



“C” LEVEL LEADERSHIP

Executive Qualifications

Senior Financial Executive recognized for setting strategic course for successful operations and financial stability.
Uses value-based strategic management skills that greatly improves internal systems, practices and sustainability.
Visionary leadership with broad depth of knowledge in business development, negotiations, and client relationships.
Facilitates organizational transformation by engaging the right people, tools and resources to support organizational goals.
Delivers strategic and tactical valuation of company’s past that enables vision to see future implications of today’s decisions.

Financial Toolbox

Planning & Strategy

- ~ financial & capital improvement policies
- ~ budgeting
- ~ debt planning and policies
- ~ debt capacity studies
- ~ capital campaign assistance

Funding & Implementation

- ~ debt issuance process management
- ~ capital infrastructure financing & refinancing
- ~ cash flow projections
- ~ leasing

Business Process Assistance

- ~ real estate
- ~ outsourcing
- ~ interim CFO assistance
- ~ human resources
- ~ performance benchmarking

Managing & Performance

- ~ credit rating strategy & improvement
- ~ ongoing financial disclosure
- ~ debt management
- ~ on-line training videos

“Michael brings a real-world perspective to a financial situation...his insight, guidance, and clear and comprehensive reports substantially shaped the direction for a restructured business.”

Visionary that transformed concept into successful business.

Managed \$28M revolving loan fund (Community Growth Partnership Fund).

Initiated process that increased client credit rating from AA/Aa/NR to AAA/Aaa/AAA.

Designed protocol to measure and forecast financial viability and sustainability of enterprise.

Managed and brought closure to ~\$4B in financings throughout career without single default.

Trusted advisor and coach to Boards of Directors, Chief Executive Officers and Chief Financial Officers.

Established >30 new client relationships that expanded firm into 14 new states, oftentimes replacing incumbent firm.

Core Skills

Finance:

- ~ Credit & Risk Analysis
- ~ Loan Participations
- ~ Feasibility Analysis & Forecasting
- ~ Financial Management & Analysis
- ~ Contract Management
- ~ Taxable & Tax-Exempt Financings

Operations:

- ~ Board Relations & Guidance
- ~ Client Services Management
- ~ Administration & Employee Management
- ~ Business Development & New Client Generation
- ~ Negotiations & Conflict Resolution
- ~ Strategic & Organizational Leadership

Most Impressive Contributions

- **Designed dashboard analysis protocol to measure any organization's financial health** for sustainability and viability using numeric and visual metrics.
 - ~ Protocol is currently being evaluated by Clifton Larson Allen for publication and national dissemination.
- **Developed/led startup financial corporation to create new funding approach for Client with >\$500M pending building projects** and had ‘maxed out’ borrowing capacity per lenders. Launched \$45M capital campaign to fund new firm:
 - ~ Established financial systems and internal controls, etc. and increased budgeting/financial skills of >100 Client entities.
 - ~ Taught each entity to access capital markets based on own credit securing >\$400M in tax-exempt and taxable loans.
 - ~ Generated Board of Director's mandated 3% minimum return on total assets after 2 years of operation.
 - ~ Marketed, underwrote, and managed \$28M revolving loan fund that was fully recycled in <10 years with zero defaults.
 - ~ Expanded service delivery from State of Minnesota and to entities in California, Illinois, Washington and Wisconsin.
 - ~ Recognized as cutting-edge organization. Transformed startup model into for-profit company.
- **Created various employee financial incentive programs that eliminated most turnover** and nurtured loyal employees, i.e.:
 - ~ Deferred earnings for all employees of 5% to 20% of total wages depending on job classification.
 - ~ Instituted profit-sharing like program and provided spot bonuses of up to \$500 to reward industrious employees.
 - ~ Implemented quarterly performance review process that increased stakeholderhip of employees in strategic plan.
 - ~ Fostered creative, collegial working environment with people of very diverse backgrounds.

