



October 17, 2025

Proposal to provide Services for Triennial Performance Audits for Fiscal Years 2022/23, 2023/24 and 2024/25.

Humboldt County Association of Governments

Prepared by:

Joel Eshleman, CPA, CISA, CIA

Joel.Eshleman@claconnect.com

Direct 717-857-2611

Technical Proposal

CLAconnect.com

CPAS | CONSULTANTS | WEALTH ADVISORS



Table of Contents

Contents

- 1. Cover Letter..... 1**
- 2. Understating of the project 3**
- 3. Consultant Qualifications and Experience..... 4**
 - 3.1 Qualifications4
 - Firm ownership changes5
 - Litigation5
 - Fraud Conviction5
 - Current or Prior Debarments, suspensions, or other ineligibility5
 - Violations of local, state and/or federal industry or regulatory requirements.....5
 - Any controlling or financial interest the proposer has in any other firm or organization6
 - 3.2 Experience.....6
 - Performance audit experience.....6
 - State and local government experience.....6
 - Transportation experience.....7
 - 3.3 Key Personnel and Staffing..... 11
 - Your service team 11
 - 3.4 References 14
- 4. Performance audit approach 15**
- 5. Work Plan and Schedule..... 18**





1.Cover Letter

October 17, 2025

Humboldt County Association of Governments
611 I Street, Suite B
Eureka, CA 95501

Via Email Submission

Thank you for inviting us to propose. We look forward to the opportunity to provide services to Humboldt County Association of Governments (HCAOG).

We are confident that our extensive experience serving similar governmental entities, bolstered by our client-oriented philosophy and depth of resources, will make CLA a top qualified candidate to fulfill the scope of your engagement. The following differentiators are offered for HCAOG's consideration:

- **Industry-specialized insight and resources** – As one of the nation's leading professional services firms, and one of the largest firms who specialize in regulated industries, CLA has the experience and resources to assist HCAOG with their audit needs. In addition to your experienced local engagement team, HCAOG will have access to one of the country's largest and most knowledgeable pools of regulated industry resources.
- **Strong methodology and responsive timeline** – In forming our overall audit approach, we have carefully reviewed the RFP and other information made available and considered our experience performing similar work for other municipalities. Our local government clients are included amongst the more than 4,200 governmental organizations we serve nationally. Our staff understands your complexities not just from a compliance standpoint, but also from an operational point of view. The work plan also minimizes the disruption of your staff and operations and provides a blueprint for timely delivery of your required reports.
- **Communication and proactive leadership** – HCAOG will benefit from a high level of hands-on service from our team's senior professionals. We can provide this level of service because, unlike other national firms, our principal-to-staff ratio is similar to smaller firms – allowing our senior level professionals to be involved and immediately available throughout the entire engagement process. Our approach helps members of the engagement team stay abreast of key issues at HCAOG and take an active role in addressing them.
- **A focus on providing consistent, dependable service** – We differ from other national firms in that our corporate practice focuses on the needs of non-SEC clients, thus allowing us to avoid the workload compression typically experienced by firms that must meet public companies' SEC filing deadlines. CLA is organized into industry teams, affording our clients specialized industry-specific knowledge supplemented by valuable local service and insight. Therefore, HCAOG will enjoy the service of members of our state and local government services team who understand the issues and environment critical to governmental entities.



- **Fresh perspective** – By engaging CLA, HCAOG will benefit from a fresh look at its business operations, information systems, and financial risk management policies and procedures. You will be served by an engagement team with enthusiasm and a desire to meet and exceed expectations. We are confident that our industry experience will bring to HCAOG new ideas, creative approaches, and fresh opportunities to meet the financial management and accountability challenges before HCAOG.

We want to serve you, and we have the qualifications to deliver quality, timely work. Throughout this proposal, we take you on a journey outlining how we will work together and the value you can come to appreciate when we exceed expectations. For ease of evaluation, the structure of our proposal follows your RFP section titled, *Proposal Content and Organization*.

This proposal is a firm proposal valid for at least sixty (60) days . Please contact me if I can provide additional information on our firm or our proposal.

Sincerely,

CliftonLarsonAllen LLP



Joel Eshleman
Principal
717-857-2611
Joel.Eshleman@claconnect.com



2. Understating of the project

CLA reviewed the scope of services as listed in the RFP and has outlined our understanding below.

We understand that HCAOG is looking for a qualified professional service firm to perform a performance audit in compliance with the provisions of 6662.5 and 6664.5 of the California Administrative Code. The specific objectives of the performance audit included the below for the agencies

- HCAOG
- Arcata-Mad River Transit System
- Fortuna Transit
- Humboldt Transit Authority (Eureka Transit System, North State Express, Redwood Transit System, Southern Humboldt Transit Systems, Willow Creek Transit System, Humboldt Dial-A-Ride)

A.) Compliance with state and regulatory requirements

We understand that we will be required to review and determine HCAOG's and each of the operator's compliance with the Transportation Development Act and related sections of the California Code of Regulations. At a minimum, the Code Sections for which compliance is to be verified are those specified within the "Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities" published by California Department of Transportation (September 2008, 3rd edition).

B.) Status of Prior Performance Audit Recommendations

We understand that we will review the prior performance audits of HCAOG and each transit operator and assess implementation of audit recommendations. We understand that we should make determinations as to whether recommendations that have not been implemented are (a) no longer applicable, (b) infeasible or (c) should still be implemented.

C.) Verify Performance Indicators

We understand that as part of the performance audit, section 99246 of the Public Utilities Code requires verification of five performance indicators. We further understand that we will review and validate the operator's collection of basic data needed to calculate these indicators for each fiscal year and transit mode.

D.) Review Operator Functions

We understand that we will review each operator function as part of an on-site visit, consistent with "Performance Audit Guidebook for Transit Operators and Regional Transportation planning Entities" (September 2008, 3rd Edition). The functional review is expected to include interviews with transit operators' management, staff, and governing board, as well as with selected HCAOG staff.

