

BRANDED CONTENT
SEPTEMBER 26, 2022

LOS ANGELES BUSINESS JOURNAL



2022 AWARDS



HONOREES & FINALISTS

DIAMOND SPONSORS



PLATINUM SPONSORS



GOLD SPONSORS

Beach Point Capital | Children's Institute | City National Bank | Cresa | Entravision Communications Corporation
Junior Achievement of Southern California | Krost | Mental Health America of Los Angeles | MNX | National Notary Association
Port of Long Beach | Preferred Bank | PwC | Quigley | R&D Incentives Group | SADA Systems | Withum



Letter from the Publisher



Our CFOs are increasingly called on to meet today's challenges – challenges that go well beyond the coronavirus pandemic. They are on the front lines in facing the intricacies of the bottom line – and managing the constantly evolving assortment of trends, best practices, rules and regulations. More than ever, our organizations depend on the creative and diligent work of these important executives.

In this, our 16th annual Los Angeles Business Journal CFO Awards special post-event supplement, we celebrate the efforts and achievements of some of the region's greatest financial stewards of the corporate space. This issue shines a much-deserved spotlight on the honorees and finalists we celebrated at our 2022 CFO of the Year Awards virtual event on Thursday, September 22nd.

The wide range of superb nominations we received this year – each an example of excellence in the field of financial business stewardship – made it particularly challenging to single out the honorees.

Honorees and finalists are announced in this section in 10 categories – all of whom are described in these pages. You will also find some details recapping the excellent panel discussion that took place as part of the event.

I'd like to thank our event sponsors, who are dedicated to supporting financial executives, led by Diamond Sponsors **Fifth Third Bank**, **Marsh McLennan Agency**, and **RSM**. We also thank our Platinum Sponsors **BMO**, and **CSUN's Nazarian College of Business and Economics**. We hope you enjoy this special section, which contains some insights on what it means to be a corporate steward of the bottom line in today's business climate. And again, congratulations to all the great CFOs in the Los Angeles area who tirelessly contribute to the success of your businesses, and ultimately, our business community as a whole.


Best regards,

A handwritten signature in black ink, appearing to read "JS".

Josh Schimmels
Publisher & CEO

 A photograph of a sailboat's mast and rigging against a teal background. The text "INVESTMENT BEYOND THE TRADITIONAL" is overlaid in white, centered between two horizontal white lines.

INVESTMENT BEYOND THE TRADITIONAL



Join us for a
global meeting
of the minds.

PUT OUR TAILORED INSIGHTS TO WORK FOR YOU.

To make confident decisions about the future, middle market leaders need a different kind of advisor. One who starts by understanding where you want to go and then brings the ideas and insights of an experienced global team to help get you there.

Experience the power of being understood.
Experience RSM.

rsmus.com

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING





2022 HONOREES & FINALISTS



PUBLIC COMPANY CFO OF THE YEAR HONOREE

CHRIS YOUNG

Chief Financial Officer and Treasurer
Entravision Communications Corporation

As CFO of Entravision, a leading global advertising solutions, media, and technology company, Chris Young has a unique background that is geared around finance and media operations rather than the typical accounting career path of CFOs.

He began his career as a banker in the 1990s focused on servicing clients in the TV, radio, and outdoor advertising industries. He then became CFO of a national outdoor advertising company, Vista Media, based in New York, which was ultimately acquired by Entravision. Upon arriving at Entravision, Young was quickly promoted to run the Outdoor Advertising Division, which was his first experience being responsible for a profit and loss statement. After helping Entravision successfully divest its Outdoor Advertising division, in 2008 he moved into the role of CFO of the Santa Monica-based parent company.

Since that time, Young has leveraged his banking experience to help guide Entravision through multiple recessions and loan amendments while ensuring that the company stayed focused on reducing its debt levels from over 6x EBITDA when he arrived to nearly 0x on a net of cash basis today.

As of late, Young has also been successfully managing the financial complexities associated with Entravision's recent transformation from that of a domestic Spanish language broadcaster with annual revenue of \$250 million to a global digital media and tech powerhouse with operations spanning 34 countries and revenue approaching \$1 billion. Throughout the past two years alone, even during a global pandemic, Young's efforts, along with his team, have resulted in the company's stock price improving over 230%.



PHIL AHN
FINALIST
CFO and COO
B. Riley Financial

Phillip (Phil) Ahn began his tenure with B. Riley Financial in 2010 as senior vice president of strategy and corporate development of its Great American Group affiliate. He was appointed CFO and COO in 2013. In 2014, B. Riley merged with Great American Group to become a publicly traded company. Since then, Ahn has played a pivotal role in a series of transformational transactions that have meaningfully enhanced the B. Riley Financial platform. What was once a 200-person boutique brokerage and specialty finance firm serving the Southern California market is today a 2000-person strong diversified financial services platform operating in over 75 corporate facilities and serving thousands of stakeholders across the U.S. and internationally. At the height of the COVID-19 pandemic, Ahn's institutional knowledge and diligence put B. Riley in a position to make strategic acquisitions that bolstered the company's bottom line significantly.



ARMIN ZERZA
FINALIST
Chief Financial Officer
Activision Blizzard

Armin Zerza is chief financial officer for Activision Blizzard, one of the largest video game companies in the world. He ascended to the position in April 2021, overseeing all financial activity across the entire organization, while supporting the company's strategy and fostering key partnerships with global corporations to enhance the company's products and player experience. He first joined Activision Blizzard in 2015 as CFO of Blizzard Entertainment, a \$2 billion business unit of the company. His work naturally led to greater operational visibility, and his thoughtful contributions led to his accession to Blizzard's chief operating officer in 2017. He was promoted to Activision Blizzard's chief commercial officer in 2019. Prior to Activision Blizzard, he had dedicated 20 years to Procter & Gamble, including stints as director of M&A, CFO of the company's European baby-care division, and finally as CFO for Latin America.



Don't let risk get in the way of opportunity.

Marsh McLennan Agency (MMA) provides business insurance, employee health and benefits, retirement and private client insurance solutions to organizations seeking limitless possibilities.

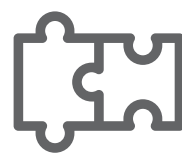
Experience the MMA difference:



A personalized service model of a local consultant



Access to global resources & expertise of the world's leading professional services firm



Solutions tailored specifically to your industry and unique needs

A limitless future starts here. [MarshMMA.com](https://www.marshmma.com)



**MarshMcLennan
Agency**

Your future is limitless.SM

Business Insurance | Employee Health & Benefits | Executive Benefits | Private Client Services | Retirement Services | Risk Management | Surety

d/b/a in California as Marsh & McLennan Insurance Agency LLC; CA Insurance Lic: 0H18131. Copyright © 2022 Marsh & McLennan Agency LLC. All rights reserved. [MarshMMA.com](https://www.marshmma.com)



2022 HONOREES & FINALISTS



ENTERPRISE PRIVATE COMPANY CFO OF THE YEAR HONOREE

JULIE WINFIELD

Chief Financial Officer
RFO Management

Julie Winfield's professional experiences have been nothing short of incredible, and it all started from her humble beginnings as a student at California State University, Northridge, back in the early 1990s. During her time as an accounting student, she worked directly with president Dr. Belinda Wilson, the first African American woman in the US to preside over a university. Together, they embarked on several projects that would go on to provide Winfield with pivotal experience for the rest of her career. She was asked by Wilson to be the only student member of the University's Strategic Planning Committee, which worked with all the stakeholders of the University, including donors, administration, students, and faculty, to develop a plan for increasing the reputation of the University, increase admissions, attract international students, raise and plan for the use of funds to rebuild the campus after the 1994 earthquake and provide new services and technology options for students among a number of other desired outcomes.

After graduating from CSUN in 1997, Winfield immediately went to work for Deloitte, as its senior auditor. In this role, she led teams in the planning and execution of financial audits for diverse clientele, concentrated in manufacturing, biotech, aerospace, hospitality, real estate, oil, energy, and agriculture industries.

After a decade in accounting, Winfield transitioned as vice president and corporate controller for Harbor Freight Tools, and later CFO of Luminance Brands/Hallmark Lighting. She was then the starting CFO of CauseForce, LLC (later named CEO) before landing her current position as CFO for the RFO Management in 2021, where she serves as the financial steward today.



STEVE ALEMAN
FINALIST
CFO
Prime Healthcare

Steve Aleman serves as chief financial officer of Prime Healthcare, one of the nation's leading health systems with 45 hospitals in 14 states serving over 600 communities. The organization has nearly 50,000 physicians and staff and provides 2.6 million patient visits annually. Aleman, a CPA, has leveraged his three decades of healthcare experience to help Prime successfully navigate the ever-changing US healthcare market. Aleman joined Prime Healthcare in early 2020, where his efforts have translated to the execution of organic and strategic growth opportunities and a focus on optimizing the company's capital structure to drive future company growth for years to come. Through many years of experience, Aleman's solutions-oriented approach proved invaluable as Prime navigated through the historic acquisition of St. Francis Medical Center in Southeast Los Angeles during a challenging time in the height of the COVID-19 pandemic.



CORDELL SWEENEY
FINALIST
Chief Financial Officer
Golden West Packaging Group

Cordell Sweeney is a hands-on senior executive with over 30 years of experience in financial, strategy and operations leadership roles in the consumer products, manufacturing and distribution, technology, media and services industries including private equity backed, public, and entrepreneurial owned and operated businesses. Sweeney has a track record of creating value thanks to highlights such as building collaborative partnerships with executive leadership teams, boards, customers and suppliers; hiring, training and developing high performance teams to meet the needs of the organization, and integrating the finance, operations, IT and HR functions into the business; and providing key contributions into the strategy, operations and financial planning processes. He is also leading major financial, strategic, operations, IT and HR initiatives while defining measures that focus and motivate the organization and delivering information and analysis that provide insight into how value is being created and how progress is matched to strategic initiatives.



Custom solutions built around your goals.

From expansion to reducing the risk of fraud, we know your business requires custom solutions to meet the moments you're navigating. Fifth Third has industry experts who understand your challenges, and the tools to make your business more efficient.



FIFTH THIRD BANK

[53.com/Commercial](https://www.53.com/Commercial)

Fifth Third Bank, National Association. Member FDIC.



2022 HONOREES & FINALISTS



LARGE PRIVATE COMPANY CFO OF THE YEAR HONOREE

JASON BROOKS

EVP & Global CFO
The MBS Group

Jason Brooks is a leader who helped The MBS Group navigate through the unexpected to keep steady through the pandemic crisis in 2020 and then to emerge and build the company's highest growth year in 2021.

Brooks managed through the pandemic with the focus on job preservation to maintain the company's backbone – its invaluable workforce. This required strict cash reservation, tightened budgets, sacrifices, managing cash flow and integrated assets, and negotiation with all the equity holders and debt holders to prioritize the company's integrity and people. His efforts and leadership helped keep the business going to minimize impact on the hundreds of families relying on the company. Moving through 2021, it became a rebound year, and now The MBS Group is the world's largest studio advisory and production services company, servicing nearly 500 sound stages in North America, the UK and Ireland, and supporting more than 450 productions a year. Since Q4 of 2020, The MBS Group has expanded tremendously, adding seven studios and 11 service companies, and has nearly tripled its revenue, and Brooks' leadership has been integral to that growth.

Brooks' leadership style is to believe in and invest in his team for their long-term career growth, not just to provide a job. The dynamic environment has enabled Jason to hire and retain immensely talented people and cultivate a best-in-class team and provide them with the opportunity for growth. He fosters a collegial meritocracy where hard work and meeting challenges is rewarded, but culturally, they are very much a family and the management team is kind and loyal to their people.



