



Proposal for Audit and Accounting Services

Williamson County, Texas
April 21, 2020

Presented by:

Rebecca Goldstein, CPA | Partner, Assurance Services

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512.609.1907 (O) 512.636.3270 (C) | rebecca.goldstein@weaver.com





April 21, 2020

Brenda Fuller
Williamson County Purchasing Department
Attn: 4001 RFP Audit and Accounting Services
100 Wilco Way, Suite P101
Georgetown, TX 78626

RE: Proposal for Audit and Accounting Services

Dear Ms. Fuller:

With 70 years of experience meeting the audit, advisory and tax needs of Texas government entities, and having been a long-standing service provider for Williamson County, Weaver and Tidwell, L.L.P., (Weaver) understands the operational complexities of your specific financial operations, the challenges and risks specific to county government environments and the nuanced financial reporting requirements all counties must meet.

With this proposal, Weaver commits to providing financial auditing services as detailed in Williamson County's (the County's) request for proposals. We understand that this contract is anticipated to be for the fiscal years ending September 30, 2020, 2021 and 2022.

But our commitment to you doesn't stop there: our goal is to help you continue to meet your operational challenges with ease by providing you with real value beyond mere "check the box" compliance. In addition to completing your audit on time and with the fewest possible demands on your staff, we will also work to help you navigate changes in guidance and best practices, and lay the foundation for achieving your longer term operational and strategic objectives. Key benefits of selecting Weaver include:

- ▶ **Experience in government environments.** With more than 175 government audit clients annually, including 11 counties and county tax offices, Weaver professionals understand the complexities of governmental accounting, federal and state funding and the nuances of special reporting.
- ▶ **Understanding of Williamson County's operations and needs.** Having previously provided audit services to the County, we have a unique window into your distinct operations, systems and culture. This insight enables us to facilitate a more efficient audit, to more fully understand your reporting requirements and risks and to continue to provide recommendations that are truly customized to your needs, resources and constraints.
- ▶ **High-quality work and on-time delivery.** Weaver's reputation has been built on the quality of our work and our ability to stay on schedule and on budget. We are dedicated to meeting the timelines and other commitments set forth in our proposal.



- ▶ **Commitment to ongoing communication.** Frequent, effective and honest communication is critical to a successful audit. Your partner and engagement team leadership will remain highly accessible throughout the audit and throughout the year.
- ▶ **Large-firm resources, small-firm service.** With Weaver, you never get lost in the crowd. As a national firm with offices in Central Texas, we provide hands-on, year-round service. But local doesn't mean limited: we have 120+ government audit professionals with extensive knowledge, so we can tackle even the most complex audits and aggressive timelines.

We focus on providing real value beyond mere compliance, leveraging the full breadth of our experience to your benefit. Throughout our service to you, we will continue to work to make the audit as easy as possible for County staff and work to ensure our suggestions for improving the efficiency and effectiveness of your financial processes remain practical and relevant to your broader, long-term objectives. We will always look for ways to balance efficiency and innovation to bring you the best audit experience possible. Ultimately, our goal is to provide you with more than just a financial audit; we want to offer the support you need to maintain world-class financial operations.

Should you have any questions regarding this proposal or any other matter, please do not hesitate to contact me directly; I am authorized to answer technical, price and/or contract questions. I look forward to the opportunity to discuss our proposal, as well as how Weaver can assist the County with achieving its financial reporting objectives and long-term goals.

Sincerely,

A handwritten signature in blue ink that reads "Rebecca Goldstein". The signature is written in a cursive, flowing style.

Rebecca Goldstein, CPA | Partner, Assurance Services
1601 South MoPac Expressway, Suite D250 | Austin, Texas 78746
Direct: 512.609.1907 | Email: rebecca.goldstein@weaver.com

Executive Summary

In today's environment, the County faces increasing pressure from all sides: citizens, businesses and employees alike all have demands for enhanced access and services; taxpayers are pushing for added transparency; and oversight bodies continue to change and expand reporting requirements. Meeting all of these pressures involves a great deal of budgetary and operational complexity, plus one nearly priceless commodity: time. Often tasked with trying to do more and more with less, your financial operations staff simply don't have time to be overburdened by your annual audit.



That's where Weaver comes in.

With our decades of experience serving Texas government entities, our clients know they can count on us for reliable and personal service, open communication, on-time completion and an efficient, no-surprises financial audit. What's more, we offer year-round assistance with changing regulations and accounting and auditing standards and access to free continuing professional education, so your staff and finance department can have the knowledge and tools needed to operate at peak efficiency.

Our Understanding of the Work

As part of our services, we will express an opinion on the fair presentation of the general-purpose financial statements of the County in conformity with generally accepted accounting principles (GAAP). We will also be responsible for performing certain limited procedures involving required supplementary information required by GASB as mandated by generally accepted auditing standards.

The CAFR "Required Supplementary Information" and "Supplemental Schedules" sections will be subjected to the auditing procedures applied to the basic financial statements in order to be able to issue an "in-relation-to" opinion as part of the audit opinion. The examination and related opinion letters will fulfill the minimum standard requirements to comply with the GFOA Certificate of Achievement for Excellence in Financial Reporting program. The reports to be issued include:

- ▶ A report on the fair presentation of the financial statements in conformity with GAAP
- ▶ A report on the internal control structure based on the auditor's understanding of the control structure and assessment of control risk
- ▶ A report on compliance with applicable laws and regulations, including those related to major and non-major federal and state financial assistance programs
- ▶ A management letter, if applicable
- ▶ A report to the Williamson County Commissioners Court including all required communications

Weaver professionals will prepare the draft CAFR with the assistance of Williamson County staff, and will provide assistance with any prior year GFOA comments. The CAFR will be finalized and released no later than six months after the fiscal year end (September 30).

Your audit manager and partner will also be prepared to provide accounting research and compliance services as requested by the County, including guidance on general accounting or reporting issues and interpretation and implementation of new GASB statements. We will also be prepared to perform any special projects including an audit of the Juvenile Services Grants (TJJD), the Community Corrections Department, and any required road district reports under separate cover. We will provide an electronic version (PDF) of these final reports and any requested hard copies.

Real value beyond compliance

We know that no two entities, and no two audits, are exactly alike. With experience serving the County, we understand your distinct operations, systems and culture. This insight enables us to facilitate a more efficient audit, to more fully understand your reporting requirements and risks and to provide recommendations that are truly customized to your needs, resources and constraints. We also understand that you need more value from your annual financial audit than mere compliance.

As your auditor, Weaver can help you prepare for changing conditions, streamline processes and identify potential fraud or waste, including:

- ▶ Examining/auditing unusual or complex transactions before fiscal year-end
- ▶ Assistance with implementation of new GASB standards or other pronouncements
- ▶ Recommending changes in financial reporting models
- ▶ Using advanced data analytics capabilities to increase efficiency and identify potential fraud
- ▶ Helping to ensure the County's CAFR meets requirements of the GFOA Certificate of Achievement

Hands-on leadership with real accountability

The general overarching approach to an audit engagement — understanding an entity and evaluating audit risks for an engagement — remains relatively consistent among firms. Weaver is different because your engagement partner, Rebecca Goldstein, CPA, is entrenched from day one. She will be closely involved with the planning of the audit in order to ensure successful, on-time completion, will provide hands-on quality review for all deliverables, and will be available to present results to stakeholders in a way they understand.

