAL

SUMMARY OF SKILLS

- Audit Engagement Reviews
- Company Formation and Start-up Consulting
- Business and Enterprise Turnarounds
- Strategic Business Intelligence
- Corporate & Federal Contract Review
- Library Screening Sequencing
- Communications/Interpersonal Skills
- Compliance Risk Assessments
- Operation and Financial Analysis
- Corporate Accounting and Operations
- Sarbanes-Oxley Act Compliance
- Sequencing

EDUCATION

Oral Roberts University | 1998

Oral Roberts University

Masters of Business Administration

Bachelor of Science – Accounting

CERTIFICATIONS

Certified Public Accountant (CPA)

EXPERIENCE

VAAS Professionals, LLC

Principal and CEO

2002 - Present

- Incorporate start-up companies and give sound business advice on entity choices while identifying the tax implications of each
- Prepare complex federal and state tax returns for individuals, partnerships, corporations, not-for-profit, estates, and trusts
- Perform compliance reviews and audits for small to medium sized companies
- Develop and implement strategic business plans through revenue growth and cost re-engineering
- Develop policies and procedures for business, test systems and remediate findings
- Design, cash management, forecasting, and planning strategies that enable companies to operate during periods of distress
- Partner with clients to evaluate the effectiveness and efficiency of internal policies and procedures
- Prepare financial statements on a monthly, quarterly, and annual basis



Financial Analyst, HUD/OHF Contract

2021 - Present

- Delivered high-impact financial and operational assessments for multidisciplinary healthcare organizations, supporting long-term viability, regulatory compliance, and strategic growth
- Developed financial turnaround plans, optimizing revenue and controlling costs; achieved a 15% reduction in operational expenses for a regional hospital while improving patient throughput
- Independently reviewed strategic plans, marketing analyses, and feasibility studies, securing funding approval for a 300-bed acute care hospital expansion
- Conducted comprehensive revenue cycle assessments, resulting in a 12% improvement in claims reimbursement rates and streamlined billing for a multi-specialty hospital
- Provided expertise in Medicare Advantage, Medicaid supplemental programs, and 340b participation, guiding organizations through complex regulatory requirements and resolving compliance risks
- Performed labor management and workforce planning assessments, achieving an 8% reduction in labor costs for a 500-bed facility without compromising quality of care
- Applied strategic insight, industry benchmarking, and data-driven methodologies to enhance effectiveness across diverse healthcare settings

Indirect Cost Study, DOI Contract

2023 - 2024

- Leveraged expertise in financial analysis to support the Department of the Interior (DOI) by evaluating and optimizing the calculation of indirect cost rates across multiple offices and bureaus
- Conducted comprehensive reviews of methodologies, ensured compliance with standard accounting practices, and analyzed rate applicability to CERCLA response costs
- Facilitated comparative assessments to identify inconsistencies and performed annual rate calculations for key divisions.
- Delivered recommendations that improved consistency, strengthened rate calculation methodologies, and ensured proper alignment of response costs with relevant indirect rates.

Financial Risk Assessment, City of South Fulton Contract

2019 - 2022

- Identified areas susceptible to waste and fraud, and implemented procedures to mitigate risks across various programs
 - Ensured all financial transactions were recorded, reconciled, and reported in conformance with GAAP
 - Assisted in maintaining an unqualified financial statement audit opinion, addressing credit reform accounting, budgeting, and internal accounting controls
 - Managed and improved the city's budget formulation and execution processes
-



- Evaluated and addressed budgetary concerns, delivering expert technical support throughout the budget planning and implementation process
- Provided budget updates and financial reviews to the City Council, planned communications on budget trends and utilization, and shared budget management skills

AT&T

Lead Business Manager, Shared Services

2000 - 2002

- Conducted monthly billing for customers, make adjustments, and accruals when necessary
- Calculated network Transport, Egress and Access utilization and chargers per minute of usage for each product
- Provided detailed reports for upper-level management and external customers on a monthly basis
- Reviewed policies and procedures for billing and make process improvements when necessary
- Managed and led the transition team during the implementation process of mergers and acquisitions

Financial Manager, Network

- Conducted monthly performance analysis including schedules, graphs, and charts comparing results to forecasts
- Provided appropriate financial information, analyze and present written variance commentary for presentation to senior management
- Compiled financial models to support margin analysis/line cost
- Calculated Network Transport cost per VGE Route miles to be used as a standard for each product
- Developed complex formulas and calculations for identifying SBC network utilization
- Drilled Hyperion to identify line cost for various accounts on the income statement

Deloitte

Senior Lead Analyst

1997- 2000

- Participated in compliance engagement with the Governmental National Mortgage Corporation
- Reviewed policies and procedures for delinquencies, collections, foreclosures and liquidation for various issuers of Ginnie Mae loans
- Analyzed and reconciled various collection clearing, custodial, and disbursement bank accounts
- Verified expected Principal interest for mortgage loans and performed escrow analysis for multi-family project and variances for mortgage loan accounts and oil and gas agencies



- Developed detail business process review models to facilitate quality enhancement and controls
- Reviewed financial management oversight for the Federal Transit Department
- Assessed management's assertion about the adequacy of the financial management system for capital and operating project funds by the government

AT&T

Research Analyst, Data Integrity

1997

- Created and maintained spreadsheets for fixed assets at each location in the Southwestern Bell, Nynex, Bellsouth and US West areas
- Researched and compared WorldCom circuit inventory with Southwestern Bell, Nynex, Bellsouth and US West records to determine discrepancies between records
- Captured savings from circuits that were not in use but were billed monthly by Bell companies and disconnected circuits which were not associated with Bell companies
- Reviewed and resolved billing discrepancies



APPENDIX B – GEORGE BAAH’S RESUME

George K. Baah, PD

EDUCATION

- 2016 PhD – Case Western Reserve University (Cleveland, OH)
- 2003 CPA – Becker CPA Training (USA)
- 2002 MBA (Fin) - University of Leicester (United Kingdom)
- 2000 Chartered Certified Accountant Final - Emile Wolfe College (United Kingdom)
- 1996 ACCA Professional Stage – University of Professional Studies (Ghana)
- 1991 Advanced Levels Certificate - Prempeh College (Ghana)
- 1989 Ordinary Level Certificate – Kumasi Academy (Ghana)

PROFESSIONAL CERTIFICATES

- 2021 CISA – Certified Information Systems Auditor
- 2006 CPA - Certified Public Accountant
- 2000 FCCA - Chartered Certified Accountants (UK)

INDUSTRY EXPERIENCE

- 2014 GKB PARTNERS, LLC, January 2014 to Present
Founder & Managing Member
Responsibilities:
 - Seek potential clients and respond to RFPs
 - Manage a team of forensic auditors
 - Design and implement internal controls for clients
 - Review aid funded project implementation strategies for clients
 - Design and implement financial account reconciliation program

Key Accomplishments:

 - Successfully worked with a leading consulting firm to establish the overall cost and appending allocation of government funds for a major federal department
 - Successfully led a high-profile forensic audit project in Africa that led to a refund of more than \$6.0m to a major US federal department
 - Successfully performed forensic audit in Africa that led to a refund of more than \$3.6m to a major US federal department
- 2013 THE HACKETT GROUP INC, January 2013 to January 2014
Director, Financial Consolidation and Tax Integration
(Implementation Leader - Hyperion Account Reconciliation Manager)
Responsibilities:
 - Lead the account reconciliation management sub-practice in the company
 - Travel around the United States to introduce Hyperion Account reconciliation manager to CFOs and Controllers

- Design and implements Hyperion Financial Manager

Key Accomplishments:

- Led the design and implementation of Oracle Account Reconciliation Manager (ARM) at a Fortune-5 company.
- Led the implementation of Account Reconciliation Manager at a \$49b company in southern California.

2006 WELLS REAL ESTATE FUNDS INC,
Senior Portfolio Operations Accountant
Responsibilities:

August 2006 to January 2013

- Review and monitor the financial reports to ensure compliance with lease agreements and GAAP
- Consolidate and reconcile all financial reports
- Abstract and interpret the lease agreements between the fund and clients in order to explicitly communicate fiscal responsibility of the parties and negotiate expense expectations.
- Determine fixed asset capitalization and depreciation values
- Consolidate fixed asset statements of 80 buildings worth 5 billion dollars
- Serve as the lead contact liaison between the fund and external auditors

Key Accomplishments:

- Devised sweep account that maximizes generated interest and saves significant monthly processing time by automating cash deposit process for each building; monthly deposits total in excess of \$40M.
- Spear headed an investigation into lease provisions errors that led to the recovery of \$18.9M.

2003 PRUDENTIAL REAL ESTATE INVESTORS (PREI),
Senior Coordinator of Corporate Client Accounting
Responsibilities:

October 2003 to August 2006
(July 2005 – Aug 2006)

- Supervise, monitor and review the work of 3 fulltime financial accountants who were responsible for reporting on 31 syndicated real estate funds
- Monitor and explain variances between budget and actual financial activities
- Consolidate 31 financial statements of 31 funds in order to analyze debts, calculate depreciation and determine capitalization or expense reporting protocols
- Convert the US GAAP produced financial statement to German GAAP financial statement

Key Accomplishments:

- Generated \$600K of revenue for client by recommending transfer of funds to interest-bearing money market for 6 months while waiting for clearance for taxation and regulation in Germany.
- Analyzed profits and recommended addition of extra line in reports to clarify revenue generated per annum.
- Simplified the profit projection process, which led to more accurate financial understanding.

2003 Team Lead – Investment Operations,
Responsibilities:

October 2003 to July 2005

- Review financial statements for US GAAP conformity
- Convert US GAAP financial statement to International Accounting Standards (IAS) for submission in Germany.
- Responsible for explaining asset management staff inquiries on all financial accounting matters regarding the German funds under my supervision

2002 RANSTAD, January 2002 to October 2003

Contractor at ADP and Solvay Pharmaceuticals

Responsibilities:

- Reconcile 2 years worth of bank statements for large insurance provider
- Design means of tracking discrepancy and progress of the entire reconciliation project
- Analyze income statement, balance sheet and statement of cash flow for real estate firm.
- Reconcile and updated all year-end general and sub ledger balances.
- Review employee benefit payments, reimbursements, inter-company accounting, accounts receivable and accounts payable for state governmental organization

1997 DELOITTE & TOUCHE, January 1997 to January 1999

Senior Accounting and Audit Associate

Responsibilities:

- Conduct client financial statement audits
- Lead audit engagements, which include selecting audit assistants, design analytical review, evaluate client's internal controls, test compliance of internal control designs, and review final audit files for audit partners.
- Perform compilation services for clients
- Develop clients annual budgets,
- Engage in several aspects of small business consulting as assigned by the partner in charge

ACADEMIC EXPERIENCE

2019 UNIVERSITY OF GHANA, June 2019 – Present

Visiting Professor – (MSc. Accounting Program)

