Senior executive with solid background in general management, operations, information technology and finance.

**Delivered 5-fold gain in retained earnings by creating/executing effective operating plan.**

**Instrumental in growth from $15 million to $130 million revenue over 5 years.**

**Saved $1.75 million annually through state of the art labor tracking system.**

**Consistently increased operating profits over 11-year period.**

***General management***: track record of bottom-line achievement in diverse situations.

* Added 12 percentage points to bottom line, reversing loss by improving efficiency and tightening expense controls.
* Drove 20 percentage point gain in profit margin by focusing on higher-margin clients and reducing cost of sales.
* Achieved a 10% profit increase by improving timeliness of financial reporting, inventory management and cost control.

***Operations***: utilized information technology solutions to improve all areas of operations.

* Played key role in company’s growth from $12 million to $28 million
* Managed 133% volume growth utilizing IT solutions to improve efficiency.
* $200,000 saved through better asset management and controls.

***Finance & administration***: adept at optimizing cash flow and managing expenditures.

* $250,000 cash flow improvement by reducing A/R DSO by 10%
* Turned around cash management function, generating $80,000 in additional annual investment income.
* Averted $150,000 expenditure by identifying inadequacy of planned system upgrade.
* 25% improvement in employee retention by negotiating expanded benefits package with no additional cost.

# Professional Experience

**B2B CFO Partner** **September 2012 to present**

* Working with various business including service, manufacturing, non-profit organizations to:
* Improve Cash Flow
* Reduce expenses
* Increase profits
* Increase company value

**A-Z Bus Sales Inc.**, **Riverside CA Chief Financial Officer February 2008 to September 2012**

* Improved quality and timeliness of information to the management of this $100 million company.
* Communicated the company ESOP to all stakeholders in the plan, participants, trustee and function as a member of the plan investment committee.
* Strengthened banking relationships and communication, negotiated enhanced rates and borrowing capabilities.
* Increased employee benefits working with healthcare and other insurance providers and maintained costs.
* Provided necessary staff training to maximize efficiency and reduced month end closing by 50%.
* Reduced accounting staff by 33% through process improvements and increased use of technology.
* Enhanced information flow and improved metrics to operating managers resulting in 20% increase of inventory turnover and savings of $150,000 in parts inventory while maintaining customer service.

**KEEP ON TRUCKING COMPANY, LLC**, Rancho Cucamonga, CA **Interim Chief Financial Officer**, 2004 to 2008

* Improved financial processes reducing overtime by 95% in accounting department.
* Provided necessary training to accounting staff to improve efficiency and reduced month end closing to 2 working days
* Established team to review all insurance coverage. Implemented program to significantly reduce worker’s compensation costs. Reviewed employee insurance benefits to improve benefits and while maintaining costs to employees; reviewed general liability and other insurance realizing improved coverage and maintaining or reducing costs.
* Implemented labor monitoring and related reports for operations management resulting in 20% reduction of temporary labor and virtually eliminating overtime for temporary personnel.
* Worked with human resources department to improve communication with employees and improve moral in the company.
* Advised owner and executive managers through company acquisition in addition to advising the acquiring company through acquisition.

**ICEBERG DRIVE INN,** Tooele UT **Partner, Fast Food Restaurant**, 2004 to 2006

* Rejuvenated a troubled franchised, fast food restaurant. Increasing sales by 50%
* Developed and implemented customer loyalty program to increase sales
* Developed cost of sales model to monitor the cost of individual food recipes ingredients, and presented information to franchisor with suggested pricing to improve margins.
* Provided necessary training and employee development, improved morale resulting in zero turnover for one full year.

**CONDOR FREIGHT LINES**, Los Angeles, CA **Chief Financial Officer**, 1989 to 2004

* Managed all financial activities during company’s growth from $12 million to $28 million.
* Using team building and training along with increased utilization of technology to handle 133% growth with only 30% staff increase.
* Worked with other management personnel to review, evaluate and implement process improvement; developed financial and operations standards to reduce costs and improve profitability.
* Developed and implemented cost model allowing sales and customer service personnel to focus on improved margin contribution; the model also supported authorization of specialized freight rates ensuring overall customer profitability. The model reduced the time necessary to approve specialized rates. This improved sales to customer relations, increasing business by 5% and improved margins from customers.

**CONDOR FREIGHT LINES** (continued)

* Developed and maintained strong banking and vendor relationships, maintained financing agreements during period of severe cash flow constraint.
* Worked with all insurance carriers, liability, workers compensation and employee benefit insurance programs.
* Trustee of the company 401k plan. Increased participation by 25%. Interfaced and coordinated DOL audit.
* Prepared reports of monthly results to the employee population increasing financial awareness and creating a forum to communicate areas of concern such labor productivity, customer service and process improvement.

**CON-WAY WESTERN EXPRESS**, Buena Park, CA **Controller / Chief Financial Officer**, 1984 to 1989

* Facilitated growth from $15 million to $130 million over 5 years for startup subsidiary of Consolidated Freightways.
* Developed and implemented IT solutions to improve labor management, budgeting, operations and expense control.
* Preparation and coordination of annual budgets, weekly forecasts as well as periodic updates. Also prepared other projections – both financial and operations related.
* Developed various analysis of costs and related procedures to facilitate process improvement.
* Interfaced with financial departments of Consolidated Freightways for monthly and yearly close.

**FOSTER FARMS**, South El Monte, CA **Assistant Controller**, 1981 to 1984

* Oversaw general accounting, A/R, A/P and forecasting for $200 million division.
* Jointly with the VP Operations and VP Sales, developed and implemented delivery route analytic tools evaluating excess route capacity and directing sales effort to maximize capacity of routes.
* Worked with sales and operations on promotional program to profitability sell slower moving product lines.
* Upgraded information systems to enhance management reporting and streamline operations to boost profitability.

**TOPA EQUITIES / ACE BEVERAGE**, Los Angeles, CA **Controller**, 1980 to 1981

* Directed all accounting functions for 9 companies with $15 million total revenue.
* Improved information process and reduced month end closing process by 66% closing all company’s financials within four weeks of month end..

**HANDY DAN / W.R. GRACE**, Los Angeles, CA **Controller**, 1979 to 1980

* Prepared 1st budget after acquisition by W.R. Grace; prepared 5 years’ history, next years budget and 4 years’ projections.

**ARTHUR ANDERSEN**, Los Angeles, CA **Audit Senior**, 1976 to 1979

* Worked with audit partner to build retail clients. Clients included Thrifty Drug (now Sav On Drug), Smart and Final Grocery and May Company (now Robinson/May Co.)

**Education / Certification**

BA, Accounting Major, *Cum Laude*, University of Utah, 1976

Certified Public Accountant, State of California, (Inactive, will renew as active February 2008)

California Society of Certified Public Accountants, Inland Empire Chapter, Chapter Secretary,

**Computer Proficiency**

Microsoft Office

Lotus 123

IBM AS 400

Peachtree Accounting Software

QuickBooks

Traverse Accounting Software for Windows

The Great Information Factory (TGIF), Integrated GL, AP, AR, Operations software for the trucking Industry

Transportation Operations Performance System (TOPS), Integrated GL, AP, AR, Operations software for the trucking Industry