1. Pre-Discovery Questionnaire

| **To assist in preparing for the engagement, please provide written responses to the Pre-Planning and Information Requests below by:** | **Eric Stout** |
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1. **Objective**

This pre-discovery questionnaire is designed to understand key priorities, operational pain points, and areas of opportunity to ahead of our stakeholder discovery session. Your input will ensure our conversation is tailored and focused on the areas that matter most to your business.

1. **Engagement Summary:**

| Client: | Stout Capital Partners |
| --- | --- |
| Engagement Title: | Cash Management & Forecasting Product (Alpha) |
| Service Category: | Corporate Finance/Property Accounting |

1. **Key Business Personnel:**

| Please list additional individuals (titles and departments) who may contribute to this engagement and assist in the development of the tool.  **N/A** |
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1. **Targeted Discovery Questions**

*The following questions are designed to surface critical needs and uncover where a real-time cash management solution can provide the most value.* ***Feel free to skip any questions that don’t feel applicable to your operations.***

1. Visibility & Liquidity Management
   * How do you currently get visibility into your firm’s total cash position? **Manually checking each account through various online banking portals** Do you have a consolidated view across entities and bank accounts? **No**
   * Are there any recurring surprises or mismatches between expected and actual cash balances?
   * When was the last time you experienced a situation where a lack of visibility into cash had a financial impact? **Not sure how to answer this one**
2. Forecasting & Scenario Planning
   * How frequently are cash flow forecasts prepared? How accurate have they been historically? **As needed**
   * What tools or processes do you use for forecasting? (e.g., Excel, ERP dashboards, or third-party apps) **Excel, Argus, QBO (corporate)**
   * Are you able to model scenarios like tenant move-outs, unexpected capital needs, or project delays? **Yes (roughly)**
3. Payables, Receivables, and Treasury Operations
   * What are your biggest challenges when it comes to managing accounts payable and receivable from a liquidity standpoint? **Getting tenants to pay large one-off charges in a timely manner**
   * Are payment timings aligned strategically (e.g., to optimize float or vendor discounts)? **Typically payments are made ASAP unless cash is constrained; then invoices are paid FIFO**
   * Are you aware of any duplicate payments, overpayments, or stale payables that have occurred in the past year? **Yes (all the above)**
4. Multi-Entity & Project Complexity
   * How is cash tracked across your portfolio? (By property, JV, fund, or consolidated?) **By property (Excel)**
   * Do you distinguish cash flows between stabilized and redevelopment projects? **No (good question)**
   * Are there any challenges with intercompany transfers or managing cash reserves (e.g., per lender requirements)? **Lender required reserves can put a strain on working capital**
5. Organizational and Technical Fit
   * Who currently owns cash management and forecasting processes? (Role or department) **Accounting/Asset Managers**
   * Are there any systems (e.g., Yardi, NetSuite, MRI, QuickBooks) you’d want this to integrate with? **Yardi, QBO**
   * Does your team use tools like Power BI, Tableau, or others to visualize financial data today? **No**
6. General Questions
   * Have current interest rates or market shifts changed your approach to cash planning? **Not materially**
   * What’s the biggest unknown when you’re looking at the next 90 days of cash?
   * What’s a recent cash-related decision that you wish you had more insight at the time?
   * What does your team wish was easier or faster to figure out when it comes to managing liquidity? **Pulling real-time bank balances without needing 10 different tabs**
7. Please list any other relevant details that we should be aware of ahead of our discovery call.

[Insert Client Response]

1. **Pre-Planning Requests:**

Please provide a response to the pre-planning requests in the designated section below.

| 1. **Describe the top three risks, challenges, or opportunities when considering this project.** | |
| --- | --- |
| Client Response: | 1.1 **Risk - stale or inefficient data integration impacting decision making** |
| 1.2 |
| 1.3 |
| 1. **Describe the top three activities or procedures related to this engagement category that should be prioritized for this project.** | |
| Client Response: | 1.1 **Cash management** |
| 1.2 |
| 1.3 |
| 1. **Describe specific programs, departments, locations, or systems that should be included.** | |
| Client Response: | Specific Programs: **Online banking platforms, Yardi, QBO** |
| Key Departments: **Accounting** |
| Relevant Systems (ERP, TMS, Property Management, etc.): **How is this different from above?** |
| Analytics Tools (e.g., Power BI, Tableau): [Do the process owners use data analytics or dashboards today? If yes, please describe.] **No** |

1. **Information Requests: (N/A – Don’t need to complete if you don’t have any “off-the-shelf-documentation”)**

Below is a list of data requests to be provided to assist with the evaluation of this engagement. Please provide the requested documents in electric format for the areas under review. These data requests are **“off-the-shelf documents”** that should be readily available.

| **Ref** | **Data Request** | **Description** |
| --- | --- | --- |
| 1 | Policies and Procedures | Please provide **one or two** of the most critical policies and procedures. |
| 2 | Organizational Chart | Please provide relevant organizational charts. |
| 3 | Department Status Reports and Metrics | Please provide **one or two** of the most critical management reports, status reports, project plans, metrics, etc. |
| 4 | Other Relevant Information | In addition to the above, please provide any relevant documentation the SDS team should review before the pre-planning meeting. |

**Thank you for taking the time to complete this questionnaire. Your input will ensure our session is meaningful and productive. We look forward to learning more about your goals and how we can support them.**