Teach management accounting and mixed methods research

2017 QUINNIPIAC UNIVERSITY August 2017 – Present

Assistant Accounting Professor (Tenure Track Faculty)

| Graduate Courses Taught | Undergraduate Courses Taught |
|---|------------------------------|
| Advanced Accounting Information Systems | Principles of Accounting |
| Financial & Managerial Accounting for Decision-making | Management Accounting |
| Management Accounting | |

Courses Designed:

- Advanced Accounting Information Systems – designed the course from ground up for the new Masters in Accounting Program. This is a case-based course and it will be used to assess the continued accreditation of the Masters in Accounting Program



APPENDIX C – COPY OF VAAS' FINANCIAL STATEMENTS

VAAS PROFESSIONALS, LLC

BALANCE SHEET

As at December 31, 2024

ASSETS

Current Assets

Checking/Savings

Wells Fargo 47,872.73

Accounts Receivable 42,430.00

Total Checking/Savings 90,302.73

Total Current Assets 90,302.73

Fixed Assets

Office Equipment 18,446.76

Accumulated Depreciation (13,240.21)

Total Fixed Assets 5,206.55

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

Accounts Payable

Other Payable

Total Other Current Liabilities -

Total Current Liabilities -

Long Term Liabilities

Other Long Term Liabilities 28,760.00

Total Long Term Liabilities 28,760.00

Total Liabilities 28,760.00

Equity

Opening Balance Equity 1,000.00

Retained Earnings (158,525.79)

Net Income 224,275.07

Total Equity 66,749.28

I am certify that the financial statement are true and correct.

Steve Julal



VAAS PROFESSIONALS, LLC
PROFIT & LOSS STATEMENT
For period ending December 31, 2024

| | TOTAL |
|--|---------------------|
| INCOME | |
| Service Revenue | 2,980,768.25 |
| | 2,980,768.25 |
| ADMINISTRATIVE AND GENERAL EXPENSES | |
| Advertising | 16,293.50 |
| Auto, Gas and Oil Bank | 3,750.85 |
| Charges Benefits | 282.18 |
| Charitable Contribution | 249,905.81 |
| Cleaning | 3,788.50 |
| Conference Consulting | 470.00 |
| Depreciation | 16,349.64 |
| Dues & Subscription | 21,712.00 |
| Interest | 2,533.13 |
| Gift | 5,066.26 |
| Insurance | 391.96 |
| Lease | 4,837.68 |
| License | 14,800.25 |
| Meals & Entertainment | 22,700.00 |
| Miscellaneous | 449.19 |
| Office expenses Parking | 50,120.21 |
| Payroll Fees | 542.62 |
| Postage | 21,673.39 |
| Printing | 1,734.71 |
| Repair and Maintenance | 29,975.39 |
| Salaries and wages | 21.87 |
| Small Tools | 287.62 |
| Supplies | 70.00 |
| Taxes - Payroll | 1,953,480.14 |
| Telephone | 1,121.09 |
| Training | 1,059.35 |
| Travel | 290,091.92 |
| | 7,073.20 |
| | 382.93 |
| | 35,527.79 |
| TOTAL ADMIN & GEN. | 2,756,493.18 |
| | 224,275.07 |

I am certify that the financial statement are true and correct.

Steve Julal



APPENDIX D – SAMPLE OF WORK



SALEM BIBLE CHURCH, INC.

FINANCIAL STATEMENTS

December 31, 2021



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VAAS PROFESSIONALS, LLC
An Accounting, Tax, Audit and Consulting Firm

INDEPENDENT AUDITOR'S REPORT

**To the Board of Trustees
of Salem Church, Inc.**

We have audited the accompanying financial statements of Salem Bible Church, Inc. (a nonprofit organization), which comprise the statements of financial position as of December 31, 2021, and the related statement of activity, functional expense, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Salem Bible Church, Inc as of December 31, 2021, and the changes in its new assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

 , CPA

VAAS Professionals, LLC



SALEM BIBLE CHURCH, INC
STATEMENTS OF FINANCIAL POSITION
For the Years Ended December 31, 2021 and 2020

| | 2021 | 2020 |
|-------------------------------------|-----------------------------|-----------------------------|
| CURRENT ASSETS | | |
| Cash and equivalents | \$850,866 | \$785,916 |
| Prepaid expenses | \$10,098 | \$ - |
| Investment | <u>\$44,954</u> | <u>\$42,318</u> |
| TOTAL CURRENT ASSETS | \$ 905,918 | \$ 828,234 |
| PROPERTY AND EQUIPMENT | | |
| Land and improvements | \$ 2,417,305 | \$ 2,417,305 |
| Building | \$ 20,768,320 | \$ 20,768,320 |
| Furniture and equipment | \$ 1,662,993 | \$ 1,662,993 |
| Leasehold improvements | \$ 59,884 | \$ 21,410 |
| Vehicles | <u>\$ 323,828</u> | <u>\$ 269,538</u> |
| Total | \$ 25,232,330 | \$ 25,139,566 |
| Less: accumulated depreciation | <u>\$ (12,344,688)</u> | <u>\$ (11,847,294)</u> |
| TOTAL PROPERTY AND EQUIPMENT | \$ 12,887,642 | \$ 13,292,272 |
| OTHER ASSETS | | |
| Loan costs - net amortization | \$ 11,408 | \$ 15,972 |
| Total | <u>\$ 11,408</u> | <u>\$ 15,972</u> |
| TOTAL ASSETS | <u>\$ 13,804,969</u> | <u>\$ 14,136,478</u> |
| LIABILITIES AND NET ASSETS | | |
| CURRENT LIABILITIES | | |
| Accounts payable | \$ 64,774 | \$ 55,360 |
| Current portion of long-term debt | \$ 80,752 | \$ 76,386 |
| Current portion of lease payable | \$ 27,638 | \$ 27,638 |
| Accrued interest | \$ 59,490 | \$ 59,490 |
| Loan payable - Synovus | <u>\$ 14,809,273</u> | <u>\$ 14,809,273</u> |
| TOTAL CURRENT LIABILITIES | \$ 15,041,926 | \$ 15,028,147 |
| NET LONG-TERM DEBT | | |
| Note payable-vehicle | \$ 262,569 | \$ 232,623 |
| Lease payable - copier | <u>\$ 38,017</u> | <u>\$ 28,068</u> |
| | \$ 300,585 | \$ 260,691 |
| NET ASSETS | | |
| Without donor restrictions | <u>\$ (1,537,543)</u> | <u>\$ (1,152,360)</u> |
| Total | <u>\$ (1,537,543)</u> | <u>\$ (1,152,360)</u> |
| | <u>\$ 13,804,969</u> | <u>\$ 14,136,478</u> |

