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Submission due date: March 10, 2020

Proposal to provide independent audit services to:

Peralta Community College District

RFP # 19-20/09

Prepared by:

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WEALTH ADVISORY

OUTSOURCING

AUDIT, TAX, AND
CONSULTING



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March 9, 2020

Brian Slaughter, Purchasing Director
Peralta Community College District
333 East 8th Street
Oakland, CA 94606

Dear Mr. Slaughter and Board of Trustees:

Thank you for inviting us to propose our services to you. CliftonLarsonAllen LLP (CLA) gladly welcomes the opportunity to share our approach to helping Peralta Community College District (the District) meet its need for professional services. Our CLA Glendora office is currently auditing approximately 50 community college districts, related higher education organizations, and school districts. The enclosed proposal responds to your request for audit services for fiscal years ending June 30, 2020 through June 30, 2023, with the option on the part of the District to renew the contract for a period, or periods, not to exceed two (2) years thereafter.

We have worked together with many California community college districts to provide responsible and effective audit, accounting and tax services – helping clients ensure fiscal responsibility and meet regulatory compliance. In November 2000 when Proposition 39 was passed, Vicenti, Lloyd & Stutzman, LLP (VLS) Legacy, now CLA, became one of the first audit firms to develop a quality audit process that helps California community college districts meet the legal requirements of Proposition 39 and the California Constitution. Since that time, our Glendora office has worked with various community colleges districts to produce annual financial and performance reports for their Proposition 39 general obligation bonds.

We are confident that our extensive experience serving similar community college districts, 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 your consideration:

- ***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 community college districts. Our staff understands your complexities not just from a compliance standpoint, but also from an operational point of view. We have developed a work plan that takes into consideration your unique needs as a governmental entity in California. 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.*** The District 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 the District, and take an active role in addressing them.
- ***Fresh Perspective.*** By engaging CLA, the District will benefit from a “fresh look” at its business operations, information systems, and financial and 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 the District new ideas, creative approaches, and fresh opportunities to meet the financial management and accountability challenges before the District.

- ***A team of professionals carefully selected for compatibility with the District’s staffing needs and circumstances*** – A dedicated and experienced engagement team has been aligned to provide the most value to your District. Your service team understands the strategic, operational, and regulatory issues affecting California community colleges. These professionals dedicate a substantial percentage of their time assisting public sector entities with financial, regulatory, and information security matters. All management members of the engagement team are currently and properly licensed Certified Public Accountants, in good standing.
- ***Specialized Government Insight and Resources.*** As one of the nation’s leading professional services firms, and one of the largest firms who specialize in the public sector, CLA has the experience and resources to assist the District with their audit needs. Our Glendora office is currently auditing approximately 50 community college and school districts, JPAs and related educational organizations. In addition to our local community college district clients, we currently serve more than 3,450 governmental organizations nationally.

Understanding of Work to be Done

We understand the District is requesting proposals from qualified certified public accounting firms to provide independent audit services. The District’s financial and compliance audit (including compliance procedures for Measures B and E Parcel Taxes), the performance and financial audits of Measures A and G general obligation bonds shall be for the fiscal years beginning July 1, 2019, and ending on June 30, 2023, and a period not to exceed two (2) years thereafter. Our audit and tax services shall include:

- All funds and accounts under the jurisdiction and control of the District
- Measures A and G financial and performance audits
- Measures B and E parcel taxes

We are confident that our technical approach, insight, and resources will result in unparalleled client service for the District.

We are eager to work with you and welcome the chance to present our proposal to the District’s Board of Trustees and Audit Committee. Fees for our professional audit services are competitive and consistent with the accounting and compliance complexities that you face today. Please call Renée S. Graves at 626-857-7300 or email at Renee.Graves@claconnect.com with any questions or if you need additional information. As a principal, I am authorized to make representations and sign contracts for the firm.

Sincerely,
CliftonLarsonAllen LLP



Renée S. Graves, CPA, CGFM
Principal

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Executive Summary

Why should Peralta Community College District choose CLA?

We understand the accounting and compliance requirements of California Community College Districts based on over 30 years of working with single-college, multi-college, and multi-campus Districts. We have strong leadership and talent, commitment, and enthusiasm to provide our clients excellent service in a cost-effective manner. We commit to providing you a high level of personalized, responsive service. Communication is as important to us as it is to you.

Understanding your needs

We respond to your stated needs in a thorough and easy-to-follow manner. We understand your most important and relevant needs are:

- **Efficiency** — Our goal is to provide exceptional client service at the lowest possible cost. A well-planned and well-executed engagement by an experienced service team will minimize disruption to your staff and enable timely completion of all deliverables.
- **Industry experience and continuity** — By engaging CLA, you will be served by an engagement team with enthusiasm and desire to meet and exceed expectations. We are confident that our industry experience will reveal new ideas, new approaches, and new opportunities for the District. We will commit the necessary resources to provide quality client service and timely report delivery. We have an extensive local and national higher education practice from which to draw resources.

We promise to know you and help you

We understand your most important needs are:

- **Diversity and inclusion** — We are dedicated to building an inclusive culture that thrives on different beliefs and perspectives. By welcoming and respecting our clients and each other, we can all experience success.
- **A high principal/staff ratio** — One of the indicators of audit quality is principal/staff ratio. The District can count on greater principal attention than many other firms provide. Our principal/staff ratio of 1-to-6 allows CLA to provide a high level of executive attention with national reach and resources.
- **A national firm with areas of specialization** — We have the internal resources to help you with complex issues.
- **Competitive professional fees** — CLA's professional fees are comparable to other national firms, and we have national resources available to assist with local engagements.
- **Attention to your needs** — The District will be an important client of CLA. There will be a significant amount of principal and manager involvement in your engagement.
- **Meeting reporting deadlines** — We have a record of providing outstanding service to our governmental clients and issuing our reports within the required deadlines.

In short, CLA commits to each of our clients and to each other to:

- Bring forth the full breadth of our resources and capabilities to our clients
- Do it right the first time — on time and on budget
- Deliver with a can-do attitude and spirit of innovation



What makes us different?

You can depend on CLA for several uncommon advantages:

Deep industry specialization

Our people are industry practitioners first and foremost. You will work with professionals who know you, your organization, and your industry. We combine their knowledge with yours to make you stronger.



Seamless, integrated capabilities

We offer planning and guidance from startup through succession, with particular care for the people behind the enterprise. Your team connects with a broad network of resources behind the scenes to support you.

Premier resource for nonprofit and government agencies

We place you – personally – at the core of our strategic focus because your success means a better world for all of us.



Inspired careers

Your success is of paramount importance to our team members. You will work with entrepreneurial people who are constantly developing capabilities to help you meet any challenge you face.

For more information about CLA, visit CLAconnect.com/aboutus.



Firm Overview

CLA is a national firm with a local feel

CLA exists to *create opportunities* for our clients, our people, and our communities through industry-focused wealth advisory, outsourcing, audit, tax, and consulting services. We have developed the credibility, reputation and resources of a **leading professional services firm with more than 120 U.S. locations nationwide**, and a global affiliation, while maintaining the **service of a smaller firm**.

HISTORY

60+ years
in business



LOCATION

More than **120**
Locations nationwide



FISCALLY STRONG
\$1.1 billion
in revenue

NATIONAL

Among the nation's
leading professional
services firm



RESOURCES

6,100+
employees



Including: **600+**
state and local government
professionals



INDUSTRY DRIVEN

We serve

3,450+

Governmental entities

Local office: The principal, director, manager, and staff assigned to your audit will be out of our Glendora office, located at 2210 E. Route 66 in Glendora. The District will be served by CLA's dedicated Higher Education team. Our professionals are immersed in the industries they serve and have specialized knowledge of the operating and regulatory environment.

Range of services: CLA's California offices provide a full range of accounting and consulting services, including audit, tax, consulting, valuation and forensic services, internal technology security assessments, and several other services to multiple industries; California Community Colleges have been a key segment for more than 30 years.

Staff Level	Glendora	Southwest	Nation-wide
Principal	6	84	811
Signing Director	5	19	128
Director	12	99	1,535
Manager	4	31	466
Senior	13	100	1,180
Associate	21	107	1,197
Intern	7	41	423
Paraprofessional	6	42	517
Support	0	20	381
Totals	74	543	6,638*

*Our number of employees varies throughout the year. This table represents our employee population as of the date of this proposal. Elsewhere, for general information purposes, CLA uses the round number of approximately 6,100 people.



Understanding Your Industry

Community college district industry

CLA Glendora's 30-year history with California community college districts

The CLA Glendora office's history began over 60 years ago in a home-based office surrounded by orange groves in La Verne, California. From the beginning, we focused on local education agencies, believing that we had a way to give back to the education community in our region. After 30 years of auditing and assisting more than 25 community college districts, we have learned what it takes to stay sharp and objective on behalf of our clients:

- **Stay connected to decision makers** – We work closely with the California Community College Chancellor's Office. Over the years, we have worked together to develop compliance steps that are as cost efficient as possible, to understand and advocate for legislation that makes sense for community colleges and for public accountability, and to provide training and proactive communication for new standards and compliance requirements.
- **Continually develop an in-depth understanding of the industry** – Careful observation of the Community College District environment has led to an understanding of the importance of accreditation and the cyclical evaluations Community College Districts undergo to maintain their good standing. Wherever relevant, we align our audit procedures to identify potential areas of risk to accreditation. For example, we have historically performed audit procedures to test compliance with the 50% Law beyond the minimum requirements at no extra charge. Just as important, we communicate with our clients on the effect of emerging areas of concern for district operations such as continuing disclosures, arbitrage, and Senate Bills affecting Proposition 39 Bond Audits.
- **Monitoring on-going changes in auditing standards** – We have a committee that regularly meets to discuss and disseminate information regarding accounting pronouncements, many of which affect our Higher Education clients. Principals monitor and research emerging GASBs, standards from other relevant boards, and state and federal legislation. The audit team provides communication, training, and compliance updates for your District. We conducted training for our clients on the important changes that impact federal funding resulting from the implementation of the Uniform Guidance. We also hosted a Foundation Summit to communicate pertinent information specific to California community college foundations.

Partial list of recent clients in Glendora office

Community College/Private University Audits / Other Higher Education

Financial Audits

- Cabrillo Community College District
- California Baptist University
- Coast Community College District
- CSU, Dominguez Hills Auxiliary Organizations
- CSU, East Bay Auxiliary Organizations
- CSU, San Bernardino Auxiliary Organizations
- Foothill De Anza Community College District
- Long Beach Community College District
- San Diego Community College Districts
- South Orange County Community College District

Proposition 39 Bond Audits

- Chaffey Community College District
- Compton Community College District
- El Camino Community College District
- Foothill De Anza Community College District
- Grossmont-Cuyamaca College District
- Long Beach Community College District
- Riverside Community College District
- San Diego Community College District
- Ventura County Community College District



Foundation and Auxiliary Entity Engagements

- Advanced Technology and Education Park Foundation
- Arcadia Educational Foundation
- Associated Students, Inc. California Polytechnic University, Pomona
- Brea H.O.P.E. Inc.
- Cal Poly Pomona Foundation, Inc.
- Coast District Foundation
- Coastline College Foundation
- South Orange County Community College Foundation
- Golden West College Foundation
- Irvine Valley College Foundation
- Lancer Plaza, LLC, California Baptist University
- Long Beach Education Foundation
- Los Angeles Community College Foundation
- Orange Coast College Foundation
- Riverside Community College District Foundation
- Saddleback College Foundation
- Walnut Valley Educators Association

Governmental Audits

- California Education Computer Consortium
- Coalition for Controlling Insurance
- Community College Insurance Group JPA
- Los Angeles County Schools Regionalized Business Services
- Medical Affiliated Group Insurance of California
- MERGE Risk Management
- Metropolitan Employee Benefits
- Orange County Department of Education
- Pupil Transportation Cooperative
- San Bernardino County Office of Education
- California Schools Employee Benefits
- California Schools Risk Management Assoc. JPA
- Whittier Area Liability and Property Insurance Authority
- Whittier Area Schools Insurance Authority

K-12 School District /Private Secondary & Elementary School Audits

Financial Audits

- Brea Olinda Unified School District
- Briggs School District
- Burbank Unified School District
- Carmel Unified School District
- Don Bosco Technical Institute
- East Whittier City School District
- Glendale Unified School District
- Hueneme School District
- Long Beach Unified School District
- Mesa Union Elementary School
- Mupu Elementary
- Paramount Unified School District
- Pasadena Unified School District
- Pleasant Valley School District
- San Marino Unified School District
- Santa Clara Elementary School
- Santa Paula Elementary School District

- Somis Union Elementary School
- The Webb Schools
- Ventura County School Business Authority
- Ventura Unified School District
- Whittier Union High

Proposition 39 Bond Audits

- Fillmore Unified School District
- Glendale Unified School District
- Hueneme School District
- Lennox School District
- Long Beach Unified School District
- Mesa Union Elementary School
- Paramount Unified School District
- Simi Valley Unified School District
- Whittier Union High
- William S. Hart Union High School



Comprehensive services for community college districts

In addition to the services mandated by the various organizations (audits, tax compliance, etc.), we provide a wide array of services to assist our clients in obtaining their goals.

These services include:

- Analysis of Procedures
- Assistance with Staff Training
- Interim Chief Business Officers
- Grants management
- Finance Department Assessment
- Assessment of Auxiliary Organizations' "Good Standing"
- Budgeting and Long Range Planning
- Revenue and Efficiency Enhancement
- Maintenance and Operations Monitoring
- Facilities and Bond Oversight
- Outsourced ASB Accounting
- Fraud Detection and Prevention
- Workshops for Board Members and Administrators

Providing leadership in education organizations

CLA Glendora principals, directors, and managers serve on boards and task forces in prominent education organizations (listed below). In these roles, we advocate for the needs of community college districts and remain among the first to know about significant changes pertinent to District business—knowledge we pass on to our clients through training for your staff.

To educate District business officials, we conduct webinars and regularly present at conferences on topics related to accounting, budgeting, cash management, fraud, and tax issues at conferences hosted by these and other organizations:

- Community College Internal Auditors
- Business Officers of Southern California Community Colleges (BOSCCC)
- Accounting Advisors to Fiscal Standards and Accountability
 - Auxiliary Manual (2017)
 - Budget and Accounting Manual (2012)
 - Budget and Accounting Manual Chapter 6 (Current with Cambridge West Partnership, LLC)
- School Services of California
- California Society of CPAs Governmental Accounting Committee
- Western Association of College and University Business Officers
- California Association of School Business Officials (CASBO)
 - Accounting Professional Council
 - Finance Services Professional Council

Typical audit risk areas for community college districts

All levels of the engagement team are regularly trained on all topics relevant to the audit and play a specific role in developing the audit report. In addition to required elements, CLA auditors pay close attention to typical



areas of risk and provide support regarding key issues facing local education agencies today. We assist many of our current clients with the following topics:

- Implementation of new accounting standards
- Meeting the 50% Law requirements
- Maintaining financial stability under current economic conditions and to satisfy accreditation requirements
- Keeping current with ever-changing federal and state legislative changes and accounting changes
- Revenue recognition policies and procedures
- Overall internal control structure; specifically, controls over decentralized cash collections, cash disbursements, maintenance and operations, payroll, risk management and segregation of duties
- Associated Student Body Funds Auxiliary and Student Body Organization Internal Control
- Compliance with various Title V/Education Code requirements
- Compliance with various state compliance requirements
- Interim financial reporting and budget monitoring
- FTES controls and reporting
- Anti-Fraud programs and controls
- Facilities accounting and monitoring

Higher education industry

CLA's experience in higher education

Higher education organizations are a dynamic, unique area of accounting, and require constant attention and monitoring. Our knowledge of your industry is crucial to offering actionable solutions. As a firm with more than 60 years of experience, we possess an exhaustive understanding of your challenges and are able to respond promptly and effectively to help meet them.