E.) Review HCAOG Functions

We understand that we will review each HCAOG TDA-related function, consistent with "Performance Audit Guidebook for Transit Operators and Regional Transportation planning Entities" (September 2008, 3rd Edition). The functional review is expected to include interviews with HCAOG's Jurisdictions, supplemental interviews with other regional agencies, and State or Federal agencies as appropriate.



3. Consultant Qualifications and Experience

3.1 Qualifications

CLA is a national professional services firm built around five primary areas of focusing public accounting, wealth advisory, audit, digital solutions and consulting and outsourcing — all highly integrated and seamless in capabilities and delivery of services.

We have developed the credibility, reputation, and resources of a leading professional services firm while working hard to maintain the individualized service of a smaller firm. Our emphasis is on serving privately held businesses and their owners, as well as governmental and nonprofit organizations.

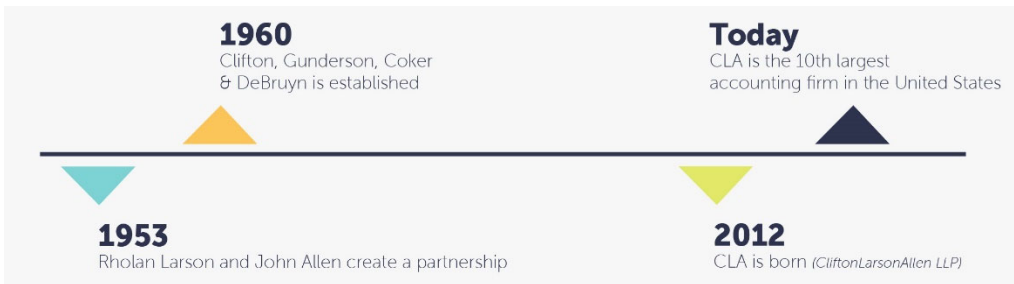
CLA Firm-wide Structure



Firm headquarters

CLA is not a headquartered firm — there is not a place from which the firm is controlled or directed. Leadership, ownership, and entrepreneurship permeate the firm, independent of location.

History of CLA



On January 1, 2012, two regional firms, Clifton Gunderson and Larson Allen, merged to become CLA. They were driven by a shared vision to be a different kind of firm and a dream to be America's leading provider of professional services.

We are celebrating 13 years as CLA, but the roots of our culture reach back much further. Across decades, the philosophies that drove our legacy firms — from how they served clients and treated their people to how they did business — shared many attributes. We still find them present today in what we call the CLA Promise.

Firm ownership changes

CLA is a limited liability partnership and does not have a parent or holding company. We do not anticipate any merger with another accounting firm or the acquisition of assets from another accounting firm that would have a material impact on CLA

Litigation

From time to time, the firm is a defendant in lawsuits involving alleged professional malpractice. In all cases, the firm believes that it has a strong position and intends to defend it vigorously. Should the ultimate outcome be unfavorable, however, net of the deductible provisions of the firm's malpractice insurance, all cases are expected to be fully covered by insurance and will not have a material impact on the firm or its ability to perform these services.

Moreover, in those cases where claims have been resolved by settlement (the vast majority of our cases), the firm is typically subject to confidentiality agreements that prohibit the disclosure of information regarding those matters. Disclosure by the firm of any details about those matters could invalidate the settlement agreements.

Fraud Conviction

CLA affirms that, to the best of our knowledge and based on internal review, there are no fraud convictions related to public contracts involving our firm, its principals, or employees. This includes any convictions for fraud or other felonies arising out of contracts with federal, state, or local government entities.

Current or Prior Debarments, suspensions, or other ineligibility

CLA confirms that, to the best of our knowledge and based on internal review, **there are no current or prior debarments, suspensions, or other instances of ineligibility** that would prevent our firm from participating in public contracts at the federal, state, or local level.

Violations of local, state and/or federal industry or regulatory requirements

CLA confirms that, to the best of our knowledge and based on a thorough internal review, **there are no known violations of local, state, or federal industry or regulatory requirements** involving our firm, its principals, or employees that would impact our eligibility or capacity to perform public sector engagements.



Any controlling or financial interest the proposer has in any other firm or organization

The following are wholly-owned subsidiaries of CLA:

- CLA International, Inc.
- CliftonLarsonAllen Wealth Advisors, LLC
- CLA Trademarks Holding Company LLC
- CliftonLarsonAllen UK Limited

3.2 Experience

Performance audit experience

We know organizations like HCAOG want their performance audit consultants to work alongside management in recommending and implementing ways to reduce risk and add value, rather than just report on it. We also understand the importance of developing an appropriate internal control environment given your size, operations, and status as an organization.

Your CLA team is experienced with relevant industries and organizations of similar size and stage of compliance, which allows us to accelerate the process while delivering a smooth experience. Our approach is focused on enhancing operational efficiency and delivering meaningful insights:

- Highly collaborative
- Comprehensive
- Flexible
- Risk-based
- Communicative

Our teams focus on your goals and objectives to help identify options and opportunities, as well as challenges and threats. Together we plan and complete HCAOG's internal audit assignments that focus on:

- Identifying and evaluating risks
- Presenting a clear view of variables to which HCAOG may be exposed
- Understanding HCAOG's specific challenges and operating environment
- Provide recommendations for a stronger control environment to help administer and monitor business processes more effectively and efficiently

State and local government experience

You can benefit from a close personal connection with a team of professionals devoted to governments. Our goal is to become familiar with all aspects of your operations — not just the information needed for the year-end audit — so that we can offer proactive approaches in the areas that matter most to you:

- Finding new ways to operate more effectively and efficiently
- Responding to regulatory pressures and complexities
- Maintaining quality services in the face of changing budgetary priorities



- Providing transparent, accurate, and meaningful financial information to stakeholders, decision-makers, and your constituents

We understand the legislative changes, funding challenges, compliance responsibilities, and risk management duties that impact you. Our experienced government services team can help you navigate the challenges of today, all while seamlessly strategizing for the future.



