Mayville
Wisconsin
EST 1845

Insights Report

Table of Contents

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2

Insights

Insights Session Summary

Background

The City of Mayville, located in Southeastern Wisconsin has 5,000+ residents. The city boasts a great community recreation program and offers a public library and athletic center among other public offerings.

Current state

John Guinn, the current Mayor, is supported in the City's finances by the Comptroller - Treasurer, Angela Runde ("Angie"), a City Clerk, the Deputy Clerk, a Utility Accountant, and a Director of Utilities. Due to downsizing the Comptroller's office about 10 years ago in a Citywide effort to reduce the budget deficit, many members of the Comptroller office are new. The reduced team has caused issues with segregation of duties and roles and responsibilities alignment. The Comptroller's office needs to upgrade its two key systems, Caselle and Civic Systems, as well as incorporate new modules, to better leverage technology and address gaps, such as lack of remote access to systems.

Future state

In partnership with Sikich, Mayville will have financial clarity and hygiene, optimized resources, and reporting capabilities that empower the Mayor and Angie to make strategic decisions and further the City of Mayville's progress toward its goal of optimizing its finance and accounting function.

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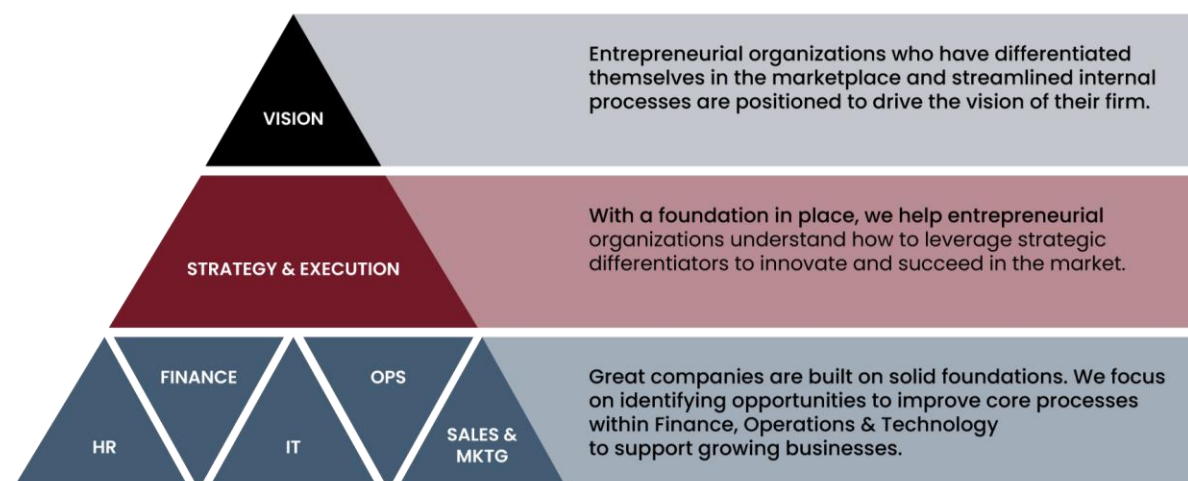
4

Proposal

Our Approach

Who we are

Sikich partners with high-growth entrepreneurial organizations to build structures and execute processes for accounting, finance, technology, and data. Our cross-disciplinary team acts as a natural extension of your business and tailors support as needs and priorities change. With this approach, we empower founders and executives to scale further, faster.

Our methodology

Sikich has partnered with more than 300 organizations across such industries as consumer-packaged goods, professional services, food and beverage, SaaS, and more. Through this experience, we have found a methodical, proven way to prepare for growth. We call it the Enterprise Value Pyramid.

VISION — Entrepreneurial organizations who have differentiated themselves in the marketplace and streamlined internal processes are positioned to drive the vision of their firm.

STRATEGY & EXECUTION — With a foundation in place, we help entrepreneurial organizations understand how to leverage strategic differentiators to innovate and succeed in the market.

FINANCE / OPS / HR / IT / SALES & MKTG — Great companies are built on solid foundations. We focus on identifying opportunities to improve core processes within Finance, Operations & Technology to support growing businesses.

Our core services

Sikich's cross-functional expertise ensures you can optimize and scale efficiently.

- **Managed accounting**

  We execute the day-to-day accounting for entrepreneurial organizations by leveraging the best practices and processes we have developed through working with hundreds of companies.

- **Finance transformation**

  Finance must have complete insight into business operations. After creating the foundational accounting practice, Sikich will position your finance department as the aggregator and integrator of data to provide the complete picture of financial health.