9,000+ nonprofit and government organizations, served including:

800+ foundations

400 institutions of
higher education

30+ community
college

These organizations have operating budgets ranging from under \$1 million to more than \$300 million, and assets ranging from \$1 million to over \$4 billion and over \$1 trillion within our public pension plan and federal government clients.

Therefore, CLA has extensive experience providing audit, tax, and consulting services to higher education clients of all sizes across the United States. Our industry and local professionals have the knowledge to adequately address your financial responsibilities so you can better focus the District's efforts on your mission. We believe this ability will allow for more frequent communication of ideas and information, as well as a more efficient, successful engagement—saving the District time and money. Our professionals understand that some of the common issues and attributes of these clients include:

- Proper accounting and cut-off for grants promised and made
- Changing regulations
- Demand for transparency, accountability, and verifiable impact



- Need for transparency at all levels
- Volatile investment markets and recessionary pressures
- Valuation of alternative investments

The District will benefit from our experience as a national leader in serving the higher education industry. To serve our clients well, we believe we need to have service team members who are extremely knowledgeable about your industry and its challenges. From speaking at national, regional, and local conferences to assisting in developing new standards which all firms follow, we are actively involved in many of the changes in the audit and accounting industry and proactively advise our clients on the new opportunities. CLA is known for being a part of the standard and regulation setting process, including writing or influencing the nonprofit audit guide, the Department of Education Audit Guide, and changes in the Form 990. The advantage to you is the understanding of the emerging issues or changes before the public knows.

Participation in related college and university organizations

At CLA we take a great deal of pride in being thought leaders. There is a significant amount of uncertainty in any industry today, and with uncertainty comes anxiety. We recognize for our clients to be successful in these uncertain times, we must invest in gaining knowledge at a higher level, and use this knowledge to bring solutions to our clients so they can more effectively focus on charting a path for future success. The value to the District is working with a provider who understands this evolving environment, and can share best practices from working with similar institutions across the nation.

We are actively involved in a variety of higher education associations, and are frequent speakers on a variety of emerging industry audit and accounting related issues. Below is a summary of the associations where we are active.

NACUBO WACUBO	Our active involvement on many levels with the National Association of College and University Business Officers established our knowledge and strengths and NACUBO is now a client. We have also been very involved with the Central, Eastern, Western and Southern Associations of College and University Business Officers as speakers, participants in meetings, and supporters of the annual conferences.
NASFAA	We have utilized the information and templates from National Association of Student Financial Aid Administrators for more than 20 years and utilize NASFAA's e-news letters to keep in front of the changes within the federal student financial aid requirements.
AICPA	Our CPAs are members of the American Institute of Certified Public Accountants (AICPA) and we actively attend the organization's events. Our lead Quality/Technical principal for our national nonprofit and government audit practice has been a member of the AICPA national conference committee and also has served as a reviewer for the annual revisions to the AICPA NonProfit Audit Guide and the annual AICPA publication, Not for Profit.
USDOE	We have been involved for many years in the training provided by the U.S. Department of Education (DOE) and we were selected by the DOE to be involved in the review of the audit guide for colleges and universities. Given the importance of being on the cutting edge of the DOE's direction, interpretations and their general activities is extremely important. We meet with representatives of the DOE on an ongoing basis to keep our firm and our clients well informed.
GAQC	CLA is one of the original members of the AICPA's Government Audit Quality Center. We receive current developments in accounting and auditing issues affecting compliance audits on a monthly basis.
ACUA	Our professionals attend and present on relevant topics at Association of College & University Auditors (ACUA) conferences.



Proposition 39 bond audit

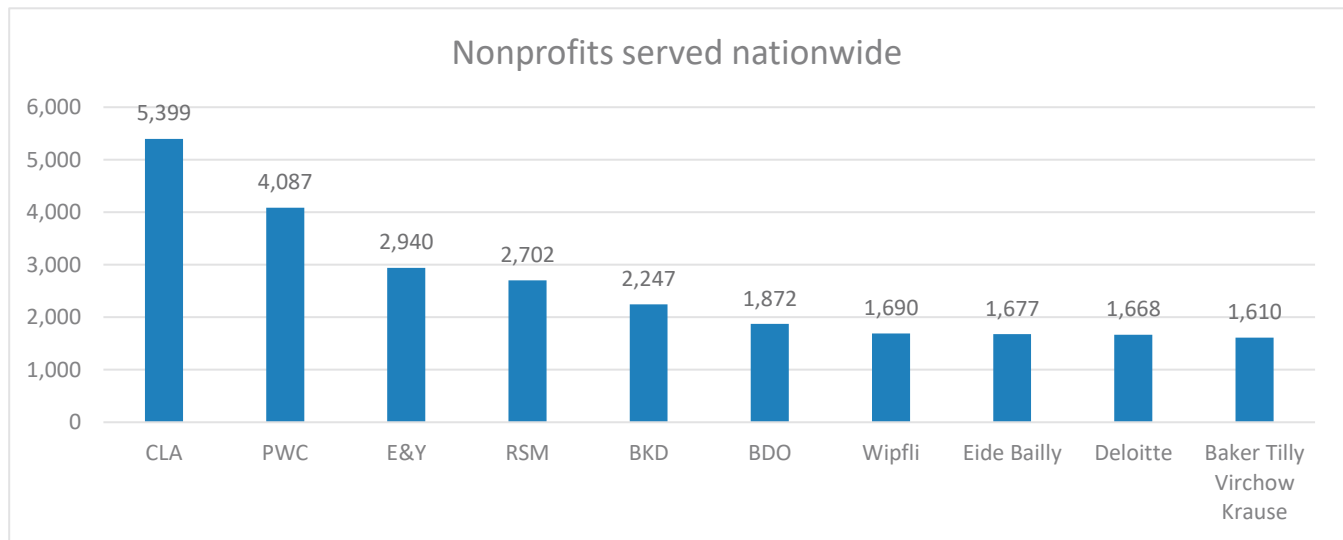
The financial and performance audit for Measure A and G General Obligation Bonds will include an evaluation of internal controls as well as compliance over bond proceeds expended in accordance with the ballot measure approved by the voters.

We will conduct our bond performance audit in accordance with performance audit standards established by *Government Auditing Standards* issued by the Comptroller of the United States. We will develop our work program for the financial and performance audits based on the legal requirements of Proposition 39 and the projects described in the Official Statement for the Bond Measure.

We will provide a written report regarding any findings and recommendations. We may also have other comments on matters we have observed and possible ways to improve the efficiency of your operations, or other recommendations concerning the internal control structure. We will present the results to the Bond Oversight Committee and Governing Board of the Yuba Community College District, if requested.

The following chart demonstrates the depth of CLA's experience serving tax exempt organizations:

*CPA Firm Ranking of Nonprofits Served Nationwide***

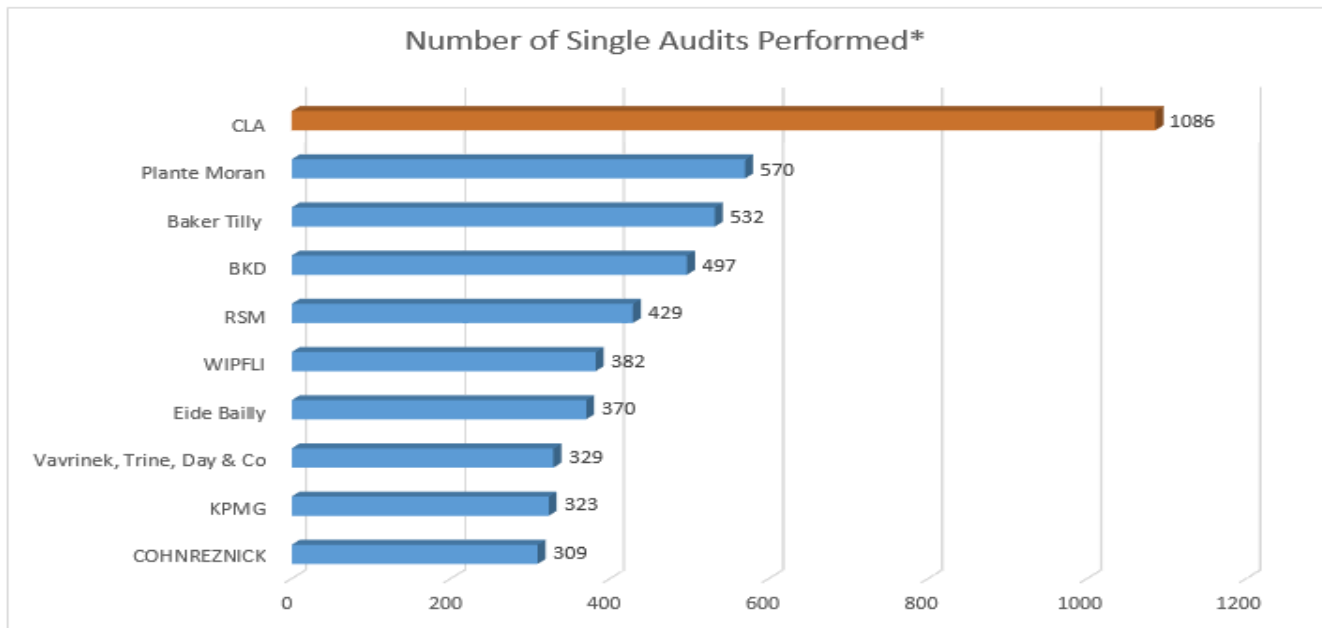


*** The list is based on a database of approximately 400,000 nonprofit filed Forms 990 (filers with annual revenue greater than \$200,000) which is maintained by CauseIQ. The database does not include 990N, 990EZ, 990PF and other nonprofits that do not need to file such as religious organizations therefore the numbers listed above do not include all nonprofits served by CLA.*

Single audit experience

CLA has become the national leader in providing audit, tax and many other financial services to Higher Education entities similar to yours. Our client portfolio of government and nonprofit organizations represents nearly half of the firm's total revenues. You will benefit from CLA's experience in this area. As outlined in the following table, **CLA performs the largest number of Single Audits in the United States! We audited nearly \$56 billion dollars in federal funds in 2018!** The table below illustrates CLA's experience in serving organizations that receive federal funds and demonstrates our firm's dedication to serving nonprofits and governmental organizations:





**The information for the firms above was pulled from the Federal Audit Clearinghouse for audits with fiscal year ends from January 1, 2018 – December 31, 2018.*

In the current environment of increased oversight, it is more important than ever to find qualified auditors who have significant experience with federal grants specific to the District to enhance the quality of the District’s single audit. Therefore, the single audit will be performed by a team of individuals who specialize in single audits in accordance with OMB’s UG and will offer both knowledge and quality for the District. As part of our quality control process, the single audit will be reviewed by a firm Designated Single Audit Reviewer.

The AICPA clarified auditing standard, AU-C 801 “Compliance Audits” requires risk-based concepts to be used in all compliance audits including those performed in accordance with OMB UG. Our risk-based approach incorporates this guidance.

The District needs an audit firm experienced in performing single audits and a familiarity with the specific programs in which you are involved. You will benefit from CLA’s experience in this area!

Additional services

In addition to the services outlined in the Service Approach for this proposal, CLA collectively offers a wide breadth of highly customized services and capabilities to meet our clients’ wants and needs, including a sampling of the following:

- Financial statement and forensic audits
- Fraud risk assessment and investigations
- Internal audit, risk assessments, and evaluations
- Payment Card Industry Data Security Standard (PCI DSS) Assessment
- Strategic, financial, and operational consulting
- Implementation assistance for complex accounting standards
- Outsourced accounting and public administration
- ACA Reporting
- Strategic, business, and capital planning
- Operational and financial systems consulting



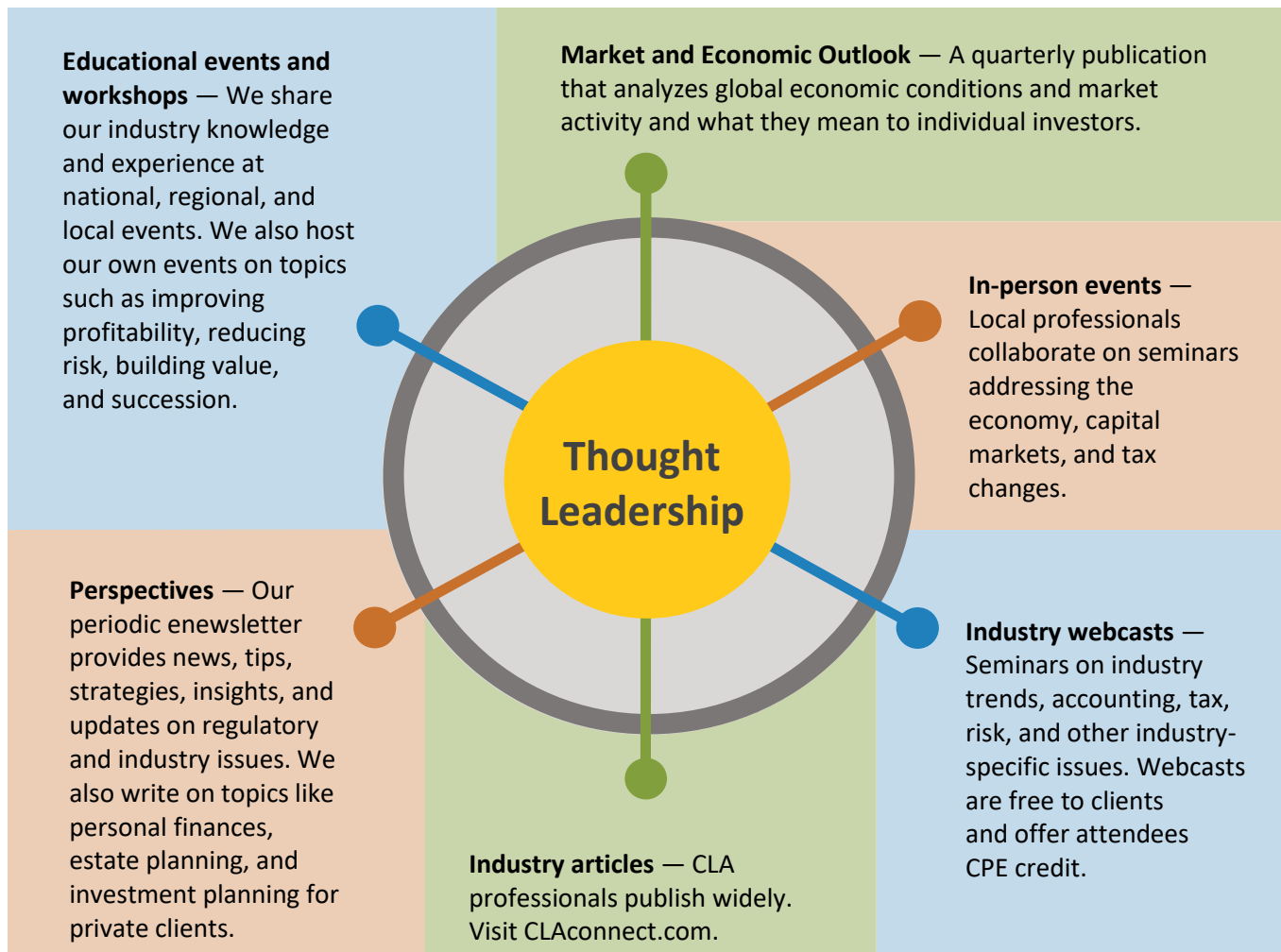
- Organizational and financial health assessment
- Operations and performance improvement
- Training and educational seminars
- Self-insured medical and PBM claim audits
- Telecom cost savings assessments
- IT security and network vulnerability assessments

We pride ourselves on taking the initiative to meet the needs of our clients, and therefore are always prepared to take on additional projects. However, independence is our first concern when providing additional services. Independence can easily become impaired when providing consulting services; therefore, we do not provide any services to our audit clients beyond those allowed.