Transportation experience

Government officials face complex financial and legal compliance requirements daily. We have worked with numerous transportation-related clients and similar state and local units of government, each with diverse characteristics and specific individual needs. CLA professionals have the knowledge, experience, and bandwidth to successfully assess, plan, and conduct your engagement in all areas described in the RFP.

The projects below demonstrate our relevant experience with transportation and transit entities.

Virginia Department of Transportation — We have performed numerous audit projects related to agreed-upon procedures services for VDOT, including testing, survey work and other detailed procedures such as preparation of final reports and discussion with management. In a recent project, we tested charges for materials on hand for proof that the materials existed, were priced appropriately, were actual products, and were being used and stored properly. This process resulted in significant cost savings for VDOT.

New Jersey Department of Transportation — CLA performs audits and agreed-upon procedures under a task-based contract. Additional work includes audits in accordance with Government Auditing Standards and overhead rate audits of contractors.

Maryland Transportation Authority — We have performed financial statement audits in accordance with Government Auditing Standards, single audits in accordance with OMB *Uniform Guidance*, CAFR review, Form 1099 tax preparation, and SSAE-16 Report of Xerox processing operations related to E-ZPass operators.

Massachusetts Department of Transportation — CLA is currently performing the development and implementation of internal controls and processes over internal and external financial reporting. We are also



performing the preparation and review of GAAP financial statements and assisting with special projects and reconciliations of various financial accounts and balances.

State of Wisconsin Department of Transportation — We are currently performing financial statement audits in accordance with Government Auditing Standards, conducting a single audit in accordance with OMB *Uniform Guidance*, and providing HUD services.

Illinois Department of Transportation — CLA performed a state compliance audit in 2018 and 2019, which includes performing audits to IDOT’s employee benefit plan. We are also performing a financial statement audit in accordance with Government Auditing Standards and a single audit in accordance with OMB *Uniform Guidance*.

Arizona Department of Transportation — CLA has performed audits and agreed-upon procedures to numerous projects for ADOT. Additional work includes single audits in accordance with OMB *Uniform Guidance* and assurance-related consulting services.

New Mexico Department of Transportation — We performed numerous audits and engagements to NMDOT including consulting services, business risk assessment, and auditing services. CLA has performed single audits in accordance with OMB *Uniform Guidance*.

Kansas Department of Transportation — CLA is currently performing financial statement audits in accordance with Government Auditing Standards, conducting a single audit in accordance with OMB *Uniform Guidance*, and providing HUD services.

Delaware Department of Transportation — We are currently providing financial statement audits in accordance with Government Auditing Standards and a single audit in accordance with OMB *Uniform Guidance*.

U.S. Department of Transportation — CLA performed a consolidated audit of the U.S. Department of Transportation (DOT), Statement on Auditing Standards (SAS) 70, and Statements on Standards for Attestation Engagements (SSAE) No. 16 Type II audits. We previously performed audits of the DOT’s Highway Trust Fund, and a variety of information technology audit procedures in connection with the financial statement audit.

The following is a sample list of current and past transit audit clients:

• Aerotropolis Regional Transportation Authority • Austin-Mower County Area Transit • Baptist Road Rural Transit Authority • Bloomington-Normal Public Transit System • Brockton Area Transit Authority • Champaign-Urbana Mass Transit District • City of Green Bay Transit • CRIS Rural Mass Transit District	• Okanogan County Transit Authority • Oklahoma Turnpike Authority • Pinellas Suncoast Transit Authority • Regional Public Transportation Authority • Rhode Island Turnpike and Bridge Authority • South Norfolk Jordan Bridge • Southwest Florida Expressway Authority • Southwest Ohio Regional Transit Authority
---	--



- Danville Mass Transit
- Decatur Mass Transit
- Delaware River and Bay Authority
- Grant Transit Authority
- Greater Peoria Mass Transit District
- Hillsborough Area Regional Transit
- Massachusetts Bay Transportation Authority
- Milwaukee County Transit System

- Tampa Bay Area Regional Transportation Authority
- Toledo Area Regional Transit Authority
- Washington Department of Transportation
- Washington Metropolitan Area Transit Authority
- West Virginia Division of Public Transit

Deep industry connections

CLA actively supports industry education as a thought leader and industry speaker. We focus on supporting the educational needs of the industry through nationally sponsored trade events. Our team of professionals is sought after, both as educators and as experienced speakers who are invited to speak and teach at major professional events by leading trade associations, including those shown here.



We are also actively involved in and/or are members of the following professional organizations:

- American Institute of Certified Public Accountants (AICPA)
- AICPA's State and Local Government Expert Panel
- AICPA's Government Audit Quality Center (GAQC)
- Government Finance Officers Association (GFOA)
- Special Review Committee for the GFOA's Certificate of Achievement for Excellence in Financial Reporting (Certificate) Program
- Association of Government Accountants

Our involvement in these professional organizations, combined with various technical services we subscribe to, allows us to be at the forefront of change in the constantly changing government environment. We take our responsibility for staying current with new accounting pronouncements, auditing standards, other professional standards and laws and regulations seriously.

Insight to strengthen your organization

When you are ready to go beyond the numbers to find value-added strategies, we offer resources to help you respond to challenges and opportunities including:

- [National webinars](#) — Access complimentary professional development opportunities for your team.
- [Articles and white papers](#) — Stay current on industry information as issues arise.

Curious: *We care, we listen, we get to know you.*



Support at every turn

With [dedicated services specific to state and local governments](#), you have access to guidance on all aspects of your operations.