TYLER CONGER

FINALIST
CFO
Lincoln Avenue Capital

Tyler Conger and Lincoln Avenue Capital are actively creating solutions to address America's affordable housing shortage with a focus on delivering financial, social, and environmental returns. Conger is a part of Lincoln Avenue Capital's senior leadership team that completed two landmark affordable and workforce housing partnerships in the past year. First, Lincoln Avenue Capital acquired a majority interest in 37 of LHP Capital's multifamily affordable properties. Secondly, Lincoln Avenue Capital announced the acquisition of a majority stake in the Housing Partnership Equity Trust, a social purpose real estate investment fund launched in 2012. As the chief financial officer, Conger was integral to the acquisitions above as well as additional partnerships that will both positively impact the communities that LAC serves and create long-term value for the company's stakeholders. Recently, Affordable Housing Finance ranked Lincoln Avenue Capital as the #1 company in the nation completing acquisitions of affordable housing properties.



LUSINE YEGHIAZARYAN

FINALIST
Chief Financial Officer
SADA

As CFO at SADA, Lusine Yeghiazaryan is responsible for all aspects of finance strategy and financial reporting, revenue and sales operations, global accounting, and financial management. Yeghiazaryan has expertise and extensive experience in technology and biotechnology industries including corporate strategy, finance transformation, M&A, IPO readiness, audit and assurance, design and optimization of financial processes and controls, and enterprise risk management. Prior to joining SADA in her capacity as CFO, she served on SADA's board of directors as the company's first independent director and supported SADA's growth and transformation over that time period. Prior to SADA, Yeghiazaryan was VP finance, IA and internal controls at GoPro, Inc., leading the pre-IPO ICFR readiness and post-IPO financial reporting processes, internal controls, and enterprise risk management. She has held financial advisory management roles with Deloitte & Touche, where she was responsible for delivering highly visible projects to technology, retail, and biotech clients.



Global expertise
right from the
city you love.

As we continue to move through unprecedented times, it's more important than ever to find a strategic partner to help you navigate through the uncertainty. At BMO, we've got you covered. As the 8th largest bank in North America, we have the resources and strength of a bank with global capabilities, as well as the local knowledge to customize solutions to fit your unique requirements.

From access to capital to risk management and succession planning, our Los Angeles-based commercial banking experts will be with you every step of the way. Whatever your business goals, we'll work with you to help you succeed.

Michael Bennett, Managing Director, BMO Commercial Banking

 310-968-0943  michael.bennett@bmo.com

Visit [bmoharris.com/commercial](https://www.bmoharris.com/commercial) to learn more.

BMO





2022 HONOREES & FINALISTS



MEDIUM PRIVATE COMPANY CFO OF THE YEAR HONOREE

KATHRYN BROWNE

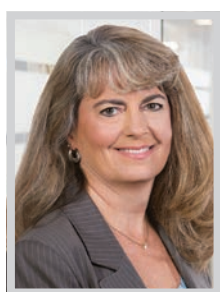
CFO/Chief Operating Officer
Quigley

Kathryn Browne has stewarded Quigley, the largest certified WBENC woman-owned advertising agency in the country, through the past fifteen years. A highly trusted adviser to the firm's founders, Renee Hill Young and Gerald Bagg, and its CEO, Carl Fremont, Browne has been pivotal and instrumental in the company's growth and prosperity.

After graduating from university, and earning a CPA and an MBA, Browne joined Arthur Andersen (now Accenture), working in the public sector before moving over to global industrial aerospace manufacturer and provider, the Barnes Group. During the dot-com boom, she relocated to NYC, working for technology research firm, EarthWeb where she helped raise capital and then managed their highly successful IPO, before heading to the West Coast and joining The Jim Henson Company as Corporate Controller. It was soon thereafter that she met Young and Bagg and moved to Quigley as CFO.

As CFO and also COO, the agency has had continuous growth, enjoyed long term relationships with blue chip clients including Procter & Gamble and JP Morgan Chase, and has established a culture that continues to attract and retain top talent. In fact, a recent survey showed that 15 percent of all new Quigley hires were actually employee referrals, a strong indicator that current employees are happy at the workplace.

Throughout her career, Browne has met the ever-evolving challenges of managing demanding client expectations, including their wanting more for less, the rising costs of conducting business, overseeing tough negotiations, annual audits and risk management – all the while maintaining a profitable and continuously growing organization.



DONNA BATEMAN

FINALIST
CFO
KROST CPAs & Consultants

Donna Bateman is the chief financial officer for KROST. Not only has she dedicated her career to KROST with over 30 years at the firm, but she exhibits professionalism and spreads positivity, making her a prominent role model in our organization. She leads by example and fosters a collaborative environment with her involvement at the firm. With her extensive experience working in public accounting, Bateman's professional experience includes auditing, accounting, and payroll. She was responsible for a variety of different services that included compilations, tax returns, business consulting, tip reporting, and bookkeeper training. Her impact on the organization has allowed her to rise within the ranks to eventually become CFO. As the firm expanded from one office to seven offices, with an overall combined firm growth of now 320 employees, the firm's revenue went from \$8 million in 2012 to \$66 million.

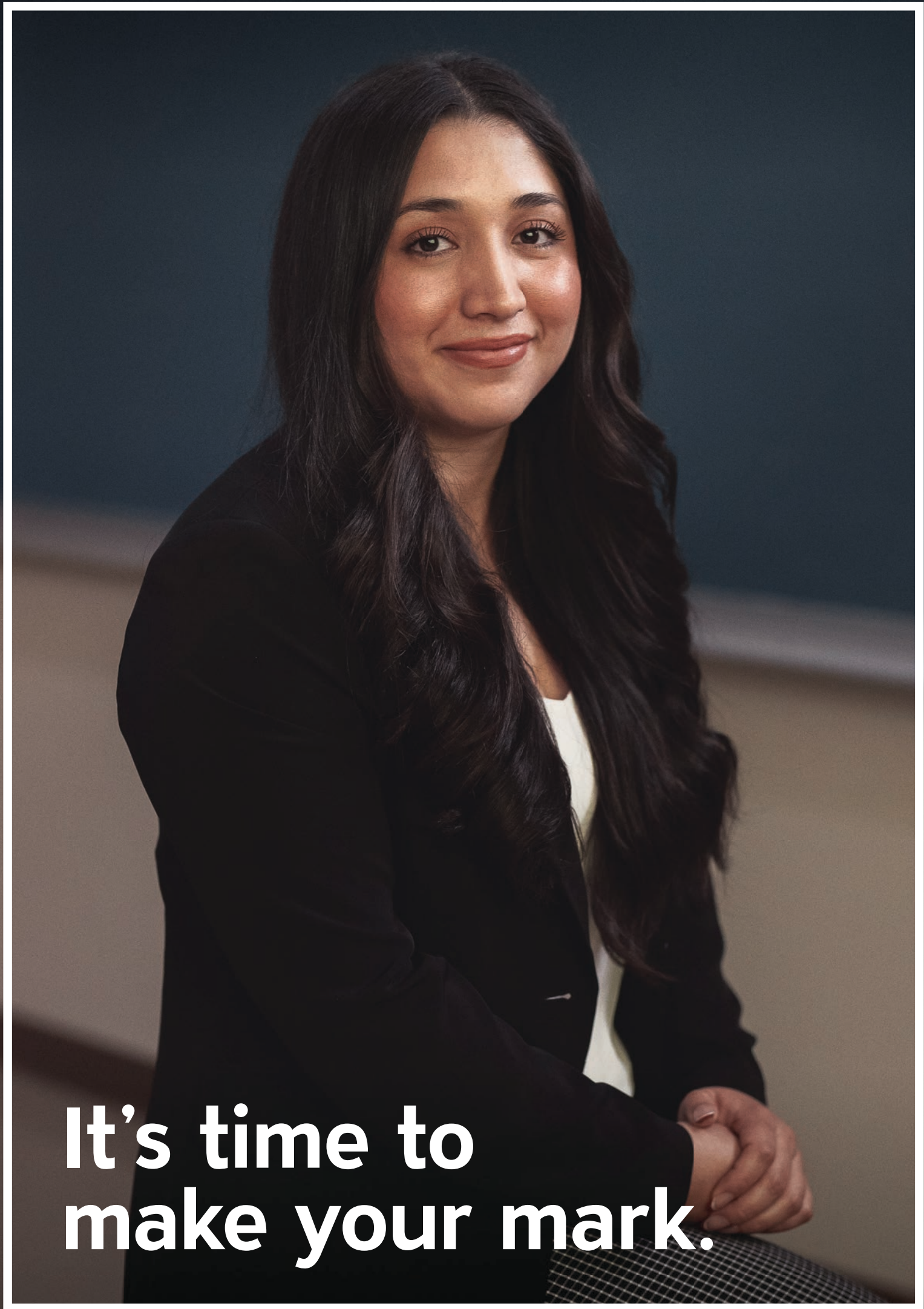


ROBERT A. CLARKE

FINALIST
Chief Financial Officer
National Notary Association

Robert A. Clarke is the CFO of the National Notary Association (NNA), the nation's foremost authority on the American Notary Office, dedicated to imparting knowledge, understanding, and unity amongst all notaries. Since Clarke joined the NNA in 2013 as the CFO/VP finance, he has led the team through a growth of over 2.5 times in revenues and five times in earnings. Additionally, he has led the team to grow three times, from 100 employees to over 300 employees. Through the pandemic, a particularly challenging couple of years, Clarke's leadership has been nothing short of transformational, and he has increased the gross revenue of NNA significantly. His career in finance has always been driven by one singular goal and vision: the finance department should always see itself as a service department, first and foremost, to both the company's external customers and internally to all the other functional departments in the business.

nazarian.csun.edu



**It's time to
make your mark.**

CSUN NAZARIAN
COLLEGE OF BUSINESS & ECONOMICS

The David Nazarian College of Business and Economics is redefining progress, with students, business leaders and educators leading the charge in building a stronger, more inclusive tomorrow.

2022 HONOREES & FINALISTS



GROWING PRIVATE COMPANY CFO OF THE YEAR HONOREE

ALICE NEUHAUSER

CFO

Seismic Capital Company

Alice P. Neuhauser has a broad range of experience in financial management, establishment and oversight of corporate, legal and accounting procedures, and business development and strategic planning. From successfully developing a major commercial real estate project to assisting lenders in maximizing the value of distressed assets to managing the day-to-day operations of independent film companies, Neuhauser has demonstrated entrepreneurial success in maximizing effort and investment by finding opportunities to utilize both existing business structures and innovative constructs.

Over the course of her career, Neuhauser has managed project financing for motion pictures ranging in budget from \$2 million to \$100 million each, totaling over half a billion dollars. Such financings included some of the largest independently financed pictures including Terminator 2 and Cliffhanger. Subsequently, Neuhauser coordinated the bank financing of several produced pictures.

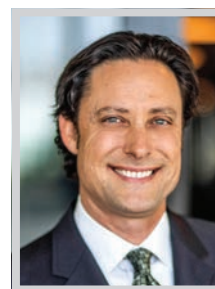
After many years in entertainment, Neuhauser was increasingly drawn to the entrepreneurial world of technology start-ups. She joined forces with Steven Weinstein and Eric White, collaborating on what would become Seismic Capital Company. Seismic acquires early-stage technology companies, financing and nurturing them through their development. After a lengthy process with lots of “you can’t do that” along the way, the partners decided to break the venture capital mold and use a Regulation A offering for their capital raise. This means there is no limit on the number of investors, and it allows non-accredited investors to participate, democratizing access to an asset class usually reserved for the wealthy and connected.



VINCENT CHAN

FINALIST
CFO/COO
Christina


Vincent Chan was initially hired as the CFO to streamline and modernize the financial systems and infrastructure to support the growth of Christina’s real estate portfolio and investor base. Chan’s responsibilities increased as the firm invested in various branding and marketing initiatives that embodied the founder’s unique philosophy and real estate strategies. Christina successfully raised nearly \$45 million, doubled its investors base, and grew its asset under management despite a reduction in headcount under Chan’s leadership during the pandemic. Christina will be facing more headwinds as it continues to raise more money during turbulent times. Chan is an alumnus of the California State University System and has children in the Los Angeles Unified School District. He has served as treasurer of a parent-led non-profit that raises funds and awareness of language immersion programs in the West-side Region of Los Angeles.



