**Thomas A. Kielbasa, Jr**. **CCIFP**, **CPA, MBA, CMA**

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**Chief Financial Officer - Construction**

**Summary of Qualifications**

Key member of the senior management team, assisting in the development of strategic plans and company objectives. Extensive hands-on experience in financial management, business leadership and working with Board of Directors, CEO, Banks, Attorneys and Investment Firms. CCIFP, CPA, CMA, CFM, MBA, MST, with an established record of success in significantly growing enterprise value. Strong in budgets, cash forecasts, business valuations, acquisitions, treasury, Sarbanes Oxley and internal and certified audits. Manage all research and technical analyses of potential opportunities; provide detailed information concerning risks and rewards. Establish and implement all in-house financial controls, as well as maintain comprehensive financial analysis. Areas of expertise include

**Strategic Leadership Federal Acquisition Requirements System Implementation/Conversion**

**Financial Modeling Mergers/Acquisitions Banking/Treasury**

**Policies/Procedures Forecasting Human Resources/Benefits/Payroll**

**Financial Reporting Percentage of Completion Bonding/Insurance**

**Team Building Acquisition Due Diligence Margin Improvement Contract Negotiations Crisis Management Tax Issues/SEC/IFRS**

**Professional Experience**

**Mavcon - USA,** Kalamazoo, MI2005 - Present

**Controller – Commercial / Industrial / Real Estate Development**

**$40 Million Revenue**

* An innovative and energetic leader, skilled communicator/team builder and adept negotiator. Proven ability to analyze construction operations and growth opportunities, then introduce complex strategic and tactical solutions that improve competitive performance and efficiencies while reducing costs.
* Instrumental in improving operating profits from less than 4.0 million to over 8.0 million. Working capital increased by 50% with a significant increase in equity. Provide Chairman and CEO/President detail analytical analyses of current construction projects.
* Demonstrate experience in new business development (Federal Procurement), strategic leadership, sales, marketing and leasing for an international engineering, real estate development and construction organization.
* Provide financial leadership for multi-entity organization with international operations. Directly responsible for all day-to-day general operations, including, administrative, financial, information management, marketing and human resources.
* Prepare monthly consolidated financial statement for ten operating entities and ensured timely completion of year-end audited financial statements.
* Financial reporting package includes graphical analyses of operations and detailed analysis and projections of work in progress, contracts and labor variances.
* Negotiate and structure financing agreement resulting in basis points reductions, more favorable covenant restrictions and simplified borrowing process.
* Accountable for strategic planning, development and leadership of entire finance function as well as day-to-day operations management.
* Recruit develop and manage team of finance professionals, managers and support staff.
* Design and convert executive management (Viewpoint) reporting system and tailored operating and financial reporting systems to meet requirements of business units.

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* Reduce direct and indirect construction expenses by 15% through increased accuracy in the bidding process and utilization of purchase orders.
* Champion installation of leading-edge systems technology (Viewpoint) resolving long-standing profit measurement problems and created infrastructure to support corporate growth.
* Introduce and initiate regular bi-weekly meeting to address problem areas, review current projects and ascertain progress made on closing out old projects.
* Engage in the construction of commercial projects such as fire stations, office buildings, apartments, warehouses and day care centers. Project range from $100,000 to $30,000,000.