- [Audit](#), review, and compilation of financial statements
- Compliance audits (HUD, OMB Single Audits)
- [Cybersecurity](#)
- [Enterprise risk management](#)
- [Forensic accounting, auditing, and fraud investigation](#)
- Fraud risk management
- [Grant compliance](#)
- Implementation assistance for complex Governmental Accounting Standards Board (GASB) statements
- [Internal audit](#)
- [Outsourced business operations](#)
- [Performance auditing](#)
- [Purchase card \(p-card\) monitoring and analytics](#)
- [Risk assessments](#)
- Strategic, financial, and operational consulting
- [Telecom management services](#)
- [Business opportunity assessments](#)
- [System optimization and selection](#)



3.3 Key Personnel and Staffing

Your service team

The true value in working with our team is developing a personal and professional relationship with leaders who understand your industry, challenges, and opportunities — with the full support of an entire CLA family behind them.

Meet your service team below.

Engagement Team Member	Role	Years' Experience
Brianne Wiese, CPA	Client Relationship Principal – Brianne will have overall relationship including ensuring that the engagement team provide impeccable client services; receive feedback from HCAOG; and strengthen the relationship between HCOAG.	
Joel Eshleman, CPA, CISA, CIA	Engagement Principal – Joel will have overall engagement responsibility including planning the engagement, developing the audit approach, supervising staff, and maintaining client contact throughout the engagement and throughout the year. Joel is responsible for total client satisfaction through the deployment of all required resources and continuous communication with management and the engagement team.	25+
Joey Judson, Manager	Engagement manager – Joey will act as the lead manager on the engagement. In this role, Joey will assist the engagement principal with planning the engagement and performing complex audit areas. They will perform a technical review of all work performed and are responsible for the review of comprehensive annual financial report and all related reports.	7+

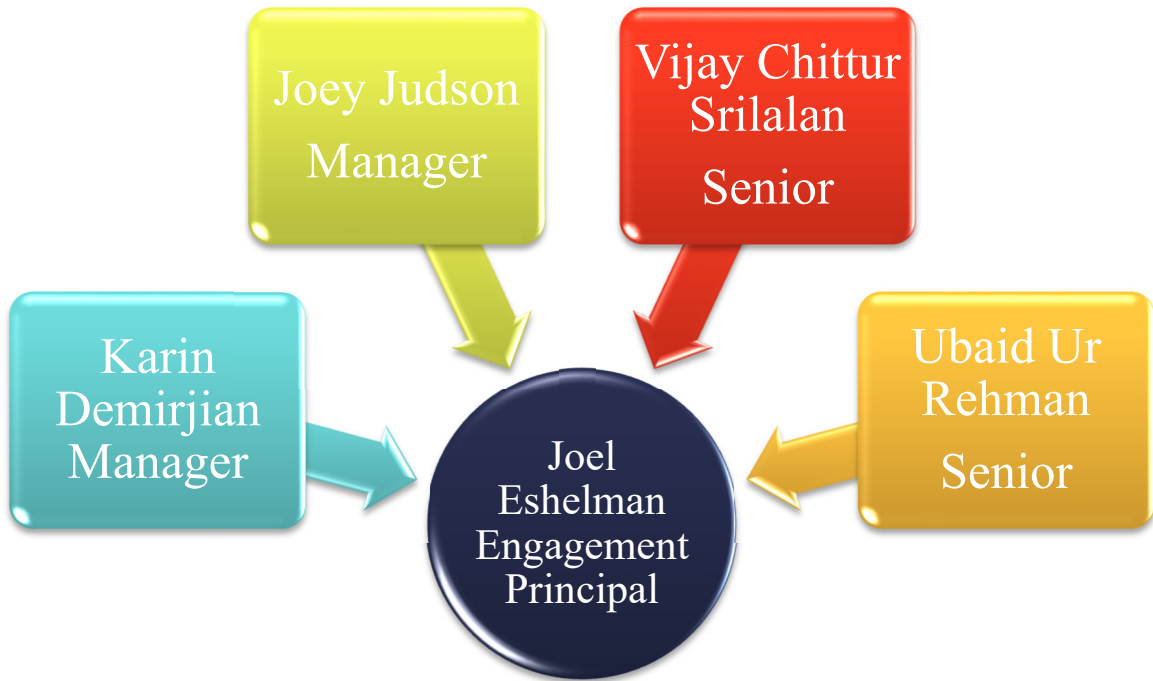


Engagement Team Member	Role	Years' Experience
Karin Demirjian, Manager	Engagement manager – Karin will act as the lead project manager on the engagement. In this role, Karin will assist the engagement principal with planning the engagement and performing complex audit areas. She will perform a technical review of all work performed and is responsible for the review of the work papers and reports for accuracy, quality, and professionalism.	20+
Ubaid Ur Rehman, Senior	Senior – Ubaid will be responsible for performing the fieldwork and working with Karin to deliver timely and accurate results of the testing.	3+
Vijayashree (Vijay) Chittur Srilalan	Senior – Vijay will be responsible for the day-to-day activities for this engagement, including the supervision of all staff assigned.	23+
Additional staff – We will assign additional staff to your engagement based on your needs and their experience providing services to similar clients.		

Detailed biographies can be found in the *Appendix*.



Team organizational chart



3.4 References

Our clients say it best. And their independent, authentic perspective is invaluable in learning about the experience you will have when working with us. We encourage you to connect with our clients to hear it firsthand.

County of Colusa	
Client Contact	Robert Zunino, Auditor/Controller
Phone Number Email	530-458-0415 rzinino@countyofcolusaca.gov
Services Provided	Provide financial statement audit services and the triannual transit performance audit

County of Humboldt, California	
Client Contact	Mychal Evenson, Interim Auditor Controller
Phone Number Email	707-476-2452 mevenson3@co.humboldt.ca.us
Services Provided	Annual audit and single audit

Trinity County, California	
Client Contact	Lisa McNeely, Accounting
Phone Number Email	530-623-1365 ext. 3413 lmcneely@trinitycounty.org
Services Provided	Provide financial statement audit services and the triannual transit performance audit

Transparent: We place honesty and integrity at the center of all communication. We welcome you to start an open and candid conversation with those who know us best.



