

# Strategic and Tactical Financial and Operational Leadership

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John Vitali | Daval Consulting, LLC

# Strategic and Tactical Financial and Operational Leadership

John routinely oversaw multi-million-dollar institutional operating and capital budgets, and the investment management of large endowments and pension funds through Chief Investment Officers and other third-party experts. Examples of his achievements include:

Fiscal management at several organizations resulted in consecutive years of unqualified opinions from independent auditors with only minor management letter issues

Managed several comprehensive multi-year restructuring efforts to sustainably reduce budgeted operating expenses. Examples of actions taken include:

- Discreetly planned and implemented staffing reorganizations
- Eliminated expensive and low reward programs and operations
- Right-sized capital budgets
- Restructured employees' benefits programs
- Planned the monetization of institutionally owned real estate or air rights
- Identified core operating functions that could be successfully outsourced
- Initiated expense- and service-sharing relationships with similar local organizations

# Strategic and Tactical Financial and Operational Leadership

Restructured millions in bond debt, resulting in significant cash improvements over multiple years, while successfully maintaining stable credit ratings with Fitch and Moody's

Collaborated with a board's Audit Committee to retain an organization's first internal audit firm to help with strengthening internal controls, identifying operational inefficiencies, and supporting an enterprise risk management program

Renegotiated multi-million-dollar contracts with key service providers for food services, bookstores, and other core services achieving greater contractual protection for the organizations and more reliable income streams



# Strategic and Tactical Financial and Operational Leadership

Established a durable culture of financial transparency and accountability via 100% compliance with a board-approved voluntary Sarbanes-Oxley program for nonprofit organizations

Instituted multi-year cash forecasts that were fully reconciled with new GAAP-compliant operating budgets

During the COVID-19 crisis, led a team that successfully obtained a \$7 million loan from the federal Small Business Administration's Payroll Protection Program. That work included convincing the SBA to forgive an institution's repayment of the entire \$7 million.

