PEACE INC
EMPOWERING PEOPLE TO THRIVE | EST. 1968

Finance/Audit Committee Minutes

Tuesday, October 14, 2025
via zoom/telephone/in person

MEMBERS PRESENT:	Eric J.T. Caballero, Patricia Usherwood Fizpatrick
MEMBERS EXCUSED:	Robert T. Tackman
MEMBERS ABSENT:	None
STAFF PRESENT:	Nancy Turo, Brenda Curinga, Carolyn Brown
GUESTS PRESENT:	Keeley Ann Hines and Shelby Reeves (from the Bonadio Group)

CALL TO ORDER

The October 14, 2025 Finance/Audit Committee meeting was called to order at 12:15 PM by Eric Caballero. It was noted for the record that a quorum was present.

APPROVAL OF PREVIOUS MINUTES

Patricia Usherwood Fitzpatrick made a motion to approve the September Finance/Audit Committee Meeting minutes; the motion was seconded by Eric Caballero, and unanimously approved.

PRE-AUDIT PLANNING PRESENTATION

Keeley Hines and Shelby Reeves from The Bonadio Group presented information to the Finance Committee regarding the upcoming corporate audit for the fiscal year ending January 31, 2026.

Audit supplement has not been released by the American Institute of Certificied Public Accountants (AICPA) – this is required to be able to do single audit testing.

Conversations are underway with Bonadio and PEACE, Inc. management on the audit and Agency updates

RFP Timeline for Financial Audit/401K Auditors

Nancy Turo, CFO, discussed that this was included in the finance meeting packet (and also attached to these minutes). Our current year RFP agreement expires with the 1/31/2026 audit.

RFP Timeline for Insurance Broker

Nancy Turo, CFO, noted that this was included in the finance meeting packet (and also attached to these minutes).

Memo: Audit Schedule timeline FYE 1/31/2026
A memo outlining the Audit Schedule for the fiscal year ending January 31, 2026 was forwarded to the Finance Committee members, (see attached copy).

FINANCE REPORT

Nancy Turo, CFO, discussed the monthly financial statements for September 30, 2025.

Ms. Turo stated that net income before depreciation year to date presented on page 3 is ($204,693) vs a budget of $231,678. The net income after depreciation is ($589,149).

The net income from normal operations presented on page 7 is $12,171. This number is the net of "timing differences" of fixed asset purchases, revenue recognition grants, grants with revenue based on head count and donation cost centers.

The line of credit balance as of September 30, 2025 is $0.

The indirect rate as of September 30, 2025 is 24.4%.

The current ratio as of September 30, 2025 is 154%, which presents current assets $1,262,878 over current liabilities.

The Supplemental Financial Information will be forwarded to the Finance Committee when completed.

CAPTIVE HEALTH INSURANCE

Ms. Turo discussed the Captive Reserve account.
The reserve balance as of September 30, 2025 is $317,453 vs a target amount of $447,000.

It should be noted that we will request an updated actuary target for the fiscal year ending January 31, 2026.

The Analysis of Self Insurance Reserve includes the projections up to September 30, 2026, which is the end of the next plan year. Our goal is to increase the reserve within range of the actuary target by this date.

Discussion about the Weatherization funding and amount owed to PEACE, Inc. by HCR of apprx $1.2 million. If these funds are not reimbursed to PEACE, Inc. soon there is the potential of having to access the line of credit. Ms. Curinga reported that we are not at risk of collecting these funds from HCR and we are anticipating a payment of $900,000 within the next few weeks.

401K UPDATES
401K update – we are happy with the performance of our partners, Voya, EGPS and OneGroup. Participation in the 401K plan has increased.

OLD BUSINESS:
Executive Director Carolyn Brown reported that the Development Committee will be distribuding a survey on the Board Retreat as part of the process of redesigning.

NEW BUSINESS

Eric Caballero reported that we would like to have an ongoing timeline of important dates for fiscal / finance committee items to report to the board (like a 30 day, 60 day, 90 day timeline).

ADJOURNMENT
The meeting adjourned at 12:41 PM.

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PEACE, INC.
TIMELINE FOR INSURANCE BROKER RFP'S
PREPARED 8/27/2025

- October 14, 2025 – Distribute timeline of insurance broker RFP's to board Finance Committee.
- November 3-November 28, 2025 – Prepare and update the Broker RFP template used in 2016. Pass template along to Carolyn, Mandy, Morgan & Brenda for their review approval.
- December 1, 2025 –Advertise one day during this month the notice for request for proposals in the Syracuse.com
- January 2, 2026 – Send out RFP template/package to the list of insurance brokers/companies that respond to the advertisement in the paper or ones that have already shown an interest.
- March 16, 2026 – Insurance broker RFP's due by 4:00 p.m. to PEACE, Inc.
- March 17, 2026 – April 3, 2026 – Insurance RFP committee will review proposals and make suggestions of which agencies to invite in for face-to-face presentation.
- April 27, 2026 – May 28, 2026 – Face-to-Face presentations by top RFP's received based on committee's suggestions and review of RFP's.
- May 29, 2026– Final selection of Insurance Broker and verbal notification made to the broker chosen for PEACE, Inc. insurance services
- June 1, 2026 – Notification letters sent to all Insurance firms that submitted applications.

PEACE, INC.
AUDIT RFP
TIMELINE
FOR SPRING 2026

	RFP 2026	
Monday	12/1/2025	Get RFP Template to Finance Committee for review and approval at Dec 9th Finance Meeting
Friday	1/30/2026	Send out letters to prospective audit firms to solicit a reesponse to the RFP and to attend bidders conference
Monday	2/23/2026	Questions for bidder's conference due
Friday	2/27/2026	Bidder's Conference (Zoom meeting)
Friday	4/3/2026 5PM	Proposals due
	4/6/2026-5/22/2026	Finance Committee to review proposals, and select firm
Tuesday	6/9/2026	Final selection of audit firm to be made at June 9, 2026 finance meeting
Friday	6/12/2026	Notify firms of results

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Memo

To: Carolyn Brown, Executive Director

From: Nancy Turo, CFO

CC:

Date: 10/2/2025

Re: Audit Schedule – 1/31/2026 Financial Statement Audit

In the best interest of PEACE, Inc., I am requesting the following timeline for the preparation, review and approval of the audited financial statements for the year ending January 31, 2026.