4. Performance audit approach

CLA's performance process consists of six phases, comprised of our efficient, effective internal audit engagement methodology and philosophy. The figure below outlines each phase, and demonstrates that our internal audit is a fluid, ongoing process.



Phase I: Initiation

We will work with the HCAOG to understand and define your expectations regarding the HCAOG's requirements and the parameters of the performance audit. Additionally, we will establish communication protocols to be used throughout the engagement to ensure the most respectful and efficient working relationship is created at the very beginning of the process.

Phase II: Project Risk Assessment

We recognize that risks and priorities can change quickly in the government environment, even upon completion of the audit. In order to avoid potential problematic surprises, we will work with you on the performance audit, watch for changes in risks, consider the risk impact of any new regulations/legislation and monitor changes in your operations that may impact the audit work. We will then make suggestions to update or revise plans or programs, as necessary to address these changes. We also recognize that ultimately, the



agreed-upon internal audit work is designed to meet both your risk priorities and budgetary constraints for the given internal audits; therefore, we will work with you to maintain an approach that fully meets your needs.

Phase III: Project Planning

In this phase of the project, we will meet with the accounting and operations personnel responsible for the area to be audited. The objective is to gain an understanding of the processes, controls, audit objectives and personnel responsibilities related to the area to be reviewed. We may also flowchart the processes to improve our understanding of your operations.

Phase IV: Project Execution

During this phase, we will schedule and complete the specific work. We will schedule the work during minimally intrusive and disruptive times for process owners so that the audits can be completed as efficiently and effectively as possible. We will also utilize a consistent internal audit service team, supplemented with specialty resources or expertise as needed.

Task A: Compliance Review

- Review statutory and regulatory compliance for HCAOG and each transit operator.
- Reference the “Performance Audit Guidebook” (Caltrans, Sept 2008, 3rd Ed.).
- Document any instances of non-compliance with findings in the audit report.

Task B: Follow-Up on Prior Audit Recommendations

- Review prior audit reports available on HCAOG’s website.
- Determine status of each recommendation:
 - Implemented
 - Not implemented but still applicable
 - Infeasible or no longer relevant
- Assess benefits of implemented recommendations and recognize accomplishments.

Task C: Verification of Performance Indicators

- Validate data collection for:
 - Operating cost per passenger
 - Operating cost per vehicle service hour
 - Passengers per vehicle service hour
 - Passengers per vehicle service mile
 - Vehicle service hours per employee
- Analyze trends and identify performance issues.
- Recommend additional indicators as needed.

Task D: Functional Review of Transit Operators

- Conduct on-site visits and interviews with:
 - Management
 - Staff
 - Governing board
 - Selected HCAOG staff
- Review documents (e.g., user surveys, transit plans).
- Develop findings based on functional performance.

Task E: Functional Review of HCAOG

- Interview HCAOG jurisdictions and relevant agencies.
- Review regional transportation plans and TDA claim procedures.



- Investigate concerns and document findings.

Phase V: Reporting

Our performance audit report is issued promptly after the completion of our fieldwork. CLA's communication framework is set up to ensure value-driven results. We also require that our auditors prioritize their findings and discuss drafts of internal audit reports with the appropriate HCAOG management and staff prior to issuance.

We believe this approach accomplishes the following:

- Confirms the information contained in the report
- Minimizes reaction to significant findings
- Encourages buy-in from management
- Increases the likelihood of implementation of recommendations

Phase VI: Monitoring

Upon approval of the draft report, final reports will be issued. As requested, we will meet with the HCAOG's management and Board of Directors, and can prepare a formal presentation, as well as address any questions that may arise.



5. Work Plan and Schedule

We have designed a plan that meets your needs and key deadlines. In our planning meeting, we will discuss this timeline with you in greater detail and adjust as appropriate. Below is an approximate plan for both annual internal audits. This process would commence upon successful completion of the contracting process.

Phase	Activities	1/12/2025	1/19/2025	1/26/2025	2/2/2025	2/9/2025	2/16/2025	2/23/2025	3/2/2025	3/9/2025	3/16/2025	3/23/2025	3/30/2025	4/6/2025	4/13/2025	4/20/2025	4/27/2025	5/4/2025	5/11/2025	5/18/2025	5/25/2025	6/1/2025	6/8/2025	6/15/2025	6/22/2025	6/29/2025
Administration	Status Meetings and Continual Communications.																									
Phase I - Initial	Project kickoff, data request, scheduling site visits																									
Phase II - Project Risk Assessment	Assess risk to the project and stated objectives																									
Phase III - Project Planning	Develop the detailed audit plan																									
Phase IV - Project Execution	Task A: Compliance Review																									
Phase IV - Project Execution	Task B: Follow-up on Prior Audit Recommendations																									
Phase IV - Project Execution	Task C: Verification of Performance Indicators																									
Phase IV - Project Execution	Task D: Functional Review of Transit Operations																									
Phase IV - Project Execution	Task E: Functional Review of HCOAG																									
Phase IV - Reporting	Draft Report																									
Phase IV - Drafting	Final Report																									
Phase IV - Drafting	Delivered to State																									

CLA believes in transparent, frequent communication throughout the process. We will schedule weekly update meetings with HCAOG management throughout the projects. The objective of these meetings is to share the progress made by us, ask any questions we have, go through any open items owed to/from HCAOG, affirm our engagement timeline and budget. We will also share any identified deficiencies during these meetings and either gain consensus or clarify our conclusions, as necessary. This eliminates any surprises during the exit meeting.





October 17, 2025

Proposal to provide Services for Triennial Performance Audits for Fiscal Years 2022/23, 2023/24 and 2024/25.

