

# W. Paul Wood, CPA

## Objective

To be a leader of a proactive, forward-thinking, high-performing executive team providing world-class service that enables an agency to achieve its highest goals in a professional and ethical manner.

## Philosophy

Tight departmental integration with overall enterprise strategy and goals including the use of balanced scorecards, streamlining administrative processes, improving analytics for all core functions and strategic areas and ensuring rigorous reporting and transparency for the purpose of developing the administration function from a transaction-oriented functional department into a core strategic resource in the development and execution of the enterprise mission as a whole.

## Professional Profile

- Innovative, dedicated public servant, strategic thinker and visionary with a 20-year history of promoting excellence and customer-focused performance in all aspects of administrative and financial management.
- Passion for ensuring high performance in areas of fiscal integrity and customer service.
- Proven decision-maker with excellent problem-solving capability.
- History of working collaboratively with all stakeholders to achieve results. Empowers team via (1) consensus goals and (2) constructive, supportive critique that stimulates professional growth.
- Extensive background implementing industry best practices in all administrative areas, including financial accounting/reporting, purchasing, accounts payable, accounts receivable, debt issuance, budget development and management, treasury, payroll,

licensing and tax collection, human resources, information technology and risk management.

- Adaptable, open-minded and accessible communicator with strong interpersonal and leadership skills.
- Articulate, persuasive and easily understood presenter, especially when communicating complex financial topics.
- Reputation for integrity, a strong commitment to teamwork and collaboration, and an exceptional strategic and critical thinker.
- Reputation for maintaining high ethical standards, establishing and executing an organization's vision.

## **Career History**

### *City Manager*

9/2018 – present **City of Greenfield, CA**

- Oversee all administrative tasks necessary for city operations. Supervise city departments, maintain the city budget and represent the municipality in a variety of settings. Research issues important to the city and advise the mayor and council on the best course of action.
- Oversee all long range plans and coordinate implementation of them
- Develop and implement citywide mission and strategic plan

### *Interim City Manager*

6/2018 – 9/2018 **City of Greenfield, CA**

### *Director of Administrative Services*

9/2017 – 6/2018 **City of Greenfield, CA**

- Provide administrative oversight and leadership for all aspects of the City's financial function including treasury Investments and financial reporting (including CAFR, State Controller's Report, State Streets Report, and annual state Compensation Report.)

- Direct the budget development process including community input, strategic budget direction, and development of the financial plan.
- Responsible for activities and oversight related to City's pension plan.
- Develop and implement the City's strategic financial plan.
- Ensure priorities and project deadlines are met through coordination and management of individual departmental budget personnel and coordination with Department directors.
- Responsible for developing financial and objective reporting systems to help guide management team in strategic execution and goal achievement.
- Responsible for all internal auditing, auditing and tax collection.
- Oversee the City's purchasing process.
- Handle all presentations related to the City's budget and financial matters.
- Related to Risk Management, assisted with risk analysis, proactively identifying potential risk and taking action to reduce or mitigate risks, fully assessed City's risk management program, and changed where necessary, instituted safety program, training and an e-newsletter to keep employees apprised with tips, etc.
- Implemented tax amnesty program to collect past due citation fees
- Member of City Executive Management Team

*Finance Manager*

1/2014– 1/2017 **City of Carmel-by-the-Sea, CA**

- Provide administrative oversight and leadership for all aspects of the City's financial function including treasury Investments and financial reporting (including CAFR, State Controller's Report, State Streets Report, and annual state Compensation Report.)
- Direct the budget development process including community input, strategic budget direction, and development of the financial plan.
- Responsible for activities and oversight related to City's pension plan.
- Develop and implement the City's strategic financial plan.
- Ensure priorities and project deadlines are met through coordination and management of individual departmental budget personnel and coordination with Department directors.
- Responsible for developing financial and objective reporting systems to help guide management team in strategic execution and goal achievement.
- Responsible for all internal auditing, auditing and tax collection.
- Oversee the City's purchasing process.
- Handle all presentations related to the City's budget and financial matters.
- Member of the policy team to develop and implement a cross functional, multi-year Strategic IT Plan including a comprehensive Financial system.

