

CSMC Service Proposal



Contra Costa School of Performing Arts

2730 Mitchell Drive, Walnut Creek, CA 94598

July 01, 2023

CSMC
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CSMC Executive Summary: Proposal: Price Sheet

CSMC is confident in our ability to provide the financial back-office support and strategic transitional support that Contra Costa School of Performing Arts is seeking for the 2023-24 school year. Based on the information shared, we've prepared this proposal that includes a timeline and transitional planning leading to a full transition beginning July 1, 2023.

Our senior leadership team is comprised of former charter school authorizers, founders, and school leaders so we understand the importance of continuing to thrive on a strategic path of financial viability and compliance that aligns to the requirements of your leadership team, Governing Board and regulatory agencies.

We've partnered with many charter schools to refine, supplement or replace their financial and compliance infrastructure previously managed in house or by other external vendors. Our focus is on meeting and managing seamless transitions in school finances, operations, compliance, and governance while meeting authorizer and auditor expectations.

In the body of this proposal, (beginning on page 8) we've included a more detailed outline of our full-service offerings for your consideration.

We're excited about learning more about Contra Costa School of Performing Art's needs, sharing more about how CSMC can support this important transition toward your continued growth and success, and exploring the potential for a long-term partnership.

CSMC's Preliminary Transition Plan

Proposed Timeline:

CSMC is confident in our ability to lead and work towards a July 1, 2023, full implementation of all proposed support services. Further specificity on deliverables and timelines will be developed during the initial meeting(s) with Contra Costa School of Performing Arts and CSMC's Client Services team. Below we've proposed a preliminary timeline of key project deliverables as well as an outline of some key operational and functional areas.

Transfer of Information and Processes

The project goal is to ensure that CSMC's work is aligned with Contra Costa School of Performing Arts expectations.

CSMC's Client Services and Transition team will meet with Contra Costa School of Performing Arts leadership and business operations and compliance team.

- **April/May 2023** – CSMC will coordinate and facilitate regular standing meetings to include Contra Costa School of Performing Arts leadership, CSMC financial, operations, and compliance team. These regular meetings ensure that you feel that your team and your school are getting the personalized attention, responsiveness, and direct access to your primary client services support team that you need and expect. (See detail on standing meetings below)

The purpose of these collaborative meetings will be to ensure timely transfer, exchange, and detailed review of all key data and documents while developing a shared understanding of all existing processes and requirements.

May 2023 -CSMC School Business Manager and Payroll/HR liaison will meet with Contra Costa School of Performing Arts leadership, HR, Payroll, and Accounting Staff. CSMC will begin formal school staff training and onboarding.

- **May 2023** – CSMC will begin transferring financial and payroll information into CSMC's accounting and payroll systems. CSMC provides a user-friendly platform enabling all parties to transfer and share information and documents. *If support is requested to develop the preliminary 2023-24 budget, this timeline will be developed accordingly.*
- **June 2023** – Transition is complete.

Charter Vision- Increased Transparency and Access to Real-Time Financials

- CSMC's proprietary "virtual" accounting and budget system, **Charter Vision**, provides Contra Costa School of Performing Arts leadership 24/7 view access to financial statements and actual to budget trends. The sample Board Report included with this proposal gives you a snapshot of one of the most popular and useful Charter Vision (CV) reports.
- CSMC can provide demonstrations and training as needed to staff and Board members.
- CV allows school leadership to decide which staff and stakeholders have view access to this portal maximizing transparency with security.

Onboarding and Training: Strategic Collaboration and Planning

- Establish a set schedule for *Client Standing Calls* that works for Contra Costa School of Performing Arts. This is CSMC's proven service delivery model that ensures coordination, advance planning, and direct engagement with key personnel both at CSMC and Contra Costa School of Performing Arts.
- CSMC and Contra Costa School of Performing Arts leadership will assess any training needs and develop a focused training plan that works for the school staff. CSMC can support the development of refined or new fiscal policies and procedures aligned to staff and board training and development.

Budget Development Review and Revisions

- CSMC will meet with Contra Costa School of Performing Arts leadership to understand current and long-term budgeting goals and assess current budget plans for 2023-24 and beyond.
- CSMC will transfer and create/modify Contra Costa School of Performing Arts Charter School budgets in a standardized budget template and move them into CSMC's accounting system.
- CSMC will support the conversion and alignment of all Contra Costa School of Performing Arts account codes (as needed) to compliant code structure that aligns to authorizer and auditor expectations.

