

JUDY BORNSTEIN

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PROFILE

Certified mediator and an experienced finance executive with 20+ years helping organizations address the challenges and conflicts inherent in growing, managing, and even winding down businesses. Extensive work as a CFO and Chief Compliance Officer, bringing finance and business acumen to work as a mediator and negotiations coach.

Successfully led organizations through start-up, turn around, and high growth cycles. Experienced in advocating successfully for optimal outcomes within and between organizations, including assisting companies come to resolution with outside service providers and vendors, brokering agreements within organizations both within and across functions, and assisting companies and individuals in salary and compensation agreements. Skilled negotiator with particular expertise in finance and compliance issues, and in understanding complex organization and entity structures. Ethical, poised, and skilled at building relationships across all levels of an organization. Brings acute listening skills and perseverance to conflict and dispute resolutions.

PROFESSIONAL EXPERIENCE

C-SUITE RESOLUTIONS

2021 – Present

Founder

Provide Mediation, Conflict and Negotiation Coaching, and Ombuds Services to organizations and individuals

- Mediate conflicts to assist parties in finding mutual, enduring solutions to disputes
- Identify, address, and resolve vexing issues to optimize organizational performance and workplace harmony
- Coach leadership of companies to managing and resolving conflict and address challenging negotiations
- Serve as designated neutral to facilitate essential conversations
- Provide compensation and other business matters negotiation coaching to individuals

WTI

2019- 2021

Venture Debt Firm

Chief Financial Officer, Chief Compliance Officer, and Administrative Partner

Lead all aspects of the finance and operations functions including accounting, treasury, tax, investor relations, internal controls, information technology, and compliance functions for a venture debt fund with over \$6B in loans issued.

- Regulatory responsibility for all SEC, SOX, and RIA compliance for the firm, its BDCs, and other Fund entities, including filing of 10Ks and 10Qs, ADV, and Form PF
- Lead relationship with bank syndicate. Structure and negotiate hedging and credit facilities, including revolving \$200M - \$400M credit facilities for each BDC Fund. Manage the liquidity needs of each investment entity.
- With the other senior partners, serve as key strategic member of executive committee, setting firm-wide policies
- Manage financial forecasting and planning, with special attention to cash flows and bank compliance
- Conduct detailed analyses of the organization's varied revenue and expense streams and resulting capital accounts
- Design and implement progressive bonus structure for the members of the operations team tied to strategic goals
- Develop strategy for, and implement, improved information throughput and strengthened internal controls by leveraging IT and accounting platforms and updating processes, resulting in accessible, reliable data and systems
- Oversee annual financial audit for 11 entities and quarterly valuation of each position in Fund portfolios, working closely with outside audit firm, valuation firm, and internal team members
- Determine tax efficient strategies to reduce costs and simplify tax compliance
- Manage back-office team of 15, including accounting, finance, compliance, administration, and loan teams
- Prepare and present all financial and governance information to the Board of Directors, collect and account for board approvals, lead audit committee meetings

GENERATE CAPITAL, INC.
Specialty Finance Firm
Chief Financial Officer

2017 - 2019

Responsible for the finance, accounting, capital markets, FP&A, risk management, and IT functions for a fast-growing company making debt and equity investments in distributed energy and sustainable infrastructure.

- Designed and provided financial and operational performance reporting and variance analyses across portfolios to facilitate strategic management and rapid scale of the business within the executive team and the board of directors
- Determined treasury needs of the business including capital call timing and cash forecasting. Oversaw capital markets team in structuring and closing on debt and equity raises. Developed and maintained banking relationships and facilities
- Managed the 409A valuation process. Coordinated with the board's audit committee and outside valuation service providers to evaluate and finalize valuations
- Oversaw annual tax, audit, and governance compliance. Ensured shareholder agreement compliance requirements were met. Established and annually reviewed insurance coverage across the company and portfolio with an eye toward risk management
- Instituted and oversaw employee benefits including insurance, LTIP, and other programs. Worked with corporate counsel to bring current all standard employee-related documents. Ensured that LTIP was properly documented and recorded, including 83(i) election submissions at each vesting date
- Worked with outside IT service providers to implement IT architecture, new accounting and FP&A systems, and structure each system to integrate internally, to streamline reporting, and to ensure data integrity
- As part of the executive team of the company, served as a strategic voice in decision making across the full array of corporate responsibilities

