Disclaimer: Any content, comments, or advice contained in this webinar is limited to the matters specifically set forth herein. Such content, comments, or advice may be based on tax statutes, regulations, and administrative and judicial interpretations thereof and we have no obligation to update any content, comments or advice for retroactive or prospective changes to such authorities. This communication is not intended to address the potential application of penalties and interest, for which the taxpayer is responsible, that may be imposed for non-compliance with tax law.
Our Presenters

Christine DiMenna, CPA, MSA Principal

William Moore, Jr., CPA, MST Partner
Background

- The government’s intention with PPP was for companies to use the loan proceeds to retain workers, pay rent or mortgage interest, and pay utility expenses for businesses impacted by COVID-19

- Borrowers are focused on maximizing forgiveness

- Forgiveness guidance was due to be released on 4/27/2020 – numerous unanswered questions exist without this guidance; however, the Forgiveness Application addressed some

- Interim Final Rules issued 5/22

- H.R. 7010 passed unanimously on 6/3. (Flexibility Act)

- 60% / 40% Cliff rule was corrected 6/8.

- Revised Application, Added EZ Form, and Instructions –June 16-17th
PPP Loan Forgiveness Application

» 24 week covered period, you can still elect the eight week covered period.

» 5 Pages for full application

» Form 3508 EZ available as well. Three page application.

» EZ is available to a self employed individual, independent contractor, or sole proprietor who had no employees and did not include employee salaries in the computation of average monthly payroll in the original application.

» Expires 10/31/2020, but you can apply up to ten months after your covered period ends?

» Borrowers that did not reduce the annual salary or hourly wage amount by 25% and did not reduce the number of employees or average paid hours.

» Borrower that did not reduce the annual salary or hourly wages by 25% and was unable to operate at the same level of business activity due to compliance requirements established by various federal agencies.

» Can apply any time during the covered period, your headcount would be as of the date of the application.

» 60/40 Payroll no cliff

» If you use the 24 week covered period you can have $46,153 of cash compensation per employee.
Loan forgiveness will not be reduced when there is a loss of FTEs due to requirements established or guidance issued by the Secretary of Health and Human Services, the CDC, or the Occupational Safety and Health Administration during the period beginning on March 21, 2020 and ending December 31, 2020 related to standards of sanitation, social distancing, or other safety requirements related to COVID-19.

For the Full time equivalent headcount the safe harbor now appears to be the earlier of the end of the covered period or December 31st.

If you have used all loan proceeds by week 11 you do not have to wait until the end of the 24 week covered period to apply.

Changes in loan maturity from two years to five years for loans after June 5th. For loans made before June 5th the borrower and lender can agree to extend the maturity to five years.

Can now defer certain payroll costs even with the PPP loan.
Average FTE Computation

1 FTE = 40 Hours per week

Each employee who worked 40 or more hours = 1 FTE, each part-time employee can be converted to an FTE by dividing their hours by 40, or:

Simplified Method – each part-time employee can be counted as .5 regardless of hours worked under 40
Payroll costs paid or incurred during the 8-consecutive week period are eligible for forgiveness. In the application, eligible payroll costs were defined as the payroll costs paid and payroll costs incurred during the 8-week period. It appears that the “and” has been replaced with an “or”, meaning anything paid within the period would be eligible for forgiveness. Impact greatly diminished now with 24 week “covered period”.

For employees who are not performing work but are still on the borrower’s payroll, payroll costs are incurred based on the schedule established by the borrower (typically, each day that the employee would have performed the work).

There is the ability to get more than 2 months of non-payroll costs included with your forgiveness calculation. Forgivable if:

- Paid during the covered period; or
- Incurred during the covered period and paid on or before the next regular billing date
Wages paid to furloughed employees count towards forgiveness.

Bonuses / hazard pay can be paid to employees, but not to owners, and not above $46,154 during the covered period. 60% of the forgiveness amount must be used for payroll, no cliff.
The cap would increase the amount of compensation allowable per employee to 24/52 or $46,153 during the covered period.

For employees who are not performing work but are still on the borrower’s payroll, payroll costs are incurred based on the schedule established by the borrower (typically, each day that the employee would have performed the work).

Wages paid to furloughed employees count towards forgiveness.
» Extends period to replace and restore FTE and salaries. The June 30th date moves to December 31st.

» As long as FTEs or salaries and wages are restored to February 15th levels any time prior to the end of 2020, no reduction in forgiveness will be required. Must have decrease to be able to use safe harbor.

