CBX, Inc. Proposal for Crescent City Harbor District

Proposal for Bookkeeping/Accounting Services

Crescent City Harbor District

Submitted to:
Michael Rademaker, CEO/Harbormaster
Mike Bahr, CEO, Community System Solutions
Board of Harbor Commissioners
Crescent City Harbor District

Submitted by:
CBX, Inc.
71 Stevenson Street, Suite 400
San Francisco, CA 94105
Phone: **415-619-1710**
Email: **cristian@cbxcpa.com**



Cristian Borcan

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1. Cover Letter

CBX, Inc.
71 Stevenson Street, Suite 400
San Francisco, CA 94105
Phone: **415-619-1710**
Email: **cristian@cbxcpa.com**

Crescent City Harbor District
101 Citizens Dock Road
Crescent City, CA 95531

Re: Proposal for Bookkeeping/Accounting Services

Dear Michael Rademaker, CEO/Harbormaster; Mike Bahr, CEO,
Community System Solutions; and Members of the Board of Harbor Commissioners:

On behalf of **CBX, Inc.**, I am pleased to submit this proposal to provide Bookkeeping/Accounting Services for the Crescent City Harbor District. We understand the District is seeking a qualified bookkeeping/accounting firm to serve as a fiscal support partner and grant accounting administrator for District financial transactions, including invoice review, grant transaction tracking, QuickBooks maintenance, payment authorization reporting, monthly financial reporting, audit support, budget assistance, and coordination with District staff, consultants, funding agencies, and the Board of Commissioners. Cristian Borcan is also an authorized municipal auditor in Oregon,

providing additional perspective on public-sector accounting, audit readiness, and municipal financial reporting practices.

CBX, Inc. is based in San Francisco, California, and is prepared to provide these services primarily remotely using secure access to the District's QuickBooks system, electronic document exchange, email, phone, and video conferencing. We will coordinate regularly with the CEO/Harbormaster , Office Manager, Grants Manager, and other District personnel to ensure timely completion of invoice review, payment authorization reporting, grant reimbursement support, monthly Board reporting, audit support, and other required deliverables. In addition, CBX, Inc. will travel to Crescent City whenever necessary for meetings, onboarding, document review, coordination, Board-related matters, or other project needs.

CBX, Inc. has the qualifications, experience, and professional capacity to support public agency accounting needs, including accurate transaction coding, documentation of expenditures, grant reimbursement support, internal control procedures, financial reporting, and preparation of records for audit. Our approach emphasizes accuracy, timeliness, transparency, compliance with grant and District requirements, and clear communication with the CEO/Harbormaster , Office Manager, Grants Manager, and Board of Commissioners.

The individual authorized to negotiate and commit on behalf of **CBX, Inc.** is:

Authorized Representative	Title	Phone	Email
Cristian	Authorized Representative, CBX, Inc.	**415-619-1710**	**cristian@cbxcpa.com**

We appreciate the opportunity to submit this proposal and would welcome the opportunity to discuss how CBX, Inc. can support the Crescent City Harbor District's financial operations, grant administration, and public accountability responsibilities.

Sincerely,

Cristian
Authorized Representative
CBX, Inc.
71 Stevenson Street, Suite 400
San Francisco, CA 94105
Phone: **415-619-1710**
Email: **cristian@cbxcpa.com**

2. Qualifications

Firm Overview

CBX, Inc. is a professional bookkeeping/accounting firm providing financial management, accounting, reporting, and fiscal administration services. CBX, Inc. is positioned to support the Crescent City Harbor District through responsive remote service delivery, secure digital workflows, and regular communication with District staff and stakeholders.

Firm Information	Response
Legal Firm Name	**CBX, Inc.**
Primary Office Location	**71 Stevenson Street, Suite 400, San Francisco, CA 94105**
Phone	**415-619-1710**
Email	**cristian@cbxcpa.com**
Service Delivery Model	Remote bookkeeping/accounting support with scheduled phone, email, video conference, and secure document exchange coordination; onsite attendance available as mutually agreed if requested by the District
Organizational Structure	Corporation
Areas of Specialization	Bookkeeping, accounting, QuickBooks maintenance, grant accounting support, invoice review, financial reporting, budget support, and audit documentation support

Areas of Specialization

CBX, Inc. specializes in the following services relevant to the Crescent City Harbor District's requested scope of work:

- **Bookkeeping and accounting services**, including general ledger maintenance, transaction coding, account reconciliation, and financial statement preparation.
- **Grant accounting and reimbursement support**, including tracking grant-related expenditures, compiling documentation, and supporting grant monitoring and reporting requirements.
- **QuickBooks maintenance and reporting**, including timely entry of invoices, payments, classifications, reconciliations, and reporting schedules.
- **Public agency and board reporting**, including payment authorization reports, monthly financial statements, budget-to-actual reports, cash flow reporting, profit and loss by class, and balance sheet reporting.

