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Attorneys for Plaintiff JAMES PACKES, in a Representative capacity only, and on behalf of other members of the general public similarly situated.

SUPERIOR COURT OF THE STATE OF CALIFORNIA

COUNTY OF ORANGE

JAMES PACKES, in a Representative capacity only, and on behalf of other members of the general public similarly situated,

Plaintiff,

v.

SCHOOL OF ROCK LLC, a Delaware Limited Liability Company; and DOES 1-10, inclusive

Defendants.

Case No. 30-2021-01217507-CU-OE-CXC

DECLARATION OF JEFFREY D. JOHNSON REGARDING THE NOTICE PLAN IN SUPPORT OF FINAL APPROVAL OF CLASS ACTION SETTLEMENT

I, Jeffrey D. Johnson, declare as follows:

1. I am the Vice President of CAC Services Group, LLC ("CAC"), located at 6420 Flying Cloud Dr Ste 101, Eden Prairie, MN 55344. I am over twenty-one (21) years of age and I am not a party to the above-captioned action. I have personal knowledge of the facts set forth herein and, if called as a witness, could and would testify competently thereto.

2. CAC provides a comprehensive range of class and collective action claims administration services. CAC has extensive experience in data processing and acting as third-party administrator in class and collective actions throughout the country.

3. CAC's class and collective action administration services include: coordination of all

1 notice requirements; design of direct-mail notice, publication of summary notice, emailing notice
2 packets and claim forms; coordination with the U.S. Postal Service; database management; website
3 hosting and management; claims processing; fund management and distribution; and preparation
4 of reports describing notice programs and claims processing.

5 4. CAC was retained to act, and appointed by this Court to act, as the Claims Administrator
6 for this action and to date has provided the following services for the above-captioned action:

7 a. Develop and execute a notice program targeting potential Settlement Class members,
8 as defined in the Class Action Settlement Agreement (the “Settlement Agreement”):

9
10 i. Settlement Class Member Definition: All current and former hourly
11 non-exempt persons employer by Defendant School of Rock, LLC
12 and SOR Schools VI, LLC, in the State of California between April
13 1, 2018 through January 6, 2023.

14
15 5. In regard to the notice program, CAC implemented the following notice plan:

16 a. Direct notice by first-class mail to all Settlement Class members whose names and
17 addresses were provided by Defendant.

18 6. To provide direct and timely notice by first-class mail, CAC performed the following:

19 a. On January 29, 2023, CAC received from Defendant an electronic list of one hundred
20 twenty-six (126) names and addresses of persons identified as potential Settlement
21 Class members as defined in Paragraph 4 above (the “Settlement Class Member List”).
22 The Settlement Class Member List was updated using the National Change of Address
23 system (NCOA), which updates the addresses for all persons who had moved in the
24 previous four years and who had filed a change of address with the U.S. Postal Service;
25
26 b. On February 6, 2023, the Notice of Class Action Settlement (the “Notice”) was printed,
27 personalized, and inserted into a #10 window envelope (the “Notice Packet”). The
28

template of the Notice is attached hereto as Exhibit “1”;

7. In support of the direct mail Notice Packet, CAC had regular phone communications with Class Members calling CAC. In general, the purpose of these communications was to:

- a. Transcribe and fulfill the Notice Packet as requested; and
- b. Answer Settlement Class member questions about the Notice Packet.

8. As of the date of this Declaration, one (1) Notice Packet was returned to CAC by the U.S. Postal Service with forwarding addresses. The Settlement Class Member List was subsequently updated with the new addresses and a Notice Packet was re-mailed to said Settlement Class members at each of the new addresses.

9. As of the date of this Declaration, twelve (12) Notice Packets have been returned to CAC by the U.S. Postal Service without forwarding addresses. For these Notice Packets, an address search was completed resulting in nine (9) new addresses. I caused the Settlement Class Member List to be updated with the new addresses from the address search results and a Notice Packet to be re-mailed to said Settlement Class members at each of these new addresses. Additionally, through phone correspondence or other correspondence, CAC continued to make a good faith effort to re-mail RFND mail leaving only three (3) Notice Packets that remain classified as undeliverable after various attempts to locate the current address for said Settlement Class members.