If additional work is requested by the District outside of the scope of the audit, we will discuss with you our proposed fee for additional services prior to beginning the new services.

Thought leadership and industry information

CLA goes beyond the numbers and offers value-added solutions. Rest assured, you will hear from us throughout the year. We send periodic email publications and host webcasts to keep clients and friends of the firm informed of relevant industry updates. Below are just a few of the resources we offer. You can register for our webcasts and find our extensive resource library on our website, CLAconnect.com.



Industry participation

CLA actively supports industry education as a thought leader and industry speaker. Our firm focuses on supporting the educational needs of the industry through nationally sponsored trade events. Our team of higher education 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.

Engagement Team Experience

The principal, director, and staff assigned to the District and Measures A, B, E and G will be out of our Glendora office, located at 2210 E. Route 66, Glendora, California. Peralta Community College District will be served by CLA's dedicated Higher Education and NonProfit teams, a group solely focused on providing high quality accounting, auditing, and consulting services to California community college districts, nonprofit education foundations, and other higher education entities.

The most important resource any business has is people — the right people.

Engagement Team	Role	Years of Experience
Renée S. Graves, CPA, CGFM	District and Bond Principal	30+
David Robydek, MBA, CPA	District and Bond Principal	12
Tina Henton, MST, CPA	Tax Principal	20+
Heather McGee, CPA	Tax Director	20+
Syed Farhan, MSA, CPA	District and Bond Director	6
Emma Chan, CPA	Senior Associate	3
Ricardo Pardo, Jr., MSA	Senior Associate	3
Arayawna Moore	Senior Associate	5
Grace Wong	Associate	1
Zackary M. Normann	Associate	1

Detailed biographies are available in the Appendix of this proposal.

Roles and responsibilities

Renée S. Graves, CPA, CGFM - Renée is a principal with more than 30 years of experience planning, directing and supervising audits of community college districts, special districts, auxiliary and nonprofit organizations, and retirement communities. Renée provides consulting services as an interim CFO and for year-end closing and internal control reviews and analyses. She conducts accounting workshops and addresses organizations such as the Association of Chief Business Officials, the California Association of School Business Officials and the California Society of CPAs, as well as conducting internal workshops on the requirements of California Proposition 39.

David Robydek, MBA, CPA - David is a principal in CLA's higher education group. He has more than 12 years of experience. He is a dedicated higher education industry professional, with experience serving public universities, private colleges and universities, community college systems, supporting foundations and other educational institutions. David has extensive experience in auditing various federally assisted programs awarded by the



Department of Education, National Science Foundation, National Institutes of Health, Department of Health and Human Services, and several other funding agencies.

Tina Henton, MST, CPA - Tina is a principal with more than 20 years of experience planning, directing, and supervising financial and compliance audits of education organizations including community college and K-12 school districts, colleges, and universities, as well as nonprofit entities. Tina has significant experience completing Single Audits under the Uniform Guidance and has received an advanced Single Audit certificate from the AICPA. She has assisted several community college, school and special district clients with reporting standards for pensions and other post-employment benefits. As a leading member of our tax department, she assists many of our not-for-profit clients with the annual filing of their information returns, and prepares individual and trust tax returns. Tina conducts accounting workshops and addresses organizations such as the California Association of School Business Officials and the Community College Internal Auditors. She serves on the California State Controller's K-12 Audit Guide Committee, which develops audit steps for the compliance guide.

Heather McGee, CPA – Heather is a director with more than 20 years of experience conducting financial and compliance audits, single audits under Uniform Guidance, California Proposition 39 financial and performance audits, federal and state compliance – specifically related to student financial aid and FTEs for several community colleges, informational tax returns, indirect cost calculation under Uniform Guidance for community colleges throughout California and internal control reviews and analysis. She specializes in community college districts, colleges and universities, college foundations, nonprofit entities and retirement homes.

Syed Farhan, MSA, CPA - Syed is a director in our higher education group. He has more than six years of experience in financial and compliance audits. He specializes in governmental audits including community college systems as well as private universities, and nonprofit entities. Syed has a thorough understanding of the various government accounting and compliance requirements. His leadership, knowledge and experience provides the strength needed to meet and exceed your expectations.

Emma Chan, CPA – Emma is a senior associate with experience in financial and compliance audits. She specializes in governmental audits including community colleges, school, CSU Auxiliaries, and special districts, as well as escrow and title insurance companies. Emma has a thorough understanding of the various government accounting and compliance requirements – including Student Financial Aid and State Compliance included in the CDAM.

Ricardo Pardo, Jr., MSA – Ricardo is a senior associate with experience in financial and compliance audits. He specializes in governmental audits of community colleges and CSU Auxiliaries. He has a thorough understanding of the various government accounting and compliance requirements. Including Student Financial Aid and State Compliance in the CDAM. Ricardo has a master of science in accountancy from California State University, San Bernardino and has passed three of the four exam parts for his CPA license.

Arayawna Moore – Arayawna is a senior associate with more than four years of experience planning, directing, and supervising financial and compliance audits for community colleges, and non-profit organizations. Arayawna helps clients to achieve and maintain compliance with regulatory requirements, improve internal controls, and reduce financial and operational risks.

Grace Wong – Grace is an assurance associate at CLA striving to be a Certified Public Accountant. She is a curious individual with a passion to learn and understand the story of each company. Grace has prior experience in various internships, including experience in internal audit, testing of internal controls and compliance for California community college districts.



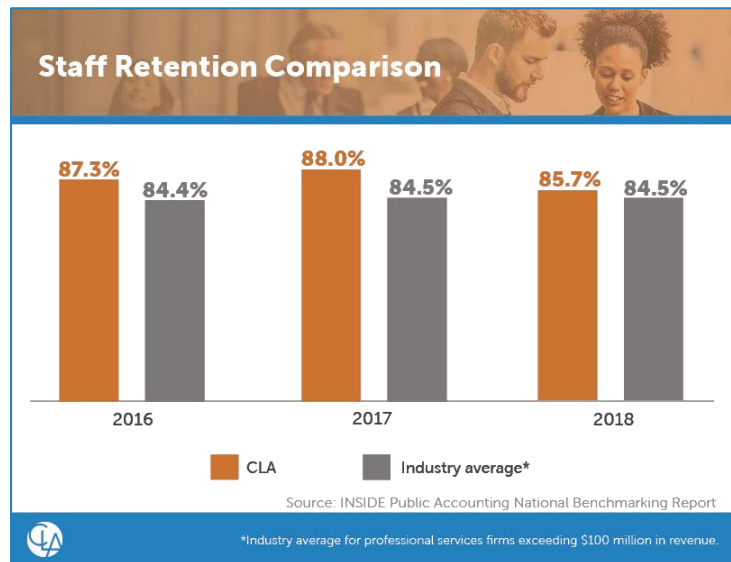
Zachary M. Normann – Zachary is an associate in our CLA Glendora office who joined our firm earlier in 2019. He is a recent graduate from California Polytechnic University, Pomona. His accounting work experience includes an internship with GYL Accounting Firm, where he worked in auditing and tax. Zachary has experience with California community college districts, car dealerships, and individual and small corporation returns.

Additional Staff - We will assign additional staff to your engagement based on your needs and their experience providing services to higher education and state and local governments. The staff assigned to your team will be from our Glendora, California office with higher education as their industry focus at CLA.

Continuity of service

We are committed to providing continuity throughout this engagement. It is our policy to maintain the same staff throughout an engagement, providing maximum efficiency and keeping the learning curve low. We are also flexible in exploring alternative strategies to non-mandatory rotation policies.

In any business, however, turnover is inevitable. When it happens, we will provide summaries of suggested replacements and will discuss re-assignments prior to finalizing. We have an adequate number of qualified staff members to provide the District with top service over the term of the engagement.



CLA is committed to maintaining high staff retention rates, which we believe are a strong indicator of service quality. Continuity results in increased efficiency and quality because staff assigned to the engagement will not have to go through a “learning curve” with annual engagements or each new project. Client staff spends less time orienting the engagement team, and more time working toward goals. With a solid, steady engagement team, each year brings the additional benefits of trust and familiarity. High retention rates also indicate that our staff members have the resources they need to perform their tasks and maintain a positive work/life balance.

Commitment to continued professional education

With one of the largest public sector groups in the nation, CLA is committed to providing regular and robust training to our government practitioners. We hold regular Governmental Accounting and Single Audit updates throughout the year. All of our staff assigned to the District audit will have the required Yellow Book (Government Auditing Standards) CPE.

- 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.

Continuing education program

In order to maintain and expand our assurance knowledge, we consistently provide continuing education for our professionals. Each member of our professional team, including principals, attends at least 40 hours of technical training annually.



Updated information on recent changes in technical standards and regulations, as well as the firm's professional policies and procedures, is distributed to our team members on a regular basis. Individuals are required to familiarize themselves with all current changes in standards and procedures.

CLA invests in our government practice by hiring high caliber professionals and providing additional training to develop and enhance our knowledge. With seasoned professionals, we provide valuable insight into your day-to-day operations and your accounting systems and controls.

CLA professionals are specifically trained in the industry at a level beyond our competitors.

<p>Our professionals focus on serving a specific industry. So, the team chosen to serve you is continuously exposed to, and trained on issues impacting large governmental entities while performing their day-to-day work.</p> <p>On-the-Job Training</p> 	<p>When providing instruction in our basic CPA, consulting and advisory classes, we tailor the entire discussion, examples and exercises to apply to clients in their specific industry focus.</p> <p>Tailored Training</p> 	<p>Our on-campus recruiting aggressively seeks individuals with industry focused degrees and/or backgrounds. We focus on identifying top candidates for our government clients.</p> <p>Specialized Recruiting</p> 
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Effective Continuing Professional Education. Our greatest strength is the talent of our staff. Our professionals provide more efficient and effective services due to the new ideas they implement from our in-depth training and continuing professional education.

CLA's firm-wide training programs, include:

- **Learn.** Designed for new CLA associates, this five-day conference is typically attended in the first year of employment. This internally developed and presented training focuses on preparing new hires and interns to understand and perform their role in the audit process. Providing a combination of an introduction to CLA Strategy, business risk and independence with audit theory. Using hands on exercises and simulations to introduce our audit methodology, tools and software. Specific audit areas covered include audit planning, cash, fixed assets, accounts payable and financial statement preparation.
- **Experience.** Designed for the CLA associate with about one year of experience. This four-day conference is typically attended in the second year of employment. This training is similar to the "Learn" training outlined above, but at a deeper level.
- **Achieve.** Designed for the CLA associate with about two years of experience. This four-day conference is typically attended in the third year of employment. This internally developed and presented training focuses on leadership and performance management of audit engagements utilizing CLA audit methodology from the perspective of the experienced in-charge. This is a highly interactive session covering the experienced in-charge's role and challenges in the audit process, and prepares participants to manage and perform efficient and effective audits.
- **Propel.** Designed for the CLA associate with about three years of experience. This four-day conference is typically attended in the fourth year of employment. This training focuses on project management of audit engagements from start to finish and includes exercises and case studies on improving the audit, supervision, analytical procedures and tests of controls and identifying and responding to fraud risks. This session is taught by an external instructor from 20/20 Services.

Services Approach

Financial statement audit approach

The audit team will customize the audit programs to address the specific risks and unique characteristics of your operation. We do not perform the exact same procedures every year or for every client. In addition, our audit programs are interactive, providing guidance to the staff while they are performing the audit procedures.

Our audit approach for year one and subsequent years will have certain consistent elements. However, we expect that the subsequent years will allow us to focus on different areas of operations based on the efficiencies gained as we become more familiar with your organization. Our audit objective extends beyond the issuing of an opinion on financial statements. We believe that a good audit yields substantial information for management, and is a valuable tool in recognizing opportunities and identifying areas that can be strengthened. An effective audit performed by our team will also provide:

- An objective look at your policies and procedures
- Valuable suggestions for improvements in your financial operations and other areas
- An analysis of trends and unusual variations from year-to-year
- Protection for current and future resources through improved internal controls
- A deterrent to embezzlement and other fraudulent activities

Benefits of CLA's Risk-Based Approach

Our audit services are designed to protect the interests of the members, governance, and management by concentrating on high-risk areas. Risk identification is the first step of the audit process, providing the basis upon which the overall plan is developed. Our risk assessment process involves consideration of the following types of risk:

- Inherent risk - that an error in the accounting and reporting process may occur
- Control risk - that internal control systems designed to prevent/detect errors may fail
- Audit detection risk - the risk that audit procedures may fail to detect errors

First year transition

An area of concern that is commonly encountered during transition to new engagements is the start-up time required to familiarize ourselves with your operations. As shown below, we mitigate transition issues.



Upon appointment as auditors, we will initiate a planning meeting with the appropriate management of the District. The purpose of the meeting will be to:



- Review our approach and roles, and solicit comments and concerns;
- Schedule work;
- Establish key meeting and reporting dates; and
- Review the audit requirements.

A simple transition — We recognize changing accounting firms presents an opportunity as well as a challenge. Our approach deliberately and effectively minimizes the impact of transition.

Our approach to transition includes:

- A well-structured, experienced engagement team
- More intensive involvement by principals and managers in the transition
- Careful and complete communications at all levels of the team to resolve issues and concerns
- User-friendly audit tools
- Use of review of prior auditor’s work papers as a way to gather pertinent historical accounting information and documents to limit your team’s time in producing them for us

All transition activities will involve the on-site participation of the audit service team in order to:

- Focus our efforts only upon relevant matters
- Avoid unnecessary efforts by your personnel
- Make the audit process more responsive

Year-long support — We encourage your staff to take advantage of our accessibility throughout the year for questions that may arise. Our people, working with you and your staff, can provide proactive advice on new accounting or GAAP pronouncements and their potential impact; help with immediate problems including answers to brief routine questions; and share insights and best practices to assist you in planning for your future success.

Commitment to Communication with Management

We are committed to ongoing communication throughout the engagement. Continual communication starts when an engagement letter is issued, continues until the completion or closeout of an engagement and throughout the remainder of the year. We believe effective communication is critical to a successful engagement. This communication includes the exchange of ideas and advice as changes are considered or implemented by the entity or the accounting profession.

During the engagement we will hold regular status meetings with the District to enhance day-to-day operations, results, and any issues are commonly understood and addressed. The objectives of tracking and formally reporting the engagement status are to:

- Provide a consistent technique for monitoring progress against plan
- Identify any issues quickly to allow for timely corrective action
- Provide an objective rather than subjective evaluation of status
- Provide timely information on a regular basis
- Assist with obtaining buy-in of any audit recommendations on a timely basis

Our proactive measures foster communications, both written and oral, which are ongoing, relevant and routine to our engagements. Our commitment to this practice encourages open lines of communication and often prevents and/or mitigates service delivery issues. Our professionals are trained in documenting observations, recommendations, business issues, and new developments as part of their daily routine.