Experience matters

Information without insight provides limited value. That's why we've selected a team of highly experienced professionals who know you and your county to lead this engagement. Participating in your audit from planning through the final report, they will work diligently to continue ensuring the highest quality results and relevant, practical recommendations tailored to your specific needs and goals. Key leadership includes:

Rebecca Goldstein, CPA
Engagement Partner

- ▶ 19 years of experience
- ▶ Focus on counties, municipalities and state government entities and is deeply familiar Government Auditing Standards, GFOA requirements, Uniform Guidance and the Texas Single Audit Act
- ▶ Member of the Texas Society of Certified Public Accountants (TXCPA), American Institute of Certified Public Accountants (AICPA) and a Government Finance Officers Association (GFOA) Special Review Committee member

Adam McCane, CPA
Technical Review
Partner

- ▶ 15 years of experience
- ▶ Focus on counties, cities, local government agencies and other government entities
- ▶ Member of the TXCPA, AICPA and GFOA

Brandon Tran, CPA
Manager

- ▶ 5 years of experience
- ▶ Focus on counties, municipalities and school districts
- ▶ Member of the TXCPA

A foundation for long-term success

At Weaver, success isn't built on engagements – it's built on relationships. We will work to continue to cultivate our long-lasting client relationship with you, with an ongoing commitment to responsiveness, communication and continuity. To that end, your key team leadership will provide much more than oversight and accountability during the audit — they will remain available to you throughout the year as routine questions arise. With this added level of guidance and support, the County can be confident in our continued commitment to helping you meet both your immediate reporting needs and your long-term strategic goals for the County as a whole.

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Firm Background, Principal Officers and Prior Experience

Firm Qualifications and Experience

Weaver was founded in Texas and is a limited liability partnership. Established in 1950, Weaver is a nationally recognized firm with approximately 700+ professionals and offices across the nation.

Our focus since inception has been meeting the assurance, advisory and tax needs in the U.S. and around the world — with a strong emphasis on government and other related entities. Our broad and sustained experience enables us to take a particularly thoughtful approach, balancing your short-term reporting needs with your long-term objectives.

At Weaver, there are no “one-size-fits-all” solutions. We combine leading technical knowledge with specific industry experience to provide highly customized services tailored to each client’s needs.

Industries

- ▶ Government
- ▶ Higher education
- ▶ Nonprofits
- ▶ Financial services
- ▶ Private equity
- ▶ Financial institutions
- ▶ Oil and gas
- ▶ Technology
- ▶ Healthcare
- ▶ Manufacturing and distribution
- ▶ Oilfield services
- ▶ Renewable energy
- ▶ Construction and real estate

Services

Advisory Services

- ▶ Risk advisory services
- ▶ IT advisory services
- ▶ Financial institutions consulting
- ▶ Transaction advisory services
- ▶ Energy compliance services
- ▶ Forensic and litigation services

Assurance Services

- ▶ Audit, review and compilation
- ▶ Agreed-upon procedures
- ▶ Employee benefit plan audit
- ▶ SOC reporting
- ▶ Attestation services
- ▶ IFRS assessment and conversion

Tax Services

- ▶ Federal tax
- ▶ State and local tax
- ▶ International tax
- ▶ Private Client Services



35 37

Top 35 Firm
nationwide

**Best of the Best
Firms (2019)**



#1

Largest Independent
CPA Firm in the Southwest
Accounting Today

#3

Largest Tarrant County
Accounting Firms
Fort Worth Business Press

#7

Accounting firms with
the most local CPAs
San Antonio Business Journal

#8

Largest Austin
Accounting Firms
Austin Business Journal

#10

Accounting firms with
the most local CPAs
Houston Business Journal

#10

Largest North Texas
Accounting Firms
Dallas Business Journal

#35

Top 50 Firms
INSIDE Public Accounting

#39

Top 100 Firms
Accounting Today

Location Office Performing the Work

This engagement will be managed and staffed with resources from our Austin office, and we have significant resources at the ready to deliver timely, comprehensive services for the County. In addition, all of Weaver's professionals work collaboratively across locations, so we are able to draw upon additional resources and in-house subject matter advisors as needed, should engagement needs dictate.

With this leveraged model, Weaver is able to offer you a scalable and customized team that can adjust dynamically and quickly to meet your needs throughout all stages of the audit season, and our contract with you.

Size of the Governmental Audit Staff

Weaver's dedicated government audit practice is one of the largest industry practices in the firm, with more than 120 professionals focused on the distinct needs of our government and nonprofit clients. This deeply experienced group performs annual financial audits for more than 175 government clients each year, including:

- ▶ 11 counties and county tax offices
- ▶ 40 Texas cities
- ▶ Approximately 100 entities that receive federal funding sufficient for a single audit
- ▶ More than 50 entities that receive the GFOA award for excellence in financial reporting

We are experienced not only with annual financial audits, but federal and state single audits, CAFR preparation or review for GFOA recognition, grant compliance audits, road district audits, and special projects including Texas Department of Criminal Justice – Community Justice Assistance Division (TDCJ-CJAD) audits and Texas Juvenile Justice Department (TJJD) audits. In addition, we also provide government clients with internal audits (both outsourced and co-sourced), risk assessments, enterprise risk management consulting, business process improvement, IT audits, data analytics and forensic accounting.

Number and Nature of Engagement Staff

To maximize efficiency, the engagement will be led by professionals with hands-on experience serving your entity and other entities like yours. Part-time leadership resources include:

- ▶ Partner **Rebecca Goldstein**, who will continue to serve as the lead engagement partner, providing guidance related to risk assessment, planning and engagement execution, as well as technical reviews of the engagement reports and related requirements
- ▶ Partner **Adam McCane**, who will serve as the technical review partner for the County, providing guidance and quality review for the annual audit and serving as an ongoing resource for the County and engagement team throughout the course of the contract
- ▶ Engagement Manager **Brandon Tran**, who will provide direct oversight of the audit team and ensure work proceeds on time and within budget, and will also serve as an ongoing resource for the County and its affiliates

175+

public-sector audit clients annually

120+

public-sector audit professionals

100

entities receiving a single audit

50

GFOA award recipients

11

counties and county tax offices

40

Texas cities

Other resources for the audits will include a full-time senior associate and 1 -2 associates as needed, utilizing our function-specific staffing approach, whereby we deploy right-sized teams based on specific audit tasks and the timing of those tasks. With this leveraged model, we are able to provide the County and its affiliates with access to professionals at all staff levels to meet audit timing and subject matter needs without budget surprises. **Weaver does not anticipate the need for subcontractors during this engagement.**

Quality Control & Peer Review

External peer review is designed to give the public additional confidence in the quality of our audit and accounting practice. As such, every three years, the firm engages an independent accounting firm to determine whether our quality control policies and procedures are suitably designed, and whether our techniques for implementing these policies and procedures comply with professional standards.

Each peer review has also included a review of governmental audit engagements including those with single audits, as mandated by AICPA Peer Review standards and GAQC requirements.

Weaver has received unmodified reports on every peer review to date.

Ultimately, peer review is administered by the AICPA National Peer Review Committee (NPRC). Our latest peer review was accepted by the NPRC in February 2020; Weaver received a pass rating, the highest grade possible.

Disciplinary Action and Reviews

We are not aware of any federal or state desk reviews that have been performed on our audits in the past three years. Nor are we aware of any disciplinary action taken or pending during the past three years related to Weaver's government audit practice or any of the team members of the County's audit.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Weaver and Tidwell, L.L.P. applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2019, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of pass, pass with deficiency(ies) or fail. Weaver and Tidwell, L.L.P. has received a peer review rating of pass.

