



# Proposal for Business Management Services



**BLUE OAK SCHOOL**  
A WALDORF-INSPIRED PUBLIC CHARTER (K-8)



September 25, 2019

Ms. Susan Domenighini, Executive Director and the Board of Directors  
Blue Oak Charter School  
450 W. East Avenue  
Chico, CA 95926

Dear Susan and the Board of Directors:

Thank you for the opportunity to submit a proposal for business management services for Blue Oak. We are thrilled at the possibility of working with you. Charter Impact provides a variety of business management services to charter schools and non-profit organizations nationally and we pride ourselves on our hands-on approach and top-notch customer service.

Our team is well-versed and experienced with the needs of charter schools, CMO's and complex organizational structures and we offer customized solutions accordingly. The company's style combines a professional and friendly feel, with personalized service being our number one priority. Our goal is to provide timely and accurate financial reporting as well as insight and guidance in a way that only an experienced financial professional and CPA can. We also focus on providing the professional development and tools necessary to empower board members and executives to make the best business decisions possible for their organization.

As Blue Oak experiences significant changes now and in the near future, we would love the opportunity to support you with the most accurate and efficient advisement and service. We believe that utilizing the deep, nuanced expertise of an outsourced provider would be an asset, especially as the school explores systemic changes and potential enrollment shifts in the coming years. We feel confident that Charter Impact would be an excellent partner for Blue Oak, and that we can provide a competitively priced service offering with the highest qualifications and service capabilities.

Please contact me with any questions or comments regarding our proposal or our services. We are very excited about the opportunity to partner with your organization and greatly look forward to hearing back from you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Spencer C. Styles'.

Spencer C. Styles, C.P.A., M.P.A.  
President and CEO  
Charter Impact, Inc.

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The Charter Impact team has an uncanny ability to break down complex financial information. They do a great job balancing prudent fiscal management with creative problem-solving.

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**VALERIE BRAIMAH**  
EXECUTIVE DIRECTOR, CITY CHARTER SCHOOLS



## Collaboration as a Management Solution

Managing a charter school and providing specialized education to your local community is a righteous endeavor and one that only a team of highly qualified educators can tackle. However, navigating the financial and operational side of the organization can be a daunting task. School funding, regulations and reporting are constantly changing. Managing and monitoring these areas while staying in compliance with internal controls and avoiding audit findings is labor intensive, and it takes your time away from the classroom. **We can help.**

Charter Impact is a mission-driven business partner dedicated to empowering charter schools and non-profits with professional, personalized financial management and operational support. Our number one priority is to provide **timely, accurate financial information** with **dependable, responsive customer service** at an affordable cost.

Our model of service resembles more of a hand-in-hand partnership than a “back” office company. We stand with our clients, not behind them, and help navigate from start-up through strategic growth and into long-term sustainability. We believe that what separates us from other firms is our ability to go a step beyond producing financial statements. As a team of experienced CPA's, finance experts, and other business professionals focused on nothing but charter school and non-profit business management, we can offer the type of high-level professional and personal support that no one else can.

As **Blue Oak** continues its strategic focus on long-term sustainability and stability, it will be critical to have support from a team of professionals experienced in managing charter schools as well as affiliated non-profit organizations such as CMO's, facility holding companies and foundations. Having our team at your disposal will allow you to manage changes on the Blue Oak horizon effectively and efficiently, and we will work with you and your board to assist in the long-term strategic planning of the organization to ensure success.

### **We highly encourage you to contact our references.**

From the perspective of a school leader, they can speak very clearly about what it means to work with a business management firm as a true partner to their mission.

# Mission Statement

## Our Vision

Charter Impact empowers mission-driven organizations to achieve their goals through personalized support in finance, operations and business management.

We accomplish this through enthusiastic collaboration within our team and with our clients to support their communities.

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## Core Values

### DO GOOD

Make sure it's right for you, the client, and the company.

### BE HONEST

Communicate with integrity and speak the truth.

### SUPPORT EACH OTHER

Your teammates are as important as your clients.

### SHARE YOUR IDEAS

Every one of us brings unique experiences to the team.

### DEBATE IS HEALTHY

Speak up, presume positive intent, seek clarity, and work toward resolution.

### GET UNCOMFORTABLE

Growth happens outside your comfort zone.

### FOCUS

Distractions are ever-present; don't let them become stumbling blocks.