See independent auditor's report and notes to the financial statements.



SALEM BIBLE CHURCH, INC
STATEMENTS OF ACTIVITIES
For the Years Ended December 31, 2021 and 2020

NETS ASSETS WITHOUT DONOR RESTRICTIONS

Support

| | | |
|--------------------------------|--------------|--------------|
| General undesignated offerings | \$ 4,292,221 | \$ 4,002,369 |
| Miscellaneous income | \$ 49,249 | \$ 472,081 |
| Interest income | \$ 1,052 | \$ 28,672 |
| TOTAL SUPPORT AND REVENUE | | |
| DONOR RESTRICTIONS | \$ 4,342,522 | \$ 4,503,122 |

PROGRAM EXPENSES

| | | |
|-----------------------|--------------|--------------|
| Worship ministry | \$ 1,414,910 | \$ 1,495,799 |
| Educational ministry | \$ 73,508 | \$ 5,225 |
| Multimedia ministry | \$ 131,095 | \$ 107,136 |
| Missions and outreach | \$ 26,800 | \$ 25,300 |
| | \$ 1,646,314 | \$ 1,633,460 |

SUPPORT AND OTHER EXPENSES

| | | |
|-----------------------------|--------------|--------------|
| General support and service | \$ 1,958,934 | \$ 1,849,731 |
| Buildings and grounds | \$ 1,121,977 | \$ 1,129,536 |
| | \$ 3,080,910 | \$ 2,979,267 |

| | | |
|----------------|--------------|--------------|
| TOTAL EXPENSES | \$ 4,727,224 | \$ 4,612,727 |
|----------------|--------------|--------------|

INCREASE (DECREASE) IN NET ASSETS
WITHOUT DONOR RESTRICTIONS

| | | |
|--|--------------|--------------|
| | \$ (384,702) | \$ (109,605) |
|--|--------------|--------------|

| | | |
|-------------------------------|----------------|----------------|
| NET ASSETS, beginning of year | \$ (1,532,782) | \$ (1,423,177) |
|-------------------------------|----------------|----------------|

| | | |
|-------------------------|------|--|
| Prior period adjustment | \$ - | |
|-------------------------|------|--|

| | | |
|--|----------------|----------------|
| NET ASSETS, beginning of year, as restated | \$ (1,532,782) | \$ (1,423,177) |
|--|----------------|----------------|

| | | |
|-------------------------|----------------|----------------|
| NET ASSETS, end of year | \$ (1,917,484) | \$ (1,532,782) |
|-------------------------|----------------|----------------|



SALEM BIBLE CHURCH, INC
STATEMENT OF FUNCTIONAL EXPENSES
For the Year Ended December 31, 2021

| | Program Services | | | | General Support and Services | Buildings and Grounds | Total Expenses |
|----------------------------------|----------------------------|-------------------------|--------------------------|--------------------------|------------------------------------|----------------------------|----------------------------|
| | Worship Ministry | Educational Ministry | Multimedia Ministry | Missions and Outreach | | | |
| Salaries and Benefits | \$ 1,042,235 | | \$ 66,757 | | \$ 588,310 | \$ 44,547 | \$ 1,741,848 |
| Mission Support | | | | \$ 26,800 | | | \$ 26,800 |
| Professional Fees | | | | | \$ 157,827 | | \$ 157,827 |
| Groups and Committees | | \$ 73,508 | | | | | \$ 73,508 |
| Honorariums | \$ 3,450 | | | | | | \$ 3,450 |
| Special Activities | | | | | | | \$ - |
| Broadcasting | | | \$ 42,887 | | | | \$ 42,887 |
| Travel | | | | | \$ 16,648 | | \$ 16,648 |
| Insurance | | | | | \$ 234,733 | \$ 65,345 | \$ 300,078 |
| Office | | | | | \$ 10,270 | | \$ 10,270 |
| Telephone | | | | | \$ 63,016 | | \$ 63,016 |
| Utilities | | | | | | \$ 200,179 | \$ 200,179 |
| Supplies | | | \$ 12,365 | | | \$ 11,440 | \$ 23,805 |
| Postage | | | | | \$ 18,097 | | \$ 18,097 |
| Equipment Rental | | | | | \$ 62,127 | | \$ 62,127 |
| Repairs and Maintenance | | | \$ 2,911 | | \$ 7,739 | \$ 254,035 | \$ 264,685 |
| Taxes | \$ 155,592 | | | | \$ 21,836 | \$ 13,932 | \$ 191,360 |
| Education | \$ 150 | | | | | | \$ 150 |
| Other | \$ 213,483 | | \$ 6,175 | | \$ 112,599 | | \$ 332,257 |
| | <u>\$ 1,414,910</u> | <u>\$ 73,508</u> | <u>\$ 131,095</u> | <u>\$ 26,800</u> | <u>\$ 1,293,200</u> | <u>\$ 589,477</u> | <u>\$ 3,528,991</u> |
| Interest | \$ - | \$ - | \$ - | \$ - | \$ 609,494 | | \$ 609,494 |
| Depreciation and Amortization | \$ - | \$ - | \$ - | \$ - | \$ 56,240 | \$ 532,500 | \$ 588,740 |
| | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 665,734</u> | <u>\$ 532,500</u> | <u>\$ 1,198,234</u> |
| TOTAL FUNCTIONAL EXPENSES | <u>\$ 1,414,910</u> | <u>\$ 73,508</u> | <u>\$ 131,095</u> | <u>\$ 26,800</u> | <u>\$ 1,958,934</u> | <u>\$ 1,121,977</u> | <u>\$ 4,727,224</u> |