CAREER PROGRESSION & SELECT ACCOMPLISHMENTS

MPSCHAEFER, LLC ▼ Mendota Heights, Minnesota ▼ 2011-Present

Financial consulting firm with emphasis on organizations experiencing financial or performance distress or capital needs.

PRESIDENT

Scope of Responsibility:

- Previously founded and served as Executive Director of Client until BOD reduced service area to only Minneapolis/St. Paul. Then took over as independent advisor to arrange loans for individual divisions.
- As sole proprietor, responsible for entire operation of financial advisory services covering 4 broad categories: 1) planning and strategy, 2) funding and implementation, 3) management and performance, and 4) business process assistance.
- Report to Division's Business Mgr and former CFO, interact routinely with 2-3 committees of 5+ at each client company.

Challenge:

- Client lacked internal resources to fund all projects of its many subsidiaries including one that went into default part way through construction and was at front end of potential financial tail-spin, with commitments beyond their means. Client needed external source of capital to fund building projects and revised approval process for internally funded projects.

Action:

- Worked with clients that had capital funding need and/or experiencing financial distress;
 - ~ Educated prospective clients on how to position themselves for market access,
 - ~ Educated Councils on ramifications of inaction, and illustrate impact of alternate courses of action,
 - ~ Assisted with implementation of new budget process and produced margin, created linkage between Councils, and
 - ~ Modeled financial dimension of expected cash flow for next 5 years.
- Structured loans with commercial lenders to fund construction of new projects, and designed refinancing of existing loans;
 - ~ Modeled expected cash flow to determine project viability and sustainability,
 - ~ Drafted request for proposal, identified probable lenders, developed loan solicitation package and assessed responses,
 - ~ Assisted Finance Council in making recommendation, prepared loan authorization request,
 - ~ Negotiated terms and conditions with selected lender, coordinated loan issuance and documentation processes,
 - ~ Facilitated loan closing, monitored loan disbursements, conducted post-closure services with client i.e. debt management practices, and interacted with third parties i.e. bankers and lawyers.
- Served as Interim Chief Financial Officer/Director of Administration for client. Managed ~12 direct reports;
 - ~ Devised budgetary, debt management, risk management, insurance, treasury management, organizational structure, contract administration, facilities management, real estate, human resources, and general business matters.
 - ~ Quantified/demonstrated to Finance Council magnitude of pending financial issues. Educated parties on ramifications of previous decisions either 1-on-1 or in group setting and employing Excel spreadsheets and graphics/illustrations.
- Worked with Budget and Financial Planning Committee in establishment of policy, evaluation of loan requests using underwriting criteria (personally developed), and advised Committee on methods to balance budget.
- Developed on-line training program to teach best-business practices.

Results:

- Positioned ~6 divisions to borrow >\$100M in funding for multiple projects employing new financial structure.
 - ~ Each entity borrowed on strength of their own financial statement and without recourse to parent corporation.
 - ~ Moved client away from use of SWAP agreements because they adversely limited future financings.
 - ~ Structured \$25M in replacement financing with 4 series directly related to supporting revenue streams and had aggressive optional prepayment provisions. When interest rates dropped, client refinanced entire debt amount, without prepayment penalties, and realized several million dollars in present value interest rate savings.
- Advised CFO on \$55.4M borrowing for Client. All loans are currently performing.
- Financings accessed both taxable and tax-exempt markets and involved competitive solicitation of proposals from lenders who had not previously loaned to Client.

CFC ▼ Inver Grove Heights, Minnesota ▼ 2000 – 2011

Specialty advisory firm, providing vital financial resources.

EXECUTIVE DIRECTOR

Scope of Responsibility:

- Full accountability of day-to-day management of Client with \$28M revolving loan fund. Reported to Board of Directors.
- Provided leadership for management of client services and administration departments, managed staff of 7 in sales, marketing, financial management, product and service delivery, client and board relationships, and personnel management. Fostered entrepreneurial spirit, promoted company performance, and provided for seamless management succession.

