



2020  
ANNUAL REPORT

MOWERY  
&  
SCHOENFELD

# Embracing uncertainty

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# 2020



## Clients + Friends

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If 2019 was all about a growth mindset, this past year was about embracing uncertainty.

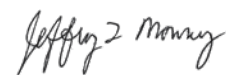
Beginning in January 2020, we were riding high. The Firm was experiencing our strongest growth since its founding. We were being named to top accounting and best place to work lists. Our recruiting efforts were paying dividends. Our employee retention and client engagement were at all time highs.

Welcome the coronavirus. We sent all of our employees home in mid-March, anticipating a short-term closing – a road block we could certainly overcome within weeks. It quickly became clear to our Firm and all of our contemporaries, we needed to find a new way to approach work if we were to continue to lead in our industry.

It is not to say this year has been without its share of major challenges, operational road blocks, mishaps and steep learning curves. But what we know for certain is that our Firm is now stronger and more dynamic.

We are proud of our leaders, our team members, our clients and our networks, who have all come together to serve each other and ensure each other's continued success.

Within the following pages we will outline our top learnings, results and plans for the coming year. Our daily embrace of change has made this incredibly unlikely year, our best ever!



Jeff Mowery  
Managing Partner





# Our Story

Our Firm was founded in 1996 by members of large firms looking for a new, more personal way to do accounting. With a focus on building a community of the highest-quality accountants – partnering each day with our diverse network of clients – we realize this vision.

The Firm's first growth milestone was a 2008 move to new office space in Lincolnshire to accommodate our nearly 20 employees. Shortly after, Jeff Mowery was named Managing Partner with the clear focus of Firm growth.

In August 2009, we completed our first acquisition of Katch-Tyson, doubling our revenue and adding 18 team members. At the same time, we broadened our focus to prioritize our people. With ambitious growth goals, attracting and retaining top talent became of the utmost importance. Our efforts were rewarded in 2011, when we were first named one of *Accounting Today's Best Accounting Firms to Work For*. We have proudly earned this designation for 10 consecutive years.

From 2012 through 2015, our growth was dynamic, averaging a merger each year. Revenue grew from \$5.8 million in 2012 to \$12.5 million in 2017, when we were named one of *Inc.'s 5000 Fastest Growing Private Companies in America*, as well as *Best of the Best* and *Fastest Growing Firms* by *Inside Public Accounting*, and *Member Firm of the Year* by *Geneva Group International*.

In 2014, we took on a new initiative to become a greater steward of our community. M&S Cares sets aside over 500 service hours during the summer work weeks for team members to come together and give back. With a focus on "Helping Charities Help Children," we now enjoy ongoing partnerships with Arden Shore, Feed My Starving Children, Keeping Families Covered, Bernie's Book Bank, The Sports Shed and others. We also are an active participant in the Illinois CPA Society's Day of Service.

This past year, we broadened our offerings with the acquisition of Xamin, Inc., a provider of managed IT services. This new partnership will allow both organizations to expand services to clients. We will offer support in a time when technology, security and infrastructure are a key competitive advantages.

Made up of 13 partners and over 120 total employees, our Firm ranks among the top 10 in Illinois. We continue to grow our expertise, client base and employee count each year. Our founders and leadership team remain accessible and involved in the growth and support of all staff members. Our Firm is committed to offering exposure to multiple disciplines and projects, while providing the systems and support employees need. We pride ourselves on being nimble, entrepreneurial and looking at all projects and engagements through the lens of our clients.



# Our Services

We focus on helping clients solve problems each day. While we strive to maintain our personal touch and entrepreneurial spirit, our services must be diverse and specialized to meet the needs of our clients. Our offices are divided into the following service areas, each designed to meet clients where they are and help them achieve financial success in the future.



## TAX SERVICES

Business taxation, Specialized taxation, High-net-worth individual taxation, Estate, gift and trust taxation, State and local taxation, Transaction tax, Tax structuring, International taxation



## TRANSACTION ADVISORY

Preparing for sale, Due diligence, Tax planning, Transaction structuring, Quality of earnings, Post-transaction support, Business and financial strategy, Risk management, Succession planning



## IT SERVICES

Security assessments, Workstation and device management, Infrastructure monitoring and management, Cybersecurity, Data protection, Cloud management, IT consulting and design, Recovery



## ASSURANCE

Audit, review, and compilation, Forecasts, Projections, Agreed-upon procedures



## SPECIALIZED ACCOUNTING

On-site and cloud-based solutions, People and technology solutions, Outsourced accounting and bookkeeping services, Outsourced CFO advisory



## WEALTH MANAGEMENT

Portfolio management, Financial planning, Family office support, Fiduciary support services



As an active member in the Geneva Group International (GGI), a leading global alliance of professional service firms, we leverage the international capabilities and expertise of our member partners. Managing Partner, Jeff Mowery is the North American chairman of the GGI International Tax Practice Group and has presented at over 16 conferences in the past four years. In 2017, Mowery & Schoenfeld was named *Member Firm of the Year*, and in 2019 Jeff Mowery was named *Most Innovative Presenter*.