### QUESTION THE STATUS QUO

Ask questions, present solutions, push the envelope, and then push it again.

### EMBRACE CHANGE

This is not a static task, job or company, and you are not a static person.

### KEEP LEARNING

Continuously expanding your abilities and skill-sets keeps you sharp and motivated.

### START STRONG; FINISH STRONG

Give it your all and present your finished product with pride.

### HAVE FUN

Your job is a worthy pursuit that impacts everyone around you. Enjoy yourself.

# Client Success Stories

The stories below provide a recent sample of what we help our clients accomplish.



## New \$38.5M School Facility

In the Fall of 2017, the *Palmdale Aerospace Academy* moved into its new 165,000 sq. ft. facility serving grades 6–12. Additional community demand for the school's innovative programs led to the planned addition of a new elementary school. Through Charter Impact's leadership and process management, the school secured a second tax-exempt bond issuance prior to opening the expanded grade levels and only a year after the initial bond issuance for the first facility. After successfully receiving a "BB" rating from Standard & Poor's, we achieved a 4.40% interest rate for the 30-year term. This is the equivalent of "BBB-" or "investment-grade" security. As a result, the school **funded \$350,000 in needed equipment without increasing its monthly payments**. The elementary school broke ground in October 2018 and began serving grades K-5 in the fall of 2019.



## \$1.5M in Debt Reduced to \$0

*Life Source International Charter School* joined Charter Impact in September 2015 carrying \$1,500,000 in revenue anticipation notes due on September 20, 2015. Through a detailed review of the school's operations and a revision to the budget, we created and implemented a refinancing plan and monthly cash management tool which enabled the school to **completely eliminate its debt by May 31, 2016**. The school is now pursuing permanent financing to purchase a facility — something that was not previously possible.



## Successful Appeals

Both *Julia Lee Performing Arts Academy* and *College Preparatory Middle School — La Mesa* faced an uphill battle on approval of their new charter petitions for the 2018–19 school year. After being denied at local levels, we stood and fought with both schools, creating detailed financial plans, responding to inquiries and presenting to the authorizers — Riverside County for *Julia Lee* and the State Board in Sacramento for *College Prep*. **Both schools won their appeals and are in the second year of serving their communities.**



## Innovative Financing Sources

As *Inspire Charter Schools* continued to grow by leaps and bounds, the delay in how the State calculated revenue payments began to take an enormous toll on the organization's cash flow. The cost of traditional receivable sales for the second half of the 2018–19 school year was projected to be \$2.6M. Using a creative financing structure not often seen with charter schools, Charter Impact was able to guide Inspire through the issuance of Revenue Notes through a conduit bond program under the California School Finance Authority (CSFA). **The resulting 5-month notes saved the organization \$1.45M in borrowing costs.**