Meeting All Compliance Requirements

- Our goal is to ensure that Contra Costa School of Performing Arts and CSMC stay ahead of all financial and compliance due dates and evolving requirements. We'll work to meet Contra Costa School of Performing Arts leadership and Board expectations by creating a workflow that best aligns to Contra Costa School of Performing Arts meeting dates and authorizer due dates. We'll work to ensure this workflow provides Contra Costa School of Performing Arts leadership and Governing Board with ample time and full transparency to review financials and other budget-related board materials and compliance items in advance of Board meetings and prior to submission.
- CSMC's "*Looking Ahead Feature*" is discussed on each Standing Call as a routine calendar review so all parties understand both the timelines, requirements, and roles for all financial and compliance reporting requirements. This is also included in the Board Report financial packet.

Board Meeting Support

- Typically, CSMC's School Business Manager presents remotely and reviews monthly or quarterly financial statements at regular Board meetings (see sample of Board Report attached).
- Preparation for these meetings, including agenda items and content of compliance and financial items, can be co-planned with Contra Costa School of Performing Arts leadership in advance of each meeting to meet the needs and expectations of the Board.
- CSMC can customize and modify the level of Board support, training, and engagement to meet the needs of Contra Costa School of Performing Arts.
- CSMC experts are experienced at providing high quality and on-going training for school site staff and Boards designed to fit their learning needs and goals.

CSMC utilizes a **CLIENT STANDING CALL** routine as a best practice with most clients to ensure coordinated and timely communication and collaboration with our clients. This can be modified as needed by Contra Costa School of Performing Arts leadership and staff. (See more about these calls on page 12)

CSMC Proposal: Price Sheet

Contra Costa School of Performing Arts

2730 Mitchell Drive, Walnut Creek, CA 94598

Details - Initial Term: July 01, 2023 - June 30, 2024

Services Selected	Setup Fee	Monthly / Service Cost	Service Cost Total
Back-Office Service; Payroll, Student Data Support	\$ 10,000.00	\$ 8333.33	\$100,000.00
		Total	110,000.00

Scope Of Services: Back-Office

1. FINANCE & ACCOUNTING

BUDGETING:

- **Create annual and multi-year budgets including monthly cash flow projections** – At beginning of the Agreement, CSMC works with the Charter School leader to create annual and multi-year budgets in time for submission to the State and authorizer. Annual budgets are strategic documents that capture the operations and direction of the Charter School.
- **Make budget revisions (as needed and upon Charter School request)** – CSMC revises budgets as needed to reflect changing circumstances at the Charter School (e.g., enrollment or personnel changes, grant awards, etc.).
- **Updated monthly budget forecasts** – CSMC tracks budget to actuals and updates the budget forecast as appropriate.

FINANCIAL STATEMENTS:

- **Monthly year-to-date financial statements** – CSMC prepares Year to Date (YTD) actual results compared to the budget for board meetings or as requested.
- **Charter Vision Access for Board Reports** - Charter School has access to the Charter Vision financial portal, which contains a convenient Board Report function that produces year-to-date financials through the most current closed month. CSMC typically closes books monthly within 15 business days of the following month, provided all supporting documentation has been transmitted to CSMC.
- **Monitors cash position** – CSMC monitors the Charter School's cash position to anticipate possible cash shortfalls.
- **Customized financial analysis** – CSMC performs reasonable financial analyses that the Charter School staff or board requests, e.g., providing a comparative analysis of the school's budget relative to industry norms or fulfilling a request for information from the authorizing entity. Upon request, CSMC can also develop financial health analysis so the board and staff can quickly focus on the most important financial issues.
- **Support in resolving financial issues** – CSMC helps the Charter School leader find solutions to financial issues by recommending budget changes and/or identifying sources of potential funding.

ACCOUNTING:

- **Setup of Charter School's chart of accounts and general ledger** – CSMC sets up and maintains the school's Standardized Account Code Structure (SACS)-compliant chart of accounts.