- April 2 - 16, 2026 – PEACE, Inc. staff prepare the financial statements and notes to the financial statements
- April 20, 2026 (Monday) – start of fieldwork by auditors (The Bonadio Group) & prepared financial statements are handed to The Bonadio Group.
- April 24, 2026 – notify NYS Department of State CSBG & HCR (within 15 business days) about audit exit conference date and time (reference email from Katrina Abel dated 3/2/18)
- May 1, 2026 (Friday) (approximate) – last day of audit fieldwork
- May 12, 2026 (Tuesday) – DRAFT of financial statements will be emailed to Finance Committee members (for approval on May 14th) & Board (for presentation to full board on Monday May 18th).
- May 14, 2026 (Thursday) (approximate) – draft of financial statements released by The Bonadio Group & in-person presentation to Finance Committee by Keeley Hines (this would mean that the Finance Committee would be on Thursday, May 14, 2026)
- May 18, 2026 (Monday) – Board of Directors meeting – In-person presentation to the full board by Keeley Hines, Bonadio Group.

P.E.A.C.E., INC.
MONTHLY FINANCIAL STATEMENTS
SEPTEMBER 2025

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People's Equal Action and Community Effort, Inc.
Statement of Financial Position
As of September 30, 2025

		As of September 30, 2025
ASSETS		
CURRENT ASSETS		
Cash	$	1,189,024
Receivables		2,031,156
Prepaid Expenses		49,943
Inventory		349,777
Other Assets		3,649
Total CURRENT ASSETS		3,623,550
LONG TERM ASSETS		
Long Term Deposits		97,413
Long Term Right of Use Leases		2,508,544
Total LONG TERM ASSETS		2,605,957
PROPERTY		
Land		352,153
Buildings		3,138,059
Leasehold Improvements		6,294,000
Vehicles		3,256,923
Equipment		1,430,955
Construction in Progress		17,500
Accumulated Depreciation		(11,188,791)
Total LONG TERM ASSETS		3,300,799
Total ASSETS	$	9,530,306

People's Equal Action and Community Effort, Inc.
Statement of Financial Position
As of September 30, 2025

	As of September 2025
LIABILITIES & NET ASSETS	
CURRENT LIABILITIES	
Accounts Payable Trade	8,385
Short Term Borrowings	
Accrued Payroll & Related Liabilities	607,683
Accrued Compensated Absences	226,341
Accrued Expenses	12,385
Deferred Revenue	964,127
Short Term Lease Liability	541,350
Deposits	400
TOTAL CURRENT LIABILITIES	2,360,672
LONG TERM LIABILITIES	
Lease Liability	1,976,847
	1,976,847
NET ASSETS	
Without Donor Restrictions	4,982,257
With Donor Restrictions	210,530
Total LONG TERM ASSETS	5,192,787
Total LIABILITIES AND NET ASSETS	9,530,306

People's Equal Action and Community Effort, Inc.
Statement of Activities
For Eight Months Ending September 30, 2025

	Annual Budget	Year To Date Budget	Current Year Year To Date	Prior Year Actual Year To Date
REVENUE:				
Direct Contributions & Fundraising	$ 200,028	$ 133,352	$ 238,743	$ 216,553
Government Agencies	26,010,600	17,340,400	14,068,082	13,475,615
Rental Income	11,328	7,552	3,200	7,552
Service Fees	124,564	83,043	66,706	83,043
Service Fees - Energy & Housing Fee for Service	223,952	149,301	20,589	10,484
In-Kind Revenue	3,626,157	2,417,438	3,199,757	3,158,830
Dividend, Interest & Other Income			12,105	1,292
Total	30,196,629	20,131,086	17,609,182	16,953,368
EXPENSES				
Salaries	13,801,977	9,201,318	8,221,491	7,866,175
Payroll Taxes & Fringe Benefits	3,734,744	2,489,829	2,559,667	2,392,559
Professional Fees & Contract Services	1,964,761	1,309,840	477,808	608,498
Conferences & Travel	333,017	222,011	191,881	209,085
Occupancy Costs	1,591,231	1,060,821	989,613	938,199
Consumable Supplies	3,460,493	2,306,995	1,205,334	1,372,975
Equipment Expense	378,170	252,113	278,904	203,450
Insurance	425,439	283,626	312,260	285,546
Telephone	184,280	122,853	102,725	66,220
Printing, Postage & Dues	99,858	66,572	69,537	74,037
Vehicle Maintenance	243,916	162,611	135,819	152,410
Interest Expense	145	97		
Other Costs & Loss on Disposals	4,924	3,283	69,079	73,341
In-Kind	3,626,157	2,417,438	3,199,757	3,158,830
Total	29,907,736	19,899,408	17,813,875	17,401,325
NET SURPLUS (DEFICIT)	288,893	231,678	(204,693)	(447,957)
DEPRECIATION				
Buildings & Leasehold Improvements	(264,161)	(176,107)	(200,206)	(169,696)
Equipment, Vehicles \	(235,210)	(156,806)	(184,251)	(163,426)
Total	(440,747)	(332,914)	(384,456)	(333,122)
CHANGE IN NET ASSETS	$ (151,853)	$ (101,235)	$ (589,149)	$ (781,078)

People's Equal Action and Community Effort, Inc.
Statement of Activities
For Eight Months Ending September 30, 2025

	Fundraising	Non-Allocable	Indirect Pool	Trans & Maint
REVENUE:				
Direct Contributions & Fundraising	90,118			
Government Agencies				
Rental Income				
Service Fees				
Service Fees - Energy & Housing Fee for Service				
In-Kind Revenue	23		22,740	31,252
Dividend, Interest & Other Income				
Total	90,141	-	22,740	31,252
EXPENSES				
Salaries	3,471		1,084,914	
Payroll Taxes & Fringe Benefits	408	9	287,947	
Professional Fees & Contract Services	800	3,174	39,678	3,018
Conferences & Travel		4	27,679	309
Occupancy Costs			87,647	(14,188)
Consumable Supplies	18,802	860	9,475	7,235
Equipment Expense	3,600		30,794	8,172
Insurance			25,703	13,797
Telephone			10,935	4,211
Printing, Postage & Dues	53		20,735	279
Vehicle Maintenance			1,594	(29,104)
Interest Expense				
Other Costs & Loss on Disposals	1,067	11,243	(1,627,102)	
In-Kind	23		22,740	31,252
	28,224	15,289	22,740	24,982
NET SURPLUS (DEFICIT)	61,917	(15,289)	0	6,270
DEPRECIATION				
Buildings & Leasehold Improvements		(161,393)		(5,199)
Equipment, Vehicles, and Software		(177,905)		(1,071)
Total	-	(339,298)	-	(6,270)
CHANGE IN NET ASSETS	61,917	(354,587)	0	-

