



PREPARED BY

LSL, LLP

Certified Public Accountants

License Number 2584

Proposal Presented to the Town of Apple Valley

Accounting and Consulting Services

Date of Submission: March 30, 2026

Valid for 90 Days

Authorized by

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Table of Contents

TABLE OF CONTENTS	1
LETTER OF TRANSMITTAL	2
Scope of Services and Deliverables	2
Qualifications and Personnel	2
Assumptions and exclusions	5
Cost Proposal and Payment Terms	5
Adapting to a Remote Working Relationship	7
Conclusion	7
LSL PROFILE	8
History and Size	8
Location	8
Accounting Today Regional Leader	8
INSIDE Public Accounting (IPA) Award	9
Our Core Values	9
Best of Accounting Award	9
Training and Seminars	9
License to Practice	9
Desk Reviews and Disciplinary Action	9
Peer Review	10
QUALIFICATIONS & EXPERIENCE	10
Certified Public Accountants	10
Continuing Education	10
Insurance	10
Recent Experience	10
Workload Accomplishment	10
APPENDIX A – SCOPE AND DELIVERABLES	11
APPENDIX B – CLIENT REFERENCES	14
APPENDIX C – PEER REVIEW	15
APPENDIX D – COI EVIDENCE OF COVERAGE	17

LETTER OF TRANSMITTAL

March 30, 2026

Suresh Malkani
Town of Apple Valley

Delivered Via Email: smalkani@applevalley.org

Dear Mr. Malkani,

LSL, LLP (“LSL”) is pleased to present our proposal for accounting and consulting services. We value the opportunity to present our professional qualifications to the Town of Apple Valley and demonstrate why our services are second to none.

LSL has a well-established history of delivering outstanding services to government entities. We provide auditing, accounting, and consulting services to more than 100 municipal clients across the country, such as cities, counties, water and electric utilities, and special-purpose government agencies. Our proposal highlights our firm’s strength and stability, along with our demonstrated experience, knowledge, passion, and creative problem-solving capabilities as a leader in the field of governmental accounting and auditing. Our dynamic team is comprised of top talent within the industry, and with our comprehensive government experience, and our dedication to providing personalized experiences for each of our clients, we believe you will find that LSL is one of the best-qualified accounting firms to provide these services.

SCOPE OF SERVICES AND DELIVERABLES

We understand you are seeking a qualified firm to provide consulting and accounting services. LSL has a structured, well-tested approach to providing accounting services. Our goal is not to replace your team but become a part of it. Our team is willing and ready to provide assistance in strategic areas that allow your team to focus on the day-to-day while allowing us to take care of more complex tasks that cannot be done by other team members. LSL can handle tasks typically managed by the finance department so your team can focus on daily operations. The detailed scope and any related deliverables are described in Appendix A – Scope and Deliverables, which can be prioritized with Town staff to address key items within budget.

QUALIFICATIONS AND PERSONNEL

Our dedicated team of professionals have a combined 60 years of expertise working in and with government agencies. Key members of our team and their requisite experience is listed below. Detailed resumes of our management team are included below. Additional information regarding the other members of the team are available upon request.



Kelly Telford, CPA, Partner

Kelly is a respected leader in public finance and is known for being a change agent and thought leader in organizational strategy. She has developed her expertise in accounting and auditing, financial forecasting, budget development, public utilities, investment management, grant management, human resources, and information technology, including ERP implementations. She has taught classes for GFOA and CSMFO and has presented at annual conferences for GFOA, CSMFO and GFOAA.

Kelly has a wealth of experience in both public accounting and local government. She has previously served as Finance Director for the cities of Costa Mesa and Seal Beach as well as the Los Angeles Community Development Agency. She has a proven track record of helping agencies identify operating inefficiencies, assisted in departmental reorganizations, identify internal control challenges, completing year-end close procedures, and serving as an outsourced Finance Director.

Kelly is a licensed CPA in California and Texas.



