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## **PROFESSIONAL EXPERIENCE**

**Strategic-Minded Consulting, LLC**  
*President*

November 2008 – present

Providing financial & strategic problem-solving expertise, planning & execution on a project or interim basis. Advisory services include transaction due diligence, accounting & operational “health check” reviews, collateral & business valuations, process & “toolbox” creation & training. Clients span a wide range of industries & business structures. For additional information, please visit: [www.strategicmindedconsulting.com](http://www.strategicmindedconsulting.com)

**Core Companies, Inc.**  
*Chief Financial Officer*

March 2008 – October 2008

Lead finance & strategy functions for a group of private real estate lending companies. Key advisor for right-sizing & work-out plan. Responsible for all financial, treasury, accounting & regulatory matters for the various Core real estate entities.

- Review & revise prior and current year unaudited financials.
- Determined profitability by line of business & implemented divisional accounting & reporting.
- Successfully negotiated reduced payment terms on rent, vendor payables & debt.
- Established banking relationships & expanded banking network for depository & credit needs.
- Created & implemented accounting structure for private equity fund investments & loans, overseeing coordination of legal, regulatory, accounting, banking & title matters.
- Created & implemented accounting policies to meet GAAP & IRS requirements.
- Successfully completed first regulatory audit performed by Department of Financial Institutions.
- Formulated \$100 million private equity fund structure & created offering memorandum.
- Negotiated several merger & partnership transaction scenarios.
- Implemented plan to wind down underperforming lines of business.
- Analyzed & revised compensation structure for commissioned employees to better align with productivity, improving annual company profit by \$500k - \$750k.

**Allied Waste Industries, Inc. (subsequently merged with Republic Services)** February 1997 – February 2008  
*Various management positions including Director of Financial Analysis & Planning and Senior Manager of Market Planning and Development, Mergers and Acquisitions*

Pioneered & managed many financial & operational functions for the second largest solid waste management company in the U.S. Key participant and leader in high-level negotiations and due diligence during the largest leveraged buyout in U.S. corporate history at that time.

**Financial Analysis & Planning:**

- Pioneered, developed & managed the Financial Analysis & Planning function during period of rapid growth.
- Created first integrated forecasting model used for essentially all strategic & financing decisions.
- Created & implemented benchmarking analysis, including implementation of EVA (Economic Value Added), reviewed Wall Street analyst models, analyzed complex recapitalization scenarios & modeled the largest leveraged acquisition at the time (\$10 billion acquisition of BFI).
- Created Budget & Forecasting Models & trained field controllers on use & process.

**Strategic Planning:**

- Established & managed various new strategic functions, including: Market Planning, Surplus/Distressed Property Sales, Government Affairs.
- Defined & established 129 “marketplaces” as a new reporting level within the Company.
- Created & presented key market strategy & recommendations to CEO & Board.
- Created & implemented first projection tool used at Company for strategic decisions & trained field personnel in preparing strategic proposals for each marketplace.
- Served on inaugural federal political action committee board.

Real Estate, Asset Portfolio & Capital Funding:

- Solely responsible for identification & divestiture/subleasing of national excess/distressed real estate.
- Project lead for Company-wide real estate database initiative, responsible for content, design & execution.
- Lead Asset Portfolio Management (market rationalization) & Capital Funding Management initiatives involving valuing markets & real estate. Resulted in a real estate portfolio in excess of \$1 billion.
- Introduced use of ROIC (Return on Invested Capital) & capital efficiency metrics into funding, investment & divestiture decisions.

Mergers, Acquisitions & Divestitures:

- Marketed & negotiated divestitures, acquisitions & buy-sell agreements for real estate & operations with public & private companies while training & managing field personnel in pro forma & due diligence processes.
- Created & implemented Company’s first fully integrated M&A model used for all significant transactions.
- Analyzed & projected overall impact to Company of numerous mergers, acquisitions, divestitures & buy-sell transactions of varying size & structure.
- Created & implemented due diligence policies & procedures for acquisitions & divestitures.
- Responsible for structuring transactions in accordance with numerous Department of Justice restrictions.