10. There is no claim form requirement in this case, so all individuals are included in the recovery and payment unless they file a Request for Exclusion.

11. As of the date of this Declaration, CAC has received one (1) Request for Exclusion which amounts to 0.79% of the total number of class members.

12. As of the date of this Declaration, CAC has received no (0) objections.

13. Accordingly, there are one hundred twenty-five (125) total participating Class Members

14. It is my opinion that the above-described notice program and the Notice Packet are

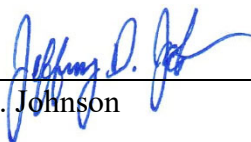
adequate and reasonable under the circumstances. They are consistent with standards previously employed by CAC in notification programs designed to reach known members of settlement groups or classes. Additionally, the implemented notice program and the Notice Packet are fully compliant with the notice requirements established by California law, as well as the parties' Settlement Agreement and the prior Order of this Court.

15. Finally, if the settlement is finally approved by the Court, CAC will make all payment distributions from funds provided by Defendants in accordance with terms of the Settlement Agreement or as is otherwise ordered by the Court.

16. Currently, the average recovery for each participating class member would be \$976.00. The highest recovery for any participating class member is \$3,284.40. The lowest recovery for any participating class member is \$38.16.

17. CAC's costs associated with the administration of this matter are \$4,275.05. This includes all costs incurred to date, as well as estimated costs involved in completing the settlement distribution. CAC's proposed fees and expenses are attached hereto as Exhibit "2".

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct. Executed this 11th day of April, 2023.



Jeffrey D. Johnson

EXHIBIT 1:

- Notice of Class Action Settlement

SUPERIOR COURT OF THE STATE OF CALIFORNIA
FOR THE COUNTY OF ORANGE

NOTICE OF CLASS ACTION SETTLEMENT

PLEASE READ CAREFULLY AS
THIS NOTICE MAY AFFECT YOUR RIGHTS

JAMES PACKES, individually, in a Representative capacity, and on behalf of other members of the public similarly situated, Plaintiff, vs. SCHOOL OF ROCK, LLC, a Delaware corporation, SoR SCHOOLS VI, LLC, a Delaware corporation, and Does 1-10, inclusive, Defendants.	CASE NO.: 30-2021-01217507-CU-OE-CXC JUDGE: Honorable Randall J. Sherman DEPARTMENT: CX-105 NOTICE OF CLASS ACTION SETTLEMENT
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I. WHY DID I GET THIS NOTICE?

This notice explains that a settlement has been reached in the case entitled *James Packes v. School of Rock, LLC, et al.*, Case No. 30-2021-01217507-CU-OE-CXC (the “Action”).

This notice is to inform you of the proposed Settlement of the Action. The notice is also intended (i) to describe the Settlement, including how the Settlement monies will be allocated and how the Settlement may affect you; and (ii) to advise you of your rights and options with respect to the Settlement.

You are receiving this notice by order of the Court because the records of School of Rock, LLC (“SoR”), indicate that you are a current or former SoR employee who worked in California during the time period of April 1, 2018, to January 6, 2023 (the “Class”). As a result, **you are eligible to receive a portion of the settlement amount**. Additionally, if you worked for SoR during the period from August 13, 2020, to January 6, 2023, you qualify as a PAGA Class Member and will be entitled to an additional amount, as set forth below.

This is **not** a notice of a lawsuit against you. **You are not being sued**. Your participation in the Settlement will **not** affect your employment with SoR in any way whatsoever.

