

JERRY A. HEEMSTRA

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PROFESSIONAL SUMMARY

Accounting and finance professional with 20+ years of experience in large privately held corporations. Extensive board of director experience, mergers and acquisitions, multi-company integration, financial reporting, forecasting and economic research. Excellent ability to track trends and translate business issues into actionable results. Experience in federal and multi-state tax issues. Background in successfully managing complex projects including software and company wide information system initiatives. Innovator in solving problems and bringing state-of-the-art manufacturing techniques to fruition. Experienced in MRP, shop floor scheduling, and lean manufacturing processes. Passed the CPA exam and have been issued a Nebraska CPA certificate.

PROFESSIONAL EXPERIENCE

FONTIER DOOR & CABINET, INC., Tacoma, WA **2021 – Present**

Frontier Door & Cabinet, Inc. is a manufacturer and installer of doors and cabinets in large apartment complexes and commercial buildings in the western United States. The company has grown rapidly in the past few years through acquisition, product line, organic and geographic expansion.

Chief Financial Officer/Secretary

Responsible for all financial aspects of the company including, accounting, risk management, banking relationships, for the company and two related installation companies.

Strategic Impact

- Co-sponsor of an ERP re-deployment project to improve reporting, scheduling, and raw material procurement.
- Led effort to improve financial reporting and accuracy of interim financial statements.
- Led effort to strengthen corporate governance, including an expanded board of directors with outside directors to allow the company founder to withdraw from day-to-day operations and hand off to the next generation.

CFO SELECTIONS, Bellevue, WA **2014 – 2021**

CFO Selections is an organization providing part time, interim, and project based financial expertise to small and medium-sized business through a group of experienced CFO's and controllers.

CFO Consultant

Clients worked on include: start-up solar sales and installation company, large social service non-profit, behavioral health non-profit, small clinic, forest products company, trade association, importer and distributor of promotional products, and medium sized contractors.

Engagements include: fractional and interim CFO roles, assist clients in finding a permanent lead financial executive, advising on sale of business and assisting preparation of data room, assessment of accounting function, project support during a major business transition, and assistance in obtaining bank financing.

STELLA-JONES, Tacoma, WA **2012 – 2014**

Stella-Jones is a Montreal, Quebec based publicly traded (SJ-TSX) treated wood company operating throughout North America. The company has grown significantly through acquisition, including the acquisition of McFarland Cascade in 2012. Primary products are; wooden utility structures, railroad ties, and outdoor lumber.

Vice President of Finance

Areas of responsibility include: All accounting functions, credit management, system integration, relationship with previous ownership, transition to new ownership,

Strategic Impact

- Led the effort to integrate McFarland Cascade into Stella-Jones assuring a smooth transition with no impact on customers
- McFarland Cascade executive sponsor of project to convert to the Stella-Jones ERP system
- Prepared final recommendations and valuation of working capital in accordance with the agreement that lead to a final settlement with the previous owners

McFARLAND CASCADE, Tacoma, WA**2011 – 2012**

McFarland Cascade is a 96-year-old privately held forest products and outdoor building products company operating through 21 legal entities throughout North America. Primary products are; wooden utility structures and outdoor lumber.

Chief Financial Officer

Areas of responsibility include: All accounting functions, credit management, treasury function, risk management, responsible for the relationship with the auditors, helped to manage the relationship with the banks

Strategic Impact

- Key member of the team that led to the sale of the company for \$250 million to Stella-Jones
 - Worked closely with the investment banker, preparing major sections of the offering memorandum
 - Presented financial status to prospective buyers both private equity and publicly traded companies
 - Worked with tax advisors on tax strategies for owners
 - Worked closely with outside legal counsel in reviewing sale documents
 - Provided analysis to prospective buyers and answered questions about the operations
- Led effort to improve the budgeting process increasing the number of touch points and people involved to increase buy in.

Accounting & Finance

- Responsible for preparation of the audited financial statements.
- Responsible for and enhanced monthly financial report to the management team.
- Responsible for banking relationship and updating the loan syndicate on compliance with loan covenants.

SIMPSON INVESTMENT COMPANY AND SUBSIDIARIES, Tacoma, WA**1995 – 2011**

Simpson Investment Company is a holding company with three forest products subsidiaries: Simpson Lumber Company, Simpson Tacoma Kraft Company and Simpson Door Company. A 120-year-old privately held forest products company, producing lumber, pulp and paper, and doors, with operations in Washington, Georgia, and South Carolina.

SIMPSON INVESTMENT COMPANY, Tacoma, WA**2009 – 2011****Vice President Accounting and Finance** 2010-2011**Director Accounting and Finance** 2009-2010**Strategic Impact**

- Researched, analyzed, authored, presented, and led a discussion on the state of the U.S. housing market resulting in the board adjusting their strategy in light of a protracted down turn.
- Researched, analyzed, developed trend lines, and authored commentary on key economic drivers for pulp and paper, lumber, and door business segments for the board of directors each quarter.
- Authored board of director's report on operations, for the president, succinctly identifying key issues and communicating the recent quarters and year-to-date results. Designed, researched, and coordinated all activities related to the report on operations.
- Authored and researched the president's quarterly shareholder letter.
- Developed, in a team setting, leadership retreats to communicate, start, and reinforce the organizational change to "Excellence in Manufacturing" with focus on leadership skills and leading change.
- Completed a white paper on the impact of China and the Russian log tax on the log supply and lumber markets in the Pacific NW.

