

JOE ZALEWSKI

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SENIOR FINANCE AND OPERATIONS EXECUTIVE

Startup, Turnaround, and High-Growth Organizations

Results-driven executive leader with track record of success in diverse startup, turnaround and growth arenas. Pivotal in transforming loss to profit within two-year timeframe for high-tech company driving 9% revenue increase and 10% direct cost reduction, and reorganization of software and services company to become profitable for first time in five years.

Core competencies and areas of expertise include:

- Strategic Planning and Forecasting
- Acquisitions, Mergers, and Divestitures
- Complex Investments and Agreements
- Executive and Operational Leadership
- Budgeting and Cash Flow Optimization
- Financial Modeling and Forecasting
- Formal and Informal Turnaround Skills
- Business Growth and Exit Strategies
- Contract Development and Negotiations
- P&L, Financial, and Accounting Expertise
- ROI, Ratio, and Cost Analysis
- Continuous Process Improvements

Creative problem solver who effectively combines financial and business acumen with keen market insight to deliver consistently stellar results such as:

- *Orchestrating structure and playing key role in negotiating sophisticated purchase and subsequent divestiture (via leverage buyout) of a \$3.5M software company.*
- *Negotiating \$5M line of credit and \$350K equipment lease line for \$40M teleservices organization.*
- *Analyzing alternative financing options for \$1.3B holding company consisting of 14 hospitals and six divisions.*

PROFESSIONAL EXPERIENCE

PRIDE ENTERPRISES, INC., Monument, CO

2006–Current

Small Business Advisory firm specializing in Business Valuation, Business Planning and Crisis and Cash Flow Management and providing general business counsel to Company Principals to help them grow their business..

President

Provide Executive level advice, support and personal financial planning strategies to small business owners.

Selected Accomplishments:

- Developed valuation analysis report and assisted with negotiations for local retailer to sell their business for 17% more than they had hoped for.

VISTA POINTE ENTERPRISES, LLC, Colorado Springs, CO

2000–2006

Consulting company (parent company Vista Pointe Holdings “VPH”) with clients in teleservices, software, outsourced financial services, IT, telecommunications, medical billing, consulting, and receivable collection

Chief Financial Officer

Held CFO and CEO roles with client companies with responsibilities for all senior-level financial, accounting, payroll, tax compliance, budgeting, strategic planning, acquisitions, marketing, and divestitures for client firms. Supervised 30 staff.

Selected Accomplishments:

- Worked closely and effectively with President/COO of software company as CEO (Clinix MIS, LLC; 9/02–4/05) in strategizing and creating leveraged buyout (LBO) concept for individual equity positions affecting four of VPH principals and major shareholder. Resulted in each beneficial 13% shareholder receiving an additional \$175K and allowing one shareholder to maintain position with minority rights and protection.

PROFESSIONAL EXPERIENCE (continued)

- Negotiated \$1.5M purchase price loan and \$500K working capital line to allow VPH to buy assets of software company (Clinix MIS, LLC; 9/02–4/05) without cash contribution from principles. Procured financing for acquisition through utilization of payment obligation agreement allowing bank to share in potential upside. Earnings before Interest, Taxes, and Depreciation (EBITDA) had increased 64% when company was divested three years later, resulting in shareholder value increasing more than \$900K.
- Instrumental in continuing \$12M debt service for underperforming teleservices company (FutureCall, LLC; 9/01–12/04). Developed and presented reorganization plan to lead banking institution, including outlining turnaround plan and liquidation analysis. Bank accepted offer of interest-only payments for six months and added past-due principle and interest to the loan balance, resulting in \$400K cash savings.
- Negotiated \$3.5M accounts receivable line of credit for teleservices company, resulting in \$500K (or 17%) excess cash at interest cost similar to original bank financing (FutureCall, LLC; 9/01–12/04).
- Restructured \$90M Atlanta-based healthcare billing provider, capturing \$9M (10%) valuation increase and renegotiating working capital section of purchase agreement after being recruited as CFO for distressed company (HealthCare Billing, LLC; 9/00–8/01).
- Discovered \$2.1M captured practice and receivable management software division of medical billing company and relaunched as standalone company (Clinix MIS, LLC; 9/02–4/05). Grew company's revenues to \$3.5M before selling majority equity interest.

MANATRON, INC., Portage, MI

1998–2000

\$45M Public (NASDAQ) software and services company

CFO and Vice President of Finance

Oversaw acquisitions and divestitures, financial reporting and analysis, budgeting, cash flow management, and strategic planning. Member of five-person executive committee accountable for strategic direction of company. Interacted closely and effectively with stakeholders and was responsible for all SEC reporting.