Management & Communication:

- Created & implemented communication & reporting infrastructure for both financial & operational functions.
- Quality control & coordination between various corporate departments as well as field operations, serving as key liaison between financial, operational, & strategic disciplines.
- Key point of contact for board of directors, senior management, investment bankers, Wall Street analysts, equity investors, lenders, acquisition candidates, potential purchasers, consultants, & attorneys.
- Assisted in public filings, prospectus drafting, investor conferences & investor conference calls.
- Provided depositions & coordinated reviews for the Department of Justice.

**The Tosco-Circle K Corporation**

August 1994 – February 1997

***Financial Analysis Manager, Real Estate, Planning & Acquisitions***

Managed financial analysis for the largest operator of company-owned convenience stores with gasoline retail in the U.S. Created & evaluated financial models. Advised & participated in negotiations, decision-making & drafting of legal documents for numerous M&A transactions.

Long-Term Strategic Planning & Real Estate:

- Reviewed & ranked current markets using economic & demographic information in conjunction with historical financial performance.
- Prioritized acquisition & divestiture candidates for strategic plan.
- Provided alternatives to current terms of major long-term lease packages created during previous bankruptcy.
- Recommended lease substitutions, surrenders, buy-outs, closures & rent renegotiations.

Franchise Program:

- Analyzed strategies & financial implications for first major franchising effort to serve as precedent for future franchising programs.

- Provided analysis of franchisee services & costs under various scenarios, focusing on returns vs. margins trade off & break-even royalty levels.

#### Acquisition & Divestiture Analysis:

- Performed analysis of acquisition & divestiture targets as well as post-transaction performance reviews.
- Performed complex data review & market analysis including asset sales, joint venture, franchising arrangements, asset swaps, store closures & subleasing.

#### **Kenneth Leventhal & Company (subsequently merged with Ernst & Young)**

June 1988 – August 1994

#### ***Auditor & Real Estate Consulting Manager***

Consulting & auditing experience with one of the largest national public accounting firms which specialized in real estate & financial services clients. Consulting services emphasized valuation & litigation support for residential & commercial real estate developers, owners, & managers, banks, S&Ls, insurance companies, law firms, the Resolution Trust Corporation (RTC), & the Federal Home Loan Bank (FHLB). Audit services included review & preparation of audited financial statements, SEC filings, tax returns & agreed-upon procedure letters.

#### Real Estate & Loan Valuation:

- Prepared appraisals, valuation reports & feasibility studies for various property types including retail, office, multi-family residential, congregate care, hospitality & special use properties.
- Valued selected real estate & loan portfolios consisting of high-dollar, geographically diverse assets for major savings & loan & bank institutions.

#### Portfolio Valuation Methodology:

- Created the valuation methodology, “derived investment value” (DIV), which was ultimately adapted by the RTC as their standard for troubled loans & real estate owned assets.
- Consultant-in-charge of the pilot program for approximately \$2.5 billion of assets under the RTC’s Multiple Investor Fund.
- Reviewed the preparation & interpretation of DIV by other contractors under the RTC program.

#### Litigation Support:

- Prepared litigation support analysis involving real estate valuation issues, contractual defaults & proposed bankruptcy scenarios.

#### Investigative Analysis:

- Investigated & analyzed complex real estate transactions, stock transactions, & entity relationships involving major savings & loan institutions.

#### Debt Restructuring:

- Developed & analyzed non-judicial debt restructurings for homebuilders & operators of commercial properties in the southwestern United States.

### **EDUCATION, AFFILIATIONS & ACCOMPLISHMENTS**

BS – Business Administration, University of Arizona, 1988, Major: Accounting

Certified Public Accountant – State of Arizona

Member of Arizona Private Lenders’ Association, 2007

Placed 2<sup>nd</sup> in OCB Natural Women’s Master Figure Contest, August 2010

Completed 5 marathons, including Boston, with PR of 3:42

PADI certified Advanced Open Water Diver

Published author of “The Sassy Spoon” vegetarian cookbook