

MARY ELLEN LEONARD, CPA

Bryan, TX | (832) 692-8190 | melcpa86@aol.com

<https://www.linkedin.com/in/mary-ellen-leonard-0403794/>

CHIEF FINANCIAL OFFICER | CERTIFIED PUBLIC ACCOUNTANT

Financial Operations • Team Management • Systems Implementation

Enterprise CFO and CPA driving world-class finance, accounting and administration practices for the manufacturing, retail, governmental, sports, construction, and services sectors. Led major initiatives involving accounting automation, data collection, reporting packages, internal controls, and other aspects of corporate and governmental finance. Ability to create financial environments that integrate business operations to influence revenue increases, cost reductions and margin improvements.

CORE COMPETENCIES

- Investor Relations
- Capital & Treasury
- Controllership & Accounting
- Personnel & Payroll Management
- Leadership & Communication
- Finance and Accounting
- Accounting Management
- Strategic Planning
- Financial Reporting

PROFESSIONAL EXPERIENCE

City of College Station | College Station, TX

2016 - Present

Director of Fiscal Services

The City of College Station is home to Texas A&M University, and provides public safety, roadway, water, electric and sewer services to a resident population of over 125,000 and a student population of over 66,000. The Director of Fiscal Services oversees three departments and 100 employees as well as administers the operating and capital budgets totaling \$380 million annually. Principal leadership responsibilities are to provide strategic planning recommendations to City Manager, direct all Finance activities including purchasing, accounting, financial reporting, budget, and financial systems supervise utility customer service billing, collection and call center activities and administer municipal court operations.

- **\$16 million** revenue loss mitigated via cost strategies without furloughs during the COVID-19 pandemic.
- **Simplified** the budget review process and implemented virtual community input.
- **Earned** national recognition for comprehensive financial policy manuals from GFOA.
- **\$11 million** in other post-employment benefits savings architected and achieved within four year period.
- **\$380 million** capital and operating budgets balanced and managed annually.
- **Obtained an upgrade** in the City's bond rating thus providing larger access to funds for capital projects.
- **Implemented** three financial system enhancements to modernize payroll, fixed asset and purchasing processes.
- **Improved teamwork** and moral for all departments thereby reducing turnover and gaining efficiencies.

GBB Hospitality Group, LLC | Bryan, TX

2013 - 2016

Chief Financial Officer

The parent company of a startup gourmet hamburger restaurant chain with 12 locations in six states and 700 employees generating \$24 million in annual revenue. Responsible for all accounting, financial management, decision support, data analysis, investor relations, corporate governance, business planning, technology implementation, human resources and risk management. Managed a staff of nine.

- **\$11+ million raised** by overseeing the preparation, issuance and filing of eleven private placement memorandums involving more than 130 investors.
- **\$10 million dollar deal closed** by creating and pitching a road show that influenced a billionaire to invest.
- **Designed and implemented a state-of-the-art, cloud-based** accounting system integrated from the point-of-sale system at all stores through the back-office food costing system and into the general ledger within ten months.
- **Implemented key performance indicator reporting** to track trends and require store management to respond to changes in weekly sales, average ticket prices, menu prices and employee overtime in a proactive and timely manner.
- **81% reduction** in closing time achieved by mentoring and developing recent college graduates to implement a fast-close system.

Space City Futbol Club, Inc. | League City, TX
Founder / Treasurer / Volunteer

2004 - 2012

The largest soccer club on the south side of Houston, Texas serving more than 2,500 children annually and generating more than \$1 million in annual revenue. Founded the organization and served as the volunteer Treasurer. The organization later was absorbed by the Houston Dynamo as Houston Dynamo / Dash Youth Soccer Association.

- **\$1 million in annual revenue generated by persuading three cities** to merge the operations of local soccer programs under one nonprofit, also resulting in the savings of tens of thousands of taxpayer dollars and the provision of additional services available to south Houston youth.
- **Three jobs created**, including executive director and office manager positions, to manage daily operations and replace inconsistent volunteer staff performance.

Mary Ellen Leonard, CPA | League City, TX
Owner

2000- 2016

A full service accounting firm focusing on the financial needs of more than 100 small businesses in the Houston, Texas area producing revenues of up to \$15 million. