

San Diego

Los Angeles

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Bay Area

christy  white
A PROFESSIONAL ACCOUNTANCY CORPORATION *associates*

**Proposal for Auditing Services
Sylvan Union School District
Modesto, California**

**For the Fiscal Year Ending June 30, 2015,
With Optional Renewal Periods June 30, 2016 and June 30, 2017**

Submitted on March 30, 2015 by:

Christy White, CPA, President

Corporate Office

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*San Francisco Bay Area Office
Assigned to Serve
Sylvan Union School District*

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➤ ATTACHMENTS:

- Insurance Requirements

LETTER OF TRANSMITTAL

March 30, 2015

Christy White, CPA

Michael Ash, CPA

Tanya M. Rogers, CPA, CFE

Heather Rubio

SAN DIEGO

LOS ANGELES

SAN FRANCISCO/BAY AREA

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Licensed by the California
State Board of Accountancy

Laura Grimm, Director, Fiscal Services
Sylvan Union School District
605 Sylvan Avenue
Modesto, CA 95350

Dear Ms. Grimm:

Christy White Associates (CWA) is pleased to respond to your request for proposal for Sylvan Union School District's (the "District's") Annual Financial and Compliance audit for the fiscal year ending June 30, 2015, with optional renewal periods June 30, 2016 and June 30, 2017, as well as a Financial and Performance audit for the Measure A bond. In this proposal, we believe that you will find that our firm is not only highly qualified to perform the audit for Sylvan Union School District, but is prepared to do what it takes to provide the extra level of service required to maintain a long-term business relationship.

CWA has specialized in Local Educational Agency (LEA) audits for over 14 years. Founding partner Christy White has 30 years of school audit and consulting experience and is joined by 3 experienced partners and a staff of 30.

CWA audits over 80 school districts annually plus over 25 charter schools, over 30 Proposition 39 bond audits and 6 community college districts. The vast majority of our local educational agencies (LEA) clients require a Single Audit under OMB Circular A-133. We also audit several large nonprofit organizations, JPAs and other local governmental entities under Single Audit requirements. Due to our specialization in LEA audits, our staff work year-round on education audits. We have experience auditing and consulting with school districts, for example:

Sample of CWA's LEA Clients

San Diego Unified School District (2nd largest in California)
Contra Costa County Office of Education
Alameda Unified School District
South San Francisco Unified School District
Pittsburg Unified School District
Knightsen School District
Waterford Unified School District
San Joaquin County Office of Education
John Swett Unified School District
Byron Union School District

Christy White Associates (CWA), a professional corporation, is a California CPA firm with offices located in San Diego, Los Angeles and the San Francisco Bay Area. CWA is licensed with the State Board of Accountancy as a professional accountancy firm and is a certified small business and woman-majority owned firm. Christy White, CPA, is the founding partner and along with Audit Partner Michael Ash, CPA, will lead the proposed auditing services.

FIRM INFORMATION

Christy White Associates' Office Locations



San Diego



San Francisco Bay Area



Los Angeles

San Diego Corporate Office

348 Olive Street
San Diego, CA 92103

Telephone:

(619) 270-8222

Fax:

(619) 260-9085

ASSURANCES ON ABILITY TO PERFORM

Neither CWA nor our predecessor firm Nigro Nigro & White, PC (NNW), have defaulted on a contract or experienced fiscal issues, including bankruptcy and receivership. NNW was legally dissolved in 2010 due to partial change in ownership. Christy White, President of CWA was the founding partner of both CWA and NNW. CWA was recognized as the "AICPA successor firm" to NNW. CWA has established a track record of the highest quality control results and performance for over 14 years.

CWA envisions no problems in performing the Statement of Work and meeting all deadlines. Approximately 90% of our revenues are derived from school district audits. We have 4 dedicated and trained partners and 20 staff.

FIRM LICENSE, AFFILIATIONS AND ASSOCIATIONS

CWA is a member of the Private Companies Practice Section (PCPS) and Government Quality Control Center (GQCC) of the American Institute of CPAs, which requires an independent peer review every three years. Christy White Associates is licensed with the California State Board of Accountancy. We are members of the American Institute of CPAs (AICPA) and the California Society of CPAs.

FIRM LICENSE, AFFILIATIONS AND ASSOCIATIONS (CONTINUED)

In addition, we are association members with the California Association of School Business Officials, the Government Financial Officers' Association and the Certified Fraud Examiners' Association. We have a Certified Fraud Examiner on staff should the need arise for a fraud or forensic audit.

FIRM INDEPENDENCE

One of the benefits of an audit is having an "independent" assessment of your internal controls and compliance. Our quality control program ensures that we adhere to the strictest standards of auditor independence, including those required by the Standards for Audit of Governmental Organization, Programs, Activities and Functions, published by the United States General Accounting Office. We ensure that all firm partners and any staff working on the engagement do not have any financial or other interests in your organization other than a strictly professional one. Our continued success as your business partner depends upon our independence.

STATEMENT REGARDING THE STATUS OF ANY DISCIPLINARY ACTION AND ACCEPTANCE OF AUDIT REPORTS BY THE SCO

CWA has a standing record of performing quality audits. Our clients and the State Controller's Office have accepted all of our audit reports. Additionally, we have not and are not involved in litigation, or any investigation by a state, federal or professional agency.

CWA meets all specific requirements imposed by federal, state, and local laws, rules and regulations.

EQUAL OPPORTUNITY EMPLOYER

CWA is an equal opportunity employer. We do not discriminate based on race, ethnicity, age or religion. We are in compliance with all applicable federal and state laws and regulations relating to equal opportunity employment.

INDEMNITY

CWA has errors and omissions insurance and will indemnify and hold harmless the District from and against all losses and claims in the execution of our work or the consequences of any negligence or carelessness on our part. We are also fully insured with workers' compensation.

PROFILE OF CWA

My partners and I have a great deal of interest and commitment to providing excellent auditing services to the District. You can expect that I would personally be overseeing the audits of your district, assisted by Audit Partner Michael Ash, CPA. You will find that the level of partner and manager time afforded by CWA is unmatched by other audit firms. Accompanying me and Mr. Ash on the audit will be Sarah Fiehler, Supervisor and experienced support staff.