Selected Accomplishments:

- 50% revenue increase realized by leading negotiation team in purchase of competitor's assets and positioning company as leading property tax software provider in Florida.
- Achieved 30% increased departmental productivity and 25% decreased payroll costs through implementation of thin-client server platform, employee cross-training, and streamlining of accounting process.
- Worked closely and cooperatively with software development firm to create IVR (Interactive Voice Response) system to interface with ADP (payroll service) and new accounting software. Project contributed to 25% reduction in accounting and payroll processing costs and 30% increase in department productivity.

MONTGOMERY FINANCIAL MANAGEMENT, (MFM) San Mateo, CA

1993–1998

\$3M outsourced financial consulting firm specializing in small to medium-size businesses and distressed firms

Senior Financial Consultant and Managing Director

Provided CFO services to businesses with revenues ranging from \$3-12M and COO services for companies with annual revenues upwards of \$2.5M, including guiding three firms through Chapter 11.

Selected Accomplishments:

- Completed corporate turnaround of high-tech manufacturing concern heavily in debt (\$1M debt versus \$150K in assets) by negotiating receivable line of credit, instituting cost reductions, and implementing marketing efforts resulting in 9% increase in revenues, 10% reduction in costs, and ability for organization to emerge successfully from Chapter 11 (Redlake Corporation – COO: 6/93–12/97).
- Reorganized \$10M computer-board manufacturer within one year, utilizing Chapter 11 protection and cost-cutting measures (Phase II Corporation – CFO: 4/94–3/98).

PROFESSIONAL EXPERIENCE (continued)

- Instrumental in emergence of \$4M electronic distributor from Chapter 11 proceedings and successful sale of assets and continued turnaround post-Chapter 11 (Purdy Electronics, Inc. – CFO: 12/93–2/98).
- Conceived and executed comprehensive business plan, including extensive market analysis, for franchise concept utilizing MFM Financial Services Outsourcing Model in another state (MFM – Managing Director: Lansing; 12/97–8/98).

ATEK INFORMATION SYSTEMS, INC., Canton, OH
\$12M software/services provider and value-added reseller

1991–1993

Director of Finance

Responsible for all senior-level financial activities, including accounting, strategic planning and analysis, human resources, finance, contract administration, venture capital and other stakeholder relations.

Selected Accomplishments:

- Implemented aggressive cost/internal controls to lead turnaround of company and emergence from Chapter 11 proceedings within 14 months of filing, allowing company to have positive cash flow in excess of \$1M and post first corporate profit in five years.
- Accelerated month-end closing cycle from six-month backlog to five days by restructuring Accounting, Payroll, and Human Resource departments and revamping financial reporting, planning and forecasting functions.
- Created new job/project cost system for accurate margin analysis on product lines and projects.

Other Relevant Experience:

Adjunct Faculty with Stevens Henager College; Educate in business content areas such as: Money and Capital Markets, Corporate Finance, Mergers and Acquisitions, Business Planning, Accounting, and Auditing.

Treasury Analyst with \$1.3B hospital holding company consisting of 14 hospitals and six divisions; specialized in cash management, treasury functions, budget rollups and analysis, internal auditing, evaluation of financing alternatives, and assistance with merger and acquisition opportunities.

Sr. Financial Analyst with \$500M research hospital and healthcare organization; directed monthly financial close and analysis, revenue and expense projections, and tracking investment portion of endowment fund.

General Accounting Supervisor and Cost Accountant/Analyst with \$35M automotive manufacturing company; developed computerized job cost system and six-week rolling cash flow model that was greater than 70% accurate on a day-to-day basis.

EDUCATION

MBA—Finance, WAYNE STATE UNIVERSITY, Detroit, MI

BS—Finance, National Dean's List, WAYNE STATE UNIVERSITY, Detroit, MI

CERTIFICATIONS & TRAINING

CMA—Certified Management Accountant—Institute of Management Accountants

Series 7 and Series 66 -- NASD

Leadership Training for Managers—DALE CARNEGIE MANAGEMENT, Kalamazoo, MI

Currently pursuing: Certified Public Accountant & Certified Business Appraiser Licenses

MEMBERSHIPS/AFFILIATIONS

- Institute of Management Accountants
- American Institute of Individual Investors
- Institute of Business Appraisers
- Turnaround Management Association