- **Internal controls and documentation**, including review of invoice approvals, payment authorization support, segregation-of-duties considerations, and audit-ready records.
- **Audit preparation and year-end support**, including preparation of financial records and supporting documentation requested by the District's audit firm.
- **Budget assistance**, including support for annual budget preparation and financial analysis.

Business Certifications and Designations

CBX, Inc. will provide applicable certification information upon request or as part of final submission materials.

Certification / Designation	Response
Local Business	CBX, Inc. is located in San Francisco, California, and is not located in Crescent City. Services can be performed remotely with responsive coordination.
Small Business	To be confirmed based on the District's applicable definition and any required certification process.
Disadvantaged Business Enterprise	To be confirmed, if applicable.
Minority-Owned Business	To be confirmed, if applicable.
Woman-Owned Business	To be confirmed, if applicable.
Other Relevant Certification	To be confirmed, if applicable.

Qualifications Summary

CBX, Inc. is well-positioned to perform the requested services because we offer:

- Experience maintaining accounting records in **QuickBooks** and producing recurring management and board reports.
- Familiarity with **grant-funded project accounting**, including expense tracking, reimbursement support, and documentation requirements.
- A disciplined approach to **invoice review, authorization tracking, and payment support**.
- Ability to coordinate effectively with multiple stakeholders, including the CEO/Harbormaster, Office Manager, Grants Manager, Board of Commissioners, auditors, contractors, vendors, and grant financing agencies.

- Commitment to timely, accurate, and transparent reporting suitable for a public agency environment.
- Cristian Borcan is an authorized municipal auditor in Oregon, supporting strong audit-ready documentation, internal controls, and public-sector financial reporting.
- A remote-service model that supports efficiency, consistent availability, and secure document exchange.

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3. Relevant Project Experience

CBX, Inc. will provide at least three relevant project examples from the last five years as part of the final proposal submission. The examples should demonstrate experience with bookkeeping/accounting services, QuickBooks support, grant accounting, invoice review, recurring financial reporting, audit support, and coordination with management or governing boards.

Project Experience Format for Final Submission

Item	Project 1	Project 2	Project 3
Client/Agency	Client information to be finalized	Client information to be finalized	Client information to be finalized
Location	To be finalized	To be finalized	To be finalized
Period of Performance	To be finalized	To be finalized	To be finalized
Role of CBX, Inc. / Team Member	To be finalized	To be finalized	To be finalized
Services Performed	Bookkeeping, accounting, reporting, QuickBooks support, grant or audit support as applicable	Bookkeeping, accounting, reporting, QuickBooks support, grant or audit support as applicable	Bookkeeping, accounting, reporting, QuickBooks support, grant or audit support as applicable
Relevance to District Scope	Demonstrates ability to support financial records, documentation, and recurring reporting	Demonstrates ability to support invoice processing, reconciliations, and management reporting	Demonstrates ability to support year-end reporting, audit preparation, budgeting, or grant documentation
Client Contact	To be finalized	To be finalized	To be finalized

For each project, CBX, Inc. will include:

- A description of bookkeeping/accounting services performed.
- A description of QuickBooks, financial reporting, or reconciliation support.
- A description of grant accounting, reimbursement support, or project cost tracking, if applicable.
- A description of audit support or year-end financial document preparation, if applicable.
- A clear explanation of how the work relates to the Crescent City Harbor District's requested services.

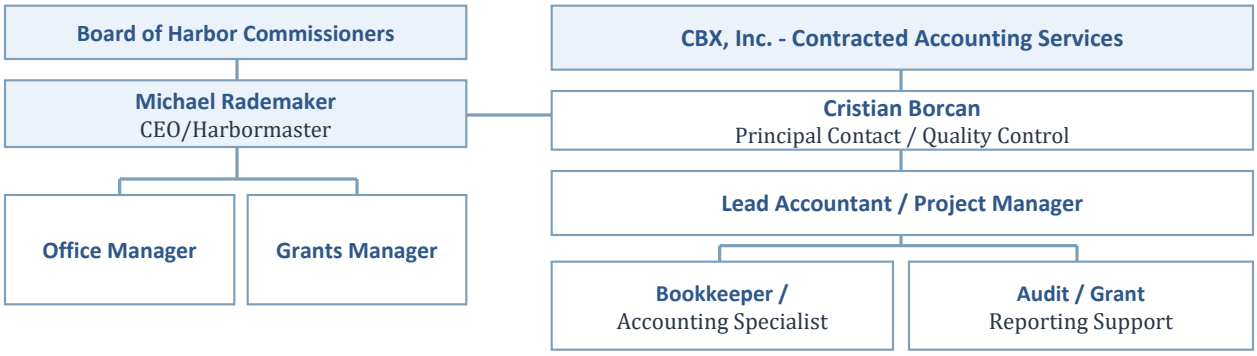
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4. Team Organization

Proposed Project Organization

CBX, Inc. will assign qualified personnel to perform the requested bookkeeping/accounting services. The team will be organized to provide day-to-day accounting support, grant accounting administration, reporting, review, quality control, and timely communication with District personnel.