See independent auditor's report and notes to the financial statements.

SALEM BIBLE CHURCH, INC
STATEMENT OF FUNCTIONAL EXPENSES
For the Year Ended December 31, 2020

| | Program Services | | | | General Support and Services | Buildings and Grounds | Total Expenses |
|-------------------------------|---------------------|-------------------------|------------------------|--------------------------|------------------------------------|--------------------------|---------------------|
| | Worship Ministry | Educational Ministry | Multimedia Ministry | Missions and Outreach | | | |
| Salaries and Benefits | \$ 1,288,264 | | \$ 69,311 | | \$ 499,623 | \$ 61,919 | \$ 1,919,117 |
| Mission Support | | | | \$ 25,300 | | | \$ 25,300 |
| Professional Fees | | | | | \$ 134,399 | | \$ 134,399 |
| Groups and Committees | | \$ 5,225 | | | | | \$ 5,225 |
| Honorariums | \$ 2,600 | | | | | | \$ 2,600 |
| Special Activities | \$ 5,749 | | | | | | \$ 5,749 |
| Broadcasting | | | \$ 42,207 | | | | \$ 42,207 |
| Travel | | | | | \$ 8,396 | | \$ 8,396 |
| Insurance | | | | | \$ 216,304 | \$ 12,987 | \$ 229,291 |
| Office | | | | | \$ 4,630 | | \$ 4,630 |
| Telephone | | | | | \$ 53,560 | | \$ 53,560 |
| Utilities | | | | | | \$ 166,977 | \$ 166,977 |
| Supplies | | | | | | \$ 7,705 | \$ 7,705 |
| Postage | | | | | \$ 16,799 | | \$ 16,799 |
| Equipment Rental | | | | | \$ 73,844 | | \$ 73,844 |
| Repairs and Maintenance | | | \$ 6,819 | | | \$ 329,474 | \$ 336,293 |
| Taxes | | | | | \$ 22,802 | \$ 17,974 | \$ 40,776 |
| Education | \$ 550 | | | | | | \$ 550 |
| Other | \$ 198,636 | | \$ (11,201) | | \$ 115,381 | | \$ 302,816 |
| | <u>\$ 1,495,799</u> | <u>\$ 5,225</u> | <u>\$ 107,136</u> | <u>\$ 25,300</u> | <u>\$ 1,145,739</u> | <u>\$ 597,036</u> | <u>\$ 3,376,235</u> |
| Interest | \$ - | \$ - | \$ - | \$ - | \$ 676,706 | | \$ 676,706 |
| Depreciation and Amortization | \$ - | \$ - | \$ - | \$ - | \$ 27,286 | \$ 532,500 | \$ 559,786 |
| | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 703,992</u> | <u>\$ 532,500</u> | <u>\$ 1,236,492</u> |
| TOTAL FUNCTIONAL EXPENSES | <u>\$ 1,495,799</u> | <u>\$ 5,225</u> | <u>\$ 107,136</u> | <u>\$ 25,300</u> | <u>\$ 1,849,731</u> | <u>\$ 1,129,536</u> | <u>\$ 4,612,727</u> |

See independent auditor's report and notes to the financial statements.



SALEM BIBLE CHURCH, INC
STATEMENTS OF CASH FLOWS
For the Year Ended December 31, 2021