CWA is committed to meeting all requirements and timelines for the successful completion of the engagement. We accept all of the terms and conditions of the District's Contract and insurance requirements. Upon concluding the contract terms, CWA will hold a pre-audit meeting and set forth specific work plans and due dates for each major audit area. Regular progress meetings will be held and any issues will be resolved timely and before the release of the final reports.

After reading through our proposal, if you have any questions, please feel free to contact me at 619-270-8222. I would be happy to meet with the Audit and Finance Committee and/or the Governing Board.

Sincerely,



Christy White, CPA
President

PROFILE OF CWA

Mission: Christy White Associates' promise to our clients is a worthwhile business relationship with responsive, trustworthy advisors and timely delivery of quality assurance, accounting, and consulting services.

Values: To carry out our Mission of providing high quality customer care with professional integrity, Christy White Associates follows these guiding principles:

- Provide clients with timely response and cost-conscious service
- Preserve integrity via highly skilled, well-trained staff and a commitment to the ethical practices and standards of our profession
- Deliver unparalleled quality by focusing on the client need

REGIONAL FIRM

CWA is a regional firm, incorporated in California, licensed with the State Board of Accountancy as a professional accountancy firm and is a certified woman-majority owned firm and a small business enterprise.

OFFICE LOCATIONS

We serve clients throughout California from our three office locations due to our specialization in governmental auditing, including Single Audits.



San Diego



San Francisco Bay Area



Los Angeles

Corporate Office

348 Olive Street
San Diego, CA 92103

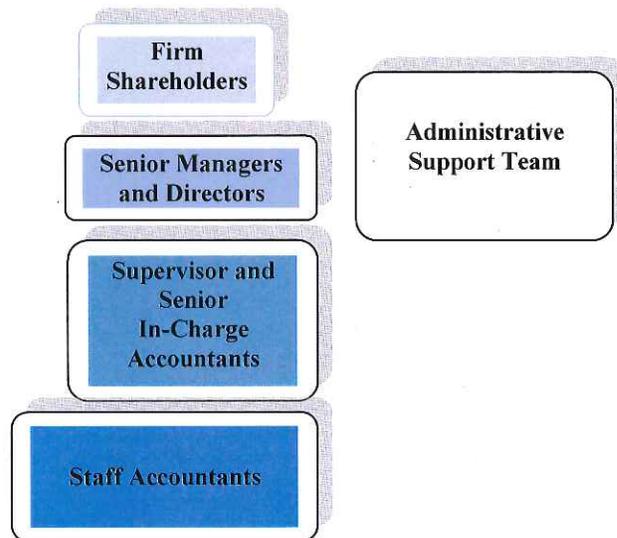
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The activities performed from the office from which the work will be done (San Francisco Bay Area) include auditing, accounting, tax and consulting services.

PROFILE OF CWA (CONTINUED)

FIRM ORGANIZATION & SIZE



RANGE OF ACTIVITIES

Christy White Associates (CWA) was established in 2010, having previously operated for 10 years as the San Diego Office of the former firm of Nigro Nigro & White, PC. CWA has a blend of audit and consulting experience, and with Christy White's abundance of consulting know-how from past audit experience, makes CWA's experience hard to match. CWA has 20 auditors, 5 CPAs and administrative support. CWA anticipates adding more auditors as our practice continues to grow. We are proud to offer our services to all public agencies.

The management and staff of Christy White Associates (CWA) all have a solid foundation in governmental finance including years of experience in governmental agency audits, hands-on business management, and consulting assignments with governmental agencies across California. In particular, it is the technical strength of our managers and their direct personal involvement in all aspects of the engagement that sets CWA apart from other CPA firms.

CWA specializes in local government audits and we are listed in the California State Controller's Office CPA Directory. Annually, we audit over 80 school districts, 3 municipalities, 6 counties and special districts, 30 Proposition 39 bonds, and over 25 charter schools. Our audit clients range in size from very large governmental agencies (including San Diego Unified and Garden Grove Unified) to mid-size and small entities, such as Coronado Unified and Elkins School.

PROFILE OF CWA (CONTINUED)

COMPUTERIZED SYSTEMS: INFORMATION TECHNOLOGY AUDITS AND SOFTWARE EXPERIENCE

All of CWA's partners and staff have experience in computerized financial systems. As part of every audit, CWA evaluates the internal controls over key financial cycles and includes computer control procedures. We work with clients on conversion issues and have worked on a variety of systems.

CWA has also consistently recommended "paperless" or near paperless systems with appropriate operating controls (e.g. password protection, edit checks and supervision). As an example, for Stanislaus County Office of Education we helped the county select online purchase order processing software that is linked to the budget, finance and accounts payable systems. In Inglewood Unified School District, we have automated the attendance accounting for 11 of the district's K-6 school sites and for the hourly remedial programs that were manually kept.

Our partners are also experienced using state software, including SACS software. We have consulted with school districts in the use of SACS software for the preparation of GASB 34 conversion entries and reports.

The audit software we use is ProSystems FX, a paperless audit software that all audit staff are trained on and use for each engagement. We utilize Active Data software for forensic data analysis on each major engagement. In addition, we have a secure portal software for client use only.

INTERNAL CONTROL REVIEWS

CWA has long taken a risk-based audit approach in our audits of LEAs for audit effectiveness and efficiency. For each engagement performed we conduct a thorough review of internal control systems, assess control risk and suggest to our clients areas where improvements might be made. CWA is well versed in the new recently released Risk-based Assessment Standards and will incorporate these requirements into our audit programs.

Areas of internal control typically evaluated for our large district clients include:

- Cash receipting (e.g., transportation fees, facilities use fees, child care program fees, adult school fees, developer fees, donations, federal and state remittances)
- Purchasing, warehousing and accounts payable
- Personnel requisitions/terminations and payroll processing
- Cafeteria: meal tracking, reimbursements, sales, purchasing, inventory, etc.
- Associated Student Body Accounts: cash receipt and disbursements, student stores, etc.
- Construction accounting: bid procedures, change orders, project accounting, SAB-50 forms
- Long term investments and debt financing

PROFILE OF CWA (CONTINUED)

CWA'S LEA AUDIT EXPERIENCE

CWA specializes in governmental auditing devoting over 90% of our practice to school district auditing and consulting, which equates to over \$3 million in annual revenues from school district audits. Firm President and founder of CWA, Christy White has over 30 years of school district audit experience garnered from public accounting practice and as a Senior Director at School Services of California for 7 years. Partners Michael Ash, Tanya Rogers and Heather Daud Rubio each have over 10 years of governmental audit experience, both as auditors and working in school districts. In addition, Partner Michael Ash worked with a national CPA firm prior to CWA and internal audit for an international company. Our staff receives a minimum of 80 hours of continuing education annually specifically geared towards school district auditing.