» Loan forgiveness will not be reduced when there is a loss of FTEs due to requirements established or guidance issued by the Secretary of Health and Human Services, the CDC, or the Occupational Safety and Health Administration during the period beginning on March 21, 2020 and ending December 31, 2020 related to standards of sanitation, social distancing, or other safety requirements related to COVID-19.

» Eight week covered period remains an option, by election. So if you have spent all of your PPP funds you do not have to wait until the end of the twenty four weeks to apply.

» Can now defer certain payroll costs even with the PPP loan.

» Changes in loan maturity from two years to five years for loans after June 5th. For loans made before June 5th the borrower and lender can agree to extend the maturity to five years.

» Self employed individuals, general partners, or owner employees of an S Corporation, health insurance contributions are excluded since they are already included in their compensation. I.E. subject to cap of $15,385 or $20,833.

» Self employed individuals or general partners employer retirement contributions are excluded since they are already included in their compensation or S.E. income.
Borrower can apply at any time during the covered period.
# Toolkit Walkthrough – PPP Schedule A Input

## How to use this worksheet:
Both Cash Compensation and Salary/Hourly Wage Reductions are calculations. For Cash Compensation, fill out the information directly below this note by employee. For the Wage Reduction, proceed to the Wage Reduction tab. Only input employees who saw a 25% or more decrease in pay.

### Table 1: List employees who:
- Were employed by the Borrower at any point during the Covered Period or the Alternative Payroll Covered Period whose principal place of residence is in the United States; and
- Received compensation from the Borrower at an annualized rate of less than or equal to $100,000 for all pay periods in 2019 or were not employed by the Borrower at any point in 2019.

<table>
<thead>
<tr>
<th>Employee Name (First Last)</th>
<th>Employee ID</th>
<th># of Average Hours Paid per week</th>
<th>Gross Pay</th>
<th>FFCA Excluded Earnings</th>
<th>Gross Pay in Excess of $50k</th>
<th>SBA Gross Pay</th>
<th>Employer Taxes State and Local</th>
<th>Employer Health Benefit Cost</th>
<th>Employer Retirement Plan Cost</th>
<th>SBA Payroll Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Smith</td>
<td>1234</td>
<td>50</td>
<td>$5,750.00</td>
<td>$ -</td>
<td>$5,750.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$7,250.00</td>
</tr>
<tr>
<td>Sarah Jones</td>
<td>1678</td>
<td>35</td>
<td>$8,200.00</td>
<td>$ -</td>
<td>$8,200.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$9,200.00</td>
</tr>
<tr>
<td>Rachel Brown</td>
<td>9123</td>
<td>40</td>
<td>$9,700.00</td>
<td>$ -</td>
<td>$9,700.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$11,200.00</td>
</tr>
<tr>
<td>Jessica Robinson</td>
<td>4557</td>
<td>40</td>
<td>$9,700.00</td>
<td>$ -</td>
<td>$9,700.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$11,200.00</td>
</tr>
<tr>
<td><strong>TOTAL FOR ALL EMPLOYEES</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

**NOTE:** Our recommendation is to list each employee individually. However, if it is impractical to do so, you may enter the total for all eligible employees within this line.

### Table 2: List employees who:
- Were employed by the Borrower at any point during the Covered Period or the Alternative Payroll Covered Period whose principal place of residence is in the United States; and
- Received compensation from the Borrower at an annualized rate of more than $100,000 for any pay period in 2019.

<table>
<thead>
<tr>
<th>Employee Name (First Last)</th>
<th>Employee ID</th>
<th># of Average Hours Paid per week</th>
<th>Gross Pay</th>
<th>FFCA Excluded Earnings</th>
<th>Gross Pay in Excess of $50k</th>
<th>SBA Gross Pay</th>
<th>Employer Taxes State and Local</th>
<th>Employer Health Benefit Cost</th>
<th>Employer Retirement Plan Cost</th>
<th>SBA Payroll Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia Taylor</td>
<td>4444</td>
<td>40</td>
<td>$15,385.00</td>
<td>$ -</td>
<td>$15,385.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$16,885.00</td>
</tr>
<tr>
<td>Barbara Kent</td>
<td>5555</td>
<td>40</td>
<td>$15,385.00</td>
<td>$ -</td>
<td>$15,385.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$500.00</td>
<td>$16,885.00</td>
</tr>
<tr>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>
# Toolkit Walkthrough – PPP Schedule A Worksheet

**Table 1:** List employees who:
- Were employed by the Borrower at any point during the Covered Period or the Alternative Payroll Covered Period whose principal place of residence is in the United States, and
- Received compensation from the Borrower at an annualized rate of less than or equal to $100,000 for all pay periods in 2019 or were not employed by the Borrower at any point in 2019.