SEAN CUNNINGHAM

FINALIST
CFO
Integrated Capital Management

Sean Cunningham is a highly accomplished CFO with more than three decades of financial management experience in the real estate investment, development and property management industry. Cunningham serves as chief financial officer for Integrated Capital Management, a company that is privileged to invest a commercial real estate allocation of Disney and several other family offices around the country, as well as multiple registered investment advisors, high net worth individuals and foreign capital sources. As CFO, Cunningham oversees all aspects of the firm’s financial functions including fund accounting and control, investor back office, reporting, SEC and FINRA compliance, audit and tax matters, and corporate finance activities. He is part of Integrated Capital Management’s leadership team and played an instrumental role in the launch of the company’s debut private equity real estate fund, which was oversubscribed with more than \$30 million in equity commitments.



**PIONEERING. COLLABORATIVE.
NIMBLE. VISIONARY. CUTTING-EDGE.
GROUNDBREAKING. EMPOWERING.
UPLIFTING. SHAPE-SHIFTING.
GAME-CHANGING.**

These aren't usually the first words that jump to mind when describing a Chief Financial Officer. But they are when talking about LA Business Journal's

**MEDIUM PRIVATE COMPANY CFO OF THE YEAR,
KATHRYN BROWNE.**

Of course, adjectives like prudent, practical, precise, astute, economical, efficient, money-saving, and profit-making apply here just as well.

Congratulations, Kathryn! Our team members, partners, and clients could not be prouder—or luckier—to have you at the helm.



QUIGLEY

The brand-led, demand-driven integrated advertising and marketing agency—now proudly celebrating 20 years of success.

QUIGLEYSIMPSON.COM INFO@QUIGLEYSIMPSON.COM 310.996.5800



2022 HONOREES & FINALISTS



PUBLIC SERVICE CFO OF THE YEAR HONOREE

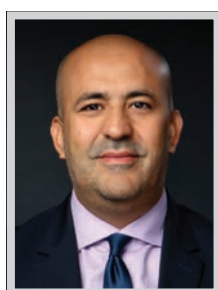
SAM JOUMLAT

*Managing Director, Finance and Administration Bureau, and CFO
 Port of Long Beach*

The Port of Long Beach is one of the world's premier seaports, a gateway for trans-Pacific trade and a trailblazer in goods movement and environmental stewardship. As the second-busiest container seaport in the United States, the Port handles trade valued at more than \$200 billion annually and supports 2.6 million trade-related jobs across the nation, including 575,000 in Southern California. As the chief financial officer of the Port of Long Beach, Sam Joumblat oversees all the financial activities, bond issuance, real estate, information technology, insurance and safety. His bureau consists of 92 budgeted employees in addition to contract employees as necessary.

Joumblat was the main driving force behind securing a \$500 million federal loan through the Transportation Infrastructure Finance and Innovation Act Office to help fund the Port's share of the cost of the \$1.57 billion Gerald Desmond Bridge Replacement Project. The loan is for 35 years, back loaded, with no prepayment penalty, and interest is at a fixed rate of 1.26%. Joumblat first started working on this loan in 2012. In 2014, TIFIA approved a loan to POLB for \$325 million at 3.42%. Joumblat left the Port for 3.5 years. Upon his return in 2017, he re-established the relationship with the TIFIA Office and applied for additional funding. He was successful in increasing the loan amount by \$175 million for a total loan of \$500 million.

Joumblat has always received clean audit opinions. He has the confidence of the board of directors, which has made for a smooth budget process.

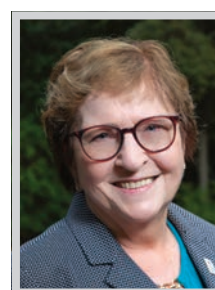


TARIK RAHMANI

FINALIST

*Finance Director
 City of Carson*

Tarik Rahmani is Carson's finance director with the primary purpose of financial stewardship of public funds. He provides leadership and support to the elected officials in developing policies that are for the benefit of the Carson community. These policies are critical to the city's financial stability as well as the city's ability to consistently deliver high-quality municipal services to the residents and businesses. Rahmani's background includes leadership in budget development, revenue forecasts, financial stewardship of pension & benefits administration, long-term financial planning, leading process improvement initiatives, directing the operations of the comprehensive Finance Department, and oversight of the Measure C Committee. Rahmani is also the elected VP of League of California City fiscal operations department. He volunteers his time to provide guidance to local government organizations state-wide. Rahmani helps develop comprehensive programs that allow officials to learn about developments in their field while exchanging ideas on solutions to challenges.



PATRICIA SMITH

FINALIST

*Chief Financial Officer
 Los Angeles County Office of Education*

Patricia Smith has been a highly respected chief financial officer, lauded fiscal advisor, and strong advocate of a quality education for all students, responsible for supporting school districts across the county and offering guidance and mentorship of countless business services advisors and public-school leaders. Known for being a woman of wisdom burnished by experience and a protector who nurtures, sees talent, creates opportunity, and lets her team rise, she has mentored countless LACOE employees, inspiring them to excel, and support one another. Her commitment and contributions to the Los Angeles County educational system, most notably, students, families, school leaders and educational partners has greatly contributed to the vast legacy and tremendous impact of public schools. Smith is giving back to the LA community by providing fiscal and operational support for the 80 school districts that provide a public education to approximately two million students in the county.

Built around you.

A decorative graphic consisting of two overlapping squares: a pink one on top and an orange one on the bottom, positioned to the left of the text.

Keeping private companies
ahead of the curve and
connected to growth.

Learn more at:
www.pwc.com/privateclients



2022 HONOREES & FINALISTS



NONPROFIT CFO OF THE YEAR HONOREE

LUCIA KUNG

Chief Financial Officer

Mental Health America of Los Angeles

As chief financial officer for Mental Health America of Los Angeles, Lucia Kung has revitalized the agency's financial growth. With many companies having to lay staff off during the pandemic, Kung secured a Paycheck Protection Program (PPP) loan for \$4.6 million for our agency. Kung has restructured the agency's budget and financial strategies. In addition, she has been able to reorganize and speed up accounts receivable to ensure the adequate cash flow for employee payroll, and on-time payments for vendors.

Since she arrived at MHALA in 2016, Kung's sound advice on endowment investments, financial planning and projections, and robust relationships with key financial partners have elevated MHALA's ability to better serve people in our community with mental health needs. Not only does she excel in her position as CFO, but she is also a cherished team member of MHALA. There is not a colleague or staff member who does not appreciate her impeccable work ethic and strong financial leadership.

She is actively involved in mentoring future accountants. Throughout her career, she has mentored several accountants who have gone on to become CPAs. She has also cross trained her current team to work in multiple accounting areas to help them grow in their careers. Kung is also a member of the Equitable Reimbursement & Compensation Workgroup for the County of Los Angeles. This group makes recommendations to the County of Los Angeles and its providers so they can work together more smoothly and understand each other's needs and obstacles.



MELISSA MENDOLERA

FINALIST

Chief Financial Officer

Social and Environmental Entrepreneurs

Melissa Mendolera joined Social and Environmental Entrepreneurs (SEE) as the CFO and has far exceeded all expectations. She is embracing a leadership position and transforming the organization's fiscal sponsor nonprofit, taking our team to new heights. She has sparked changes and cultivated growth that has rippled through every aspect of our organization and other fiscal sponsors, proving herself to be a model for all finance directors in the nonprofit and public service world. SEE is an industry-leading fiscal sponsor nonprofit, providing support services to start-up nonprofit projects. Once Mendolera joined the team, the organization was able to expand its resources to projects exponentially. It was on a trajectory to double in revenue from 2020 to 2021 and because of Mendolera's vast experience in managing large-scale budgets, she enabled SEE to absorb the growth in stride.



SANDY OLUWEK

FINALIST

CFO

PATH (People Assisting the Homeless)

As the CFO of PATH since 2011, Sandy Oluwek has overseen all financial functions, primarily managing a department of 25, monitoring financial performance and keeping the CEO and board informed, tracking and forecasting budgets and cash flow, analyzing the financial implications of new opportunities, and managing external financial relationships. She has over 30 years of accounting and finance experience in both the non-profit and for-profit worlds and is a former Certified Public Accountant. Prior to joining PATH, Oluwek was president of her own company, The Finance Oasis, Inc., which trained companies to understand their financial information and use it to improve their cash flow and profitability. Since she has been at PATH, the organization has grown sixteen-fold from revenues of \$8 million to \$130 million with the finance department quadrupling in size.

EMPLOYEE RETENTION TAX CREDIT



Common Industries

- Non-profits
- Real Estate and Construction
- Law firms
- Real estate
- Manufacturing
- Home health & Medical
- Gym & Fitness studios
- Restaurants & Food services
- Schools & Daycares
- Government Contractors
- Hotels
- Professional Services

Key Facts

- No reduction in revenue needed to qualify
- Essential and non-essential businesses eligible to claim
- Can claim even if your business received PPP

Receive up to \$26,000 per employee

Cares Act - COVID relief for businesses with fewer than 500 full time employees



R&D Incentives Group assists companies of all sizes to claim the Employee Retention Credit

Our expert team of tax specialists and accountants will:

- Validate and document your eligibility
- Provide audit ready documentation and support
- Keep your company compliant with ERC program rules and regulation including PPP and ERC interplay
- Calculate your ERC amounts
- Prepare and file all paperwork with the IRS and claim your refunds at no upfront cost to you

R&D Incentives Group

725 S FIGUEROA STREET, SUITE 2250
LOS ANGELES, CA 90017
www.rdincentivesgroup.com

WANT TO LEARN MORE?

info@rdincentivesgroup.com
Tel. 213.805.5888



2022 HONOREES & FINALISTS



RISING STAR CFO OF THE YEAR HONOREE

CHRIS ALLEN

Chief Financial Officer

Keck Medical Center of USC

Chris Allen is chief financial officer for Keck Medical Center, which consists of Keck Hospital of USC, a 401-bed acute care hospital, and the 60-bed hospital, USC Norris Cancer Hospital. Keck Medical Center is part of Keck Medicine of USC, USC's medical enterprise and one of only two university-based medical systems in the Los Angeles area. As the medical center's chief financial officer, Allen leads financial strategy, long-range financial planning and capital process, working closely with the leadership across both hospitals and Keck Medicine.

Due to his financial acumen and leadership skills, Allen was selected as interim chief financial officer in the summer of 2020, where he was key in reviewing affiliation and joint venture activities. He also led the completion of a funds flow model to align equity distribution between the health system and USC, in conjunction with USC and Keck Medicine leadership. Eventually his talents were tapped last June to become the medical center's CFO.

Daily, Allen manages the complexities of health care and the entire health care industry, which includes government regulations, the insurance industry, labor unions, banking and financing industry and medical device and pharmaceutical companies all while making sure that the clinicians and physicians at the medical center have the resources to take care of patients today and tomorrow.

Allen is a supportive and compassionate leader who encourages his team to speak up and to take chances, grow, and be ready for the next step of their career. He is a self-starter with a knack for seeing and filling a need.