CWA completed last audit season having audited approximately 80 school districts on time. Here is a sampling of our 2014 LEA audit clients. Many of these LEAs have been our client for over six years:

Academy of Arts and Sciences	El Segundo Unified	Lafayette School District	San Diego Cooperative Charter
Acton-Agua Dulce Unified	Elkins Elementary School	Lake County Office Of Education	San Diego Unified
Alameda Unified	Encinitas Union Elementary	Lake Elementary School District	San Joaquin County Office Of Ed
Alhambra Unified	Escondido Union High School	Lancaster School District	San Marcos Unified
Anaheim City Elementary	Excelsior Charter School	Laytonville Unified	San Pasqual Union
Banta Elementary	Explorer Elementary Charter	Lennox Elementary	Santa Maria Joint Union High
Barstow Unified School District	Flournoy Union Elementary School	Los Angeles Academy of Arts	Santa Monica-Malibu Unified
Bradley Union Elementary	Garden Grove Unified	Magnolia School District	Santiago Middle School
Buena Park Elementary School	Glendora Unified School District	Magnolia Union Elementary School	Saratoga Union School District
Byron Union Elementary	Glenn County Office Of Education	Manchester Union Elementary	Solana Beach School District
California Virtual Education Partners	Gold Trail Union School District	Mendocino County Office Of Ed	South Monterey County Joint Union
Capay Joint Union Elementary	Gompers Preparatory Academy	New Hope Elementary	South Pasadena Unified
Cold Spring Elementary	Gustine Unified School District	Oak Park Unified School District	South San Francisco Unified
Compton Unified	Hamilton Unified School District	Oceanside Unified School District	Stony Creek Joint Unified
Contra Costa County Office Of Ed	High Tech High	Orland Unified School District	Taylor High Desert Academy
Contra Costa SELPA	Howard Gardner Community Charter	Pittsburg Unified	Taylor San Diego Academy
Coronado Pathways Charter School	Humphreys College	Plaza School District	Tulare County Office of Education
Coronado Unified School District	International School of Monterey	Pleasanton Unified	Waterford Unified
Culver City Unified	Jamul-Dulzura Union Elementary	Point Arena Schools District	William S. Hart Union High
Da Vinci Charter Schools	John Swett Unified	Poway Unified	Willits Unified School District
Darnall Charter School	Juan Bautista De Anza Charter	Princeton Joint Unified	Willows Unified School District
Eagle Peak Montessori Charter	Kavod Charter School	Redondo Beach Unified	Windsor Unified School District
East Whittier City School District	Keiller Leadership Academy Charter	San Antonio Unified	Wiseburn Unified School District
EJE Academies	Knightesen School District	San Ardo Union School District	
El Monte Union High School District	La Mesa-Spring Valley School District	San Carlos Charter	

PROFILE OF CWA (CONTINUED)

LIST OF PROPOSITION 39 BOND AUDITS PERFORMED

Here is a sampling of our current LEA bond audit clients. The bond audits include both financial and performance opinions in accordance with *Governmental Auditing Standards*. Many of these bond audit clients have been our clients since Proposition 39 became law in 2000.

Sample of K-14 Bond Audits Currently Conducted by CWA

Alameda USD
Alhambra USD
Beverly Hills USD
Cerritos CCD
Cold Spring SD
El Segundo USD
Encinitas ESD
Escondido JUHSD
Garden Grove USD
Glendora USD
John Swett USD
La Mesa-Spring Valley ESD
Magnolia SD
Merced CCD
Oak Park USD
Orland USD
Palo Alto USD
Pittsburg USD
Redondo Beach USD
San Bernardino CCD
San Diego CCD
Santa Maria JUHD
Santa Monica-Malibu USD
South Orange Coast CCD
South Pasadena USD
South San Francisco USD
Willits USD

Note: San Diego USD Proposition S & Z Bond audits won the San Diego Taxpayer Transparency award during the years we conducted our audit (2013). The criteria included meeting agendas and minutes, annual reports, financial audits, performance audits and project progress.

PROFILE OF CWA (CONTINUED)

ABILITY TO COMPLETE WORK ON TIME AND STAFF CONTINUITY

CWA audits governmental entities year round. Our staff receives a minimum of 80 hours of continuing education annually in governmental accounting and auditing. We have the capacity to meet all of the District's deadlines, and would encourage you to ask our references about their experience. We are a local firm which benefits the District as we have a stake in the same community. Our close proximity means we are readily available to accept meeting requests and will incur no travel costs!

CWA believes that staff continuity year to year is important to maximize our understanding of your operations and minimize the impact of the audit on your staff's workload. Unless the client specifically requests a staffing change, we will ensure that each year the audit will be staffed with returning auditors, to the extent possible. CWA has experienced a low turnover rate which we believe is due in part to our competitive compensation package and the opportunities for advancement afforded by a growing CPA firm.

CWA does not subcontract. All of our staff are either CPAs or CPA candidates. We also have a Certified Fraud Examiner on staff, should the need arise.

CWA'S STAFFING AND QUALIFICATIONS

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SCHOOL DISTRICT AUDIT EXPERIENCE OF PERSONNEL

The firm partners and staff of Christy White Associates bring an extensive background of audit and consulting experience to CWA clients. We have audited local educational agencies throughout California and are familiar with the unique issues relative to school finance, in particular: budgetary constraints, construction accounting, new state program issues, attendance accounting, state funding models and cash flow management. We are familiar with the various organizational structures of local educational agencies, from small and large K-12 districts, community school districts and county offices of education. We are also highly experienced in auditing computerized systems and other uses of technology. The brief biography of the firm owners below is followed by detailed resumes and staff bios.



President Christy White, CPA has served hundreds of local educational agencies, over the past 30 years, twenty three years in public accounting auditing over 250 educational agencies and seven years with School Services of California, Inc., a leading public education financial consulting and policy group. She has provided audit and financial consulting services in areas of organizational analysis, budgeting, negotiations and multi-year planning, in addition to developing and conducting six workshop series throughout the State. Ms. White is known as a leading expert in attendance accounting, school district organization, and fiscal analysis. As the founding partner of CWA, Christy provides her clients with creative and practical solutions to problems.