# References

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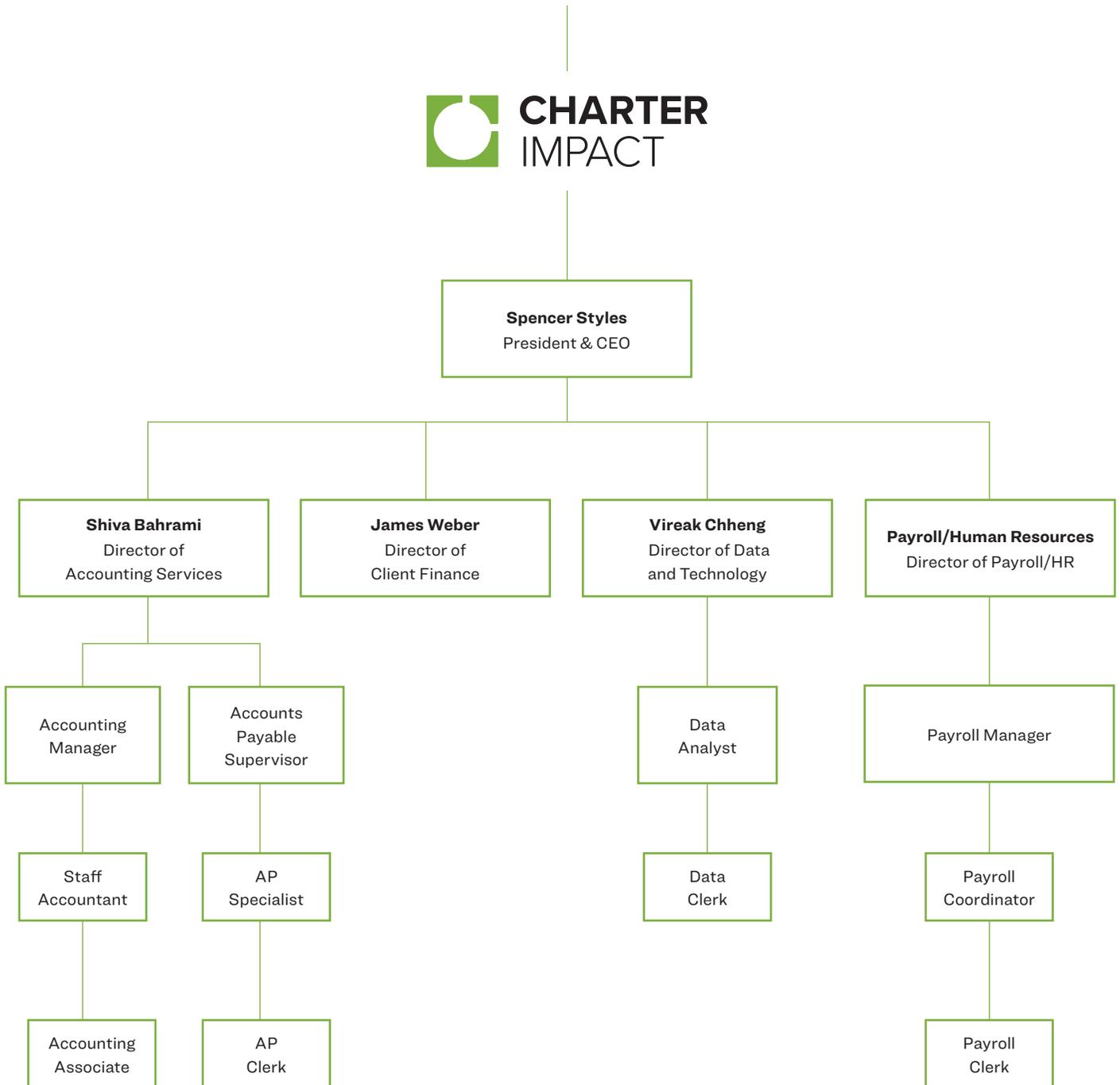
Financials are accurate and on-time. District and State compliance reporting has never been submitted past a deadline. Charter Impact is prompt and extremely professional.

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## TERRI MARTIN

BUSINESS DIRECTOR, ASPEN PUBLIC SCHOOLS (FRESNO, CA)

# School's Proposed Support Team



# Team Bios

Below you will find bios for members of our team who will be working directly with your organization. For more information on the rest of our leadership team, please visit our website at [www.charterimpact.com](http://www.charterimpact.com).

## **SPENCER STYLES, C.P.A., M.P.A.**

President & CEO



As President and CEO, Spencer spearheads Charter Impact's initiatives and is responsible for the long-term growth and sustainability of the company. In addition to internal operations oversight, Spencer guides new schools through the start-up and

grant application process, directs and manages the strategic growth of existing schools, and bolsters established schools in their navigation and execution of facility financing.

Prior to Charter Impact, Spencer was the Vice President of Finance for Alliance College-Ready Public Schools, a network of 28 free public high schools and middle schools serving over 12,000 students in low-income communities in California with historically under-performing schools. His primary areas of concentration included maintaining all accounting systems, designing and implementing the internal control framework, developing cash flow projections and forecasts for organizational growth, and providing guidance on fiscal best practices.

Before working in the charter school world, Spencer was a practitioner in public accounting for several years and has experience leading audits and reviews of privately-held companies, publicly-traded companies, governmental agencies, not-for-profit organizations and employee benefit plans. He has also provided a wide variety of technical consulting including litigation support, due diligence testing for mergers and acquisitions, internal control design and implementation, stock option valuation and Sarbanes Oxley Section 404 compliance and implementation.

Spencer earned a Bachelor of Business Administration in Accounting with a minor in Mathematics, and a Master of Professional Accountancy degree with an emphasis in Finance, both from the University of Wisconsin-Whitewater. He is an actively licensed CPA.

## **JAMES WEBER, C.P.A.**

Director of Client Finance



Jim comes to Charter Impact with a strong background in education, public accounting, and audit services. He brings extensive charter-specific experience in financial accounting, analysis and management, most notably from his recent role as

Assistant Controller at Rocketship Education, a multi-state non-profit charter management organization.