People's Equal Action and Community Effort, Inc.
Statement of Activities
For Eight Months Ending September 30, 2025

	Grants	Rental Properties	Other
REVENUE:			
Direct Contributions & Fundraising	76,628		71,997
Government Agencies	14,068,082		
Rental Income		3,200	
Service Fees			66,706
Service Fees - Energy & Housing Fee for Service			20,589
In-Kind Revenue	3,133,005		12,736
Dividend, Interest & Other Income			12,105
Total	17,277,714	3,200	184,134
EXPENSES			
Salaries	6,721,715	461	410,931
Payroll Taxes & Fringe Benefits	2,083,312	81	187,910
Professional Fees & Contract Services	423,770		7,367
Conferences & Travel	157,549		6,339
Occupancy Costs	829,471	2,240	84,443
Consumable Supplies	1,871,902		(702,939)
Equipment Expense	231,133		5,205
Insurance	257,128	475	15,156
Telephone	84,623		2,957
Printing, Postage & Dues	47,788		682
Vehicle Maintenance	137,509		25,819
Interest Expense			
Other Costs & Loss on Disposals	1,574,945	112	108,814
In-Kind	3,133,005		12,736
	17,553,851	3,369	165,419
NET SURPLUS (DEFICIT)	(276,136)	(169)	18,715
DEPRECIATION			
Buildings & Leasehold Improvements			(33,614)
Equipment, Vehicles, and Software			(5,275)
Total	-	-	(38,888)
CHANGE IN NET ASSETS	(276,136)	(169)	(20,174)

PEACE, INC.
CURRENT RATIO
AS OF SEPTEMBER 30, 2025

AS OF:	CURRENT ASSETS	CURRENT LIABILITIES	CURRENT RATIO	DIFFERENCE IN DOLLARS
1/31/05	2,029,803	2,184,993	92.90%	(155,190)
1/31/10	3,286,876	3,284,011	100.09%	2,865
1/31/15 FINAL	2,679,027	2,135,917	125.43%	543,110
1/31/20 FIRST CLOSE	2,283,412	1,826,420	125.02%	456,992
1/31/21 - FIRST CLOSE	2,694,357	1,556,977	173.05%	1,137,380
1/31/22 - FIRST CLOSE	3,062,677	2,138,931	143.19%	923,746
1/31/23 FIRST	4,155,698	1,678,201	247.63%	2,477,497
1/31/24 FIRST	3,560,291	2,379,027	149.65%	1,181,264
1/31/25 FIRST CLOSE	3,330,749	2,183,416	152.55%	1,147,333
2/28/25	NOT COMPLETED AS 1/31/25 NOT CLOSED AS YET			
3/31/25	3,724,407	2,049,601	181.71%	1,674,806
4/30/25	3,559,695	1,992,590	178.65%	1,567,105
5/31/25	3,022,895	1,722,234	175.52%	1,300,661
6/30/25	3,067,768	1,836,996	167.00%	1,230,772
7/31/25	2,879,759	1,712,046	168.21%	1,167,713
8/31/25	3,240,013	2,131,050	152.04%	1,108,963
9/30/25	3,623,550	2,360,672	153.50%	1,262,878

PEACE, INC.
FINANCIAL STATEMENT NOTES AND COMMENTS
AS OF SEPTEMBER 30, 2025

CURRENT RATIO STATUS

The current ratio is an analysis of current assets divided by current liabilities. The goal is to have at least 100%, to ensure we have enough current assets to cover our current liabilities.

The current ratio for September 30, 2025 is 154%, which equates to current assets $1,262,878 higher than current liabilities.

NET SURPLUS (DEFICIT) BEFORE DEPRECIATION

The budgeted net income before depreciation year to date is $231,678 and actual is ($204,693). The change in net assets after depreciation is ($589,149). The Ordinary Operating Income is $12,171.

An overview of the components making up this ($204,693) is:

From Normal Operations:	
Senior Nutrition	30,871
Fundraising	61,917
Transportation & Maintenance	6,270
Rental Properties	(169)
Energy & Housing Fee for Service	5,195
Centro	(5,302)
Other	(6,893)
Indirect Cost not allowed on grant	(65,429)
Non Allocable	(15,289)
	12,171
From "Timing Differences" (over period of more than one year the net effect is $0)	
Fixed Asset Purchases	171,317
Revenue Recognition	(2,990)
Revenue Based on Head Count	(408,605)
Special Donation Accounts	23,415
Expenses to be allocated next month	
	(216,863)
	(204,693)

TOTAL FUNDRAISING REVENUE:

COST CENTER #100 FUNDRAISING (WITH TRANSFERS)	91,891
SPECIAL DONATION ACCOUNTS	71,997
MEAL CONTRIBUTIONS	76,628
	240,516

LINE OF CREDIT

BALANCE BEGINNING OF MONTH	$	-
BALANCE AT END OF MONTH	$	-
Current month interest expense		NA
Date interest paid		NA

CAPITAL IMPROVEMENT/REPAIR CASH ACCOUNT

Balance at Beginning of Month	$	269,430
Balance at End of Month	$	269,430

INDIRECT RATE

The final rate for year ending 1/31/24 is 23.3%
The provisional rate for 2/1/24 - 1/31/26 is 26.00%

9/30/2024	24.53%
9/30/2025	24.40%

ANALYSIS OF IN-KIND AND HEAD START ADMINISTRATIVE RATES:
Unless otherwise stated, the booked In-Kind includes entries are through the previous month, due to the quick close of financial statements each month. Therefore, the In-Kind below includes an estimate for the current month based on actual for the prior month.

IN-KIND (MAJOR GRANTS)

		IN-KIND	EXPENDITURES	%	REQUIRED
2412	Head Start	2,940,318	8,714,573	0.34	0.2234

NOTE: CAN ALSO USE UPK FUNDING AS IN-KIND, NOT INCLUDED ABOVE.

6193	CSBG	585,150	1,331,341	0.44	NOT REQUIRED

In-Kind is posted in the subsequent month. The In-Kind reported above includes an estimated amount based on the current month.

