

Scott Patterson

Scott has managed and directed all aspects of finance, accounting, treasury, legal, information systems, and human resources. He has effectively built proficient accounting teams, processes and internal controls to support rapid expansion within entrepreneurial environments, publicly traded entities, and private equity-sponsored middle market companies with revenues in excess of \$400M. Scott has advised these organizations through complex business, acquisition, and financing transactions and has significant experience partnering with M&A and operation teams for the successful integration of acquired and denovo business units. He has also led business change through process improvement, organizational restructuring, gross margin maximization and cost reduction initiatives in a variety of industries and has extensively collaborated with other departments, linking finance with operations & IT to create efficiencies and improve bottom-line results. Scott brings a track-record of establishing confidence and integrity to an organization's ability to report accurate and timely financial results to both internal and external stakeholders. His approach focuses on developing effective relationships while working together to provide reliable and meaningful information to those that need it, in a way that enables them to make informed decisions, so collectively the leadership team can drive the organization forward.

CFO Leadership • GAAP, Management & SEC Reporting • M&A Evaluation and Integrations • Internal Controls • System Implementations • Team Assessment and Development • Banking & Cash Management • Cost Controls Budgeting, Forecasting and Modeling

- **Reduced borrowing costs and increased borrowing capacity by securing new equipment financing and banking relationship at Line 204, LLC.** Company had reached its borrowing capacity with existing lenders and needed additional capital infusion to execute its long-term strategy. By providing renewed confidence in reported numbers and developing five year financial models, successfully secured new banking partnerships to increase working capital, equipment lines, and funding for construction of new warehouse and production facilities.
- **Managed an accounting team in excess of 35 staff members for InterDent, Inc., a publicly traded company.** Originally hired to develop and train initially weak accounting staff for preparedness of anticipated public offering. Mentored staff to assume increasing responsibility, and during a period of tremendous revenue growth from approximately \$20M to \$350M, developed and managed an effective accounting team and related implementation of process and procedures to accommodate substantial business change in SEC reporting environment. Monthly reporting package included 244 operating locations and over 50 support departments.
- **Provided business integration and technical accounting expertise for Smile Brands, Inc.** Initially hired to provide temporary leadership to accounting department of newly acquired subsidiary business unit. Scope of engagement was expanded to include leadership and training to corporate accounting and preparation of due diligence materials, technical accounting, and transaction analysis for majority sale of company to private equity firm, \$140 million in business acquisitions, and \$400 million in complex debt and equity financing arrangements.



Career Summary

Hardesty, LLC	<i>Partner, 2016 - Present</i>
<ul style="list-style-type: none">• Hardesty, LLC is a national executive services firm that provides on-demand financial management leaders to companies ranging from emerging growth to large public entities through a variety of flexible offerings. Our firm provides professional CFOs, treasurers, controllers and other financial management with deep operational management expertise.	
Line 204, LLC	<i>Chief Financial Officer, 2013 - 2016</i>
<ul style="list-style-type: none">• Multi-division studio sound stage, and film, photo & event party production equipment rentals.• Responsible for financial reporting & analysis, banking, tax compliance, risk management, human resources, information technology, contracts and evaluating new market opportunities.• Secured new banking partnerships to increase working capital borrowings by 600%, attributing to 50% operating profit increase and 25% revenue growth in key divisional segments.• Implemented new financial reporting infrastructure and managed conversion to integrated inventory & revenue software, directly impacting ability to raise working capital and analyze product margins to increase profitability.• Addressed IT and communication reliability issues by driving strategic decision making process and leading implementation to cloud based technology, increasing performance and reliability at net cost savings.• Restored confidence in accounting department and reporting of financial results by implementing cross-functional team training and development.	
Santa Monica Video, Inc.	<i>Chief Financial Officer, 2011 - 2013</i>
<ul style="list-style-type: none">• Audio and video post-production services.• Responsible for accounting & finance, bank relationships, statutory and tax compliance, risk management, human resources, preparation and review of contractual agreements.• Secured a 30% increase in credit line borrowing capacity by successfully presenting company to new bank.• Saved \$200K in annual equipment costs by negotiating asset purchase agreement and related bank funding.• Redesigned inadequate financial reporting structure to provide executive team accurate financial and metric indicators to drive key cash-flow and business decisions.	
Tatum LLC	<i>Financial Consultant, 2010 - 2011</i>
<ul style="list-style-type: none">• Provides C-level operational expertise focusing on optimizing the office of the CFO.• Provided technical & management expertise to private equity backed portfolio companies.• Reduced monthly accounting close by 7 days via process automation & redesigned financial reporting system.	

- Decreased audit fees 25% by effectively coordinating with CPA firm and managing internal company resources.

Cypress Point Building & Design

Principal & CFO, 2003 – 2008

- Manufacturer of commercial cabinetry primarily to state and local governmental agencies
- Responsible for accounting & finance, banking, legal, contracts, customer relations, human resources, vendor purchasing, project planning & supervision, job costing, and risk management.
- Realized reductions in material costs of 15% to 25% by renegotiating contracts with primary suppliers.
- Doubled repeat client business to over 50% by implementing product quality and customer relations initiatives.

Smile Brands, Inc.

Acting VP Controller, 2003 - 2008

- Multi-location equity sponsored dental practice management services.
- Responsible for managing accounting department, technical GAAP expertise and financial reporting for acquisition and debt & equity financings, business integrations, and execution of process improvement initiatives.
- Planned and managed accounting integration of business acquisitions, generating \$950K in annual savings.
- Selected as pivotal team member for 4,000 payee payroll and HR system conversion. Personally responsible for system configuration, policies & procedures, accounting system integration, and management metrics reporting.
- Prepared due diligence, technical accounting, and transaction analysis for majority sale of company to private equity firm, \$140 million in acquisitions, and \$400 million in complex debt and equity financing arrangements.

Interdent, Inc.

Corporate Controller, 1997 - 2003

- Multi-location publicly traded dental practice management services.
- Primary responsibilities: manage accounting staff of 35+ in areas of accounting, treasury, payroll, A/P, budgeting, statutory compliance, external audits, GAAP financial statements, BOD & management reporting, SEC filings, equity & stock plan administration, and M&A integration & earn-out negotiations.
- Led cross-functional cost reduction team that realized cash flow savings in excess of \$2.5 million.
- Achieved annual cost savings of \$400K by eliminating duplicative accounting departments.
- Prepared pro forma financial modeling, due diligence, and acted as liaison to outside parties for multiple acquisitions and \$245 million in debt & equity financings with private equity firm and syndicated bank groups.
- Partnered with M&A and operation teams on integration of business units which increased from 22 to 244 locations operating in sixteen states, representing 100+ consolidating legal entities and revenues of \$350 million.



Education

- Portland State University / BS (Accounting)

Certification

- Certified Public Accountant – Oregon (Inactive)