# Firm Leadership

## PARTNER GROUP



**Jeffery Mowery**

**Managing Partner**

Founder  
Specializes in complex business and international tax strategies



**Keith Schoenfeld**

**Audit Partner**

Founder  
Practice leader for not-for-profit clients  
Leads Firm recruiting efforts



**Tom Keenan**

**Audit Partner**

Director of Assurance  
Specializes in construction contractor and manufacturing industries



**Jonathan Sniegowski**

**Tax Partner**

Leads business tax practice and focuses on specialized tax strategies



**Anthony Cullotta**

**Audit Partner**

Practice leader for manufacturing industry  
Leads quality control efforts for the Firm



**Matt Schoenfeld**

**Administration Partner**

Director of Administration  
Leads the administration, HR and IT efforts for the Firm



**Gary Hart**

**Tax Partner**

Specializes in private client services and tax planning and preparation



**Michael Kidd**

**Consulting Partner**

Director of Transaction Advisory Services  
Specializes in search funds, due diligence, and mergers and acquisitions



**Michael Deering**

**Tax Partner**

Director of Taxes  
Specializes in private client and wealth management services



**Emo Dellanina**

**Accounting Partner**

Director of Specialized Accounting Services  
Specializes in outsourced accounting and CFO functions for small businesses and entrepreneurs



**Jonathan Smith**

**Technology Partner**

Leader of Xamin  
Specializes in providing managed IT and cybersecurity services



**Stefan Beal**

**Audit Partner**

2020 Promotion  
Specializes in technology and healthcare industries



**Brian Figenholtz**

**Tax Partner**

2020 Promotion  
Specializes in individual taxation and building our family office practice

## DIRECTORS



**Marie Zwayer**

**Director of Human Resources**



**Ann Kidd**

**Director of Marketing**



**Steve Gillhaus**

**Director of Wealth Management**

## Staff Promotions

### SENIOR MANAGERS

**Cody Daniels**  
Tax Senior Manager

**Jeffrey Pechan**  
Audit Senior Manager

**Brandon Potocki**  
Tax Senior Manager

**Matthew Schoenholtz**  
SAS Senior Manager

### MANAGER

**Justin Goetz**  
Tax Manager

### SENIOR ASSOCIATE

**Tyler Lohrmann**  
Audit Senior Associate

**Donald Giebel**  
Tax Senior Associate

**Omar Rodriguez**  
Tax Senior Associate



# Key Results

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## Highlights

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Our results in 2020 were hard earned. 2020 revenue was over \$17.6 million, which represents growth of 13.4% over the same period last year. This continues over 15 years of consistent growth. Mowery & Schoenfeld is proud to have increased

revenue 300% in the last 10 years. In addition to a constant focus on top-line growth, we are also thrilled to welcome new clients. In 2020, we increased our client base by over 30%.