HS ADMINISTRATIVE COSTS

This report has been moved to the monthly Supplemental Information report.

WEATHERIZATION FEE FOR SERVICE PROGRAMS

Net income for Fee for Service programs is:

	Current Month	Year To Date
9125 Empower New York	-	-
9310 DEHS Fee for Service	-	5,195
	-	5,195

ACCRUAL ACCOUNTING

We are accruing invoices for not only the indirect pool, but also any projects that are not cash basis. This includes projects such as the rental locations and temporarily restricted accounts. waiting for year end.

DEPRECIATION

Purchases with grant funds - we recognize the revenue when we purchase the fixed asset. Then in subsequent years, we must reflect the depreciation as an expense that hits our "Change in Net Assets".

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE ANNUAL BUDGET	REVENUE YTD BUDGET	REVENUE YTD ACTUAL		NET ANNUAL BUDGET	NET YTD BUDGET	NET YTD ACTUAL
BBBS							
3574 BBBS OSWEGO	5,000	3,333	9,289		(1,115)	(743)	(2,022)
3664 BBBS ONONDAGA CO.	15,000	10,000	10,641		(2,880)	(1,920)	(1,673)
3672 ***BBBS ARBY'S			25,000				
6192-554 CSBG	304,302	202,868					
6193-554 CSBG			150,378				
9146 BBBS UNITED WAY	11,000	7,333					
9147 BBBS UNITED WAY			10,218				
9148 BBBS UNITED WAY			89				
	335,302	223,535	205,615	-	(3,995)	(2,663)	(3,695)
CAPTIAL IMPROVEMENT							
152 CAPITAL IMPROVE/REPAIR					(5,000)	(3,333)	(5,562)
	-	-	-		(5,000)	(3,333)	(5,562)
CENTRO							
9082 CENTRO - DISCONTINUED							(5,302)
	-	-	-		-	-	(5,302)
COMMUNITY SERVICE & OTHER							
3006 AEI	84,878	56,585	10,275				
6192-502 CSBG	288,894	192,596					
6193-502			447,699				
6192-513 CSBG	72,379	48,253					
6193-513			19,373				
6192-530 CSBG	6,559	4,372					
6193-530			836				

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE			NET		
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL
6192-532 CSBG	221,455	147,637				
6193-532			114,671			
6192-533 CSBG	169,277	112,851				
6193-533			89,751			
6192-534 CSBG	178,091	118,727				
6193-534			108,629			
6192-535 CSBG	87,656	58,437				
6193-535			2,594			
6192-536 CSBG	166,391	110,927				
6193-536			136,210			
6192-537 CSBG	201,533	134,356				
6193-537			384,609			
6192-544 CSBG	16,689	11,126				
6193-544			431			
4219 VERA HOUSE DOJ	119,796	79,864				
4228 ESFRC AMERICAN HEART			1,814			
4239 FREE TAX PREP BERKSHIRE	3,000	2,000				
4240 FREE TAX PREP UNITED WAY	102,050	68,033				
4247 GIFFORD FOUND FATHERHOOD	4,540	3,026	5,909			
4249 SSFRC SAVE THE RAIN	48,300	32,200	2,500	48,300	32,200	2,500
4254 FTO HIGB BEN SNOW	5,200	3,467	4,484			
4255 KRESGE	46,950	31,300	67,190			
4258 FOOD BANK FRC'S	17,150	11,433	25,166	(2,400)	(1,600)	(1,013)
4259 FTP MAGNARELLI	16,667	11,111	17,292			
4260 FTP HUNTER			1,714			
4261 MAGNARELLI IT	25,000	16,667	25,000			
4262 SCSD ESFRC	100,000	66,667	55,637			

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE			NET		
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL
4264 REENTRY	75,000	50,000	40,980			
4265 FREE TAX PREP UNITED WAY			128,092			
4266 REISMAN FOUND			21,477			
4267 KEY BANK FREE TAX PREP			2,458			
4269 ESFRC CONNECT KIDS			13,904			
4270 KEY BANK FTP			19,767			
4271 CSBG DISCRETIONARY			15,000			
4272 DASNY CREST			159,457			156,317
4273 COMMUNITY FOUND ESFRC			736			
4274 CDBG ESFRC			31,091			
4275 M&T BANK WSFRC			2,500			
4276 JOHN BEN SNOW WSFRC			12,500			12,500
4277 HPNAP			9,533			(742)
4278 FOCUS COMM ENG			2,489			
4280 FTP BERKSHIRE BANK			570			
4281 SOFSA CS & CW			179			
4282 SCSD ESFRC			4,549			
5105 ***DSRIP/VBP				(61,600)	(41,067)	(1,028)
5109 ***CNYCC FFPP COVID				(17,279)	(11,519)	(33)
5110 ***ARISE FOOD INSEC	20,691	13,794	-			(1,929)
5111 COMM FOUND	41,250	27,500	35,842			
6000 ECCPP MICRON	295,924	197,283	71,519			
	2,415,318	1,610,212	2,094,426	(32,979)	(21,986)	166,571
DONATIONS						
9015 CEFRC						428
9260 FGP RECOGNITION			831			(819)

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE			NET		
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL
9500 MISC - HS						(2,216)
9503 MISC - CWFRC XMAS & RENT						
9506 FOOD PANTRY						(459)
10801 HS ADMINISTRATION						
10802 HS B'VILLE			433			(187)
10803 HS JAMES ST.						
10804 HS JORDAN			(300)			(300)
10805 HS LIVERPOOL			2,263			699
10807 HS GENESEE			773			(405)
10809 HS MARCELLUS						
10810 HS LAFAYETTE						
10813 ATONEMENT						
10815 POLICY COUNCIL						
10816 HS SUMNER			515			(193)
10822 CEFRC						
10823 CSFRC			1,800			(120)
10824 CWFRC						
10826 PREGNANT MOMS						
10828 BBBS						(222)
10829 BOWL BBBS						(1,567)
10830 EASTWOOD SENIOR CENTER						
10831 FGP			280			280
10832 COMMUNITY DEVELOP			1,250			720
10834 CS CROP WALK						
10835 CW EMERGENCY						
10838 SENIOR SERVICES			20			(140)
10839 SSFRC COORD SPECIAL						