AMERICAN INFRASTRUCTURE FUNDS, LLC, Foster City, CA
(formerly MCCOWN DE LEEUW & CO., LLC)
Private Equity Firm
Managing Director and Chief Financial Officer

2000-2017

Oversaw Finance, Accounting, and Administration, including legal, compliance, human resources, IT, and facilities for a private equity investment firm with approximately \$2.5 billion under management.

- Successfully managed the firm's key business relationships, including banking, legal, accounting (tax and audit), insurance, and a variety of other vendors and service providers. Served as member of the Investment Staff
- Chief Compliance Officer overseeing all partnership, legal, banking, and regulatory (IRS, SEC, FASB) requirements and relationships
- Integrally involved in fundraising efforts, partnership agreements, private placement memoranda, and subscription documents
- Provided financial and due diligence materials for use in fundraising, fund management and liquidation activities
- Developed annual budgets, managed expenses, and produced all financial reports for investors and partners, providing strategic analysis, cash planning, and financial forecasting
- Designed and implemented company cost-controls, driving increased profitability
- Maximized firm's operating efficiency through combination of rigorous fiscal and prudent risk management
- Managed all legal transactions including drafting/review of contracts and coordinating with outside counsel on matters ranging from intellectual property to litigation. In-depth knowledge of complex co-investment and offshore investment vehicles
- Oversaw facilities, including lease negotiations, renewals, space build-outs, and management of brokers
- Managed accounting and administrative teams, and oversaw all back-office functions
- Built and executed strategy for successful wind down of funds while optimizing returns for investors

JUDY BORNSTEIN

Page 3

EDUCATION

PEPPERDINE UNIVERSITY, CARUSO SCHOOL OF LAW, STRAUS INSTITUTE current

Candidate for Master of Dispute Resolution

- CALI Excellence for the Future Award (Mediation)
- CALI Excellence for the Future Award (Negotiation)

SAN FRANCISCO BAR ASSOCIATION 2021

Certificate in Mediation

SIMMONS COLLEGE GRADUATE SCHOOL OF MANAGEMENT, Boston, MA 1996

Master of Business Administration *Graduated with highest honors, first in class*

- Deans' Merit Scholar
- Beekhuis Award for highest G.P.A. in graduating class
- Trahey Award for best market research project in graduating class
- Holmes Award for outstanding achievement in the behavioral curriculum

HAMPSHIRE COLLEGE, Amherst, MA, 1986

Bachelor of Arts in Education

ADDITIONAL COURSEWORK

Restorative Justice, Mediation, Arbitration, Non-Violent Communication current

VOLUNTEER WORK

CONGRESS OF NEUTRALS, Pleasant Hill, CA current

Mediator in the Contra Costa County court system

BOARD MEMBERSHIPS

Advisory Board Member, GOLD Comedy, Inc., New York, NY (2016 – present)

Board Member (present) and Finance Committee member (2018- present), Peninsula Temple Shalom, Burlingame, CA

Trustee, Hampshire College, Amherst, MA, (2013 – 2019), Member of Finance, Investment, and Presidential Search committees, Chair of Tuition Study task force

Chair, Finance Committee and Trustee, Wornick Jewish Day School, Foster City, CA (2015 – 2018)

Board Member, On Stage Entertainment, Inc., Las Vegas, NV (2003 – 2013)

Advisory Board Member, Wireless Generation, Inc., New York, New York (2001-2010)