We will conduct our financial statement audit in five primary phases, as shown below:



Methodology. Our audit is performed based on a risk-based approach. We conduct our audits under the concept of “understanding the entity.” This concept is based fundamentally on the fact that the District is unique. By understanding the District, we gain the necessary perspective for performing an effective audit. Our audit approach places particular emphasis on the planning phase to determine maximum efficiency and effectiveness.

Phase 1: Assessment

The assessment phase of an engagement starts when an engagement letter is issued.

Upon notice of contract award, we will prepare an engagement letter. We will communicate our plan to start the work and to discuss the audit process. These discussions are intended to accomplish the following:

- Identify key management and staff involved in the audit
- Identify primary audit liaisons
- Introduce our audit team and identify key CLA contact personnel
- Discuss the timetable
- Explain our means and ways of communication
- Inquire about any issues, which we may need to be aware of
- Discuss logistics and administrative matters
- Complete a preliminary assessment of risk based on a review of prior year work papers and knowledge of your organization

Through all phases of the audit, we think it is important to have regular communications with the District’s management to discuss the status of the engagement. We will provide timely communication of any critical issues, concerns, and potential findings with the person primarily responsible for the area and our audit liaisons.

Phase 2: Planning & Strategy

The main objective of the planning phase is to identify significant areas and design efficient audit procedures. We will accomplish our planning by following the methodology below:

- Conduct an entrance meeting with the District – We will meet with the District to mutually agree on an outline of responsibilities and timeframes. The agenda will include but not be limited to the following:
 - Establish audit approach, timing schedule, and principal contacts
 - Assistance to be provided by the District’s personnel
 - Application of generally accepted accounting principles and report parameters
 - Initial audit concerns; concerns of the District’s management
 - Progress reporting process
- Gain an understanding of the operations of the District, including any changes in its organization, management style, and internal and external factors influencing the operating environment. We will utilize reference materials such as the budget and related materials, organizational charts, manuals and programs, financial, and other management information systems

- Identify significant accounts and accounting applications, critical audit areas, significant provisions of laws and regulations, and relevant controls over operations
- Determine the likelihood of effective Information Systems (IS) - related controls
- Perform a preliminary overall risk assessment
- Confirm protocol for meeting with and requesting information from relevant staff
- Determine a protocol for using Interactive Data Extraction and Analysis (IDEA), our data extraction and analysis software, to facilitate timely receipt and analysis of reports from management
- Compile an initial comprehensive list of items to be prepared by the District, and establish mutually agreed upon deadlines

We will document our planning through preparation of the following:

- **Entity Profile.** This profile will help us gain an understanding of the District’s activities, organizational structure, services, management, key employees and regulatory requirements.
- **Preliminary Analytical Procedures.** These procedures will assist in planning the nature, timing and extent of auditing procedures that will be used to obtain evidential matter. They will focus on enhancing our understanding of the financial results, and will be used to identify any significant transactions and events that have occurred since the last audit date, as well as to identify any areas that may represent specific risks relevant to the audit.
- **General Risk Analysis.** This will contain our overall audit plan, including materiality calculations, fraud risk assessments, overall audit risk assessments, effects of our IS assessment, timing, staffing, client assistance, a listing of significant provisions of laws and regulations and other key planning considerations.
- **Account Risk Analysis.** This document will contain the audit plan for the financial statements, including risk assessment and the extent and nature of testing by assertion.
- **Prepared by Client Listing.** This document will contain a listing of schedules and reports to be prepared by the District’s personnel with due dates for each item.

One of the key elements in the planning of this audit engagement will be the heavy involvement of principals and managers. We will clearly communicate any issues in a timely manner, and will be in constant contact with the District as to what we are finding and where we expect it will lead.

Utilizing the information we have gathered and the risks identified we will produce an audit program specifically tailored to the District. This program will detail by major section the nature and types of tests to be performed. We view our programs as living documents, subject to change as conditions warrant.

Phase 3: Systems Evaluation

During the systems evaluation phase, we will gain an understanding of the internal control structure of the District for financial accounting and relevant operations. We will identify control objectives for each type of control that is material to the financial statements, and then identify and gain an understanding of the relevant control policies and procedures that effectively achieve the control objectives. Finally, we will determine the nature, timing, and extent of our control testing and perform tests of controls. This phase of the audit will include testing of certain key internal controls:

- Electronic data, including general and application controls reviews and various user controls
- Financial reporting and compliance with laws and regulations

We will test controls over certain key cycles. One audit efficiency initiative is to rely on internal controls when appropriate, and to strategically design internal control testing to make it as efficient as possible. This means not routinely performing detailed tests of transactions using large samples. We first seek to identify key controls, and then identify possible testing through alternative methods, such as observation, interviews, and re-



performance. These tests serve not only to gather evidence about the existence and effectiveness of internal control to assess control risk, but also to gather evidence about the reasonableness of an account balance.

We will also develop our internal control tests to assess compliance with certain provisions of laws, regulations, contracts, and grants for which noncompliance could have a direct and material effect on the determination of financial statement amounts. Our use of multi-purpose tests allows us to provide a more efficient audit without sacrificing quality.

Our assessment of internal controls will determine whether the District has established and maintained internal controls to provide reasonable assurance that the following objectives are met:

- Transactions are properly recorded, processed, and summarized to permit the preparation of reliable financial statements and to maintain accountability over assets
- Assets are safeguarded against loss from unauthorized acquisition, use, or disposition
- Transactions are executed in accordance with laws and regulations that could have a direct and material effect on the financial statements

We will finalize our audit programs during this phase and provide an updated Prepared by Client Listing based on our test results and our anticipated substantive testing.

During the internal control phase, we will also perform a review of general and application Information Systems (IS) controls for the applications that are significant to financial statements to conclude whether IS general controls are properly designed and operating effectively. Our strategy will involve reviewing key general control activities, including the computerized and manual processes. We will determine the scope of work by applying the concepts of materiality and risk assessment to reduce examination inefficiencies. When planning this examination, we will gain an understanding of the District's operations by reviewing its current controls and control objectives as documented, and will also review prior results and the status of corrective actions.

For IS-related controls that we deem to be ineffectively designed or not operating as intended, we will gather sufficient evidence to support appropriate findings and will provide recommendations to improve internal controls. For those IS controls that we deem to be effectively designed, we will perform testing to determine if they are operating as intended through a combination of procedures, including observation, inquiry, inspection, and re-performance.

Phase 4: Testing & Analysis

The extent of our substantive testing will be based on results of our internal control tests. It has been our experience that community colleges often have a system of internal controls that, with appropriately designed tests and correlation to account balances, can be used to limit the extent of account balance substantiation testing.

Audit sampling will be used in those situations where it is the most effective method of testing. Before deciding to sample, we will consider all possible approaches and audit techniques. Items where acceptance of some sampling risk is not justified, based on our judgment, will be examined 100 percent. These may include unusual items or items for which potential misstatements could individually equal or exceed tolerable error.

After identifying individually significant or unusual items, the audit approach for the remaining balance of items will be decided by considering tolerable error and audit risk. This may include (1) testing a sample of the remaining balance; (2) lowering the previously determined threshold for individually significant items to increase the percent of coverage of the account balance; or (3) applying analytical procedures to the remaining balance. IDEA will be utilized to efficiently control and select our samples.



We will provide the District with status reports during the course of the audit fieldwork. As in all phases of the audit, we will be in communication with the District to determine that all identified issues are resolved in a timely manner. We will also hold a final exit conference with the District to summarize the results of our fieldwork and review significant findings.

Phase 5: Reporting & Follow-up

We will be available to meet with key management prior to issuance of the final audit report. This meeting will highlight some of the results of the audit, any outstanding items, and reporting and issuing processes.

Reports to management will include:

- Independent Auditors' Report
- Independent Auditors' Report on Internal Control over financial reporting and on compliance and other matters based on an audit of Financial Statements Performed in Accordance with Government Auditing Standards
- Independent Auditors' Report on Compliance for Each Major Federal Program, Report on Internal Control Over Compliance, and Report on the Schedule of Expenditures of Federal Awards Required by the Uniform Guidance
- Independent Auditors' Report on State Compliance
- Management Letter, if deemed necessary
- Written Communication to Those Charged with Governance, which includes the following areas:
 - Our responsibility under auditing standards generally accepted in the United States of America
 - Changes in significant accounting policies or their application
 - Unusual transactions
 - Management judgments and accounting estimates
 - Significant audit adjustments
 - Other information in documents containing the audited financial statements
 - Disagreements with the District
 - The District's consultations with other accountants
 - Major issues discussed with management prior to retention
 - Difficulties encountered in performing the audit
 - Fraud or illegal acts

Once the final reviews of working papers and financial statements are completed, which is a process that actually starts while the fieldwork is in process, our opinion, the financial statements, governance letter and management letter will be issued.

The District will be provided a draft of any comments that we propose to include in the audit report, governance letter and/or management letter, enabling you to review the comments for accuracy prior to final release. Any items that come to our attention that are not what we consider major items may be discussed verbally with management and not included in the management letter. Our management letter will include items noted during our analysis of your operations. We will also make a formal presentation of the results of the audit to those charged with governance of the District, Citizens' Oversight Committee, as requested.

Single audit approach

In the current environment of increased oversight, it is more important than ever to find qualified auditors who have significant experience with federal grants specific to the District.

The OMB's Uniform Guidance (2 CFR Part 200) is effective for federal grants made on or after December 26, 2014. Grant compliance can be a confusing topic and many of our clients rely on their federal funding as a major



revenue source; it is important to have an understanding of what these changes mean to your organization. As a leader in the industry, CLA was out in front of these changes and worked closely with our clients and the impact on their entity.

The AICPA clarified auditing standard, AU-C 935 “Compliance Audits” requires risk-based concepts to be used in all compliance audits including those performed in accordance with 2 CFR Part 200. Our risk-based approach incorporates this guidance.

We will conduct our single audit in three primary phases, as shown below:



Phase 1: Risk Assessment & Planning

The risk assessment and planning phase will encompass the overall planning stage of the single audit portion of the engagement. During this phase, we will work closely with the District’s management to determine that programs and all clusters of programs are properly identified and risk-rated for determination of the major programs for testing.

We will accomplish this by following the methodology below:

- Determine the threshold to distinguish between Type A and B programs, including the effect of any loans and loan programs
- Utilizing the preliminary Schedule of Expenditure of Federal Awards, we will identify the Type A and significant Type B programs (25% of Type A threshold) in accordance with the Uniform Guidance (UG)
- Identify the programs tested and the findings reported for the past two fiscal years. Determine and document the program risk based on the past two single audits
- Prepare and distribute Type B program questionnaires to determine risk associated with Type B programs
- Determine the major programs to be tested for the current fiscal year based on the previous steps
- Based on the current year compliance supplement, determine the Direct and Material Compliance requirements and customize the audit program accordingly
- Determine the preferred methods of communication during the audit

Phase 2: Major Program Testing

We will determine the programs to be audited based on the risk assessment performed in the planning phase. The audit will be performed in accordance with UG.

To accomplish this, we will perform the following:

- Schedule an introductory meeting and notify the District’s management of the major programs for the current fiscal year
- Plan and execute the testing of the expenditures reported on the Schedule of Expenditures of Federal Awards

- Perform tests of compliance and internal controls over compliance for each major program identified
- Schedule periodic progress meetings to determine that schedules are adhered to and identify issues as they arise
- Conduct entrance and exit conference meetings with grant managers

Phase 3: Final Assessment & Reporting

We will revisit the steps noted in the preliminary assessment and planning stage once the final Schedule of Expenditures of Federal Awards is received to determine if additional major programs were identified.

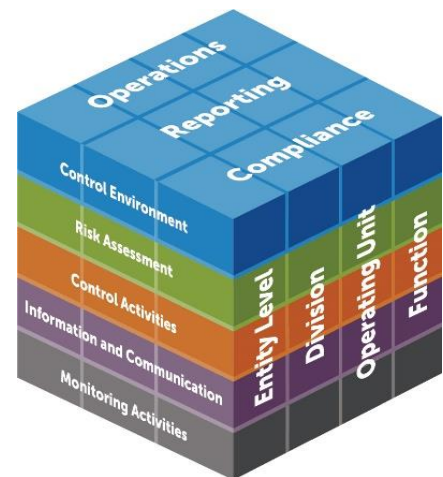
Based on the final determination of the programs we will perform the following:

- Perform compliance testing at the entity wide level related to procurement and cash management requirements
- Perform testing to validate the status of prior year findings for those programs not selected for audit.
- Prepare the Schedule of Findings and Questioned Costs
- Conduct exit conference with the District’s management to review drafts of required reports:
 - Independent Auditors’ Report on Internal Control over financial reporting and on compliance and other matters based on an audit of Financial Statements Performed in Accordance with *Government Auditing Standards*
 - Independent Auditor’s Report on Compliance for Each Major Federal Program, Report on Internal Control Over Compliance, and Report on the Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

Procedures used to understand internal processes and controls

We understand changing audit firms would require a new set of auditors to develop an understanding of the District and its internal control and operating structure. We also strive to develop our understanding in the least intrusive manner possible, while still maintaining our professional responsibilities. We utilize a combination of internal control forms and interviews with key accounting personnel to gain and document our understanding of the District. We will also use as a baseline any existing internal control processes, policies, organizational charts, etc. the District may have already documented. Tests of design and operating effectiveness would then be performed to confirm our understanding.

The Committee of Sponsoring Organizations of the Treadway Commission (COSO) has established a framework for internal control systems. Under the COSO framework, internal control is a process to provide reasonable assurance that those internal objectives, including effectiveness and efficiency of business operations, reliability of financial reporting, and compliance with applicable laws and regulations, will be met.



COSO Internal Control: Integrated Framework

Our audit approach is designed to evaluate and test the departmental internal controls in accordance with COSO concepts. Our procedures include a review of the overall control environment, determination of the internal controls that are determined to be direct and material to the federal program under review, determination of the adequacy of those procedures, and testing of the procedures to determine if they are functioning as designed.

Auditing computerized systems

We are very familiar with data processing systems used by governmental entities, including those utilized by California community colleges. We have extensive experience working with similar entities that use Ellucian, Datatel Colleague, PeopleSoft, Workday, VISIONS, Munis, SchoolMaster, PowerSchools, and other systems. We have developed programs and questionnaires, tailored to your individual needs and systems to test internal control procedures for your systems as a part of our audit. We have performed a wide variety of EDP reviews, including hardware/software selection, management information systems review and general and high level reviews of various software applications.

All firm personnel are experienced in auditing computerized accounting systems, as all our community college clients maintain accounting books and records in an automated environment. We audit some of the largest community colleges in California that have extensive, cutting-edge, and complex computer systems.

We also utilize paperless audit processes, encouraging the use of electronic resources to communicate and increase the efficiency of our engagements. In our experience working with similar districts, we believe that virtually all the work papers we require can be provided electronically. We also have many templates available to assist you in the process of gathering the necessary audit support.

We have developed an audit delivery model that takes advantage of mobile technology and the internet, while focusing on the safety and security of member data, enhancing compliance with regulatory standards, and maintaining our commitment to quality.