Audit Partner Michael Ash, CPA has over 15 years of experience auditing governmental agencies, nonprofits and publically traded companies. This experience was garnered from five years as an auditor with Arthur Anderson, several years auditing with local firms, including now CWA, and several years as an internal auditor to an international real estate property management company. In addition to his extensive knowledge of audit, business and financial issues; Michael is the Quality Control Partner in our firm.



Supervisor Sarah Fiehler has a bachelor's degree in Business Administration and a minor in Dance from California State University San Marcos. She has over 5 years of professional experience specializing in school district and Not-for-Profit Auditing and is currently a Supervisor for Christy White Associates. She has taken a leading role in the Federal Clearinghouse submissions to the Federal Government for clients who receive an A-133 Audit. In addition, Sarah recently moved to the San Francisco Bay Area to open the Bay Area Office for Christy White Associates. A selection of school district audits she has been assigned to include: Alameda Unified School District, Pleasanton Unified High School District, Glenn County Office of Education, Waterford Unified School District, Byron Union School District, South San Francisco Unified School District, and Pittsburg Unified School District.

CWA'S STAFFING AND QUALIFICATIONS (CONTINUED)

SCHOOL DISTRICT AUDIT EXPERIENCE OF PERSONNEL (CONTINUED)

PROJECT MANAGERS

Partners Christy White, CPA and Michael Ash, CPA will actively manage the audits assisted by Supervisor, Sarah Fiehler. No subcontractors will be used.

STAFF TRAINING PROGRAMS

CWA's program of staff development includes two full weeks of focused in-house training in the audit of school districts. We also provide opportunities to staff to attend professional training provided by outside providers, such as School Services of California, the California Society of CPAs and CASBO. A sampling of training programs our staff have attended within the last year include:

Sampling of Training Courses Taken by Staff Within the Past Year	Training Provider Organization
<ul style="list-style-type: none"> • Annual Government Finance Officers Conference • Annual CASBO Conference • January, May and Summer Budget Conferences • School District Conference • Fraud Auditing • Charter School Fiscal Management • Attendance and ASB Accounting 	<ul style="list-style-type: none"> • Governmental Finance Officers Association • CASBO • School Services of California, Inc. • California Society of CPAs • Association of Certified Fraud Examiners • Fiscal Crisis Management & Assistance Team (FCMAT) • CASBO

CWA'S REFERENCES

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RECENT ENGAGEMENTS: EXPERIENCE OF CWA STAFF

The listing below illustrates the depth and breadth of CWA's experience as it relates to the proposed audit of the District. Following on the next few pages are more detailed descriptions of some of our governmental audits and the client contact for a reference.

Alameda Unified School District (AUSD)

CWA has provided all independent audit services to AUSD, for over ten years. In addition to the District's financial and A-133 compliance audit, CWA conducts the annual financial and performance audit over the District's Proposition 39 bond funds and the District's parcel tax collection.

Most of the audit staff included in the proposal have experience on this client. Christy White is the audit partner, Sarah Fiehler, supervises the audit and our staff accountants lend support.

CWA has delivered all audits on time and we encourage you to contact Shariq Khan as a reference.

Name of Entity: **Alameda Unified School District**
Contact Person: Shariq Khan, Director of Fiscal Services
Address: 2060 Challenger Drive
Alameda, CA 94501
Phone No.: 510-337-7082
Fax No.: 510-522-6926
Email: skhan@alameda.k12.ca.us
Number of Years Using CWA's Services: 10

CWA'S REFERENCES (CONTINUED)

RECENT ENGAGEMENTS: EXPERIENCE OF CWA STAFF (CONTINUED)

Contra Costa County Office of Education (CCCOE)

CWA has been the independent auditor for CCCOE for the past eight years. The audit services scope for CCUSD includes the County's financial audit and compliance audits, in accordance with OMB Circular A-133 and the K-12 Audit Guide.

CCCOE provides services to the county's 252 schools or 18 school districts. Major federal programs tested have included Special Education, National School Lunch, Adult Education, Title I, and Title X.

Most of the audit staff included in the proposal have experience on this client. Christy White is the audit partner, Sarah Fiehler is the supervising auditor and our staff accountants lend support.

CWA has delivered all audits on time and we encourage you to contact Bill Clark for a reference.

Name of Entity: **Contra Costa County Office of Education**
Contact Person: Bill Clark, Associate Superintendent
Address: 77 Santa Barbara Road
Pleasant Hill, CA 94523
Phone No.: 925-942-3418
Fax No.: 925-945-1458
Email: bclark@cccoe.k12.ca.us

Number of Years Using CWA's Services: 8

CWA'S REFERENCES (CONTINUED)

RECENT ENGAGEMENTS: EXPERIENCE OF CWA STAFF (CONTINUED)

Waterford Unified School District (WUSD)

CWA has been the independent auditor for WUSD for the past four years. The audit services scope for WUSD includes the District's financial audit and compliance audits, in accordance with OMB Circular A-133 and the K-12 Audit Guide.

Most of the audit staff included in the proposal have experience on this client. Christy White is the audit partner, Sarah Fiehler is the supervising auditor and our staff accountants lend support.

CWA has delivered all audits on time and we encourage you to contact Erik Lee for a reference.

Name of Entity: **Waterford Unified School District**
Contact Person: Erik Lee, Director of Fiscal Services
Address: 219 North Reinway Ave, Building 2
Waterford, CA 95386
Phone No.: 209-874-1809
Fax No.: 209-874-3109
Email: elee@waterford.k12.ca.us
Number of Years Using CWA's Services: 4

CWA'S APPROACH TO THE AUDIT

CWA'S APPROACH TO THE AUDIT

SCOPE OF THE AUDITS

The scope of auditing services provided includes the annual financial statements of Sylvan Union School District, a Single Audit under OMB Circular A-133, and Compliance with State Audit Requirements for the fiscal year ending June 30, 2015, with optional renewal periods June 30, 2016 and June 30, 2017, as well as a Financial and Performance audit for the Measure A bond. The financial audit includes all funds of the district and all federal and state programs. In addition, we will provide assistance with GASB implementation, including GASB 34 conversion entries as part of our premium package of services.