Organization Chart



Key Personnel

Name	Proposed Role	Contact Information	Primary Responsibilities
Cristian	Authorized Representative / Principal Contact	Phone: **415-619-1710**; Email: **cristian@cbxcpa.com**	Contract oversight, client relationship, coordination with District leadership, quality control, issue resolution
Lead Accountant /	Project management and	To be assigned by CBX, Inc.	Day-to-day coordination, financial reporting, grant

Name	Proposed Role	Contact Information	Primary Responsibilities
Project Manager	financial reporting		accounting, Board report review
Bookkeeper / Accounting Specialist	Transaction processing and QuickBooks support	To be assigned by CBX, Inc.	QuickBooks entry, invoice tracking, payment support, reconciliations, documentation
Audit / Grant Reporting Support	Audit and grant documentation support	To be assigned by CBX, Inc.	Audit document preparation, grant reimbursement documentation, special reporting

Summary-Level Resume Information

Final summary-level resumes will be included with the submission. Each resume should summarize:

- Credentials, licenses, or relevant professional background.
- Years of accounting, bookkeeping, QuickBooks, grant accounting, or financial reporting experience.
- Relevant experience supporting public agencies, grant-funded organizations, nonprofits, or similar entities.
- Proposed responsibilities for this engagement.

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5. Scope of Services Approach

Understanding of the District's Needs

The Crescent City Harbor District requires reliable bookkeeping/accounting services that support daily financial operations, grant compliance, timely Board reporting, audit readiness, and fiscal transparency. The selected firm will serve as a financial support partner to the District and will coordinate closely with the CEO/Harbormaster , Office Manager, Grants Manager, Board of Commissioners, vendors, contractors, audit firm, and grant financing agencies.

CBX, Inc.'s approach is designed to ensure that:

- Financial transactions are entered accurately and timely in QuickBooks.
- Expenditures are properly authorized, documented, coded, and traceable.

- Grant-related invoices and reimbursements are reviewed and tracked against contract requirements and scopes of work.
- Payment authorization reports are prepared for Board agenda posting every two weeks.
- Monthly reports are prepared for Board review and public transparency.
- Records are maintained in an audit-ready format.
- Grant reimbursement and monitoring reports are supported by accurate fiscal documentation.
- Potential issues, hazards, or reporting concerns are identified early and communicated promptly.

Remote Work Approach

CBX, Inc. can perform the majority of the requested services remotely. Our remote work approach will include:

- Secure access to the District's QuickBooks system, if authorized.
- Electronic invoice and document exchange through the District's preferred secure platform.
- Scheduled coordination with the CEO/Harbormaster , Office Manager, and Grants Manager by phone, email, and video conference.
- Remote preparation and delivery of payment authorization reports and monthly Board financial reports.
- Electronic tracking of open items, exceptions, documentation requests, grant reimbursement status, and reporting deadlines.
- Remote audit support through secure document sharing and coordination with the District's audit firm.

CBX, Inc. understands that certain items may require District staff involvement, including check preparation, check signing, access to original records, and Board agenda posting. We will coordinate closely with the Office Manager and delegated District representatives to ensure those responsibilities are completed efficiently and in accordance with District procedures.

Task 1: Fiscal Agent and Grant Accounting Administration

CBX, Inc. will act as the District's bookkeeping/accounting support provider and grant accounting administrator for financial transactions assigned under the scope of work. Our team will help ensure that expenditures are:

- Supported by appropriate documentation.
- Properly authorized under District procedures.
- Coded to the correct account, class, project, grant, or funding source.
- Reviewed for consistency with applicable grant agreements, contracts, budgets, and scopes of work.

- Maintained in a manner that supports reimbursement requests, grant monitoring, and audit review.

Task 2: Invoice and Payment Review with Office Manager

CBX, Inc. will work with the Harbor District Office Manager to receive, review, code, and enter invoices and payment information into the District's QuickBooks system. This process will include:

1. Receiving invoices and supporting documents from the Office Manager or designated District representative.
2. Reviewing invoices for completeness, vendor information, dates, amounts, approvals, and supporting backup.
3. Assigning appropriate account codes, classes, grants, projects, or funding sources.
4. Entering approved invoices and payment information into QuickBooks.
5. Flagging incomplete, duplicate, unusual, or unsupported invoices for District review before payment.

Task 3: Grant Invoice Review with Grants Manager

CBX, Inc. will coordinate with the Grants Manager to review grant-related invoices and confirm that invoiced work appears consistent with the applicable contract, grant agreement, approved scope of work, budget, and reimbursement requirements. This will include:

- Matching invoices to grant-funded projects and contracts.
- Reviewing whether costs are categorized correctly for reimbursement purposes.
- Identifying documentation gaps before reimbursement requests are submitted.
- Tracking grant expenditures and reimbursement status.
- Supporting the Grants Manager with fiscal documentation needed for grant monitoring and reporting.