CLA has a team of individuals that specialize in various components of information technology, whether you are seeking a qualified firm to provide general IT controls assessments, forensic IT services or cybersecurity. A summary of the services CLA provides to entities across the country include:

Computer Forensics	Information Security Policies	Penetration Testing
Cybersecurity Assessment	Information Security	Security Awareness Training
Cybersecurity Incident Response	IT General Controls	Security Incident and Forensic
Disaster Recovery Planning	Internal Network Vulnerability	Service Org Controls Examination
Electronic Services Administration	IT Risk and Vulnerability Assessment	SOC for Cybersecurity
GDPR Data Impact Assessment	Payment Card Industry Compliance	Social Engineering
HIPAA Risk Assessment	Payment Fraud Assessment	Virtual CIO Services



Use of computer assisted audit techniques

One of CLA's advantages is access to advanced audit tools and technology. Throughout the audit we may employ the use of Computer Assisted Audit Techniques (CAATs) to increase efficiency and effectiveness. The key CAATs that we will use include:

- **Interactive Data Extraction and Analysis (IDEA)** – IDEA is a statistical data analysis tool that has the ability to import data from virtually any data source or file type, with no limitations on the size of the data files that can be examined. IDEA provides the ability to:
 - Statistically sample, summarize, stratify and/or perform an aging of large data sets
 - Compare, join, append or otherwise manipulate multiple, related populations of data
 - Identify gaps or duplicates in record sequences
 - Extract subsets of data using a variety of criteria or filters
 - Build reports and graphs to summarize testing results



- **FX Engagement** – FX Engagement is our “paperless” audit product. This product allows us to file and save all of our audit work papers in an electronic storage capacity; saving time and resources associated with maintaining and storing audit work papers. The FX Engagement trial balance function produces financial statements and lead schedules, allowing us to perform trend analysis on your balances.
- **Audit Program Generator (APG)** – The firm uses APG, a software program custom-written for CLA. This software package allows us to tailor audit programs based on the requirements of your engagement. We have developed a customized CLA audit program, which effectively makes our audit processes paperless and will enhance our present electronic practices.



APG is an example of a technology tool that is designed to promote audit efficiencies. For an engagement to be effective in dealing with the risk of errors and efficient in avoiding riskless work, the engagement team will create a plan – the program – that contains the steps necessary to accomplish the goals of your engagement. Using APG is viewed as a thinking process, not just a documentation process.

- **Assurance Information Exchange (AIE)** – CLA utilizes AIE, a secure web-based application, to request and obtain documents necessary to complete client engagements. Our AIE serves as a project management solution that allows clients to view detailed information, including due dates for all of the items requested. You will have the ability to attach electronic files and add commentary related to the document requests directly in the application.
- **LeapFILE and Secure File Transfer Protocol** – CLA is committed to keeping client and member data secure. We utilize LeapFILE, a secure file transfer protocol (SFTP) software program, to receive and send encrypted files. LeapFILE allows us to transfer files to and receive files from our clients in a secure manner and keeps files with sensitive data out of our email boxes and hard drives.

Engagement timetable

Our project management methodology results in a client service plan that provides for regular, formal communication with the entire management team and allows us to be responsive to your needs. The schedule allows for input from your personnel to make certain that the services are completed based on your requirements. The plan may also be amended during the year based on input from the audit committee.

Please see the below chart for the estimated timetable of proposed beginning and completion dates of major audit areas and estimated hours for the June 30 audit relating to each segment of this engagement:

Annual Audit Task – District, Measures A and G General Obligation Bonds, Measures B and E parcel Tax	Apr	May	Jun to Jul	Aug to Sept	Oct	Nov to Dec	Dec to Jan
Entrance Conference, Planning, Risk Assessment, etc.	60	65					
Interim Audit Work – Internal Controls		175					
Interim Audit Work – State Compliance		50	40	40			
Interim Audit Work – Student Financial Aid			80	40			
Audit Fieldwork, Review, Report Preparation, etc.					500	505	
Draft Reports to management and meetings						125	
Presentation to Audit Committee							8
Presentation to Board of Trustees/ Directors							6
Presentation to Bond Oversight Committee							6

References

Existing clients

We recognize that quality of service, relevant experience, and depth of resources will be key factors as you prepare to select a firm to serve your audit needs. We encourage you to contact our references for a first-hand account of our ability to meet contract objectives, adhere to deliverable schedules, and provide added value. We are confident that our references will attest to the competence, professionalism, and client service provided by CLA. We are pleased to provide you with the following references, who can describe their experience in greater detail:

Foothill-De Anza Community College District	
Client Contact	Ms. Raquel Puentes, Executive Director, Fiscal Services
Contact Information	12345 El Monte Road, Los Altos Hills, CA 94022 650-949-6250
Services Provided	District financial and compliance audit, Foundation audits and tax return preparation, Proposition 39 bond financial and performance audits



Long Beach Community College District

Client Contact	Mr. John Thompson, Director of Fiscal Services
Contact Information	4901 East Carson Street, Long Beach, CA 90808 562-938-4102
Services Provided	District financial and compliance audit, Foundation audit and tax return preparation, Proposition 39 bond financial and performance audits

San Diego Community College District

Client Contact	Ms. Bonnie Ann Dowd, Executive Vice Chancellor, Business Technology Services
Contact Information	3375 Camino del Rio South, San Diego, CA 92108 619-388-6975
Services Provided	District financial and compliance audit, Auxiliary Organization and Foundation audits and tax preparation, Proposition 39 bond financial and performance audits

South Orange County Community College District

Client Contact	Ms. Kim McCord, Executive Director, Fiscal Services/Comptroller
Contact Information	28000 Marguerite Parkway, Mission Viejo, CA 92692 949-582-4850
Services Provided	District financial and compliance audit, Foundation audits and tax return preparation

Lost clients

Coast Community College District was a returning client through fiscal year ending June 30, 2019. Board policy requires audit firm rotation. CLA (including legacy VLS) has been engaged as their auditors for three different cycles for more than 20 years. CLA was engaged for the maximum number of years per Board policy, while other firms have rotated off the engagement after the three year agreement is completed.

Coast Community College District

Client Contact	Ms. Daniela Thompson, Director of Fiscal Services
Contact Information	1370 Adams Avenue, Costa Mesa, CA 92626 714-438-4654
Services Provided	District financial and compliance audit, Foundation audits and tax return preparation, Proposition 39 bond financial and performance audits

Santa Monica Community College District is a prior client that we have been engaged as their auditors over different cycles for more than 20 years. We rotated off the engagement after the June 30, 2015 fiscal year audit, after 10 years of providing independent audit services that began with fiscal year 2005-2006.

Santa Monica Community College District

Client Contact	Mr. Chris Bonvento, Vice President of Business and Administration
Contact Information	310-434-4508
Services Provided	District financial and compliance audit, financial aid audit, auxiliary audit and tax return preparation, and Proposition 39 bond audits.



Professional Fees

Our fees are based on the timely delivery of services provided, the experience of personnel assigned to the engagement, and our commitment to meeting your deadlines.

CLA understands the importance of providing our clients with value-added approaches. We propose to provide routine, proactive quarterly meetings — as part of our fee — that will allow us to review and discuss with you the impact of new accounting issues, as well as any other business issues you are facing and how they should be handled. This level and frequency of interaction will enable CLA to help you tackle challenges as they come up, and take full advantage of opportunities that arise.

Professional Services	2019-2020	2020-2021	2021-2022
District Financial Audit	\$ 190,000	\$ 195,600	\$ 201,500
Measure A – Financial and Performance Audit	\$ 15,000	\$ 15,450	\$ 15,900
Measure G – Financial and Performance Audit	\$ 15,000	\$ 15,450	\$ 15,900
Measure B Parcel Tax – ends June 30, 2020	\$ 6,000	-	-
Measure E Parcel Tax – begins July 1, 2020	-	\$ 6,200	\$ 6,400
Total	\$ 226,000	\$ 232,700	\$ 239,700

Professional Services	Optional 2021-2022	Optional 2022-2023
District Financial Audit	\$ 207,400	\$ 213,600
Measure A – Financial and Performance Audit	\$ 16,400	\$ 16,900
Measure G – Financial and Performance Audit	\$ 16,400	\$ 16,900
Measure E Parcel Tax – begins July 1, 2020	\$ 6,600	\$ 6,800
Total	\$ 246,800	\$ 254,200

We believe our clients deserve clarity around fees, and we will continue to be transparent with our fee structure.

We will always be candid and fair in our fee discussions, and we will avoid surprises. We commit to you, as we do all of our clients, that:

- We will be available for brief routine questions at no additional charge, a welcome investment in an on-going relationship.
- Like most firms, we are investing heavily in technology to enhance the client experience, protect our data environment, and deliver quality services. Our proposed fee includes a technology and client support fee of 5%. This amount will be reflected separately on each invoice, but will not increase the maximum amount to be billed for our professional services.
- Any additional charges not discussed in this proposal will be mutually agreed upon up front.



Fee considerations

The fee proposal is based on the following:

- Your personnel will provide assistance periodically throughout the year and during fieldwork with regard to account analysis and year-end account reconciliation work papers and schedules.
- The assurance reports will be delivered in accordance with the District's deadlines
- Satisfactory completion of our firm's normal client acceptance procedures.
- Professional standards and regulations currently in effect. We reserve the right to modify your proposed fee if professional standards or regulations change for any engagement period.
- No significant changes in the operations of the District subsequent to the date of this proposal.

Ongoing consultation

We do not anticipate the District will receive additional billings related to the annual audit procedures, as we anticipate cooperation from staff and receipt of information for timely completion of your audit. It is also our policy not to bill you for routine telephone calls. Our quoted fee includes routine general consultation throughout the year, however, if you seek a written opinion, or if the issue requires us to perform research, we will bill you at our standard rates for these services. We will discuss these fees with you before we conduct our work.

We have a 24-48 hour response policy to return calls/emails from your supervisory committee, board, or management to provide effective and timely communication. CLA's personnel are always available to provide assistance by telephone without additional cost to you. If the person you need to talk to is not available at the time you call, we will contact him/her and have him/her get back to you. We have a number of qualified principals on our staff that can provide you with timely and competent assistance.

Our last word on fees — we are committed to serving you. Therefore, if fees are a deciding factor in your selection of an accounting firm, we would appreciate the opportunity to discuss with you the scope of our audit plan. At CLA, it's more than just getting the job done.

Additional Information

Statement of qualifications

As a firm licensed for practice as a Certified Public Accountant and leading provider of professional services across the country and a leading professional services firm in California, we fully understand your requirements and can and will comply with all terms, requirements, and conditions of the resultant contract.

If conditions are discovered which lead to the belief that material errors, defalcations, or other irregularities may exist or if any other circumstances are encountered that require extended services, CLA will promptly advise the District.

Participation in Quality Improvement Programs

We work with governmental entities across the country, and our exposure to the circumstances and issues that surround your industry will allow us to serve you with knowledge and insight. We understand the specific needs and challenges of the public sector and have been serving clients similar to the District for decades.

We are 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
- AICPA Single Audit Quality Task Force
- Association of Government Accountants



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

Single audit resource center (SARC) award

CLA received the [Single Audit Resource Center \(SARC\) Award](#) for Excellence in Knowledge, Value, and Overall Client Satisfaction. SARC's award recognizes audit firms that provide an outstanding service to their clients based on feedback received from an independent survey in June 2018.



The survey queried 10,762 nonprofit and government entities about the knowledge of their auditors, the value of their service, and overall satisfaction with their 2017 fiscal year-end audit. The SARC award demonstrates CLA’s dedication to serving the government and nonprofit industry and maintaining the most stringent regulatory requirements in those sectors.

Security statement

Computer systems and networks are an integral part of the CLA business environment. Unfortunately, in addition to the routine problems these systems are subject to, such as hardware and software failures, computer systems and networks can also be targets of malicious or criminal activity including computer viruses, denial-of-service attacks, break-ins, theft or destruction of data, economic fraud, sabotage, and political terrorism.

As CLA’s dependence on computer systems and networks increases, so does our risk of incurring serious business losses if the security of these systems or networks is compromised. CLA addresses this risk with policies, procedures, and tools that provide information security awareness, protection, and prevention. In addition, it is imperative to prepare for the possibility that a serious computer security incident may occur despite current protection mechanisms.

The CLA Security Policies, Procedures and Incident Response Plan provide guidance and documentation on providing effective information security through proper Administrative, Physical and Technical Safeguards. The IT Team manages and maintains these safeguards under the direction of the CIO and Chief Quality Officer.

Federal or state desk reviews

CLA has been subject to several federal and state desk reviews by state oversight agencies during the past three years. In addition, our government audits are subject to review by each agency’s Office of Inspector General, as well as the U.S. Government Accountability Office. We have not been required to perform additional procedures or revise or reissue any financial statements.

Firm independence

CLA is independent of the District as required by auditing standards generally accepted in the United States and the U.S. Government Accountability Office’s *Government Auditing Standards*. Our firm-wide quality control policies and procedures foster strict compliance with these professional standards. In addition, the individuals assigned to your audit are independent of the District.



Joint Venture

We are not a joint venture or alliance of firms. We have the capabilities of providing all services outlined in the proposal, including Information Technology services.

License to practice

CLA is duly licensed to practice public accountancy in the state of California and other states. A copy of our state license is provided below:

CALIFORNIA BOARD OF ACCOUNTANCY

Licensee Name:	CLIFTONLARSONALLEN LLP
License Type:	CPA - Partnerships
License Number:	7083
License Status:	CLEAR Definition
Expiration Date:	July 31, 2020
Issue Date:	July 27, 2006
Address:	60 S MARKET STREET
City:	SAN JOSE
State:	CA
Zip:	95113
County:	SANTA CLARA
Disciplinary Actions/License Restrictions:	No

No records returned

Office Location Assigned to Manage the Engagement

The District will be served by our specialized government engagement team located in our Glendora, California office:

CliftonLarsonAllen LLP, 2210 E. Route 66, Glendora, CA 91740

Standard litigation disclosure

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 itself 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.

Insurance

CLA carries commercially reasonable amounts of malpractice insurance. If requested, the firm will provide a certificate of coverage for an amount specified by the District upon being engaged.

GASB insight potentially affecting current and future audits

Our significant knowledge of technical issues and GASB pronouncements will be especially beneficial to the District. The below are recent issues and pronouncements which may have a future impact on the audits and financial statement of the District. We will proactively work with the District to address the reporting and auditing impact of each pronouncement or issue in advance of the implementation date.