- **Technology and data analytics**

  We ensure your technology and data analytics are aligned with your business goals. We believe the right technology and timely data insights will scale performance and drive a cost and strategic advantage.

How we work

At Sikich, we follow a formalized project management approach.

- The project lead is introduced and integrated as main point of contact.

- We hold weekly status meetings with Angie to review progress. These meetings follow formalized agendas with action items and accountability toward execution.

- We hold weekly internal meetings between the execution team and Sikich managers to ensure we are making progress toward the stated goals.

- We hold quarterly review meetings with Angie and the Mayor to ensure client satisfaction and the appropriate correlation of hours invested and impact received as the business needs evolve.

Team collaboration

With offices in three locations worldwide (Chicago; Bangalore, India; and Ahmedabad, India), we employ diverse team members in some of the world's most thriving entrepreneurial cities.

Sikich's India team, across two offices, work hand-in-hand with US-based Sikich team members to deliver on enhanced processes. Leveraging the India allows for quicker turnaround of tasks, daily processing of transactions, and a more efficient month-end close.

Our internal project-management structure for client delivery gives you the value and experience of our overall team of more than 100 professionals. With this collaborative approach, the knowledge and resources Sikich provides is far more expansive than your dedicated execution team.

Team structure

Each member of the Sikich team has been trained in large corporate and small start-up environments. Below is an outline of the roles and responsibilities of your delivery team:

- **Portfolio Lead:** strategic oversight, client success check-ins, point of escalation

- **Project Manager/Technical Lead:** executes higher-level functions, provides strategic oversight, oversees the complex technical areas and project management needs, responsible for deliverables

- **Business Systems Analyst:** facilitate process mapping, systems and data analysis, testing, and deployment

- **Data Analyst:** data analysis and migration, reporting

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7

Scope of Engagement

Based on our conversations, we believe that our technology services team can be utilized in several different capacities by the City of Mayville in its goals to upgrade its systems and servers, as well as expand functionality to streamline and automate operations. This in turn will allow Mayor John to more timely insight into the city's financials.[1]

Our Playbook

Sikich executes to a structured playbook to efficiently deliver outcomes while also providing the flexibility to adapt to new discoveries and changing needs of the business. We are currently completing the Insights process and proposing an approach to conduct the Plan and Implement activities.

The general structure of our Playbook is outlined below:

- **Insights Process** (in progress)
  - Understand the organizational near- and long-term vision for processes, data, and technology,
  - Obtain leadership and stakeholder commitment to the project,
  - Conduct preliminary assessment of current state and desired future state.
- **Plan and Implement**
  - Understand current state (How are we doing things now?)
  - Document future state requirements (How should we be doing things?)
  - Deliver implementation plan (How do we get there?)
  - Project manage implementation and integration of systems and tools needed to achieve future state
  - Train key team members on new tools and capabilities
  - Deploy systems
  - Produce operational reports and dashboards

Plan and Implement

Acting as an extension of the Mayville team, Sikich will provide project management, business systems analysis, and data analysis services. The table below details the tasks that Sikich will drive in conjunction with Mayville. Sikich's goal is to reduce the time Mayville's staff must be involved and instead primarily engage as subject matter experts (SMEs). We have called out where it will benefit Mayville to be directly engaged by leveraging our prior experience and knowledge to proactively address potential issues and avoid additional back-and-forth to finalize a configuration.

Task	Description
Project management	Sikich will serve as the main point of contact and drive implementation activities. This includes identifying roles and responsibilities between vendors when integrating systems.

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[1] The City of Mayville will assume all management decisions and responsibilities for the services Sikich is to provide and oversee the services Sikich is to provide by designating an individual (or individuals) with suitable skill, knowledge and experience. The City of Mayville management shall evaluate the adequacy and results of the services and accept responsibility for them.

	We will create and manage the master project plan, conduct status meetings, and manage risk/issues. In addition, we will hold vendors accountable to scope, budget, timelines, and deliverables.
Capture requirements	Sikich will engage with key stakeholders to document how the systems need to function. These requirements span systems, data, integration, and infrastructure, e.g., servers, databases. We will leverage vendor requirements documentation and methodology if available to verify that required information is captured in order to support the implementation process.
Configuration sessions	Sikich will attend personalization/configuration sessions along with Mayville. With our understanding of Mayville's requirements and prior experience in implementing systems, we can directly translate business requirements into system configurations, reducing the level of involvement for the Mayville team. Oversee the system integrations between Mayville systems and external vendors as required
Data migration	Sikich will support Mayville with the data migration process. Back-end configurations impact how transaction entries flow through to the GL that are not obvious but can impact reporting and cause additional manual intervention if not set up correctly.
User Acceptance Testing (UAT)	Sikich will coordinate user testing to be performed by Mayville. Sikich will work directly with the vendors to resolve issues that are found during UAT. With Sikich's experience, we can clearly communicate the issue, how to resolve, and verify the fix.
Training and Go-live	Sikich will coordinate training activities in conjunction with the vendor and Mayville staff. In addition, Sikich will prepare communications and assist in coordinating the cutover to NetSuite.