Accounting & Finance

- Developed and reviewed with the board of directors and the rest of the management team the latest quarterly financial forecast and annual budget, working with subsidiary teams in a decentralized environment.
- Responsible for preparation of the audited financial statements and presented a summary of audited financial statements to the audit committee, resulting in the audit committee's approval to release the financial statements.

- Managed the relationship with Ernst & Young pertaining to the annual audit, and accounting issues.
- Worked with business units on improving working capital management, resulting in the paper division reducing finished goods inventory by nearly one third.

Mergers and Acquisitions

- Coached and reviewed the work of a team that negotiated and finalized a sawmill purchase and a remanufacturing plant sale. The plant sale was completed in about four weeks

SIMPSON LUMBER COMPANY, Tacoma, WA

2002-2009

Division of Simpson Investment Company that had grown to 1.3 billion board feet of lumber capacity in 2009, and one of the 20 largest sawmill companies in North America.

Division Controller

Areas of responsibility included: monthly financial statement preparation and analysis; annual budget preparation; forecasts; accounts payable; accounts receivable; payroll; credit management; variance analysis; sales and property taxes; internal control; new information system application project management; and maintenance of existing information systems and hardware

Mergers and Acquisitions

- Longview Washington sawmill
 - Developed the asset purchase and sales agreement for \$20+ million single sawmill acquisition adding 175 million board feet of capacity and 100 employees.
 - Planned the integration of the acquired company's data into Simpson's data with only two days down.
- Southeast operations acquisition
 - Negotiated the final asset and purchase agreement for a multi-location and multi-state acquisition in Georgia and South Carolina from a Fortune 500 corporation.
 - Negotiated the final settlement of the working capital value in accordance with the agreement.
 - Collaborated with the information technology team to plan and replace all computer systems and computers with only one day down.
 - Integrated Southeast accounting team into Simpson's accounting structure and procedures.

Strategic

- Authored an Authorization for Capital Expenditure (ACE) for a \$20+ million multi-year capital project modernizing a major machine center.
 - Collaborated with engineers on project cost and developed financial projections.
 - Authored the board of directors' presentations for the vice president and general manager.

Accounting

- Successfully managed accounting staff of 6 to 12 direct and indirect reports and increased efficiency of accounting functions minimizing needed staff additions as the result of acquisitions.
- Developed a forecast process of key drivers that quickly estimated earnings for the next year by month.
- Successfully managed credit exposure so that there were no significant credit losses.

Information Systems

- Successfully led a team that developed an in-house log purchasing system.
- Guided the change and selection of the accounting system from PeopleSoft to Great Plains.

SIMPSON DOOR COMPANY, McCleary, WA

1995 – 2002

Division of Simpson Investment Company.

Division Controller

Areas of responsibility included: monthly financial statement preparation and analysis; annual budget preparation; forecasts; accounts payable; accounts receivable; payroll; credit management; variance analysis; sales and property taxes; internal control; new information system application project management; and maintenance of existing information systems and hardware.

Strategic

- Created a separate legal entity resulting in tax savings.
- Increased Simpson Door Company sales through operation efforts by 48% while profits increased 580%, and general and administrative spending grew by only 3.7%.

Accounting

- Managed a staff of 1 supervisor with 3 to 4 clerical reports, and 1 information systems consultant.
- Prepared, and coordinated the division's property tax appeal before the Washington State Board of Tax Appeals that resulted in a reduction of the assessed property taxes.

SIMILIAR WORK EXPERIENCE

Finance Manager & Finance/Materials Manager, Pella Corporation, Carroll Operations, Carroll, IA, 1989-1995

Supervisor Scheduling, Pella Corporation, Pella IA, 1988-1989

Corporate Analyst and Accountant, Pella Corporation, Pella, IA, 1986-1988

Cost Accountant, Pella Corporation, Pella, IA, 1984-1986

Staff Accountant, Fox & Company, Omaha, NE, 1983-1984

SPECIALIZED SKILLS

Microsoft Office

- Power Excel user, extensive experience with Access, Word, PowerPoint, and Outlook
- Successfully linked Excel and Access to SQL databases for dynamic data analysis and presentation

Business Intelligence

- Tableau
- Salesforce

Accounting Packages

- Sage Intact
- Microsoft Dynamics GP
 - Microsoft FRX financial reporting
 - Microsoft Forecaster
 - F9 financial reporting
- PeopleSoft
 - N*Vision financial reporting

EDUCATION EXPERIENCE

Adjunct Professor, Saint Martin's University, Lacey, WA, fall term 2020

- Taught Investment Analysis and Portfolio Management as part of MBA/BA class to both US based and international students online.

Contingent Faculty, Pacific Lutheran University, Tacoma, WA, spring term 2020

- Taught Understanding and Managing Financial Resources as part of their MBA program.

Adjunct Professor, Buena Vista College, Storm Lake, IA, academic year 1990-91 and 1994-95

- Taught Intermediate Accounting in an adult education setting at a remote campus

Instructor, Des Moines Area Community College, Ankeny, IA, spring quarter 1987

- Taught Business Finance in an adult education setting as part of a continuing education program offered by my employer

EDUCATION

Executive M.B.A., University of Iowa, Iowa City, IA, 1989

B.A. in Business/Economics, Northwestern College, Orange City, IA, 1983
Professional and Industrial Accounting and Financial Management