II. WHAT IS THE CLASS ACTION LAWSUIT ABOUT?

In August 2021, a SoR employee in California filed a lawsuit in which he alleged violations of California wage- and-hour laws on a representative basis as to all of SoR's current and former employees in California, seeking civil penalties under the Labor Code Private Attorneys General Act of 2004, Cal. Lab. Code §§ 2698, *et seq.* (“PAGA”) for the following alleged violations: (1) meal and rest period violations; (2) minimum wage violations; (3) overtime violations; (4) wage statement violations; (5) failure to reimburse; and (6) failure to pay wages upon separation. The individual who is suing Capella is referred to in this document as “Plaintiff.” Plaintiff’s attorneys, Sullivan & Yaeckel Law Group, APC, have been litigating the Action in State Court prior to this settlement.

As part of the settlement, SoR has also agreed to allow Plaintiff to add claims to the Action on behalf of a Class of California employees since April 1, 2018, for the alleged substantive legal violations stated above.

SoR claims that the members of the Class have been paid all monies that were due to them, maintains that it has complied with California’s wage-and-hour laws, and denies all wrongdoing.

The Court has not ruled on whether Plaintiff's allegations have any merit. However, in order to avoid the time and expense of further litigation, the ultimate outcome of which is uncertain, and to provide a fair and reasonable resolution of this legal dispute, Plaintiff and SoR have negotiated a settlement whereby SoR has agreed to pay **\$240,000.00** to resolve the matter. As a Class Member, you are eligible to receive a portion of this amount.

This settlement is **not** an admission by SoR of any liability.

III. WHO IS INCLUDED IN THIS CLASS ACTION?

All persons who were employed by and worked for SoR in California at any time during the time period of April 1, 2018, to January 6, 2023 (the "Class Period").

Additionally, all persons who were employed by and worked for SoR in California at any time during the time period from August 13, 2020, to January 6, 2023, are "PAGA Class Members."

IV. WHAT DOES THE PROPOSED SETTLEMENT OFFER?

Under the terms of the parties' proposed settlement, the following will occur if the settlement is given final approval by the Court:

A. SoR will pay **Two Hundred Forty Thousand Dollars** (\$240,000.00) to settle the claims of all Class Members.

B. A claims administrator has been appointed by the Court to administer the settlement. The claims administrator will pay from the \$240,000.00: (1) Plaintiff's counsel's attorneys' fees, up to one-third of the settlement value (or \$80,000.00); (2) Plaintiff's costs of litigation, up to the amount of \$10,000.00; (3) The expenses of administering the settlement, up to the amount of \$3,000.00; (4) An enhancement award of up to \$5,000.00 for Plaintiff's role in pursuing the litigation; and (5) A payment of \$18,000.00 to the California Labor & Workforce Development Agency, representing 75% of the \$24,000.00 allocated to the settlement of Plaintiff's claim for civil penalties under PAGA. The remainder of the \$240,000.00 will be paid to the Class Members in settlement of their individual claims (the "Class Payment"). Please Note: separate and aside from the \$240,000.00 total settlement that will be paid to settle the claims of all Class Members, an additional \$10,000.00 will also be paid by SoR to Plaintiff in exchange for a complete release of all of Plaintiff's individual claims.

C. The Class Payment will be divided among all Class Members based on the estimated number of weeks worked for SoR in California by each Class Member. That is, the Class Payment will be divided by the number of aggregate qualified weeks worked by all Class Members during the Class Period to produce a "Weekly Settlement Value." A "qualified week" is any week in which a Class Member was employed by and worked for SoR in California during the Class Period. If you do not opt out of the settlement, you will be eligible to receive a settlement payment in the amount of the total number of qualified weeks you worked for SoR during the Class Period multiplied by the Weekly Settlement Value, less applicable withholdings.

D. According to SoR's records, you worked for SoR in the State of California for approximately **<WorkWeeks>** weeks during the Class Period, which runs from April 1, 2018, through January 6, 2023.

[IF APPLICABLE] According to SoR's records, you worked for SoR in the State of California for approximately **<PAGAWeeks>** weeks during the PAGA Class Period, which runs from August 13, 2020, through January 6, 2023.

