



A proposal for

Collin College Foundation

Nonprofit Advisory Services

December 2025

forv/s
mazars

Forvis Mazars, LLP
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December 18, 2025

Ms. Laura Madden
Executive Director
Collin College Foundation
3452 Spur 399, Suite 429
McKinney, TX 75069

Dear Ms. Madden:

Collin College Foundation recognizes a robust accounting function is crucial to your organization's fiscal health. Outsourcing your accounting and finance functions to an experienced provider could help relieve your administrative burden, allowing you to focus on growth and other key business matters. That's where Forvis Mazars comes in. Our Nonprofit Advisory Services team can provide Collin College Foundation with traditional accounting services as well as insight and strategic advisory solutions to help you improve the performance of your technology and reporting. Our professionals have years of experience helping clients solve intricate business problems, so we're confident we can scale our communicative, innovative approach to help meet Collin College Foundation's changing needs.

Forvis Mazars can provide Collin College Foundation with the service-specific insight and knowledge you deserve. While similar services often look alike on paper, the quality of the service process, timing, and resulting ideas that can help improve profitability and operational efficiency can vary among providers. To Collin College Foundation, Forvis Mazars services can mean the difference between a check-the-box approach and a service process tailored to your specific needs that delivers additional value and proactive advice. Your proposed engagement team knows organizations similar to Collin College Foundation require an understanding of a number of accounting and reporting nuances, and we have the experience to help you navigate your complex environment.

We believe our proposal will help you select our firm for efficient and objective services delivered by experienced professionals. I will call you soon to answer questions you may have about this proposal, or you may reach me at 972.702.8262 or by email at heather.flabiano@us.forvismazars.com

Respectfully Presented,

A handwritten signature in black ink that reads "Heather L. Flabiano".

Heather L. Flabiano, CPA
Managing Director

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Our acceptance of this engagement is subject to completion of our normal client acceptance procedures. Upon acceptance, the actual terms of our engagement will be documented in a separate letter to be signed by you and us. All information contained within this proposal is proprietary and confidential. The information provided in this proposal is intended for informational purposes only and may not be copied, used, or modified, in whole or in part, without Forvis Mazars prior written approval. Most statistical information in this proposal is as of May 31, 2025, unless otherwise noted.

Executive Summary

Listening to Understand Your Needs

Collin College Foundation’s choice of an advisor is important. Beyond completing your requested services on time, Collin College Foundation should expect access to necessary technology and industry resources so you can be decisive on matters that may affect your bottom line. Forvis Mazars brings an established history of performance helping similar clients see improvements to operations, processes, and financial outcomes. With a fresh perspective from Forvis Mazars, Collin College Foundation can be confident you are connecting to the tools and services you need to thrive and receiving significant value through year-round thought leadership, best practice recommendations, and proactive ideas.

Why Forvis Mazars: Unmatched Client Experience®

When our partners created Forvis Mazars, we set out to build a different professional services firm, one so special that our people, clients, and future clients couldn’t help but notice. It takes courage to take a step like we did, but we have the confidence to do so because of our history of and commitment to client service.

Our commitment to these values is memorialized in our book - The Forvis Mazars Way in Action. This book is about our passion, 100-year legacy, and aspiration to be special and different from our peers. It is about our commitment to providing an Unmatched Client Experience (or UCX for short), while putting integrity first in all we do. We provide this book to our people and our clients. We ask them to hold us accountable. What does an Unmatched Client Experience look like for Collin College Foundation? It includes professionals who are committed to the following:

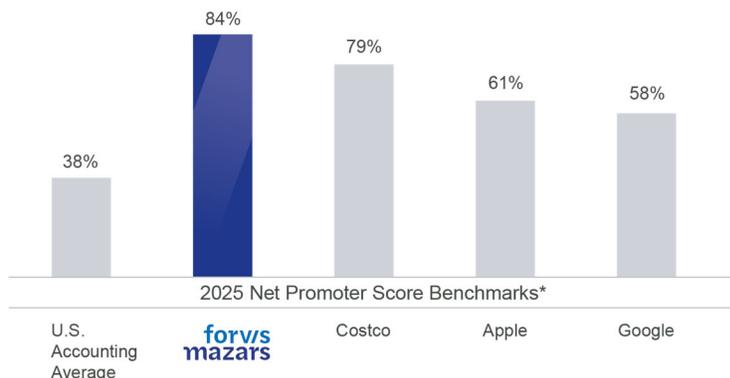
UNMATCHED CLIENT EXPERIENCE

- 1 Listen to Understand
- 2 Be Responsive
- 3 Consult with Purpose to Deliver Value

