

## **PARTIAL LIST OF ROLES**

### **Strategic Advisor**

Worked with national fast food franchisor in revitalizing their site selection process, franchisee selection process and marketing programs during the economic downturn in 2008. New area targeting program created to select towns and locations with high probability of success. Company revitalized franchisee selection criteria and enforcement to provide for financial expertise, operating and personal asset base. Company hired national NY based marketing and advertising partners moving away from regional base, insular approach. National cable buys implemented reignited traffic counts consistent with announced plans to add 1,000 stores nationally.

### **Hired as Trusted Advisor Evaluating Franchise Opportunity**

Hired as a trusted advisor in evaluating franchise opportunity. Included assessment of value proposition offered by franchisor, evaluation of costs to acquire franchise, cost to construct fixed assets, real estate lease analysis, profit and loss statement analyses and long term value. Determined that brand had limited value to justify paying franchise fee and ongoing royalties and advertising fees. Determined that licensing would be more appropriate.

### **Advised/Implemented Change in Major Business Approach**

For national service provider, identified retail gift shop business being operated with wrong value drivers and resources. Created strategic plan appropriate to maximizing business success and value. Challenged entrenched hierarchy and management with coherent, fact-based arguments to make significant investments in systems and people. Required breaking many preconceived notions, beliefs and power silos. Plan was successful, doubling volume, tripling profits and created a sound foundation for major expansion for years to come. Recent contract (Yosemite National Park) more than doubled entire volume – this would not have occurred without changes implemented.

### **Acquisition Integration Advisor**

Integrated \$30 million volume acquisition of stadium/arena maintenance operations into existing base business of major national services provider. Created new policies, procedures, evaluated personnel and implementation of new training programs. Took control of employee reviews and incentive programs – aligning these to be consistent with parameters that drive increased value in business. Integrated new organization overhead structure into existing organization.

### **Financial Structure Recapitalized to Fit Economic Decline**

With economic crisis or 2008-2011, recapitalized debt, lease and vendor relationships to reduce fixed costs exposure for existing owned business. Utilized SBA to refinance debt on five locations, renegotiated all remaining bank debt to extend amortization periods and reduced interest rates. Renegotiated real estate leases reducing rent bumps and payments. Renegotiated multiple vendor relationships to drive costs down.

### **Trusted Advisor Evaluating Real Estate Development Opportunity**

Hired by major developer to prepare analyses of potential real estate development that included new roadways, new retail center (both big box and strip centers), and life center (residential). Required understanding zoning land planning factors/costs, site improvements (bringing all utilities to site and ground water runoff, etc.), cost for moving roads and building new roads, traffic studies, etc. Created analyses for this \$50 million+ project that laid out timing and amounts for each of the above factors, projected rental occupancies/ revenues, required capitalization (debt/equity/public/private, tax incentives, etc). Client agreed with recommendation that the project had too much costs and risk and elected not to proceed.

### **Solar Fund Analyses**

Explored possible investment in solar panel installer and the creation of a fund to finance projects. Provided detailed analyses of tax laws incentivizing solar investments, publicly held solar companies, projections for both installation companies and investments vehicles used to fund solar expansion. Required assessment of monetization of principal and interest streams from debt investments.