- **Customized account codes** – CSMC can add customized account codes for unique features of the Charter School program.
- **Restricted funds tracking** – CSMC tracks revenue and expenditures by fund, e.g., tracking by implementation grant funds, expenses, or Title I expenditures.
- **Training using CSMC accounting procedures**– CSMC trains Charter School staff on coding and CSMC accounting procedures and practices.
- **Transaction recording** – CSMC records all transactions in a computerized accounting system that is available for viewing on Charter Vision.
- **Journal entries and account maintenance** – CSMC prepares and records journal entries and maintains the general ledger according to accepted accounting standards.
- **Bank reconciliation** – CSMC reconciles primary bank and investment accounts to the general ledger monthly or upon receipt of statements. Revolving and petty cash accounts are reconciled quarterly or as required.
- **Capitalized Assets** – CSMC records capital assets in the general ledger according to Charter School financial policy and according to Generally Accepted Accounting Standards. CSMC also records depreciation on an annual basis and maintains a schedule of capitalized assets and the accumulated depreciation. Charter School is responsible for tagging and conducting inventories for all fixed assets whether capitalized or non-capitalized for internal control purposes and other compliance reporting.
- **Charter Vision accounting reports** - The Charter Vision portal allows the Charter School and CSMC to generate financial reports on an as-needed basis. Charter School can generate reports including, but not limited, to detailed account activity, including scans of all invoices entered through the accounts payable system; check register activity; summary of the budget, expenditures by account; cash balances; payroll register (for periods when payroll is processed by CSMC); revenues; and general ledger.

ACCOUNTS PAYABLE & RECEIVABLE:

- **Revenue verification** – CSMC reviews revenue intake and verifies that the Charter School is receiving accurate amounts of state and federal funds based on its enrollment and other pertinent factors. CSMC reviews revenue intake and verifies through available state Department of Education schedules.
- **Revenue collection for improperly calculated payments** – if the funds received from the state or the county/district do not reflect the proper amounts and there appears to be a calculation error, CSMC will contact the appropriate officials and alert them of the issue. CSMC will use reasonable efforts to negotiate on behalf of the Charter School in disputes with funding agencies over improperly calculated payments.

- **Accounts Payable functions:**
 - **Invoice processing** - CSMC conducts invoice processing for Charter School. After coding from Charter School and approval from the Charter School leader or designee, CSMC enters invoices within 2 business days into financial tracking software. Charter School is responsible for submitting weekly packages (unless another time frame is agreed upon) of invoices, deposits, and payment documents that conform to CSMC forms and processes.
 - **Invoice review** - CSMC reviews invoices to assist in the prevention of double payments or double billings on multiple invoices. CSMC alerts Charter School to payment issues with vendors.
 - **Invoice payment support** - CSMC also verifies that funds are available to pay the bill and notifies Charter School if there are not sufficient funds.
 - **Fund verification is only available** if there is online read-only bank access and if all checks are processed through CSMC.

PURCHASING:

- **Vendor selection** – CSMC may provide recommendations of vendors based on its experience with vendors around the state and country subject to Section 11 of the Agreement.

GOVERNMENT FINANCIAL REPORTING:

- **Preliminary and final budget reports** – CSMC prepares and files the preliminary budget report by July 1st (or earlier if required by the authorizer) based on the board-adopted budget unless Charter School agrees to file reports. CSMC also can prepare a final budget upon request.
- **Interim financial reports** – CSMC prepares and files the interim financial reports by the appropriate deadlines.
- **Audited financial reports** – Subject to timely receipt of information and/or materials from the school and/or the auditor, as applicable, CSMC prepares all financial information for the audit so that the auditor can file reports before state-required deadlines.

2. BUSINESS CONSULTING

- **Negotiations** – CSMC supports the Charter School director and board in financial negotiations related to issues such as business terms in agreements (non-legal review), facilities, and SPED and others (in non-legal capacity), including developing analyses to support the Charter School's position.
- **Strategic Budget Development** – CSMC can assist the Charter School director and board with strategic financial planning and budget scenario development.
- **Financing support** – CSMC can assist clients in preparing basic loan packages and connecting the Charter School with non-traditional/specialized funding.

- **Strategic Compliance Development** – CSMC can assist the Charter School director and board with strategic compliance calendar planning.

3. BOARD MEETING SUPPORT

- **Board mailouts (Electronic)** –Charter Vision allows CSMC, school administrators, and board members to automate the emailing of board financial reports. If desired, Charter School can print board meeting materials to have on hand for attendees.
- **Board meeting attendance** – CSMC attends board meetings via teleconference and presents financial reports and analyses. In the rare event that in-person attendance and presentation are necessary, or if the Charter School prefers occasional in-person attendance, CSMC and Charter School will make appropriate arrangements.
- **CSMC can provide guidance** to assist the board in staying in compliance with the Open Meeting Law.