During his six-year tenure at Rocketship, Jim was responsible for the preparation and presentation of financial statements and packages for the organization and related real estate entity during growth from 5 schools in the Bay Area (2011-12) to 18 schools in four states (2017-18), exceeding \$100 million in revenue. In that role, he also provided accounting management for federal, state and private grants; managed year-end and month-end close and annual audits, and prepared continuing disclosure reports for Rocketship's Obligated Group bond financed facilities.

Prior to Rocketship, Jim spent several years in public accounting with Plante Moran in Ann Arbor, MI, where he prepared audit documentation, tests of internal controls, financial statements and related disclosures, and reviewed and prepared federal, multi-state and local returns for various business entities. Additionally, he has over a decade of experience as a GL and Staff Accountant with private agricultural firms in California's Central Valley.

Jim earned a Bachelor of Arts in Economics from U.C. Santa Cruz and a Master of Science in Accounting from Eastern Michigan University. He is an actively licensed CPA.

## VIREAK CHHENG

Director of Data and Technology



Vireak brings 15 years of charter-specific data and tech experience to Charter Impact. In his current role, he oversees attendance, CALPADS, information technology and student data services.

Vireak began his career with charter schools in 2002 at Camino Nuevo Charter Academy (CNCA), a community of high-performing public schools serving students in historically underserved neighborhoods of Central Los Angeles. Vireak spent 5 years working as a Data Systems Administrator and Information Technology (IT) Coordinator.

After his time at CNCA, Vireak joined the Alliance College-Ready Public Schools. The Alliance is currently the largest charter school network in Los Angeles, and larger than 75% of all school districts in California. During his 10 years at Alliance, he served multiple roles in which he oversaw technical design, data collection, reporting, and analysis functions for the organization. In his most recent role, as Senior Vice President of Technology, he was responsible for developing strategic priorities and operating plans for IT, Student Information Systems (SIS) and Research, Assessment and Data teams.

As the accountability landscape becomes more demanding, charter schools must demonstrate their student information and achievement in more sophisticated ways. A key part of Vireak's work with Charter Impact is focused on guiding clients to make data-informed decisions to impact and highlight the success of their schools and students. Vireak is passionate about ensuring that all students have an opportunity to experience high-quality education and is thrilled to use his expertise to continue serving the charter community.

Vireak earned a Bachelor of Science in Computer Engineering from California State University, Northridge.

## SHIVA BAHRAMI, M.B.A.

Director of Accounting Services



Shiva brings over 25 years of finance and accounting experience to Charter Impact. In her current role, she spearheads Charter Impact's core service model, by leading all accounting and reporting related functions with a focus on team leadership

and development, quality, timeliness, and process improvement.

Prior to Charter Impact, Shiva was the Director of Financial Services for California State University of Northridge, where they serve over 40,000 students. Although her priority focus was mainly to oversee accounting, payables, receivables, payroll, funds and cash management, Shiva also served as the treasurer of the board for CSUN's real estate business and a member of BASC (Business Administration of Systems Committee), where she developed and implemented automated workflows to aid in efficiencies.

Prior to CSUN, Shiva served as the Chief Financial Officer at Parsons Federal Credit Union, overseeing assets of over \$250 million. During her almost five-year tenure there, she helped the credit union increase their annual investment income by \$1M by adding new investment instruments and increased the credit union's loan portfolio by 9%. While there, she was also the chairman of both ALCO (Asset and Liability Committee), and the Pricing Committee.

For the past six years, Shiva has been personally involved with charter world, as her two young children attend a local charter school. She is a passionate supporter of the charter concept and its potential to make a positive difference in the lives and outcomes of students, and she is proud to vigorously support her school and charter community.

Shiva earned a Bachelor of Science in Accounting from DeVry University and a Master of Business Administration with an emphasis in Finance from Keller Graduate School in Long Beach, CA.

# Services Proposed

Charter Impact's array of services provides all of the support that you would expect from an in-house finance/accounting department, plus student data services. Our services include not only the accounting, accounts payable and payroll departments, but also assistance with reviewing contracts, ad hoc financial analysis, support with vendor negotiations, assistance with facility financing, management of lender relationships, and much more.