Task 4: Biweekly Payment Authorization Reports

Every two weeks, or on the District's required Board agenda schedule, CBX, Inc. will prepare payment authorization reports with supporting invoice detail for posting on the Board agenda. The payment authorization package may include:

- Vendor name.
- Invoice number and date.
- Description of goods or services.
- Account/class/project/grant coding.
- Amount requested for payment.
- Funding source or grant designation, if applicable.
- Notes regarding documentation, approvals, or exceptions.
- Invoice copies or supporting documentation as requested by the District.

After Board authorization, CBX, Inc. will submit approved payment authorization information to the Harbor District Office Manager for preparation of checks and signature by delegated members of the Board of Commissioners.

Task 5: Monthly Board Reports

Once per month, CBX, Inc. will prepare financial reports for posting on the Board agenda and review by the Board of Commissioners. Reports will be generated from QuickBooks and/or supporting schedules, subject to District preferences and available data.

Anticipated monthly reports include:

Report	Purpose
Grant Transaction Report	Tracks grant-related expenses, reimbursements requested, reimbursements received, and outstanding reimbursement status
District Financial Statement	Provides an overview of District financial activity and position
Cash Flow Statement	Shows cash inflows, outflows, and cash position trends
Balance Sheet by Month	Presents assets, liabilities, and equity/net position by month
Profit and Loss by Month	Shows revenue and expenses by month
Profit and Loss by Class	Tracks revenue and expenses by class, department, project, or grant category as configured in QuickBooks
Budget to Actual Report	Compares budgeted amounts to actual revenues and expenditures

CBX, Inc. will work with the District to confirm preferred report formats, timing, naming conventions, class structures, and agenda deadlines.

Task 6: QuickBooks Maintenance

CBX, Inc. will ensure that the District's QuickBooks file is kept current and organized. QuickBooks support may include:

- Timely posting of invoices, payments, deposits, reimbursements, and journal entries.
- Chart of accounts review and recommendations.
- Class, customer/job, project, or grant tracking setup and maintenance.
- Bank and account reconciliations, as assigned.
- Monthly review of open payables, receivables, and grant reimbursement balances.

- Review of transaction coding for consistency and accuracy.
- Report generation and export for District use.

Task 7: Year-End Financial and Audit Support

At year-end, CBX, Inc. will prepare financial records and supporting documentation needed by the District's audit firm. Audit support may include:

- Year-end trial balance and general ledger reports.
- Bank reconciliations and cash support.
- Accounts payable and accounts receivable support.
- Grant expenditure and reimbursement schedules.
- Fixed asset support schedules, if applicable and within the agreed scope.
- Copies of selected invoices, payment approvals, deposits, contracts, and grant documentation.
- Response support for auditor information requests in coordination with District management.

Our goal is to maintain records throughout the year in an audit-ready manner to reduce year-end burden and improve efficiency.

Task 8: Fiscal Reports for Grants Manager and Grant Financing Agencies

CBX, Inc. will provide fiscal reports needed by the Grants Manager for grant reimbursements, monitoring, and compliance. As requested and within the agreed scope, CBX, Inc. will also provide fiscal reports to grant financing agencies. These reports may include:

- Grant expense detail by funding source.
- Reimbursement request support schedules.
- Match or cost-share tracking, if applicable.
- Outstanding reimbursement status.
- Budget-to-actual grant expenditure reports.
- Copies of backup documentation required by funding agencies.

Task 9: Annual Budget Assistance

CBX, Inc. will assist the Harbor District with preparation of the annual budget by providing financial reports, historical actuals, trend information, and budget-to-actual analysis. Budget assistance may include:

- Exporting prior-year and current-year financial data from QuickBooks.
- Supporting revenue and expense projections.
- Preparing budget worksheets by account, class, or program.
- Assisting with budget-to-actual review.
- Supporting revisions or clarifications requested by the CEO/Harbormaster or Board.

Task 10: Coordination, Communication, and Issue Identification

Clear communication is essential to successful performance of this engagement. CBX, Inc. will coordinate with District personnel and contractors as needed, including:

- CEO/Harbormaster **:** Overall direction, fiscal priorities, issue escalation, budget and reporting needs.
- **Office Manager:** Invoice intake, payment processing, check preparation, document management, QuickBooks workflow.
- **Grants Manager:** Grant invoice review, reimbursement documentation, monitoring support, grant expenditure reporting.
- **Board of Commissioners:** Board agenda reports, payment authorization reports, monthly financial reporting.
- **Audit Firm:** Year-end records, audit schedules, documentation requests.
- **Grant Financing Agencies:** Fiscal reports and supporting documentation, as authorized by the District.

CBX, Inc. will identify and communicate issues that may impact the scope of work, including missing documentation, coding inconsistencies, grant reimbursement risks, late invoices, budget concerns, unusual transactions, cash flow concerns, or internal control gaps.