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE			NET		
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL
10841 WS COORDINATOR'S SPECIAL			235			235
10842 COUNTY WEST KIDZ RULE						(345)
10844 ESFRC COORD SPECIAL						
10849 HS MERRICK						
10850 EASTWOOD SENIOR CENTER			3,690			833
10852 EHS HOME BASE						
10854 BBBS OTHER			9,759			(2,138)
10855 BERSKSHIRE BANK TRAIN						
10856 CSFRC			4,595			(476)
10857 IT TECH PROGRAM						
10858 MAINT. DONATIONS						
10860 GIVE A HOLIDAY						(6,798)
10861 CAMP FUND/SUMMER ACTIV			128			(440)
10863 WSFRC YTH ADV COUNCIL						(468)
10864 DONATION PROG/KIDS			15,000			15,000
10867 FSD LUNCH & LEARN			3,000			3,000
10868 EMPLOYEE EMERGENCY FUND						(300)
10869 EITC PROGRAM			926			926
10860 GIVE A HOLIDAY						
10861 CAMP FUND/SUMMER ACT						
10864 DONATION PROG/KIDS						
10866 TRANSPORTATION						
10867 FSD LUNCH & LEARN						
10868 EMPLOYEE EMERG						
10869 EITC PROGRAM						
10871 SSFRC YOUTH ADVISORY						
10875 SSFRC SENIORS						(5)

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE			NET		
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL
10876 HOLIDAY APPEAL						
10877 BBBS COUNTRY RUN						(4,849)
10878 BBBS SCHOLARSHIP						(1,400)
10879 CSFRC DOMESTIC VIOL						
10880 CWFRC COORD SPECIAL			600			(550)
10881 A CAUSE TO CELEBRATE						(483)
10882 VOLL FOUND						
10883 BBBS GOLF TOURN						
10884 GEAR FOR GOOD F&CD						
10885 BBBNS BACK TO SCHOOL						
10886 COMMUNITY ENGAGE			100			98
10887 MERRICK GENERAL			26,100			26,077
	-	-	71,997	-	-	23,415
E&H FEE FOR SERVICE						
3131 DHCR LANDLORD CONTR			1,000			(122)
9125 EMPOWER	95,604	63,736		(2,835)	(1,890)	
9310 DEHS FEE FOR SERVICE	128,348	85,565	20,589	23,059	15,372	5,195
	223,952	149,301	21,589	20,224	13,482	5,073
EASTWOOD						
3906 ECC OFA	25,000	16,667	21,342			
3907 ECC OFA			259			
4279 ECC ONONDAGA COUN TY			5,569			
6192-584 CSBG	211,031	140,687				
6193-584 CSBG			140,150			

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE			NET		
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL
	236,031	157,354	167,320	-	-	-
FOSTER GRANDPARENTS						
3349 FGP CNCS	467,759	311,839	225,765			
3367 NYS OFFICE FOR THE AGING	5,778	3,852	4,989			
3410 FGP CNCS			13,419			
3515 CNYCF LITERACY INITIATIVE			1,427			
	473,537	315,691	245,600	-	-	-
FOOD SERVICE						
1700 FOOD SERVICES			12,736			
3242 FSD OFA	1,120,328	746,885		118,965	79,310	
3243 FSD OFA			710,215			29,780
9380 FSD CATERING	124,564	83,043	65,706			
	1,244,892	829,928	788,657	118,965	79,310	29,780
FUNDRAISING						
100 FUNDRAISING	82,724	55,149	90,141	53,740	35,827	61,917
	82,724	55,149	90,141	53,740	35,827	61,917
ENERGY & HOUSING						
3101 HTFC - P PLUS	218,500	145,667				(449)
3104 HTFC	644,000	429,333	8,786	44,055	29,370	(187)
3193 HCR	338,147	225,431	265,859			3,915
3196 HCR	3,692,731	2,461,820	1,110,372	145,959	97,306	(63,772)
3197 HCR			37,805			
	4,893,378	3,262,252	1,422,822	190,014	126,676	(60,493)

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE			NET		
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL
HEAD START						
2302 CACFP	557,961	371,974	294,443			
2412 HEAD START	18,130,786	12,087,191	11,250,293			
2462 HS T&TA	106,150	70,767	100,557			
2562 EHS T&TA	70,651	47,101	35,278			
2611 SYRACUSE UPK	1,175,460	783,640	516,614			(453,271)
2612 SYRACUSE UPK			102,252			83,130
2812 N SYR UPK			27,927			
2911 ***LIVERPOOL UPK	81,000	54,000	45,900			(44,100)
2912 LIVERPOOL UPK			9,000			5,636
	20,122,008	13,414,672	12,382,262	-	-	(408,604)
INDIRECT POOL						
1010 MAIN OFFICE			19,258	(210,240)	(140,160)	(138,259)
1014 SUPPLEMENTAL COSTS				(78,737)	(52,491)	
1020 EXECUTIVE OFFICE				(355,677)	(237,118)	(205,546)
1030 HR				(605,730)	(403,820)	(355,325)
1040 FISCAL				(1,016,574)	(677,716)	(599,114)
1070 MIS			3,482	(319,604)	(213,069)	(191,249)
1080 PROGRAM OVERSIGHT				(346,949)	(231,300)	(190,603)
1090 BOARD OF DIRECTORS				(12,294)	(8,196)	(757)
1095 INDIRECT POOL ALLOCATION				2,945,805	1,963,870	1,680,853
	-	-	22,740		-	-
NON-ALLOCABLE						
150 NON-ALLOCABLE				(8,000)	(5,333)	(15,289)

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE ANNUAL BUDGET	REVENUE YTD BUDGET	REVENUE YTD ACTUAL		NET ANNUAL BUDGET	NET YTD BUDGET	NET YTD ACTUAL
153 NON-ALLOCABLE DEPREC					(440,747)	(293,831)	(339,298)
	-	-	-		(448,747)	(299,165)	(354,587)
PROJECT CONNECTION							
3760 OPWDD	81,234	54,156	1,730				
3761 OPWDD			46,484				
6192-552 CSBG	16,599	11,066					
6193-552			9,313				
	97,833	65,222	57,526	-	-	-	-
SENIOR SERVICES							
3504 OFA EISEP	54,500	36,333	11,777				
3505 OFA EISEP			23,760				
6192-311 CSBG	5,827	3,884					
6193-311 CSBG			4,179				
	60,327	40,218	39,716	-	-	-	-
RENTALS							
7020 TULLY	4,800	3,200	3,200		592	394	(169)
7042 TULLY - ARISE	6,528	4,352			4,549	3,033	
	11,328	7,552	3,200		5,141	3,427	(169)
TRANSPORTATION AND MAINTENANCE							
1500 TRANSPORTATION							
1600 MAINTENANCE			31,252				
	-	-	31,252		-	-	-