A basic description of our services are as follows:

## Business Management Services

### 1. IMPLEMENTATION AND TRAINING

- + Create a customized accounting database based specifically on the school's reporting needs (both internal and external)
- + Import historical data to the extent possible (typically monthly balances as far back as data is available) to allow for maximum comparability of financial information
- + Review existing contracts for terms, requirements and school responsibilities
- + Create, refine or replace existing processes and procedures to increase efficiency and improve the strength of internal controls
- + Provide training in specific processes and procedures including to school site staff including: accounts payable, accounts receivable/deposits, petty cash accounts, student stores, payroll, etc.
- + Provide training to new and/or existing board members on:
  - Charter school funding - including drivers, calculations, restrictions and cash flow timing,
  - Reading and interpreting financial reports, and
  - Internal controls and the board's responsibility for oversight and maintenance

### 2. ACCOUNTS PAYABLE PROCESSING

- + Review all invoices sent to Charter Impact for proper approval and coding
- + Enter invoices for each reporting entity, process check payments, and send checks directly to vendors to reduce turn-around time
- + Provide weekly check registers, accounts payable aging reports, vendor payment history or other ad hoc reports on a recurring or as needed basis
- + On an emergency basis, same day payments can be processed in addition to the weekly cycle (\*additional processing fees apply).

### 3. ACCOUNTS RECEIVABLE PROCESSING

- + Monitor the receipt of State approved ADA funding amounts and verify balances paid are correct

- + Work directly with governmental agencies to resolve any issues or discrepancies identified
- + Review all donor letters and grant agreements for proper coding and revenue recognition in accordance with GAAP
- + Maintain independent records, as necessary, for both public and private sources to ensure accurate reporting and compliance

#### **4. BANK RECONCILIATION AND GENERAL LEDGER MAINTENANCE**

- + Reconcile all bank accounts on a weekly basis for a heightened level of security and monitoring
- + Alert management immediately to any irregularities, un-reconciled amounts, or missing documentation
- + Maintain general ledger in accordance with GAAP on an ongoing basis, ensuring all revenues and expenses are recorded and reported accurately
- + Maintain an inventory of fixed assets over the school-designated capitalization threshold and calculate depreciation on a monthly basis

#### **5. CASH MANAGEMENT**

- + On a weekly basis, use reconciled bank balance to project daily cash balances for 30 days (for analysis of cash for any period of time over 30 days, the monthly forecast will be utilized)
- + On a weekly basis, provide schools with amount of cash available for accounts payable or other discretionary spending while ensuring sufficient funds for regularly recurring transactions such as payroll, taxes, rent, insurance, etc.
- + Plan and manage payment of outstanding debt as needed
- + Prepare all financial reporting necessary for renewal of loans or lines of credit
- + Present line of credit status to board and obtain board resolutions as needed
- + Monitor compliance with all debt covenants as a part of the ongoing budgeting and forecasting process
- + Analyze future cash flow and determine whether schools need to make adjustments to spending or seek other funding options.

#### **6. MONTHLY FINANCIAL REPORTING**

- + Provide a monthly reporting package by the 20th day of the following month, assuming all necessary data is received from the school site on a timely basis, to ensure management has the necessary information to make sound business decisions
- + Create financial reporting package based on customized business segments. This includes budgets and forecasts as well.
- + Offer a menu of report options for the monthly financial reports including, but not limited to:
  - Monthly summary by financial section with bulleted highlights for presentation purposes
  - Monthly Cash Flow Forecast and comparison to approved budget
  - Budget vs. Actual Report (both current month and year-to-date)

- Schedule of Revenue and Expenses by Period
  - Comparative Statement of Financial Position
  - Combining/Consolidating Statements of Activities and Financial Position
  - Statement of Cash Flows (both current month and year-to-date)
  - Accounts Payable/Receivable Aging
  - Check Register(s)
  - General Ledger Detail
  - Other customized reports as requested by the school, executive team or board
- + On a monthly basis, review and present the financial package with the school staff and/or board members to assess the current fiscal condition of the school
  - + Provide access to the accounting database via a VPN connection allowing school staff to run reports and see real-time data as it exists in the system
  - + On an as needed basis, provide or present financial information or training to lenders, board members, community members, parents or other external parties as requested by the school.