Eide Bailly LLP

Eide Bailly LLP



Report on Firm's System of Quality Control

October 16, 2019

To the Partners of Weaver and Tidwell, L.L.P.
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Weaver and Tidwell, L.L.P. (the firm) applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2019. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/forsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under Government Auditing Standards, including compliance audits under the Single Audit Act; audits of employee benefit plans, an audit performed under FDICIA, an audit of a broker-dealer, and examinations of service organizations [SOC 1 and SOC 2 engagements].

As a part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

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U.S. Bancorp Center | 800 Nicollet Mall, Ste. 1300 | Minneapolis, MN 55402-7093 | T 612.253.8500 | F 612.253.8600 | EOE

Partner, Supervisory and Staff Qualifications and Experience

Team Organization

Serving large, complex government organizations like the County and its entities requires specific technical knowledge and industry insight. We invest both time and money to ensure that our government professionals are always at the forefront of best practices, and stay abreast of the latest guidance, regulations and other trends affecting Texas government entities. This combined with our prior experience serving the County enables us to provide the most efficient and impactful audit.

Your audit team will be organized as illustrated below:



Qualifications for key team members, including information regarding continuing professional education, are provided on the following pages.

Resumes for Key Personnel

Rebecca Goldstein, CPA | Partner, Assurance Services



Experience Summary: Rebecca has more than 19 years of experience, with a strong focus on providing financial and compliance audit services to government clients. She is deeply familiar with Uniform Guidance and the Texas Single Audit Act, having performed more than 100 single audits. She is also experienced with TJJD and CSCD reporting and assisting clients with seeking the GFOA Certificate of Achievement for Excellence in Financial Reporting.

Key Clients: In addition to having served the County, Rebecca's clients have included the City of McAllen, Central Texas Council of Governments, Brushy Creek Regional Utility Authority, Goodwill Industries of Central Texas, Texas County and District Retirement System, Texas Emergency Services Retirement System, Texas Municipal Retirement System and many more.

Professional Involvement and Recognition: Rebecca is a member of the TXCPA, AICPA and the GFOA Special Review Committee.

Representative Presentations and Publications: Rebecca regularly presents CPE sessions and speaks at conferences and professional associations. Representative topics include "GASB Accounting & Audit Update" and "Single Audit - What Do I Need to Know and Am I Prepared?"

Education and Certifications: A Certified Public Accountant in Texas, Rebecca earned a Bachelor of Business Administration in accounting from Southwest Texas State University. She currently meets continuing professional education required by generally accepted government auditing standards and Texas State Board of Public Accountancy (80 hours of CPE every two years, with a minimum of 20 hours of CPE in each year of that period and at least 24 hours relating to the governmental audit environment). A detailed list of CPE hours and courses is available upon request.



Weaver's experience with your operations, systems and staff means we can approach your audit in the most efficient manner possible. But we don't just rely on the way we've always done things. We consistently look for ways to bring a **valuable perspective** to be sure that we're adjusting to lessons learned, changes in your operations, industry trends and the evolution of best practices. Throughout our service to you, we will always look for ways to **balance efficiency and innovation** to bring you the best audit experience possible.

Adam McCane, CPA | Partner, Assurance Services

Experience Summary: Adam has more than 15 years of experience in public accounting. He serves as the audit engagement partner for government agencies and companies, both public and private. He has particular experience leading audits of counties, cities and other local agencies, and grant compliance engagements, both as agreed-upon procedures and as single audits under Uniform Guidance.



Key Clients: Adam's clients, in addition to the County, have included Guadalupe County, Parker County, City of Georgetown, City of Copperas Cove, City of Benbrook, City of the Colony, City of Euless, City of Grand Prairie and many more.

Professional Involvement and Recognition: Adam is a member of the TXCPA, the AICPA and the Special Review Committee of the GFOA.

Representative Presentations and Publications: Adam regularly presents CPE sessions and speaks at conferences and professional associations. Representative topics include "GASB Update," "Non-Profit Roundtable" and "Frequent Audit Findings."

Education and Certifications: A Certified Public Accountant in Texas, Adam earned a Bachelor of Business Administration in accounting and finance from Texas Christian University. He currently meets continuing professional education required by generally accepted government auditing standards and the Texas State Board of Public Accountancy (80 hours of CPE every two years, with a minimum of 20 hours of CPE in each year of that period and at least 24 hours relating to the governmental audit environment). A detailed list of CPE hours and courses is available upon request

As the County continues to grow, so too will your operations and needs evolve and become more complex. As a full-service firm with a wide array of in-house practices, Weaver is able to continue to provide the County access to subject matter advisors for everything from risk management to cybersecurity. In short, the full depth and breadth of our resources and services is literally just a phone call away.



Brandon Tran, CPA | Manager, Assurance Services

Experience Summary: Brandon has more than five years of public accounting experience focused on governmental and nonprofit entities. He plans and performs audits in accordance with generally accepted government auditing standards, the Single Audit Act and Uniform Guidance. As a manager, Brandon will work closely with the engagement partner and the other engagement team members, and will be heavily involved in the overall execution of the audit from start to finish. He will review the financial statements for proper reporting and disclosures and will supervise and review the work of the engagement team staff on a regular basis during fieldwork.



Representative Clients: In addition to the County, Brandon's clients have included Kerr County, Calhoun County, the City of McAllen, Central Texas Council of Governments, Texas Emergency Services Retirement System, as well as Blanco ISD and Education Service Center Region 20.

Professional Involvement and Recognition: Brandon is an active member of the TXCPA.

Education and Certifications: A Certified Public Accountant, Brandon earned a Master of Accountancy and a bachelor's degree in accounting from the University of Texas at San Antonio. Brandon currently meets continuing professional education required by generally accepted government auditing standards and Texas State Board of Public Accountancy (80 hours of CPE every two years, with a minimum of 20 hours of CPE in each year of that period and at least 24 hours relating to the governmental audit environment). A detailed list of CPE hours and courses is available upon request.

Johnathan Masselink, CPA | Senior Associate, Assurance Services

Experience Summary: Johnathan has more than three years of public accounting experience focused on governmental and nonprofit entities. He plans and performs audits in accordance with generally accepted government auditing standards, the Single Audit Act and Uniform Guidance. As a senior associate, Johnathan will be heavily involved in the overall performance of the audit fieldwork.



Representative Clients: In addition to the County, Johnathan's clients have included City of McAllen, Pflugerville ISD, and Laredo ISD.

Professional Involvement and Recognition: Johnathan is an active member of the TXCPA.

Education and Certifications: A Certified Public Accountant, Johnathan earned a bachelor's degree from the University of Texas and a Master of Accountancy from Texas State University. He currently meets continuing professional education required by generally accepted government auditing standards and Texas State Board of Public Accountancy (80 hours of CPE every two years, with a minimum of 20 hours of CPE in each year of that period and at least 24 hours relating to the governmental audit environment). A detailed list of CPE hours and courses is available upon request.

Reema Parappilly, CISA | Partner, IT Advisory Services

Experience Summary: Reema will be available to lead any work related to IT risk evaluation and as needed, data analytics. She has more than 15 years of experience leading IT risk assessments and executing IT internal audit plans over performance and capacity management, disaster recovery and data privacy. Her focus includes IT audits, Sarbanes-Oxley Compliance, System and Organization Control (SOC) reporting, and data analytics. She leads compliance engagements, including annual documentation of controls design and testing.