**3X**

INCREASED REVENUE  
300% IN THE LAST 10 YEARS

**13.4%**

YEAR-OVER-YEAR  
REVENUE GROWTH

**30%**

INCREASE IN CLIENTS IN  
THE PAST 12 MONTHS

**\$17.6  
MILLION**

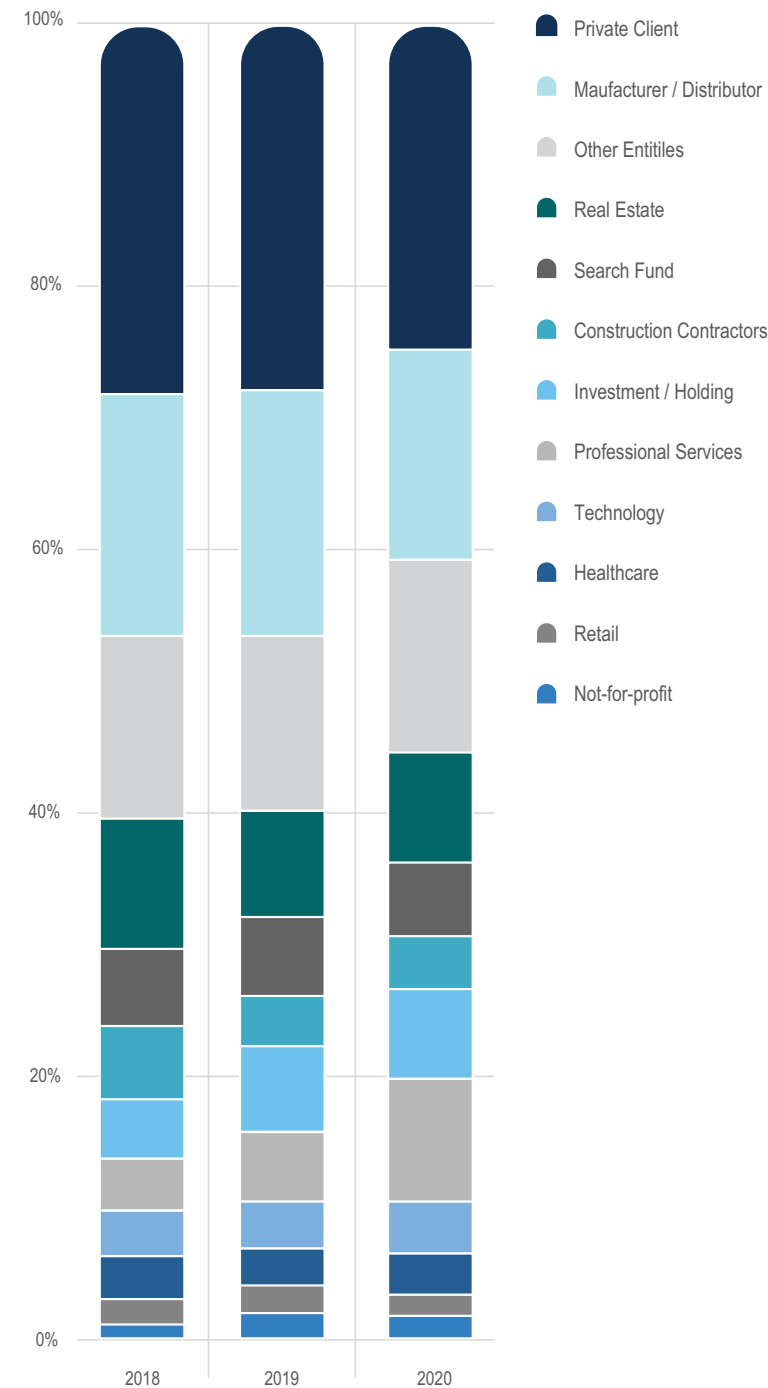
*Annual revenue for the 2020 Year*

**WITH AN EYE TOWARD  
GROWTH, WE PLAN TO  
DOUBLE OUR REVENUE AGAIN  
IN THE NEXT 5 YEARS!**

# Industry Growth

Over time, we built a reputation and specialized services based on industry needs. We are proud to have a practice leader dedicated to understanding the top industries we serve. Many of our practice leaders are active members in industry associations, act as advisors or board members, and have years of experience gaining relevant knowledge.

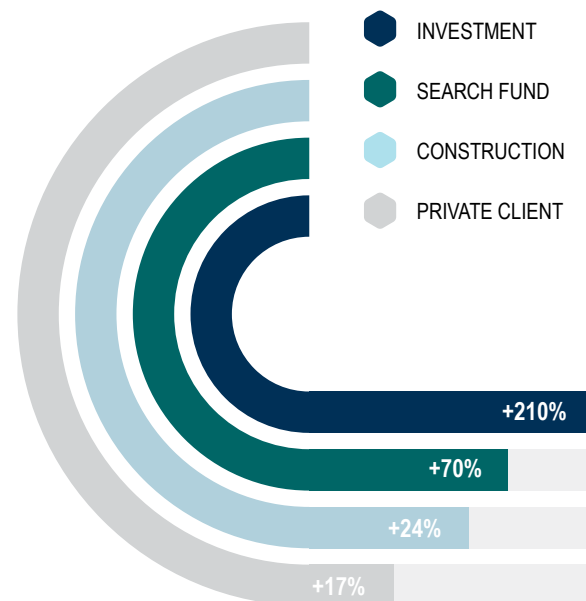
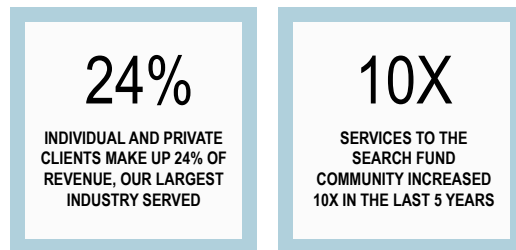
## PERCENTAGE OF REVENUE BY INDUSTRY



## FASTEST GROWING INDUSTRIES

Revenue grew in the majority of industries our Firm serves, a testament to the tenacity of our clients and value they place on our services. While we do strive to specialize, we also encourage diversity and do not rely on an one industry for more than 25% of our revenue.