PEACE, INC.
COMPARATIVE INFORMATION BY PROGRAM
AS OF SEPTEMBER 30, 2025

CC	REVENUE			NET		
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL
SALE AND PURCHASE PROPERTIES						
3199 PURCHASE 717 ERIE BLVD W				(49,216)	(32,811)	(32,918)
			-	(49,216)	(32,811)	(32,918)
INSURANCE PROCEEDS						
9951 INSURANCE PROCEEDS			12,105			(4,880)
			12,105			(4,880)
YEAR END ACCRUALS						
9822 YEAR END ACCRUALS			(47,789)			305
	-	-	(47,789)	-	-	305
MINOR DIFF						
	30,196,629	20,131,086	17,609,182	(151,853)	(101,236)	(589,149)

PEACE, INC.
ANALYSIS OF SELF INSURANCE RESERVE
#01-2009-00000
ESTIMATE FOR: 10/24-9/25

FILE: CONTROLLER/CAPTIVE HEALTH 1024-0925/ANALYSIS OF #01-2009-00000

PEACE CFO

12 MTH AVG PREMIUM

USE CURRENT RATES

NOTE: SHADED AMOUNTS ARE PROJECTIONS FOR FUTURE MONTHS

BASED ON NO INCREASE FOR TOTAL PREMIUM, EMPLOYEE PORTION OR EMPLOYER PORTION

PREPARED BY CFO, AGREED BY HF&C

USING:	107	-EE	946.76	101,303.32
	18	-EE + SPOUSE	1,707.98	30,743.64
	9	FAMILY	2,507.08	22,563.72
				154,610.68
	134			

RESERVE CALCULATION:

X 3 MONTHS PER HF&C	397,201.10
ADM FEE MVP 3 MO @ 9,800	18,554.70
TARGET	415,755.80
TARGET REVISED BY ACTUARY 12/27/24	447,000.00
	PROJECTED

		PROJECTED							ACTUAL					VARIANCE
		PREMIUM	CLAIMS & NON-CLAIMS	STOP LOSS	MVP TPA FEES	PCORI	HAYLOR FEE	#01-2009-00000	PREMIUM	CLAIMS & NON-CLAIMS	STOP LOSS	MVP TPA FEE	#01-2009-00000	OVER (UNDER)
ESTIMATED BEGINNING BALANCE								(467,576)					(370,646)	
10/24	NEW PLAN YEAR	(148,030)	103,466	31,266	9,550	535	7,500	(463,289)	(157,080)	163,406	30,194	7,149	(326,977)	
11/24		(148,030)	103,466	31,266	9,550			(467,037)	(158,027)	95,392	30,553	9,581	(349,477)	
12/24		(148,030)	103,466	31,266	9,550			(470,785)	(158,893)	207,400	32,799	11,866	(256,306)	(190,694)
1/25		(148,030)	103,466	31,266	9,550			(474,533)	(362,329)	130,217	33,248	10,318	(444,851)	(2,149.00)
2/25		(148,030)	103,466	31,266	9,550			(478,281)	(157,462)	165,144	34,237	11,276	(391,655)	(55,345.13)
3/25		(148,030)	103,466	31,266	9,550			(482,029)	(155,243)	118,977	33,519	10,023	(384,379)	(62,620.98)
4/25		(148,030)	103,466	31,266	9,550			(485,777)	(154,170)	83,845	32,890	9,802	(412,013)	(34,987.32)
5/25		(148,030)	103,466	31,266	9,550			(489,525)	(155,148)	249,563	32,082	7,075	(278,441)	(168,558.86)
6/25		(148,030)	103,466	31,266	9,550			(493,273)	(152,409)	271,635	32,262	9,876	(117,077)	(329,922.80)

NOTE: WE WILL HAVE AN EXTRA PAYMENT IN 8/25, AND INCREASE 7/25 PREMIUM (& GO FORWARD)

PEACE, INC.
ANALYSIS OF SELF INSURANCE RESERVE
#01-2009-00000
ESTIMATE FOR: 10/24-9/25

FILE: CONTROLLER/CAPTIVE HEALTH 1024-0925/ANALYSIS OF #01-2009-00000

PEACE CFO

12 MTH AVG PREMIUM

USE CURRENT RATES

BASED ON NO INCREASE FOR TOTAL PREMIUM, EMPLOYEE PORTION
OR EMPLOYER PORTION

PREPARED BY CFO, AGREED BY HF&C

USING:	107 -EE	946.76	101,303.32
	18 -EE + SPOUSE	1,707.98	30,743.64
	9 FAMILY	2,507.08	22,563.72
			154,610.68
	134		

RESERVE CALCULATION:

X 3 MONTHS PER HF&C	397,201.10
ADM FEE MVP 3 MO @ 9,800	18,554.70
TARGET	415,755.80
TARGET REVISED BY ACTUARY 12/27/24	447,000.00
	PROJECTED

NOTE: SHADED AMOUNTS ARE PROJECTIONS FOR FUTURE MONTHS

	PROJECTED							ACTUAL					VARIANCE
	PREMIUM	CLAIMS & NON-CLAIMS	STOP LOSS	MVP TPA FEES	PCORI	HAYLOR FEE	#01-2009-00000	PREMIUM	CLAIMS & NON-CLAIMS	STOP LOSS	MVP TPA FEE	#01-2009-00000	OVER (UNDER)
								BY 20%					
7/25	(148,030)	103,466	31,266	9,550			(497,021)	(178,255)	157,552	32,082	9,655	(96,043)	(350,956.60)
8/25	(148,030)	103,466	31,266	9,550			(500,769)	(366,256)	155,291	31,273	9,139	(266,597)	(180,403.10)
9/25	(148,030)	103,466	31,266	9,550			(504,517)	(182,858)	91,818	30,823	9,360	(317,453)	(129,546.52)
	(1,776,360)	1,241,592	375,192	114,600	535	7,500							

NEXT PLAN YEAR:

10/25	(182,858)	127,564	35,320	9,900	(327,527)	(119,472.93) PROJECTED
11/25	(182,858)	127,564	35,320	9,900	(337,601)	(109,399.34) PROJECTED
12/25	(182,858)	127,564	35,320	9,900	(347,674)	(99,325.75) PROJECTED
1/26	(182,858)	127,564	35,320	9,900	(357,748)	(89,252.16) PROJECTED
2/26	(182,858)	127,564	35,320	9,900	(367,821)	(79,178.57) PROJECTED
3/26	(182,858)	127,564	35,320	9,900	(377,895)	(69,104.98) PROJECTED
4/26	(182,858)	127,564	35,320	9,900	(387,969)	(59,031.39) PROJECTED
5/26	(182,858)	127,564	35,320	9,900	(398,042)	(48,957.80) PROJECTED

PEACE, INC.
ANALYSIS OF SELF INSURANCE RESERVE
#01-2009-00000
ESTIMATE FOR: 10/24-9/25

FILE: CONTROLLER/CAPTIVE HEALTH 1024-0925/ANALYSIS OF #01-2009-00000

PEACE CFO

12 MTH AVG PREMIUM

USE CURRENT RATES

NOTE: SHADED AMOUNTS ARE PROJECTIONS FOR FUTURE MONTHS

BASED ON NO INCREASE FOR TOTAL PREMIUM, EMPLOYEE PORTION
OR EMPLOYER PORTION

PREPARED BY CFO, AGREED BY HF&C

USING:	107 -EE	946.76	101,303.32
	18 -EE + SPOUSE	1,707.98	30,743.64
	9 FAMILY	2,507.08	22,563.72
			154,610.68
	134		

RESERVE CALCULATION:

X 3 MONTHS PER HF&C	397,201.10
ADM FEE MVP 3 MO @ 9,800	18,554.70
TARGET	415,755.80
TARGET REVISED BY ACTUARY 12/27/24	**447,000.00**
	PROJECTED

	PROJECTED							ACTUAL					VARIANCE OVER (UNDER)	
	PREMIUM	CLAIMS & NON-CLAIMS	STOP LOSS	MVP TPA FEES	PCORI	HAYLOR FEE	#01-2009-00000	PREMIUM	CLAIMS & NON-CLAIMS	STOP LOSS	MVP TPA FEE	#01-2009-00000		
6/26								(182,858)	127,564	35,320	9,900	(408,116)	(38,884.21)	PROJECTED
7/26								(182,858)	127,564	35,320	9,900	(418,189)	(28,810.62)	PROJECTED
8/26								(182,858)	127,564	35,320	9,900	(428,263)	(18,737.03)	PROJECTED
9/26								(182,858)	127,564	35,320	9,900	(438,337)	(8,663.44)	PROJECTED

Bonadio & Co., LLP
Accounting, Consulting & More

People's Equal Action and Community Effort, Inc.

Audit Planning Communication

2025 Audit Plan

October 14, 2025

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October 14, 2025

Dear Members of the Finance Committee of People's Equal Action and Community Effort, Inc.:

We are pleased to present our 2026 Audit Plan for the financial statements of People's Equal Action and Community Effort, Inc. or (the "Organization"). The information included in this report allows you to understand the judgments we have made in planning and scoping our audit procedures.

This report was prepared based on information obtained from meetings with management, knowledge of the Organization, consideration of the business environment and risk assessment procedures. Our audit approach will remain flexible and responsive to the Organization's environment. Any significant changes to our audit plan will be discussed with the Finance Committee at a future meeting.

Discussion of our audit plan ensures our Bonadio engagement team members understand your concerns and together we agree on mutual needs and expectations, which enables us to provide the highest level of service and audit quality. We value and encourage your observations and your input.

We look forward to addressing your questions and discussing any other matters of interest. Please feel free to call me at 315-214-2769.

Very truly yours,

Keeley Hines, CPA

Engagement Partner

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Audit Approach	5
Audit objective	6
Risk assessment process and results	7
Client service team	9
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01

Executive Summary

Executive Summary

Audit Planning Considerations

The Organization's Activities

- Noteworthy discussion and update of strategy
- Expected continued growth
- Focused on cost cutting, efficiencies, and improved internal controls
- Concerns at the Federal level regarding funding
- Turnover & Promotions in Accounting Department
    - Consideration on risk
    - Potential efficiency analysis
    - Maintaining adequate control environment

The Audit Highlights

- The audit planning process is schedule for December.
- The risks we've identified are consistent with those in the prior year.
- Mid-year conversations on insurance reserves.
- We affirm our independence with PEACE, Inc.
- New Significant Accounting and Audit Standards: None
- Single Audit (1 major programs identified):
    - Head Start

02

Audit Approach

Audit Approach

Our Primary Objectives are to:

- Perform an audit in accordance with Generally Accepted Auditing Standards (GAAS) and *Government Auditing Standards* to obtain reasonable assurance the Organization's financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP), and are free from material misstatement whether caused by error or fraud.
- Render an opinion on the financial statements of People's Equal Action and Community Effort, Inc. as of January 31, 2026, and for the year then ending.
- Evaluate the presentation of the supplementary information (SEFA) in relation to the financial statements as a whole and to report on whether it is fairly stated, in all material respects.
- Noteworthy Considerations:
    - Our audit does not relieve management of its responsibilities with regard to governance and oversight.
    - The audit includes consideration of internal control over financial reporting as a basis for designing 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 over financial reporting.

Our Audit Deliverables

- Audit report on the financial statements
- Single Audit Reporting in accordance with Uniform Guidance (including report on *Government Auditing Standards)*
- Review of the Form 990
- Preparation of the data collection form
- Audit report on the financial statements of the pension plan (separate audit engagement team)

Risk Assessment Process and Results

Approach and Definitions

Our audit approach is based on the following principles:

- The use of a top-down, risk-based approach
- The application of well-reasoned professional judgment
- These principles, with the application of materiality, allow us to develop and execute our audit approach in an effective and efficient manner. The results of our risk assessment include the identification of audit risks and also drives the identification of significant accounts. We evaluate audit risks as defined below.

Fraud risk – requires special audit consideration in terms of the nature, timing or extent of testing due to the consideration of incentives, pressures and opportunities to commit fraud, likely magnitude of potential misstatements and/or the likelihood of the risk occurring.

Significant risk – requires special audit consideration in terms of the nature, timing or extent of testing due to the risk's nature, likely magnitude of potential misstatement and/or likelihood of that risk occurring - including the possibility that the risk may give rise to multiple misstatements.