[View our UCX book](#)

Proven Experience

Our firm is committed to delivering an Unmatched Client Experience® through exceptional quality and client service. In 2025, Forvis Mazars won ClearlyRated’s Best of Accounting™ Five Year Diamond Award for Service Excellence. ClearlyRated® utilizes a Net Promoter® Score (NPS®) to determine the results. NPS is a simple metric based on a survey question that asks your clients how likely they are to recommend your firm to a friend or colleague on a numeric scale of 0–10. To better understand how the NPS of Forvis Mazars was calculated, visit ClearlyRated’s resource for [NPS for Accounting firms](#). Below, we have shared statistics regarding the NPS of Forvis Mazars and comparable scores from other leading brands and our industry.



NPS Data Source: CustomerGauge (<https://customergauge.com/benchmarks/blog/top-highest-nps-scores>).
Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.
*ClearlyRated – NPS 101 for Accounting Firms & Forvis Mazars FYE 25 Relational Survey.

Proposed Services

Nonprofit Advisory Services

We know Collin College Foundation is busy managing your day-to-day operations and may not have the time, staff, or resources to perform certain accounting services in-house. For organizations similar to yours, Forvis Mazars offers a wide range of outsourcing services to meet accounting, tax, financial management, technology, and consulting needs. Each year, Forvis Mazars helps thousands of clients—large and small—with their accounting.

Whether we are on site or in our offices, Forvis Mazars can complete our services efficiently. Because we have trained staff ready to serve you directly, you can be confident Forvis Mazars will not outsource your work to a third party.

Proposed Tasks & Fees

Our goal is to be candid, timely, answer your questions about fees upfront, and avoid fee surprises. We determine our fees by evaluating a number of variables: the complexity of the work, the project’s scope, the time we will spend, and the level of professional staff needed. Below is a summary of our proposed services and fees.

Task	Estimated Fees & Annual Hours
Onboarding – 100% Discounted	
Procedures necessary to understand monthly close process and complete set up, including access to client systems, and report configuration to be provided at no cost. Valued at \$5,600.	\$0 20 hours
Recurring Monthly Accounting Services	
Accounts Payable & Expenses Processing accounts payable including invoice coding and review of coding of transactions processed through system such as Bill.com.	\$10,584 72 hours
Accounts Receivable & Revenue Recording cash receipts including coding and review of coding of transactions to the proper revenue account.	\$7,938 60 hours
Cash and Credit Card Reconciliations Monthly reconciliation of bank, PayPal, and credit card accounts.	\$8,250 72 hours
Investment Reconciliations Monthly reconciliation of investment accounts.	\$16,038 72 hours
In-Kind Reconciliation Monthly capture and recording of in-kind goods and services information including a review of supporting documentation.	\$2,220 12 hours
Other Reconciliations Completion of other monthly reconciliations including prepaid expenses, accounts and contributions receivable, accounts payable, fixed assets, and other key balance sheet areas as determined.	\$18,088 96 hours
Monthly Reporting Monthly preparation of system-generated reports such as a balance sheet and income statement. These are statements for management use and are generated utilizing the reporting functionality in the accounting software.	\$7,200 24 hours
Project Management and Meetings Setting up request lists, document management, meetings with management to evaluate key risk areas and hold oversight meetings, planning conferences, and presentations.	\$18,000 60 hours

Audit Preparation	
Coordinate steps to properly prepare for an upcoming audit including assembling prepared-by-client schedules, drafting financial statements and disclosures and account reconciliations.	\$24,948 99 hours
Compliance Monitoring	
Form 990 Preparation for and completion of the 990 return for the organization.	\$3,598 14 hours
Form 1099 Assessment of required filings and completion of the required filings for transactions that meet reporting requirements.	\$2,336 8 hours
Administrative Cost	
5% flat fee of each invoice for costs of software and administrative time.	\$6,000
Estimate Total	\$125,200 609 hours

An administrative fee of 5% will be billed to cover items such as technology-related costs, such as computer processing, software licensing, research and library databases, and similar expense items. In addition, you will be billed travel costs, if any.