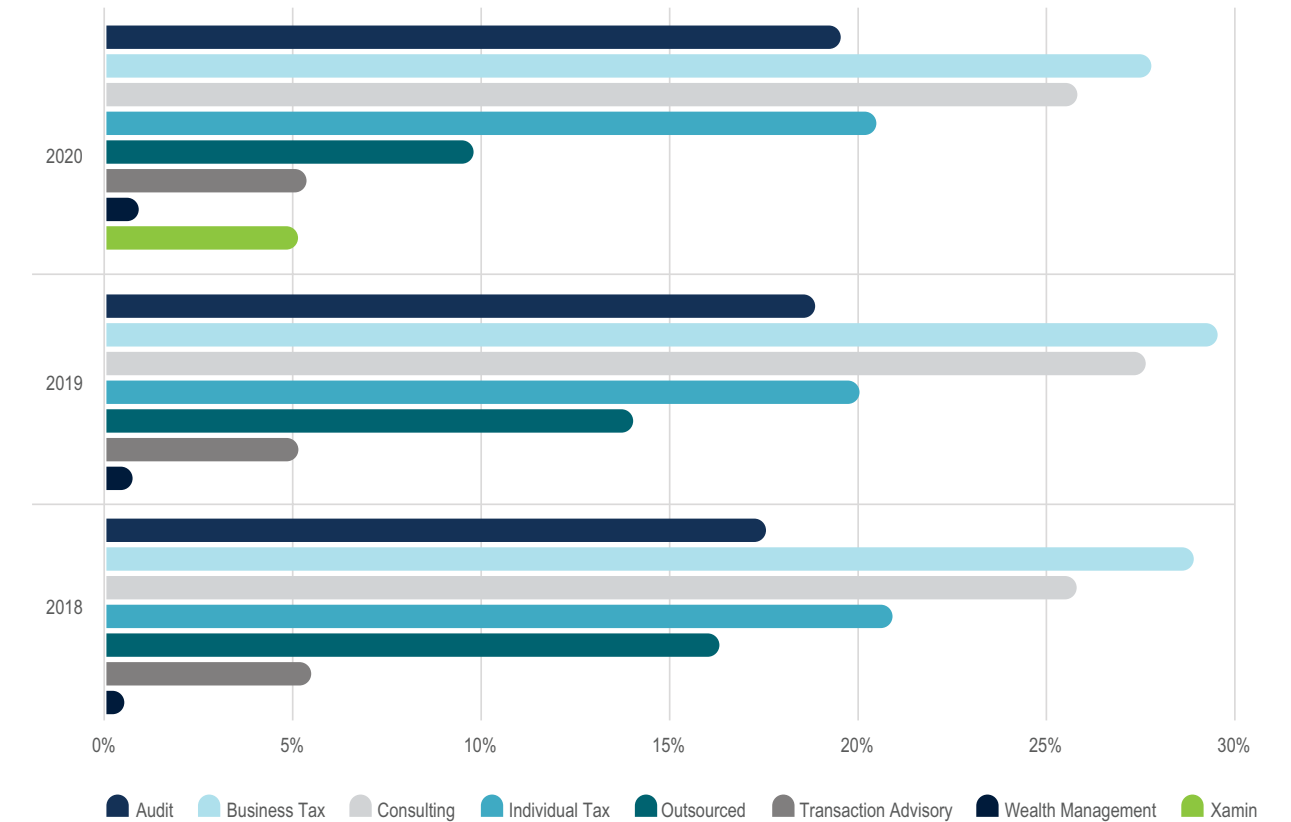
We saw the highest levels of growth in four areas – investments and banking, search fund community, construction contractors and private client services. The Firm saw a 210% increase in the investment and banking industry due to our merger with Xamin.



# Service Growth

Mowery & Schoenfeld is a comprehensive accounting firm providing audit, business tax, consulting, individual tax, outsourced accounting, transaction advisory and wealth management services. Collectively, we serve over 3,500 clients each year. We focus our growth strategy on industry drivers as well as our team's expertise.

## PERCENTAGE OF REVENUE BY DEPARTMENT



## FASTEST GROWING SERVICE AREAS

### TRANSACTION ADVISORY SERVICES

Our Transaction Advisory Team continues to grow rapidly with 30% annual growth, making up 13% of total Firm growth this year. The department plays an active role in the Search Fund and Private Equity communities.

30% YOY GROWTH | 13% OF FIRM GROWTH

### INDIVIDUAL & BUSINESS TAX

Individual and Business Tax continue to make up the largest portions of our revenue. Together, these service areas account for 46.2% of revenue (23.9% and 22.3%, respectively), with year-over-year growth of 6%.

9% YOY GROWTH | 22% OF FIRM GROWTH

### AUDIT & ASSURANCE

Our A&A team had their best year ever. Year-over-year revenue was up 17%, and this department accounted for 28% of overall annual growth. This team is focus on superior service and assisting clients to understand their financial picture

11% YOY GROWTH | 26% OF FIRM GROWTH

### CONSULTING

Our consulting department grew swiftly, with increases in revenue of 16%, especially as we worked hand-in-hand with clients to navigate the various stimulus opportunities, credits, and incentives available through the paycheck protection program.

16% YOY GROWTH | 27% OF FIRM GROWTH



## 2020 Goals

Each year we set our strategic focus and priorities for the upcoming cycle. Last year, we laid out four goals: Growth, Recruitment, Technology, and Community Service.

The environment and approach was certainly different than we originally planned. However, as an organization, we felt it was still critical to pursue the same goals. We worked hard. We worked together. We are very proud of what our teams accomplished through small individual acts and big organizational leaps. These achievements are notable given all the odds of 2020.