Your portion of the Settlement Payment will be based on the above information. If you believe the information above is incorrect, you may dispute this information by sending your corrections and any supporting documentation to the Claims Administrator via U.S. Mail, at CAC Services Group, 6420 Flying Cloud Dr Ste 101, Eden Prairie, MN 55344. Please be advised that the information listed above is presumed to be correct unless you prove otherwise. All Work Week disputes will be resolved and decided by the Settlement Administrator. If the dispute cannot be settled by the parties and the Administrator, the Court will have the power to render a decision on all Work Week disputes which will be final and non-appealable.

The estimated value of each workweek for purposes of calculating Settlement Payments to all Class Members is approximately: **<WorkWeekAmt>**. Your settlement amount will be calculated by multiplying this amount by your number of weeks you worked for SoR during the Class Period. Your estimated settlement amount is **<Payment>**. This is only an estimate. Your actual share may change depending on the Court's final ruling and the final number of participating Class Members.

E. If the Court grants final approval of the settlement agreement and you do not opt out of the settlement, then you will release SoR and their past, present, and future parents, subsidiaries, divisions, affiliates, predecessors, successors, and assigns, and each of their past, present, and future shareholders, owners, officers, directors, employees, agents, trustees, attorneys, representatives, administrators, fiduciaries, beneficiaries, subrogees, executors, partners, privies that from all claims that were or could have been asserted based on the factual allegations in the Operative Complaint or based on any facts discovered in the course of the Action, including (without limitation), claims for failure to pay minimum or overtime wages, failure to provide meal and rest periods or to pay meal and rest period premiums, failure to indemnify necessary business expenses, failure to pay all wages due to discharged or quitting employees, failure to reimburse necessary business expenses, failure to provide accurate itemized wage statements; claims under California Labor Code sections 201 to 204, 210, 218.5, 218.6, 226, 226.3, 226.7, 510, 512, 558, 1174, 1174.5, 1194, 1194.2, 1197, 1197.1, 1198, 2698 et seq., 2802, and the Wage Orders promulgated thereunder, California Business and Professions Code section 17200, et seq., and the federal Fair Labor Standards Act ("FLSA," 29 U.S.C. § 201 et seq.); and claims for injunctive relief, punitive damages, penalties of any nature (including PAGA civil penalties and statutory penalties), interest, fees, and costs). for the time period from April 1, 2018 up to and including the last date of the Class Period. You will be barred from prosecuting any of the Released Class Claims against the Released Parties.

F. Please Note: Individuals who fall within the definition of the Class may choose to request exclusion or "opt-out" of the Class under such procedures specified herein. Any such persons who opt-out of the Class ("Opt-Outs") will not receive an Individual Class Payment. However, you may not opt-out of the portion of the Settlement relating to the settlement of claims under PAGA. Even if a PAGA Class Member opts-out, they will still receive an Individual PAGA Payment. You will be bound by the PAGA portion of the release whether or not you cash the check for your portion of the PAGA penalties before it becomes void. Class Members who opt-out will only be bound by the release of the PAGA claims and will retain all other rights in their individual capacity.

V. WHAT ARE MY OPTIONS?

A. *You may accept your share of the \$240,000.00 settlement and be bound by the release of all claims described above.* Settlement awards will be paid by check after the settlement is given final approval by the Court. The checks will be mailed to you by the claims administrator. Your check will remain valid and negotiable for one hundred eighty (180) days from the date on which it is issued. After those one hundred eighty (180) days expire, the check will become void; *or*

B. *You may exclude yourself from the settlement, in which case you will not receive your share of the settlement and you will not be bound by the settlement.* If you choose to be excluded, by no later than March 23, 2023, you must send a written request for exclusion, by mail, to the claims administrator, CAC Services Group at 6420 Flying Cloud Dr Ste 101, Eden Prairie, MN 55344. In order to be considered valid, your request for exclusion *must* include your name, your address, a request for exclusion, and your signature. A request for exclusion form that you may use to exclude yourself is included with this Notice. However, as noted above, you may not opt out of the portion of the Settlement which settles claims under PAGA. Thus, PAGA Class Members who exclude themselves will still be bound by the release of the PAGA claims and will receive an Individual PAGA Payment.