Our fees may increase if our duties or responsibilities change because of new rules, regulations, and accounting or auditing standards. We will consult with you should this happen.

Service Team

We take team selection seriously and have the appropriate team of advisors to meet your needs. Previous experience is a primary determinant for assigning professionals to your engagement, and we have assigned individuals to your engagement who are experienced in providing nonprofit advisory and accounting services.

Team Biographies & Experience



Heather Flabiano, CPA, PhD
Managing Director/Consulting
972.702.8262
heather.flabiano@us.forvismazars.com

Heather serves as a managing director in the Nonprofit Advisory Practice, providing services related to accounting and financial management, including CFO support services, budget planning, financial operational assessments, internal control reviews, and special projects to help support the implementation of best practices.

For more than 20 years, she has focused her career on the strategic financial management of nonprofit and higher education institutions. Having held the chief financial officer role at Girl Scouts of Northeast Texas and The Dallas Foundation, she has a deep knowledge of the social service and philanthropic sectors, allowing her the ability to approach and advise on key opportunities and challenges facing these organizations.

Heather has spent more than half of her career supporting private higher education institutions. She has held financial management positions within academic areas at both Southern Methodist University and Saint Louis University and was the chief financial officer at University of Health Sciences and Pharmacy in St. Louis. These experiences gave her a broad understanding of the importance of shared governance, the nuances of higher education finances, and the skills necessary to maneuver the complexities of these organizations.

She has experience in budgeting and financial modeling, bond issuances, endowment oversight, new academic program evaluation, grants management, fiscal sponsorship management, board governance, software implementation, and finance departmental structure and development.

Heather is a graduate of Southern Methodist University, Dallas, Texas, with a B.B.A. degree in accounting as well as an M.B.A. degree. In addition, she earned her Ph.D. in public affairs from The University of Texas at Dallas, focusing her dissertation research on the strategic utilization of endowments at private higher education institutions.

Additional Resources



Sara E. Grenier, CPA
Partner/Assurance

A member of the Nonprofit Practice and the Healthcare Practice, Sara provides an array of audit services to nonprofit and governmental organizations, colleges, universities, charitable organizations, and healthcare providers. She has approximately 15 years of accounting experience, all with this firm. In addition, she is experienced with Single Audit requirements, including U.S. Department of Housing and Urban Development, U.S. Department of Education, and U.S. Department of Health and Human Services programs.

She has served as an instructor for internal training, is a reviewer for Forvis Mazars' interoffice inspection program, and has participated in peer reviews of other CPA firms.

Sara is a member of the American Institute of CPAs (AICPA) and Texas Society of Certified Public Accountants. She holds the AICPA's Advanced Single Audit Certificate. This certificate requires the ability to evaluate and analyze the core concepts related to client acceptance, engagement planning, engagement analysis, concluding an engagement, and the guiding principles for Single Audits at an advanced level as outlined in the AICPA Competency Framework: Governmental Auditing.

She serves as chair of the board of directors of Child Care Associates in Fort Worth, Texas.

Sara is a 2004 *magna cum laude* graduate of Missouri State University, Springfield, with a B.S. degree in accounting, and a 2005 graduate with an M.Acc. degree.



Neely D. Duncan, CPA, CFE
Partner/Consulting

Neely is a member of Forvis Mazars' Nonprofit Practice and Center of Excellence. She has more than 20 years of audit and advisory experience in public accounting. Her expertise includes financial statement audits, Single Audits, grants management, assessments and compliance, outsourced accounting functions, standards implementation, internal audit procedures, strategic planning, and tax-exempt matters for a wide range of nonprofit entities. Neely also performs forensic work related to various cases for technical matters for nonprofits.