- Through a collaborative effort lead a cross-functional process to build and manage a five-year Capital Improvement plan.
- Related to Human Resources, assisted with employee disciplinary investigations, workers' compensation issues, salary and benefits administration (including tracking FLMA and CFRA, classification work, and collective bargaining (at the table and preparing the financial analysis for proposals, etc.)
- Related to Risk Management, assisted with risk analysis, proactively identifying potential risk and taking action to reduce or mitigate risks, fully assessed City's risk management program, and changed where necessary, instituted safety program, training and an e-newsletter to keep employees apprised with tips, etc.
- Member of City Executive Management Team

### *Controller*

9/1997 – 9/2018 **Well-Pict, Inc.**, Watsonville, CA - \$300 million (*fresh berry shipper*)

- Responsible for all aspects of the company's financial management and accounting function
- Supervise 12 finance and administrative staff members
- Responsible for leading, coordinating and managing an ERP/MRP financial software conversion for multi-state implementation
  - Overview
    - Seven locations from Florida to California
    - Migration of 28 companies from legacy system to ERP/MRP
    - General Ledger, Accounts Payable, Accounts Receivable, Purchasing, Inventory Management, Warehouse Management, Payroll, Human Resources, Material Requirements Planning (MRP), Customer Relationship Management (CRM)
  - Planning phase
    - Development of policies and procedures, writing of standard operating procedures
    - Lead in matching of overall objectives of executives with feature set of possible solutions (Dynamics GP, Dynamics AX, Sage 500, S2k)
    - Lead in evaluating, selecting and presenting the successful system (S2k)
    - Lead in mapping legacy business practices to industry best practices
  - Implementation phase
    - Lead on training all aspects of new systems (train the trainer)
    - Lead in development and implementation of traceback/traceforward system of tracking inventory from "field to table"
    - Lead in implementing migration of input from manual entry to radio frequency (RF) devices

- Lead on development and implementation of stock palletizing and lot tracking system in warehouses
- Lead in implementing payroll and human resources modules, including implementing all requirements of the Affordable Care Act (ACA) for 800-900 employees
- Personal, hands-on learning of all aspects of set-up, configuration and transaction processing from vendor training personnel
- Lead on planning, coordinating and implementing software gap solutions and subsequent programming by vendor
- Lead on assisting ERP consultant with data migration
- Lead on all User Acceptance Training (UAT) for all modules
- Lead on all system cutover activities and support for users after going live
- Lead on implementing web-based handheld order entry and thermal receipt printing as mobile solution for on-site sales
- Lead on developing, implementing and documenting test environment
- Lead on Electronic Data Interchange (EDI) implementation (with outside consultant) to eventually automate 80-90% of customer orders and their subsequent transactions
- Rollout and Communication
  - Lead on presentation of solution options to executive team
  - Lead on communicating project status and milestones of new system
- Responsible for development of data mining and reporting from legacy financial system.

### *President*

July 1997 – September 2018    **W. Paul Wood, CPA**, Pacific Grove, CA

Consulting practice incorporating both public and private sector clients including the areas of accounting and finance management, risk management, human resources, information technology, and strategic financial management.

Acted as the Interim Director of Finance for the City of Seaside, CA for 18 months, during which time I oversaw all aspects of multi-year, citywide operating budgets (in excess of \$20 million), and led the software implementation team when transitioning to Tyler Technologies' Incode financial system.

Acted as finance consultant to the City of Carmel-by-the-Sea, CA for over 13 years (before being hired as the City's Finance Manager in 2014). During this time, I managed multi-year, citywide operating budgets (in excess of \$15 million), coordinated all aspects of the City's financial and capital improvement requirements and prepared the annual CAFRs.

I have led projects for a variety of other clients related to instituting best business practices, aligning departmental/divisional goals with overall corporate vision, mission and strategies, implementing Six Sigma initiatives, Balanced Scorecard initiatives and innovation projects.

*Chief Financial Officer*

6/2008 – 12/2010 **Blue Horizon Foods, Inc.**, Aptos, CA - \$8 million (frozen food CPG company)

- Ultimate responsibility for all aspects of finance, accounting, HR, Risk Management and IT functions
- Key executive responsible for aligning strategy with operations
- Responsible for overall company budget and cash flow management
- Responsible for directing 2 capital raises
- Corporate Secretary to Board of Directors
- Responsible for shareholder relations policies

## **Education**

**San Diego State University** School of Business Administration, San Diego, CA

- Bachelor's of Science Degree – Business Administration, Accounting

## **Affiliations & Licenses**

- Certified Public Accountant (CPA), State of California
- Government Finance Officers Association (GFOA)
- California Society of Municipal Finance Officers (CSMFO)
- League of California Cities – City Manager's Group (LoCC)
- International City Management Association (ICMA)