Representative Clients: Reema's clients have included the City of Houston, City of Bryan, City of League City, City of University Park, Employee Retirement System of Texas, Texas Lottery Commission, Texas Department of Insurance and Montgomery ISD.

Professional Involvement and Recognition: Reema is an active member of numerous professional organizations, including ISACA, Institute of Internal Auditors (IIA), Insurance Accounting and Systems Association (IASA), Cloud Security Alliance and AFCOM International.

Education and Certifications: A Certified Information Systems Auditor, Reema has a Master of Science in information systems technology and Bachelor of Business Administration in finance and information systems from George Washington University. As a subject matter advisor for this engagement who is not leading or conducting the audit, she is not subject to GAGAS CPE requirements.

Staff Continuity

We understand how frustrating it is to get an auditor up to speed only to learn that that particular team member will be rotated off of the engagement. Although no firm is immune to the factors that lead to rotation, Weaver makes engagement team continuity a client service priority. By formal firm policy, Weaver maintains continuity in engagement leadership throughout a client relationship unless client interests indicate otherwise. No change will be made without express prior written permission of the County.



Maintaining a stable and diverse team will continue to be a priority in our service to the County.

In rare instances where rotation is necessary, Weaver will discuss with the County in advance any proposed changes in the engagement team. We will provide the resume of the proposed professional and obtain your approval before making the change. With access to all of the firm's resources, including our 120+ government audit professionals, we are able to provide replacement resources with commensurate experience and technical skill in order to minimize any potential disruption to the audit.

Similar Engagements with Other Government Entities

As mentioned previously, Weaver performs audit services for approximately 175 government entities annually. Below are just a few relevant examples of clients serviced out of our Austin office from within the past three years, followed by a broader representative list.

Client	Scope of Work	Engagement Partner	Reference Contact	Hours	Dates of Service
Guadalupe County	Annual financial and compliance audits, including single audit	Adam McCane	Kristen Klein County Auditor 830.303.4188 kris@co.guadalupe.tx.us	500	2016–Present
City of Georgetown	Financial audit of the City's financial statements, including single audit in accordance with Uniform Guidance, separate financial audit of the City's Airport and separate business process improvement consulting engagement surrounding the City's Airport operations	Adam McCane	Laurie Brewer Assistant City Manager 512.930.3652 laurie.brewer@georgetown.org	450	2014–Present
City of Copperas Cove	Annual financial and compliance audits under GAGAS; TCEQ agreed-upon procedures (AUP) letter and audit of Copperas Cove Economic Development Corporation	Adam McCane	Velia Key Finance Director 254.547.4221 vkey@copperascovetx.gov	550	2016–Present
City of McAllen	Annual financial and compliance audits under GAGAS	Adam McCane	Sergio Villasana Director of Finance 956.681.1081 svillasana@mcallen.net	1000	2019–Present
Central Texas Council of Government	Annual financial and compliance audits, including single audits in accordance with Uniform Guidance and State of Texas UGMS	Rebecca Goldstein	Michael Irvine Director of Administration 254.770.2227 michael.irvine@ctcog.org	300	2012–Present

Representative Government/Government-funded Clients

The following is also a representative list of government clients whom we have served with assurance, advisory and/or tax services.

MUNICIPALITIES

City of Allen*/+
City of Arlington#
City of Bryan*/+/#
City of Cleveland*
City of Conroe*/+
City of Coppell*/+
City of Copperas Cove*/+
City of Corpus Christi#
City of Euless*/+
City of Fort Worth*/+
City of Frisco*/+
City of Garland*/+
City of Georgetown*/+/#
City of Grand Prairie*/+
City of Houston#
City of Irving*/+
City of Jasper*/+
City of Keller*/+
City of Killeen*/+
City of League City*/+
City of Lewisville*/+
City of Lubbock
City of McAllen
City of Odessa*/+
City of Plano*/+
City of Rowlett+
City of Southlake*/+/#/+
City of Springtown*
City of Wortham
City of Wylie/+
Town of Fairview+
Town of Little Elm/+
Town of Westlake+

LOCAL/REGIONAL ENTITIES

Alliance Airport Authority
Bexar County Auditor's Office
Brushy Creek Regional Utility District
Bryan Texas Utilities#
Central Texas Council of Governments*/+
Dallas County Park Cities Municipal Utility District
Dallas County Utility and Reclamation District
Denton County Transit Authority*/+/#
East Texas Council of Governments*/+/#
Ector County Appraisal District
Ector County Hospital District#
Guadalupe County*/+/#
Houston Galveston Council of Governments#

Lake Cities Municipal Utility Authority
Metrocare Services#
Midland County*
Midland-Odessa Urban Transit District
Montgomery Central Appraisal District
Montgomery County*/+
Montgomery County Hospital District
North Central Texas Council of Governments*/+/#/+
North Texas Municipal Water District#/+
North Texas Tollway Authority#
Odessa Housing Authority*
Odessa Development Corporation
Parker County*
Pecos County
Reeves County
Tarrant Appraisal District
Tarrant County#
Tarrant County Tax Office#
Tomball Hospital Authority
Trinity River Authority+
Williamson County */+
#

SCHOOL DISTRICTS

Alvin ISD*
Birdville ISD*/+
Bryan ISD*
College Station ISD*
Conroe ISD*/+
Crowley ISD
Cypress-Fairbanks ISD*/+/#
Dallas ISD*/+/#
Duncanville ISD*
Eanes ISD*
Fort Worth ISD*/+/#
Frisco ISD*/+/#
Grand Prairie ISD*/+
Highland Park ISD*/+
Hurst-Euless-Bedford ISD*/+
Irving ISD*/+/#
La Porte ISD*/+
McKinney ISD#
Mesquite ISD*
Midland ISD*
Montgomery ISD */+
Pasadena ISD*/+
Rockwall ISD*
Texas City ISD*
Tomball ISD*/+
Waco ISD*/+
Wichita Falls ISD*
Pflugerville ISD*/+
Plano ISD*/+
#

EDUCATION SERVICE CENTERS

Region 4 ESC*/+
Region 5 ESC*
Region 6 ESC*
Region 11 ESC*/+
Region 13 ESC*/+
#

STATE GOVERNMENT

Cancer Prevention and Research Institute of Texas#
Employee Retirement System of Texas#
State Bar of Texas
Texas Board of Law Examiners
Texas Council for Developmental Disabilities#
Texas Department of State Health Services
Texas Department of Information Resources#
Texas Department of Insurance#
Texas Department of Licensing and Regulation#
Texas General Land Office#
Texas Higher Education Coordinating Board#
Texas Lottery Commission
Texas Municipal Retirement System#
Texas Permanent School Fund
Texas State Auditor's Office#
Texas Windstorm Insurance Assoc.#

HIGHER EDUCATION

Abilene Christian University#
Alamo Colleges#
College of the Mainland#
Del Mar College#
Dallas Baptist University
Lamar University
Lee College#
Lone Star College
Tarrant County College#
Texas A&M University#
Texas Christian University
Tyler Junior College
University of North Texas System#
University of Texas System#
University of Texas at Arlington
University of Texas at Dallas
University of Texas at San Antonio
University of Texas Permian Basin

* Single Audits

+ Recipient of GFOA Award for Excellence in Financial Reporting
Internal Control and/or IT Audit

Independence

Conformity with the rules of professional conduct requires that a certified public accountant be independent, in fact and appearance, with respect to a client for whom he or she is issuing a report on financial statements. [Texas State Board of Public Accountancy Rules of Professional Responsibility, sec. 501.11] We confirm that the firm and proposed audit team members of Weaver are independent with respect to the County, and all component units and related organizations of the County as defined by governmental accounting and auditing standards. Weaver will notify the entity in writing should any professional relationships be entered into during the period of agreement with the County.