C. *You may object to the settlement.* The procedures for objecting to the settlement are described below in Section VIII of this form.

VI. WHAT ARE THE PROCEDURES FOR PAYMENT?

A. The claims administrator will calculate your share of the settlement and will issue you a check.

B. Thirty-three percent (33%) of your share of the settlement will be considered wages from which ordinary tax withholdings will be deducted. No tax deductions shall be made from the remaining sixty-seven percent (67%). You will be given IRS tax forms for each of these amounts. You are responsible for paying the correct amount of taxes on each portion of your share of the settlement.

C. It is important for the parties to have your current address in order to be able to send you other mailings regarding the Action. You should contact the claims administrator to report any change of your address after you receive this Notice. Failure to report a change of address may result in you not receiving your share of the settlement money.

VII. HEARING ON PROPOSED SETTLEMENT

A Final Approval Hearing will be held before the Court on May 5, 2023, at 10:00 a.m., in Department CX-105 of the Orange

County Superior Court, located at the Central Justice Center, 700 Civic Center Drive West, Santa Ana, California 92701, to decide whether or not the proposed settlement is fair, reasonable, and adequate. The Court may adjourn or continue the hearing without further notice to you. You are not required to attend the hearing. Sullivan Law Group, APC (contact information below), counsel for Plaintiff and the Class, will answer any questions the Court may have. However, you are welcome to attend the hearing at your own expense. Procedures for making remote appearances at the hearing are allowed, but are subject to change. However, those procedures are posted on the Court's website at <https://www.occourts.org/media-relations/remotehearings.html>. You should check the Court website for up to date information before attempting to make a remote appearance.

VIII. PROCEDURES FOR OBJECTING TO SETTLEMENT

You have the option of objecting to the Settlement and telling the Court that you don't agree with the Settlement or some part of it. The Court will consider your views. To object, you may send a letter, which you must sign, saying that you object to the settlement of *James Packes v. School of Rock, LLC, et al.*, Case No. 30-2021-01217507-CU-OE-CXC. Be sure to include the case name and case number (as shown in the preceding sentence), your name, the last four digits of your Social Security Number and/or your SoR employee ID number, your address, the specific reasons you object to the terms of the Settlement, and your signature. Mail the objection to the Settlement Administrator address at 6420 Flying Cloud Dr Ste 101, Eden Prairie, MN 55344 or fax to (888) 495-9746 on or before March 23, 2023. A written objection is optional. You may also appear the Final Approval Hearing, as described in Section VII, above, to have any objections heard by the Court.

IX. EXAMINATION OF COURT PAPERS AND QUESTIONS

This Notice summarizes the Settlement. For more detailed information, you may view a complete copy of the settlement agreement, and any papers filed in the Action, which are on file with the Clerk of the Court, case number 30-2021-01217507-CU-OE-CXC. The pleadings and all other records from this litigation may be examined by inspecting the Court file in the at the filing department of the Orange County Superior Court, located at Complex Justice Center, 751 West Santa Ana Blvd., Santa Ana, California 92701. You may also review the settlement agreement, along with other court records regarding this case, on the Court's website, <https://www.occourts.org>, through the link on the home page to "Online Case Access."

If you have any questions, you can call the Claims Administrator at (866) 602-2260 or any of Class Counsel (see below for phone numbers.)