GASB Pronouncements

GASB – Recent and Pending	
Description of Statement	Potential Impact on the District
<p>GASB Statement No. 84, Fiduciary Activities – The objective of this statement is to improve guidance regarding the recognition of fiduciary activities for accounting and financial reporting purposes by establishing criteria for identifying fiduciary activities of all state and local governments.</p>	<p>This statement is effective for 2019-20. This statement will enhance consistency and comparability by (1) establishing specific criteria for identifying activities that should be reported as fiduciary activities and (2) clarifying whether and how business-type activities should report their fiduciary activities..</p>
<p>GASB Statement No. 87, Leases - The objective is to address and establish a single model for accounting and financial reporting of leases by state and local governments. The single model is based on the foundational principle that leases are financings of the right to use an underlying asset. Under this proposed Statement, a lessee would be required to recognize a lease liability and an intangible right-to-use lease asset. A lessor would be required to recognize a lease receivable and a deferred inflow of resources.</p>	<p>This statement is effective for the reporting period beginning after December 15, 2019. This statement will require the District to record a liability and an intangible right-to-use lease asset for all non-current (greater than 12 months) leases. There would be little or no change in existing capital leases.</p>
<p>GASB Statement No. 89, Accounting for Interest Cost Incurred before the End of a Construction Period – The objectives of this statement are (1) to enhance the relevance and comparability of information about capital assets and the cost of borrowing for a reporting period and (2) to simplify accounting for interest cost incurred before the end of a construction period.</p>	<p>This statement is effective for reporting periods beginning after December 15, 2019, with earlier application encouraged. The requirements of this statement should be applied prospectively. As a result, interest cost incurred before the end of a construction period will not be included in the historical cost of a capital asset reported in a business-type activity or enterprise fund.</p>
<p>GASB Statement No. 90, Majority Equity Interests – an amendment of GASB No. 14 and No. 61 – The primary objectives of this statement are to improve the consistency and comparability of reporting a government’s majority equity interest in a legally separate organization and to improve the relevance of financial statement information for certain component units. It defines a majority equity interest and specifies that a majority equity interest in a legally separate organization should be reported as an investment if a government’s holding of the equity interest meets the definition of an investment.</p>	<p>This statement is effective for reporting periods beginning after December 15, 2018, with earlier application encouraged. The requirements of this statement should be applied retroactively, except for certain provisions that should be applied on a prospective basis.</p>
<p>GASB Statement No. 91, Conduit Debt Obligations – The primary objective of this statement is to eliminate diversity in practices associated with commitments extended by issuers, arrangements associated with conduit obligations and related note disclosures. The statement clarifies the existing definition of conduit debt obligation, establishing that a conduit debt is not a liability of the user.</p>	<p>This statement is effective for reporting periods beginning after December 15, 2020, with earlier application encouraged.</p>

As of the date of this proposal, the GASB is in the midst of due process on the following projects that may affect the financial reports of the District in the future:



Future Pronouncements and Projects

Description of Statement	Potential Impact on the District
<p>Revenue and Expense Recognition - The objective of this project is to develop a comprehensive application model for the recognition of revenues and expenses that arise from nonexchange, exchange, and exchange-like transactions, including guidance for exchange transactions that has not been specifically addressed in the current literature.</p>	Currently in the initial deliberation stage.
<p>Conceptual Framework – Recognition and Measurement Approaches – This project may affect financial statements in the future. The concepts being discussed include when to recognize transactions and on what basis to measure them (historical cost, fair value, etc.) It is speculated this these two phases of an eventual concepts statement will lead to an updated financial reporting model.</p>	Currently in the preliminary views redeliberation stage.
<p>Financial Reporting Model - The objective of the project is to make improvements to the financial reporting model including GASB Nos. 34, 35, 37, 41, 46 and Interpretation No. 6. The improvements would be to enhance the effectiveness of the model in providing information essential for decision-making, enhance the ability to assess a government’s accounting and address certain application issues.</p>	Currently in the preliminary views comment period.
<p>Public-Private Partnerships, including Reexamination of Statement 60 – The objective of this project is to address accounting and financial reporting for public-private partnerships (P3s). The project will consider (1) potential amendments to Statement No. 60, Accounting and Financial Reporting for Service Concession Arrangements, and potential amended or new implementation guidance to better address accounting and financial reporting for service concession arrangements (SCAs) within its scope, and (2) potential additional accounting and financial reporting guidance for other types of public-private partnerships not within the scope of Statement 60 or subject to the provisions of Statement No. 87, Leases.</p>	Currently in the initial deliberations stage.

Higher education resources and publications

CLA goes beyond the numbers and offers value-added resources to our clients as well. Rest assured, you will hear from us throughout the year. We send periodic email publications and host webcasts to keep clients and friends of the firm informed of relevant industry updates. Below are just a few of the resources we offer.

Higher Education Perspectives — Periodic e-newsletters providing news, tips, strategies, insights, and updates on regulatory and industry issues. The most recent issue included the following topics:

- [The Gainful Employment Rule is All but Gone for Higher Education Institutions](#)
- [A Clean Audit Doesn’t Mean Your Institution is Less at Risk of Fraud](#)

Nonprofit Perspectives — Periodic e-newsletters providing news, tips, strategies, insights, and updates on regulatory and industry issues. The most recent issue included the following topics:

- [Ditch the Pie Chart: It’s Time to Reimagine Nonprofit Overhead](#)



- [Four Steps to Help Uncover Telecom Savings for Your Organization](#)

Employee Benefit Plan Perspectives — Periodic e-newsletters providing news, tips, strategies, insights, and updates on regulatory and industry issues. The most recent issue included the following topics:

- [Employers: Steer Clear of These Costly Retirement Plan Errors](#)
- [Watch our Webinars on Running a Successful Retirement Plan](#)
- [Best Practices for Benefit Plan Distributions](#)

National industry webcasts — Web-based seminars designed to provide information on upcoming industry trends, accounting, tax, risk, and other issues in either the accounting or the nonprofit industry. These webcasts are free to clients and provide CPE credit to attendees. Some of our recent industry webinars include:



- [Audits, Reporting, and Compliance: How to Navigate Financial Aid](#)
- [Tax Matters in Higher Education](#)
- [The Changing Face of Human Resources in Higher Education](#)

Speaking engagements and workshops — We share our industry knowledge and experience by presenting at national, regional, and local events, as well as hosting our own industry events in various markets. We provide quality insight and education in the areas of improving profitability, reducing risk, building business value, and planning for succession.

Recent industry articles — In addition to our direct participation with national organizations, CLA has had numerous articles published by our nonprofit industry professionals.

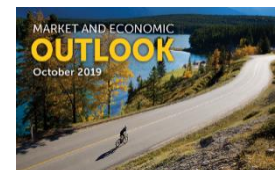
27th Annual Nonprofit Conference — For more than two decades, this conference has set the standard for professional development and learning. With various professional tracks and timely content that resonates with nonprofit professionals, we had a fantastic conference in 2019 and look forward to 2020!

Local office peer-to-peer nonprofit roundtables — CLA hosts peer-to-peer nonprofit roundtables in all our major market offices. At these sessions, our nonprofit leaders facilitate discussions on cutting-edge nonprofit issues and developments among our clients and industry peers in an intimate and engaging setting. Participants are provided with valuable content and complimentary continuing professional education credits. Our September roundtable focused on *Nonprofit Implementation of FASB Financial Reporting Standards*



In-person events — Annual economic, capital markets, and tax outlook seminars are presented by local professionals and CliftonLarsonAllen Wealth Advisors, LLC investment committee members.

Market and Economic Outlook — A quarterly publication which analyzes global economic conditions and market activity and how they may affect individual investors. The most recent issue entitled “[Concern Mounts Over Global Growth and Trade as Stocks Continue to Advance](#)” talks of the longest (but not the strongest) economic expansion and bull market in modern history.



Social Media — follow us on Twitter at @CLA_Nonprofit, LinkedIn, or Facebook for industry and CLA updates.

You can register for our webcasts, subscribe to publications, and find our extensive resource library on our website, CLAAconnect.com/subscribe.



Appendix

Required Forms



Amendment Form

THE VENDOR (S) SHALL ACKNOWLEDGE ALL AMENDMENTS TO THE SOLICITATION, AND COMPLETE THE FOLLOWING INFORMATION WITH THE SUBMISSION OF THE PROPOSAL.

Acknowledgements of Amendment(s): There have been no amendments received to date.

Amendment number: _____

Date and time received: N/A

By:  Date: 3/9/2020
Manual Signature of Agent(s)




WORKERS' COMPENSATION INSURANCE CERTIFICATE

TO: THE PERALTA COMMUNITY COLLEGE DISTRICT

I am aware of the provisions of Section 3700 of the Labor Code that requires every employer to be insured against liability for workers' compensation or to undertake self- insurance in accordance with the provisions of that code. I will comply with such provisions before commencing the performance of the work under this contract and submit the necessary evidence of workers' compensation to Peralta Community College District.

Company: CliftonLarsonAllen, LLP

Business Address: 2210 E. Route 66, Glendora, CA 91740

Signature: 

Name of Signing Official: Renee S. Graves, CPA, CGFM

Title of Signing Official: Principal

Date: 3/9/2020

Company Seal:



VENDOR REPRESENTATION AND CERTIFICATON

The undersigned hereby affirms that:

1. He/she is a duly authorized agent of the vendor (corporate or other authorization confirmation may be requested prior to final contract execution).
2. The offer is being offered independently of any other Vendor's and is in full compliance with the collusive prohibitions of this State. The vendor certifies that no employee of its firm has discussed, or compared the proposal with any other vendor or District employee, and has not colluded with any other vendor or Districtemployee.
3. The vendor will accept any awards made to it as a result of this solicitation if the acceptance is made within 90 calendar days after the proposal due date.

I hereby certify that I am submitting the following offer as my firm's proposal. I understand that by virtue of executing and returning with this proposal this required response form, I further certify full, complete and unconditional acceptance of the contents of this Solicitation (except as may be noted in the offer). I also agree to be bound by any and all specifications, terms and conditions, contract document, accepted offer and other documents of the Solicitation.


Submitted by: Renee S. Graves, CPA, CGFM

Title: Principal

Company Name: CliftonLarsonAllen, LLP

Address: 2210 E. Route 66, Glendora, CA 91740

Phone: 626-857-7300 Fax: 626-857-7302

By:  Date: 3/9/2020
Manual Signature of Agent(s)



Engagement team biographies



Renée S. Graves, CPA, CGFM

CLA (CliftonLarsonAllen LLP)

Principal
Glendora, California

Phone 626-857-7300
Renee.Graves@CLAconnect.com



Profile

Renée is a principal with more than 30 years of experience planning, directing and supervising audits of special districts, auxiliary and nonprofit organizations, retirement communities and community college districts. Renée provides consulting services as an interim CFO and for year-end closing and internal control reviews and analyses. She conducts accounting workshops and addresses organizations such as the Association of Chief Business Officials, the California Association of School Business Officials and the California Society of CPAs, as well as conducting internal workshops on the requirements of California Proposition 39. She currently serves on the California Board of Accountancy Peer Review Oversight Committee, is a former member of the California State Society of CPAs Accounting and Auditing Committee, and is a former Director of the Cal Poly Accounting Alumni Association. In addition to being a Certified Public Accountant, Renée is a Certified Government Financial Manager.

Technical experience

- Community College Districts and CSU Auxiliary Organizations
- Special districts
- State and local government entities
- Nonprofit entities
- Foundations
- Retirement communities

Education and professional involvement

- Bachelor of science in accounting, Cum Laude from California State Polytechnic University, Pomona
- Certified Public Accountant in the state of California
- Certified Government Financial Manager
- American Institute of Certified Public Accountants (AICPA), member
- California Society of Certified Public Accounts (CalCPA), member
- California Board of Accountancy Peer Review Oversight Committee
- Former Audit Committee Member, San Bernardino County
- California Association of School Business Officials
- Past Chair and Finance Chair, La Verne Chamber of Commerce
- Past Chairperson, Community College Research and Development Committee
- American Woman's Society of Certified Public Accountants
- 2001 Alumni Inductee into the Cal Poly Accounting Hall of Fame

Speaking engagements

- Association of Chief Business Officials, presenter
- Community College Internal Auditors, presenter
- Foundation Summit, presenter

Community involvement

- Pomona Unified School District Foundation, Treasurer
- San Bernardino County, Former Audit Committee Member



Program name	Completion date	Total applied to period
Assurance Quarterly Update - January 2018	1/8/2018	2.0
Owner Promise Meeting 2018	1/13/2018	10.5
Student Financial Aid 2018	2/12/2018	7.5
Student Financial Aid Grid 2018	2/13/2018	5.0
PSG Webcast Series #3: Single Audit Update - 2018	6/6/2018	2.0
Audit: Be in the Know 2018	7/16/2018	8.0
PSG Webcast Series #4: GASB Update #2	8/21/2018	2.5
Detailed Review	9/7/2018	1.5
CLA Parting with Perkins: What the New Guidance Means for Your Institution	9/25/2018	1.0
In Focus: GASB Preliminary Views, Financial Reporting Model Improvements	11/7/2018	2.0
PSG Webcast Series #6 - 2018	12/5/2018	2.0
	Total 2018	44.0
Assurance Quarterly Update - Q1 2019	1/15/2019	2.0
Intermediate Student Financial Aid and Beginner Overview	3/1/2019	11.0
Higher Ed Writing and Thought Leadership	4/4/2019	4.0
Growth Network Leaders Webcast Series: April 2019	4/22/2019	1.0
Higher Education Virtual Conference 2019 - Part 1	5/2/2019	4.0
Assurance Quarterly Update - Q2 2019	5/6/2019	2.0
California Rules and Regulations	5/11/2019	2.0
California Ethics	5/12/2019	4.0
Yellow Book Performance Audits	5/13/2019	2.5
Audit: Be in the Know 2019	7/15/2019	8.0
Assurance Quarterly Update - Q3 2019	8/5/2019	2.0
Diversity & Inclusion Learning Lab Series: Diversity 2.0	8/30/2019	1.0
Assurance Quarterly Update - Q4 2019	10/21/2019	2.0
Independence and Ethics Update 2019	11/15/2019	2.0
Technology Industry Specific Issue Highlights	11/20/2019	1.0
GASB Statement 87: Leases	12/30/2019	2.0
Risk Management in the Public Sector	12/30/2019	2.5
	Total 2019	53.0
Assurance Quarterly Update - Q1 2020	1/6/2020	2.0
	Total 2020	2.0
	Total	99.0



David Robydek, MBA, CPA

CLA (CliftonLarsonAllen LLP)

Principal
Pasadena, California

Phone 626-204-7324
David.Robydek@CLAconnect.com



Profile

David is a principal in CLA with an office in both Glendora and Pasadena. He has more than 10 years of experience. He is a dedicated higher education industry professional, with experience serving public universities, private colleges and universities, community college systems, supporting foundations and other educational institutions.

David has extensive experience in auditing various federally assisted programs awarded by the Department of Education, National Science Foundation, National Institutes of Health, Department of Health and Human Services, and several other funding agencies.