Other: Active Industry Involvement

An important way we remain on the forefront of technical changes is through consistent industry involvement. Our government leaders are active in key professional organizations, including general entities such as the GFOA. We have open communication with these organizations and are regularly in communication with them regarding any upcoming changes.



Recognized for their depth of audit and advisory knowledge, Weaver staff have given numerous presentations on government audit topics in recent years.

Weaver professionals regularly present training sessions, as well as sessions at annual TXCPA conferences. Sessions for the latter have included:

- ▶ Fraud in the Financial Statement Audit: You Wouldn't Believe the Things We've Seen
- ▶ Sampling Made Easy
- ▶ Construction Management: Monitoring Risk through Times of Growth
- ▶ GASB Update
- ▶ GFOA and ASBO Assistance

Nine Weaver staff members currently serve on the GFOA's Special Review Committee, which evaluates CAFRs for eligibility with Certificate of Achievement Program requirements. The firm has at least four (4) years of experience with this program.

For our clients who submit CAFRs to the GFOA, one of our GFOA Special Review Committee members reviews the financial statements to ensure that they meet the standards to be recognized with a Certificate of Achievement for Excellence in Financial Reporting. Both of your engagement partners, Rebecca and Adam, have served on the GFOA Special Review Committee, and will ensure the County's CAFR meets GFOA requirements.

Specific Audit Approach

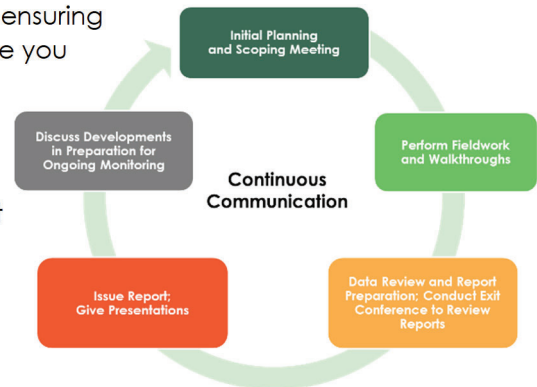
Communication Approach

Timeliness and continuous communication are critical for ensuring you receive audit results and deliverables in the timeframe you expect, without surprises along the way.

To keep work on track, we will hold regular internal meetings to inform you of our progress, address issues as they arise, ask about questions we may have and alert you to any potential delays.

When we finish interim fieldwork and again at the end of final fieldwork, our team will meet with you to discuss our observations and recommendations relating to internal control, compliance and operational improvements. We will also confirm facts with you before including them in our reports.

At the conclusion of the engagement, we will provide detailed written reports and present them to management and interested parties as requested.



In addition to meeting with you on a regular basis throughout the audit to provide progress updates, we will remain available to you throughout the year to provide timely technical updates, answer routine questions and offer the consultation needed for any accounting and auditing issues that may arise whether during the course of the audit or otherwise, to ensure we meet your changing needs over time. We do not charge you for this ongoing access; we consider it part of our role as your service provider.

Protecting Your Information

Weaver is always mindful of the responsibility associated with managing confidential personal and financial data, so we have created a comprehensive array of procedures rooted in industry-standard best practices and systems to protect client and firm information.

To start, physical security measures include secured doors on all our offices and workstations that lock automatically. Printed documents are also kept in secured areas, and unneeded documents are collected in locked containers for shredding. Non-physical measures include our secure client portal, and encrypted laptops, hard drives and email, as well as mandatory encryption of all removable media (such as thumb drives). These are just some examples of the exhaustive procedures we follow to make sure client data remains secure. Additional details regarding our IT and security policies are available upon request.

Audit Segmentation, Staffing and Hours

At a high level, ours is a big picture approach: we take the time to consider how your operations and accounting processes relate to your internal control systems and the responsibilities of your existing personnel. Throughout the audit, our decisions are guided by two simple goals: what will best serve your needs, and what will produce the highest quality yet most efficient audit.

When we evaluate your risks, we'll focus not only on deepening our understanding of your operations and accounting processes, but also continuing to examine your internal control systems and the responsibilities of your personnel. We will also discuss our planned audit procedures with management, weighing the benefits/efficiency of existing controls to determine the degree to which they can be leveraged to reduce the level of effort without compromising quality.

An overview of the key segments of our methodology is provided below; additional details regarding our approach are provided on the pages that follow. Weaver will perform all tasks according to the County's timeline. Conferences and other meetings will be held according to dates designated by the County, as well as those agreed upon in the early stages of the engagement.

PHASE	KEY PURPOSE AND ACTIVITIES	STAFF	TIMING	HOURS
Planning & Risk Assessment	We will understand your priorities and risks, finalize the audit plan, and compile document requests.	Partner, Manager, Senior Associate	Upon award	30
Control Documentation & Preliminary Fieldwork	We will document and test, as applicable, internal controls, determine compliance for major programs (as applicable) and identify key risks.	Partner, Manager, Senior Associate, Associates	July/August	90
Final Fieldwork	We will perform substantive testing and data analysis, prepare work papers and communicate any identified issues.	Partner, Manager, Senior Associate, Associates	December/January 2021	304
Financial Review & Quality Control	We will compile our draft report, perform technical reviews, confirm findings with management and incorporate feedback, as applicable.	Partner, Manager, Senior Associate	January/February 2021	56
Reporting	We will deliver final reports and other deliverables to management, and present results, as applicable.	Partner, Manager, Senior Associate	February 15, 2021	

Key Phases and Activities

Phase 1: Planning & Risk Assessment

To start, our team will meet with you to identify any changes to your operations and processes since the last audit season and compile our document request list. We will also confirm potential risks and calculate a preliminary estimate of materiality. Finally, we will develop key parameters for the audit, including:

- ▶ Staffing and responsibilities, including manager and partner supervision
- ▶ Audit objectives
- ▶ Schedules and hour budgets by audit and audit area
- ▶ Application of analytical procedures
- ▶ Materiality levels used for planning
- ▶ A risk assessment of internal controls

In developing our audit plan, we will consider aspects of your operations that could affect the audit scope and approach, such as: organizational structure; governing laws and regulations; annual budget and sources of revenue; number of employees; and any significant events during the past year that might have affected your financial processes.



TECHNOLOGY IN THE AUDIT

Weaver's secure portal enables our team and yours to share, review, store and track all items related to the engagement. We can also download financial data directly into our audit software to prepare trial balances, perform analytical procedures and prepare the financial statements. To further increase efficiency and accuracy, we can even leverage our in-house data analytics team to analyze 100 percent of selected data.

As an integral part of our audit planning, we complete annual questionnaires relating to internal controls, the County and components' operations and accounting processes. This in-depth understanding of the entity operations and accounting processes is essential for performing a thorough, efficient and effective audit. It also helps us make relevant, valuable management comments.