We thank our clients, employees, families and communities for supporting in our Firm.



## EMBODY A GROWTH MINDSET

We were determined to grow and thrive despite the challenges we faced. We enjoyed growth in all categories from revenue, to staff and clients. We were named an Inc. 5000 Fastest Growing Company in the Midwest based on last year's performance indicators.

- AQUISITIONS  
**Completed one merger**
- CLIENTS SERVED  
**3,500 active clients**
- REVENUE GROWTH  
**13.4% annual revenue growth**



## ATTRACT THE BEST & BRIGHTEST

A global pandemic is no reason to stop looking for top-talent to grow your Firm for tomorrow. While we had to get creative with our internship program, "on-campus" interviews and employee welfare; we put in the hard work and were again recognized as a best pace to work.

- INTERSHIP  
**15 Interns**
- CAMPUS HIRES  
**7 Associate Hires**
- LATERAL HIRES  
**14 Experienced Hires**



## EXPAND TECHNOLOGY SOLUTIONS

In order to compete with the largest firms, we have always put an emphasis on technology. We expanded our online video content, created workstation "kits" for our employees, implemented new solutions for our clients and team to build remote efficiency, and merged in our new partners at Xamin, Inc.

- NEW TECHNOLOGY  
**Launched 8 remote solutions**
- REMOTE DESKTOP STATIONS  
**100% of employees**
- EXPANDED CONTENT  
**12 videos for remote engagement**



## PUT HEART FIRST

We recognized a need to provide increased and continued support to our community this past year. It was exciting to find new, fun ways to volunteer safely. We are grateful to be recognized with the Illinois CPA Society's Time and Talent Public Service Volunteerism Award, awarded to only one firm each year.

- COMMUNITY PARTNERSHIPS  
**7 Charities and Organizations**
- REMOTE M&S CARES EVENTS  
**8 events in 2020**
- RESOURCES  
**500+ hours and \$20,000 donated**





# Key Accomplishments

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# What we learned



## LEAN INTO THE CHALLENGE

The challenges of 2020 meant we had to rethink how we collaborate to get work done and maintain our culture. We were fortunate to have implemented a remote communications system in 2019. We fully leveraged this technology to maintain constant communication to keep our team cohesive and productive. For weeks we had daily leadership meetings to ensure we were embracing the needs of our teams and clients.



## FOCUS ON YOUR STRENGTHS & SEE YOUR WEAKNESSES

Nothing calls for a SWOT analysis like facing a global pandemic. We recognized an immediate need to help our clients navigate PPP loans and the CARES Act. Our leadership made a quick decision to put resources behind subject matter expertise and communication - areas in which we saw a need for our clients. We launched daily updates to keep everyone connected and informed, and helped our clients obtain over \$60 million in PPP loans, credits and other funding.



## GO ON THE OFFENSE – FIND THE OPPORTUNITIES

Regardless of the environment, M&S believes growth is a critical part of our culture and success. We proactively identified and vetted opportunities to expand our business. In August, we merged in Xamin, Inc., a managed IT services provider with reputation for providing superior service. Xamin is SOC 2 certified, a position held by only 1% of MSPs nationwide. We can now offer our clients a more complete system of support and partnership.



## REMEMBER WHO YOU ARE

We have always prioritized team culture at the office and we refused to let it suffer this year. Staying true to our hearts, we found creative ways to fuel participation in team events and our M&S Cares initiative. Letterboard competitions, virtual coffee breaks, new hire happy hours and buddy lunches kept us feeling connected; while socially-distanced volunteer events, a virtual 5K and holiday drives kept us active in our community.



# Meet Xamin

We are very excited to have the high-quality professional firm Xamin join forces with Mowery & Schoenfeld. In an ever-changing world, we will be able to help our clients find technology solutions and provide a high level of security for their operations.