<table>
<thead>
<tr>
<th>Employee’s Name</th>
<th>Employee Identifier</th>
<th>Cash Compensation</th>
<th>Average FTE</th>
<th>Salary / Hourly Wage Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Smith</td>
<td>8244</td>
<td>$10,000.00</td>
<td>0.5</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Sarah Jones</td>
<td>8578</td>
<td>$9,000.00</td>
<td>0.9</td>
<td>$8,100.00</td>
</tr>
<tr>
<td>John Brown</td>
<td>9443</td>
<td>$8,000.00</td>
<td>1.0</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Jessica Rabbit</td>
<td>8667</td>
<td>$3,320.00</td>
<td>1.0</td>
<td>$3,320.00</td>
</tr>
</tbody>
</table>

**FTE Reduction Exceptions:**

<table>
<thead>
<tr>
<th>Totals:</th>
<th>$32,720.00</th>
<th>2.5</th>
<th>$(1,302.00)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Box 1</th>
<th>Box 2</th>
<th>Box 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 2:** List employees who:
- Were employed by the Borrower at any point during the Covered Period or the Alternative Payroll Covered Period whose principal place of residence is in the United States, and
- Received compensation from the Borrower at an annualized rate of more than $100,000 for any pay period in 2019.

<table>
<thead>
<tr>
<th>Employee’s Name</th>
<th>Employee Identifier</th>
<th>Cash Compensation</th>
<th>Average FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Doe</td>
<td>8244</td>
<td>$10,000.00</td>
<td>1.0</td>
</tr>
<tr>
<td>Michael Smith</td>
<td>8578</td>
<td>$9,000.00</td>
<td>1.0</td>
</tr>
<tr>
<td>Sarah Jones</td>
<td>9443</td>
<td>$8,000.00</td>
<td>1.0</td>
</tr>
<tr>
<td>Jessica Rabbit</td>
<td>8667</td>
<td>$3,320.00</td>
<td>1.0</td>
</tr>
</tbody>
</table>

**Totals:**

<table>
<thead>
<tr>
<th>Totals:</th>
<th>$32,720.00</th>
<th>2.5</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Box 4</th>
<th>Box 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Toolkit Walkthrough – PPP
Schedule A – bottom of sheet

Full-Time Equivalency (FTE) Reduction Calculation

If you satisfy any of the following three criteria, check the appropriate box, skip lines 11 and 12, and enter 1.0 on line 13; otherwise, complete lines 11, 12, and 13:

No reduction in employees or average paid hours: If you have not reduced the number of employees or the average paid hours of your employees between January 1, 2020 and the end of the Covered Period, check here □.

FTE Reduction Safe Harbor 1: If you were unable to operate between February 15, 2020, and the end of the Covered Period at the same level of business activity as before February 15, 2020 due to compliance with requirements established or guidance issued between March 1, 2020 and December 31, 2020, by the Secretary of Health and Human Services, the Director of the Centers for Disease Control and Prevention, or the Occupational Safety and Health Administration related to the maintenance of standards for sanitation, social distancing, or any other worker or customer safety requirement related to COVID-19, check here □.

FTE Reduction Safe Harbor 2: If you satisfy FTE Reduction Safe Harbor 1 (see PPP Schedule A Worksheet), check here □.

Line 11. Average FTE during the Borrower’s chosen reference period: 5.8

Line 12. Total Average FTE (add lines 2 and 5): 5.8

Line 13. FTE Reduction Quotient (divide line 12 by line 11) or enter 1.0 if any of the above criteria are met: 100%

FTE Reduction Safe Harbor 2:

Step 1. Enter the borrower’s total average FTE between February 15, 2020 and April 26, 2020. Follow the same method that was used to calculate Average FTE in the PPP Schedule A Worksheet to tally.

Step 2. Enter the borrower’s total FTE in the Borrower’s pay period inclusive of February 15, 2020. Follow the same method that was used in step 1.

Step 3. If the entry for step 2 is greater than step 1, proceed to step 4. Otherwise, FTE Reduction Safe Harbor 2 is not applicable and the Borrower must complete line 13 of PPP Schedule A by dividing line 12 by line 11 of that schedule.