Noah Daniels, CPA, CPFO, Director

Noah has extensive experience in municipal finance departments, gained through both his work as an auditor and his work in local government agencies. As a director, he combines his strategic problem-solving approach with firsthand knowledge of our client's operations, allowing him to understand their needs and serve as a trusted partner and extension of their departments. Noah's expertise has been instrumental in helping government agencies maximize the use of their existing resources to meet a broader range of priorities.

As the Finance Director for the City of Rancho Cucamonga, Noah's strategic leadership was instrumental in replacing an outdated financial system (Workday), enhancing efficiency and accuracy. He was responsible for designing fiscal policies, including debt management, special district funding, and reserve policies, to ensure efficiency, compliance, and adherence to government regulations.

Noah is a licensed CPA in California.



Nike Ricks, MBA, Manager

Nike specializes in guiding public agencies through operational challenges, financial overhauls, and system upgrades with a focus on strategic improvement. With 20 years of public sector leadership across California, Arizona, and Utah - Nike has served in key roles including City Treasurer, Assistant Finance Director, and Finance Manager. Nike's experience is in budgeting and forecasting, financial reporting, system design, grant administration, policy development, and long term planning for enterprise operations allows her to provide comprehensive support with a solutions driven approach that empowers her clients to lead with confidence. She has led full-scale ERP implementations, revamped payroll systems, strengthened internal controls, restructured fund accounting, and modernized treasury operations.



Louis Li, Manager

Louis brings over 10 years of experience in governmental accounting and is known for delivering results under pressure. He combines precision and adaptability to navigate the most complex financial challenges and uncover effective solutions. Louis' expertise includes reconciliations, preparing audit-ready documentation, and journal entries. Whether it's troubleshooting system inefficiencies or optimizing financial workflows, his passion is in helping clients untangle their accounting challenges and bring clarity and structure to the underlying causes. Before joining LSL, Louis held key finance positions in the cities of Costa Mesa and Seal Beach as well as the Los Angeles Community Development Agency.

Hiram Zavala, Supervisor



With more than a decade of experience in municipal accounting and finance, Hiram Zavala brings strong technical expertise and practical experience to the LSL team. Before joining LSL, he held key finance roles with the County of San Bernardino and the cities of Ontario and Rancho Cucamonga. Hiram has performed a variety of tasks in those roles, including capital asset accounting, accounts payable, budgeting, assembling cost allocation plan and indirect cost rate calculations, and improving financial reporting processes. His analytical and collaborative approach makes him a valuable contributor to complex accounting and implementation projects supporting LSL's government clients.

Cara Clifton, Senior Accountant



With more than 22 years of experience in municipal accounting, Cara brings extensive knowledge of fund accounting, bank reconciliations, capital assets, and utility billing. Before joining LSL, Cara spent 16 years with the City of Longview, Texas where she rose to the role of Utilities Accounting Supervisor. Her responsibilities included capital asset accounting, grant management, multiple bank reconciliations, and oversight of utility revenue internal controls. She has supported numerous cities and special districts in their year-end close processes, including bank reconciliation, capital assets, pensions, OPEB, leases, and IT subscriptions. Cara's hands-on approach and familiarity with municipal systems make her a trusted resource for complex reconciliations and year-end close support.

As you can see, LSL is uniquely positioned to assist our clients as our team is comprised of government industry experts who have worked in local governments themselves. Our team understands the complexities of government accounting and can ensure your accounting is accurate and well maintained. In addition, our team has implemented ERP systems as both consultants and as members of local government which allows us to design policies and procedures with accounting in mind.

Also, having a team that has worked in local government, we can assist with other projects you may need such as training and support of finance department staff, evaluations of efficiencies in the department and assessments to help determine where staff capacity exists, and serving as a backup for day-to-day transaction processing such as utility billing, accounts payable and payroll.