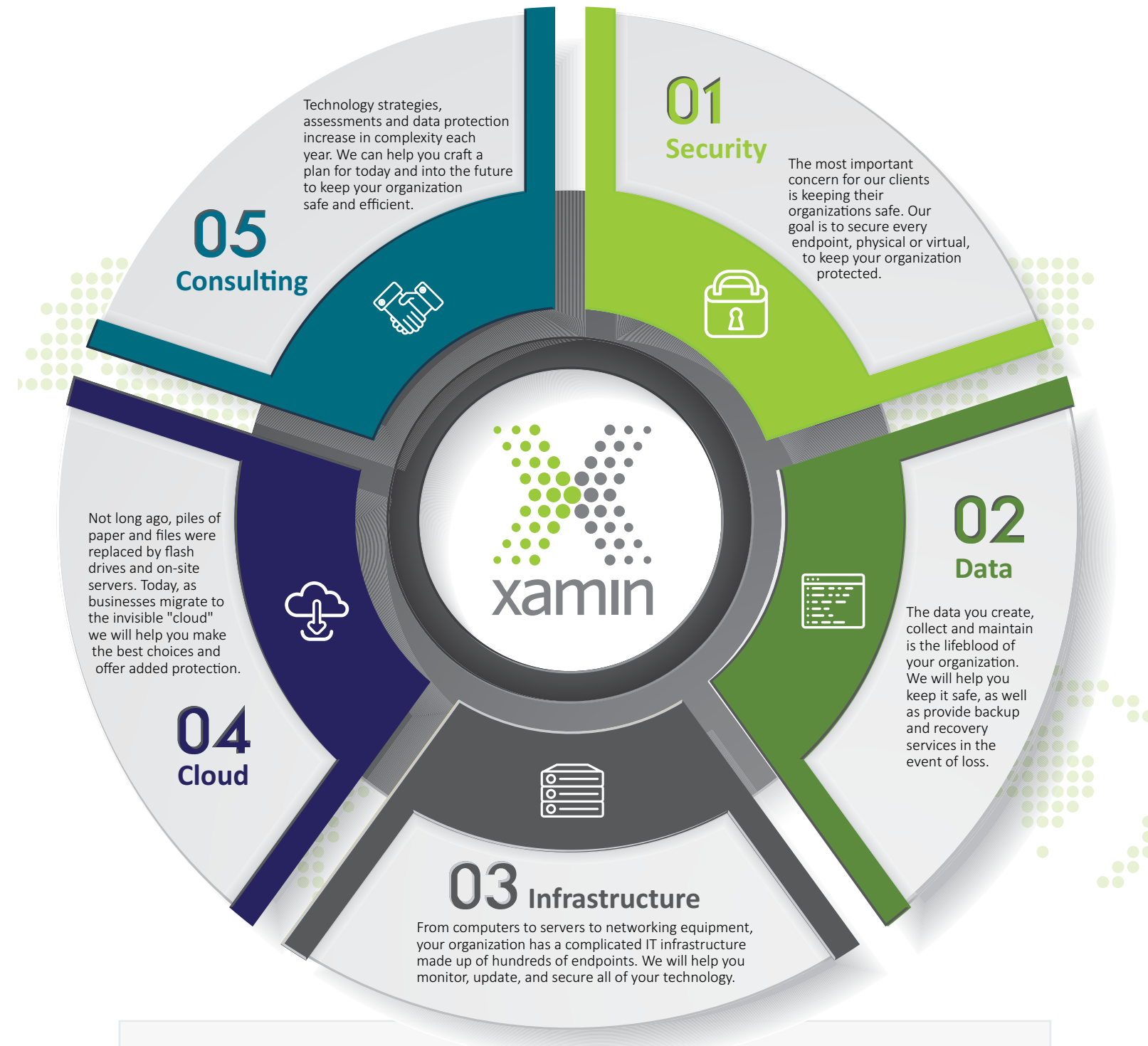
- Jeff Mowery, Managing Partner



In August of 2020, Mowery & Schoenfeld merged in Xamin, Inc. Xamin operates as a subsidiary of Mowery & Schoenfeld and Jonathan Smith, founder of Xamin, continues to lead the Xamin team and was made a partner of Mowery & Schoenfeld. While both companies will continue to run under their current brands and management, this merger has expanded the services previously offered by each individual organization.

Xamin offers industry-leading, managed IT services to organizations concerned about their security – such as financial, legal, healthcare, and other organizations that would be greatly harmed by a data breach. The organization provides a catalog of technology solutions including infrastructure, security, cloud, data protection and professional services. Xamin specializes in transforming IT into a revenue-driving capability for an organization, rather than a cost and compliance challenge. Xamin was named to the 2020 MSP501 List and CRN's 2020 MSP500 List by CRN, a brand of The Channel Company. These are the two most prestigious and respected ranking awards in the industry. Xamin has committed annually to the examination and reporting of controls in a service organization under the SOC 2 certification. This dedication to excellence and "white glove" approach ensures its services meet the needs of the customer and auditors.

With a history of working together, this collaboration is a natural fit. Both share core values of superior client services and a dedicated to people. This merger allows each business to focus on what they do best individually – as a top accounting firm and SOC 2 certified technology company – while increasing reach, resources and offerings.



## SOC 2 CERTIFICATION

Organizations in any industry have data and people they want to protect. Having an IT partner who has gone through the SOC 2 audit and certification process provides business leaders with assurance. While many consumers do not fully understand the importance of a SOC 2 certification, businesses can certainly appreciate this commitment to security.



The American Institute of Certified Public Accountants (AICPA) developed the Service Organization Control (SOC) 2 report. This report provides annual oversight of a technology service provider. To become SOC 2 certified, a third-party audit firm must complete a full review of the company – requiring IT partners to not only establish procedures, but also to follow strict security policies. In other words, a SOC 2 certification ultimately provides reassurance to an organization that its consumer data is secure, available, confidential and private.