PURPOSE OF THE EXAMINATIONS

The purpose of the examination is to render the following opinions and reports:

- Auditor's Opinion on the Basic Financial Statements
- Auditor's Opinion on State Compliance Requirements
- Auditor's Opinion on Federal Compliance Requirements
- Supplementary Information
- Current Year Findings and Recommendations
- Status Report on Prior-Year's Findings and Recommendations

MANAGEMENT LETTERS

CWA also believes the purpose of a quality audit is to provide management with feedback on the effectiveness of the internal control structure, comment on observed good fiscal practices and recommend items to enhance the overall effectiveness and efficiency of the organization as a whole. CWA works closely with our client's management at the beginning, during and the end of the audit to ensure all areas are appropriately addressed and findings are communicated early on. We will issue our final management letter after thoroughly discussing each finding with management and incorporating the district's response in the letter. The findings will be compiled in accordance with *Government Auditing Standards* and standards established by the State Controller's Office.

CWA'S APPROACH TO THE AUDIT (CONTINUED)

GENERAL AUDITING APPROACH

CWA believes the key to a good audit is efficiency. This ensures that the audit is thorough without performing unnecessary procedures. By following the professional standards prescribed by *Generally Accepted Auditing Standards* (GAAS) and *Government Auditing Standards*, we are certain that we are meeting our own professional standards for the industry.

In addition, we will conduct the audit to meet procedures required of:

- K-12 Audit Guide, as published by the State Controller's Office
- *Government Auditing Standards*, including *Performance Audit Standards* for the bond audit
- OMB Circular A-133 and the Compliance Supplements
- Other guides as required by the federal and state agencies

The partners and principals of CWA have experienced the audit from both sides of the desk. For example, Christy White worked as the Senior Director of Management Consulting Services at School Services of California; and Tanya Rogers worked as an Internal Auditor and Vice Chancellor at a community college district. It is this unique perspective that provides our partners with the experience to recognize important audit issues. The partners' viewpoint is also tempered with appropriate sensitivity to our clients' particular situations.

Our partners are committed to maintaining an active role in all aspects of the audit. We understand how frustrating it can be to deal with someone that doesn't understand your business, and will take every measure to prevent that from occurring.

Our staff is highly trained to understand your unique business, and they are instructed to consult with the partners on all aspects of the audit. We believe in a consistent approach to the audit, so we try as much as possible to keep an auditing team together. The team includes two partners, a supervisor accountant and experienced support staff. Your audit team will have a thorough understanding of your school district's individual needs.

CWA'S APPROACH TO THE AUDIT (CONTINUED)

PROPOSITION 39 FINANCIAL AND PERFORMANCE AUDIT PROCEDURES

CWA believes the key to a good audit is efficiency. This ensures that the audit is thorough without performing unnecessary procedures. By following the professional standards prescribed by *Generally Accepted Auditing Standards* (GAAS) and *Government Auditing Standards*, including *Performance Audit Standards*, we are certain that we are meeting our own professional standards for the industry. CWA will conduct the financial and performance audits of the District's Proposition 39 bonds. The audits will be conducted in accordance with *Generally Accepted Government Auditing Standards* and the requirements of Proposition 39, which amended the California Constitution and related enabling legislation, AB 1908 (Chapter 44, Statutes of 2000), contained in the Education Code.

FINANCIAL AUDIT

The financial audit will comprise an audit of the proceeds and expenditure of Proposition 39 bonds, including the balance sheet as of June 30 for each fiscal year. The financial audits will be conducted in accordance with *Government Auditing Standards* and include tests of compliance with applicable laws and regulations.

PERFORMANCE AUDIT

The performance audit must at a minimum include an audit of expenditures to determine in accordance with California Constitution Article 13a, "that the funds have been expended only on the specific projects listed." The scope of the performance audit is determined by law and the District working collaboratively with the Independent Citizens' Oversight Committee.

CWA has conducted the Proposition 39 performance audits for 14 years. We have audited the second largest program in the State, San Diego Unified School District's Proposition "S" \$2.1 billion program plus over 30 bond measures with our other clients.

CWA'S APPROACH TO THE AUDIT (CONTINUED)

AUDITOR'S RESPONSIBILITY FOR THE DETECTION OF FRAUD

CWA plans audit procedures to ensure that the financial statements and compliance areas are materially free of errors and irregularities (i.e., fraud). In doing this, we consider the audit risk of each significant transaction and group of transactions and design tests to ensure the transactions are free of material errors and irregularities. Our procedures are designed in accordance with the clarified Statements on Auditing Standards (SAS).

If fraud is suspected or detected in the preparation of financial statements or the misappropriation of assets, CWA is experienced to bring the matter to the attention of the appropriate level in the organization to ensure it is addressed expediently and that further instances are prevented from occurring as quickly as possible. Each of the firm's partners who will be conducting a majority of the work proposed for Sylvan Union School District have dealt with issues related to fraud as discovered by the audit and by clients through other means. In addition, CWA has a Certified Fraud Examiner on staff that can provide forensic audit services.

GASB STATEMENT #34, #45 AND #54 EXPERIENCE

The partners at CWA are thoroughly knowledgeable about GASB 34. CWA has assisted all of our school district audit clients, *without extra charges*, by:

- Providing training on GASB 34 state software
- Providing training on conversion entries and GASB 34 reports
- Consulting on the management of fixed assets and depreciation schedules
- Providing sample Management Discussion and Analysis reports

We hold the philosophy that there are efficient ways to implement and manage the financial reporting standard and meet the intent of GASB. For example, to help prepare our clients for GASB 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*, we have participated in statewide training, conferred with actuaries and developed a concise guide to implementation, the *GASB 45 Decision Guide*, to help our clients make decisions related to:

- Implementation timelines
- Assessing the GASB's impact on the financial status of the district
- Liability funding considerations
- Use of an irrevocable trust or informal set-asides of funds
- Use of self-insurance fund
- How to allocate costs to all programs (resources)
- Conversion entries and other financial reporting requirements

CWA is well versed in GASB #54, *Fund Balance Definitions*, having presented throughout the state to LEA groups on practical implementation considerations. We consult with all of our clients one-on-one and without extra charge to ensure a smooth implementation.