In the first stage of the project, the Sikich team will assess the current state and business goals as well as triage pain points to define a plan to implement Mayville's future-state platform and processes with Caselle and Civic Systems. The Sikich team will work closely with the software vendors and key stakeholders that cross-functionally interact with Mayville's accounting/finance functions. We will leverage our knowledge gained in working sessions and through our experience managing system implementation projects to produce the implementation plan.

Establish Project Management Approach

- Gather data and create central repository for all source documents and working files.

- Create a project plan including individuals involved, timing of various sessions, deliverables, etc., which provides the Mayville's team with visibility into weekly activities and progress to plan, as well as the ability to actively manage priorities.

- Establish status updates and checkpoints, ideally once a week.

Assess Current State

- Assess current business processes, systems, data, and organizational roles to understand how the city operates, from the people and systems involved to the activities that are performed. Provide additional insight into Mayville's pain points and needs.

- Conduct learning sessions with the software vendors to understand product functionality, and technical platform and requirements.

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9

Define Future State

- Work closely with the Mayville team to document future-state system processes and requirements that align with Mayville's strategic goals. Understand new product features and modules to be implemented as part of the upgrades, technical requirements, configuration, testing and data migration strategy, and training needs.

- Based on our Insights Session and key process knowledge required to produce the implementation plan, we expect to document requirements for the following areas. We will leverage any available documentation templates or methodologies provided by the vendors to capture the information efficiently and accurately that they will need. This will be confirmed as we evaluate the current state.

Functional Area	Example Items
Revenue	- Tax payments - Library and Tag Athletic Center, EMS - Utilities - Invoicing
Accounts Payable	- Vendor management - Expense management - Bill management - Payment approvals and controls - Tax Increment Financing ("TIF") Expenses
Taxes	- GCS system - Linkage/integration to accounting
Payroll	- Time tracking - Review and approvals - Benefits
Record to Report	- Daily accounting - Fixed assets - Month-end close - Financial reporting
Budgeting and Forecasting	- Budgeting process and entry - Budget amendment

For the second stage, Sikich will drive the upgrade and enhancements for its systems and related infrastructure. We recommend that Mayville take a minimum viable product (MVP) approach. Mayville should consider implementing enhancements and integrations that provide the most value first so that it can address its core issues sooner. This entails implementing key functionality that will streamline and automate the core processes and workflows across these areas. The MVP approach allows Mayville the opportunity to strike the right balance between automation and manual processes that aligns with Mayville's size and budget. It also reduces the number of changes introduced all at once, making it easier to identify and resolve issues.

Deliverables:
- Detailed project plan
- Future-state requirements document
- Solution design, including a systems and data flow diagram
- Implemented systems

Project Timeframe & Cost

Timeframe

Sikich recommends we engage on a Time and Material basis to project manage the system and infrastructure upgrade project. A detailed plan will be provided at the end of the Assess and Plan phase.

Once we have a signed Master Services Agreement (MSA), we are prepared to start executing on our work immediately.

Hours and Fees

We will provide a detailed implementation estimate upon delivering the detailed project plan.

Rate

All hours incurred will be assessed based on an hourly blended rate of $235.

Technology Fee

A technology fee equal to 2.5% of each month's services fee will be applied on each monthly invoice. By applying a monthly technology fee instead of including in Sikich's rates, Sikich can keep our fee structure competitive and transparent. The technology fee covers technology used to perform our roles, such as project management, resource management and reporting to our clients.

Expenses

Any expenses the Sikich team incurs are billed directly to the City of Mayville for reimbursement, including mileage and travel expenses to the City of Mayville's offices. In the current remote work environment, we do not anticipate the need to incur expenses. Once that starts to change, we will seek prior approval before incurring any expenses.

Sikich will charge travel time to Client locations at full rates one-way. The hours are based on the consultant's home location. Travel time is charged separately and not considered part of the estimated hours and related cost noted above.