Phase 2: Control Documentation & Preliminary Fieldwork

Understanding Your Internal Control Structure

We will examine your internal controls to make sure they are properly designed and functioning as intended. We will ensure an adequate understanding of your internal controls as they relate to the control environment, risk assessment, control activities, information and communication and monitoring. This will be accomplished by:

- ▶ Performing walkthroughs with key County personnel from initiation to inclusion in the general ledger for processes including, but not limited to, major revenues, cash disbursements and accounts payable, payroll, and financial reporting close
- ▶ Reviewing key controls in these processes and determining whether they have been designed appropriately and placed in operation effectively
- ▶ Assessing the materiality of the various account balances and transaction classes
- ▶ Evaluating the risk factors that could affect the scope of testing

Determining Laws and Regulations Subject to Testing

We will consider the effects of laws and regulations that have a direct and material effect on the determination of amounts in the financial statements. To do this, we will:

- ▶ Discuss applicable laws and regulations with the County
- ▶ Utilize information from prior-year work papers
- ▶ Review certain grants and contracts
- ▶ Obtain written representations from management

Audit Sampling Approach

The nature and size of the County and its component operations will require us to design procedures to include sampling applications. All sampling will be performed in accordance with AU Section 530 and the AICPA audit guide, "Audit Sampling." Sampling applications may be used for these areas:

- ▶ Tests of accounting controls
- ▶ Tests of controls over compliance requirements of major federal or state programs, as applicable
- ▶ Tests of compliance with major federal or state program requirements, as applicable
- ▶ Substantive tests of account-balance details

The determination of tests of controls for transaction cycles will be determined by our evaluation of the design and effectiveness of your accounting controls. Our approach to tests of accounting controls will use tolerable rates of deviation and a 90 percent confidence level. The number

PREPARED BY CLIENT (PBC) REQUESTS

We recognize that the County and its entities' staff manages finances of a multimillion-dollar enterprise; our objective is to allocate to you only those tasks that will result in the greatest cost-efficiency overall.

For any and all requests for information, we will give you adequate lead-time for their preparation. We will deliver a request list for our interim fieldwork no later than three weeks in advance of the scheduled arrival for interim fieldwork.

When we conclude our interim fieldwork in your office, we will deliver a tailored list of schedules for final fieldwork based on our understanding of controls and operations developed during the interim fieldwork. We do not utilize standard templates; rather, whenever possible we will work with schedules already prepared by management.

of transactions tested will ultimately be determined by our expected rates of deviation and our control risk assessment. The specific items to be tested will be chosen randomly.

Determining Sample Sizes

The size of samples cannot be determined in advance for substantive tests of details of account balances. Weaver uses a nonstatistical sampling approach based on statistical theory, as widely used throughout the audit profession. This methodology uses the concepts of tolerable misstatement, risk of material misstatement, other substantive procedure risk, individually significant transactions and account balance in determining the sample size.

Single Audit Testing

For the single audit, we will consider additional internal control categories for which testing is required in accordance with Uniform Guidance. Areas addressed by these additional categories include:

- ▶ Transactions are properly recorded and calculated to
 - » Permit the preparation of reliable financial statements and federal reports
 - » Maintain accountability over assets
 - » Demonstrate compliance with laws, regulations, and other compliance requirements
- ▶ Transactions are executed in compliance with
 - » Laws, regulations, and the provisions of contracts or grant agreements that could have a direct and material effect on a federal program
 - » Any other laws and regulations identified in the Compliance Supplement
- ▶ Funds, property, and other assets are safeguarded against loss from unauthorized use or disposition
- ▶ Specific requirements for major federal financial assistance programs
 - » Activities allowed or unallowed
 - » Allowable costs/cost principles
 - » Cash management
 - » Eligibility
 - » Equipment and real property management
 - » Matching, level of effort, earmarking
 - » Period of performance of federal funds
 - » Procurement and suspension and debarment
 - » Reporting requirements
 - » Subrecipient monitoring
 - » Special tests and provisions

Internal controls over the compliance requirements of major federal financial assistance programs will also be evaluated and tested as described above. Federal programs with expenditures exceeding 3% of total federal expenditures will be evaluated for risk. Programs considered "high risk" will be selected for testing.

After examining internal controls over compliance requirements for major programs, Weaver will test each program's direct and material compliance area in order to offer an opinion regarding the County's compliance with each major program.

Auditing Computerized Systems (EDP)

Our procedures for evaluating the security and integrity of IT systems typically include procedures to validate system settings and user authorizations.

We use multiple frameworks and standards to conduct specific IT application and security audits, selecting the guidelines most appropriate for each case. Our central approach is based on Control Objectives for Information and Related Technology (COBIT), which furnishes a comprehensive methodology to underlie all of our IT audit engagements. We apply the COBIT framework in planning, executing and reporting the results of our IT-related services.

Application Controls

As part of our audit procedures, we will use automated scripts to evaluate critical business application controls within your computer system. When evaluating application controls, we will perform tasks such as reviewing documentation, comparing processes to standard business rules and practices and verifying access control in applications.

Application Security

As part of our application procedures, we will consider system security configuration and functionality. We will perform tasks designed to evaluate the security of your electronic systems, including the supporting infrastructure and processes. Such tasks may include reviewing security measures surrounding applications and sensitive data, reviewing change management controls, reviewing the physical environment and its security and reviewing procedures designed to protect data integrity.

WEAVER ANALYTICS

During financial audits, Weaver Analytics can analyze 100 percent of selected data in the areas of journal entries, payroll and disbursements. We can identify potential risk areas that may require further investigation by the audit team.

During previous engagements, our team has identified items such as bid splitting and nepotism, as well as opportunities to improve efficiencies in the disbursement process. Examples of key findings from other data analyses performed by Weaver Analytics include:

- » Duplicate vendors in the master vendor file
- » Duplicate invoice payments
- » Concentrations in vendors and customers that may indicate fraud
- » Payroll checks paid in the incorrect amounts
- » Payroll checks paid to former employees
- » Employee addresses that match vendor addresses
- » "Ghost" employees and vendors
- » Unusual overtime patterns

By adding fraud detection and operational compliance, as well as computer data acquisition and analysis, Weaver can provide insights on the best ways to improve the efficiency and effectiveness of your processes.

Phase 3: Final Fieldwork

After you complete the year-end closing of accounts, our team will begin final fieldwork. This is the time when we perform most of the substantive tests on your data and prepare the majority of our audit work papers. During this time, the auditors will:

- ▶ Perform audit tests and complete preparation of audit work papers
- ▶ Complete audit programs, procedures and conclusions
- ▶ Discuss audit findings and adjusting entries with management
- ▶ Obtain attorney letters

Throughout this phase — and throughout our entire relationship with you — Weaver will remain in close communication with County management. Our goal is a “no-surprises” audit. Therefore, whenever there is a question or a potential issue, we will immediately bring it to your attention, seek your confirmation of the data and ask about any relevant circumstances.

Substantive Procedures

Weaver determines the audit approach and the specific procedures performed for various financial statement accounts and transactions (e.g., cash and investments, long-term debt, etc.) based on our experience with the County and similar entities. We tailor these procedures to your specific accounting system and controls in order to perform the audit thoroughly and efficiently. These procedures can include substantive sampling of account balances as previously discussed, analytical procedures as discussed below, and third-party confirmations of account balances and transactions.

The financial objectives of these procedures are to provide reasonable assurance that you will be able to process, summarize and report financial data consistent with management's assertions. Those assertions cover classes of transactions, year-end account balances and presentation and disclosure of financial data.

Analytical Procedures

During your audit, we examine more than pieces of data in isolation. We also analyze the interrelationships of financial and nonfinancial data. Our extensive use of analytical procedures offers a natural extension to the process of understanding the County operations. As we develop this understanding, we determine what ratios, relationships and internal or external data management tools will be useful in identifying and monitoring risks.