| | <u>2021</u> | <u>2020</u> |
|---|----------------|-----------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Increase (decrease) in net assets | \$ 456,496.32 | \$ 734,342.54 |
| Adjustments to reconcile net income to net cash provided by operating activities: | | |
| Depreciation and amortization | \$ 588,740.00 | \$ 571,389.00 |
| Unrealized (gain) loss on investment | \$(2,636.27) | \$ (5,227.29) |
| Loss on disposal of assets | | |
| (Increase) decrease in: | | |
| Accounts receivable | | |
| Prepaid expenses | \$ (10,098.00) | \$ (5,357.58) |
| (Decrease) Increase in: | | |
| Accounts payable | \$ (80,726.78) | \$ (73,863.00) |
| Accrued interest | \$ - | \$ 446.00 |
| NET CASH (USED) PROVIDED BY OPERATING ACTIVITIES | \$ 951,775.27 | \$ 1,221,729.67 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Cash proceeds from sale of property | | |
| Cash payments for the purchase of property | \$ - | \$ - |
| NET CASH USED BY INVESTING ACTIVITIES | \$ - | \$ - |
| CASH FLOWS FROM FINANCING ACTIVITIES | | |
| Proceeds from issuance of long-term debt | \$ - | \$ - |
| Principal payments on long-term debt | \$ - | \$ (39,089.28) |
| NET CASH USED BY FINANCING ACTIVITIES | \$ - | \$ (39,089.28) |
| NET INCREASE (DECREASE) IN CASH AND EQUIVALENTS | \$ 64,950.08 | \$ 546,617.32 |
| CASH AND EQUIVALENTS, BEGINNING | \$ 239,299.00 | \$ 239,299.00 |
| CASH AND EQUIVALENTS, ENDING | \$ 304,249.08 | \$ 785,916.32 |
| SUPPLEMENTAL DISCLOSURES | | |
| Cash paid during the year for: | | |
| Interest expense | \$ 609,493.61 | \$ 823,230.27 |

See independent auditor's report and notes to the financial statements.



Salem Bible Church, Inc.

NOTES TO FINANCIAL STATEMENTS

December 31, 2021

Note A – NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Salem Bible Church, Inc (the church) is incorporated under the laws of the State of Georgia as a not-for-profit religious corporation and has locations in both Fulton and Dekalb counties. The Church is dedicated to spreading the Gospel through establishing, developing, and promoting all aspects of church ministry to include but not limited to worship services, church events, media and other outreach.

The Church is supported primarily through contributions from the congregation.

Basis of Accounting

The financial statements of the Church have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

Basis of Presentation

The financial statements of the Church have been prepared on the accrual basis in accordance with accounting principles generally accepted in the United States of America. The financial statements are presented in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 958 dated August 2016, and the provisions of the American Institute of Certified Public Accountants (AICPA) "Audit and Accounting Guide for Non-for-Profit Organizations" (the "Guide"). (ASC) 958-205 was effective January 1, 2018.

Under the provisions of the Guide, net assets and revenues, and gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Church and changes therein are classified as follows:

Net Assets Without Donor Restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the Church. The Church's board may designate assets without restrictions for specific operational purposes from time to time.

Net Assets With Donor Restrictions: Net assets are subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Church or by the passage of time. Other donor restrictions are perpetual in nature, where by the donor has stipulated the funds be maintained in perpetuity.

NOTE A – NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES
(Continued)

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For financial statement purposes, liquid instruments with an original maturity of 90 days or less are considered cash equivalents.



Concentration of Credit Risk

The Church maintains cash deposits at several financial institutions. Accounts at each institution are insured by the Federal Deposit Insurance Corporation up to \$250,000. It is the opinion of management that the solvency of the financial institutions is not of particular concern at this time.

Investments

Investments in mutual funds with readily determinable fair values are stated at fair value based on quoted prices in active markets (Level 1 measurement) in the Statements of Financial Position. Dividends, interest, and unrealized gains and losses resulting from changes in the fair value of the investments are included in the change in net assets without donor restrictions in the accompanying Statements of Activities.

Property and Equipment

Acquisitions of property and equipment in excess of \$500 are capitalized. Property and equipment are carried at cost or, if donated, at the approximate fair value at the date of donation. On assets donated with donor stipulations regarding how long those donated assets must be maintained, the Church reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. Depreciation is computed by the straight-line method over estimated useful lives ranging from three to seven years. Depreciation expense for the years ended December 31, 2020 was \$559,786.

Support With and Without Donor Restrictions

The Church elected to adopt Accounting Standards Codification 958. In accordance with ASC 958, contributions received are recorded as support without donor restrictions or support with donor restrictions depending on the existence and/or nature of any donor restrictions.

Support that is restricted by the donor is reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in net assets with donor restrictions depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and are reported in the Statements of Activities as net assets released from restrictions.

Contributed Services

The Church receives a substantial amount of services donated by its members in carrying out the Church's ministry. No amounts have been reflected in the financial statements for those services since they do not meet the criteria for recognition under ASC 958.

Fair Value of Financial Instruments

The Church's financial instruments consist of cash equivalents, accounts payable and other short-term assets and liabilities. The carrying values of these financial instruments approximate their fair values because of their short-term maturities. The fair value of the Church's notes payable and capital lease payables are estimated based on current rates offered for comparable instruments with similar terms and maturities.

Compensated Absences

Employees of the Church are entitled to paid vacation, paid sick days, and personal days off, depending on job classification, length of service, and other factors. It is impracticable to estimate the amount of



compensation for future absences, and accordingly, no liability has been recorded in the accompanying financial statements. The Church's policy is to recognize the costs of compensated absences when actually paid to employees.

Shipping and Handling Costs

The Church expenses shipping and handling costs as they are incurred. Shipping and handling costs for the year ended December 31, 2021 amounted to \$1,836.

Advertising

The Church uses advertising to promote its programs among the area it serves. The advertising costs are expensed as incurred.

Income Taxes

The Church is exempt from federal and state income taxes under Internal Revenue Service Code Section 501 (c)(3). Accordingly, no income tax liability has been recognized in the Church's financial statements.

Uncertain Tax Positions

The Church is a not-for-profit organization that is exempt from income taxes under Section 501 (c) (3) of the Internal Revenue Code, except on income derived from unrelated business activities.

The Church had no unrelated business activities. The Church believes that it has appropriate support for any tax positions taken, and, as such, does not have any uncertain tax positions that are material to the financial statements.