CWA'S APPROACH TO THE AUDIT (CONTINUED)

DOCUMENTATION OF INTERNAL CONTROL STRUCTURES

CWA believes that an effective and efficient system of internal controls is critical to safeguard district assets, ensure transactions are properly approved and recorded, and maintain compliance with federal and state laws and regulations. Our audit approach starts with a thorough examination on the internal control structure over cycles such as:

- Purchasing and accounts payable
- Cash receipting and cash management
- Personnel and payroll
- Inventory and fixed assets
- Attendance and other compliance areas
- Financial reporting

Our examination of internal controls helps us to plan our audit procedures but, more importantly to you, we will communicate both positive control points and points where areas of improvement are needed.

LEVEL AND NATURE OF SUPPORT REQUIRED

CWA requests sufficient space in close proximity to the accounting department and access to office equipment (e.g. copiers, phones and fax) be provided. We would also ask that the accounting staff be generally available to answer questions and pull sampled documents throughout the course of the audit. However, we are paperless and have a client portal for ease of document transmission.

TIME REQUIREMENTS

The following is an estimate of the audit work to be conducted each month. The final schedule would be arranged based on the planning meeting that CWA holds with the Chief Business Official.

Month	Proposed Work	Percentage of Work Done
April- June	Attendance and ASB site visits and tests, Tests of Controls, Data Processing Review and Inventory Observation, State Compliance Testing	40%
August	Federal Compliance	10%
October	Year-end fieldwork, depending on when the books are closed	35%
Prior to December 10	Reports drafted, reviewed and finalized	14%
January	Board presentation	1%
<i>Total</i>		100%

CWA'S APPROACH TO THE AUDIT (CONTINUED)

CWA'S QUALITY CONTROL SYSTEM

Our quality control systems include policies and procedures on areas such as, leadership, ethical requirements, acceptable of new clients, personnel management, engagement performance, monitoring and communication. We actively monitor compliance with our quality control document through timely review of workpapers, training on new standards, consultation on complex areas and sound human resources practices.

CWA'S RECRUITMENT PROGRAM

CWA actively recruits CPA qualified candidates from our local universities. We participate in on campus interviews, invite the best candidates to tour our offices and meet with our partners and staff. Our hiring process includes a requirement to pass an accounting and auditing test in addition to the oral interview process. We also recruit experienced staff through promotion of our firm and invitations to apply for open positions.

CWA'S BUDGETING PRACTICES AND OVERRUN POLICY

CWA is the second largest firm in California conducting school district audits. Our firm partners and managers have years of school district audit experience. We believe our proposed hours and budget are reasonable and achievable. We do not bill for "extras" or failure on our part to budget properly. The only time a fee change might be made is if the client significantly changes the scope of the engagement, there are new or complex state/federal requirements or the client is unable to reasonably provide agreed upon information in a timely manner. These types of events rarely happen from our experience. Should an amendment on fees be required, we would meet first with the district to discuss the issues and agree upon a new fee based on a mutual understanding and prior to incurring the added costs.

CWA'S APPROACH TO THE AUDIT (CONTINUED)

WORK PLAN FOR DISTRICT AUDITS AND ESTIMATED HOURS

The proposed work plan below shows the anticipated amount of work by major audit activity for the District audit for the fiscal year ending June 30, 2015, with optional renewal periods June 30, 2016 and June 30, 2017, as well as a Financial and Performance audit for the Measure A bond. *These hours determine the audit fees we proposed.*

Audit Work Segment	Estimated Hours of Completion	Audit Work Segment	Estimated Hours of Completion
Planning		Substantive Testing	
Planning	6	Accounts Payable	10
Supervision and Quality Control Review	8	Accounts Receivable	10
Board Minutes	2	Cash and Investments	8
Meetings		Revenues	10
Entrance/Exit Conference	4	Capital Assets	10
Internal Controls and Compliance		Fund Balance	2
Internal Control Interviews and Documentation	8	Long-Term Debt	8
Risk Assessment	2	Expenditures	10
Transaction Testing		Student Body Funds	8
Cash Disbursements	10	Report Preparation and Review	
Payroll	10	Audit Reports, Review and Opinions	25
Cash Receipts	10	Management Letter	2
Journal Entries	4	Clerical	10
Federal Single Audit		Total Time (Hours) - District Audit	<u>220</u>
Planning	1	Proposition 39 Bond Audit	
Testing of Major Programs	12	Financial Audit	15
State Compliance Testing		Performance Review	15
Attendance	14	Total Time (Hours) - Bond Audit	<u>30</u>
All Other Areas	16		

Cont'd next col.

CWA'S APPROACH TO THE AUDIT (CONTINUED)

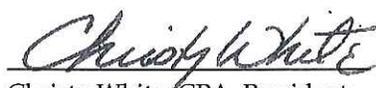
We propose to conduct the audit engagement and submit the audit reports in compliance with the instructions provided by the State Controller's Office.

Consulting Services: In addition to the auditing services, we are always available without extra charge to field technical questions. And as part of our premium package of services we will assist with GASB 34 entries and government-wide financial statement preparation. Should the District seek more services beyond those directly related to the audit, we would negotiate a contract for the added services based on anticipated hours at our standard billing rates shown above.

CWA does not derive any income as a direct result in our involvement in your audit other than the fees earned directly from the District for audit services.

It is understood that the District reserves the right to reject this proposal and that this proposal will remain open and not be withdrawn for a period of sixty days after the date scheduled for submission of proposals.

The undersigned agrees to perform the audit services specified at a total cost not to exceed the amounts shown above and including ten (10) copies of the Audit Report for the school, and including copies of the Audit Report to be filed with the County Office, State Departments, one (1) unbound report for duplication purposes, and an electronic PDF version. In addition, CWA prepares without added charge the Federal Clearinghouse Data Request Form at the conclusion of each audit and as required by OMB Circular A-133.