Step 4. Enter the borrower’s total FTE as of the earlier of December 31, 2020, and the date this application is submitted:

Step 5. If the entry for step 4 is greater than or equal to step 2, enter 1.0 on line 13 of PPP Schedule A; the FTE Reduction Safe Harbor 2 has been satisfied. Otherwise, FTE Reduction Safe Harbor 2 does not apply and the Borrower must complete line 13 of PPP Schedule A by dividing line 12 by line 11 of that schedule.
| Name            | Employee at Time of Loan Application | Employee at Time of Forgiveness Application | Hours paid for the period Feb 15 to Jun 30, 2019 | Monthly Avg FTE's for the period Feb 15 to Jun 30, 2019 | Hours paid for the period Jun 1 to Feb 20, 2020 | Monthly Avg FTE's for the period Jun 1 to Feb 20, 2020 | Hours Paid between 2/15/20 - 4/26/20 | Average FTEs - between 2/15/20 - 4/26/20 | Enter the hours worked - week including 2/15/20 | Calculated FTE as of 2/15/20 pay period | Enter the hours worked - last week of covered period | Calculated FTE as of submission of application | Enter the hours worked - week of 2/15/20 | Calculated FTE as of 12/31/20 pay period |
|-----------------|-------------------------------------|---------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|
| Michael Smith   | 1.0                                 | 1.0                                         | 665.0                                         | 0.9                                           | 288.0                                         | 0.9                                           | 360.0                                         | 0.9                                           | 35.0                                         | 0.9                                           | 35.0                                         | 0.9                                           | 35.0                                         | 0.9                                           |
| Sarah Jean      | 1.0                                 | 1.0                                         | 665.0                                         | 0.9                                           | 288.0                                         | 0.9                                           | 360.0                                         | 0.9                                           | 35.0                                         | 0.9                                           | 35.0                                         | 0.9                                           | 35.0                                         | 0.9                                           |
| Ralph Brown     | 1.0                                 | 1.0                                         | 760.0                                         | 1.0                                           | 320.0                                         | 1.0                                           | 400.0                                         | 1.0                                           | 40.0                                         | 1.0                                           | 40.0                                         | 1.0                                           | 40.0                                         | 1.0                                           |
| Jessica Rabbit  | 1.0                                 | 1.0                                         | 760.0                                         | 1.0                                           | 320.0                                         | 1.0                                           | 400.0                                         | 1.0                                           | 40.0                                         | 1.0                                           | 40.0                                         | 1.0                                           | 40.0                                         | 1.0                                           |
| Debra Taille    | 1.0                                 | 1.0                                         | 760.0                                         | 1.0                                           | 320.0                                         | 1.0                                           | 400.0                                         | 1.0                                           | 40.0                                         | 1.0                                           | 40.0                                         | 1.0                                           | 40.0                                         | 1.0                                           |
| Barbara Kent    | 1.0                                 | 1.0                                         | 760.0                                         | 1.0                                           | 320.0                                         | 1.0                                           | 400.0                                         | 1.0                                           | 40.0                                         | 1.0                                           | 40.0                                         | 1.0                                           | 40.0                                         | 1.0                                           |
|                |                                     |                                             |                                               |                                               |                                               |                                               |                                               |                                               |                                              |                                              |                                              |                                              |                                              |                                              |
|                | 6.0                                 | 6.0                                         | 4,370.0                                       | 5.8                                           | 1,856.0                                       | 5.8                                           | 2,320.0                                       | 5.8                                           | 230.0                                       | 5.8                                           | 230.0                                       | 5.8                                           | 230.0                                       | 5.8                                           |
## Toolkit Walkthrough – Wage Reduction Worksheet