The Financial Accounting Standards Board ('FASB') interpretation No. 48, Accounting for Uncertainty in Income Taxes (primarily codified by FASB ASC 740, Income Taxes) provides guidance for how uncertain tax provisions should be recognized, measured, presented and disclosed in the financial statements. FASB ASC 740 requires the evaluation of tax positions taken or expected to be taken in the course of preparing in the Church's tax returns to determine whether the tax positions would "more-likely-than-not" be sustained if challenged by the applicable tax authority. Tax positions not deemed to meet the more-likely-than-not threshold would be recorded as a tax benefit or expense in the current year.

FASB Accounting Standards update ("ASU") No. 2009-06, Income Taxes (Topic 740), Implementation Guidance on Accounting For Uncertainty in Income Taxes and Disclosure Amendments for Nonpublic Entities, provides further guidance on the application of FASB ASC 740 as it relates to uncertainty in income taxes and eliminates certain disclosure requirements for nonpublic companies.

Uncertain Tax Positions

Management has evaluated the implications of FASB ASC 740 and does not believe it has a material impact on the 2021 financial statements of the Church. Management is unaware of any material uncertain tax positions that would not meet the more-likely-than-not threshold as of December 31, 2021.



NOTE B - LOAN COSTS

Other assets consisted of loan costs at December 31, 2021 and 2020 as follows:

| | <u>2021</u> | <u>2020</u> |
|--------------------------------|------------------|------------------|
| Loan costs | \$179,455 | \$179,455 |
| Less: accumulated amortization | <u>(168,047)</u> | <u>(163,482)</u> |
| Net loan costs | <u>\$11,408</u> | <u>\$15,972</u> |

amortization expense in the amount of \$4,564 was recorded for the years ended December 31, 2021 and 2020. Estimated amortization expense is \$4,564 for each of the next four years.

NOTE C - INVESTMENTS

The Church has investments without donor restrictions in mutual funds. The investments are presented in the financial statements at fair value based on quoted prices in active markets (Level 1 measurement). The investments are subject to market risk exposure arising from changes in interest rates that ultimately affect the fair value of the investments in mutual funds.

Investments held were without donor restrictions as of December 31, 2020 and consisted of the following:

| | <u>Fair Value</u> | <u>Cost</u> |
|--------------|-------------------|-----------------|
| Mutual Funds | <u>\$42,318</u> | <u>\$38,165</u> |

Unrestricted investments income (loss) from investment in mutual funds for the year ended December 31, 2021, consisted of the following:

| | |
|--|-----------------|
| Interest and dividends | \$ - |
| Unrealized loss from changes in fair value of investment | <u>(617.25)</u> |
| Total unrestricted investment loss | <u>(617.25)</u> |

Investments held were without donor restrictions as of December 31, 2021 and consisted of the following:

| | <u>Fair Value</u> | <u>Cost</u> |
|--------------|-------------------|-----------------|
| Mutual Funds | <u>\$34,454</u> | <u>\$33,916</u> |

Unrestricted investments income (loss) from investment in mutual funds for the year ended December 31, 2021 consisted of the following:

| | |
|--|-----------------|
| Interest and dividends | \$ 0 |
| Unrealized loss from changes in fair value of investment | <u>\$ (528)</u> |
| Total unrestricted investment gain | <u>\$ (538)</u> |



Unrestricted interest and dividend income is used to purchase additional shares of the investment.

NOTE D - RELATED PARTY TRANSACTIONS

The Church has paid for organizational and operating expenses of an affiliated for-profit corporation. As of December 31, 2021, and 2020, the Church was owed \$0 and \$0, respectively.

The Church provides certain administrative and management services for an affiliated non-profit entity for which they are not reimbursed. As of December 31, 2021, and 2020, the Church paid on behalf of the affiliate approximately \$63,016 and \$60,311 respectively.

An officer of the Church is also an officer of two non-profit foundations. No transactions between the Church and either of the foundations occurred during 2021 or 2020.

NOTE E - LONG-TERM DEBT

At December 31, 2021 and 2020, the Church was obligated on long-term debt as follows:

| | 2021 | 2020 |
|---|---------------|-------------------|
| Note payable to Synovus, Interest at prime paid monthly, principal \$28,045 monthly, secured by real property | \$ 14,809,273 | \$ 14,809,273 |
| Note payable to Mercedes-Benz, secured by vehicle | 262,569 | 232,623 |
| Note payable officer, interest at 4.319% | 0 | 0 |
| Less: current portion | 15,071,842 | <u>15,041,896</u> |

NOTE F - CAPITAL LEASES

The Church leases copiers and other office equipment under capital leases. The economic substance of these leases is an arrangement in which is the Church is financing the acquisition of the assets through these leases and accordingly, are recorded in the Church's assets and liabilities, with property and equipment and capital leases payable, respectively. Amortization of assets under capital lease is included in depreciation expense. Certain capital leases provide renewal or purchase options. Generally, purchase options are at prices representing the expected fair value of the assets at the expiration of the lease term.