## **7. COMPLIANCE AND GRANT REPORTING**

- + Support school with LCAP development, including preparation of the budget, ensuring adherence to Supplemental and Concentration funding requirements and integrating the LCAP budget into the overall school operating budget
- + Assist the school with grant applications including the development of grant-specific budgets as well as school long-term projections
- + Track all restricted revenues (both public and private) to ensure compliance with governmental and donor-required restrictions
- + Provide financial information and reporting to governmental entities, donors, and other supporting organizations for grant compliance

## **8. CHARTER AUTHORIZER SUPPORT**

- + Support the school with all financial and business communications with the charter authorizer. This includes, but is not limited to:
  - Prepare regular financial reporting (budget and interims)
  - Provide ad hoc financial documents and reports as requested
  - Partner with school leaders to meet with authorizer staff to discuss fiscal health and outlook of the school
- + Assist in the renewal process by preparing and/or reviewing fiscal narratives, preparing the required forecasts and cash flow projections, and calculating the LCFF with assumptions.

## **9. ANNUAL BUDGET CREATION AND REVISIONS**

- + Work with school staff on an annual basis to create a 5-year budget and cash flow projection on an annual basis to ensure proper future planning
- + Provide a monthly budget and cash flow report to monitor the cash balance and protect against

the gap caused by revenue and expenditure seasonality

- + Revise the annual forecasts on an as-needed basis (but at least monthly) to provide school staff and board members with accurate year-end projections and the information necessary in a constantly changing environment

## **10. AUDIT PREPARATION AND OVERSIGHT WITH AUTHORIZERS**

- + Maintain electronic records of all transaction support
- + Work directly with the independent auditors to provide information, thereby reducing client time commitment and audit fees
- + Participate in, and support all oversight reviews from charter authorizers and governmental agencies to improve outcomes

## **11. TAX PREPARATION AND SUPPORT**

- + Prepare and electronically submit Form 1096 (summary of all 1099 forms) to the IRS for all required vendors and service providers
- + Prepare and report sales and use tax returns
- + Provide any and all information necessary for the preparation and submission of Form 990

*NOTE: Payroll tax reporting is included in the payroll processing section below*

## **12. STRATEGIC PLANNING**

- + Work with school management and the Board of Directors to develop long-term strategies to ensure the school's prosperity
- + Provide second opinions and act as sounding board for school management and the Board on business and financial matters

The Charter Impact team has been extremely attentive and patient. They are willing to go above and beyond so we truly understand our budget and how funding works.

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**KRISTIN KRAUS**  
DIRECTOR OF FINANCE & OPERATIONS, SOAR CHARTER ACADEMY

## Payroll Processing and Retirement Reporting

Payroll is one of the most sensitive and critical areas of an organization's business office. Our payroll team is well versed in charter school payroll issues and has the depth of experience to handle any and all processing nuances that inevitably arise.

### 1. PAYROLL PROCESSING

- + Maintain employee static pay information in a payroll database
- + Process status updates, new hires, terminations, and/or informational changes in payroll system
- + Assist in the development of a regular payroll schedule that is compliant with State labor laws and consistent with employee contracts
- + Process supplemental payroll runs such as the following:
  - Involuntary termination - the check will be prepared ahead of time and provided to the school on the termination date
  - Voluntary termination without notice - the check will be prepared and delivered to the employee within the time frame required by the State
  - Scheduled bonuses/stipends
  - Additional unscheduled/emergency payroll runs
- + Process and pay all federal and state payroll tax payments according to required guidelines
- + Prepare the state payroll tax filing report annually, and quarterly for federal and state agencies
- + Prepare, review, and distribute W-2s to all employees

### 2. RETIREMENT REPORTING

- + Process and submit monthly STRS and PERS reports to the 3rd party administrator (i.e. Hess and Assoc.) or County office
- + Submit payment via ACH or cashier's check within the requisite timeframe for the pension contributions
- + Process 403(b) retirement plan deductions, if applicable, and in compliance with State and Federal laws submit payments to the third-party administrator

### 3. WEB-BASED EMPLOYEE TIMEKEEPING SYSTEM

- + All employees can be given online access to a streamlined, secure electronic timekeeping system which is fully integrated into our accounting system and eliminates the need for paper timesheets.
- + In addition to entering time, employees can also electronically:
  - request time off
  - make changes to their addresses and W2s
  - access their historical paystubs

### 4. GENERAL SUPPORT

- + Provide support and assistance with creation of internal processes and procedures, forms and tracking systems

## Student Data Support

With the introduction of the Local Control Funding Formula, student data reporting has taken an increasingly important role in determining school funding. Charter Impact has experts on staff who can support you when questions arise or help you select and design a data system that works best for you and ensures maximum school funding.