ATTORNEYS REPRESENTING PLAINTIFF AND THE CLASS

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ATTORNEYS REPRESENTING SOR

Lewis Brisbois Bisgaard & Smith, LLP.
Katherine C. Den Bleykey
Timothy Keegan
633 West 5th St. Suite 4000
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**PLEASE DO NOT CALL THE COURT, SCHOOL OF ROCK, SCHOOL OF
ROCK'S CORPORATE OFFICE AND MANAGERS, OR SCHOOL OF ROCK'S
ATTORNEYS REGARDING THIS SETTLEMENT.**

REQUEST FOR EXCLUSION FROM CLASS ACTION SETTLEMENT

CAC Services Group
6420 Flying Cloud Dr Ste 101
Eden Prairie, MN 55344

[COMPLETE THIS FORM ONLY IF YOU CHOOSE TO
NOT PARTICIPATE IN THIS SETTLEMENT]

In The Matter of
James Packes v. School of Rock, LLC
Orange County Superior Court, Case No. 30-2021-01217507-CU-OE-CXC

Please fill in the following information (type or print):

NAME (First, Middle, Last): _____
STREET ADDRESS: _____
CITY, STATE, ZIP CODE: _____
FORMER NAMES (if any): _____
SOCIAL SECURITY NUMBER: _____
TELEPHONE NUMBER: _____

INSTRUCTIONS

If you do not want to participate in this Class Action and the Settlement described in the accompanying *Notice of Class Action Settlement*, you may exclude yourself from the Settlement. A request for exclusion is also referred to as an “opt-out.” If you opt out of this Class Action and the Settlement, (a) you will not receive any money to which you may otherwise have been entitled under the Settlement, (b) you will not be bound by the terms of the Settlement, and (c) you will have no right to object to the Settlement and be heard at the fairness hearing. However, if you are a PAGA Class Member you will still be bound by the release of the PAGA Claims, as set forth in the Class Notice.

To opt out, you must sign and return this Request for Exclusion Form to the Claims Administrator at the address listed above. To be timely, your Request for Exclusion Form must be postmarked **no later than March 23, 2023**. Do not use a postage meter because that may not result in a postmark appearing on the envelope containing your Request for Exclusion Form.

OPT OUT SIGNATURE

By signing this Request for Exclusion Form, I hereby opt out of this Class Action and the Settlement. By signing this Request for Exclusion Form, I understand that I will not receive any money to which I may otherwise have been entitled under the Settlement, and I will have no right to object to the Settlement and be heard at the fairness hearing.

I declare under penalty of perjury that the foregoing is true and correct.

Signed: _____ Date: _____
Print Name: _____

Questions? Call the Settlement Administrator Toll-Free: (866) 602-2260

EXHIBIT 2:

- CAC's Proposed Fees & Expenses

PROPOSED FEES & EXPENSES

RE: Packes v. School of Rock
 Proposal Dated: February 6, 2023
 CAC SERVICES GROUP - CONFIDENTIAL

Key Assumptions

Class Size - Class Members		100.00%	126	Persons
Notification				
Direct Mail	(% of Total Class)	100.00%	126	Pieces
Returned Mail Processing				
RFND	(% of Total Class)	9.52%	12	Pieces
ACPO	(% of Total Class)	1.00%	1	Pieces
ACCO	(% of Total Class)	0.00%	0	Pieces
Exclusion / Opt Out	(% of Total Class)	1.00%	1	Pieces
Distribution				
Payments - Valid Claims	(% of Claims Received)	100.00%	125	Pieces

Program Requirements	Estimated Quantity	Units	Per Unit	Cost	Estimated Total
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Program Set-Up & Reporting

Class Member Database	1	N/A	\$	250.00	\$	250.00
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Direct Mail Notification

NCOA / CASS / LACS Processing	1	N/A	\$	75.00	\$	75.00
Notice Package	126	Pcs	\$	4.000	\$	504.00

The notice package includes the following:

► 50# 8.5" x 11" Notice (4 pages)

► #10 Window Envelope

► 50# 8.5" x 11" Exclusion Form (1 page)

Returned Mail Processing

Notices Returned for Non-Delivery (RFND)						
Process RFND Mail	12	Pcs	\$	0.250	\$	3.00
Skip Trace RFND Mail	12	Pcs	\$	0.900	\$	10.80
Re-print Notice Package	9	Pcs	\$	6.000	\$	54.00