CFC Executive Director Continued:

- Managed \$28M revolving loan fund that generated ~\$2M in interest earnings and funded operating expenses. Provided financial management and organizational performance that adhered to Board-approved budget, produced positive net gain from operations and growth in net income.
- Delivered direction on formulation and implementation of Board-authorized strategic initiatives i.e. new client services, financial products and ancillary relationships with financial providers.
- Oversaw design, marketing, promotion, delivery and quality of programs, products and services.
- Generated new clients locally and nationally, served as staff's resource in generation of new clients and in providing advice on complex/difficult transactions, and oversaw most tax-exempt financings.
- Provided guidance to Board of Directors on long-term strategic issues and policies. Articulated clear vision; facilitated Board governance process; and, facilitated recruitment of new Board members.
- Communicated firm's message via contacts with clients, lenders, attorneys and suppliers for advisory services covering: 1) planning/strategy, 2) funding/implementation, 3) management/performance, and 4) business process assistance.

Challenge:

- Client had pending \$500M+ in building projects, \$160M in debt that was guaranteed, borrowing capacity was maxed-out per bankers, plus all projects funded by internal Deposit and Loan Fund were in default.

Action:

- Founded brand new financial advisory organization to serve Client. Became Executive Director of start-up corporation and launched of major capital campaign to fund operations.
 - ~ Provided strategic direction for 11 years to expand services and facilitate promotion of organization as only financial services company listed in official directory of Client. Today, CFC offers integrated set of financial planning, budgetary management, long-range financial planning, debt acquisition, and management services.
 - ~ Designed and implemented necessary systems to protect assets and maintain effective internal control of operations.

Results:

- Achieved highest level of organizational performance via financial management, business generation and client services excellence. Capitalized loan and fully repaid in year 3; thereafter, operated 'in the black' and provided at least 3% Return On Net Assets while growing corpus of revolving loan fund.
- Grew startup organization from 1-man operation serving 50 clients with debt capacity and debt issuance services. As funds from capital campaign began to materialize, staff was added and services expanded.
- Arranged financing in excess of \$400M over 11 years. Managed/maintained solvency on numerous ill-advised projects that had been approved prior to creation. Prevented multiple misguided projects from going forward.
- Worked with >40 Client' entities that were delinquent (during economic crisis) to help them become current in payments (health care premiums, insurance premiums, retirement benefits, etc.); then structured repayment programs.
- Closed or consolidated 40 entities of 222 as result of viability and sustainability analyses.
- Worked with Business Manager on \$400k unpaid construction bills/liens. In 5 years, division was back to pre-debacle staffing levels with reserves in bank, and had 6 bankers competing for business.
- Negotiated debt service reserve make-up provision requiring Client to only replenish debt service reserve to required amount of \$2.8M within 6 months of draw vs \$28.5M on demand, loan guarantee.
- Provided financial modeling to bankruptcy court, and structured 3-tiered settlement for benefit of plaintiffs and to fund reserves for future claims, allowing Client to come out of bankruptcy and continue business.
- Negotiated 1st of its kind master loan agreement with 3 banks to fund construction projects of Clients.
- Negotiated master lease agreement to place telecommunication antennae on >220 properties associated with Client.
- Investigated /proposed standardized accounting platform for all Client entities (currently being implemented).
- Received high accolades for creation of firm, including letters of commendation from high ranking Client' Members.

Previous Career Growth

Vice President of Springsted Inc. ▼ St. Paul, MN and Washington, D.C. ▼ 1991 – 2000

Vice President of Evensen Dodge ▼ Minneapolis, MN ▼ 1986 – 1991

Senior Associate of Dain Bosworth, Inc. ▼ Minneapolis, MN and Omaha, NE ▼ 1983 – 1986

Education

Masters of Arts - Political Science ▼ Marquette University

Bachelor of Arts - Magna Cum Laude ▼ Marquette University