Humboldt County Association of Governments

Prepared by:

Joel Eshleman, CPA, CISA, CIA

Joel.Eshleman@claconnect.com

Direct 717-857-2611

Cost Proposal

CLAconnect.com

CPAS | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See [CLAglobal.com/disclaimer](https://claglobal.com/disclaimer).

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.

p

©2025 CliftonLarsonAllen LLP | 1



6. Hourly Rates and Pricing

Having upfront conversations builds relationships.

The value we can provide for your organization goes beyond meeting your compliance needs. We can help you discover opportunities to enhance your performance and achieve your strategic goals. Our insights and strategies are tailored to your specific situation and represent a return on your investment.

Based on our understanding of your requirements, we propose the following fees:

Performance Audit Cost (2023-2025)

Professional	Hourly Rate	Estimated Hours	Fee
Joel Eshleman	\$390	15	\$5,850
Karin Demirjian	\$205	30	\$6,150
Joey Judson	\$205	30	\$6,150
Vijay ChitturSrilalan	\$130	105	\$13,650
Ubaid Ur Rehman	\$130	105	\$13,650
Subtotal			\$45,405
Tech and Admin Support Fee (*)			\$2,505
Total Proposed Fee			\$47,910

Our fee quote is designed with an understanding that:

- HCAOG personnel will provide documents and information requested in a timely fashion.
- The operations of your organization do not change significantly and do not include any future acquisitions or significant changes in your business operations.
- There are no significant changes to the scope, including no significant changes in auditing, accounting, or reporting requirements.

(*) The 5% technology and client support fee supports our continuous investment in technology and innovation to enhance your experience and protect your data.



No surprises

Our clients do not like fee surprises. Neither do we. If changes or complexities occur — or any “out-of-scope” work is required — we will discuss a revised fee proposal with you first.

It is not our policy or practice to bill our clients every time we receive a phone call or email. We are invested in our relationships and strongly encourage intentional and frequent communication. Contact us year-round as changes or questions arise.

Our last word on fees: we are committed to serving you and creating a long-standing relationship. If fees are a deciding factor in your selection of a professional services firm, give us a call and let us discuss.

Transparent: Clear, authentic communication and market-based fees.





October 17, 2025

Proposal to provide Services for Triennial Performance Audits for Fiscal Years 2022/23, 2023/24 and 2024/25.

Humboldt County Association of Governments

Prepared by:

Joel Eshleman, CPA, CISA, CIA

Joel.Eshleman@claconnect.com

Direct 717-857-2611

Required Attachments

CLAGlobal.com

CPAS | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See [CLAGlobal.com/disclaimer](https://claglobal.com/disclaimer).

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.

7. Required Attachments

Appendix

A. Scope of Work

II. SCOPE OF WORK

Performance Audits for all agencies listed in Section I for fiscal years ending June 2023, 2024, and 2025.

A) Determine Compliance with Statutory and Regulatory Requirements

The consultant will be required to review and determine HCAOG's and each of the operator's compliance with the Transportation Development Act and related sections of the California Code of Regulations. At a minimum, the Code Sections for which compliance is to be verified are those specified within the "Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities" published by the California Department of Transportation (September 2008, 3rd Edition). Should the consultant identify instances of non-compliance, a finding regarding the noncompliance should be made in the audit report.

B) Follow-Up on Prior Performance Audit Recommendations

The consultant will review the prior performance audits for HCAOG and each transit operator and assess implementation of audit recommendations. These audits are available on HCAOG's website: [https://www.hcaog.net/funding-administration under Triennial Performance Audits](https://www.hcaog.net/funding-administration%20under%20Triennial%20Performance%20Audits).

The auditor will need to make determinations as to whether recommendations that have not been implemented are (a) no longer applicable, (b) infeasible, or (c) should still be implemented. If a prior audit recommendation has not been implemented but still has merit, the consultant should include the prior audit recommendation in the current audit report. The consultant will evaluate recommendations that have been implemented or are being implemented. For these recommendations, the consultant should assess the benefits provided (or likely to be provided) by the recommendation. Significant accomplishments in implementing prior recommendations should also be recognized.

C) Verify Performance Indicators for Transit Operators

As part of the performance audit, Section 99246 of the Public Utilities Code requires verification of five performance indicators: operating cost per passenger, operating cost per vehicle service hour, passengers per vehicle service hour, passengers per vehicle service mile, and vehicle service hours per employee (as defined in Section 99247 – Performance Measure Definitions). The consultant will review and validate the operator's collection of basic data needed to calculate these indicators for each fiscal year and transit mode (e.g., fixed route, demand response, commuter). The consultant will be expected to analyze performance indicators with the intent of identifying potential issues or concerns that may need further examination during the functional review.

As part of the functional review described below, the consultant will be expected to select, calculate, analyze and recommend performance indicators that are appropriate to identify, quantify, and/or resolve performance problems and potential areas for improvement.



D) Review Operator Functions

The consultant will review each operator function as part of an on-site visit, consistent with the “Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities” (September 2008, 3rd Edition). The functional review is expected to include interviews with the transit operator’s management, staff, and governing board, as well as with selected HCAOG staff. Concerns over inefficient or ineffective operator performance may be raised by:

- Operator and HCAOG interviews concerning operator functions;
- Documents, such as user surveys or short-range transit plans;
- Review and analysis of TDA-required performance indicators;
- Follow up on prior performance audits; and,
- Review of operator compliance with statutory and regulatory requirements.

Such concerns of inefficient performance should lead to further investigation, which may include the verification and calculation of additional performance indicators. The detailed investigation of functional concerns, problems, and potential improvements should make up the basis of most findings in the audit report.