Internal Controls and Quality Assurance

CBX, Inc.'s work approach incorporates practical internal control support appropriate for a public agency environment. We will help the District strengthen consistency and accountability by:

- Maintaining documentation trails for invoices, payments, grant expenses, and reimbursements.
- Separating review, authorization, check preparation, and check signing functions where feasible.
- Flagging unsupported or unusual transactions before payment.
- Reconciling reports to QuickBooks data.
- Using standardized reporting schedules and review checklists.
- Documenting assumptions, exceptions, and follow-up items.

Proposed Work Schedule

The schedule below may be refined in coordination with the District after contract award.

Frequency	Activity
Ongoing / Weekly	Invoice review, QuickBooks entry, grant coding, coordination with Office Manager and Grants Manager

Frequency	Activity
Every Two Weeks	Payment authorization report preparation for Board agenda posting
Monthly	Board financial reports, grant transaction reports, reconciliations, budget-to-actual reporting
Quarterly / As Needed	Grant reimbursement support, monitoring reports, management review meetings
Annually	Budget assistance, year-end close, audit support, financial document preparation
As Needed	Special reports, issue identification, coordination with grant financing agencies

Deliverables

Expected deliverables include, but are not limited to:

- Updated QuickBooks records.
- Invoice coding and payment support documentation.
- Biweekly payment authorization reports.
- Monthly Board financial reports.
- Grant transaction and reimbursement status reports.
- Fiscal reports for the Grants Manager and grant financing agencies.
- Year-end financial records and audit support documentation.
- Budget support schedules and budget-to-actual reports.
- Issue logs or written notices regarding concerns that may impact the scope of work.
- Additional documentation reasonably required by the District to meet scope deliverables.

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6. Fees

Proposed Fee Structure

CBX, Inc. proposes to provide the requested bookkeeping/accounting services on a **time-and-materials basis** at an hourly rate of **$80 per hour**, with a monthly **not-to-exceed** amount based on an estimated **30 to 40 hours per month**.

Proposed Monthly Not-to-Exceed Amount

CBX, Inc. proposes a monthly **not-to-exceed amount of $3,200**, unless otherwise adjusted after reviewing transaction volume, grant activity, reporting cadence, and onsite meeting

needs. This estimate may be refined in coordination with the District after confirming workload.

Proposed Billing Approach

Actual billing will be based on time and materials, subject to the proposed monthly not-to-exceed amount, unless otherwise negotiated with the District.

Services That May Require Additional Effort

Certain services may require additional time depending on the condition of the District's accounting records, the number and complexity of grants, reporting deadlines, audit requests, and the volume of transactions. Services that may require higher effort include:

- Cleanup or restructuring of the QuickBooks chart of accounts, classes, projects, or grant tracking system.
- Reconstruction of prior-period records or missing documentation.
- Complex grant reimbursement requests or monitoring responses.
- Extensive audit support beyond routine year-end schedules and document requests.
- Special reporting requested by grant financing agencies.
- Budget development requiring significant forecasting, scenario analysis, or Board workshop support.

Any work outside the agreed scope or not-to-exceed amount will be discussed with the District in advance and performed only upon written authorization.

Reimbursable Expenses

Reimbursable expenses, if any, will be billed at cost and only if authorized by the District. Examples may include:

- Mileage or travel expenses for required in-person meetings.
- Printing, binding, or delivery costs requested by the District.
- Postage or document production costs.
- Other direct costs approved in advance by the District.

If travel to Crescent City is required, it will be coordinated in advance and billed only with prior District approval or as mutually agreed.

Expense Type	Proposed Treatment
Mileage	Billed at cost only if travel is requested and approved by the District
Travel Time	To be discussed if onsite attendance is requested by the District
Printing/Delivery	Billed at cost only if requested and approved by the District
Other Direct Costs	Billed at cost only if requested and approved by the District

Fee Confirmation

CBX, Inc. proposes a time-and-materials arrangement at $80 per hour, with a proposed monthly not-to-exceed amount of $3,200, based on an estimated 30 to 40 hours per month. The estimate may be refined after confirming transaction volume, active grants, reporting deadlines, and the need for onsite attendance.

If travel to Crescent City is required, it will be coordinated in advance and billed only with prior District approval or as mutually agreed.

Closing Statement

CBX, Inc. appreciates the opportunity to submit this proposal to the Crescent City Harbor District. We are prepared to provide accurate, timely, and transparent bookkeeping/accounting services that support the District's daily operations, grant administration, Board reporting, audit preparation, and long-term financial management.

We look forward to working with the CEO/Harbormaster, Office Manager, Grants Manager, Board of Harbor Commissioners, and other District stakeholders.

Submitted by:

Cristian Borcan
Authorized Representative
CBX, Inc.
71 Stevenson Street, Suite 400
San Francisco, CA 94105
Phone: 415-619-1710
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JR MARTIN cpa

Prepared for the Board of Commissioners
Crescent City Harbor District

ACCOUNTING SERVICES · PROPOSAL

A smooth handoff for the District's books

Reliable monthly books and clear financial reports for the Board, starting January 1.