# Crisis Case Study

## THE ANATOMY OF AN OPPORTUNITY: PPP LOANS

As part of the 2020 relief bills, Congress passed the largest aid package for small businesses under the Paycheck Protection Program (PPP). These loans were designed to provide a direct incentive for small businesses to keep their workers on the payroll. The Small Business Administration setup a program granting forgiveness of these loans if funds were used on qualifying expenses and payroll. To date, over 9 million loans totaling nearly \$750 billion have been approved.

## THE MAD DASH FOR PPP LOAN FUNDS AND SURVIVAL

In the early days of the pandemic, business owners were frantic to understand the implications for their bottom line. Every day our leaders spent hours connecting with clients. The focus was always the same - getting a plan in place to ensure survival.

We all remember when the first round of PPP loans was announced. The questions far outnumbered the answers. With a single focus - we formed an action committee to provide expert, tailored advice and help our clients access these funds.

The following outlines our six-pronged approach to delivering the service our clients needed in a time of crisis - and the results speak for themselves.

**We assisted 100+ clients to successfully apply, realizing over \$60 million in PPP loans; with nearly all receiving full loan forgiveness.**



Our services have always been driven by our clients. We recognized an acute need to support PPP loan analysis, application support and forgiveness calculations. We built a six-pronged approach to delivering our services. This framework helped keep our team focused and clear-eyed about how to approach each decision in a season of uncertainty.

## THE KEYS TO SUCCESS

### SIX PRIORITIES THAT MADE ALL THE DIFFERENCE FOR OUR CLIENTS



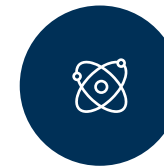
#### TIMING IS EVERYTHING

Our leadership team met daily to review updates to the law, share insights, and create solutions for our clients. We committed to making quick decisions and adjusting course. This allowed us to react to and help our clients navigate the constantly-changing environment.



#### CONSTANT COMMUNICATION

In times of crisis, communication is the best tool for fighting uncertainty. We put resources behind writing and sending out daily updates. We made it a priority to break down confusing, complex, and often contradictory guidance and laws.



#### EXPERTISE FOR THE MOMENT

This pandemic came with a technical learning curve. At M&S we have always valued expertise and learning, a trait which aided our ability to help clients understand the program. We identified key experts for different areas of need. We paired this with ongoing staff training.



#### CONNECTING THE DOTS

Sometimes what an owner needs most is advice on where to turn next. We put our network of bankers, investors and contacts to work for our clients. We shared resources internally and cultivated new ones externally in an effort to get every client the loan they needed from the right partner.



#### CREATE TOOLS & RESOURCES

As trends started to emerge, we shared recurring questions or challenges. We created FAQ emails to bring light to complex topics. Our teams developed proprietary tools to assist clients through the loan application and forgiveness process.



#### EMPATHY & UNDERSTANDING

This year was rough. Every individual and organization faced unanticipated challenges. It was important to our Firm and values to remember the people, jobs and organizations we were supporting. This perspective always reminded us who we were working to help.



# Our Culture

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## Focus on people

We want to be the place our employees start and stay. This means creating a culture focused on personal and professional support, continuous learning and growth. Our teams should feel engaged, challenged and part of something bigger than their day-to-day tasks. Additionally, we want to make sure our people have the flexibility they need to balance and support life — from unlimited PTO to paid parental leave; from CPE to tuition reimbursement; from retirement savings to pet insurance.

### Support

We are dedicated to supporting our people from day one. A comprehensive benefits package is not enough. We believe it is our job to set our people up for success. This means each member is paired with a career advisor, mentor and buddy from day one to help teach skills, but also guide growth. We offer a benefits package that provides our team with plenty of personal time and autonomy, and helps relieve the stress that can come from major life events and saving for the future.

### Learning

Our leaders are focused on creating learning opportunities for our team whether they are here for their first job shadow or preparing to become a partner. We encourage and make time for personal, community and professional organizations. We have a policy of saying “yes” to good ideas, and encouraging our people to push themselves and our Firm.

### Growth

Taking on big ideas is just as important as staying nimble. This means rewarding employees who take risks. It means, focusing on our current employees, helping them develop the skills necessary to take the next step in their career. It means providing transparency and involvement in Firm growth, people processes and business development for all employees from day one.







## Best Place to Work

### We take culture seriously!

For ten consecutive years, Accounting Today has recognized our Firm as one of the top places to work. This year, we were also named a Best Place to Work by Crain's Chicago Business and a 2020 Best Firm for Women by Accounting Today. We believe it is this commitment to our team which allows us to continue to receive recognition. It is our job to not only focus on supporting our clients, but also the men and women who make up our diverse and talented family.



## M&S Cares

### Commitment to Caring

We call the Chicagoland area home, and one of our corporate priorities is to make a positive impact on our community. Each year, our team donates over 400 service hours, focusing on charities that help children and promote financial literacy. Team members can participate throughout the summer months during weekly volunteer opportunities during the day, as well as occasional charity events on weekends and evenings. We also join in a number of holiday drives and opportunities to give back.



