

PROFESSIONAL EXPERIENCE

Nonprofit Financial Management Consultant & Trainer 1984 – present (varying intensity)

Wide range of advice & counsel scaling from 1 to 800 hours (detail list of engagements available)

Contract Interim Director of Finance, Pacific Business Group on Health, SF Q1&2 2013

Primary engagement, necessitated by sudden passing of a colleague 1/1/13

- PBGH had just doubled, to \$20M; long time Accounting Manager was on medical leave; new G/L software 1/12; new G/L segment added 4/12; large Federal HHS award driving cost allocation changes 7/12; new timekeeping system 10/12; also five affiliated nonprofit orgs of varying tax types, one consolidated in audit
- Successfully closed 2012, staffed PBGH's first A-133 audit with no adjustments or findings
- Developed / cross trained finance staff to build larger scope awareness of methods as a key control
- Helped orient COO—new position 5/13; assisted search & orientation of new Controller 6/13

Contract Finance Manager, River Network, Portland (from SF) Q2 11- Q4 12

Primary engagement part-time; \$2.5M, 16 staff, 25 year-old national org; senior staff in 6-8 states; RN works with and through local watershed orgs to strengthen their organizations and program work

- Dramatically improved financial reporting clarity, senior staff understanding, and internal accountability for unfunded work; noticeable impact: after 1 year had \$100K gain v \$100K loss in Unrestricted Net Assets
- Managed 2 audits & 990s; clarified Negotiated Federal Indirect Cost Rate to improve cost recovery
- Led process to streamline grant-tracking / timesheets by careful iterative communication between mgt, program, development, auditors

Director of Client Services, Leventhal Kline Management, Inc., Berkeley Q3 2007- Q2 2009

LKM handles back-office for a couple dozen nonprofit clients; focus on small progressive foundations

- Outsourcing. Acting (remote) CFO for The Ocean Foundation, a \$5M DC community foundation for oceans; overhauled & redesigned finance methodology & reporting; transactional and strategic roles
- Prepared financials and tax returns for two public charities (\$750K & \$2M) and one private operating foundation (assets \$4.5M); assisted with other client services as needed
- Tax preparation: workpapers, Forms 990 and 990-PF, and all attachments for a total of 12 entities; ProSeries tax software, all clients for whom we maintained the QuickBooks G/L data

Nonprofit Specialist (Senior Paralegal), Silk, Adler & Colvin, San Francisco 1996-2004

Wide range of tax & corporate matters, gained invaluable depth in tax and corporate law

- Handled corporate formations and tax exemption applications for wide variety of nonprofits
- Improved client satisfaction by overhauling timing of legal 'manual' provided after formation
- Calculated public support tests and handled filings; reviewed many Forms 990; drafted Board resolutions
- Helped professionalize role of paralegals & relationship to associates; trained various staff

Director of Finance & Administration, Basic Rights Oregon, Portland

Q2&3 1996

Led financial & admin part of small campaign organization working to 1) defeat initiatives approving sexual orientation discrimination, and 2) educate the public to combat the 'no special rights' argument.

- Oversaw calculated risk of Spring spending jump needed for Nov election (C&E reporting software, staffing up); initiative failed to make ballot; then oversaw rapid downsizing of spending to get it below ongoing income
- Guided discussion process to create new corporate structure(s) to enable BRO to engage in a full range of tax-exempt programmatic work going forward

Chief Financial Officer, Association for Portland Progress, Portland

1990-95

One of three-person Exec Team of pioneering \$6M downtown management organization [(c)(3)/(c)(6)]

- Developed linked budget model to recover max costs and enable responsive scenario planning for entrepreneurial CEO
- Successfully guided 7-manager team through budget process to build buy-in
- Designed wildly-popular enriched Employee Benefits based on work/home and pro-family/pro-diversity philosophy to enhance recruitment and retention
- Maintained and budgeted for assessments on 1100 downtown properties of all sizes funding the business improvement district
- After property tax limitation initiative, worked with attorney & Board, spearheaded aggressive & innovate change from property assessment to business license fee, (survived two court challenges), public data formula basis; persuaded License Bureau to allow us to run A/R billing in their name
- Supervised Accounting Manager & staff of four; exercised leadership as part of exec team; developed & coached Accounting Manager, to point that when I left she assumed my position
- Handled finance communications with the Officers and Boards & staffed the CEO
- Coordinated annual audit & tax prep, negotiated contracts, insurance, administered LAN, IT consultants & investments

EDUCATION **M.B.A.** University of Portland, 1984
 B.A. Antioch College, 1977
 continuous professional education

ATTRIBUTES Nonprofit / tax-exempt organization finance & tax professional; unique breadth & foundation in nonprofit law & tax exemption, integration of GAAP and Tax

My passion: to make finances and tax compliance transparent, understandable & strategically useful
Communicative – Enthusiastic – Strategically Engaged – Energetic – Precise – Authoritative
Cost allocation expert, including Federal cost principles & indirect rate negotiation / cost recovery
Adept at constructing integrated budget models, fully documented, to flexibly accommodate changes
Adept at managing audit process & relationship; keep current on GAAP, understand auditors' view
Seminar & workshop presenter, nationally, especially on Tax exemption and Tax v GAAP issues
Technologically savvy: Windows, net, security, Excel/Word/PowerPoint, Accounting packages