Clarity · Confidence · Momentum

(530) 229-1301 · info@jrmartincpa.com · jrmartincpa.com

What we heard

A handoff on January 1

Your current bookkeeper keeps the books current through December 31, and the District wants a new accountant in place on January 1.

Construction is coming

Federal construction spending is already underway, with more in February and the main work starting May through July.

Clear numbers for the Board

Two Board meetings a month need reliable, timely financial reports the Board can act on.

About J.R. Martin & Associates

SINCE

2009

A professional CPA firm based in Redding, providing accounting and tax services.

Who we serve

Hundreds of business owners, nonprofits, and government organizations.

How we work

Proactive

We raise questions early, so nothing surprises the Board.

Right the first time

Careful work up front, so the numbers hold up.

Complete reports, every month

A full set of financial reports for the Board each month.

References from our nonprofit and government clients are available upon request.

How we'll work together

Your office	Enters bills, prepares checks, and approves and signs payments. Runs payroll with your provider. Records tenant, RV park, and boat slip payments.
Your grants team	Prepares and submits grant reimbursement requests and reports, using supporting reports from the books.
J.R. Martin & Associates	Reconciles every account monthly, codes by grant class, reviews bill coding, records payroll, and prepares the Board's monthly financial reports.

STEP 1

Accounting Transition Roadmap

$7,000

one time, flat fee

- A handoff walkthrough with your current bookkeeper before December 31
- Your opening balances tied to the June 30, 2026 audit
- A review of every account's reconciliations and balances
- A short findings memo: anything to correct, with its cost, and what we'd watch as construction begins

A clean, documented starting point and a map of next steps. If the books are current, the Roadmap confirms it.

Adjustments: resolving what we find

$1,500

minimum, then hourly with your approval

The Roadmap identifies open items; this step resolves them.

In our experience, any change of accountants turns up a few, so we expect some work here.

If the work goes beyond the minimum, we'll show you what we found and the estimated cost before doing more.

STEP 2

Monthly bookkeeping

$6,000

monthly retainer, drafted on the 15th, starting December 15

- Monthly reconciliations of your five bank and investment accounts and two credit cards
- Coding by grant class, and review of your office's bill coding
- Help setting up a sound bill process for your office; if it takes more than the retainer allows, we'll agree on the added cost first
- The prior month's financial reports, presented by Zoom at the Board's second meeting each month
- Payroll recorded each month
- **Audit-ready monthly closes, subject to year-end audit adjustments**

Work is billed against the retainer at our hourly rates; it is not a flat fee for unlimited work. As construction activity increases in February, billing beyond the retainer is highly likely; we'll let you know as soon as we see it, before billing beyond it.

Fitting the retainer to the real work

Our March recast

After our first two months we'll know your monthly volume, the Board's meeting needs, and how construction is affecting the work. In March we recast the retainer based on how much of it the work actually used, up or down, agreed in writing first. Recording of tenant, RV park, and slip payments is part of that review.

When construction begins

Our retainer covers current activity and does not include the construction projects. As construction activity increases in February, billing beyond the retainer is highly likely, and we'll let you know as soon as we see it. Sharing your construction budget and pay application schedule during the Roadmap helps us set an accurate retainer at the March recast.

What's not included

Not included yet

Priced when the need arises, and agreed with you first

- The construction projects, set at the March recast
- Adjustments beyond the $1,500 minimum
- Audit support and the schedule of federal awards
- The State Controller Financial Transactions Report
- Tax reimbursement billing
- Assistance with debt restructure

Stays with the District

Outside our role, with our support where noted

- Payroll processing, with your provider; we record payroll and can train
- Grant reimbursement requests and reports, with our supporting reports
- Bill payment and fiscal agent duties

OPTIONAL · WHEN YOU'RE READY

Financial leadership as construction ramps up

Budget

Annual budget preparation, and budget-to-actual in every Board package

Cash

Cash forecasting through construction draws and grant reimbursements

Audit readiness

Getting ahead of the larger audit that federal funding brings

Available any time, starting with a planning conversation with leadership.

Next steps

November 18

Board approval, followed by a signed engagement letter

December

The Roadmap begins, with the handoff while your bookkeeper is still available. First monthly retainer drafted December 15.

January 1

Monthly bookkeeping begins

March

Recast of the monthly retainer

To begin: $8,500 the $7,000 Roadmap plus the $1,500 adjustments minimum

NOW CFO

PROPOSAL PREPARED FOR CRESCENT CITY HARBOR DISTRICT

Project Accounting, Grant Compliance & Ongoing Financial Support

October 2026

Prepared By: Kelly Ciccolo

Executive Summary

Crescent City Harbor District is preparing to manage a federally funded capital project supported by a line of credit, with grant reimbursement, MARAD reporting and federal labor compliance requirements. Our review of the District's FY 2025–26 financials shows a solid foundation to build on, along with clear opportunities to strengthen project tracking, cash management and the monthly close. Our objective is to set up a grant-compliant project accounting structure, process invoices and reimbursements accurately and on time, and keep the District audit-ready for the life of the project.

