
Strategic Finance Executive with proven track record leading cross-functional teams across all areas of finance globally to drive business results.

EXECUTIVE EXPERIENCE

Public Companies
Private Companies
Sponsor-Owned Organizations
Big 4 Accounting
Cross-Functional Leadership
National & Global Experience
Fortune 1000 Companies

STRENGTHS

Collaborative
Entrepreneurial
Skilled Negotiator
Mentoring
Team Leadership
Results Driven
Diversity Champion

FUNCTIONAL LEADERSHIP

Cost Savings
Restructuring
Business Transformation
Shared Services
Bankruptcy
Financial Operations
Management Reporting
Technology
Accounting

PROFESSIONAL EXPERIENCE

Regional Commercial Glazing Company

April 2023 - Present

Fractional Chief Financial Officer

Key responsibilities:

- Finalized 2023 Annual Operating Plan with job-by-job build up and 52-week detailed working capital budget
- Developed monthly reporting package and forecast model to accurately forecast revenue / billings / cash flow
- In process of implementing Datarails as an FP&A solution

TBI Rehabilitation Center and Skilled Nursing Facility

April 2023 - Present

Fractional Chief Financial Officer

Key responsibilities:

- Finalized 2023 Budget for board approval
- Developed monthly reporting package and forecast model to accurately forecast revenue / cash flow
- Leading long-range facility project – demolition / rehabilitation of many of the residential buildings on site including capital / cash flow planning
- Leading long-range strategic planning project with an eye to maximizing revenue and use of TLF licenses

Behavioral Health Care Provider

June 2023 – July 2023

Interim Chief Financial Officer

Key responsibilities:

- Assumed CFO responsibilities for June and July 2023 (former CFO resigned and incoming CFO started mid-July)
- Worked with internal team and PwC to drive 2022 audit to completion
- Worked with internal team and external consultants / bankers on QoR/QoE analysis related to a potential divestiture
- Managed the internal team and monthly close process / monthly management reporting

State University Foundation

July 2019 - Present

Board Member

Key responsibilities:

- Chair – Finance Committee – responsible for managing the Foundation budget / external audit

PE-Backed Medicare Advantage Telesales Company

December 2020 – March 2023

Chief Financial Officer

Major achievements included:

- Led refinancing of \$85M term loan package in difficult economic conditions (September 2022)
- Managed the business through difficult working capital constraints and significant growth (nearly 50% growth from 2020 to 2022)
- Delivered better than budget cash flow/EBITDA for 2021 and 2022 despite significant headwinds in the industry
- Developed 2022 and 2023 operating plans and multi-year model to achieve cash-flow goals in line with BOD / deal expectations
- Creation of new reporting package / KPIs to better inform senior management / BOD how the Company is tracking against key initiatives
- Led deployment of Workday HCM and Financials implementation – began in February 2021 and went live on-time/on-budget in January 2022
- Developed detailed processes around analyzing customer LTVs – including breakdown of LTVs by lead source / channel / carrier
- Made significant improvements / upgrades to the finance team – brought in new talent and reorganized existing team / processes to gain efficiency / effectiveness
- Managed purchase accounting process for the July 2020 acquisition of the Company

Publicly Traded Radio Broadcasting Company

March 2014 – June 2020

Senior Vice President & Chief Financial Officer – Markets, Sales & Shared Services

Streamlined the legacy finance organization, improved the shared services function, deployed transformative technology and infrastructure, managed the media division through the 2018-2019 bankruptcy reorganization, and supported management through the exit process and subsequent listing in July 2019. Managed a team of 400+ employees, covering the following functions: (Corporate FP&A, Radio Finance, Digital Finance, Shared Services Accounting, Billing, Credit, Collections & Cash Applications, Accounts Payable, Procurement and Commissions Processing).