**LMS Contracting Group, Inc.,** Madison, IN 2004 – 2005

**Controller – Heavy / Highway / Utilities / Underground / Environmental**

**$75 Million Revenue**

* Ensured corporate profitability by preparing pro-forma budgets by job in conjunction with CEO and Project Executive; drove completion to within 2% of projected cost and ascertained variance.
* Instituted procedures to insure equipment cost were effectively charged to the appropriate construction contract utilizing Timberline ERP software.
* Negotiated line of credit with Wachovia Bank resulting in a 50% increase in line.
* Instituted procedures where LMS Contracting, Inc. and related entities insurance was bid with several insurance companies to obtain the best coverage at the lowest rates possible.
* Evaluated how the organization was currently using Timberline software and made several significant enhancements to the payroll and job costing modules.
* Evaluated the current bonding capacity and future needs and approached several carriers that were interested in underwriting the bonds.
* Ascertained future capital equipment requirements and proposed a plan to sell capital equipment not required for current operations.
* Prepared action plan to either sell or refinance existing real estate parcels and pay down existing debt.
* Prepared monthly financial statements and ensure timely completion of yearend audited financial statements by Crowe, CPA’s.
* Prepared action plan to deal with subcontractors and bonding issues.
* Financial leadership for a multi-entity construction / engineering organization with operations in eighteen states. Directly responsible for all day-to-day general operations including administrative, financial, information management, marketing and human resources reporting directly to the president.
* Evaluated the productivity and efficiency of field labor and made recommendations to management how to enhance the accuracy and reliability of estimating field labor cost.
* Instituted action plan to ensure that corporate assets were effectively utilized to ensure that profits are maximized.
* Evaluated current internal controls and institute new policies and procedures that enhance the security of corporate assets and the accuracy of corporate reporting.
* Formulated comprehensive business plan that positioned LMS Contracting, Inc. to successfully compete in the post 2004 heavy industry. Re-engineered the organization to focus on long-term contracts with substantial profit margins. Forecast for 2005 is a profit in excess of $2,000,000, a substantial turnaround from a loss in 2004. Losses in 2004 can be attributed to poor estimating and the inability to track actual cost and determine variance from budget. Business plans were used to raise $7.5 million for the investment community.
* Designed and implemented effective cost controls to track actual cost vs. budgeted cost on a weekly basis utilizing Timberline ERP software.
* Provided analyses of financial results to Senior Management. Recommended strategic plans and took appropriate action to ensure that financial forecasts and operations reflected a sound business plan.
* Led the establishment of and maintenance of financial controls and corporate policies and procedures to ensure company assets were protected and asset returns were optimized.

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* Maintained commercial and investment banking relationships to provide for the current and future capital needs of the organization. Developed and maintained dialogue with key financial analysts and other members of the outside financial/investment community.
* Interfaced with Board of Directors to ascertain capital equipment needs and provided an effective method of financing the equipment.
* Created and wrote business plan which enable the company to obtain additional financing from the capital markets.

**The Roupp Group,** Chicago, IL 1997 - 2003

**Executive Vice President – Chief Financial - Operating Officer – Commercial / Industrial $35 Million Revenue**

* Expertise in new business development, strategic leadership and marketing of a multi-state engineering, real estate development and construction organization with revenues in excess of $35 million.
* Participated as key team member in strategic decisions regarding development, sales, leasing, marketing and construction.
* Established procedures for estimating cost to complete to obtain estimated profitability on a percentage of completion method utilizing Timberline ERP software.
* Profit and Loss responsibility at the divisional and corporate level.
* Developed and maintained expense and revenue budgets with direct input from operations and sales executives.
* Prepared complex financial analyses for major development deals.
* Aggressive control of reducing operations, marketing and overhead costs with consistent improvements in net profit contributions.
* Point-person for negotiations with lenders and venture capital partners – private equity - possible IPO.
* Created and implemented actions that restore quality and profitability to the divisions.
* Reduced operating costs by negotiating better deals with subcontractors, vendors, suppliers and lending sources.
* Increased profitability by closing projects on time and under budget. This was accomplished by using computerized systems to monitor budgets, costs and anticipated cost to complete.
* Monitored expansion of business into new territories.
* Effectively coordinate the hiring of subcontractors and monitor their performance.
* Planned successful marketing and administrative strategies targeting new projects.
* Corporate responsibility for management of operations, sales and finance staff of 40 employees.
* Enhanced computerized reporting systems for operations and accounting resulting in a reduction in personnel and cost savings.
* Prepared consolidated financial results for ten operating entities.
* Developed model for establishing budget costs on new remote facilities. Implemented a computer system to track productivity, usage and costs from remote facilities directly to corporate office.
* Initiated weekly status reports for project managers in support of field operations.
* Developed and implemented new procurement procedures that resulted in faster delivery of materials, improved tracking capabilities, and quicker access to records for competitive analyses.