## BREAKING NEWS!

We are excited to announce a special honor presented to our Firm. Each year, the Illinois CPA Society awards one firm with the Time and Talent Public Service Volunteerism Award. This year, a few of our events included packing books at home, online holiday drives, outfitting a group home rec space, and hosting a virtual 5K – complete with medals, finish line tape, and shirts shipped to each team member's home. We are very honored to have our Firm recognized. We are dedicated to continuing the good and meaningful energy our team members put towards making a difference in our communities!







120 TOTAL  
TEAM MEMBERS



20 SUPPORT  
STAFF MEMBERS



85 CERTIFIED PUBLIC  
ACCOUNTANTS



15 TECHNOLOGY  
SPECIALISTS

# 2021 Plans

## Building our team

### Internship Experience

Most internships require students with limited exposure to the profession to select a specialty (tax, assurance, advisory) for their internship. The goal of our program is to provide exposure to a variety of public accounting work, giving our interns the confidence to select a career path. We offer a unique program during which interns will have the opportunity to do meaningful work across practices. Interns are paired with a mentor and buddy to provide support and feedback throughout the process. Our paid internships during winter busy season and summer months are rated highly and fill up quickly.



### New Hire Experience

We offer growth opportunities with a local firm culture. Our associates work on challenging engagements that provide the exposure they need to progress in their careers. Each employee will work with a personal team to determine a career path and long-term plan. We offer many benefits designed for this first stage in life - such as flexible reimbursements, a first promotion bonus, pet insurance and schedule/location flexibility.

#### Mentoring and support

Each new hire is assigned a buddy, mentor and career advisor to help guide their progression. Mentors and advisors meet with individuals regularly to set personal and career goals; as well as provide feedback. Buddies ensure everyone has a place to go for support and answers to day-to-day questions or concerns.

#### Training and education

Continuing professional education is a critical piece of maintaining one's CPA certification and deepening industry knowledge. We support and cover the cost of career and management training, continuing education, as well as internally-developed programs, external growth opportunities, and professional memberships.

#### Evaluation and feedback

It is critical to our workplace that employees feel supported and heard. Each employee will have an annual review and bi-annual goal mapping meetings to ensure timely feedback and development. They will have the opportunity to review management through upward evaluations each year. We also welcome broader satisfaction feedback through engagement surveys.

## Synergies with Xamin

### NEW SKILLS AND SERVICES

Our partnership with Xamin brings new services, expertise and clients to the M&S community. We focused on a smooth transition for the first six months - integrating our two teams and systems. We are now eager to build upon this foundation, offering new services to our existing clients, leveraging synergies and building new relationships together.

Help our clients receive the same level of confidence in their IT strategy as they have in their financial reporting and compliance.

Work together to educate our staff, clients and communities about the products and benefits of managed IT services.

Enhance our internal technology and security practices to ensure the safety of our data, clients, firm and employees.

Look for operational efficiencies and leverage the shared knowledge of administrative, HR, marketing and IT teams for both organizations.

## Operational sophistication

### GROWING PAINS

With growth comes the need for additional structure and sophistication. We have implemented solutions, processes and procedures at a rapid pace over the past 25 years to keep up with our Firm growth. With new leadership in place for HR, Marketing and IT, it is time to take stock of the changes we need to put in place for our next round of growth.

Implement a new management operating system to support continued growth and leadership focus.

Examine all technology to ensure we are reducing inefficiencies and making changes where needed.

Train all team members on project and time management best practices - implementing on an individual and organizational level.

Review all HR policies to provide additional structure around career paths, goal setting and organizational policies.

## Diversity and inclusion

### SHIFTING PERSPECTIVE

Much in the past year reminded us of the importance of supporting diversity, reimagining work-life balance and shifting our perspective of the world. Our Firm leadership is committed to keeping the diversity and inclusion of our staff, recruiting and clients top of mind as we craft our polices and goals for the future.

Launch a Mowery & Schoenfeld Women's Initiative, designed to support the growth and advancement of women throughout the organization.

Offer and encourage training opportunities focused on diversity and inclusion; creating a culture of open dialog.

Actively seek partnerships with women- and minority-owned and run businesses or organizations, specifically in undeserved industries where we have Firm expertise.

Continue to focus on opportunities for diversity in hiring, both through on-campus and lateral practices.

## Hone and grow our expertise

### OUR GROWTH MODEL

The unique and technical knowledge of our staff is one of our Firm strengths. This year, we have identified four areas of focus for growth: Technology Service through Xamin, Transaction Advisory Services, Outsourced Accounting Services and Wealth Management.


Embrace opportunities for thought leadership through written content, webinars, conference participation and community engagement.

Build a repeatable sales, communication and delivery process for our most competitive and unique services allowing us to increase market share.

Develop and build our teams around our areas of strength - ensuring training and development to support client service and career growth.

Support our growth areas with comprehensive marketing and communications plans, with the goal of clearly introducing technical topics to non-technical audiences.





Thank you for your partnership.

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