

# Clinton S. Marshall

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## S U M M A R Y O F Q U A L I F I C A T I O N S

A proven and flexible leader who is equally comfortable developing corporate strategy, modeling business plans, or managing daily operations. A team player with unique strength in stepping back from issues and creatively using technology to develop logical solutions. Experienced in companies from startups through \$300 million, as diverse as high tech and consumer packaged goods, in both service and manufacturing sectors. Skills include: accounting, operations, information technology, and business analysis.

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## S E L E C T E D E X P E R I E N C E

### **Coastal CFO Solutions (Self Employed)**

1998 – present

Part time and interim CFO for small businesses. [www.coastalcfo.com](http://www.coastalcfo.com).

### **Fore River Company, Portland, ME (2002 – present)**

Chief Financial Officer (1/2 time) – Projects, review, and troubleshooting for this real estate investment and property management firm. Cash flow improvement. Oversee IT and accounting. Develop software & business systems & procedures.

### **Pear Tree Funds (formerly Quantitative Funds), Lincoln, MA (2004 – present)**

Board Member – Board member for this \$1 billion complex of mutual funds. Chairman of the Audit Committee and designated **Financial Expert** for the complex.

### **RedMaple Sportswear, Dover, NH (2008 – present)**

Chief Financial Officer (1 day/mo) - Worked with this producer of fashionable Alpaca clothing, to build a budget, refinance existing debt, and develop a solid financial plan. Monthly financial review and checkup.

### **Portland Yacht Services, Portland, ME (2009 – present)**

Financial Consultant (1 day/mo) - Developed budgets, a financial reporting system, and a long range financial model for this boat yard and marina. Perform monthly financial reviews.

### **RC North, Naples, ME (2008 – 2010)**

Financial Projects (as needed) - Developed a budget for this plumbing, heating, and solar hot water contractor to help manage the business and evaluate the role a new patent could play. Transitioned to an accounting firm whose values better match those of company's principals.

### **CPRC Group, Scarborough, ME (2007 – 2008)**

Financial Consultant (2 days/month) – Hired following very difficult audit. Worked with new financial team to prepare for year-end 2007 audit. Enhanced procedures, reconciled difficult accounts, reviewed audit materials, and assisted with budget update.

### **Human Capital Education Corp, Cambridge, MA (2005 – 2009)**

Founder, past Treasurer – Co-founded this innovative developer of K-12 curriculum focusing on Workplace Preparedness. Prepared business plan and secured initial funding.

### **York Manufacturing, Sanford, ME (2005 – 2007)**

Chief Financial Officer (1 day/wk) – Systems review and enhancement for this manufacturer of laminated copper flashings. Cash flow improvement; inventory reduction. Support accounting, organizational and manufacturing planning. Developed budget, improved reporting systems & procedures.

### **Northern York County Family YMCA, Biddeford, ME (2001 – 2003)**

Finance Director (2 days/wk) – Implement childcare A/R system. Improve financial recordkeeping and information flow. Develop financial tracking and reporting systems. Support staff in decision making.

**Great Works Internet, Biddeford, ME (1998 – 2002)**

Chief Financial Officer, Board Member (1/2 time) - Implemented stock option program; developed comprehensive departmental budgeting and reporting system; completed implementation of new Peachtree accounting system; upgraded telephone service; installed new IP-based telephone system; managed successful IRS audit; developed new financial and operational reports to provide current, accurate measurements of business performance. Explored new initiatives and partnerships; reviewed potential acquisitions; and negotiated partnership agreements. Elected to Board of Directors; Audit and Executive Compensation Committees.

**Holographix, Hudson, MA (1999 – 2001, 2003 – 2004)**

Chief Financial Officer (2 days/month) - Regained control of accounting systems after sudden departure of prior CFO. Developed and documented accounting procedures; trained staff; reconciled accounts for preparation of Federal and State tax returns; returned Company to current status on all tax filings. Assisted with major financial restructuring; developed stock option plan; managed outside audit; performed due diligence in preparation for sale of Company; converted financial systems for new owner.

**EVibe.com, Portsmouth, NH (June 2000 – March 2001)**

Chief Financial Officer (1 day/wk) - Helped to develop the Company's business plan and supporting financial statements; assisted in meetings with venture capitalists and other potential investors.

**HealthWatch Technologies, Portland, ME (1999 – 2000)**

Chief Financial Officer (1/2 time) - Brought accounting function in-house; helped to implement an Oracle-based Accounts Receivable system (SQLTime) to track tens of thousands of health care providers; developed tracking and reporting systems for the recovery of inappropriate payments; developed budgets and financial forecasts. Shortened monthly accounting close by two weeks; assisted in generating bids for future projects; developed detailed four-year projections in preparation for raising capital to fund the Company's upcoming growth.