The exact analytical procedures performed for the County will be determined during the planning process, after we have examined your accounting systems and operations. Common procedures include trend analysis, ratio analysis and predictive or “reasonableness” tests. For example, depending on the specifics of your data and processes, we may:

- ▶ Compare financial information with comparable prior periods, taking into account any known or expected changes. For example, we will compare revenues and expenditures with comparable previous periods and balances, looking for unexpected variations
- ▶ Compare actual with anticipated results (for example, budget-versus-actual comparison of revenues and expenditures)
- ▶ Evaluate relationships among different elements within the period, such as receivables in relation to billings, or revenues in relation to costs
- ▶ Analyze financial information in light of relevant nonfinancial information (growth, political changes, new regulatory requirements, etc.)
- ▶ Perform automated data analysis (data mining) using audit command language (ACL) and similar tools

Phase 4: Financial Review and Quality Control

After fieldwork is complete, the engagement partner will review the entire engagement, with particular attention to significant audit areas. In addition, the draft report and work papers will be reviewed by the technical review partner to determine the completeness with which the engagement has been performed. The auditor's review will determine whether judgments made by others are reasonable in relation to the supporting data and to generally accepted accounting principles, auditing standards, government auditing standards and firm policy.



We discuss and confirm our findings with appropriate County staff whenever we discover an area of potential concern. In addition, we will review draft findings and recommendations with you throughout the engagement. At the reporting stage, there should be no surprises. Review and quality control tasks include:

- ▶ Engagement partner review of all work papers to ensure compliance with technical standards
- ▶ Technical review of all work papers
- ▶ Performing any final analytical procedures
- ▶ A client conference to review financial statements, the auditor's opinion and preliminary management letter comments
- ▶ Obtaining written representations from management

Weaver will create and maintain all necessary information and documentation, including accounting records related to services and payment for at least three (3) years after the engagement, or until any audit of records or litigation concerning any services has been satisfactorily resolved, whichever occurs later. We will also make available to any authorized representatives and their entities necessary, relevant information.

Phase 5: Reporting

Throughout the audit, if we become aware of irregularities or illegal acts, we will make an immediate, written report of those acts to the appropriate County management.

After our internal reviews have confirmed that the audit is accurate and complete, you have reviewed the draft reports, and we have incorporated your management responses and related information, Weaver will issue the final audit documents:

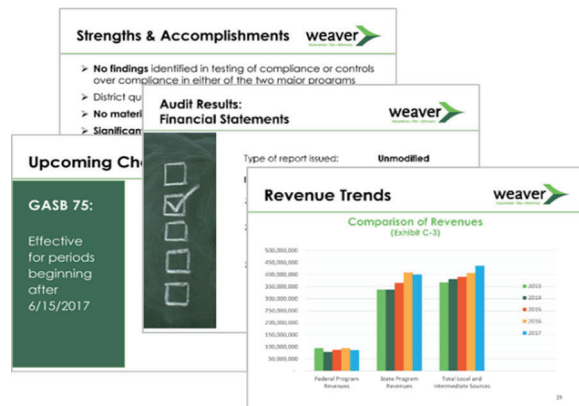
- ▶ A report on the fair presentation of the financial statements in conformity with GAAP
- ▶ A report on the internal control structure based on the auditor's understanding of the control structure and assessment of control risk
- ▶ A report on compliance with applicable laws and regulations, including those related to major and non-major federal and state financial assistance programs
- ▶ A management letter, if applicable
- ▶ A report to the Williamson County Commissioners Court
- ▶ Any additional Special Project audit reports such as the TJJD, Community Corrections Department and specific road district reports

Our final reports on compliance and internal controls will detail any "significant deficiencies" in internal control (as defined by GAGAS) found during the audit. Significant deficiencies that are

also material weaknesses will be identified as such in the report. Lesser deficiencies will be reported in a separate letter to management.

Weaver will present our findings to the parties designated by the County. At that time, we will explain our findings, present practical recommendations for improvement (if needed), and answer your questions. After the end of the engagement, your engagement partner and manager will remain accessible to answer your questions and help you prepare for the next audit. The engagement partner and audit manager will also bring these reports to meetings as requested, including the audit committee and Commissioners Court. This provides your leaders with the opportunity to ask questions directly and enables us to explain our recommendations and any unusual findings.

Weaver's Audit Insights are designed to convey the most essential results of the audits to the County and stakeholders clearly, without excessive accounting jargon. It also presents information on financial trends over time, strengths and opportunities and looming changes.



We will ensure the audit committee and Commissioners Court is informed of the following information, as well as any other items required by audit standards:

- ▶ The auditor's responsibility under generally accepted auditing standards and government auditing standards
- ▶ Significant accounting policies
- ▶ Management judgments and accounting estimates
- ▶ Significant audit adjustments
- ▶ Other information in documents containing audited financial statements
- ▶ Disagreements with management
- ▶ Management consultation with other accountants
- ▶ Major issues discussed with management prior to retention
- ▶ Difficulties encountered in performing the audit
- ▶ Auditor's judgments about accounting principles

Level of Assistance of County Staff

Our objective is to allocate only those tasks to you that will result in the greatest cost-efficiency overall. Whenever possible, we attempt to minimize the audit's impact on your staff by using the information your management already prepares and uses regularly. Weaver can accept electronic data from virtually every accounting system on the market, which reduces the time required by your personnel to send us necessary information. We will check-in with our key County contact for the audit on a daily basis while in the field, and will work with that person to best address the requests we have, while setting a realistic time-line for each deliverable that meets both our and the County's personnel schedules. We will work with the County as best we can to

prioritize requests and schedule meetings that allow everyone involved to still meet their day-to-day duties in addition to making time for completion of the audit.

Anticipated Potential Audit Problems

Given our prior understanding of your systems, reporting requirements, staff and goals, Weaver does not anticipate any audit problems.

We work to preemptively identify potential sources of delay through a comprehensive planning process, including an initial meeting with management to:

- ▶ Prepare a comprehensive document itemizing significant timelines and milestones
- ▶ Delineate responsibilities
- ▶ Prepare the PBC list

With early planning and partner involvement from the start, we have found that we can plan preventive measures and plan potential workarounds if necessary before work even begins.

Throughout the audit — and throughout our entire relationship with you — Weaver will remain in close communication with your management team. Our philosophy will continue to be a “no-surprises” audit. Therefore, whenever there is a question or a potential issue, we will immediately bring it to your attention, seek your confirmation of the data and ask about any relevant circumstances.



We also communicate frequently so that any unexpected issues or delays that arise during the course of the engagement, are addressed immediately. Our integrated firm organization also enables partners to draw staff from other offices when needed to keep audits on schedule or address difficult technical challenges.

BEYOND THE AUDIT

What makes Weaver different? We strive to provide ongoing value beyond mere “check the box” compliance, including:

- ▶ A knowledgeable engagement team that can alert you to pending changes and coach you through them
- ▶ Professionals at every level who understand government auditing standards and the special requirements of counties
- ▶ Year-round access to consultation and advice from well-informed industry leaders
- ▶ Free admission to Weaver's annual day of continuing professional education designed specifically for our public-sector clients

Additional Data and Other Information

Industry Training

Serving government organizations requires specialized knowledge, and Weaver works to ensure that our government-focused audit and advisory professionals are always at the forefront of industry best practices. Our partners and professionals are knowledgeable about the latest rules, regulations, technical developments and industry trends affecting government entities. This means you will be served by a highly experienced team of CPAs who have dedicated their careers to serving entities with auditing, accounting and operational situations similar to yours.