Normal risk – relates to the relatively routine, non-complex transactions that tend to be subject to systematic processing and require little management judgment. Although a risk of material misstatement exists, there are no special factors related to the nature, the likely magnitude of the potential misstatements or the likelihood of the risk occurring.

Audit Approach

Risk Assessment Process and Results

Fraud and Significant Risks

We have outlined below the fraud and significant risks identified based on our preliminary risk assessment process, together with our planned audit response.

Risk Description	Significant assumptions
Fraud – Risk of management override of controls, including accounting for significant unusual transactions, particularly sensitive accounting estimates, and manual journal entries	• Test journal entries focusing on certain characteristics that may indicate a risk of fraud • Test underlying assumptions used in any sensitive accounting estimates • Review financial statements for inaccurate or omitted disclosures • Make inquiry of key members of management
Revenue recognition – A significant risk of fraud in revenue recognition exists	• Assess relevant revenue controls for design effectiveness and implementation • Test manual journal entries focusing on unusual entries that impact revenue • Test material revenue transactions

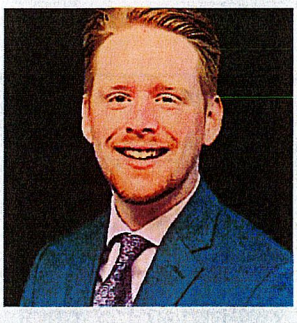
Client Service Team



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Audit Approach

Timeline and Communication Plan

The table below outlines our expected timing of communications and planned audit procedures. In addition, we may communicate with you more frequently, if and when significant matters arise.

December: Planning

- Meet with Management to understand the business, assess risk and obtain update of business and operating plan
- Assess the key audit risks and materiality
- Complete understanding of controls and preliminary scoping of accounts, processes and locations
- Meet with the Finance Committee to discuss audit plan

April: Execution

- Perform substantive procedures as of year-end

May: Completion

- Meet with the Finance Committee to discuss results of the audit
- Subsequent event procedures

Other Required Communications

Fraud

We are required to make certain inquiries of the Finance Committee related to fraud risks. In addition, as part of our overall response to fraud risk, we incorporate unpredictability into our audit by modifying the nature, timing and extent of our procedures.

Fraud is a broad legal concept and auditors do not make legal determinations of whether fraud has occurred. Rather, the auditor's interest specifically relates to acts that result in a material misstatement of the financial statements. The primary factor that distinguishes fraud from error is whether the underlying action that results in the misstatement of the financial statements is intentional. The following two types of misstatements are relevant to the auditor's consideration of fraud:

Misstatements arising from fraudulent financial reporting are intentional misstatements or omissions of amounts or disclosures in financial statements designed to deceive financial statement users when the effect causes the financial statements not to be presented in all material respects, in conformity with generally accepted accounting principles (GAAP).

Misstatements arising from misappropriation of assets involve the theft of an entity's assets when the effect of the theft causes the financial statements not to be presented, in all material respects, in conformity with GAAP.

Fraud Items For Discussion:

- Programs and controls in place to mitigate the risk of fraud and error
- Specific concerns about the risk of fraud or error
- Any actual, alleged or suspected fraud
- Violations or possible violations of law
- Other matters relevant to the audit

Audit Approach

Other Required Communications

Independence

There are no relationships or other matters identified that might reasonably be thought to bear on independence.

Non-compliance with laws and regulations and illegal acts

We have not identified any instances of non-compliance with laws and regulations. We have not identified any potential illegal acts.

Significant issues discussed with management prior to appointment or retention

There are no significant issues discussed with management in connection with the retention of Bonadio.

Obtain information relevant to the audit

We will inquire of the Finance Committee about whether it is aware of matters relevant to the audit and about the risks of material misstatement.

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Appendices

Focused on Your Success

We recognize that Board members and organization leaders have tremendous responsibilities today, facing increasingly complex demands in all areas of their operations as well as navigating uncertain futures. The Bonadio Group offers a broad range of consulting solutions to help Board Members and Leadership Teams achieve their organizations' goals. From analysis to execution, we deliver focused advisory services that drive growth and profitability and mitigate risk The. following are a few select areas for which we have provided advisory services to organizations just like yours.

Operational Efficiencies: An efficiency study provides the insight to achieve goals; whether increasing profitability, mitigating risk, updating policies and procedures or analyzing cash flow.

Profitability Analysis: Our analysis helps stabilize revenues and identify new growth opportunities to increase profitability. It often provides a new perspective and encourages development of even stronger relationships with your A- list customers and your service lines.

Cash Flow Management: We calculate and review targeted forecasts, cash ratios, quick ratios, and current ratios to create various scenarios to provide the business intelligence to make strategic decisions.

Compliance Requirements: We review, assess, train and develop compliance programs in accordance with the regulations of your industry, from HIPAA to corporate compliance, including a virtual Compliance Officer for your entity.

Outsource Accounting & Finance: Our Outsource Accounting Team has helped hundreds of businesses across multiple industries achieve their goals and financial peace of mind. Take the weight of finance and accounting off your team's shoulders and give it to us, connect with me today. For assistance please contact Gregg Genovese, Partner, at 585.249.2878.

Focused on Your Success

Fraud and Forensics: Our certified fraud examiners help businesses and organizations protect themselves against, or identify, quantify, and mitigate fraud and white-collar crime through our forensic accounting, fraud investigations and risk mitigation services.

Our team collaborates with you to develop tailored strategies that improve your operational performance, mitigate risk and deliver actionable insights to accomplish your strategic initiatives. If you would like a 30-minute, complimentary, confidential consultation or assistance of any nature with these or related topics please contact your Bonadio relationship manager, or Tim Ball, Executive Vice President tball@bonadio.com or call 585.249.2756.

Penetration and Vulnerability Testing: The testing team "acts" as a malicious individual simulating sophisticated real-world attacks. This identifies and remediates weaknesses by hunting and uncovering hidden threats and risks.

Cybersecurity / IT / Audit / Risk Assessment: Our cybersecurity / IT / Audit/Risk Assessment projects range from comprehensive assessments to auditing and testing of the complete infrastructure. We also offer virtual Chief Information Security Officers (vCISO). For assistance with cybersecurity, please contact Charlie Wood, Executive Vice President, .585.249.2757.

Bonadio Advisory

Analysis to Execution.

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