### 1. CALPADS REPORTING

- + Reconcile all attendance data on a monthly basis
- + CALPADS Fall 1 Data submission, including SSID Enrollment, Student Information Record, English Learner Program Record and Student Program Records
- + CALPADS Fall 2 Data submission, including Staff Assignment, Staff Demographics, Course Section and Student Course Section
- + CALPADS EOY 1-3 submission, including Student Discipline, Student Waiver, Student CTE and Student Absence
- + Maintain monthly enrollment synchronization with CALPADS and SIS retrieval
- + Report CALPADS anomalies to school management
- + Report development, including transcripts, report cards and custom reports

### 2. ATTENDANCE TRACKING AND REPORTING

- + Monthly attendance reconciliation
- + Independent Studies setup
- + Revised monthly submission
- + Attendance audit report tracking
- + Monthly ADA calculation
- + Prepare Monthly, P-1, P-2 and Annual attendance reports from school-provided records, and submit to the chartering agency
- + Attendance alerts
- + Report all requisite attendance data to the charter authorizer and State agencies

### 3. STUDENT INFORMATION SYSTEM (SIS) SUPPORT

- + Conduct multiple trainings for various school staff as needed:
  - Initial product training, including but not limited to system navigation, student and staff account management, student scheduling task management, and import and export of data and reports

- Client Counselor and Registrar/Office Manager trainings on system components, including but not limited to entering and managing historical grades, graduation progress tracking, student demographic data entry (including state required fields), parent/emergency contact data entry, and data quality checks to run student data audits/exception reports to identify missing data.
- SIS trainings as needed for school staff on entering attendance, attendance changes, and running attendance reports, working with attendance data grid, truancy reports/letters, and attendance audits.
- PowerLunch, Admin and PowerTeacherPro trainings
- + System Setup
  - Assist with Beginning of Year and End of Year tasks such as: importing student records, create years/terms, final grade setup, create sections, etc.
  - Configure bell schedules and calendars that mirror regular, minimum and assembly day bell schedules
  - Configure adequate attendance, incident, entry and exit codes that capture data at a desired level of granularity
  - Track student activities such as: Independent Studies, Basketball team, academic decathlon, etc.
  - Setup teacher grading environment via grade scales, assignment categories, standards, teacher comments, etc.
  - Perform System Administrative tasks such as integration with 3rd party software providers, maintain security groups and new school setup.

#### **4. DATA AND ANALYSIS**

- + Generate standard reports based on available data in support of multiyear and subgroup analysis of CAASPP, English Learner, graduation rates, suspension rates, college/career readiness and chronic absenteeism data
- + Perform ongoing data validation to find and flag missing or incorrect data for correction purposes
- + Correlation analysis to validate or invalidate assumptions or expected academic achievement impact
- + Generate grade distribution report by section, teacher and/or course names
- + Produce English Learner reclassification candidate list based on available data and school criteria
- + Benchmark data analysis in support of identifying reteaching opportunities
- + Create perfect attendance, at-risk of chronic absenteeism, attendance rates by subgroups reports

# Term and Fees

The term of the initial contract would be from November 1, 2019 through June 30, 2020. Proposed fees for services are as follows:

1

## Implementation and Set-Up

For time spent on the initial set up, accounting system customization, updated cash flow forecast and process implementation, there is a one-time fee of \$2,500.

2

## Business Management Services

Variable fee of 2.00% of total revenue for each reporting entity.

*For example, if Client's total annual revenues are \$3.5M, our annual fees for Business Management Services would be \$70,000.*

3

## Student Data Support

Hourly fee of \$130 per hour, as support is requested.

4

## Payroll Processing and Retirement Reporting

Payroll processing	\$100 base plus \$2.75 per employee per pay period
Garnishment reporting	\$2.50 per occurrence
New employee reporting	\$3.50 per occurrence
Payroll delivery via FedEx	\$35.00 per occurrence per 50
Quarterly/Annual Reporting	\$20.00 per occurrence
Form W-2 or 1099 (for contractors paid via payroll)	\$5.75 each

*Note: For 50 employees paid semi-monthly, costs would average \$500 per month*

**This proposal is valid for 90 days.**