The LSL team is comprised of top talent within the industry with comprehensive experience beyond governmental audit, accounting, and advisory services. When you partner with LSL, you gain access to the experience, knowledge, and resources of our entire team, including our consulting and technology teams. We are committed to helping finance departments thrive by providing the guidance, tools, and services that foster lifelong success for your finance team. We encourage our clients to tap into our full professional team of industry and product experts for your full-service consulting, staffing, and financial report automation solutions.



**Financial &
Compliance Audits**



**Consulting,
Staffing & Training**



**ERP &
Other Technologies**

ASSUMPTIONS AND EXCLUSIONS

The following assumptions and exclusions apply to this proposal. Any services outside the defined scope will require prior written authorization by the Town before work is initiated.

Assumptions:

- The Town will provide timely access to both Eden and Enterprise ERP (Munis), all relevant financial records, and designated staff throughout the engagement
- Transaction history, beginning balances, and chart of accounts mapping carried from Eden into Enterprise ERP (Munis) as of January 2024 are materially complete and accurate; significant gaps or errors in the conversion may result in additional hours and fees beyond the estimates provided
- Town staff will be available to respond to LSL requests, provide supporting documentation, and participate in meetings within a reasonable timeframe to avoid delays in project milestones
- Estimated hour ranges are based on LSL's experience with comparable engagements and the information available at the time of this proposal; actual hours may vary depending on the condition of records, complexity of outstanding items, and level of Town staff coordination required
- Up to 5 days of onsite visits for two LSL staff (10 days) is assumed across all tasks; additional onsite visits can be accommodated and will be billed at cost
- Up to 45 hours of meetings with accounting and management staff are assumed across the engagement

Exclusions:

- Services related to fiscal years other than FY 2023-24, except as specifically described in this proposal
- ERP configuration, system setup, or IT support beyond what is necessary to access and work within Eden and Enterprise ERP (Munis) as currently configured
- Advisory services except as specifically described in this proposal
- Any services not explicitly described in Tasks 1 through 3 below

COST PROPOSAL AND PAYMENT TERMS

Our professional fee for the services outlined below and in Appendix A – Scope and Deliverables will be at the firm's preferred client discount rates. Our standard hourly rates and the rates LSL charges our preferred clients are listed on the following page. To show our dedication to this project, we will offer the Town the same preferred rates as our valued clients. The rates below would be used for any additional assistance the Town requires outside of the scope of work listed above.

Our fees are based on the time required by the individuals assigned to the engagement, the complexity of the work to be performed, as well as any out-of-pocket expenses. Due to the nature of these services, LSL recommends an hourly contract be established to allow for as little or as much assistance as necessary. Estimates are preliminary and subject to change based on the complexity of the work, the extent of procedures required, and the condition of the Town's accounting records to be evaluated while on-site and remotely throughout the project. Any significant deviations from these estimates will be reviewed and discussed with Town management prior to proceeding.

TASK		HOURS	ESTIMATED FEE
Task 1	Assist with FY 2023-24 Year-End Close	430 – 750	\$115,000 to \$200,000
Task 2	FY 2023-24 Bank Reconciliation Review and Clearing Account Resolution	20 – 40	\$5,000 to \$11,000
Task 3	Migration and Buildout of Capital Asset Records from Eden to Enterprise ERP (Munis)	40 – 50	\$11,000 to \$14,000
Task 4	Support for Year-End and Ongoing Accounting Services	<i>To be determined</i>	<i>To be determined</i>

Our standard hourly rates and preferred client discount rates are as follows:

Title	2026 Hourly Rates	2026 Rates with Preferred Client Discount
Group Training	\$ 675	\$ 675
Partner - Advisory	\$ 590	\$ 590
Partner - Technical	\$ 590	\$ 460
Principal	\$ 590	\$ 460
Director	\$ 465	\$ 363
Senior Manager	\$ 410	\$ 320
Manager	\$ 350	\$ 273
Supervisor	\$ 315	\$ 246
Senior	\$ 250	\$ 195
Experienced Staff	\$ 210	\$ 164
Staff	\$ 190	\$ 148
Clerical	\$ 110	\$ 86

Additional circumstances may arise that could impact the total cost including, but not limited to, increase in scope, issues encountered with the timely delivery, availability, quality, or completeness of the information you provide to us, changes in your personnel or operations that impact our services or other unanticipated items that arise during our engagement and that require additional time to complete the agreed-upon services. You agree that you will deliver all records requested and respond to all inquiries made by our staff to complete this engagement on a timely basis. You agree to pay all fees and expenses incurred whether or not we issue deliverable(s). Should these circumstances exist, our team will communicate with staff prior to time being incurred.

