

EXECUTIVE SUMMARY

A visionary and results-focused executive with over ten years of successful financial management leadership, I excel in designing and implementing short- and long-term business strategies to maximize organic and inorganic revenue and profit growth. My extensive experience leading M&A, company spin-offs, restructuring and business turnarounds, and establishment of organizational trust and credibility has produced consistently rapid profitability and high sales growth.

I possess a deep operational understanding of the heavy/civil construction, oil field services, heavy-haul trucking, marine transportation and government contracting fields. This understanding allows me to unlock hidden value, proactively solve emerging problems, and identify and exploit new opportunities.

PROFESSIONAL EXPERIENCE – WORK EXPERIENCE

SJ Construction Consulting, LLC, Honolulu, Hawaii, 2017 – present

Expert, preconstruction, project management, estimating, and business optimization services

Turnaround CFO/Consultant

Construction finance executive offering assessment, assistance, and training in:

- Strategy and Profitability
 - Identification and execution of untapped market potential with existing assets
 - Elimination of low-value business units, reallocation of financial assets, establishment of alternate sources of funding, and rapid development of organizational trust and credibility
- Organizational Structuring
 - Identification of critical gaps in staffing of key positions
 - Assessment and improvement of operational efficiencies to improve profit margins
- Mergers & Acquisitions
 - True assessment of company value, including management, structuring, financial controls

Cruz Companies (Cruz Construction Inc. & subsidiaries), Anchorage, Alaska, 2011 - 2016

The largest privately-owned heavy/civil contractor in Alaska comprising 15 operating companies, 700 employees and \$220M in annual revenues, serves governments, oil field and natural resource companies, and other industries in the U.S. and Canadian Pacific Northwest.

Chief Financial & Administrative Officer/Senior Executive VP

- Managed all financial and administrative operations; provided key strategic development for company positioning in the oilfield sector.
- Drove business strategy and profitability through M&A, integration, and operational efficiency initiatives, as well as other organic growth opportunities; determined equipment costing/rate and created reports on same.
- Led mergers and acquisitions, executed on due diligence, negotiations and closing.
- Reduced overall costs and improved management efficiency by streamlining intercompany transactions.
- Developed, led and implemented corporate strategies to facilitate organizational structuring and operations, divestments, company spinoffs, departments, costs pools and profit centers.
- Grew support organization from 4 to 28 full-time employees, hiring and training accounting, administrative, HR and IT staff; ensured all policies and processes were compliant, efficient, cost-effective and applicable for each subsidiary; managed and developed finance and accounting personnel as well.
- Spearheaded opening of a new Anchorage office, bringing in talent and allowing for increased

sales efforts.

- Oversaw continual improvement of budgeting process by involving department managers in financial issues impacting individual budgets; partnered with GMs in subsidiaries to ensure buy-in on financial goals.

Bering Sea Group, Anchorage, Alaska, 2009 - 2011

Bering Sea Group provides strategic direction, planning and management for a group of Alaska-Native-owned companies, providing diversified services to the federal government and commercial marketplace.

Financial Controller

- Consulted with the CEO and Board of Directors on business decisions and strategies; assisted with decision-making and execution.
- Answered inquiries relating to income taxes, coordinated annual financial statement audit and maintained proper relations with employees, bankers, clients and vendors; supervised financial staff.
- Performed quality control audits of general ledgers of five subsidiaries.
- Led turnarounds for all subsidiary companies and improved profit by multiple millions of dollars through studying federal contracting and bidding guidelines, conducting in-depth analysis of project costs, and restructuring bidding process.

Hotwire Electric LLC, Anchorage, Alaska, 2009

Hotwire Electric LLC (HWE), a subsidiary of Chenega Corporation, is a full-service electrical contractor that provides high-quality electrical and communication construction services.

Director of Operations

- Planned and oversaw financial operations, monitored accounting system
- Designed and implemented account schedules for more robust job costing and financial reporting, monitored accuracy of numbers, and reconciled differences between old and new systems.
- Monitored financial performance of departments and profit centers, oversaw budgeting, forecasting and strategic planning; performed economic and industry analysis.
- Facilitated training and mentoring of accounting staff.

F.M. Strand & Associates, CPAs, Anchorage, Alaska, 2006 – 2009

Established in 1973, F.M. Strand & Associates is an Anchorage-based firm of Certified Public Accountants with a focus on helping companies in the construction sector improve net profits, minimize income taxes, and present accurate and understandable financial statements.

Audit and Accounting Supervisor (2007 – 2009)

Senior Accountant (2006 - 2007)

- Planned, budgeted, and supervised audits, reviews and compilations for construction and oil-field service companies.
- Evaluated cost and billing systems, assessed contractual obligations and in-place accounting procedures, reviewed change orders, performed contract close-out financial health analyses.
- Prepared GAAP-compliant financial statements and assisted clients to establish policies that would ensure financial statements were prepared in compliance with GAAP or applicable industry guidelines.
- Assisted in reconciliation process of all balance sheet accounts including inventory, investments, fixed assets and intercompany transactions; streamlined intercompany transactions to reduce company overhead.
- Provided business recommendations for clients to strengthen internal controls and accounting procedures.
- Noteworthy achievements included creation of internal control-related procedures and development and deployment of many processes to streamline audit and accounting practices.

BDO USA LLP, Anchorage, Alaska, 2004 – 2006

Staff Auditor

Conducted audits, reviews and compilations of companies; examined and analyzed journals, bank statements, inventories, revenues, expenses, tax returns, and other financial records for large accounting firm.

QUALIFICATIONS & EDUCATION

Certified Professional Accountant (CPA) in Alaska
Certified Merger & Acquisition Advisor (CM&AA)
M. Accountancy, University of Idaho, 2004
B.S. Business and Finance, University of Idaho, 2002

PROFESSIONAL AFFILIATIONS

American Institute of Public Accountancy
Associate General Contractors of Alaska, Volunteer