NOTE F - CAPITAL LEASES

The following is a summary of property and equipment held under capital leases:

| | 2021 | 2020 |
|---------------------------|------------------|------------------|
| Equipment | \$ 138,191 | \$ 138,191 |
| Accumulated amortization | <u>(131,516)</u> | <u>(126,952)</u> |
| Total capital assets, net | <u>\$6,675</u> | <u>\$10,379</u> |

The following is a schedule by years of future minimum payments required under the leases together with their present value as of December 31, 2020:

| | |
|---|---------------|
| Year ended December 31 | |
| 2021 | <u>6,675</u> |
| Present value of minimum lease payments | <u>38,017</u> |

NOTE G - FAIR VALUE MEASUREMENT

FASB ASC 820, Fair Value Measurement and Disclosures, defines fair value, establishes a framework for measuring fair value under U.S. generally accepted accounting principles and enhances disclosures about fair value measurements. Fair value is defined under FASB ASC 820 as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. Valuation techniques used to measure fair value must maximize the use of observable inputs and minimize the use of unobservable inputs. The standard describes a fair value hierarchy based on three levels of inputs, of which the first two are considered observable and the last unobservable, that may be used to measure fair value which are the following:

Level 1- Quoted prices in active markets for identical assets or liabilities.

Level 2- Inputs other than Level 1 that are observable, either directly or indirectly, such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

Level 3- Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

NOTE G - FAIR VALUE MEASUREMENT

The Board of Trustees reviews and approves the Church's fair value measurement policies and procedures annually. At least annually, the finance committee and the Board determine if the valuation techniques used in fair value measurements are still appropriate.

Fair value as of December 31, 2021 was determined as follows:

| Description | Level 1 | Level 2 | Level 3 |
|---------------------------|----------|---------|---------|
| Investments, Unrestricted | \$42,318 | \$ - | \$ - |



Fair value as of December 31, 2020 was determined as follows:

| Description | Level 1 | Level 2 | Level 3 |
|---------------------------|-----------|---------|---------|
| Investments, Unrestricted | \$ 39,681 | \$ - | \$ - |

NOTE H – PENSION

The Church participates in the American Bible Churches Retirement Plan, a multi-employer pension plan. The monthly premiums are equal to one-twelfth of 15.25% of the member's annual compensation. Premiums paid were \$3,000 for the years ended December 31, 2021 and 2020, respectively. During the years ended December 31, 2021 and December 31 2020, the Church paid \$0 and \$0 to Matrix Trust Company for officer pensions, respectively.

NOTE I - PRIOR PERIOD ADJUSTMENT

No prior period adjustments

NOTE J - NEW ACCOUNTING PRONOUNCEMENT

On August 18, 2016, the FASB issued ASU 2016-14, Not-for-Profit Entities (Topic 958) - Presentation of Financial Statements of Not-for-Profit Entities.

The Church has adjusted the presentation of its financial statements accordingly, applying the changes retrospectively to the comparative period presented. The new standards change the following aspects of the financial statements:

The Temporarily Restricted and Permanently Restricted net asset classes have been combined into a single net asset class called Net Assets With Donor Restrictions.

The Unrestricted Net Asset class has been renamed Net Assets Without Donor Restrictions.

The financial statements include a new disclosure about liquidity and availability of resources which is further explained in Note K.

The changes have the following effect on net assets at December 31, 2021:

| <u>Net Asset Class</u> | <u>As Originally Presented</u> | <u>After Adoption of ASU 2016-14</u> |
|---------------------------------------|--------------------------------|--------------------------------------|
| Unrestricted Net Assets | \$ (\$1,152,360) | \$ - |
| Temporarily Restricted Net Assets | - | - |
| Permanently Restricted Net Assets | - | - |
| Net Assets Without Donor Restrictions | - | \$ (\$1,152,360) |
| Net Assets With Donor Restrictions | - | - |
| Total Net Assets | <u>\$ (\$1,152,360)</u> | <u>\$ (\$1,152,360)</u> |

In addition, certain amounts in the prior-year financial statements have been reclassified for comparative purposes to conform with the presentation in the current-year financial statements.

NOTE K - LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Church has \$905,918 of financial assets available within one year of the statement of financial position date, December 31, 2021, to meet cash needs for general operating expenditures, consisting of cash of \$860,964 and investments of \$44,954.



None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the Statement of Financial Position date. As part of its liquidity management, the Church structures its financial assets to be available as general expenditures, liabilities, and other obligations become due.

NOTE L - COST ALLOCATION

ASC 958 requires all not-for-profits to report expenditures by functional classification. The costs of providing the various programs and activities have been summarized on a functional basis in the Statements of Activities and exhibit the relationship between functional and natural classifications.

The Church classifies expenses by functional purpose as follows:

| | |
|-----------------------|---|
| Worship Ministry | Expenses associated with worship services. |
| Educational Ministry | Expenses associated with Sunday School classes and other special classes sponsored by the Church. |
| Multimedia Ministry | Expenses associated with radio broadcasting, publishing and other media materials. |
| Missions and Outreach | Expenses associated with sponsoring world missions and outreach programs. |

Certain categories of expenses are attributable to more than one program or supporting function and are allocated on a reasonable basis that is consistently applied. These expenses are allocated on the basis of estimates of time and effort. The expenses that are allocated include depreciation, office and occupancy, as well as salary and benefits. Such allocations are determined by management on an equitable basis.

NOTE M - EVALUATION OF SUBSEQUENT EVENTS

The Church has evaluated subsequent events through November 11, 2022, the date on which the financial statements were available to be issued.

| SUMMARY PRICE QUOTE | |
|---------------------------|--------------|
| VAAS PROFESSIONALS, LLC | |
| Task Order Period | Totals |
| Year 1 | \$ 8,130.21 |
| Year 2 | \$ 8,374.12 |
| Year 3 | \$ 8,625.34 |
| Option to Extend Services | \$ - |
| Total Evaluated Price | \$ 25,129.68 |