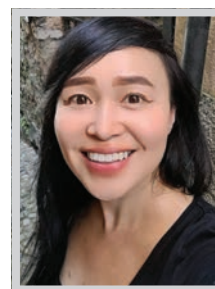


JEANELLE ARIAS

FINALIST
CFO

Goodwill Southern California

Jeanelle Arias joined the Goodwill SoCal (GWSC) in June, 2021, with more than 19 years of accounting and financial management experience. Since her arrival at GWSC, Arias has been a critical leader supporting the organization's recovery from the pandemic. Leveraging her operational experience, she has been streamlining the company's financial structure and has been working with her board of directors to reduce the organization's debt load and debt service. After shutting down all of their stores for several months early in the pandemic, the majority of their 82 stores in SoCal were at negative EBITDA by the end of fiscal year 2020 and total EBITDA of negative (\$23.2 million). Arias and her colleagues mounted an impressive turnaround effort with 80 out of the 82 stores and positive EBITDA of \$23.4 million by the end of 2021, exceeding 2019 EBITDA of \$231,000.



GLADYS FUNG

FINALIST
CFO

Spinn, Inc.

Spinn, Inc. CFO Gladys Fung was the CFO and vice chair of the board of directors at the non-profit organization Family Promise of San Gabriel Valley, with a mission to assist families in regaining stable housing after experiencing homelessness. She is also a director of the Spinn board. Fung raised considerable venture debt from SVB and TPG, has been instrumental in developing Spinn's business model, accounting and controlling. She is proactively analytical, builds on data and is expertly driving for KPIs. She has a small team that moves mountains, from the regular accounting jobs to implementing the right tools to get the job done. Spinn works with international teams and Fung is always eager to provide the right support with tremendous drive and relentless energy. She brings the ideal background with a blend of technical knowhow, hands-on execution skills and leadership.



BrokerTech
Ventures

Fueling the Tech-Enabled Broker

Fifteen of the nation's top super-regional brokerage firms and 14 premiere insurance carriers and wholesalers are collaborating with BTV's cohort of technology innovators from across the globe. Working in collaboration with the sheer drive to elevate the industry to help our clients identify risks sooner and drive down costs, faster. Learn how the industry's first broker-led convening platform is lighting the way to maximize technology solutions and amplify innovation within the insurance industry as we know it: BrokerTechVentures.com





2022 HONOREES & FINALISTS



STARTUP CFO OF THE YEAR HONOREE

JANG LEE

CFO

Flow Finance Inc.

An experienced chief financial officer with a demonstrated history of working in the internet industry, Jang Lee is skilled in business planning, sales, management, business development and analytics.

Lee has worked in the financial world for over 25 years. Before taking on his CFO roles working for successful companies such as Western Office, Hollar, Joymode, UpRound Partners and now, Flow Finance Inc., he began his career as an accountant and financial analyst. Flow Finance is a financial services and technology company redefining what founders should expect from their accountants. Under Lee's financial stewardship, the company provides best-in-class, personalized financial services combined with a data consolidation platform that empowers customers to go beyond their numbers to unlock actionable, strategic insights.

Lee has worked in the CFO space now for over ten years. Throughout his career, Lee has grown as a professional and learned to take on particularly difficult or challenging projects. Overall, he has made a significant impact on Flow Finance's growth and success since he joined the team earlier this year. The team at Flow Finance report that they are thankful for Lee's skills, passion and determination that he brings to the table each and every day.

Lee has also been a philanthropic and helpful resident of Los Angeles over the course of his career. He has been an active representative on the advisory board for entrepreneurship at California State University, at Northridge. He has worked alongside the board to help build that program across the University.




Junior Achievement of SoCal proudly congratulates

SUSAN SAGHEB

for being recognized as a
Los Angeles Business Journal 2022 CFO Award Nominee

We also want to recognize all professionals, like Susan, whose devotion to the mission of organizations, like ours, motivates an intentional commitment to doing what it takes, often beyond their role, in service to others.



- 68 years of working with underserved communities to provide programs in financial literacy, entrepreneurship, and career readiness
- 1.7+ Million low to moderate income youth served since 1954
- JA So Cal is a GuideStar Platinum recognized non-profit
- We are the  **3DE** Schools Provider for SoCal

INNOVATIVE EDUCATION PROGRAMS FOR K-12 STUDENTS

- + FINANCIAL LITERACY
- + CAREER-READINESS
- + ENTREPRENEURSHIP
- + RE-ENGINEERING PUBLIC EDUCATION WITH 3DE SCHOOLS

Offices in: Los Angeles | Orange County www.jasocal.org



RSM MIDDLE MARKET AWARD HONOREE

MATT ACKERMAN

Chief Financial Officer
MNX Global Logistics

Matt Ackerman's finance executive roles span over 25 years, having been a CFO at multiple companies for over six years. He has diverse multi-industry experience with expertise navigating challenges collaboratively and strategically. After joining MNX Global Logistics in 2019, Ackerman quickly identified critical areas of improvement in both the finance organization as well as the overall business, leading transformations that ultimately improved liquidity by over \$30 million. He oversaw critical strategic investment into technology and personnel to support ongoing organic growth, leading to profitability enhancement of 1.8% of sales (\$5.5 million) over 2020.

Additionally, Ackerman has taken lead roles in the broader business strategic initiatives, contributing to the ongoing organic growth at MNX of 31% (year to date 2022) and critical diligence and analysis to grow the business through strategic acquisitions. The success of MNX led by Ackerman in 2021 led to the successful recapitalization of the company in December 2021 leading to improved liquidity that provides incremental capital for acquisitions and reinvestment in MNX.

Ackerman has a passion for working and volunteering with youth across Southern California throughout various youth programs. He has served as advancement chair for Scouts BSA, mentoring and guiding Scouts to marshal the resources necessary to develop skills and demonstrate their knowledge to achieve rank advancement and associated leadership skills. Additionally, Ackerman has volunteered as a youth leader at his church, overseeing kids' learning and development on paths to becoming confirmed members of the church.

CONGRATULATIONS CHRIS YOUNG

CHIEF FINANCIAL OFFICER

We're proud of your recognition for industry excellence as a

**CFO OF THE YEAR
PUBLIC COMPANY HONOREE**

LOS ANGELES
BUSINESS JOURNAL





CONGRATUALIONS 2022 NOMINEES

Matt Ackerman

MNX Global Logistics

Phil Ahn

B. Riley Financial

Steve Aleman

Prime Healthcare

Naj Allana

Omelet

Chris Allen

Keck Medical Center of USC

Alex Amezquita

Herbalife Nutrition

Belva Anakwenze

Abacus Financial Business Management

Jeanelle Arias

Goodwill Southern California

Donna Bateman

KROST CPAs & Consultants

Michel Berreitter

BLT Enterprises

Kevin Berryman

Jacobs

Steven B. Binder

MannKind Corporation

Craig Borstelmann

Republic Indemnity Company of America

Thomas Boyack

Beach Point Capital Management LP

Beth Bradmon

Spotter

Jason Brooks

The MBS Group

Kathryn Browne

Quigley

Vincent Chan

Christina

Robert A Clarke

National Notary Association

Tyler Conger

Lincoln Avenue Capital

Paul Conway

Argo Navis School

Sean Cunningham

Integrated Capital Management

Edward Czajka

Preferred Bank

Jane Eagle

Evoke Advisors

Erin Eichberg

Eichberg Associates, Inc.

Gladys Fung

Spinn, Inc.

Mara Garcia

Phonexa

Marc Goldberg

Partner Engineering & Science, Inc.

David Graft

Five Acres

Joshua Green

Survios

Robb Hagestad

Western Management Associates -

Your CFO for Rent

Irwin J. Jacobson

Blu Digital Group

Sam Joumblat

Port of Long Beach

Wafa Kanan

Unique Image, Inc.

Usman Khalid

John Elliott

Lucia Kung

Mental Health America
of Los Angeles

Vanessa Lambrechts

Michelman & Robinson, LLP

Jang Lee

Flow Finance Inc.

Judy Lewis

NORMS Restaurants

 The advertisement features a portrait of Eugene D. Straub on the left. The background is dark blue with orange circles. The Children's Institute logo is at the top right. The main text congratulates Eugene D. Straub as a 2022 CFO Award Nominee and highlights his role in supporting children, families, and communities.

children's institute

CONGRATULATIONS, GENE STRAUB!

Los Angeles Business Journal's 2022 CFO Award Nominee

Leading our organization to support healthy **children**, thriving **families**, and empowered **communities**.

childrensinstitute.org

Eugene D. Straub
Executive Vice President and Chief Financial & Operating Officer



- | | | | |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|
| Robert Licht
Hertz Investment Group | Timothy Myers
SR Landscape Development, Inc. | Frank Sansone
Beyond Limits | Layne Thrasher
Prager University Foundation |
| Jennifer Loo
Tala | Alice Neuhauser
Seismic Capital Company | Manveer Sehmi
Hartbeat, LLC | Kevin Trosian
Extensiv |
| Shelley Mallchok
MALDEF (Mexican American Legal Defense and Educational Fund) | Sandy Oluwek
PATH (People Assisting the Homeless) | Patricia Smith
Los Angeles County Office of Education | Chikako Tyler
California Bank & Trust |
| Mike Matzner
illi Commercial Real Estate | Jeff Parong
Los Angeles Federal Credit Union | Mark Sottosanti
Riot Games | Jonathan Weiss
Raw Sugar Living |
| Kevin McKee
Santa Catalina Island Company | James O. Phillips
Los Angeles Mission | Eugene D. Straub
Children's Institute | Patty West
C5 Youth Foundation of Southern California |
| Kapil Mehta
Allied Digital Services LLC | Tarik Rahmani
City of Carson | George Stroesenreuther
The Starco Group | Julie Winfield
RFO Management |
| Steven Meisberger
Los Angeles Regional Food Bank | Brad Reynolds
Blaze Pizza, LLC | Chris Sue
Union Rescue Mission | Tim Yarbrough
ZipRecruiter |
| Elizabeth Meisler
St. John's Community Health | Antonio Rodriguez, Jr.
The Bouqs Company | Cordell Sweeney
Golden West Packaging Group | Lusine Yeghiazaryan
SADA |
| Melissa Mendolera
Social and Environmental Entrepreneurs | Peter Roman
TruConnect Communications | Mark Szczepaniak
Velocity Financial, Inc. | Chris Young
Entravision Communications Corporation |
| | Susan Sagheb
Junior Achievement of Southern California | Tina Tayag
Nadel Architecture + Planning | Armin Zerza
Activision Blizzard |

LABJ'S 2022 CFO AWARDS FINALIST - DONNA BATEMAN, CPA



LOS ANGELES BUSINESS JOURNAL'S CFO 2022 AWARDS FINALIST

We would like to congratulate Donna on her nomination for the Los Angeles Business Journal's CFO Awards. Donna is an integral member of the KROST team with her dedication of over 40 years at the firm. We are truly grateful to have such an inspiring CFO within our firm.

KROSTCPAS.COM | CONNECT WITH DONNA: DONNA.BATEMAN@KROSTCPAS.COM



DONNA BATEMAN, CPA
Chief Financial Officer

Majority of Organizations' Short-Term Investments are Maintained in Bank Deposits

Results of the 2022 AFP Liquidity Survey from the Association for Financial Professionals (AFP), underwritten by Invesco, reports that the typical organization currently maintains 55% of its short-term investments in bank deposits. This is the highest figure since 2016, when it was also reported that 55% of organizations were holding their short-term investments in banks. This is only a slight increase from 2021 and 2020 figures, which were 52% and 51% respectively. The largest increase occurred from 2019 to 2020 when it jumped 9%. Similar trends are also being observed for short-term investments outside the U.S. (69%).

The survey also found that 57% of organizations are preparing their portfolios ahead of anticipated federal funds target rate increases, with 34% doing so by managing the duration of their portfolios. Others are considering investing in floating rate notes, creating bond maturity ladders or using a barbell approach with select securities.

Findings suggests companies are being cautiously optimistic while shoring up liquidity to ease uncertainty as the share of organizations that plan on increasing their cash holdings in the U.S. has decreased by 10 percentage points

to 37% as compared to 47% who reported the same last year.