What We Understand About Your Situation

Federally Funded Project	Reimbursements depend on clean, compliant documentation. Costs must be mapped to approved budget categories, supported by invoices and proof of payment, and meet Davis-Bacon and MARAD requirements where applicable.
Line of Credit & Cash Timing	Project costs will often be paid before reimbursements arrive. The District ended FY 2025–26 with about $435K in cash, so draws, interest and payment priorities need careful tracking to keep vendors, payroll and debt service funded.
Invoice Volume & Approvals	Contractor and vendor invoices must be matched to contracts, purchase orders, budget lines and completed work, then routed through a documented approval chain before payment.
Budget Visibility	Leadership and the Board need regular budget-vs-actual, committed-cost and cash runway reporting by project and funding source to catch overruns early.
Monthly Close & Reconciliations	Our FY 2025–26 review found balances that weren't updated during the year, including debt and interest, lease and pension entries, and a reconciliation adjustments account that should be cleared. A consistent monthly close keeps project and District records reliable.
Audit & Records Readiness	Federal awards bring added audit requirements. Organized records, documented controls and clear retention policies make audits faster and reduce the risk of findings.

Our Approach

We recommend a four-phase engagement aligned with the seven service areas in your scope of work. Phase 1 builds the foundation. Phases 2 through 4 then begin as soon as the structure is in place and continue as ongoing support for the life of the project.

Phase 1 Weeks 1–4	**Project Accounting Setup & Controls**
Objective	Build a grant-compliant accounting structure and the controls to support it from day one.
Actions	• Chart of Accounts & Cost Coding: Design a project-specific, grant-compliant chart of accounts with job cost codes by cost category and funding source • System Configuration: Configure classes, locations and projects in the accounting system; set user roles, permissions and approval hierarchies; set up vendor files (W-9 collection, compliance validation) and grantor profiles with billing and reporting requirements • Line of Credit & Cash Management: Set up the credit line tracking ledger, draw request process and approval thresholds, interest accrual tracking, a weekly and monthly cash flow forecast, and payment prioritization rules for vendors, debt and payroll • AP Workflow & Document Management: Set up an automated AP workflow (intake → approval → payment) and link invoices and contracts in a central document system • Internal Controls & Records Policies: Define segregation of duties, approval limits, file naming conventions and retention schedules by document type
Outcome	**Grant-ready chart of accounts | Credit line tracking and cash forecast in place | Documented approval workflow | Controls and retention policies defined**

Phase 2 Weeks 3–12, then ongoing	**Invoice Processing & Payment**
Objective	Make sure every invoice is accurate, approved, compliant and paid on time.
Actions	• Invoice Receipt & Logging: Centralized intake by email or AP portal, date stamping and unique invoice IDs, an AP log by vendor, amount, project and funding source, and documents linked to the accounting system • Invoice Review & Verification: Match each invoice to contracts, purchase orders, budget lines and completed deliverables; validate pricing, grant compliance and GL and project coding; resolve discrepancies with vendors and District staff

	• Payment Authorization: Route invoices from project manager to finance for approval, track status and timestamps, and maintain a complete approval audit trail • Payment Processing: Prepare weekly or bi-monthly payment batches, schedule ACH, wire and check payments, update accounting records and send remittance notices to vendors
Outcome	**On-time vendor payments | Complete approval audit trail | Accurate coding by project and funding source**