Technical experience

- Public universities
- Community college systems
- Private colleges and universities
- Non-commercial radio and television
- Uniform Guidance related compliance requirements
- Research and Development
- Student Financial Aid
- Foundations
- Religious organizations
- Independent schools
- Nonprofit acquisitions
- Implementation of financial accounting standards
- Charitable gifts and donor issues, endowments

Education and professional involvement

- Master in business administration from the University of Wisconsin
- Bachelor in accounting from the University of Wisconsin
- Certified Public Accountant from the state of California
- American Institute of Certified Public Accountants (AICPA), member
- National Association of College and University Business Officers



Program name	Completion date	Total applied to period
Assurance Quarterly Update - January 2018	1/31/2018	1.5
CLA Understanding Topic 606 within Higher Ed Revenue Recognition	1/16/2018	1.0
Student Financial Aid 2018	2/12/2018	5.0
Student Financial Aid 2018	2/12/2018	7.5
Student Financial Aid Grid 2018	2/13/2018	15.0
2018 PSG Consulting Leadership Cohort Kickoff	3/9/2018	9.5
Higher Education Virtual Conference 2018	5/3/2018	7.0
Assurance Quarterly Update - May 2018	5/7/2018	2.0
Coaching the CLA Way - Spring 2018	5/11/2018	1.0
Consulting Leadership Cohort Webcast Series #3 - 2018	6/15/2018	2.0
Audit: Be in the Know 2018	7/17/2018	8.0
Consulting Leadership Cohort Webcast Series #4 - 2018	7/20/2018	1.5
Assurance Quarterly Update - August 2018	8/6/2018	1.0
Assurance Quarterly Update - October 2018	10/31/2018	1.5
Independence and Ethics 2018	11/16/2018	2.0
CLA California Nonprofit Financial Roundtable	12/4/2018	2.0
Detailed Review	12/31/2018	1.5
	Total 2018	69.0
Assurance Quarterly Update - Q1 2019	1/7/2019	2.0
Intermediate Student Financial Aid and Beginner Overview	3/1/2019	12.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 1	4/25/2019	10.0
Higher Education Virtual Conference 2019 - Part 1	5/2/2019	1.0
New Principal and Signing Director Conference	5/21/2019	8.0
Nonprofit Revenue Accounting and Auditing Pre-Conference	6/3/2019	3.0
2019 Regulated Industries Conference: Tuesday A.M. General Session	6/4/2019	4.5
2019 Regulated Industries Conference: Higher Ed Part 1	6/4/2019	4.0
2019 Regulated Industries Conference: Higher Ed Part 2	6/5/2019	4.0
Assurance Quarterly Update - Q4 2019	10/21/2019	2.0
Independence and Ethics Update 2019	12/4/2019	2.0
	Total 2019	52.5
	Total	121.5



Tina Henton, MST, CPA

CLA (CliftonLarsonAllen LLP)

Principal
Glendora, California

Phone 626-857-7300
Tina.Henton@CLAconnect.com



Profile

Tina is a principal with more than 20 years of experience planning, directing, and supervising financial and compliance audits of education organizations including community college and K-12 school districts, and nonprofit entities. Tina has significant experience completing Single Audits under the Uniform Guidance and has received an advanced Single Audit certificate from the AICPA. She has assisted several school district, community college and special district clients with reporting standards for pensions and other post-employment benefits. As a leading member of our tax department, she assists many of our not-for-profit clients with the annual filing of their information returns, and prepares individual and trust tax returns. Tina conducts accounting workshops and addresses organizations such as the California Association of School Business Officials and the Community College Internal Auditors. She serves on the California State Controller's K-12 Audit Guide Committee, which develops audit steps for the compliance guide.

Technical experience

- Community Colleges and Universities, including:
 - ε Associated student
 - ε Auxiliary services
 - ε Bookstore operations
 - ε Food services
 - ε Foundations
 - ε Student financial aid
 - ε Student unions
 - ε Grants and federally funded programs
- Nonprofit entities
- K-12 School Districts
- Joint Power Authorities



Education and professional involvement

- Master of science in taxation from Golden Gate University
- Bachelor of science in business administration in accounting, Cum Laude from California State Polytechnic University, Pomona
- Certified Public Accountant in the state of California
- Advanced Single Audit Certificate, AICPA
- American Institute of Certified Public Accountants (AICPA), member
- California Society of Certified Public Accountants (CalCPA), member

Speaking engagements

- Association of College Business Officials, annual conference, presenter
- California Association of School Business Officials, annual conference, presenter
- California Association of School Business Officials, Associate Student Body Workshop, presenter
- California Community College Internal Audit Conference, presenter
- California Society of Municipal Finance Officers, annual conference, presenter

Community involvement

- La Verne Chamber of Commerce, Treasurer
- Ramona Middle School Band, Treasurer



Program name	Completion date	Total applied to period
Owner Promise Meeting 2018	1/13/2018	10.5
CLA Audit Methodology	1/16/2018	9.0
GFR Basic & Assurance 2018	1/18/2018	1.5
CLA Audit Risk Assessment Forms	1/23/2018	1.5
PSG Webcast Series #1 2018: Implementing Standard Changes and Embracing Innovation	3/13/2018	2.0
PSG Webcast Series #2: GASB Update #1	4/25/2018	2.0
Assurance Quarterly Update - May 2018	5/7/2018	2.0
Coaching the CLA Way - Spring 2018	5/11/2018	1.0
PSG Virtual Conference 2018	5/31/2018	4.0
PSG Webcast Series #3: Single Audit Update - 2018	7/2/2018	2.0
Glendora Office Governmental Year-End Audit Practice 2018	7/12/2018	28.5
Audit: Be in the Know 2018	7/16/2018	8.0
Detailed Review	7/18/2018	1.5
Assurance Quarterly Update - August 2018	8/6/2018	2.0
PSG Webcast Series #4: GASB Update #2	8/21/2018	2.5
PSG Webcast Series #5: Diving into Details of Revenue Recognition & New Financial Reporting Standards - 2018	10/3/2018	2.0
Risk Management and Security Update - October 2018	10/31/2018	1.0
Assurance Quarterly Update - October 2018	10/31/2018	2.0
Tax Advisors Update Part 2 - Federal Business Tax Update Virtual Conference 2018	12/19/2018	4.0
	Total 2018	87.0
NP and State & Local Government Learning Series: NP Update #1	2/6/2019	2.0
NP and State & Local Government Learning Series: GASB Update #1	4/3/2019	2.0
NP and State & Local Government Learning Series: Single Audit Update #1	5/1/2019	2.0
Assurance Quarterly Update - Q2 2019	5/6/2019	2.0
Nonprofit 990 Tax Pre-Conference	6/3/2019	5.0
2019 Regulated Industries Conference: Tuesday A.M. General Session	6/4/2019	4.0
2019 Regulated Industries Conference: Nonprofit Tuesday P.M. Breakout	6/4/2019	2.5
Fraud Awareness for State and Local Government Auditors and Other Professionals	6/20/2019	2.0
Government Practice Day for California School Districts	8/2/2019	4.0
Government Practice Day for California School Districts	8/2/2019	5.0
Assurance Quarterly Update - Q3 2019	8/5/2019	2.0
NP and State & Local Government Learning Series: GASB Update #2	8/7/2019	2.0
NP and State & Local Government Learning Series: NP Update #2	10/2/2019	2.0
Assurance Quarterly Update - Q4 2019	10/21/2019	2.0
Risk Management & Security Update - Q4 2019	10/21/2019	1.0



Program name	Completion date	Total applied to period
Independence and Ethics Update 2019	11/15/2019	2.0
NP and State & Local Government Learning Series: Single Audit Update #2	12/4/2019	2.0
California Regulatory Review RRS-026-0418	12/20/2019	2.0
Independence, Integrity and Objectivity	12/23/2019	2.0
	Total 2019	47.5
Assurance Quarterly Update - Q1 2020	1/6/2020	2.0
Owner Promise Meeting 2020	1/11/2020	14.5
NP and State & Local Government Learning Series #1 2020: NP Update #1	2/5/2020	2.0
	Total 2020	18.5
	Total	153.0



Heather McGee, CPA

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Profile

Heather is a director with more than 20 years of experience conducting financial and compliance audits, single audits under Uniform Guidance, California Proposition 39 financial and performance audits, federal and state compliance – specifically related to student financial aid and FTEs for several community colleges, informational tax returns, indirect cost calculation under Uniform Guidance for community colleges throughout Southern California and internal control reviews and analysis. She specializes in community college districts, colleges and universities, college foundations, nonprofit entities and retirement homes.

Technical experience

- Community college districts, colleges, and universities
- College foundations and other related auxiliaries
- Nonprofit entities
- Retirement homes

Education and professional involvement

- Bachelor of science in business administration/accounting, California State University, San Bernardino
- Certified Public Accountant in the state of California
- American Institute of Certified Public Accountants (AICPA), member
- California Society of Certified Public Accountants (CalCPA), member
- Community College Internal Auditors, Board Member
- Competent Communicator, Toastmasters International
- Accounting Advisory on the Fiscal Standards and Accountability Committee of the Association of Chief Business Officials for Updates of the Budget and Accounting Manual and the Auxiliary Organizations Manual
- Business Officers of Southern California Community Colleges

Speaking engagements

- Association of Chief Business Officials, presenter
- Community College Internal Auditors, presenter

Community involvement

- Alta Loma Riding Club, Accounting Advisor
- Upland First Presbyterian Church, Past Trustee Member



Program name	Completion date	Total applied to period
Management Comments 2018	1/15/2018	4.5
2018 Spring Conference	5/4/2018	13.0
Coaching the CLA Way - Spring 2018	5/11/2018	1.0
PSG Webcast Series #4: GASB Update #2	8/21/2018	2.5
CLA Presenting Financial Statements Under New FASB Standards	9/11/2018	1.0
2018 Fall Conference	10/5/2018	11.5
	Total 2018	33.5
Detailed Review	1/7/2019	1.5
Assurance Quarterly Update - Q1 2019	1/15/2019	2.0
Intermediate Student Financial Aid and Beginner Overview	3/1/2019	12.0
Consulting Leadership Cohort Kickoff 2019	3/8/2019	11.5
Consulting Leadership Cohort Webcast Series #1 2019	4/19/2019	2.0
2019 Spring Conference W/CA regulatory Review Course	5/3/2019	12.5
Finance Department Assessments – Intermediate Training	5/17/2019	2.0
Nonprofit Revenue Accounting and Auditing Pre-Conference	6/3/2019	3.0
2019 Regulated Industries Conference: Tuesday A.M. General Session	6/4/2019	3.5
2019 Regulated Industries Conference: Higher Ed Tuesday P.M. Breakout	6/4/2019	4.0
2019 Regulated Industries Conference: Wednesday P.M. General Session	6/5/2019	2.0
2019 Regulated Industries Conference: Higher Ed Wednesday A.M. Breakout	6/5/2019	4.0
Consulting Leadership Cohort Webcast Series #3 2019	6/14/2019	2.0
Fraud in Not-for-Profits	7/3/2019	1.5
TeamMate Data Analytics Practical Training	7/12/2019	3.5
Audit: Be in the Know 2019	7/15/2019	7.5
2019 Fall CCIA Conference	10/4/2019	11.0
	Total 2019	85.5
Assurance Quarterly Update - Q1 2020	1/31/2020	1.5
Nonprofit and State & Local Government Learning Series #1 2020: Nonprofit Update #1	2/5/2020	2.0
	Total 2020	3.5
	Total	122.5



Syed Farhan, MSA, CPA

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Profile

Syed is a director at our CLA Glendora office. He has more than six years of experience in financial and compliance audits. He specializes in governmental audits including community college systems as well as private universities, and nonprofit entities. Syed has a thorough understanding of the various government accounting and compliance requirements. He brings both knowledge and experience to the engagements to which he is assigned to and is a pivotal member of our team.

Technical experience

- Public universities
- Community colleges and related foundations
- Private colleges and universities
- Uniform Guidance related compliance requirements.
- Student Financial Aid
- Nonprofit organizations
- Local governments

Education and professional involvement

- Master of science in accounting from Wayne State University
- Bachelor of science in management from Wayne State University
- Certified Public Accountant in the state of California
- California Society of Certified Public Accountants (CalCPA), member



Program name	Completion date	Total applied to period
Pfx Engagement: An Introduction	4/2/2018	1.0
Pfx Engagement: Trial Balance	4/2/2018	1.0
GoFileRoom	4/3/2018	1.5
Single Audit Module 5: Reporting	4/4/2018	1.0
CLA Audit Risk Assessment Forms	4/4/2018	1.5
Analytical Procedures	4/4/2018	2.0
Single Audit Module 2: Major Program Determination	4/4/2018	1.0
Student Financial Aid Beginner Virtual Conference 2018	4/19/2018	7.0
LEAP: Experience Business Skills Virtual Conference 2018	4/30/2018	4.0
LEAP: Experience Assurance Virtual Conference 2018	5/1/2018	8.0
Higher Education Virtual Conference 2018	5/3/2018	7.0
AICPA's Ethics Codification Project	6/16/2018	2.0
Assurance Quarterly Update - August 2018	8/6/2018	2.0
Detailed Review	12/31/2018	1.5
	Total 2018	40.5
Ethics for California CPAs	1/2/2019	4.0
Assurance Quarterly Update - Q1 2019	1/7/2019	2.0
Single Audit: Best Practices to Avoid Common Audit Problems and Pitfalls	1/7/2019	3.5
GASB Other Postemployment Benefits (OPEB)	1/25/2019	2.0
CLA 2019 Higher Education Virtual Conference - Benchmarking in Higher Education	2/21/2019	1.0
Intermediate Student Financial Aid and Beginner Overview	3/1/2019	12.0
Consulting Leadership Cohort Kickoff 2019	3/8/2019	11.5
Consulting Leadership Cohort Webcast Series #1 2019	4/19/2019	2.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 1	4/25/2019	4.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 2	4/26/2019	2.0
Finance Department Assessments – Intermediate Training	5/17/2019	2.0
2019 Regulated Industries Conference: Higher Ed Tuesday P.M. Breakout	6/4/2019	4.0
2019 Regulated Industries Conference: Health Care Wednesday A.M. Breakout	6/5/2019	4.0
Fraud Awareness for Higher Ed Auditors and Other Professionals	6/27/2019	6.0
TeamMate Data Analytics Practical Training	7/12/2019	4.0
	Total 2019	64.0
Nonprofit and State & Local Government Learning Series #1 2020: Nonprofit Update #1	2/5/2020	2.0
	Total 2020	2.0
	Total	106.5



Emma Chan, CPA

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Profile

Emma is a senior associate with experience in financial and compliance audits. She specializes in governmental audits including K-12 school districts, community colleges, and special districts, as well as escrow and title insurance companies. Emma has a thorough understanding of the various government accounting and compliance requirements. She brings both knowledge and experience to the engagements she is assigned to and is a pivotal member of CLA's team. Emma graduated from University of California, Irvine with cum laude.

Technical experience

- Community colleges
- California Proposition 39 bond financial and performance audits
- Nonprofit entities
- K-12 school districts
- Uniform Guidance related compliance requirements
- Student Financial Aid
- Higher Education (or HE related as the first bullet)
- Single Audit

Education and professional involvement

- Bachelor of arts in business economics, cum laude with departmental honors, with a minor in Accounting from University of California, Irvine
- Certified Public Accountant for the state of California
- American Institute of Certified Public Accountants (AICPA), member
- California Society of Certified Public Accountants (CalCPA), member



Program name	Completion date	Total applied to period
Audit Documentation and Workpaper Review	1/4/2018	1.0
Analytical Procedures	1/4/2018	2.0
Using Audit Sampling for Evidence	1/4/2018	1.0
101 Financial Solutions - Diagnosis and Remedy	1/5/2018	8.0
Ethical Business Acquisitions	1/5/2018	2.0
Audit Sampling	1/5/2018	7.0
Assurance Quarterly Update - January 2018	1/8/2018	2.0
Attendance & Instructional Minutes	1/12/2018	2.0
Management Comments 2018	1/15/2018	1.5
CLA Audit Methodology	1/16/2018	9.0
GFR Basic & Assurance 2018	1/18/2018	1.5
Governmental Audit Practice (Interim)	1/23/2018	12.0
Student Financial Aid 2018	2/12/2018	7.5
Student Financial Aid Grid 2018	2/13/2018	5.0
LEAP: Experience Business Skills Virtual Conference 2018	4/30/2018	3.5
LEAP: Experience Assurance Virtual Conference 2018	5/1/2018	7.5
Glendora Office Governmental Year-End Audit Practice 2018	7/12/2018	13.0
Audit: Be in the Know 2018	7/16/2018	8.0
CLA Audit Risk Assessment Forms	12/6/2018	1.5
Introduction to Audit Sampling	12/6/2018	2.0
	Total 2018	97.0
AICPA Cybersecurity Examinations	1/2/2019	1.0
2017 Auditing Update	1/2/2019	2.0
Accountants' Responsibilities Regarding Fraud, Part 1	1/7/2019	2.0
Detailed Review	1/31/2019	1.5
Intermediate Student Financial Aid and Beginner Overview	3/1/2019	11.0
Student Financial Aid Beginner Virtual Conference 2019 - Part 1	4/18/2019	4.0
Student Financial Aid Beginner Virtual Conference 2019 - Part 2	4/19/2019	4.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 1	4/25/2019	4.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 2	4/26/2019	4.0
LEAP: Achieve Conference 2018-2019	5/16/2019	21.0
Audit: Be in the Know 2019	7/15/2019	8.0
Interviewing Techniques for Auditors	12/7/2019	1.0
	Total 2019	63.5
	Total	160.5



Ricardo Pardo Jr., MSA

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Profile

Ricardo is a senior assurance associate with experience in financial and compliance audits. He specializes in governmental audits of community colleges and universities. He has a thorough understanding of the various government accounting and compliance requirements. His strong work ethics, knowledge and experience make him a key member of our team. Ricardo has a master of science in accountancy from California State University, San Bernardino. Ricardo has passed three of the four sections of the CPA exam.