Additional findings include:

- Safety continues to be the most valued short-term investment objective for 63% of organizations. This can be expected, given the economic uncertainty due to high inflation rates, anticipated actions by the Federal Reserve and the tense geopolitical environment.

- Twenty-five percent of organizations are considering Environmental, Social and Governance (ESG) investment parameters, which is materially higher than the 17% reported in last year's survey report.

Just over a quarter (26%) of respondents report that their organizations have plans to prepare operating cash and investment portfolios for the LIBOR end date of June 30, 2023. This is a 11 percentage point increase over last year.

- AFP's Liquidity Survey was conducted in March 2022 and received responses from 284 corporate practitioners.

"In the past year, the economic environment has been fraught with uncertainty. Therefore, it is not at all surprising that the majority of organizations are prioritizing safety as their pri-

'In the past year, the economic environment has been fraught with uncertainty. Therefore, it is not at all surprising that the majority of organizations are prioritizing safety as their primary investment objective. That said, we are hopeful as a smaller percentage of respondents report an increase in cash and short-term balances at their organizations over the past year compared to a year earlier, suggesting that companies are less constrained than they were in 2021.'

mary investment objective," said Jim Kaitz, AFP president and CEO. "That said, we are hopeful as a smaller percentage of respondents report an increase in cash and short-term balances at their organizations over the past year compared to a year earlier, suggesting that companies are less constrained than they were in 2021."

"It's been a remarkable period in liquidity markets, from the early pandemic days in 2020 to the sharp inflation acceleration and aggres-

sive shift by the Federal Reserve to tightening monetary policy in 2022," continued Laurie Brignac, CIO, global liquidity, Invesco. "As companies prepare to put cash to work, investors need to be strategic in their approach to uncover opportunities in the higher interest rate environment while managing through a very aggressive hiking cycle."

Survey results are available at afponline.com.



The stakes are high.

Conflicts are real.

Tenant advocacy matters.

The stakes are high for occupiers. Real estate is expensive and inflexible. With the pandemic, labor dynamics, and economic instability, all bets are off.

It's time to go beyond the market and uncover how your commercial real estate can drive your goals, not impede them.

To talk with us, call our Managing Principals

Lawson Martin
213.430.2456

Dennis Smith
213.430.2463

cresa.com



San Diego's #1 FULL-SERVICE Recruiting Firm
Specializing in Direct & Temporary Personnel Placement

✓ Fastest Growing Company ✓ Top Award-Winning Leadership

We *Find* The Candidates, You Can't!

Our exclusive proprietary recruiting process ensures that we talk to every possible candidate to fill your job. Our recruiters have access to unlimited resources. We don't just post positions; we use our innovative, proprietary selection process and leverage state-of-the-art technology while incorporating traditional recruiting methods.

Our investment in candidate sourcing is unmatched.

Accounting | Administrative | Executive-level | Finance
HR | Legal | Marketing | Operations | Sales | Technical



We stand behind our work and go
ABOVE AND BEYOND



We produce **TOP**
candidates **FAST**



We **LISTEN** to our clients and
DELIVER the exact cultural
and technical fit

Boutique Recruiting successfully places candidates nationally.

FIND YOUR TOP CANDIDATES WITH US!

858.800.4935





Nearly Half of CFOs are Bracing for Recession

Each quarter, CFO Signals tracks the thinking and actions of leading CFOs representing North America's largest and most influential companies. Since 2010, the survey has provided key insights into the business environment, company priorities and expectations, finance priorities, and CFOs' personal priorities. Participating CFOs represent diversified, large companies, with 84% of respondents reporting revenue in excess of \$1 billion. More than one-quarter are from companies with greater than \$10 billion in annual revenue.

ECONOMIC OUTLOOK

CFOs' sentiment toward current conditions in all five economic regions covered in the CFO Signals survey fell this quarter. For North America, 33% of CFOs rated the current economy as good or very good, a noticeable decline from 52% in 2Q22. However, 29% of CFOs indicated conditions in North America will improve in a year, up from 18% in the prior quarter. Sentiment was similarly gloomy for the current economies of Europe, China and South America, with just 7% of CFOs viewing conditions as good or very good in each region — all representing a decline from 2Q22. The economy of Asia, excluding China, fared slightly better, with 17% of CFOs considering it as good or very good.

OWN COMPANY OPTIMISM AND RISK

The percentage of CFOs expressing more optimism for their companies' financial prospects declined to 19% from 27% in the prior quarter. This figure is the lowest it has been since the 2Q20 survey. That said, there was a slight uptick in the percentage of CFOs saying now is a good time to be taking greater risks, at 38%, compared to 35% in 2Q22. Inflation and geopolitics stood out most prominently among CFOs' long list of external risks. Internally, talent, especially retention issues, continued to dominate CFOs' list of internal worries.

KEY OPERATING METRICS

For the second consecutive quarter, CFOs lowered their year-over-year growth expectations for revenue, earnings and capital spending. Revenue growth decreased to 6.2% from 7.8%, earnings growth declined to 6.4% from 8.4%, and capital spending growth expectations fell to 4.3% from 11.2%. CFOs also reduced their growth expectations for both domestic wages/salaries and domestic hiring — the first significant decrease since the 2Q20 CFO Signals survey. Domestic wages/salaries growth expectations decreased to 4.8% from 5.3%, and domestic hiring growth fell to 2.6% from 5.3%. Dividend growth remained flat on

a quarter-to-quarter basis, at 4%.

RECESSION AND INFLATION EXPECTATIONS AND PLANNING

Forty-six percent of surveyed CFOs expect the North American economy to be in a recession by the new year. CFOs are taking actions to prepare, including the most-often cited step: reducing or closely managing operating expenses. CFOs are also controlling headcount, limiting hiring, and increasing productivity. Furthermore, several CFOs are evaluating their customers, services and/or products to identify opportunities to help recession-proof their organizations.

Slightly more than one-third of CFOs (39%) noted they expect the North American economy to be in a period of stagflation by 2023. Another 15% expressed a more optimistic outlook, indicating they expect the region's economy to be growing with low-to-moderate inflation by 2023. Of note, CFOs' concerns over persistent inflation outweighed angst over the possibility of a recession nearly 3 to 1.

ASSESSMENT OF CAPITAL MARKETS

The proportion of CFOs regarding U.S. equities overvalued in this quarter's survey fell to 30% from 43% in the prior quarter. Forty-six percent of CFOs indicated U.S. equities were neither

CFO SURVEY HIGHLIGHTS

- Forty-six percent of surveyed CFOs expect the North American economy to be in a recession by the new year, while 39% expect the North American economy to be in a period of stagflation.
- CFOs' concerns over persistent inflation outweighed angst over the possibility of a recession nearly 3 to 1.
- Just 33% of CFOs rate the current North American economy as good or very good, a marked decline from 52% in the second quarter of 2022.
- The nearly one-quarter (24%) of CFOs considering U.S. equities as undervalued is the highest this figure has reached since the 1Q16 CFO Signals survey.
- Domestic hiring growth expectations fell to 2.6% from 5.3% in the second quarter of 2022.

overvalued nor undervalued, while 24% viewed them as being undervalued — the lowest percentage since 1Q16. Fewer CFOs this quarter found debt financing as attractive than in 2Q22: Just 16% indicated that debt financing is attractive, a sizable decline from 32% in the prior quarter. Record levels of inflation and fears of a potential recession may have fueled the drop. Meanwhile, the attractiveness of equity financ-

REDEFINE WHAT CLOUD CAN DO FOR YOU

SADA

Google Cloud

NORTH AMERICA

Partner
of the Year

Sales

2021

At SADA, we climb every mountain, clear every hurdle, and turn the improbable into possible – over and over again. Simply put, we propel your organization forward.

It's not enough to migrate to the cloud, it's about what you do once you're there. Accelerating application development. Advancing productivity and collaboration. Using your data as a competitive edge. Your challenges are ours. We're ready. Let's go.

SADA.com / +1 (818) 766-2400 / googlesales@sada.com



ing among CFOs rose slightly, to 26% from 22% in the prior quarter.

“Deloitte’s Q3 CFO Signals survey reveals that CFOs are grappling with the effects of inflation and the prospects of a potential recession,” said Steve Gallucci, national managing partner, U.S. CFO Program, Deloitte LLP, and global leader, Deloitte Touche Tohmatsu Limited. “Some organizations are already taking measures to cope with slowing growth, including cuts to hiring, wage growth and capital spending. Nevertheless, sustained inflation remains a more worrying prospect for CFOs than a recession.”

METHODOLOGY

Every quarter, Deloitte’s CFO Signals closely follows the thinking and priorities of leading CFOs who represent some of North America’s largest and most impactful organizations. This report summarizes CFOs’ opinions across four key areas: business environment, company expectations and priorities, financial priorities, and personal priorities.

The CFO Signals survey for the third quarter of 2022 was conducted between Aug. 1, 2022, and Aug. 15, 2022. A total of 112 CFOs participated in this quarter’s survey. This survey seeks responses from CFOs across the United States, Canada and Mexico, and the vast majority are from companies with more than \$1 billion in annual revenue. Participation is open to all industries except public sector entities.

Learn more at deloitte.com.



Congratulations Ed Czajka

*on being nominated
for the 2022 CFO Awards!*

*We appreciate your outstanding leadership
and dedicated service to our company!*



The Preferred Way to Bank

Los Angeles | Orange County | San Francisco | New York | Houston





Talent is Top Challenge Facing CFOs Through 2023

Hiring and retaining staff is the most difficult task facing CFOs over the next 12 months, according to a survey from Gartner, Inc.

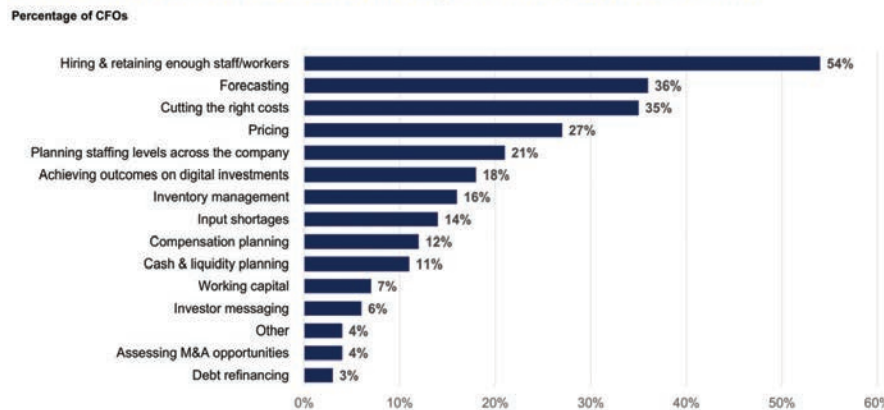
The tight labor market is part of a trifecta of factors including persistent inflation and supply chain disruptions that are set to continue challenging corporate profitability through 2023.

Gartner polled 234 CFOs in July 2022 and asked them to indicate their top three most difficult tasks over the next 12 months. Hiring and retaining staff was the only task selected by a majority of respondents. Forecasting, selected by 36% of respondents and cutting the right costs, selected by 35% of respondents, made up the top three challenges facing CFOs.

“The data from CFOs align with what we are hearing from HR leaders, namely that competition for talent is expected to become fiercer over the medium term, and retaining that talent will become more challenging,” said Marko Horvat, vice president, research, in the Gartner Finance practice. “CFOs will need to deploy a variety of strategies to ensure critical roles remain filled while also protecting margins.”

“The top three challenges are a reflection of CFOs’ struggles to manage against a backdrop of persistent inflation and unusually high macroeconomic uncertainty,” said Horvat. “CFOs need to identify the few critical areas where

CFOs’ Most Difficult Tasks to Manage for the Next 12 Months



n = 234 (total)
Q04: What will be the most difficult to manage during the next 12 months? Select up to 3 options.
Source: Gartner Finance Cost Reduction Quick Poll 2022

investments should be accelerated, such as human capital and digital investments, while optimizing costs against a backdrop of stubbornly high inflation; this is no easy task.”