E) Review HCAOG Functions

The consultant will review each HCAOG TDA-related function, consistent with “Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities”

The functional review is expected to include interviews with HCAOG’s jurisdictions. Supplemental interviews with other regional agencies, and State or federal agencies may be appropriate to gather more detailed information about areas of concern. Concerns over inefficient or ineffective HCAOG performance may be raised by:

- HCAOG and operator interviews concerning HCAOG functions;
- Documents, such as the regional transportation plan, and adopted policies and procedures for evaluating TDA claims;
- Follow up on prior performance audits; and
- Review of HCAOG compliance with statutory and regulatory requirements.

Such concerns of inefficient or ineffective performance should lead to further investigation. The detailed investigation of functional concerns, problems, and potential improvements should make up the basis of most findings in the audit report.

REQUIRED DELIVERABLES

The consultant must provide one (1) electronic (pdf) copy of the draft reports to HCAOG and all transit agencies for review and comment prior to finalization. After HCAOG and the operators review and comment on the draft reports, the consultant must provide a final pdf copy to HCAOG. The report must address each of the performance audit project requirements outlined above. Also, the consultant should be prepared to make an oral presentation to the HCAOG Board of Directors.



B. Your service team biographies

Brianne Wiese, CPA

CLA (CliftonLarsonAllen LLP)

Principal
Pasadena, California

310-592-3940
brianne.wiese@CLAconnect.com



Profile

Brianne is a highly experienced auditor with more than 20 years of experience primarily serving state and local governments and large not for profit entities. Throughout her career, she has developed a deep understanding of the uncommon challenges and opportunities facing organizations like yours. In addition to her technical experience, Brianne is known for her strong communication skills and ability to build lasting relationships with clients and colleagues. She is a collaborative team player who is always willing to go the extra mile.

With a track record of delivering high-quality audit services, Brianne has earned a reputation as a trusted advisor to clients across a range of industries. She is committed to staying up to date on the latest trends and best practices in the field, and she brings this knowledge to every engagement. Brianne is passionate about helping your organization achieve its goals and fulfill your missions through effective financial management and accountability.

Technical experience

- State and local government
- Nonprofit entities

Education and professional involvement

- Bachelor of science in accounting from Loyola Marymount University, Los Angeles, California
- Certified Public Accountant in California
- American Institute of Certified Public Accountants
- California Society of Certified Public Accountants

Civic organizations

- Legal Aid Foundation of Los Angeles, *Treasurer*



Key relevant clients

- County of Glenn, California
- County of Humboldt, California
- County of Shasta, California
- County of Yuba, California
- County of Nevada, California
- County of Colusa, California
- County of Modoc, California
- County of Trinity, California
- County of Lake, California
- City of Long Beach, California
- City of Anaheim, California

Continuing professional education

Brianne attends a minimum of 20 credits annually of continuing professional education classes, including a minimum of eight credits of audit and accounting classes, resulting in 120 credits for three-year requirement. Every two years, a minimum of 24 credits of CPE specifically related to Yellow Book requirements is completed





Joel Eshleman, CPA, CISA, CITP, CIA

CLA (CliftonLarsonAllen LLP)

Principal
King of Prussia, Pennsylvania

717-857-2611
joel.eshleman@CLAconnect.com



Profile

Joel is a Principal within the Value and Risk Services group. He has more than 25 years of experience and is a leader of System and Organization Control (SOC) reporting service line. In addition, he provides leadership and performance of information technology audit and attestations to our assurance clients. His experience includes 16 years with CLA and five years with a Big 4 firm performing information technology, business process and control, and third-party reporting reviews. He has extensive experience with internal control assessments within financial institutions and is responsible for managing the performance and reporting of SSAE 21 in a wide range of industries, including financial institutions, government services, healthcare, data center operations, and call center hosting. Beyond his experience in third-party reporting, Joel has experience with assessing internal controls in student loan agencies, state and local government units, financial institutions, and higher education institutions.

Technical experience

- Leads the operational needs of the SSAE 21 service line by providing:
 - Guidance on interpretation of the standards
 - Establishing practices for planning, risk assessment, performance, and report
 - Monitoring standards for updates and changes
 - Training internal and external practitioners and users of SOC reports
- Has significant experience in effectively coordinating and directing complex projects ensuring completion with strict regard for client specifications, time and budgetary constraints and the development of numerous risk services offerings including:
 - SSAE 21 assurance engagements
 - ERP controls assessments and utilizations
 - Developed procedures for the evaluation of information technology controls in support of a financial audit and service organization reporting
 - Served as the project manager for information technology (IT) control audits, service organization audits, business advisory projects, internal audit projects, and data analytics
 - Current state assessments, including inefficiency and process improvement identification
 - Future state design and process reengineering and implementation
 - Application of Control Objectives for Information and Related Technology (COBIT) guidelines as published by the Information Systems Audit and Control Association (ISACA)



Education and professional involvement

- Bachelor of science in accounting from York College of Pennsylvania, York, Pennsylvania
- Certified Public Account in the commonwealth of Pennsylvania and Maryland
- Certified Information Security Auditor
- Certified Information Technology Professional
- Certified Internal Auditor

Key relevant clients

- Commonwealth of Pennsylvania
- Maryland Transportation Administration
- Delaware River Bay Authority
- Delaware Joint Toll Bridge Commission
- Pennsylvania Turnpike Commission





Karin Demirjian, MBA, CSM

CLA (CliftonLarsonAllen LLP)

Manager
Phoenix, Arizona

818-298-1838
karin.demirjian@CLAconnect.co



Profile

Karin is a manager in the CLA value and risk services group. Karin has more than 20 years of professional services experience in external and internal audit, technology, state and local government, operational, financial institutions, and compliance. She is also experienced in enterprise-wide risk assessments, IT general controls, risk control testing, and financial reviews, and in industries such as financial institutions, municipal governments, technology applications, insurance, and for-profit companies. At CLA, Karin focuses on clients particularly with process and risk consulting, IT services, internal audit, risk assessments, SOC reporting, third-party reporting services and state and local governments. Karin is also a Certified Scrum Master in addition to years of experience as a Kanban Lead.