Any non-personnel-related costs will be billed and reimbursed as they are incurred, if necessary. Progress bills will be sent monthly on the basis of hours of work completed during the course of the engagement plus out-of-pocket expenses incurred in accordance with the firm's proposal. In accordance with the Town's requirements, LSL will provide a report on the hours work and tasks performed, as well as weekly documentation clearly outlining progress.

The rates above are effective through December 31, 2026. Rates increase annually on January 1 based upon market rates for similar services and generally range between 3% to 7%.

ADAPTING TO A REMOTE WORKING RELATIONSHIP

LSL is fully equipped with software and communication tools to support a remote process. We leverage Microsoft Teams to easily connect over a video call in a face-to-face setting, giving us the ability to share screens and information in real-time. Additionally, having the customizable *LSL CaseWare Cloud Portal* makes the exchange of secure information easy and painless. LSL is also accustomed to working in our client's financial software solutions in a remote environment, taking advantage of VPN connections and remote desktops. In an effort to reduce costs for our clients, our team has become accustomed to working remotely using remote desktop technology. It is anticipated that the work would be performed on-site and remotely.

CONCLUSION

Our collective experience in local government accounting backed by our comprehensive understanding of all facets of municipal government operations has resulted in our development of efficient procedures and a streamlined work plan approach, which we believe makes LSL one of the best-qualified teams to perform this engagement.

Our proposal is a firm and irrevocable offer for **90 days** following the closing date for the receipt of proposals. For this proposal, Kelly Telford, CPA, Partner, is authorized to make representations for our firm. She can be reached by phone at (714) 458-5292 or by email at Kelly.Telford@lslcpas.com.

Very truly yours,

LSL, LLP

LSL PROFILE

LSL provides auditing, accounting, and consulting services to over 100 municipal clients, including cities, counties, water and electric utilities, and special-purpose government agencies. Generally, our government sector services break down into the following major classifications: attestation, compliance, consulting, outsourced accounting and reporting, year-end close assistance, interim staffing, strategic planning, and tax services.

Our extensive experience in local government accounting has led to the development of efficient procedures and a comprehensive understanding of all finance department operations, including federal and state grant programs. Our work plan approach takes full advantage of accumulated experiences, which we believe sets LSL apart.

Our dynamic team of industry experts holds extensive experience providing services to a full range of government entities. We lead seminars and training courses on introductory government accounting, preliminary views on financial reporting, internal control risk assessments, and all GASB updates and best practices.

HISTORY AND SIZE

LSL is a limited liability partnership and is not a wholly owned subsidiary of a parent company. LSL was established in 1929 and has grown as a leader in the government sector. Our full-service accounting firm is headquartered in Irvine, California, with a dynamic team of 15 partners, 4 principals, and 180 employees.



Ranked #17 on the Orange County Business Journal's CPA Firm Book of Lists



Established in 1929



15 Partners
4 Principals



180 Employees
(and growing!)

LOCATION

LSL is a multi-location firm with formidable resources that provides a personal feel and hands-on client experience.

