

# CONSULTING HISTORY – BRUCE COOK, CPA

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## KEY STRENGTHS

- Accomplished professional with a blend of small business, corporate, and international experiences
- Unique skills combination: financial, accounting, sales, and management (including business ownership)
- Excels at strategic thinking with actionable planning – ‘big picture’ perspective translating to actionable results
- Talent for quickly analyzing and mastering complex business issues in a results-oriented manner
- Skilled organizer who thrives on challenging problem solving and project management
- Effective communicator who “gets the job done” in diverse environments and corporate cultures
- Natural leader who positively communicates with, and motivates, people of all skill levels
- Savvy, “think-on-your-feet” negotiator and closer

## CORE SPECIALTIES

- New system analysis, design, set up and implementation - GAAP and FAR compliant; QuickBooks Expert
- Start-Ups / Turnarounds · Management and situational analysis · Growth and exit stage consultation
- Grant compliance monitoring and audit representation including Federal and State Agencies
- Budgeting by department and project; forecasting and cash burn projections
- GAAP financial reporting through Board presentations; financial audit representation
- Strategic planning and execution · Capitalization analysis · Fund Raising Support
- M & A, business sale support · Due diligence · Market research · Negotiation support · Transfer support
- Complex licensing, manufacturing and job costing spreadsheet modeling including investment NPV and IRR analysis

## CLIENT HISTORIES

### **MEDICAL DEVICE COMPANY - EARLY STAGE COMMERCIALIZATION, Controller**

- Create systems design, install QuickBooks:
  - Set up Accounting system in compliance with Generally Accepted Accounting Principles (GAAP)
  - Set up Budgeting and forecasting by department and R&D project; Capital expenditures budget
  - Set up Cash Burn model with variable inputs
  - Maintain Shareholder’s Equity accounting and Cap tables through multiple funding rounds
  - Produce Monthly and Quarterly GAAP financial reports for management and BOD
- Coordinate annual financial audit and provide audit supporting schedules to reduce audit cost
- Set up licensing model to project and compare licensing deals
- Provide Operational support: office set up, staffing, best practices, internal control procedures

### **PHARMACEUTICAL DRUG DEVELOPMENT COMPANY - START UP, Controller**

- Create Grant Accounting & Compliance
  - Reorganize accounting system to segregate direct, indirect and unallowable costs
  - Implement timekeeping policies and procedures that comply with N.I.H. regulations
  - Create and monitor Financial Conflict of Interest Policy
  - Implement monthly reconciliation of QuickBooks to grant budgets to perform variance analysis
- Prepare for, and represent Client in grant audits
- Set up corporate stock ledger, stock option sub ledgers and filing system for stock transactions
- Set up fixed asset sub ledgers and implement asset tagging for control
- Set up purchase control system to comply with grant audit requirements and budgeting

### **MEDICAL DEVICE COMPANY - START UP, Controller**

- Create systems design, install QuickBooks:
  - Set up budgeting and forecasting by department; capital expenditures budget, and weekly Cash Burn

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- Make sure accounting system complies with Federal Acquisition Regulations (FAR)
- Create Job & project costing system and job bidding/costing spreadsheet
- Create and install purchasing procedures and P.O. control system to control expenditures
- Produce grant planning and budgeting models
- Produce Board level reports: accounting, financial, and marketing reports
- Prepare complex Excel models for licensing deals; manufacturing and packaging cost projections
- Support Federal grant writing and budgeting (to secure a \$250,000 grant)
- Perform fixed asset audit (to achieve a 25% reduction in property taxes)
- Analyze and reconcile capital stock accounts; create buy out scenario models
- Support fundraising: Private Placement Memorandum and related power point presentations
- Support acquisition and capital investment fund raising due diligence; M&A, negotiations and presentations

### **COMMERCIAL CONSTRUCTION COMPANY - TURNAROUND, Controller**

- Implement Turnaround:
  - Review financial situation and implement emergency procedures
  - Reconstruct prior financial records previously miss-recorded across multiple systems
  - Accounts receivable audit (to reduce avg. balance over 80%, average collection days by 18%)
  - Install contract administration procedures (legal notice to owner and lien filing procedures)
  - Internal control review and procedures implementation
  - Set up purchase order system and controls, (to achieve a 10-15% savings per month)
  - Begin credit repair program (to get labeled “miraculous” company’s major supplier)
  - Perform sales tax audit, create procedural changes
- Create systems design, install QuickBooks:
  - Set up accounting system with divisional accounting, job costing and work-in-progress analysis
  - Create accounting standard operating procedures
  - Set up sales tracking database system to accurately calculate complex commission structures
  - Install human resources systems, employee training and feedback program, core values assessments and leadership team action plans

### **BUSINESS SALES AND ACQUISITIONS, Seller Representation**

- Prepare businesses for sale • Support strategic planning • Set up pricing analysis • Market business
- Perform negotiations, escrow and closing • Support post transfer process

### **WHOLESALE DISTRIBUTION COMPANY - BEVERAGE INDUSTRY, Controller**

- Migrate financial system from “shoebox bookkeeping” to IT system
- Perform internal control review and create procedures
- Analyze insurance and handle risk management • Create human resource system and employee handbook
- Set up customer database tracking system (3,000 + customers)
- Convert route sales to presell system

### **GOVERNMENTAL & ENVIRONMENTAL AFFAIRS, Neighborhood Association President**

- Represent association before state environmental commission and in court (to achieve a “one-in-one-thousand-chance” victory and coordinate a seven-year project campaign)
- Broker deals with real estate developers, neighborhood associations, and governmental agencies
- Lobby city, county and state elected officials to intercede on behalf of associations
- Lead complex negotiations with multiple teams of attorneys over lengthy time periods

## CERTIFICATIONS, EDUCATION

- Texas Certified Public Accountant (CPA license no. 30209)
- Texas Realtor
- BA Degree, University of Texas at Austin