Technical experience

- Community colleges and related foundations
- Colleges and Universities
- California Proposition 39 bond financial and performance audits
- Nonprofit entities
- K-12 school districts
- Uniform Guidance related compliance requirements
- Student Financial Aid

Education and professional involvement

- Master of science in accountancy from California State University, San Bernardino
- American Institute of Certified Public Accountants (AICPA), member
- California Society of Certified Public Accountants (CalCPA), member



Program name	Completion date	Total applied to period
Pfx Engagement: An Introduction	1/5/2018	1.0
Pfx Engagement: Trial Balance	1/5/2018	1.0
Learn Audit Simulation: Cash	1/6/2018	1.0
LEAP: Learn Conference	1/11/2018	16.5
Attendance & Instructional Minutes	1/12/2018	2.0
Management Comments 2018	1/15/2018	1.5
CLA Audit Methodology	1/16/2018	9.0
GAAP Financial Statements (ASC 205-235)	1/17/2018	1.5
How to Properly Prepare Audit Documentation and Workpapers, Part 1	1/18/2018	2.0
Learn Audit Simulation: Accounts Payable	1/18/2018	1.0
GFR Basic & Assurance 2018	1/18/2018	1.5
Learn Audit Simulation: Property, Plant, and Equipment	1/18/2018	1.0
Government/Fund Accounting: Introduction to Government Accounting, Financial Reporting and Financial Statement Analysis	1/20/2018	4.0
Statement of Cash Flows (ASC 230)	1/20/2018	3.0
How to Properly Prepare Audit Documentation and Workpapers, Part 2	1/23/2018	2.0
Governmental Audit Practice (Interim)	1/23/2018	12.0
Student Financial Aid 2018	2/12/2018	7.5
Student Financial Aid Grid 2018	2/13/2018	5.0
Glendora Office Governmental Year-End Audit Practice 2018	7/12/2018	13.0
PSG Webcast Series #4: GASB Update #2	8/21/2018	2.5
Cracking the Codification: U.S. GAAP Research Made Easy	12/5/2018	1.5
Analytical Procedures	12/7/2018	2.0
Single Audit Module 2: Major Program Determination	12/7/2018	1.0
Single Audit Module 1: Overview and Background	12/7/2018	1.0
Single Audit Module 3: Compliance Requirements	12/10/2018	1.0
Single Audit Module 5: Reporting	12/10/2018	1.0
Single Audit Module 4: Internal Control and Compliance	12/10/2018	1.0
SEFAs	12/11/2018	1.0
Common Single Audit Deficiencies	12/11/2018	1.0
Single Audit Quality – Focus on Designing and Performing Tests of Control and Compliance	12/11/2018	3.0
Auditing Cash and Cash Equivalents	12/13/2018	2.0
	Total 2018	103.5
Introduction to Audit Sampling	1/7/2019	2.0
CLA Audit Risk Assessment Forms	1/7/2019	1.5
Detailed Review	1/9/2019	1.5
Personal Financial Planning	1/10/2019	2.0



Program name	Completion date	Total applied to period
Auditing Property, Plant & Equipment	1/15/2019	2.0
Assurance Quarterly Update - Q1 2019	1/15/2019	2.0
Auditing Long Term Liabilities	1/18/2019	2.0
Auditing Accounts Receivable	1/21/2019	2.0
GASB Other Postemployment Benefits (OPEB)	1/21/2019	2.0
Auditing Current Liabilities	1/22/2019	2.0
Auditing Contingencies	1/23/2019	2.0
Audit Documentation and Workpaper Review	1/23/2019	1.0
CLA 2019 Higher Education Virtual Conference - Elements of an Effective Cybersecurity Program	2/21/2019	1.0
Intermediate Student Financial Aid and Beginner Overview	3/1/2019	12.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 1	4/25/2019	3.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 2	4/26/2019	3.0
LEAP: Experience: Business Skills Part 1	4/30/2019	1.5
LEAP: Experience Assurance Town Hall 2019	11/6/2019	1.0
990 Hands on Training	12/5/2019	9.5
	Total 2019	53.0
Deliverables and Passed Adjusting Journal Entries	1/17/2020	1.0
	Total 2020	1.0
	Total	157.5



Arayawna Moore

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Profile

Arayawna is a senior with more than four years of experience planning, directing, and supervising financial and compliance audits for community colleges, K-12 school districts and non-profit organizations. Arayawna helps clients to achieve and maintain compliance with regulatory requirements, improve internal controls, and reduce financial and operational risks. She has demonstrated leadership skills that guide staff to the successful achievement of their auditing goals, and enable clients to achieve business goals. She brings both knowledge and experience to the engagements to which she is assigned to and is a valued member of our team.

Technical experience

- Community colleges and related foundations
- K-12 school districts
- California Proposition 39 bond financial and performance audits
- Uniform Guidance related compliance requirements
- Student Financial Aid
- Nonprofit entities

Education and professional involvement

- Bachelor of science in accounting, from Howard University
- American Institute of Certified Public Accountants (AICPA), member
- California Society of Certified Public Accountants (CalCPA), member



Program name	Completion date	Total applied to period
Pfx Engagement: Trial Balance and An Introduction	4/10/2018	2.0
Student Financial Aid Beginner Virtual Conference 2018	4/19/2018	7.0
LEAP: Experience Business Skills Virtual Conference 2018	4/30/2018	4.0
LEAP: Experience Assurance Virtual Conference 2018	5/1/2018	8.0
Higher Education Virtual Conference 2018	5/3/2018	7.0
Audit: Be in the Know 2018	7/16/2018	8.0
PSG Webcast Series #4: GASB Update #2	8/21/2018	2.5
Detailed Review	12/31/2018	1.5
	Total 2018	40.0
Getting Auditors In and Out Efficiently	1/9/2019	1.0
GAAS Guide - Reporting	1/10/2019	4.0
Financial Statement Disclosure - Common Issues	1/10/2019	6.0
Audit Sampling	1/15/2019	7.0
Introduction to Audit Sampling	1/16/2019	2.0
CLA Audit Risk Assessment Forms	1/16/2019	1.5
Moral Leadership and Character Development	1/16/2019	5.0
Analytical Procedures	1/16/2019	2.0
Single Audit Module 5: Reporting	2/13/2019	1.0
Single Audit Module 2: Major Program Determination	2/13/2019	1.0
Audit Documentation and Workpaper Review	2/13/2019	1.0
CLA 2019 Higher Education (HE) Virtual Conference - Benchmarking in HE	2/21/2019	1.0
CLA 2019 HE Virtual Conference - Top Findings in Student Financial Aid and Elements of an Effective Cybersecurity Program	2/21/2019	2.0
Intermediate Student Financial Aid and Beginner Overview	3/1/2019	12.0
Consulting Leadership Cohort Kickoff 2019	3/8/2019	11.5
Consulting Leadership Cohort Webcast Series #1 2019	4/19/2019	2.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 1	4/25/2019	3.0
Student Financial Aid Intermediate Virtual Conference 2019 - Part 2	4/26/2019	4.0
Higher Education Virtual Conference 2019 - Part 1	5/2/2019	4.0
Higher Education Virtual Conference 2019 - Part 2	5/3/2019	4.0
Finance Department Assessments – Intermediate Training	5/17/2019	1.5
Consulting Leadership Cohort Webcast Series #3 2019	6/14/2019	2.0
Audit: Be in the Know 2019	7/15/2019	8.0
	Total 2019	86.5
Required Auditor Communications	1/8/2020	3.5
Coaching in the Opportunity Season Walkthrough	1/13/2020	1.0
	Total 2020	4.5
	Total	131.0



Grace Wong

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Profile

Grace Wong is a first year assurance associate at CLA striving to be a Certified Public Accountant. She is a curious individual with a passion to learn and understand the story of each company. Grace strives to continuously improve herself personally and professionally. She has prior experience in various internships, including experience in internal audit and compliance for internal controls.

Technical experience

- Higher Education
- Nonprofit entities
- California Proposition 39 bond financial and performance audits
- Uniform Guidance related compliance requirements
- Student Financial Aid

Education and professional involvement

- Bachelor of science in business administration with a concentration in accounting from the University of California, Riverside
- California Society of Certified Public Accountants (CalCPA), member



Program name	Completion date	Total applied to period
Learn Audit Simulation: Property, Plant, and Equipment	7/9/2019	1.0
Learn Audit Simulation: Accounts Payable	7/9/2019	1.0
Learn Audit Simulation: Cash	7/9/2019	1.0
Pfx Engagement: Trial Balance	7/9/2019	1.0
Microsoft Excel 2013 - Useful Functions for CPAs	7/10/2019	4.0
GoFileRoom	7/11/2019	1.5
How to Properly Prepare Audit Documentation and Workpapers, Part 1	7/12/2019	2.0
LEAP: Learn Conference	7/18/2019	16.5
GAAP Financial Statements (ASC 205-235)	7/23/2019	1.5
Government/Fund Accounting: Introduction to Government Accounting, Financial Reporting and Financial Statement Analysis	7/24/2019	4.0
Single Audit Module 3: Compliance Requirements	7/24/2019	1.0
Single Audit Module 1: Overview and Background	7/24/2019	1.0
Cracking the Codification: U.S. GAAP Research Made Easy	7/25/2019	1.5
Statement of Cash Flows (ASC 230)	7/25/2019	3.0
Accountants' Responsibilities Regarding Fraud, Part 1	7/25/2019	2.0
Single Audit Module 4: Internal Control and Compliance	7/25/2019	1.0
Professional Skepticism	7/25/2019	1.0
How to Properly Prepare Audit Documentation and Workpapers, Part 2	7/26/2019	2.0
2019 Auditing Update	8/2/2019	3.0
990 Hands on Training	12/5/2019	9.5
	Total 2019	58.5
Analytics	1/14/2020	1.0
Introduction to Audit Sampling	1/16/2020	2.0
Audit Sampling	1/16/2020	1.0
Audit Data Analytics 101	1/16/2020	1.0
Materiality / Understanding the Entity	1/17/2020	1.5
Assurance Quarterly Update - Q1 2020	1/31/2020	2.0
Nonprofit and State & Local Government Learning Series #1 2020: Nonprofit Update #1	2/5/2020	2.0
	Total 2020	10.5
	Total	69.0



Zachary M. Normann

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Profile

Zachary is a new associate in our CLA Glendora office who joined our firm earlier this year. He is a recent graduate from California Polytechnic University, Pomona. His accounting work experience includes an internship with GYL Accounting Firm, where he worked in auditing and tax. Zachary has experience with car dealerships, and individual and small corporation returns.

Technical experience

- Higher Education
- Foundations
- Charter Schools
- California Proposition 39 bond financial and performance audits
- Nonprofit entities
- Uniform Guidance related compliance requirements
- Student Financial Aid

Education and professional involvement

- Bachelors of science in accounting from California Polytechnic University, Pomona
- American Institute of Certified Public Accountants (AICPA), member
- California Society of Certified Public Accountants (CalCPA), member



Program name	Completion date	Total applied to period
Microsoft Excel 2013 - Useful Functions for CPAs	8/16/2019	4.0
GoFileRoom	8/26/2019	1.5
Diversity & Inclusion Learning Lab Series: Diversity 2.0 - Dance Like No One's Watching	8/30/2019	1.0
990 Hands on Training	12/5/2019	6.0
	Total 2019	12.5
LEAP: Learn Conference	1/9/2020	24.0
How to Properly Prepare Audit Documentation and Workpapers, Part 1	1/15/2020	2.0
How to Properly Prepare Audit Documentation and Workpapers, Part 2	1/15/2020	2.0
GAAP Financial Statements (ASC 205-235)	1/17/2020	1.5
Pfx Engagement: An Introduction	1/21/2020	1.0
Pfx Engagement: Trial Balance	1/21/2020	1.0
Learn Audit Simulation: Cash	1/22/2020	1.0
Learn Audit Simulation: Accounts Payable	1/22/2020	1.0
Learn Audit Simulation: Property, Plant, and Equipment	1/22/2020	1.0
Nonprofit and State & Local Government Learning Series #1 2020: Nonprofit Update #1	2/5/2020	2.0
	Total 2020	36.5
	Total	49.0



Quality control procedures and peer review report



In the most recent peer review report we received a rating of *pass*, which is the most positive report a firm can receive. We are proud of this accomplishment and its strong evidence of our commitment to technical excellence and quality service. The full report is provided on the following page.

In addition to an external peer review, we have implemented an intensive internal quality control system to provide reasonable assurance that the firm and our personnel comply with professional standards and applicable legal and regulatory requirements. Our quality control system includes the following:

- A quality control document that dictates the quality control policies of our firm. In many cases, these policies exceed the requirements of standard setters and regulatory bodies. Firm leadership promotes and demonstrates a culture of quality that is pervasive throughout the firm's operations. To monitor our adherence to our policies and procedures, and to foster quality and accuracy in our services, internal inspections are performed annually.
- Quality control standards as prescribed by the AICPA. The engagement principal is involved in the planning, fieldwork, and post-fieldwork review. In addition, an appropriately experienced professional performs a risk-based second review of the engagement prior to issuance of the reports.
- Hiring decisions and professional development programs designed so personnel possess the competence, capabilities, and commitment to ethical principles, including independence, integrity, and objectivity, to perform our services with due professional care.
- An annual internal inspection program to monitor compliance with CLA's quality control policies. Work papers from a representative sample of engagements are reviewed and improvements to our practices and processes are made, if necessary, based on the results of the internal inspection.
- Strict adherence to the AICPA's rules of professional conduct, which specifically require maintaining the confidentiality of client records and information. Privacy and trust are implicit in the accounting profession, and CLA strives to act in a way that will honor the public trust.
- A requirement that all single audit engagements be reviewed by a designated single audit reviewer, thereby confirming we are in compliance with the standards set forth in OMB Circular A-133.



Report on the Firm's System of Quality Control

November 21, 2019

To the Principals of CliftonLarsonAllen LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP (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/prsummary. 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; audits performed under FDICIA; audits of broker-dealers; 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.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP 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*. CliftonLarsonAllen LLP has received a peer review rating of *pass*.



Cherry Bekaert LLP