Our Offices

Irvine, CA

500 Technology Drive, Suite 350
Irvine, CA 92618
Phone: (949) 829-8299

Sacramento, CA

500 Capitol Mall., Suite 2350
Sacramento, CA 95814
Phone: (916) 503-9691

Phoenix Metropolitan Area, AZ

950 W. Elliot Rd., Suite 110
Tempe, AZ 85284
Phone: (480) 424-7855

The Woodlands, TX

21 Waterway Avenue, Suite 30089
The Woodlands, TX 77380
Phone: (936) 828-4587

ACCOUNTING TODAY REGIONAL LEADER

LSL has again been recognized as an Accounting Today Regional Leader in 2026. The list ranks the top CPA firms that have shown exceptional growth, embraced technology, and who 'think outside the box' when providing solutions.

accountingTODAY

2026
**Regional
Leaders**

INSIDE PUBLIC ACCOUNTING (IPA) AWARD

LSL is honored to be recognized among the Top 300 accounting firms in the nation by INSIDE Public Accounting! Each year, IPA ranks CPA firms based on net revenue, and LSL proudly advanced from #220 in 2024 to #201 in 2025. Our fantastic team and the trust of our valued clients are the driving force behind this upward momentum and continued growth.



OUR CORE VALUES

As we continue to grow and evolve, we recognized our core values needed to grow and change with us. Our values weren't decided on by management and handed down, every member of the LSL team worked together to share what values matter most to us. From there, we came up with the following five core values that embody how we approach each other, our work, and our clients.



PURSUE EXCELLENCE



LOVE WHAT YOU DO



LEAD WITH INTEGRITY



ACCOMPLISH MORE
TOGETHER



FORWARD THINKING

BEST OF ACCOUNTING AWARD

LSL has consistently secured the ClearlyRated *Best of Accounting* award since 2019. This exclusive program awards accounting firms who demonstrate high-level service of excellence within the accounting industry and solely leverages statistically validated survey responses from our clients.



4.7 based on 646 ratings



TRAINING AND SEMINARS

LSL regularly leads seminars and training courses on introductory governmental accounting, preliminary views on financial reporting, internal control risk assessments, and all GASB updates and best practices, which are made available to our clients for additional information and continued support. For upcoming webinars, please visit <https://lslcpas.com/webinars/>.

LICENSE TO PRACTICE

LSL is a limited liability partnership and is not a wholly owned subsidiary of a parent company. LSL is a public accounting firm licensed by the State of California, Department of Consumer Affairs, as a Public Accounting Partnership. Under [Section 901.461](#) of the State of Texas Public Accountancy Act, LSL is authorized to practice in the State of Texas as an out-of-state firm. We are also members of the American Institute of Certified Public Accountants. All key staff to be assigned to this engagement are or will be licensed by the State of California to practice as Certified Public Accountants and are pending approval for licensure in the State of Texas.

DESK REVIEWS AND DISCIPLINARY ACTION

There have been no disciplinary actions against our organization since its inception. There have been no litigations against our firm in the past three years. Our Single Audit reports are desk reviewed either by the federal cognizant agency or the State Controller's Office acting as the Oversight Agency. We have never had a report rejected by any of these agencies, which demonstrates our thorough understanding of federal grant programs. LSL is highly regarded and recognized by the staff of the State Controller's Office for top-quality reports.

PEER REVIEW

Our firm has participated in the AICPA Peer Review Program since its inception. All our peer reviews have covered governmental engagements and have received *pass* ratings. Our most recent peer review, conducted by Spafford and Landry CPAs, is provided in Appendix C.

QUALIFICATIONS & EXPERIENCE

CERTIFIED PUBLIC ACCOUNTANTS

Your engagement team includes two certified public accountants who maintain active licenses with the State of California. In addition, your engagement team may also include individuals licensed in other states. Please refer to the individual bios for information on CPA licensure.

CONTINUING EDUCATION

As a firm policy, all professional government staff meet the requirement of 40 hours of continuing education every year, with at least 24 hours in governmental accounting and auditing in a two-year period. Our educational programs include training from CalCPA, AICPA, Government Audit Quality Center, CSMFO, GFOA, Becker and GASB.

INSURANCE

LSL confirms that we will maintain the minimum insurance requirements throughout the entire term of this engagement. We have provided evidence of coverage with the submission of our proposal in **Appendix D**, and the actual insurance form will be provided upon the award of contract.