4. FACILITIES

- **The facility needs assessment and planning** – CSMC works with Charter School to identify available appropriate state funding, create budget scenarios, and help clients think creatively about their facility needs to come up with viable options and solutions. (Depending on the scope of work, additional fees may apply)

5. COMPLIANCE & ACCOUNTABILITY

- **Compliance support** - Charter School is solely responsible for complying with legal requirements. CSMC will provide advice and guidance in a non-legal capacity to support Charter School's compliance efforts. Please note that CSMC's guidance does not constitute professional legal services. Since rules, regulations, and interpretations continually change, Charter Schools should seek independent verification and counsel from their attorneys or other sources to ensure legal compliance.
- **Employee files** – As noted above, CSMC may provide Charter School with templates for employee files, forms, and procedures to assist with compliance efforts. (Note: The Charter School should have an attorney review all legal matters).
- **SPED financial reporting** – With input and information from Charter School, CSMC provides required SPED financial reports.
- **Funding compliance** – CSMC makes compliance recommendations regarding funding requirements, such as Federal Public Charter School Grant Program ("PCSGP") implementation grant funding and other restricted funds. Note that funding compliance is especially complex with many requirements the Charter School must satisfy.

- **District and state regulation compliance** – CSMC can problem-solve with the Charter School areas deemed not in compliance with the district or state regulations.

6. CHARTER DEVELOPMENT & GRANT ADMINISTRATION

- **Financial reports** – CSMC prepares customized financial reports for grant purposes.
- **Fund accounting** – CSMC tracks restricted revenues and expenses based on information received from the Charter School.
- **Public Charter School Grant Program (PCSGP) grant reporting** – CSMC assists the school in preparing and submitting the PCSGP grant financial report to the CDE.

7. OPERATIONS SUPPORT

- **Negotiations** – CSMC supports the Charter School director and board in financial negotiations related to issues such as business terms in agreements (non-legal review), facilities, and SPED with SELPAs or districts and others (in non-legal capacity), including developing analyses to support the Charter School's position.
- **Operations** - In consultation with the Charter School, CSMC can provide direct operational support to the Charter School. CSMC's experience as charter school operators and authorizers has enabled CSMC to recently expand its direct on-site support and training. (Depending on the scope of work, additional fees may apply)
- **Training** - CSMC offers an assessment of operational office systems and efficiencies to ensure compliance and efficiency. CSMC provides ongoing training to ensure that school site operations run smoothly and that all school staff understands compliance requirements.
- **Real Estate Development** CSMC will work with the Charter School to identify real estate partners, provide budgeting and accounting support for new facilities, and act as facilities advisor to the Charter School. (Depending on the scope of work, additional fees may apply)
- **Facility Maintenance** - CSMC will provide analysis and devise a plan for the Charter School facilities that minimize costs while providing safe, well-maintained facilities for students.
- **IT infrastructure support** - CSMC can conduct an IT audit, analyzing the Charter School's current infrastructure before working to identify a cost-efficient solution for supporting its IT needs.
- **Charter Renewal and New Petition Development** - CSMC's extensive experience working with multiple authorizers enables us to provide an unparalleled level of strategic support and insight in the overall charter petition development and renewal process.
- **CSMC's School Development Division** can provide robust petition support for existing and future schools. (Depending on the scope of work, additional fees may apply)

- **CSMC can assist with the creation of charter petitions**, petition review, budget and financial plan creation, and advocacy support. (Depending on the scope of work, additional fees may apply)
- **Handbooks** - CSMC can provide the Charter School with resources to create non-financial manuals, including Principal handbooks, Employee Handbooks and Operations Manuals.
- **HR Support & systems** - CSMC has 20 years of experience providing Human Resources support for charter schools and looks forward to crafting a hybrid Human Resources support solution that works effectively for the Charter School.

8. STUDENT DATA AND INFORMATION SYSTEM SUPPORT

CSMC's Student Data Services Team aims to provide quality student data support to Contra Costa School for the Performing Arts by taking a customer-centric approach to meeting state compliance deadlines. This can include providing efficient responses to inquiries, maintaining clear and effective communication with school staff, and working to resolve problems in alignment with state deadlines. The team can also provide relevant guidance and resources to help school staff better understand the ever-changing compliance mandates. Additionally, the team may continuously evaluate and improve their own internal processes to ensure that they are providing the highest level of support possible.