Christy White, CPA, President
Christy White Associates

3/30/2015
Date

COSTS OF THE SERVICES

SYLVAN UNION SCHOOL DISTRICT

REQUEST FOR PROPOSAL No. 2014-15.05

INDEPENDENT AUDIT SERVICES

COST PROPOSAL RESPONSE FORM (To be submitted with response)

To: Sylvan Union School District – RFP No. 2014-15.05
605 Sylvan Avenue
Modesto, CA 95350
Attention: Laura Grimm
Director, Fiscal Services

From: Christy White Associates
348 Olive Street
San Diego, CA 92103

Pursuant to and in compliance with your Notice to Auditors Calling for Proposal and all other documents relating thereto, the undersigned Auditor, having familiarized himself/herself with the terms and conditions of the proposal documents, hereby proposes and agrees to perform, within the time stipulated, the work to be done and to provide all labor and materials necessary to perform the work in connection with:

INDEPENDENT AUDIT SERVICES

DISTRICT FINANCIAL AUDIT

All in strict conformance with the specifications for the amounts as specified below:

- CONTRACT PRICE - ALL FUNDS OF SYLVAN UNION SCHOOL DISTRICT for the fiscal year ending June 30, 2015.
Twenty Three Thousand Nine Hundred Fifty Dollars
(Amount in Words)
\$23,950)

- CONTRACT PRICES - Fiscal years ending after June 30, 2015. Renewable annually upon approval of the Sylvan Union School District Board of Trustees.

Fiscal Year Ending June 30, 2016	\$ 24,670
Fiscal Year Ending June 30, 2017	\$25,410

- CONTRACT PRICES -
Fiscal Years Ending June 30

Hourly Rates	2015	2016	2017
Partner	\$175	\$180	\$185
Manager	\$150	\$155	\$160
In Charge Accountant	\$130	\$134	\$138
Staff Accountant	\$90	\$93	\$95
Clerical Assistant	\$40	\$41	\$42

MEASURE A BOND PERFORMANCE AUDIT

All in strict conformance with the specifications for the amounts as specified below:

1. CONTRACT PRICE – MEASURE A BOND PERFORMANCE AUDIT OF SYLVAN UNION SCHOOL DISTRICT for the fiscal year ending June 30, 2015.

Three Thousand and Twenty Dollars
 (Amount in Words)
\$3,020)

2. CONTRACT PRICES - Fiscal years ending after June 30, 2015. Renewable annually upon approval of the Sylvan Union School District Board of Trustees.

Fiscal Year Ending June 30, 2016 \$3,090

Fiscal Year Ending June 30, 2017 \$3,165

3. CONTRACT PRICES -

Fiscal Years Ending June 30

Hourly Rates	2015	2016	2017
Partner	\$175	\$180	\$185
Manager	\$150	\$155	\$160
In Charge Accountant	\$130	\$134	\$138
Staff Accountant	\$90	\$93	\$95
Clerical Assistant	\$40	\$41	\$42

4. It is understood that the District reserves the right to reject this proposal and that this proposal will remain open and not be withdrawn for a period of sixty (60) days after the date scheduled for submission of proposals.

The names of all persons interested in the foregoing proposal as principals are as follows:

<u>Christy White, CPA</u>	<u>President</u>
<u>Name</u>	<u>Title</u>
<u>Name</u>	<u>Title</u>
<u>Name</u>	<u>Title</u>
<u>March 30, 2015</u>	<u>Christy White Associates</u>
<u>Date</u>	<u>Name of Firm</u>
By <u>Christy White</u>	Signature of Authorized Agent
By _____	Signature of Authorized Agent
By _____	Signature of Authorized Agent

NOTE: If Auditor is a corporation, the legal name of the corporation shall be set forth above together with the signature of authorized officer or agents and the documents shall bear the corporate seal; if Auditor is a partnership, the true name of the firm shall be set forth above together with the signature of the partner or partners authorized to sign contracts on behalf of the partnership; and if Auditor is an individual, his/her signature shall be placed above.

ADDITIONAL INFORMATION

RESUMES

CHRISTY WHITE, CPA

Audit and Review Services

Ms. White has twenty three years of audit experience (in addition to 7 years consulting with LEAs) starting in 1986 with Coopers & Lybrand, an international CPA firm, progressing to Audit Manager at Matson & Isom, a regional Northern California firm and now as CWA's audit partner in San Diego. Ms. White has worked on over 250 school agency audits plus many governmental audits of cities, special districts, and the Public Employment Retirement Service (PERS). The types of audits include:

- Financial statement audits
- Compliance and A-133 audits
- Special audits, including attendance
- Internal control and data processing reviews
- Fraud audits

Management Consulting Services

Leading the consulting department at School Services of California, Inc. for seven years, Ms. White worked with K-12 agencies in areas of:

- Budget development and planning
- Enrollment projections
- Efficiency/ organizational studies
- Interim business support services
- Unification feasibility studies
- Multi-Year financial projections
- Fiscal support for negotiations
- Salary, benefit and FTE surveys
- Auditing and control analyses
- AB 1200 fiscal reviews

Workshops and Conferences

Ms. White authored and conducted 6 workshops statewide for School Services of California:

- Attendance accounting
- School district organization
- Fiscal training for site administrators
- State audits
- Budget development
- Categorical program management

Currently, Ms. White presents annually *Governmental Accounting* for CASBO, *ASB Accounting* for the Clovis County Office of Education and *Boot Camp Training (School District Conference)* for the California Society of CPAs. Ms. White was the recipient of the 2006 *Award for Outstanding Conference Volunteer* presented by the California Society of CPAs Educational Foundation.

The State's Fiscal Crisis and Management Assistance Team (FCMAT) sponsored many of these workshops. Ms. White also provides in-service training to her LEA clients as an additional service.

Continuing Education and Professional Associations

In addition to providing continuing education to other CPAs in the area of governmental audit and accounting, Ms. White annually attends (as a member) school finance conferences, programs conducted by the California Society of CPAs and conferences of the California Association of School Business Officials (CASBO). CWA also conducts several days of school district audit in-service to our staff.

Education

Ms. White is a graduate of California State University, Chico. She earned her Bachelor's Degree in Business Administration with a concentration in Accounting in 1985 and became a CPA in 1988.

MICHAEL ASH, CPA

Partner

Audit and Review Services

Mr. Ash has over fifteen years of audit experience starting in 1998 with Arthur Andersen, an international CPA firm. Mr. Ash also worked for Meyners + Company, a local Albuquerque, New Mexico firm, progressed to Internal Audit Manager at Hines Interests Limited Partnership, an international real estate company, and is now an audit partner at CWA in San Diego. Mr. Ash has been engaged on several types of audits including:

- Financial statement audits
- Compliance and A-133 audits
- Internal control reviews
- Fraud audits

Mr. Ash has worked on clients in a variety of industries, including school districts, non-profit organizations, financial institutions, healthcare, manufacturing, and real estate.

Continuing Education and Associations

Mr. Ash regularly attends governmental and not-for-profit accounting and auditing conferences, including speaking at the CalCPA School Districts' Conference. He is also a leader of CWA's in-house training sessions for audit staff members.