RECENT EXPERIENCE

As a firm, we have extensive experience with municipalities including cities, counties, water and electric utilities, special districts, joint powers authorities and compliance with OMB Uniform Guidance. We are familiar with all federal and state grant programs typically awarded to municipalities. Generally, our government sector services break down into the following major classifications: attestation, compliance, consulting, interim staffing, strategic planning, and tax services. A list of current government clients can be provided upon request.

As a part of our consulting services, we also provide accounting services that include outsourced accounting services, year-end close assistance, audit preparation, bank reconciliation, training, accounting software implementation, and GASB implementation services. Our team is well-versed in using most accounting software solutions, including Workday, Tyler Munis, One Solution, PeopleSoft, and Tyler Incode.

Our collective experience in local government accounting, backed by our comprehensive understanding of all federal and state grant programs awarded to municipalities, has refined our development of efficient procedures and streamlined work plan approach, which we believe makes LSL one of the best-qualified teams to perform these services.

WORKLOAD ACCOMPLISHMENT

LSL has the staffing capacity, resources and expertise necessary to support the Town and we are prepared to begin work upon execution of the agreement. Seamless communication and collaboration with our clients are top priorities. Utilizing our structured and segmented approach detailed in Appendix A, we have a proven track record of delivering high-quality results that meet applicable compliance standards, proposed budgets and schedules effectively in addition to leveraging both remote capabilities and on-site presence as needed. We are confident in our ability to devote sufficient time, personnel, and resources to this project and ensure its successful completion.

APPENDIX A – SCOPE AND DELIVERABLES

DESCRIPTION OF SERVICES AND DELIVERABLE	PLAN AND OUTCOME
<p>On boarding, including:</p> <ul style="list-style-type: none"> • Configure system access and review available financial records and supporting documentation • Coordinate the transition of accounting information to understand existing processes, reconciliations completed to date, and areas requiring immediate attention • Review prior-year financial statements and trial balances • Meet with accounting and management staff to confirm responsibilities, establish communication protocols, and define a reporting cadence • Schedule and coordinate onsite visits based on project milestones and staff availability 	<p>Onboarding to occur within one week of contract execution and will include coordination of in-person and remote resources.</p>
<p>Task 1 – Assist with FY 2023-24 Year-End Close</p> <p><i>Deliverables addressed: Reconciliations, Accruals, Fund revenue verification and reporting, Preparation of relevant GASB reports, and Analysis of current procedures with recommendations aligned to industry standards.</i></p> <ul style="list-style-type: none"> • Perform year-end close procedures, including reconciliation of key fund-level balance sheet accounts such as receivables, payables, interfund balances, and accrued liabilities • Prepare and reconcile capital asset schedules • Prepare and reconcile long-term debt activities • Review and calculate accrued liabilities (e.g., compensated absences, pension and OPEB balances, leases/SBITAs, and claims payable) as determined during onboarding • Review revenue and expenditure activity for completeness, accuracy, and proper period recognition • Reconcile interfund transactions to ensure all entries are balanced across funds • Review beginning fund balances • Collaborate with Town staff to ensure the completeness and accuracy of accounting activities for year-end close <p>Town responsibilities will include:</p> <ul style="list-style-type: none"> • Provide access to Munis and Eden data, exports, and reports needed to support reconciliation and close procedures • Provide documentation supporting the ERP conversion, as necessary, including chart of accounts mapping, beginning balance reconciliation as of the conversion date, and any known conversion exceptions or open items • Assist LSL in locating and providing supporting documentation as available 	<p>Plan: One-week onsite review followed by remote work as needed. Estimated 400 to 700 hours, depending on reliability of beginning balances, completeness of prior year end closes, and availability of information. Level of effort is also dependent on the accuracy and completeness of the Town's conversion from Eden to Munis in January 2024. LSL will rely on the Town's conversion efforts to ensure beginning balances, chart of accounts mapping, and transaction history are accurate and complete.</p> <p>In an effort to reduce the estimated hours, LSL will work with Town staff to determine areas where work can be performed in-house and incorporated into the year-end close.</p> <p>Outcome: LSL will deliver a soft close of FY 2024 by June 15, 2026, providing the Town with the ability to open a new fiscal year in Munis. Any entries identified subsequent to the soft close will be provided to the Town as opening balance adjustments for FY 2024-25. Audit timing will be coordinated with the Town's external auditors based on the progression of the year-end close.</p>