9. CALPADS SUPPORT

Provide comprehensive CALPADS Reporting. CSMC will extract data from PowerSchool and complete all CALPADS submission (Fall 1, Fall 2, and EOY.)

- Lead all CALPADS submissions
- Conduct ongoing meetings with client partner to review upcoming submissions
- Keep school staff informed with most recent CALPADS mandates
- Communicate action items with school staff through each submission period
- Extract files on an ongoing basis from PowerSchool and upload to CALPADS
- Fix all discrepancies directly in CALPADS
- Send school staff certification reports to review before each certification

10. ATTENDANCE SUPPORT

Assist school with filing P-1, P-2 and Annual online attendance reports.

CSMC can provide **full attendance support** including working with school staff to prepare and submit P1, P2 and annual attendance reports. This includes assessment of attendance taking procedures; identifying irregularities and collaborating to meet all compliance submission deadlines.

11. SERVICE DELIVERY – CLIENT STANDING CALLS

CSMC utilizes a **CLIENT STANDING CALL** routine with most clients.

- This is a pre-set, recurring meeting, set to fit your schedule.
- It gives you direct access to your key CSMC contacts in each service division. One-stop.
- Ensures Responsiveness and Accessibility to Your Client Services and Support Team.
- Your assigned CSMC School Business Manager, Account Manager, and Payroll Tech participate in these calls along with your School Leadership and Business Operations team.
- CSMC facilitates the development of an advance agenda with you to address your priorities while providing your school team with the evolving information, support, and training it needs.
- Each CSMC service division contributes to this agenda to keep everyone ahead of upcoming deadlines and keep your team coordinated with ours.
- CSMC follows up with a written summary of your agreed-upon action steps and delegated tasks for our team and yours.

CSMC routinely includes these important topics on these calls:

- Review of All Compliance Due Dates. Calendar Look Ahead that integrates into Board meeting planning.
- Restricted funds spending; and tracking. Coding of invoices.

CSMC's strategic onboarding and transition plan will include a schedule of these meetings. For most new client partners, these meetings occur weekly and then transition to bi-weekly or monthly.

This time is solely for **your school, and your team**, to collaborate with your entire CSMC Client Services and Support Team!

Roles & Responsibilities - Back-Office

Clarity on certain roles and responsibilities between CSMC and Charter School will help ensure high-quality, timely business services.

Table 1 below outlines the roles and responsibilities of both parties:

Table 1: Roles & Responsibilities - Back-Office

CSMC	Contra Costa School of Performing Arts Education Charter School
<ul style="list-style-type: none"> • Timely and accurate check payments • Payment of invoices according to Charter School's approval policies • Recordkeeping/processes adhering to generally accepted accounting standards for accuracy and security and approved by independent auditors. • Payment systems linked to financial statements and creating analyses for informed managerial decision-making. • Bank account reconciliations • Invoice/payment research • Advising clients on outstanding checks to ensure adequate cash 	<ul style="list-style-type: none"> • Submission of Payment and Deposit Information • Weekly submission to CSMC of invoices, reimbursement requests, deposits, and other expenditures using CSMC forms and processes. • Coding all expenses and non-state funding deposits using CSMC forms and processes and codes from the most recent budget. • Banking: Monitoring and maintaining adequate bank account balances to meet expense obligations • Provide online read-only access to the bank account. • Obtaining all W-9s from vendors

Accounting Deadlines and Calendars referenced above shall be provided separately by CSMC.

LATE FEES AND WARNINGS

ACCOUNTS PAYABLE:

Weekly Submittal: Charter School will submit a weekly package (unless another time frame has been agreed upon) conforming to CSMC forms and processes. The submittal shall contain invoices with appropriate coding, reimbursement requests, deposits, and/or other payment documents to CSMC using CSMC forms/processes. If Charter School fails to submit this package or fails to submit all necessary invoices and receipts to process payment, Charter School will be warned that internal and external reporting will be delayed.

Scope of Services: Payroll & Human Resources

The client is responsible for the payment of payroll processing fees to the 3rd party payroll provider. Currently, the estimated annual fees are \$10,00.00.

1. PAYROLL SUPPORT

CSMC uses an external payroll processor to accomplish the following tasks. CSMC interfaces between the Charter School and payroll processor and performs quality checking and review so that the school does not need to interact with the payroll processor. The Charter School pays all payroll processing fees directly to the payroll processor.