**Harry W. Kuhn, Inc.**, Wheaton, IL 1994 - 1997

**Controller-Heavy/Highway / Utilities / Underground / Asphalt / Aggregate / Bridges**

**$60 Million Revenue**

* Managerial responsibility for multiple operating units with revenues of $60 million.

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* Re-engineered the contract administration department resulting in a decrease in general and administrative costs of 33%.
* Presented to senior management several alternatives to the local area network and associated software. Conversion and implementation of this new system resulted in a reduction in general and administrative expenses in excess of $100,000 annually.
* Daily supervision of an accounting and financial staff of seventeen employees.
* Ensured audited financial results were submitted to banks, bonding companies and the state department of transportation.
* Managed and sustained profitable sales revenue backlogs that approximated $20 million.
* Expanded customer base through a variety of effective sales techniques.
* Used purchasing knowledge and negotiating skills to develop competitive sources and prices for purchasing raw materials.
* Managerial responsibility for eight operating entities.
* Re-engineered the organization, thus turning a significant potential loss into an operating profit.
* Responsible for all corporate borrowing from banks and financial institutions. Negotiated a below prime line of credit and borrowed against the line to maintain operating capital.
* Implemented a new corporate LAN and computer mainframe (Viewpoint) that enabled management direct on-line access to obtain immediate answers to their questions.
* Cross-trained individuals achieving resulted in a 15% decrease in labor costs.
* Overhauled corporate insurance coverage that resulting in a significant reduction in insurance premiums.

**Walsh Group**, Chicago, IL 1987 - 1994

**Corporate Controller – Commercial / Industrial / Asphalt / Heavy / Highway / Bridges**

**$2.5 Billion Revenue**

* Presented monthly operating results to Senior Management and Joint Venture Partners.
* Established billing procedures for various types of contracts.
* Implemented procedures to increase monthly cash flows and reduce operating costs.
* Processed monthly construction draws for various construction projects.
* Reviewed subcontractor pay requests with the architect to ascertain the correct percentage of completion.
* Entered all budget items were entered into computer system and monitored variances between actual costs and budgeted amounts
* Established banking relationships to obtain working capital.
* Designed and installed a computerized systems to track and report direct and indirect cost on construction contracts.
* Developed and implemented profit and loss forecast/budget system providing current costs and projected profit.
* Supervised a staff of twenty professional and clerical employees.

**Arthur Andersen, Certified Public Accountants,** Chicago, IL 1985 - 1987

**Senior Manager**

* Prepared short and long-term financial strategies for corporations, partnerships and individuals with an emphasis on growth and tax savings
* Performed certified audits of construction, manufacturing and distribution clients.
* Prepared tax returns for corporations, partnerships, estates and individuals.
* Advised clients on necessary due diligence related to corporate acquisitions.

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**Educational and Professional Certifications**

Successful completion of AICPA CPE Courses 2010

Construction Contractors: Accounting, Auditing and Tax 100%

Accounting and finance Construction Contractors 100%

Construction Contractors Advanced issues 100%

Taxation of Construction Contractors 96%

Graduate Level Courses DePaul University Accounting and Finance

DePaul University MS Taxation

Benedictine University MBA Finance

St. Norbert College BS Accounting

Certified Construction Industry Finance Professional

Certified Public Accountant

Certified Management Accountant

Certified Financial Manager

**Professional Affiliations**

American Institute of Certified Public Accountants

Illinois Society of Certified Public Accountants

Institute of Management Accountants

Construction Financial Management Association

**Software and Computer Systems**

Bidtek/Viewpoint, Computer Guidance Corporation, J.D. Edwards, Timberline, GEAC, QuickBooks, Advanced Excel, Visual Basic Applications, Word, Access, PowerPoint, Crystal Reports, HCSS, CMAS, AS400, IBM 0S/2