While raising compensation for top performers is inevitable, higher compensation

alone will not solve the talent challenge and will ultimately pressure margins if deployed too broadly.

Organizations also need to refine their employee value proposition (EVP) to acknowledge a new reality of expectations for

'CFOs need to identify the few critical areas where investments should be accelerated while optimizing costs against a backdrop of stubbornly high inflation; this is no easy task.'

increased flexibility. In addition to reinventing the EVP, CFOs should reassess their organization’s recruitment efforts in collaboration with HR partners to ensure critical roles are being prioritized and more avenues of detecting talent are activated across the organization.

The Gartner Finance practice helps senior finance executives meet their top priorities. Gartner offers a unique breadth and depth of content to support clients’ individual success and deliver on key initiatives that cut across finance functions to drive business impact.

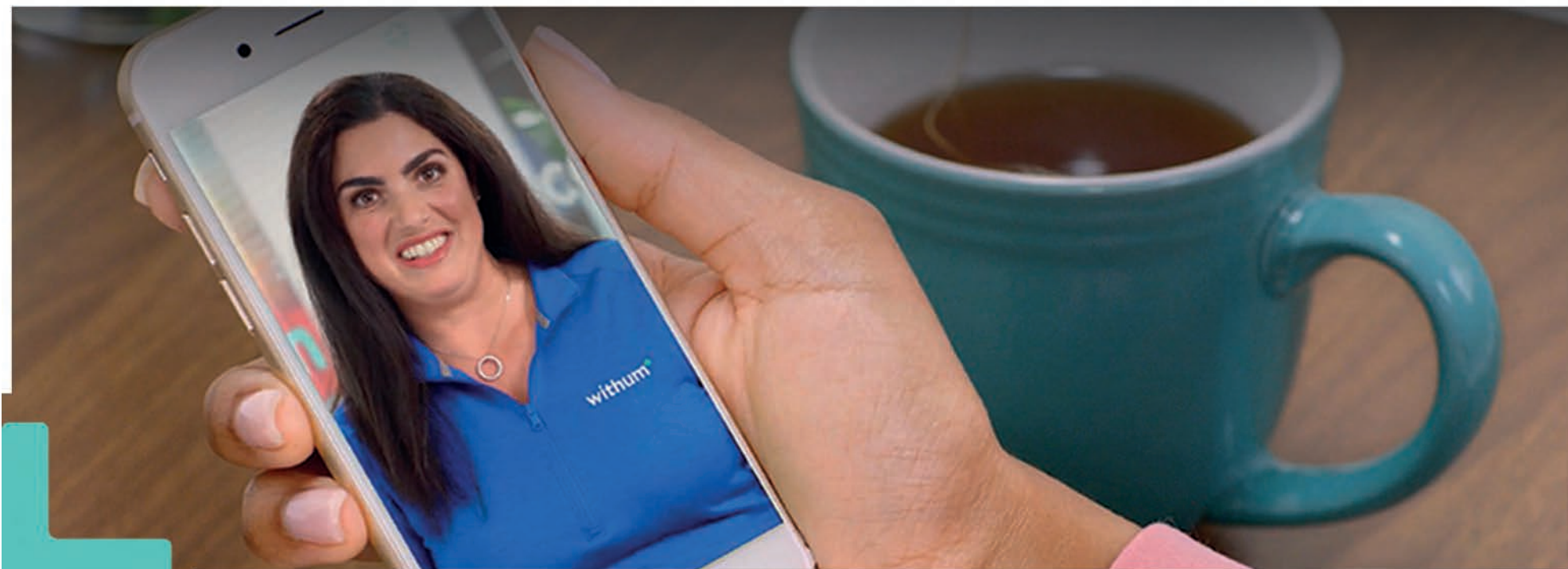
Learn more at [gartner.com](https://www.gartner.com).



withum⁺ More Than CPAs.

We're Trusted Advisors Offering Smart Business Solutions to CFOs

Learn more at [withum.com/more-than-cpas](https://www.withum.com/more-than-cpas)



This Year has Yielded the Largest Salary Increases in Ten Years for Finance Professionals

Now in its 34th year, the Association for Financial Professionals (AFP) Compensation Survey was conducted in February 2022. The survey collected data on total compensation earned during the 2021 calendar year, as well as data on base salaries effective January 1, 2022. Key among the findings was the fact that financial professionals gained an average 4.4% base salary increase in 2022, a 1.5% gain over the previous year. The increase in salary breaks down further as a gain of 4.3% for executive- and management-tier professionals, and a gain of 4.5% for the staff-tier.

BONUSES

In 2021, 69% of organizations awarded bonuses to their employees, unchanged from 2020. Of the three job tiers, executive-tier financial professionals received the largest average bonuses in 2021, which was, on average, \$68,494, or 35% of base salary, an increase from the \$61,555 reported in 2020.

BENEFITS

Nearly all organizations (98%) provide health

insurance for their employees, and 95% provide dental insurance. For the first time since AFP began tracking paid paternity leave, the percentage of employers offering this benefit was the same as those offering paid maternity leave (58 percent).

CAREER ADVANCEMENT

Various factors influence a financial professional's potential for promotion. The primary criterion for upward mobility is increased job responsibility (cited by 79 percent of respondents). Fifty-two percent of respondents indicated their contribution to department or company profitability impacts their upward mobility

CHALLENGES

Recruiting, personnel issues and staffing was cited by 44% of respondents as the greatest challenge faced in their current role, followed by volume of work (40%) and limited resources (39%).

RESIGNATION TRENDS

Over two-thirds (68%) of respondents report

that employees at their organizations resigned from their jobs in the past six months. The primary reason driving employees to resign is dissatisfaction with compensation and benefits, as cited by 51% of respondents. Almost half (47%) indicate that employees resigned due to experiencing burnout and seeking work-life balance. Financial professionals expect these resignation trends to continue in the next 12 months

CURBING STAFF ATTRITION AND BUILDING LOYALTY

An encouraging 67% of respondents reported that their organizations are taking steps to curb staff attrition. Respondents ranked offering a flexible work environment as the most important action employers can take to curb staff attrition and build loyalty.

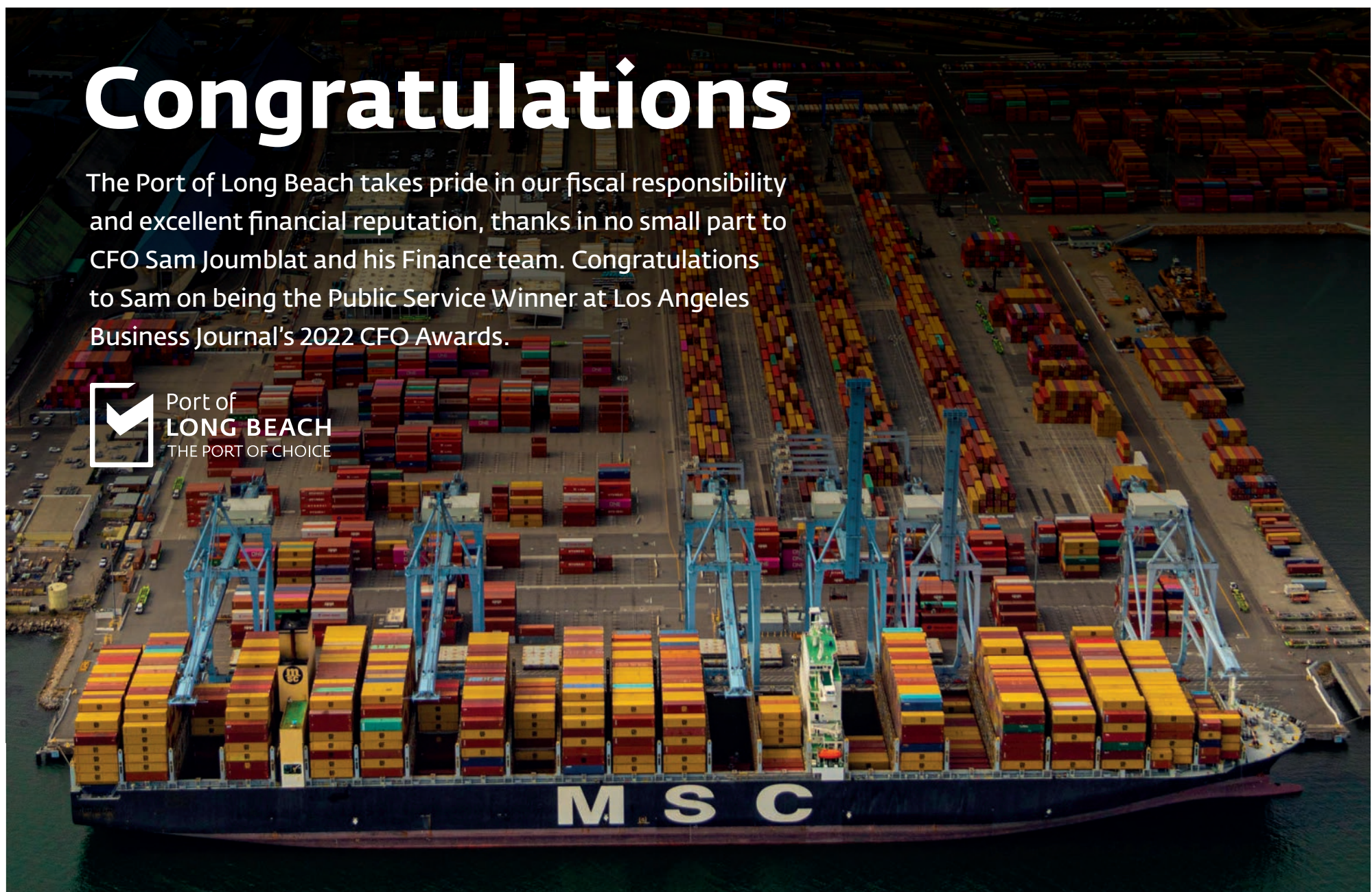
“Given the extreme struggles within our current economic environment, the increase in base salaries across all tiers of the financial profession is encouraging,” said Jim Kaitz, AFP president and CEO. “As the Great Resignation continues, it is important that

'Given the extreme struggles within our current economic environment, the increase in base salaries across all tiers of the financial profession is encouraging.'

organizations continue listening — and responding to — the needs and professional wants of their employees.”

Responses to the survey came from 1,910 financial professionals holding the 19 job titles tracked and provided salary information for 3,352 incumbents.

Comprehensive 2022 AFP Compensation Survey results are available at affonline.org/CompReport.



Congratulations

The Port of Long Beach takes pride in our fiscal responsibility and excellent financial reputation, thanks in no small part to CFO Sam Joumblat and his Finance team. Congratulations to Sam on being the Public Service Winner at Los Angeles Business Journal's 2022 CFO Awards.





AFP 2022 Executive Institute to Focus on Resilience in Uncertainty

The in-person event, sponsored by PNC Bank, will feature sessions and networking events for treasury and finance executives

As treasury and finance executives navigate evolving global issues, the AFP 2022 Executive Institute, sponsored by PNC Bank, will equip leaders to develop risk management strategies and resilience in the face of uncertainty.

The Executive Institute is an exclusive extension of AFP 2022, an annual treasury management conference organized by the Association for Financial Professionals (AFP) that features keynote speeches, educational sessions and networking events. This year's Institute has been designed to help senior-level financial professionals find a renewed sense of purpose, hone their skills and discuss new ideas that could transform their organizations.

Chloe Demrovsky, president & CEO of Disaster Recovery Institute (DRI) International, will open the Executive Institute Monday, Oct. 24, with a keynote session

on the future trends in risk and resilience and the criticality for executives to navigate risks facing their organizations. Demrovsky will provide findings from DRI research as well as tactical insight on strengthening enterprise-wide business continuity practices.