<p>Task 2 – FY 2023-24 Bank Reconciliation Review and Clearing Account Resolution:</p> <p><i>RFP Deliverable addressed: Reconciliations</i></p> <ul style="list-style-type: none"> Review all bank and investment account reconciliations completed for FY 2023-24 by Town staff Investigate items posted to the clearing account and provide recommendations to post the activity to the correct account for FY 2023-24 Document findings and adjustments made to support year-end close and audit preparation <p>This task will be completed in coordination with Task 1 to ensure that clearing account resolutions are incorporated into the FY 2023-24 year-end close</p> <p>Town responsibilities will include:</p> <ul style="list-style-type: none"> Provide access to all FY 2023-24 bank and investment account reconciliations and supporting documentation Provide clearing account transaction detail and any available documentation supporting items posted to the clearing account during FY 2023-24 Make accounting staff available to assist in identifying and resolving outstanding items in a timely manner 	<p>Plan: To be performed concurrently with Task 1, with onsite and remote resources as needed. Estimated 20 to 40 hours, depending on the volume and complexity of items posted to the clearing account and the overall condition of the FY 2023-24 bank reconciliations.</p> <p>Outcome: To be completed in alignment with the Task 1 year-end close timeline. LSL will provide the Town with documented adjustments for clearing account items, properly coded and ready to post, to support the year-end close and audit preparation.</p>
<p>Task 3 – Migration and Buildout of Capital Asset Records from Eden to Enterprise ERP (Munis):</p> <p><i>RFP Deliverable addressed: Migration and buildout of capital asset records from Eden to Enterprise ERP</i></p> <ul style="list-style-type: none"> Review existing capital asset records in Eden to assess completeness, accuracy, and readiness for migration Migrate capital asset records from Eden to Munis, including reconciliation of beginning balances and asset detail Build out capital asset records within Munis in accordance with the Town's capitalization policy and GAAP requirements Reconcile capital asset schedules to the general ledger to ensure accuracy and completeness <p>This task will be completed in coordination with Task 1 to ensure that capital assets are accurate and complete for the FY 2023-24 year-end close.</p> <p>Town responsibilities will include:</p> <ul style="list-style-type: none"> Providing Eden capital asset records, depreciation schedules, and all other supporting documentation Provide access to Munis and any existing capital asset module configurations, including conversion template for import into Munis Assist LSL in locating and providing supporting documentation for individual assets as needed 	<p>Plan: To be performed concurrently with Task 1, with onsite and remote resources as needed. Estimated 40 to 50 hours, depending on the completeness and accuracy of existing capital asset records in Eden and the complexity of the migration into Enterprise ERP.</p> <p>Outcome: The Town will have a complete, reconciled capital asset record in Enterprise ERP, supported by documentation of the migration process, ready for audit review.</p>

Task 4 –Support for year-end and ongoing accounting services, including:

- Assistance with facilitating the FY 2024-25 annual audit, including preparation of audit request and representation with the auditors
- Review of financial statements and preparation of additional items included in the annual financial statements
- Additional assistance, as needed

Plan: Provided, as needed, and coordinated between LSL and the Town based on the scope of the additional request.