Estimate: 75% of RFND is traceable

Notices returned as Address Change Post Office (ACPO)

Process ACPO Mail	1	Pcs	\$	0.500	\$	0.50
Re-print Notice Package	1	Pcs	\$	6.000	\$	6.00

Address Change Correspondence (ACCO)

Process ACPO Mail	0	Pcs	\$	0.500	\$	-
Re-print Notice Package	0	Pcs	\$	6.000	\$	-

Receive Request for Exclusion

Process Request for Exclusion	1	Pcs	\$	2.000	\$	2.00
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Program Requirements	Estimated Quantity	Units	Per Unit	Cost	Estimated Total
Fund Distribution					\$ 860.75
Processing of Checks					
Print and Mail Payment	125	Pcs	\$ 4.500	\$ 562.50	
▶ 60# MOCR Bond 8.5" x 11" Check; Top Third Tear-Away					
▶ 45# 8.5" x 11" Form 1099					
▶ 45# 8.5" x 11" Form W-2					
▶ #10 Window Envelope - Security Tint					
Payment Reissue	4	Pcs	\$ 6.750	\$ 27.00	
<i>Estimate: 3% of check distribution</i>					
Check Clearing	125	Pcs	\$ 0.250	\$ 31.25	
Fund Management / Bank Fees	6	Months	\$ 40.000	\$ 240.00	
Tax Reporting					\$ 300.00
Annual Fee - Qualified Settlement Fund Taxes	1	Years	\$ 150.00	\$ 150.00	
<i>Federal & State Filings</i>					
Quarterly/Annual Payroll Taxes	1	Years	\$ 150.00	\$ 150.00	
<i>Employer/Employee Withholding/Reporting</i>					
Postage¹⁾					\$ 159.00
Postage - Notice Package	126	Pcs	\$ 0.600	\$ 75.60	
Postage - Remails, Notice Package	10	Pcs	\$ 0.600	\$ 6.00	
Postage - Check Distribution	125	Pcs	\$ 0.600	\$ 75.00	
Postage - Re-issue, Check Distribution	4	Pcs	\$ 0.600	\$ 2.40	
Postage will be invoiced at cost					
Program Management					\$ 2,050.00
Principal Consultant	1	Hours	\$ 150.00	\$ 150.00	
Project Manager	2	Hours	\$ 125.00	\$ 250.00	
Technical Consultant	6	Hours	\$ 135.00	\$ 810.00	
Support Staff	14	Hours	\$ 60.00	\$ 840.00	
Grand Total²⁾					\$ 4,275.05



Other Project-Related Costs	Units	Cost
FedEx / UPS Shipments	N/A	At Cost
Photocopies	Per Copy	\$ 0.15
Storage of 1.2 Cubic Foot Boxes	Box/Month	\$ 0.75
Removal and Secured Destruction of 1.2 Cubic Foot Boxes	Per Box	\$ 3.00
Project-Related Materials	N/A	At Cost
Other Case-Related Out-of-Pocket Expenses	N/A	At Cost

Other CAC Services ³⁾	Hourly Rate
Principal Consultant	\$ 150.00
Senior Consultant	\$ 140.00
Technical Consultant	\$ 135.00
Project Manager	\$ 125.00
Project Supervisor	\$ 80.00
Support Staff	\$ 60.00

Notes:

- 1) Postage is estimated and will be qualified for automation discounts.
- 2) The grand total reflects the estimated quantities of individual tasks performed. Should the actual quantities differ from the estimated quantities of tasks performed, the grand total (billable amount) will reflect such changes. Estimates were based on the assumptions listed above.
- 3) Fees for project-related services, other than what is covered elsewhere in this proposal, will be charged at CAC's standard hourly rate shown above. The above rates are effective as of February 2023. The rates are subject to possible revision on an annual basis, during the contract period, to allow for possible hourly rate changes.