In addition to handling the accounting, consulting, and audit needs of her clients, she advises clients on operational efficiencies, internal controls, and governance issues and routinely shares best practices with clients gained from working with a variety of organizations. She is a highly sought national speaker on technical matters in the accounting community. Neely also served in the United States Navy for four years.

Neely is a member of the American Institute of CPAs; TXCPA, where she serves as a board member; TXCPA - Dallas, where she serves as a board member; and Association of Certified Fraud Examiners, Inc. She holds the Certified Fraud Examiner (CFE) designation.

She has been involved with many other professional associations, including Social Venture Partners Dallas, Arthritis Foundation, Dallas Heroes Project, and Great Girls Network.

Neely is a 2000 *magna cum laude* graduate of Old Dominion University, Norfolk, Virginia, with a B.S. degree in accounting.

Nonprofit Experience

Drive your mission and plan for the future with help from Forvis Mazars' nonprofit knowledge and experience. Our professionals provide revenue recognition and operational efficiency strategies to nonprofit management teams, boards, and audit committees, so they can carry out their mission and uphold donor trust. We're proud to work with leading nonprofits and boards to provide a greater understanding of your financial resources and risks. We understand your challenges and stay in front of industry and regulatory changes that affect organizations like yours.

Nonprofit Advisory Services

CFO Advisory Services

Project management services for audit prep, cash flow modeling, succession planning, monthly reporting, dashboards, and more.

Grants Management & Compliance

We don't just report on noncompliance; we identify potential opportunities, more efficient ways to comply, and best practices to help you reduce the risk of sanctions or reduced funding.

Implementation of Accounting Standards

We can help with the planning, prep, and implementation of new accounting standards.

Financial Operational Assessments

We can complete an assessment of your current operations and provide recommendations on best practices and help to implement.

Internal Controls

We can help you navigate which policies and procedures are needed and can assess how well your teams comply with your existing internal policies.

Organizational & Board Leadership Consulting

We provide assessments and recommendations across a broad range of services including strategic planning, board and leadership development, and more.

Representative Client Listing

- Endeavors
- Greater Kansas City Community Foundation
- The Houston Food Bank
- Stowers
- Unbound
- Women in Need
- Children International
- Damar Services
- YMCA
- Texas A&M Foundation
- The Peter Kiewit Foundation
- The Winston-Salem Foundation

Nonprofit Advisory Services

Nonprofit organizations are increasingly using external CPAs for portions of their financial reporting, project management, and accounting needs. Working with an experienced, professional team of trusted professionals can save you time and money while increasing peace of mind.

Common services include:

- General Organization
- Board Governance
- Financial Reporting & Monitoring
- Budgeting & Financial Planning
- Endowment & Restricted Funds
- Cash Disbursements
- Payroll
- Tax Compliance
- Information Technology Security
- Asset Management
- Cash Receipts & Contributions, including Grant Management

Appendix



Forvis Mazars

Overview

With a legacy spanning more than 100 years, Forvis Mazars is committed to providing a different perspective and an unmatched client experience that feels right, personal and natural. We respect and reflect the range of perspectives, knowledge and local understanding of our people and clients. We take the time to listen to deliver consistent audit and assurance, tax, advisory and consulting services worldwide.

We nurture a deep understanding of our clients' industries, delivering greater insight, deeper specialization and tailored solutions through people who listen to understand, are responsive and consult with purpose to deliver value.

Deep industry understanding

Forvis Mazars' deep understanding of industry-specific environments, issues and trends helps us anticipate and address evolving needs to prepare you for strategic opportunities ahead.

Every industry is different, and we put a strong focus on specific industry experience and knowledge of your complex and evolving environment. We provide a range of audit and assurance, tax, advisory and consulting services to help your business by bringing together experienced professionals from all over the globe who understand local contexts and cultures.

We serve global industries including:

- Financial Services
- Manufacturing & Distribution
- Technology, Media & Telecommunications
- Life Sciences
- Private Equity

\$5B

combined revenue
(2023)

100+

combined countries,
territories & markets

400+

combined offices
& locations

1,800+

combined partners

40,000+

combined team members

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