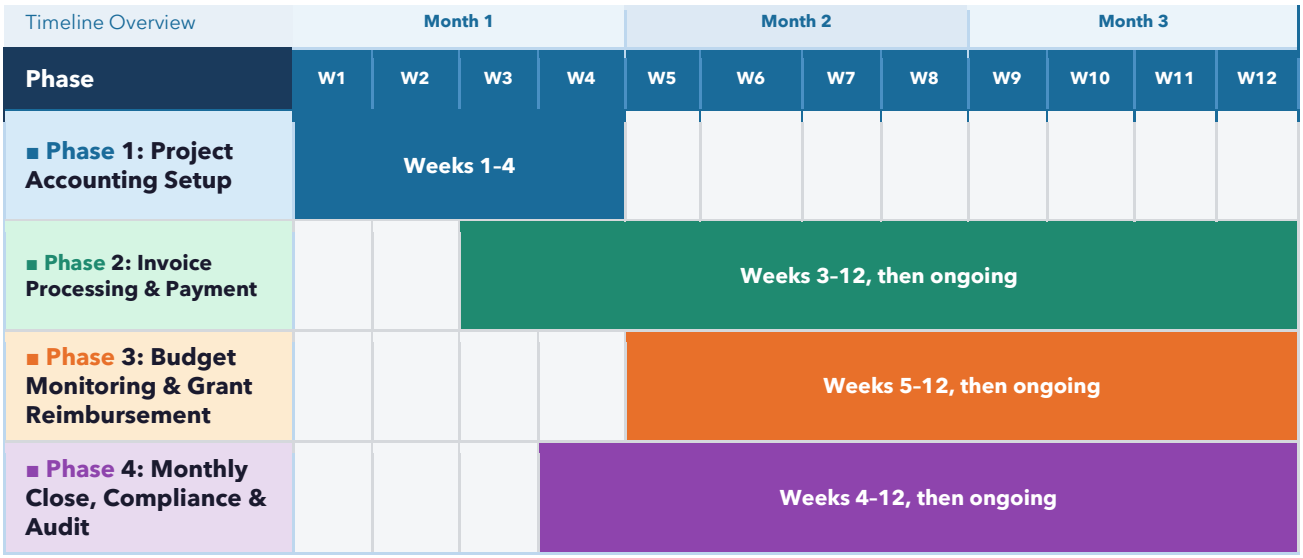
Phase 3 Weeks 5–12, then ongoing	**Budget Monitoring & Grant Reimbursement**
Objective	Give leadership clear visibility into project spending and keep reimbursements flowing.
Actions	• Budget Monitoring: Track actual vs. budget by project and category, burn rate, remaining funds, and committed vs. incurred costs, with threshold-based variance alerts • Forecasting: Monthly rolling forecasts, cash runway projections, and scenario modeling for delays and cost overruns • Reporting: Weekly and monthly budget-vs-actual reports, variance explanations and dashboard summaries for leadership and the Board • Reimbursement Packages: Identify eligible expenses, map them to approved budget categories, validate support, and compile reimbursement schedules with invoice copies, proof of payment and expense summaries • Submission & Tracking: Submit reimbursement packages, track approval status, record receivables and cash receipts, and provide account reports for quarterly and end-of-grant reporting
Outcome	**Clear budget visibility | Timely, compliant reimbursements | Reliable cash runway projections**

Phase 4 Weeks 4–12, then ongoing	**Monthly Close, Compliance & Audit Support**
Objective	Keep the books accurate, compliant and audit-ready every month.
Actions	• Monthly Close: Bank and credit line reconciliations, AP and AR reconciliations, interest and expense accruals, and monthly financial statements • Compliance Review: Monitor adherence to grant terms, GAAP and GASB standards, internal policies and federal requirements, including the Davis-Bacon Act where applicable; review cost allocations for allowability; respond to MARAD information requests • Internal Controls Testing: Approval compliance checks, expense sampling reviews and fraud risk monitoring

- Records Management: Maintain a centralized digital filing system linked to transactions, with secure access controls and quick retrieval for audits and reviews
- Audit Support: Prepare audit-ready financials and schedules (GL detail, budget vs. actual, vendor listings), respond to auditor requests, and help address findings and update controls after the audit

Outcome	**Timely monthly close | Documented grant compliance | Audit-ready records | Fewer audit findings**

Estimated Timeline



Phases 2 through 4 continue as ongoing monthly support after week 12, through project completion and final grant closeout.

Estimated Fees

Controller

Focus areas: Chart of accounts and controls design, credit line and cash forecasting, grant compliance review, budget and variance reporting, audit coordination

Rate: $210/hr

Senior / Staff Accountant

Focus areas: Invoice intake and verification, payment processing, reconciliations, reimbursement package preparation, records management

Rate: $80/hr

Role	Hours	Estimated Cost
Controller	30–40 hours	$6,300 – $8,400
Senior / Staff Accountant	40–60 hours	$3,200 – $4,800

Total Estimated Fees for Phase 1: Setup & Controls

$9,500 – $13,200

Following setup, ongoing monthly support for Phases 2 through 4, including invoice processing and payments, budget monitoring, grant reimbursements, monthly close, compliance review and audit support, is estimated at 55–85 hours per month (Controller 15–25 hours; Senior / Staff Accountant 40–60 hours), or about $6,350–$10,050 per month. Actual hours will depend on invoice volume and reimbursement frequency, and you only pay for the hours you need.

Why NOW CFO

Grant-funded capital projects need two things at once: careful, day-to-day accounting execution and experienced oversight of compliance and cash. Those are rarely the same person. NOW CFO brings a team:

- **Accounting professionals** who handle invoice processing, reconciliations and reimbursement packages accurately and on schedule
- **Directors and partners** who provide oversight, quality control and escalation, so nothing falls through the cracks
- **CFO-level strategic support** available when you need it, for Board reporting, lender conversations and project financing decisions
- **Grant compliance focus** with processes built around reimbursement-based funding, documentation standards and audit readiness
- **Process transparency** with clear milestones, deliverables and client visibility via BizVue throughout the engagement
- **A head start on your books**: we have already reviewed the District's FY 2025–26 financials, so we can begin quickly and focus where it matters most

We are ready to move quickly. Our goal is to give the District a project accounting structure it can rely on, from the first invoice to the final grant report.

NOW CFO | www.nowcfo.com | 801-938-4764