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Summary

A proven Finance executive/leader who is passionate, self motivated, results oriented and steady in the midst of turmoil. Leadership style combines integrity and collaboration/teamwork to create bottom line operational success across organizational boundaries. A financial partner with a wide range of financial experience in the following areas: pricing, inventory control, budgeting, forecasting, risk management, capital management/ROI, balance sheet analysis/control, accounts payable management, accounts receivable management, expense management, and process/profit improvement management.

Professional Experience

American Community Management, Inc. 2010-Present

A privately owned Property Management Company managing 48 Condominium and Homeowner Associations.

Chief Financial Officer

Reported to the President, Chief Operating Officer. Led a staff of five employees providing financial and operational support and guidance to Board Members and Property Managers. Responsible for accounting procedures and controls, capital spending, operating cost controls, financial reporting, AP, AR, and Payroll.

- Improved annual operating profit \$180,000 (19%) annually by:
 - Reducing overhead costs 15% by implementing a new Property management system that automated manual processes including eliminating manual bank deposits, report generation, and bank reconciliation.
 - Overhauled the company's Medical program providing a lower cost to the employee and employer while providing a more comprehensive benefits package.
 - * ○ Monitoring and analyzing Utility usage and cost (Electric, Gas, Telephone) for American Community Management and all its managed Associations and renegotiated supply agreements.
 - Review and analyze all property and Liability insurance policies for American Community Management and all its managed Associations.

* ○ GAS BROKER FOR INTEGRAYS, CENTER POINT, SANTANNA

Group Fox Property Management

2009 to 2010

A privately owned Property Management Company with 21 Properties and \$300 million in assets.

Vice President, Controller

Reported to the Vice President of Operations. Led a staff of four employees providing financial and operational support. Responsible for accounting procedures and controls, pricing, capital spending, operating cost controls, forecasting, financial reporting, AP, AR, Payroll, cash flow, software enhancements.

- Improved annual operating profit \$400,000 annually by:
 - Reducing overhead costs 12% by implementing an upgraded software system that automated manual processes including eliminating manual bank deposits, double entry of lease information, and timely posting of information.
 - Renegotiating vendor contracts.
 - * ○ Monitoring and analyzing utility usage and costs (Electric, Gas, Telephone) for all 21 company properties and arranging for the Implementation of cost savings equipment and renegotiating supply agreements.

Apartment Investment and Management Company

2004 to 2008

The nation's largest owner/operator of apartment communities with over 800 properties and \$13 billion in assets

Vice President, Finance, Midwest Region

Reported to the Divisional Senior Vice President of Operations. Led a staff of five employees, providing financial

leadership and guidance to all business operations and support functions. Span of control included 90 communities in 7 states with over 30,000 units, \$290 million revenue, and a market value of over \$2.7 billion. Directly responsible for all pricing and Inventory related activities, appropriate use of limited capital spending/capital approval/ROI, community acquisition and disposition analysis/approval, communication and coordination of all budgeting and forecasting activities, and reporting of all month end results along with action plans to improve problem areas.

- Improved annual controllable operating profit by 6-7% annually by:
 - Implementing a supply/demand pricing model to standardize and improve pricing results.
 - Better utilizing various pricing strategies and inventory controls which increased annualized revenue by \$2 million.
 - Implementing a customer utility reimbursement program which resulted in additional annual revenue growth of 9% while maintaining base revenue growth over market.
 - Implementing a continuous structured expense spending review process which improved annual controllable expense ratio by an average of 4%.
 - * ○ Worked with various Utility companies to bring down the cost of Energy for most of the 90 Communities within the Midwest Region through a combination of new equipment and new supply agreements.
- Participated in the successful completion of six re-development communities with a total added capital value of over \$100 million, and a 20% increase in rental rates which met or exceeded expected return on investment.
- Facilitated the successful implementation of the company pilot programs for Epro and centralized accounts payable programs.

Budget Rent a Car Corporation

1990-2003

One of the world's largest vehicle rental companies with \$1.7 billion in revenue and 12,000 employees.

Vice President, Vehicle Distribution and Control (2001-2003):

Reported to the Senior Vice President of U.S. Fleet Operations. Led a staff of two. Responsible for tracking and maximizing the distribution and utilization of the company's major assets-rental vehicles. Worked with operations to improve processes and implement corrective action plans to improve results.

- Developed processes to control the company's assets resulting in a reduction in the amount of lost assets written-off of \$4 million annually and increasing revenue due to the higher Fleet utilizations achieved.

Vice President, Controller U.S. Vehicle Rental (1996-2001):

Reported to the President/ Chief Operating Officer for U.S. Vehicle Rental operations. Led staff of 6. Responsible for the communication and coordination of the annual business plan, monthly forecasting, capital spending/ROI, product pricing/ profit analysis, month end closing, and coordination of profit improvement action plans for over 50 profit centers.

- Actively participated in the re-engineering of \$130 million profit turnaround over a 2 year period.
 - Played major role in the consolidation of five regional accounting centers into one, resulting in \$8 million of company wide savings.
 - Assisted in the implementation of a company wide performance measurement system resulting in improved management reporting and decision making.
 - Coordinated the centralization of the financial planning and analysis functions resulting in both a more robust reporting process and an annualized savings of \$1.1 million.
- Implemented a multi-dimensional financial reporting and analysis system (Hyperion-Essbase).
- Prepared and issued various internal operating efficiency reports for management's command and control of profit center operating performance.
- Created a product pricing model and approved all recommended price points.

Controller, Regional Accounting (1990-1996)

Reported to the Divisional Vice President of Operations. With a staff of over 80 employees, managed all divisional accounting functions: Payroll, Payables, Receivables, General Accounting, Credit/Collections, Fleet/Inventory accounting, Audit, Risk Management, Licensee reporting/acquisitions.

- Implemented various process improvements resulting in a 20% reduction in staffing.
- Improved the reconciliation of all balance sheet accounts from 60 plus days to 15-20.

- Reduced the number of receivable days from 60 plus days to 38 days.

The Travelers Relocation Company

1983-1989

One of the largest corporate relocation companies, a subsidiary of Travelers Insurance Company

Director of Corporate Accounting

Reported to the Chief Financial Officer. With a staff of over 10 employees, managed various corporate accounting functions; Payables, Receivables, General accounting, and Inventory control. Responsible for coordinating/managing all month-end closings including the preparation and issuance of all monthly financial statements, manage credit evaluations of all current and prospective clients and oversee the corporate inventory providing critical statistics on inventory movement and costs.

- Participated in the successful due diligence related to the sale of Equitable Relocation to the Travelers Insurance Company.
- Actively participated in the reorganization and relocation of the Travelers Relocation Company from New York to Orlando, Florida.
- Responsible for major accounting function improvements, resulting in 27% reduction in staffing levels.
- Assisted in the reduction of the company's non-earning assets by 25% (over \$90 million).

Education

Bachelor of Science, Accounting, University of Southern Maine, Portland, Me.

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