Major achievements included:

- Development and implementation of operating expense savings plan in response to COVID-19 – achieved \$200M+ in-year 2020 savings
- Transformation of Radio Finance team – by deploying technology and redesigning processes – was able to reduce the Radio Finance team by 65% (260 in 2014 to 90 in 2020) while improving operational efficiency and business support
- Centralization of billing, credit & collections from the field into Shared Services – reduced costs while generating \$100M working capital benefit by reducing DSO
- Development and deployment of IBM's ICM (Incentive Compensation Management) tool for the Company's ~1800 local sellers. Resulted in increased transparency for the sales team and gave management insight into salesforce effectiveness for the first time – allowing the Company to fine-tune commissions plans that yielded in better performance at a 10% lower cost of sales (\$20M in annual savings)
- Led the finance team through the Company's 2018-2019 bankruptcy reorganization, including:
 - Acting as lead operational contact for Alvarez & Marsal
 - Organizing vendor and employee contracts in support of all First Day Motions
 - Review of all key vendor, real estate and employee contracts for the contract acceptance / rejection process
 - Oversight of the accounts payable process – including separation of all pre/post-petition amounts and managed vendor relationships
 - Led the separation of Clear Channel Outdoor from the shared corporate services functions – resulting in savings to iHeartMedia, Inc. of nearly \$30M in run-rate savings

Publicly Traded Online Dating / Digital Services Company

October 2011 – March 2014

Chief Financial Officer

Advisor (March 2014 – September 2015)

Hired as the Company's first CFO, charged with building out the management team, working with the CEO on setting corporate strategy and developing a proper corporate governance structure.

Achievements included:

- Developed and implemented an Investor Relations strategy – company started presenting at investor conferences for the first time during 2013 (4 events)
- Upgraded external accounting firm from Webb & Co. to Ernst & Young, including fee negotiations
- Benchmarked benefit plans and updated employer contribution to ensure competitive hiring atmosphere
- Constructed models to forecast earnings and cash flow for budgeting / management reporting purposes
- Worked with marketing team to redesign internal direct marketing tools to ensure profitable user acquisition
- Developed plan to bring company to cash flow positive during 2014

Publicly Traded Recorded Music Company

May 2005 – September 2011

Senior Vice President – Controller (9/08 – 9/11)

Vice President – Assistant Controller (5/05 – 9/08)

Built and led a strong corporate finance team focused on the key areas of FP&A, Internal Controls (SOX), SEC Reporting and Consolidations while focusing on the operational finance needs of the organization, including:

- Management of the Company's budget / forecast / long-range planning process, including focus on cost containment to counteract the revenue declines caused by the industry-wide digital transformation
- Cash and working capital management, including cash repatriation strategies, reducing DSO and increasing DPO
- Worked with business unit CFOs on proposed M&A and artist deal structures, both from an economic and accounting perspective
- Worked with senior management (CEO, CFO and BOD) to set annual revenue and OIBDA targets for the divisions, and worked with divisional management on regular updates / risk mitigation

Major achievements included:

- Reduced cycle time for monthly close process by over 40%
- Rationalization of key controls in order to reduce cost of SOX compliance without increasing risks:
 - Key controls reduced 27% from 2008 to 2010
 - Overall cost of SOX compliance was reduced 20% from 2008 to 2010
- Participated on a transfer pricing project to properly align revenue and expenses relating to worldwide digital distribution, resulting in more efficient utilization of U.S. Tax NOLs and a significant annual savings (~30%) in worldwide cash taxes
- Implementation of SAP ERP system for the U.S.:
 - Acted as business sponsor / steering committee lead
 - Played key role in negotiating with vendors and setting project scope
 - Project kicked off in 4th quarter of 2009 and went live October 2010 (on-time and on-budget)

Involvement in sale process (2011):

- Worked with senior management, outside banking advisors and business unit heads to develop the 5 year operating model / business plan that was used in the Confidential Information Memorandum distributed to prospective bidders
- Attended and participated in management meetings with prospective bidders
- Was the key attendee for both model due diligence and accounting due diligence sessions with prospective bidders and their respective bankers / advisors
- Post sale / pre-closing – activities included:
 - Working with Access Industries on Offering Memorandum including all preparation of pro-forma information
 - Preliminary purchase price accounting for the Offering Memorandum
 - Negotiation of key terms and conditions for Revolving Credit Agreement

Broker-Dealer

Chief Financial Officer

July 2000 – May 2005

Major Investment Bank

Vice President – Global Management Reporting (4/00 – 7/00)

Associate - Fixed Income Derivatives (7/98 – 4/00)

Senior Financial Analyst - Financial Reporting (8/95 – 7/98)

August 1995 – July 2000

Big 4 Audit Firm

Senior Accountant

September 1993 – August 1995

EDUCATION

Ivy League University

Master of Business Administration

August 2003 – May 2005

State University

Bachelor of Science in Business Administration, Major in Accounting

August 1989 – July 1993