<table>
<thead>
<tr>
<th>Employees with</th>
<th>Was this Employee included in the PTC Reduction Calculation?</th>
<th>Salary or Hourly</th>
<th>Step 1 (c) Enter average annual salary or hourly wage during Covered/Alternative Covered Period</th>
<th>Step 1 (b) Enter annual salary or hourly wage between 1/3/20 - 3/31/20</th>
<th>Step 1 (c) Divide the value entered in Step 1(b) by 10</th>
<th>Step 2 (c) Enter annual salary or hourly wage as of 1/15/20</th>
<th>Step 2 (b) Enter annual salary or hourly wage as of 12/31/20 or date of application</th>
<th>Was the Salary/Hourly wage reductions safe harbor met?</th>
<th>Step 3 (c) If HOURLY, enter Average # of Hours worked PER WEEK between 1/1/20 - 3/31/20 *</th>
<th>Step 3 (c) If SALARY, Multiply the amount entered in Step 3(a) by the amount entered in 3(b) or 24 (depending on Covered Period selected). Divide this amount by $2</th>
<th>Salary / Hourly Wage Reduction for PIP Schedule A Worksheet</th>
<th>Total Not Forgivable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Smith</td>
<td>No</td>
<td>Salary</td>
<td>$37,375.00</td>
<td>$75,000.00</td>
<td>49.83%</td>
<td>$75,000.00</td>
<td>$65,000.00</td>
<td>$75,000.00</td>
<td>Yes</td>
<td>$6,525.00</td>
<td>$6,187.00</td>
<td>$-</td>
</tr>
<tr>
<td>Sarah Jean</td>
<td>No</td>
<td>Hourly</td>
<td>$29.29</td>
<td>$41.25</td>
<td>71.00%</td>
<td>$41.25</td>
<td>$38.50</td>
<td>$29.25</td>
<td>No</td>
<td>$30.94</td>
<td>$(1.65)</td>
<td>$-</td>
</tr>
<tr>
<td>Ralph Brown</td>
<td>No</td>
<td>Hourly</td>
<td>$30.00</td>
<td>$41.25</td>
<td>72.73%</td>
<td>$41.25</td>
<td>$38.20</td>
<td>$29.25</td>
<td>No</td>
<td>$30.94</td>
<td>$(0.94)</td>
<td>$-</td>
</tr>
<tr>
<td>Jessica Rabbit</td>
<td>No</td>
<td>Salary</td>
<td>$19,995.00</td>
<td>$85,000.00</td>
<td>70.58%</td>
<td>$85,000.00</td>
<td>$75,000.00</td>
<td>$65,000.00</td>
<td>No</td>
<td>$63,750.00</td>
<td>$(3,750.00)</td>
<td>$-</td>
</tr>
<tr>
<td>Employee 1</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 2</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 3</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 4</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 5</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 6</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 7</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 8</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 9</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Employee 10</td>
<td>N/A</td>
<td>Salary</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Do not include employee’s with amounts greater than $100,000 during any pay periods in 2019

* Only enter if employee is Hourly
Additional Services from blumshapiro
blumshapiro’s PPP Forgiveness Assistance Program
Advisory Service Offerings

Litigation & Valuation:
- Commercial and Economic Damages
- Business Valuation
- Forensics and Forensic Accounting
- Independent Investigations
- Investigative Due Diligence

Technology Advisory & Software Solutions:
- Software Strategy & Selection
- Business Enterprise Review
- Digital Transformation Services
- Data and Analytics
- Collaboration, Workflow & Cloud Enablement

As-a-Service:
- Accounting and Finance
- Cyber Security
- Virtual CIO
- Human Resources
- CFO Advisory

Transaction Advisory
- Quality of Earnings
- Due Diligence
- Tax Structuring
- Sell-Side Diligence and Enterprise Assessment
- Post-Deal Assistance
- Portfolio Company Compliance Services

Risk Advisory:
- Governance, Risk and Compliance
- Cyber Security Services
- Internal Audit
- Enterprise Risk Management

Software Used:
- AccuFund, Adaptive Insights, AvidXchange,
- Sage Intacct, QuickBooks, Azure,
- Dynamics 365 CRM, Flow, Hyperfish, Intune,
- Office 365, Power BI and Power Apps,
- SharePoint, Nintex
Audit Services

» Planning and communication for a seamless transition
» Understanding your business and assessing risk
» Audit approach tailored to your organization
» Technical matters are resolved locally; your engagement partner is a member of the firm’s Accounting & Auditing Technical Committee
» Control recommendations and best practices
» Year-round involvement and communication with Management and Board of Directors
Tax Services

» Depth of Expertise
» Tax Planning and Global Structuring
» Implications of Tax Reform
» Hands-On Approach and Coordination with Audit Team
Tom Kiley

Director of Business Development
blumshapiro

tkiley@blumshapiro.com

781.610.1246
508.380.9828 (Mobile)

Tom has over 25 years of experience providing guidance to senior management and board members. As a Director at blum, Tom works with executives in understanding and solving strategic business needs, governance, risk, financial controls, operational effectiveness and effectively leveraging technology to reduce costs all while increasing efficiencies and profitability.

He works with fulfillment teams to deliver value by leveraging blum’s full portfolio of advisory services that span strategic, tactical and operational expertise including management advisory, technology advisory, project & portfolio management as well as software & Business Process Outsourcing (BPO) services. Tom’s client experience includes working with business leadership and finance officers on their priority initiatives. Clients ranging in size from private emerging companies to Non-Profits and Mid-Cap firms have benefited in working with Tom and his colleagues on audit, tax and business advisory requirements. He manages relationships with business partners and is active with several non-profit organizations and industry committees.