Technical experience

Karin's experience includes managing and leading projects related to IT issue management, internal audits, third-party management systems, and local government tax initiatives. Her primary focus at the firm has been IT services, Internal Audit, SOC 1 and SOC 2 engagements, and state and local government.

- 15 years' experience as a manager with the City of Los Angeles Department of Finance
 - Led a team of six auditors ensuring aligning with the City of LA tax ordinances
 - Served as a liaison between AEG and Nokia Theater Project, ensuring both parties were in adherence to the agreement set forth by the Chief Legislative Office
 - Monitored and lead the Nokia Theater and Ritz Carlton Project from inception to completion ensuring all contractors, subcontractors, and vendors were following the City's set forth business requirements
 - Led a team of fifteen clerical with the Department of Building and Safety (1992 LA Riots, 1994 Northridge Earthquake, 1988 Whittier Earthquake and 1993 Playa Vista Project)
 - Disaster Cost Accounting management, analysis of disaster damage and allocation of time and resources, preparation of FEMA cost analysis reports
 - Current client engagements include:
 - State of Texas, Commonwealth of Pennsylvania, and State of New Mexico
- Experienced with execution of complex, multi-business line projects, achieving a significant enhancement in Consumer Lending Merchant Card Services operational efficiency by ensuring adherence to corrective action commitments.



- Led oversight of risks through effective challenges using defined methodologies and subject matter professional; leadership, consultation, and support of risk management processes; building unit relationships and implementing training to promote engagement knowledge in applicable risk management programs, including compliance policies, and risk standards
- Leads technology-related risk issues enterprise-wide and spearhead the creation of a complex issue tracker for the enterprise technology team, creating oversight function, monitoring procedures, and mitigating remediation efforts

Education and professional involvement

- Master of business administration in finance, Hampden State University, Hampden Sydney, Virginia
- Bachelor of business administration in finance, Woodbury University, Los Angeles, California



Joseph (Joey) Judson, CPA

CLA (CliftonLarsonAllen LLP)

Manager
Sacramento, California

916-724-6859
joseph.judson@CLAconnect.com



Profile

Joey is a manager with eight years of regulated industry auditing experience. His industry specialization includes audits of counties, cities, special districts, and state agencies, including single audits. His wealth of knowledge, attention to detail, and years of experience make Joey a pivotal part of our team.

Technical experience

Governmental audits

- Counties
- Cities
- State Departments
- Water, fire, park, and sanitation districts
- Housing agencies
- Nonprofit organizations

Single audits performed under the Uniform Guidance

Education and professional involvement

Bachelor of arts in business management economics with an emphasis in accounting from the University of California, Santa Cruz, California
Certified Public Accountant, California

State and local government experience

Joey has worked on the following state and local governments:

Counties

Amador
Butte*
El Dorado
Glenn
Humboldt
Inyo

Nevada
San Benito
San Bernardino*
Shasta*
Trinity

State and Other Agencies

California Housing Finance Agency*
State of California*
Nevadaworks
Workforce Alliance of the North Bay



Lake*
Madera
Mendocino
Mono

Yuba
Cities
Hercules
Seaside*

**Annual Comprehensive Financial Report
Award*

Continuing professional education

Attends a minimum of 20 credits per CPE year of continuing professional education, including a minimum of 8 credits of audit and accounting, resulting in 120 credits, including 48 credits of auditing and accounting, for three-year requirement.





Vijayashree (Vijay) Chittur Srilalan

CLA (CliftonLarsonAllen LLP)

Senior
Minneapolis, Minnesota

612-373-1412
vijay.chittursrilalan@CLAconnect.com



Profile

Vijay is a Senior in the CLA business risk services group. She has more than 23 years of professional services experience and has worked at CLA for more than 2 years. In her time with CLA, Vijay has worked on several different types of engagements for State and Local Governments, Banks, Non-Profit entities, Public Companies and Private Companies. Responsibilities include project management, development of audit program, documents request list, testing and reporting.

Technical experience

- SOC1 and SOC2
- Internal Audit (Business Process and IT)
- IT Cyber Security Assessment
- Financial and Operational Audits
- Risk Assessments

Education and professional involvement

- Bachelor of Commerce and Accounting, Chennai University, India
- Certified Chartered Accountant, Institute of Chartered Accountants of India
- Currently studying for Certified Public Accountant exams





Ubaid Ur Rehman

CLA (CliftonLarsonAllen LLP)

Senior, Business Risk Services
Lodi, California

209-280-9643

ubaidur.rehman@claconnect.com



Profile

Ubaid is a Senior in CLA's Value & Risk Services practice. His cumulative experience of over one year primarily includes conducting Sarbanes Oxley SOX ITGC reviews and testing IT controls, Service and Organization Control (SOC) engagements in a wide range of industries, including technology, financial institutions, and state and local governments. He also has experience supporting financial audits through the performance of detailed test procedures over internal controls relevant to financial reporting.

Experience serving clients and technical experience.

- Assisted in the execution of ITGC and SOX testing including control evaluation, control effectiveness testing, and documentation of findings around internal controls in accordance with the corresponding governance model, IT Security and Risk Consulting
- SSAE21 engagements, previously SSAE18, including both SOC1 and SOC2, for various-sized organizations and industries.
- Financial audit support around internal control for state & local governments, higher education institutions, and non-profits.

Education and professional involvement.

- Bachelor of Science in Electrical and Computer Engineering from COMSATS Institute of Information Technology, Pakistan
- Master of Science in Engineering Management from Capital University of Science and Technology, Pakistan

State and Local Government Work Background Experience

- State of Illinois (Shared Services (DoIT) SOC 1 & SOC 2 testing over their environment.
- State of Texas (FAS) testing over their environment.