Tuesday, Oct. 25, April Rinne, founder & chief change navigator of April Worldwide, will headline the keynote session on thriving in a world of constant change and uncertainty. Rinne will take leaders on a journey through the flux mindset, explaining what it is, why it matters and how to get one.

"Treasury and finance executives are at the forefront of helping their organizations prepare for and respond to challenges," said Jim Kaitz, president and CEO of AFP. "To get ahead of potential disruptions, leaders must continue to learn. This year's Executive Institute will prepare executives through timely discussions, educational sessions and networking opportunities."

Executive content offered at AFP 2022 also includes:

- Educational sessions on topics such as building an impactful diversity, equity and inclusion initiative; managing the structure

of distributed finance; and operating treasury under private equity;

- Roundtable discussions on issues that are top of mind for finance leaders; and
- Networking events for executives to build their peer network.

"As treasury and finance organizations continue to face unpredictable and uncertain market conditions, we believe that best practice sharing and continuing education are incredibly important – even for senior leaders," said Emma Loftus, executive vice president and head of PNC Treasury Management. "This year's AFP Executive Institute will continue to facilitate these discussions offering seniors leaders new ideas and resources to help them grapple with evolving customer, employee and shareholder expectations."

Created exclusively for senior treasury and finance executives, attendance at the AFP Executive Institute is limited to corporate practitioners with the title of treasurer, chief financial officer, vice president of finance, assistant treasurer or controller. Reserve your seat by registering for AFP 2022 and selecting the

'Treasury and finance executives are at the forefront of helping their organizations prepare for and respond to challenge. To get ahead of potential disruptions, leaders must continue to learn.'

AFP Executive Institute.

Headquartered outside of Washington, D.C., the Association for Financial Professionals (AFP) is the professional society committed to advancing the success of treasury and finance members and their organizations. Established and administered by AFP, the Certified Treasury Professional and Certified Corporate FP&A Professional credentials set standards of excellence in treasury and finance.

MHALA
Mental Health America of Los Angeles

LOS ANGELES BUSINESS JOURNAL'S
2022 NON-PROFIT CFO OF THE YEAR HONOREE



LUCIA KUNG
MENTAL HEALTH AMERICA
OF LOS ANGELES



Marketing Budgets Have Increased to 9.5% of Overall Company Revenue in 2022

Marketing budgets have climbed to 9.5% of total company revenue in 2022, an increase from 6.4% in 2021, according to Gartner, Inc. While marketing budgets are increasing this year, they still lag pre-pandemic spending levels.

The annual Gartner 2022 CMO Spend and Strategy Survey was conducted between February through March 2022 among 405 CMOs and other marketing leaders in North America, as well as Northern and Western Europe across different industries, company sizes and revenue, with the majority of respondents reporting annual revenue of more than \$1 billion. Gartner experts presented the findings during the Gartner Marketing Symposium/Xpo in May.

“In the face of telling macroeconomic considerations, CMOs hold on to a belief that their own economic outlook is strong,” said Ewan McIntyre, chief of research and vice president analyst in the Gartner for Marketing Leaders practice. “Despite inflation, the Russian invasion of Ukraine, supply chain issues exacerbated by China’s lockdown measures and unprecedented talent competition, CMOs appear sanguine. For

example, the majority of CMOs surveyed thought inflationary pressures hitting their business and their customers will have a positive impact on their strategy and investment in the year ahead.”

Seventy percent of respondents reported their budgets had increased this year, however with marketing budgets increasing to 9.5% of total company revenue, it is still down from the average budget between 2018 and 2020 of 10.9%.

DIGITAL ACCOUNTS FOR 56% OF MARKETING SPEND, BUT OFFLINE CHANNELS REBOUND

CMOs have made the shift from digital-first to hybrid multichannel strategies. When asked to report the proportion of their 2022 budget allocated to online and offline channels, online channels take the largest share (56%). However, offline channels account for almost half the total available budget (44%) - a more equitable split than in recent years. Looking at the average spend across industries, social advertising tops the list, closely followed by paid search and digital display.

“There has been a lot of discussion around

COVID-19 shifting consumers to a digital first mindset. However, as Western Europe and North America relax pandemic protocols, customer journeys have recalibrated,” said McIntyre. “Post-lockdown, CMOs need to listen carefully to their customers and pay attention to the channels they are using, as this more closely resembles a hybrid reality.”

MARKETING SPEND INCREASING ACROSS NEARLY ALL INDUSTRIES

Average marketing spending has increased across almost all of the industries surveyed, with some significant variances. Financial services companies recorded the highest budget, at 10.4% of company revenue, up from 7.4% in 2021. While eight out of the nine industries surveyed reported budget increases, spending for CMOs in consumer goods firms has stagnated, moving from 8.3% in 2021 to 8% in 2022.

CMOS CONFIDENT ON BRAND CAPABILITIES, BUT 61% LACK IN-HOUSE RESOURCES

Brand was one of the lowest ranked capability gaps in the survey, showing that

CMOs are confident in their capabilities to manage brands. In fact, when asked to report their budget allocations across marketing’s program and operational areas, brand strategy and activation are near the top of the list, accounting for nearly 10% of the budget. However, other strategic capabilities gaps still persist: Marketing data and analytics was identified by 26% of CMOs as a top capability gap, followed by customer understanding and experience management (23%), and marketing technology (22%).

These specific instances illustrate a larger resource challenge for CMOs, with the majority (61%) of CMOs reporting that their teams lack the capabilities required to deliver their strategy.

“Marketing is experiencing a historic surge in talent demand in 2022,” continued McIntyre. “Prioritizing the proper mix of resources should be a mission critical priority for CMOs in order to attract and retain the capabilities they need to deliver against their CEO’s goals, such as focusing on brand and customers.”

Learn more at [gartner.com](https://www.gartner.com).

CONGRATULATIONS
CFO OF THE YEAR
HONOREES

CBIZ & MHM ARE HERE FOR LOS ANGELES AREA CFOS & CONTROLLERS.

Through an array of solutions, we help your organization take flight. Your CBIZ & MHM team provides guidance on complex new accounting standards, assists with tax plays, and delivers advisory services to help you make the most of your unique environment.

CBIZ.COM/LOSANGELES | MHMCPA.COM/LOSANGELES

MHM (Mayer Hoffman McCann P.C.) is an independent CPA firm that provides audit, review and other attest services, and works closely with CBIZ, a business consulting, tax and financial services provider.



New Research Finds Majority of Financial Leaders Consider Tech Investments Essential

CFOs in today's banks and insurance organizations must navigate challenges from inflation to supply chain constraints and regulatory demands while competing and growing revenue in a dynamic global market. According to a new IDC survey sponsored by Oracle, these challenges are driving investments in advanced finance technology.

The recent IDC Business Brief, Road Map to Driving Finance Transformation in the Office of the CFO, found that 84.5% of survey respondents agree that modernizing financial operations will be an essential element to compete in volatile local, regional, and global markets. Another 77.8% of leaders believe the finance function within their organization needs to change and over 75% said they are investing in finance modernization.

"The IDC findings showed a vast majority of financial institutions are hungry for integrated financial technology systems and access to near real-time reconciled data across all aspects of their financial operations," said Jason Wynne, group vice president, risk and finance, Oracle Financial Services. "To truly modernize finance operations, CFOs and CIOs will need to be aligned, and view the transformation journey

as a lifecycle rather than a one-way ticket to a single destination. They need to make the investment now in digital technology that takes advantage of the latest innovations and enables effective use of their organization's data."

The survey confirms that the CFO and finance office requires more advanced and innovative technology today, but the market is also reflecting that need. The worldwide financial applications market reached \$37.5 billion in 2021, with investments primarily being driven by enterprise movement to the cloud for more efficient and effective financial management processes. Technologies such as artificial intelligence, machine learning, and robotic process automation can provide the flexibility, cost savings, and strategic insight into the organization's business that the CFO requires.

Several other factors influence the desire for this finance technology investment. Organizations have weathered recent market volatility and global disruptions due to the pandemic, which has also highlighted the need for more connected planning and processing. As a result, 72.9% of CFOs surveyed have increased their focus on business resiliency. Forty-four percent of respondents said the lack of visibility

'The IDC findings showed a vast majority of financial institutions are hungry for integrated financial technology systems and access to near real-time reconciled data across all aspects of their financial operations.'

into financial data is a challenge, and 70% of banking leaders believe their lack of reconciled data is a major hindrance to delivering timely insights. More than one-third (36.7%) of those surveyed are also investing in digital transformation to address regulatory rules, such as IFRS 17 and Basel, faster and more cost-effectively.

Respondents also cite environmental, social, and governance (ESG) issues as a driver for the finance function to have a more-strategic

role. New sustainability standards aim to help organizations manage their entire ESG impact, including a transition to a Net Zero operating model. Moreover, there is mounting pressure from investors for organizations to consider ESG factors in their operations. Both have brought to the forefront the impact of ESG on financial performance. Finance transformation can help improve visibility into ESG impacts across an organization and accelerate reporting that supports new regulatory compliance requirements while informing ESG-related business decisions.

Finance teams that are nimble and have access to modern data management tools and processes can accelerate time to insight and take action to address some of these challenges.

DEEP CRACKS WITHIN FINANCE AND RISK DATA MANAGEMENT

It's evident that complex and siloed data management in the finance function is inefficient and drives up operating costs. More than half (56%) of respondents said they urgently need to reduce the cost of current data collection, correction, and reconciliation. Another 44% of financial leaders said they see significant

MNX

Proudly Congratulates

Matt Ackerman

RSM Middle Market CFO Winner

mnx.com | 2022





room for improvement in how finance data is managed, and 38.2% cited inconsistent data and hygiene as a barrier to improvement.

Financial institutions revealed they seek automation and machine learning to streamline key financial processes such as reconciliation and auditing. A vast majority (81%) of financial leaders reported they would be willing to pay more for cloud-native architecture featuring microservices and containers. This technology helps to make it easier to transfer data between cloud providers, deploy services independently, and in different languages and frameworks, and avoid downtimes. When modernizing finance to a cloud-native architecture, financial institutions can drastically reduce their total cost of operations and be more flexible to meet highly dynamic market demands.

But data and profitability management can't be done without the right talent in place. Organizations also emphasized the importance of talent acquisition. Over one-quarter (27.5%) of financial leaders cited the desire to attract and retain top talent as a driver for finance modernization. A significant 27.5% of respondents are investing in finance modernization technology to do so as it can help make an organization more attractive to prospective employees.

"As financial institutions view their post-pandemic outlook they continue to seek cloud-native applications that can have a transformative effect on their bottom line," said Kevin Permenter, research director, financial applications, IDC. "The CFO and overall finance function will need to drive finance



modernization in their organizations to meet the macroeconomic changes that will continue to shape this dynamic industry."

Oracle Financial Services and Oracle ERP businesses teamed with IDC to survey more than 200 finance executives from 19

countries at financial institutions with annual revenue of \$1 billion or more; the majority have assets greater than \$100 billion. The principal business activity of these organizations include insurance, investment banking, corporate banking, retail banking, or wealth and

asset management, and a majority of respondents were C-level executives (CFO, chief risk officer, chief compliance officer), directors, or above roles.

Learn more at oracle.com.



Los Angeles Business Journal's 2022 Enterprise Private Company CFO of the Year

Julie Winfield

Chief Financial Officer, RFO Management

Congratulations, Julie!

We are so proud of you and inspired by your accomplishments

- RFO Management Team



Improving Payment Processes and Working Capital Enhancements are Challenging Tasks

Findings from the 2022 AFP Strategic Role of Treasury Survey reveal that treasury is increasingly supporting other functions, such as business continuity planning and enterprise risk management

Improving payment processes and working capital improvements are the two most challenging tasks facing treasury professionals today, according to the 2022 AFP Strategic Role of Treasury Survey, supported by Marsh McLennan.