- **Payroll Processing** – CSMC calculates and processes payroll and payroll-related payments/deductions for salaried and hourly employees based on information submitted by authorized Charter School representatives. CSMC generates checks for signature by authorized Charter School representatives (or through electronic signature) or facilitates Direct Deposit at the Charter School's request. The fees set forth above include semi-monthly payroll processing.
- **Payroll Reporting** – CSMC and its payroll processor prepare, and file all required payroll reports for submission to federal and state agencies and submits electronic payroll, payroll tax reports, and payroll tax deposits to the appropriate authorities for a single tax ID number. CSMC shall provide payroll reporting services for multiple reporting tax ID numbers.
- **Payroll Record Maintenance** – CSMC keeps track of employee payroll information. School maintains employee files (based on CSMC-provided template files).
- **W-2 Processing** – CSMC works with the payroll processor to prepare W-2 forms, which are mailed to the Charter School, provided that this Agreement remains in effect at the end of the applicable calendar year, and subject to the timely receipt of accurate and complete information and data from Charter School, per CSMC policies, throughout the Term and including for any portion of the applicable calendar year that preceded the provision of services.
- **IRS, SDI, WC Support** – CSMC assists in resolving payroll tax issues before the IRS and other federal and state reporting agencies in a non-legal capacity. CSMC also assists the Charter School with any State Disability, Workers Comp, or Unemployment Insurance claims by providing supporting payroll reports.
- **Retirement Plan Administration** – CSMC will help the Charter School set up PERS accounts as requested and make appropriate deductions and payments to the county for PERS based on information provided by the Charter School. The Charter School is responsible for PERS account set-up, administration and enrollments, and any fees from outside parties including late fees and interest levied by PERS.
- CSMC clients have discovered that corrections are needed to retirement reporting (PERS) that was done before hiring CSMC as their back-office service provider. Often these required corrections may not be recognized or identified by clients, their employees, or the agencies involved until a time after the clients have contracted with CSMC. Resolution of these issues can often take months, including penalties and interest due to how retirement agencies process and audit correcting reports. CSMC recognizes the importance of ensuring accurate retirement reporting for all your employees. CSMC has the expertise and

experience to support our clients with resolving these issues, however, depending on the time and effort required, CSMC's support may require a fee for this service arrangement.

2. HUMAN RESOURCES & BENEFITS

- Employee File Set-Up – CSMC provides the charter school with help in setting up on-boarding with the 3rd party payroll provider.
- Teacher Credentialing – CSMC will provide non-legal information and assistance to Charter School leaders to help confirm credentials. (We do not evaluate any teacher credentials. This should be done before they are on payroll.)
- Contracts and Handbook Development Support – CSMC provides non-legal, business advice on employment contracts and employee handbooks and their business implications.

Roles & Responsibilities - Payroll

Clarity on certain roles and responsibilities between CSMC and Charter School will help ensure high-quality, timely business services. Table 2 below outlines the roles and responsibilities of both parties:

Table 2: Roles & Responsibilities - Payroll

CSMC	Nevada Virtual Academy
<ul style="list-style-type: none"> • Accurate, complete payroll on a semi-monthly basis • Published Payroll Calendar with payroll deadlines. • Reminders for payroll deadlines. • Final payroll information is sent to the client for approval at least one working day before Charter School's payroll approval date. • Advice on setting up PERS. • CSMC will provide all payroll tax filing and W-2s 	<ul style="list-style-type: none"> • Timecards and Changes: Submission to CSMC of timecards for new hires and other payroll changes by payroll calendar deadlines and using CSMC forms/processes. • Payroll Approval: Approval (email) to CSMC by - Payroll Calendar deadlines. • New Hires: Timely submission to CSMC of new hire paperwork on CSMC new hire forms. • Enrolling (or working with a broker to enroll) staff in any PERS, 403b, health plans, and other insurance/retirement/contribution/ deduction programs. • Terminating staff from health plans, other insurance, and other applicable contribution/ deduction programs.

The Payroll Deadlines / Calendars referenced above shall be provided separately by CSMC.

LATE FEES AND WARNINGS

- **Timecards and Payroll Changes:** CSMC shall impose a late fee of \$100 for each business day timecard for hourly staff and payroll changes are submitted late to CSMC based on the published Payroll Calendar. Significant CSMC staff time is necessary to make such late modifications. The latest Timecards and Changes can be accepted three business days before the Payroll Approval deadlines indicated in the Payroll Calendar.
- CSMC will generate and distribute manual checks, as needed and without charge, for employee terminations and payroll corrections due to CSMC errors.