APPENDIX B – CLIENT REFERENCES

City of Palos Verdes Estates, CA	
Contact	Kerry Kallman, City Manager
Telephone	(310) 378-0383
Email Address	kkallman@pvestates.org
Scope of Work	The LSL Team provides year-end close process by providing comprehensive services, including capital asset analysis, balance sheet account reconciliations, income statement fluctuation analysis, and audit-related reviews and representation with the auditors. The role includes coordination of the financial statements, performing review and tie-out procedures, ensuring accuracy throughout the entire audit process. In addition, LSL provides assistance with the development of the annual budget and midyear budget review. This assistance was provided both in-person and remotely.

City of Marfa, TX	
Contact	Dan Dunlap, Consultant and Former Mayor
Telephone	(530) 367-2511
Email Address	ddunlap@cityofmarfa.com
Scope of Work	The LSL Team provides full-service accounting services including review of accounts payable, cashiering and utility billing, performs a full month-end close including reconciliations of balance sheet accounts, and full year-end close services which includes preparation of workpapers for all accounts and analysis and preparation of all journal entries necessary to ensure a complete and accurate general ledger. LSL also represents the City with the auditors and reviews the annual financial statements for consistency and accuracy.

Foresthill Public Utility District, CA	
Contact	Hank White, General Manager
Telephone	(530) 367-2511
Email Address	gm@foresthillpud.com
Scope of Work	The LSL Team provides full-service accounting services including accounts payable and payroll processing, monthly bank reconciliation, full month end close including reconciliations of balance sheet accounts, and full year-end close services which includes preparation of workpapers for all accounts and analysis and preparation of all journal entries necessary to ensure a complete and accurate general ledger.

Georgetown Divide Public Utility District, CA	
Contact	Jessica Buckle, Office/Finance Manager
Telephone	(530) 330-4356 x 103
Email Address	jbuckle@gd-pud.org
Scope of Work	The LSL Team provides monthly accounting services and year-end close services which includes bank reconciliations, account analysis and workpapers for all accounts and preparation of all journal entries necessary to ensure a complete and accurate general ledger. LSL also assists with Tyler Incode needs including configuration of fee codes and revenue codes and preparation of the annual 1099 Forms.

APPENDIX C – PEER REVIEW



HERE TO MAKE THE COMPLEX SIMPLE.

Patrick D. Spafford, CPA
Todd C. Landry, CPA

Licensed by the California Board of Accountancy
Member: American Institute of Certified Public Accountants

Report on the Firm's System of Quality Control

To Lance, Soll & Lunghard, LLP
and the Peer Review Committee of the California Society of CPAs

We have reviewed the system of quality control for the accounting and auditing practice of Lance, Soll & Lunghard, LLP (the firm) in effect for the year ended May 31, 2022. 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 on 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 and complying with a system of quality control to provide the firm with reasonable assurance of performing and reporting in conformity with the requirements of 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 on in conformity with the requirements of the applicable 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 and compliance with the firm's system of quality control 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 and employee benefit plan audits.

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

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Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Lance, Soll & Lunghard, LLP in effect for the year ended May 31, 2022, 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*. Lance, Soll & Lunghard, LLP has received a peer review rating of *pass*.

Spafford & Landry, Inc.

March 30, 2023



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/08/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER The Liberty Company Insurance Brokers Lic #0D79653 5955 De Soto Ave, Ste 250 Woodland Hills CA 91367		CONTACT NAME: Mark Wright PHONE (A/C, No, Ext): (888) 918-3960 FAX (A/C, No): E-MAIL ADDRESS: mark.wright@libertycompany.com	
INSURED LSL, LLP 500 Technology Dr Ste 350 Irvine CA 92618		INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Underwriters Insurance Company INSURER B: Insurer Varies by Jurisdiction (Hartford Casualty) INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 30104 29424	

COVERAGES **CERTIFICATE NUMBER:** 25-26 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADJL INSD	SUBR VVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		Y	57SBABE9C78	10/12/2025	10/12/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			57SBABE9C78	10/12/2025	10/12/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		Y	57SBABE9C78	10/12/2025	10/12/2026	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	57WECAZ7TWB	10/12/2025	10/12/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER PROOF OF COVERAGE	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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