Treasury has also expanded its scope to support other functions. At 82% of organizations, treasury supports business continuity planning, and at 67% of organizations, treasury supports enterprise risk management.

This year, cash management and forecasting are a top priority for 68% of respondents' treasury departments. Among core functions, the emphasis placed on cash management and liquidity planning, heightened by the pandemic,



remains as global issues continue to arise. Since the onset of the COVID-19 pandemic, treasury has been more focused on solving internal challenges rather than managing external concerns.

While soft skills remain most in demand for treasury professionals, the skill gap — i.e., the gap between importance and effectiveness — has widened since 2020 for two important traits: the ability to collaborate and the willingness to be a change agent.

Communication continues to be the most important skill for both senior treasury practitioners and treasury teams, but there is a gap

with a larger share of respondents citing the skill to be important and a lesser share indicating that treasury leadership and treasury teams were effective in this area.

Over half (56%) of respondents indicated that their organizations are attempting to curb staff attrition in response to the "Great Resignation." Actions that respondents reported as being effective in preventing staff from resigning include:

- Allowing flexible work arrangements (71%).
- Offering growth opportunities within the

organization (53%).

- Offering better compensation/benefits (51%).

"Against a landscape of global supply chain challenges and record-high inflation, treasury has an opportunity to rise to the occasion and provide sought-after guidance and expertise," said Jim Kaitz, AFP president and CEO. "Effective communication and collaboration will be critical for treasury departments as they help their organizations navigate the prevailing uncertainty."

"Treasurers have faced many hurdles over the past two years from pandemic liquidity issues to pension performance challenges," said Richard Smith Bingham, Executive Director, Marsh McLennan Advantage. "It's encouraging that treasurers have ridden this volatility as critical partners in their companies' resiliency efforts and that they are better prepared to help their organizations manage the considerable risks ahead."

The AFP Strategic Role of Treasury Survey was conducted in May 2022 and received responses from 390 treasury professionals.

CONGRATULATIONS TO

Alex Amezquita

CFO Herbalife Nutrition, and all the finalists for the 2022 Los Angeles Business Journal **CFO of the Year award.**

Alex, thank you for your leadership in helping nourish our business.





Survey Reveals 83% Of CFOs Feel Long-Term Growth Plans Hinge on New Markets

Globalization Partners has announced new CFO research. The study reveals that more than seven out of ten CFOs (72%) are concerned about wages rising to stay competitive. Other top challenges include supply chain disruption (29%), talent shortages (23%), and global affairs (18%).

The results, from Globalization Partner’s fourth annual CFO survey, show that, even though there are concerns, CFOs remain surprisingly bullish on growth, and that (83%) feel their long-term plans will stem around expansion into new countries (gone up by 2% from last year).

“In challenging times, CFOs look to determine how they can do things differently and as a result, new ideas about future growth emerge,” said Simone Nardi, Globalization Partners’ chief financial officer. “Expanding into new markets to find both talent and opportunity provides a path forward for continued growth at reduced cost and risk.”

The place they want to focus their international expansion efforts: one out of three CFOs (33% in the next 12-18 months and 37% over the next five years) report that the focus of their companies’ international expansion is the Unit-

ed Kingdom. “This data corresponds with what we are seeing from our customers,” continued Nardi. “In fact, we’re finding that in addition to the UK being a top geographic area for expansion and to hire talent, we are also seeing that regions for companies to hire hard to find technology talent include India, Canada, and Brazil.

The research also found that 78% of CFOs across the globe say holding on to talent is a top concern, and as a result, are offering more flexibility to employees through remote-first and hybrid work approaches. The data also uncovered that:

- More than half of CFOs (53%) say that their retention strategy over the next 12-18 months will be expanding benefits, including flexible working arrangements
- More than nine out of ten CFOs (91%) agree that allowing employees to work in locations of their choice rather than having to back-fill a position is the preferred talent strategy for key stakeholders
- Almost half of CFOs (47%) say their companies’ talent strategy is based on a hybrid workplace

“The opportunity for global expansion is



more interesting now than ever,” said Nardi. “And now is the time to think differently about how adversity in one market or region may mean opportunity in another and how this type

of fresh perspective can help in building a stronger company in the future.”

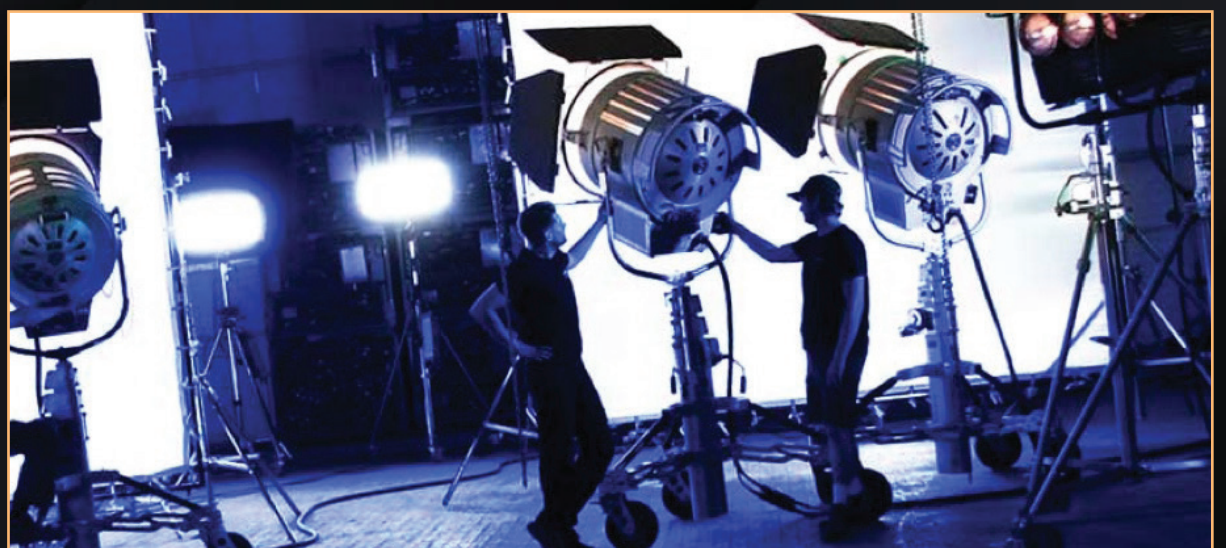
To learn more, visit globalization-partners.com.



**JASON BROOKS, CFO
THE MBS GROUP**

CONGRATULATIONS

**LOS ANGELES BUSINESS JOURNAL’S
2022 LARGE PRIVATE COMPANY
CFO OF THE YEAR HONOREE**



We are staging the future of entertainment as the world’s largest studio based production service company.
the-mbsgroup.com

The Cost of Improper Data Decommissioning

by KATE FAZZINI and
JOHN SHEGERIAN

Data decommissioning is a process where electronics and other assets that hold important data are removed from a company's possession in a responsible manner. It could be the result of a company shutting down, expanding, or simply needing to get rid of outdated equipment. Done correctly, sensitive information isn't exposed or at risk of being stolen. Done improperly, your company faces hefty fines and damage to your reputation.

How big are those fines? In 2016, Morgan Stanley didn't keep an updated inventory of information on hardware that was part of a data center decommissioning. The company also failed to look at the possibility of a data breach during the decommissioning and by the third-party subcontractors hired as part of the decommissioning project. The same errors were made in 2019 when devices were decommissioned at another data center.

The 2016 lapse led to the Office of the Comptroller of the Currency (OCC) ordering Morgan Stanley to notify customers. The second lapse found the company voluntarily notifying affected customers. A class-action lawsuit was filed. The OCC also fined Morgan Stanley \$60 million. Morgan Stanley hasn't admitted

any fault but that was just one fine. The company was also fined \$5 million by the SEC and \$5 by the Commodity Futures Trading Commission for other violations.

Unfortunately, this is just one example of just one company. There are countless other examples, some of which are well publicized and others which fly under the radar.

STEPS INVOLVED IN DATA DECOMMISSIONING

Data decommissioning starts long before the day you decide to relocate an office or buy a new computer. It's something your company should be thinking of the minute you purchase electronics and storage devices for your company.

1. How Long Will the Device Last?

Companies should take time to establish the lifespan for their hardware and storage devices. An old laptop may be fine, but if the operating system is no longer getting firmware updates, that device is open to security breaches and other threats. How do you know how long an item is viable? Look at the warranty. You should also consider how much data is being processed by that device. A hard drive that's processing a lot of information for a full-time employee may not last as long as the one a part-time employee uses.

2. Have a Plan in Mind

Before you need it, have a plan in mind that addresses what you'll do when it's time to dispose of electronics and storage devices. That plan should address your budget, what regulations apply to your company, and who you'd want to be involved in the final process. People who are involved in the process should keep up-to-date with the latest laws and requirements as they can change as new laws are added federally and on a state or local level. When it comes time, hire experts in data decommissioning.

3. Take Protective Measures

Before the decommissioning starts, make sure that backups are made. Test the backups to make sure they were completed correctly. Create an inventory of the information that was on a drive or device and store it in a secure place. If something does go wrong, this backup and inventory help prove what was lost.

4. Decommissioning Day

The day of the data decommissioning must have everyone knowing their role. You'll go over items that still have value and can be refurbished or sold for parts. Items will be disconnected from the network and unplugged. Data may be destroyed on-site or at a secure, NAID AAA-certified facility.

Experience is important, but there are four requirements you should demand of the ITAD

Data decommissioning is something your company should be thinking of the minute you purchase electronics and storage devices.

company you partner with. They are protecting the environment, maximizing the resale value of remarketed items, keeping information private, and securing data from start to finish. These four items are all critically important to the success of your decommissioning project. Look for a data decommissioning team that follows e-Stewards, ISO 9001, NAID, R2 and SOC 2 standards and has certifications in these areas.

Kate Fazzini is Director of Security Operations and Engineering at Ziff Davis; an adjunct professor of cybersecurity at Georgetown University, and has served as a cybersecurity reporter for The Wall Street Journal and CNBC.

John Shegerian is co-founder and Chairman/CEO of ERI, the nation's leading fully integrated IT and electronics asset disposition provider and cybersecurity-focused hardware destruction company.



TARIK RAHMANI
DEPUTY CITY MANAGER
CITY OF CARSON

Tarik Rahmani is the President of Finance at the League of California Cities and the Deputy City Manager at the City of Carson. This role is critical in the management of the City's new Innovation, Sustainability, and Project Management Department. Tarik oversees the Finance Department, the Public Information Office and the Information Technology and Security Department. Tarik's background includes leadership in budget development,

revenue forecasts, financial stewardship of pension & benefit administration, long term financial planning, leading process improvement initiatives, directing the operations of comprehensive Finance Department and oversight of the Measure C Committee.

He is also an experienced classroom instructor and lecturer in economics, organizational management, risk assessment, and public sector technology issues.

Tarik has more than two decades of experience working in local government. He began his career with the Las Cruces Public School District and served as the Accountability, Assessment and Research District Officer. Tarik joined the City of Seattle as Senior Economist developing the City's long range \$4 billion revenues and expenditures forecast, city's performance-based budgeting and its 20-year financial plan and served as the Finance and Operations Manager. Tarik left the City of Seattle to join the City of Bellevue as its Finance and Business Operations manager leading its \$1.7 billion budget, administrative services and two regional organizations: the eCityGov Alliance and the Community Connectivity Consortium. Tarik hails from Morocco, and has a Master's degree in Agricultural economics and Econometrics from New Mexico State University. His academic work focused on economic policy, mathematical modeling and regression analysis.

Congratulations
Liz Meisler
 on the
 well-deserved
 nomination.

Your passion and strategic vision have helped
 St. John's grow into one of the largest and most
 influential Community clinics in California.

It's a pleasure to work with you.