With their years of experience serving government entities and involvement in standard setting bodies, these professionals will work with your engagement team to make sure you have access to industry insights, often even alerting you before major changes happen, and using this head start to efficiently and accurately coach you through potential issues.

Specific memberships and positions held by firm leaders include:

- ▶ Member, AICPA State & Local Government Expert Panel
- ▶ Member, Government Finance Officers Association (GFOA)
- ▶ Member, Special Review Committee, GFOA
- ▶ Member, Financial Reporting and Regulatory Response Committee, GFOA of Texas
- ▶ Member, Professional Standards Committee Government Subgroup, TSCPA
- ▶ Member, Texas Society of Public Accountants (TXCPA) and its Dallas chapter
- ▶ Member, AICPA Government Audit Quality Center (GAQC)
- ▶ Former Member, Technical Issues Committee to AICPA as a liaison to the Government Accounting Standards Board

Training for Your Staff

Weaver provides an annual complimentary government CPE-accredited event for our government clients. The daylong event includes breakout sessions so you can customize your CPE day to your most critical needs. We are also available to provide updates and other CPE-accredited training to your staff upon request. In addition, we routinely conduct free webinars (typically occurring over the lunch hour) which offer a way for you to remain plugged in to the industry updates and trends, without leaving your office.

Concluding Remarks

After having the privilege of working with the County for several years, we at Weaver are excited not only to continue the relationship, but to strengthen it as we carry on working to provide you with the best possible audit experience.



With deep local ties, we're always there when you need us.

With locations close to your offices, we'll never manage from some far-off corporate center. Your local engagement partner and a deep pool of nearby professionals will provide you with a highly responsive, agile team that's there when and where you need them, without ballooning travel costs. But our commitment doesn't stop there. We'll also remain available to you, at no additional cost, throughout the year to answer routine questions and help you stay ahead of the curve for the next audit season. The full breadth of our resources is literally just a phone call away.



We have the right blend of experience.

Information without insight provides limited value. That's why we've selected a team of highly experienced professionals whom the County has come to trust as professional and knowledgeable. These leaders have also proven to be flexible and communicative, and they will participate in your audit from planning through the final report. They will work diligently to ensure the highest quality results and relevant, practical recommendations tailored to your specific needs and goals, resulting in high-quality results.



We balance quality and value.

Our commitment to quality is paralleled only by our commitment to cost-effective delivery of services. Our function-specific staffing approach means we staff the right resources at the right times during your audit. This means you have access to staff at all levels of the organization, without paying for resources you don't need. Not only does this approach help us deliver the audit on-time and on-budget, it also means you always get the best person for each task.



We look at the big picture.

Every change can have an impact, so we take the time to understand the big picture, including your long-term goals and strategies. We do more than just plan and deliver an on-time audit – we help you build the foundation for long-term improvement and strategic transformation of financial operations to support growth and change over time.

Cost Proposal

Weaver has long been known for its attention to controlling costs and providing outstanding value, offering the capabilities of a much larger firm without the expense. Our market presence, along with a dedicated group of industry-focused professionals, allows our firm to price our work very competitively. However, if you need more detail or have any questions on the estimated fees below, we will be happy to discuss with you, as we don't want fees to be a barrier to us being your service provider.

(Hours detailed on the following page.)

SERVICE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Option A Audit of the financial statements for Williamson County for the fiscal year ended September 30. Weaver prepares CAFR.	\$78,700	\$81,000	\$83,000	\$85,000	\$86,500
Option B Audit of the financial statements for Williamson County for the fiscal year ended September 30. County prepares CAFR; Weaver provides two detailed reviews of CAFR report draft.	\$73,700	\$76,000	\$78,000	\$80,000	\$81,500
Ongoing Accounting Research and Compliance Services	included	included	included	included	included
Special Projects: Audit of the Juvenile Services Grants	\$6,800	\$6,800	\$6,800	\$7,000	\$7,500
Audit of the Community Corrections Department	\$8,000	\$8,000	\$8,000	\$8,500	\$9,000
Audit of the Avery Ranch Road District #1	\$6,800	\$6,800	\$6,800	\$7,000	\$7,500
Audit of the Pearson Place Road District	\$5,500	\$5,500	\$5,500	\$5,700	\$6,000
Audit of the Northwoods Road District	\$5,500	\$5,500	\$5,500	\$5,700	\$6,000
Audit of Road District #4	\$5,500	\$5,500	\$5,500	\$5,700	\$6,000

Administrative Costs

The fees quoted are all-inclusive; we do not charge for out-of-pocket expenses such as printing, report production and similar administrative costs. Routine meetings and accounting advice in the ordinary course of business are also considered part of our role as your professional services provider and are not charged as a separate fee.

Estimates of Hours and FY 2020 Rates

Financial Audit, Option A (with CAFR Preparation)

Title	Rate	Planning	Interim Fieldwork	Final Fieldwork	Review and Reporting	Total
Partner	\$300	2	8	16	8	34
Technical Review Partner	\$300	0	2	4	4	10
Manager	\$180	10	10	24	16	60
Senior Associate	\$158	18	30	140	20	208
Associates	\$130	0	40	120	8	168
TOTAL		30	90	304	56	480

Juvenile Service Grants

Title	Rate	Planning	Interim Fieldwork	Final Fieldwork	Review and Reporting	Total
Partner	\$300	0	0	1	1	2
Technical Review Partner	\$300	0	0	0	0	0
Manager	\$180	0	0	4	2	6
Senior Associate	\$158	0	0	8	4	12
Associates	\$130	0	0	16	8	24
TOTAL		0	0	29	15	44


Community Corrections Department

Title	Rate	Planning	Interim Fieldwork	Final Fieldwork	Review and Reporting	Total
Partner	\$300	0	0	1	3	4
Technical Review Partner	\$300	0	0	0	0	0
Manager	\$180	0	0	4	4	8
Senior Associate	\$158	0	0	8	6	14
Associates	\$130	0	0	16	8	24
TOTAL		0	0	29	21	50

Road District Audits (each)

Title	Rate	Planning	Interim Fieldwork	Final Fieldwork	Review and Reporting	Total
Partner	\$300	0	0	1	1	2
Technical Review Partner	\$300	0	0	0	0	0
Manager	\$180	0	0	4	2	6
Senior Associate	\$158	0	0	8	4	12
Associates	\$130	0	0	16	8	24
TOTAL		0	0	29	15	44

Conflict of Interest Form

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity		FORM CIQ
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	<div style="border: 1px solid black; padding: 2px;">OFFICE USE ONLY</div> <div style="border: 1px solid black; padding: 2px; height: 100px;">Date Received</div>	
<p>1 Name of vendor who has a business relationship with local governmental entity.</p> <p style="text-align: center;">Weaver and Tidwell, L.L.P.</p>		
<p>2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>		
<p>3 Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center;">None</p> <hr style="width: 50%; margin: 0 auto;"/> <p style="text-align: center;">Name of Officer</p>		
<p>4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p style="text-align: center;">N/A</p> <p>A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p>B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>		
<p>5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</p>		
<p>6 <input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</p>		
<p>7</p> <div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="text-align: center;">  Signature of vendor doing business with the governmental entity </div> <div style="text-align: center;"> 4/20/2020 Date </div> </div>		