Education

Mr. Ash is a graduate of the University of New Mexico. He earned his Bachelor's Degree in Business Administration with a concentration in Accounting in 1998 and became a CPA in 2004.

SARAH FIEHLER

Supervisor

Audit and Review Services

Ms. Fiehler has over five years of audit experience starting as a staff accountant in the fall of 2009 with Nigro Nigro & White, PC CPA firm, then a senior accountant for Christy White Associates (CWA) in San Diego and is now a supervisor for CWA in the San Francisco Bay Area. Her experience from working on a wide variety of school agency audits has provided her with a strong understanding of local educational agencies in the areas of accounts payable, cash, categorical programs, attendance accounting, associated student body accounting, payroll, long term debt, federal and state compliance, capital assets and others. She is knowledgeable in California Education Code and California School Accounting Manual. Ms. Fiehler has been engaged on several types of audits including:

- Financial statement audits
- Compliance audits
- Special audits, including attendance
- Internal control reviews

Ms. Fiehler has worked on clients in a variety of industries, including County Offices of Education, multiple School Districts, Charter Schools and non-profit organizations.

Ms. Fiehler also has a leading role in the Federal Clearinghouse submissions to the Federal Government for all CWA clients who receive an A-133 audit. In addition to her experience on audit engagements, Ms. Fiehler relocated to the San Francisco Bay area to open the Bay Area Office for Christy White Associates

Continuing Education and Associations

Ms. Fiehler attends governmental and not-for-profit accounting and auditing conferences including the CASBO Annual Conference. She is a participant in CWA's in-house training sessions for audit staff members.

Education

Ms. Fiehler is a graduate of California State University San Marcos in May 2009. At California State University San Marcos, she earned a Bachelor of Science Degree in Business Administration as well as a minor in Dance.

LISTING OF SCHOOL DISTRICT CLIENTS

LISTING OF SCHOOL DISTRICT CLIENTS

A Sampling of Recent School District Audits Completed By CWA

CWA School District Audit Clients	Fiscal Years Audited	Primary Contact	Telephone
Glenn County Office of Education	2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Mr. Randy Jones	(530) 934-6575
Gustine Unified School District	2013-14	Ms. Lizette Aguilar	(209) 854-3784
Hamilton Unified School District	2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Ms. Diane Lyon	(530) 826-3261
John Swett Unified School District	2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2011-12, 2012-13, 2013-14	Mr. Justin Frese	(510) 245-4300
Knightsen School District	2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Ms. Teresa Sidrian	(925) 625-0073
Lafayette School District	2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Ms. Lenee Cadotte	(925) 927-3500
Laytonville Unified School District	2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Ms. Bette Loflin	(707) 984-6414
Orland Unified School District	2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Ms. Karen Gosting	(530) 865-1200
Pittsburg Unified School District	2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Mr. Enrique Palacios	(925) 473-2300
San Joaquin County Office of Education	2012-13, 2013-14	Ms. Beth Coit	(209) 468-4827
Saratoga Union School District	2012-13, 2013-14	Ms. Rosanna Jeng	(408) 867-3424
South San Francisco Unified School District	2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Ms. Christine Gong	(650) 877-8707
Willits Unified School District	2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Ms. Tanya Michel	(707) 459-5314
Willows Unified School District	2009-10, 2010-11, 2011-12, 2012-13, 2013-14	Ms. Debby Beymer	(530) 934-6600

ASSURANCES

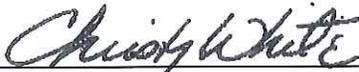
ASSURANCES

Christy White Associates certifies that we are properly licensed, Certified Public Accountants before December 31, 2010 and for the duration of the contract.

Christy White Associates certifies that we meet the independence standard of the most recent edition of the GAO Government Auditing Standards.

Christy White Associates understands that the primary purpose of the audit as specified herein is to express an opinion on the financial statements that such an audit is subject to the inherent risk that errors or fraud may not be detected. If conditions are discovered which lead to the belief that material errors or fraud may exist, or if any other circumstances are encountered that require extended services, Christy White Associates will promptly advise the District. No extended services will be performed unless they are authorized by the District and the agreement covering the work to be done has been amended to reflect such extended services.

Christy White Associates certifies that in accordance with auditing standards and other applicable guidelines and regulations, we will select necessary procedures to test compliance and to disclose noncompliance with specified laws, regulations and contracts.



Christy White, CPA, President
Christy White Associates

03/30/2015

Date

ATTACHMENTS:
- INSURANCE REQUIREMENTS

INSURANCE REQUIREMENTS



**CAMICO MUTUAL INSURANCE COMPANY
DECLARATIONS
ACCOUNTANTS PROFESSIONAL LIABILITY INSURANCE POLICY**

Policy Number: CAL108463-04

Effective Date: 08/01/2014 at 12:01 A.M. Standard time at the address shown below
Expiration Date: 08/01/2015 at 12:01 A.M. Standard time at the address shown below
Retroactive Date: 08/01/2010

Item 1 - Named Insured: Christy White Associates
Item 2 - Business Address: 2727 Camino Del Rio S. #219

San Diego, CA 92108

Item 3 - Limits of Liability: \$1,000,000 Per Claim
\$3,000,000 Policy Aggregate
Item 4 - Deductibles: \$10,000 Per Claim Deductible

Item 5 - Total Premium: \$20,829

Item 6 - The policy consists of this Declarations page, and the following policy forms and endorsements:

PL-1000-A	06/08	Accountants Professional Liability Insurance Policy
PL-1043-A	02/12	Supplemental Policy Benefits and Liberalization
PL-2001-A (CA)	02/12	State Endorsement - California
PL-1026-A	01/11	Limited Coverage for Known Claims
PL-1007-A	08/05	Exclusion - Claims Following Insureds Suit for Fees
PL-1034-A	08/05	Excluded Entities

PLEASE READ THESE DECLARATIONS, THE POLICY AND ENDORSEMENTS CAREFULLY.

CAMICO Mutual Insurance Company

Authorized Representative

We promise a worthwhile business relationship with responsive, trustworthy advisors and timely delivery of quality assurance, accounting, and consulting services.

christywhite
A PROFESSIONAL
ACCOUNTANCY CORPORATION
associates

(877) 220-7229 | www.christywhite.com