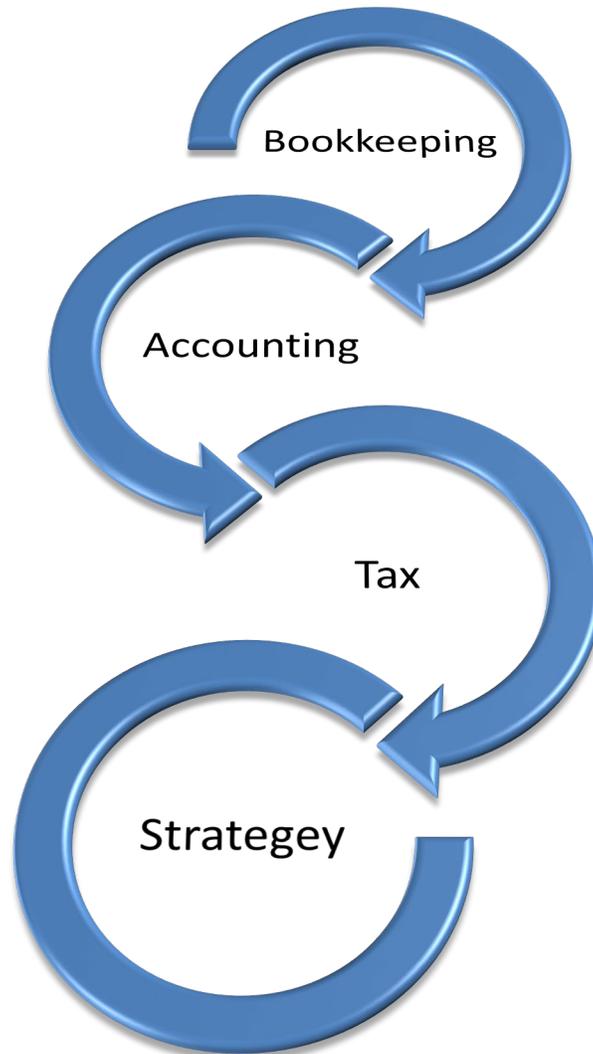


## Service Offerings



## Objectives for Bookkeeping Services

- Daily or weekly transaction data entry and processing
- The ability to reasonably quickly answer:
  - How much cash do I have?
  - How much do I owe Vendors?
  - How much do Customers owe me?
- The ability to periodically answer:
  - Do my bank and credit card registers agree with those entities' records?  
(cash and credit card reconciliations)
  - (Maybe) Do my credit line / installment note balances (registers) agree with those entities' records?  
(reconcile to statements from lenders, e.g. proper interest expense recognition)
  - Did the employees and payroll taxes get paid?
  - Have all of the transactions that went through banks and credit cards and payroll been categorized to a proper and consistent GL account?  
(and if Job Cost is part of the service, coded to the correct job)?
  - Proper and consistent can mean that certain transactions that typically require further analysis (or the bookkeeper doesn't know how to deal with) are posted to an account that will indicate to the accountant that further work is needed to fully complete the accounting for that transaction. (e.g. "Ask My Accountant")
- Segregation of duties for bookkeeping tasks for which the client does not have enough internal resources for proper internal controls.
- The ability for the client to print from their accounting system, without further accounting work, cash or modified accrual basis financial statements that are "good enough" for day to day operations, but are:
  - not GAAP financials
  - not suitable for tax preparation, lending decisions, advising, or planning, without further analysis and adjustment
  - usable if we were to take these financials and hit the "cash basis" button and subtract debt service and asset purchases to have a crude way to show the client what happened with their cash.

Limitations of bookkeeping services:

- Bookkeepers will (almost) never do accounting JEs, including asset accounting, tax accruals, revenue recognition, expense accruals, complex purchase transactions and dispositions, etc.
- Bookkeepers can never say the books are closed – they can only say the bookkeeping is done.
- The skills of bookkeepers vary greatly and evaluating their performance must be done by experienced accountants.

## Objectives of Accounting and Controllership Services:

- Review of bookkeeping work for consistency and completion of the bookkeeping objectives. This is not meant to train bookkeepers to be accountants, nor is it about trying to castigate them for mistakes. It is to provide accounting oversight by accountants and help bookkeepers develop bookkeeping skills and improve clients' financial reporting.
- Completion of the accounting work that bookkeepers cannot or should not be doing.
- Segregation of duties for accounting or bookkeeping tasks for which the client does not have enough internal resources for proper internal controls.
- The ability for the client to print from their accounting system financial statements that are consistent and comparable to other entities in similar lines of business that fairly represent the financial position for the period in conformity with accounting principles generally accepted in the US or a jurisdiction of the client's choosing.
- Financial and other records upon which planning and forecasting and other advisory services based on historical results and trend analysis can be based.

## Scopes of Tax Services

### Tax Planning

A customized package of tax-saving strategies for individual and business clients. The Tax Plan demonstrates concepts and strategies to reduce their taxes by introducing ideas to make systemic changes resulting in decreasing taxable income, increasing deductions, or making structural changes to their organization and financial affairs over many years. Tax planning can also include identifying risks and exposures to other types of taxes in jurisdictions within which the client is operating.

### Tax Projection

Estimate the income tax liability for individuals or businesses who want to set the funds aside for taxes. Tax projection is most valuable for people who have had a sudden boost in income, such as stock options, an inheritance, or a sale of a business, as well as business owners and independent contractors.

### Tax Preparation

Tax preparation is recording tax events that occurred during the tax year and does not include proactive strategies. If you are looking for proactive tax strategies to minimize your tax liability, please ask us if **Tax Planning** during the tax year will be beneficial for you.

### State and Local Tax Compliance

The ability of bookkeepers or accountants to complete state and local reporting (e.g. sales tax and property tax) is highly dependent upon the skills of those individuals and the complexity of the client and will ordinarily require accounting and tax services provider involvement which must be decided on a client by client basis. The Tax services team will be involved to assess the ability of others or take over the activity when warranted.

## Advisory Services

### MAP Philosophy:

Most advisory services focus on developing targets around results and measuring performance against those targets and modifying business practices to see if and how they change results. As such, advisory services can only be added if the foundational activities of bookkeeping and accounting and tax are handled well by internal or external staff. Without someone doing the bookkeeping and accounting and tax compliance, there is no point in strategic advising, planning, budgeting, etc., as there will be no good results data from which to base the strategic advising or to which to compare to any plan.

### Examples of Advisory Services we can provide include:

- Cash flow planning
- Asset acquisition analysis
- Capital expenditure planning
- Business valuation
- Business plan writing
- Strategic planning
- Budgeting & forecasting
- Key Performance Indicator identification and analysis
- Building proformas
- Market analysis
- Accounting system selection
- Sales tax exposure studies
- Policy & procedure development
- Merger & acquisition planning
- Exit planning
- Research and development tax credit studies
- Tax planning & architecture