**Tom's of Maine, Kennebunk, ME**

1987 – 1998

Vice President of Finance (1993-1998) - Member of Leadership Circle; leader for warehouse, purchasing, administration, human resources & benefits, information systems, accounting and business systems. Implemented *Expandable MRP* manufacturing and accounting information system; reduced warehouse shipment time; shortened accounting close to 3 days; conceptualized three-tier Electronic Commerce initiative and implemented Electronic Data Interchange system; led development of Internet access and communication programs; provided financial analysis and support for Outlet Store, Mail Order and export initiatives. Helped to develop and execute downsizing plan; revamped co-op tracking; negotiated lease, communication service, and Real Estate contracts.

Director of Finance (1991-1993) - Member of Executive Team in charge of warehouse, purchasing, administration, IT, accounting and business systems. Developed and implemented technology plan. Designed, purchased and implemented comprehensive telephone and fiber optic data network; managed phone services; led promotion task force; created long term planning and cash flow models.

Controller (1987-1991) - Rebuilt and upgraded accounting software; shortened audit to 8 days; reduced A/R w/ minimal bad debt; developed comprehensive budget model.

**Diversified Communications, Inc.,** Portland, ME

1980 – 1987

Controller, CATV Division (1983-1987) - Supervised all aspects of Cable Television (CATV) division analysis, planning, accounting, control, reporting and administration; reviewed system acquisitions, new ventures and new services. Selected and implemented CableData subscriber billing and information system. Revamped capital and operating budgeting process; developed new microcomputer budgeting model for improved analysis and presentation quality. Integrated new technologies into financial reporting system to take greater advantage of available data, expedite information flow and improve accuracy. Simplified existing reporting systems. Revised wage structure to promote improved motivation and reinforce corporate goals.

Director of Corporate Information Systems (1983-1987) - Developed and implemented Corporate Information Strategy; examined and responded to management information and data processing needs and opportunities corporate-wide. Managed selection and purchase of corporate mini- and micro-computer system: researched, documented and prepared Request for Proposals for accounting, marketing, word processing and financial analysis system; evaluated proposals; negotiated vendor contracts; developed software specifications; managed installation of hardware, software, and program modifications. Established security, backup, and other procedures for systems operation.

Assistant to the Treasurer (Summer, 1982) - Developed plan to improve profitability and strategic position of CATV and Publishing divisions. Evaluated CATV system purchases: performed engineering surveys; examined financial and strategic prospects; and recommended conditions of purchases. Designed CATV rate case presentation. Prepared budgets and financial projections for start-up communications venture.

Assistant Controller (1980-1981) - Coordinated corporate accounting, cash management and data processing. Evaluated and reorganized accounting and control procedures. Conducted internal audits in Broadcasting, CATV and Publishing divisions. Prepared and presented operating and capital budgets for Management and CATV divisions. Prepared cable television franchise applications using 10-year CATV construction and operations model. Designed and implemented computerized accounting system in Broadcasting division; integrated accounting with traffic system.

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**E D U C A T I O N**

**Amos Tuck School,** Dartmouth College, Hanover, NH

1981 – 1983

Master of Business Administration Degree awarded in June 1983. Concentration in Accounting and Operations. Edward Tuck Scholar. Awarded Arthur Andersen & Co. Scholarship (for accounting excellence). Elected Student Board Representative.

**Hamilton College,** Clinton, NY

1975 – 1979

AB Degree awarded in May, 1979. Majors in Economics and History. Dean's List, four years. Treasurer, Alpha Delta Phi fraternity; JV Lacrosse; Assistant College Sports Information Director.

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**E X T R A C U R R I C U L A R   A C T I V I T I E S**

Married, three children. Enjoy working with children (lacrosse coach), sailing (seven-time Maine State Match Racing Champion, New England Match Racing Champion, three-time National Champion Crew, Newport-Bermuda Race, Marblehead-Halifax Race), golf, and boatbuilding (built cedar strip canoe, rebuilt wooden sailboat). *Current roles:* Board Member - Biddeford Pool Yacht Club. President - The Pool Association. Founder, President, Coach - Biddeford Youth Lacrosse. *Past Roles:* Board Member - Northern York County YMCA. Governor, Treasurer - Abenakee Club. Commodore, Treasurer - Biddeford Pool Yacht Club. Secretary, Vice President - The Pool Association. Treasurer - Biddeford Pool Volunteer Fire Department.