

EXECUTIVE SUMMARY

A **dynamic business leader** with 29 years of experience in management consulting, business services, property development, and financial services. A business operations and change management expert with an academic background in accounting who has Big 4 CPA experience, an inactive CPA license in Illinois, and experience leading small and medium-sized businesses through organizational changes.

FUNCTIONAL EXPERTISE

- **Leading People and Organizations**
- **Accounting, Audits, and Tax Strategies**
- **Revenue Growth / Sales Leadership**
- **Structuring Deals and Negotiating**
- **Financial Planning and Budget Management**
- **OPEX / Process Improvements**

FUNCTIONAL EXPERTISE DEMONSTRATED

ADVANCED STRATEGIES

March 2017 – March 2021

A professional employer organization (PEO) with ~\$3.5mm in annual revenue that operates in 6 states and serves ~175 portfolio companies, including chains like Subway and SMEs in a variety of industries.

Director of Operations

Led multiple departments, including accounting, sales, payroll, human resources, benefits, and training and strategic initiatives to improve the Firm's operational structure, IT systems, and internal processes.

- **Leading People and Organizations:** Successfully led a variety of strategic initiatives related to employee retention, top line growth, customer satisfaction, cost management, and IT systems. E.g. led an initiative to build a culture of accountability by establishing departmental goals for KPIs related to cost drivers and customer satisfaction.
- **Revenue Growth / Sales Leadership:** Led an internal audit of the Firm's client portfolio and customer segments to rank clients by profitability and identify patterns that could be leveraged to increase revenues. Profits grew by \$300k/yr. on average between FY2017 and FY2021.
- **OPEX / Process Improvements:** Designed and implemented multiple operational upgrades with a focus on IT systems and on workflow design. E.g. reduced customer response times to 30 minutes from 24 hours+ by improving the Firm's service design and communication systems.

WHOLE PET CARE

May 2015 – March 2017

An e-commerce wholesaler of pet medications and operator of mobile pet clinics with ~\$35mm in annual revenue and 65 employees serving ~400 pet health clinics and communities across the United States.

Controller

Led the design and implementation of accounting practices, an internal audit, the development of a taxation strategy, and the divestment of a business unit for a firm that was realizing net losses of ~\$500k/year.

- **Accounting, Audits, and Tax Strategies:** Performed an internal audit, designed accounting practices from scratch, and mitigated severe cash management problems. Successfully designed a tax strategy to resolve 5 years of unpaid taxes. Improved annualized profitability to \$250k/year in 2010 from -\$500k/year in 2008.
- **Structuring Deals and Negotiating:** After identifying a \$3.5mm debt to the Firm's suppliers, led the sale of the e-commerce business unit by segmenting it into 3 regional parts, successfully negotiating a \$2mm debt restructuring with the Firm's creditors and collaborating with purchasers to agree the terms of sale.

SOTHEBEY'S

March 2013 – May 2015

An office of the publicly traded real estate brokerage network (NYSE: SOTH) with ~\$140mm in annual revenue specializing in transactional support, sales and marketing, and development of real estate in the Phoenix area.

Real Estate Developer and Broker

Successfully cultivated a profitable real estate development and transaction support business with a partner, facilitating ~125 transactions, identifying development opportunities, and managing development projects.

- **Revenue Growth / Sales Leadership:** Consistently beat sales goals, regularly facilitating \$7mm+/yr. in gross transaction value. Achieved multiple "President's Club" awards for achieving \$200k+ in annual commissions.
- **Structuring Deals and Negotiating:** Raised a \$2mm investment fund from 15 investors used to purchase, develop, and flip real estate, consistently managing ~5 rehab projects through a project manager and 3 project crews. The fund realized annual returns of ~40% and profit on individual projects sometimes exceeded \$200k.
- **OPEX / Process Improvements:** Developed a systematic approach to rehabbing properties which reduced the average project life (purchase to sale) of a home to ~6 weeks, optimizing the use of working capital.

CAPITAL FINANCIAL ADVISORS

August 2003 – March 2013

The diversified financial services company engaging in financial planning, asset management, brokerage, insurance, annuities, and estate planning with ~\$10bn in annual revenues and 12,000 employees.

Senior Financial Advisor

Performed audits of clients' personal finances, led the development of long-term financial plans, advised on the design of portfolios and investment strategies, and facilitated the sale and purchase of financial assets.

- **Revenue Growth / Sales Leadership:** Successfully built a book of business representing more than \$60mm in assets, regularly achieving annualized returns of 40% for clients and annualized returns of 100%+ for a special \$2mm "swing trading" fund offered to selected clients. Earned accolades as the top producer for first-year advisors (among 2000 nationwide) and was recruited by CFA to travel the US spreading best practices.
- **Financial Planning and Budget Management:** Regularly built and monitored financial plans, supporting 160+ clients and families with retirement plans, budgets, and asset portfolios to suit their risk tolerances.

PREVIOUS ROLES:

Business Analyst – Phoenix Consulting Group (1997 – 2003)

Senior Accountant – Deloitte & Touche (1995 – 1997)

EDUCATION

Master of Accountancy *Magna Cum Laude*. Brigham Young University (Provo, Utah)

Bachelor of Accountancy. Brigham Young University (Provo, Utah)

OTHER RELEVANT INFORMATION

Languages: Spanish (Conversational)

Professional Licenses: Certified Public Accountant (IL – Inactive), Certified Financial Planner, Series 7 & 63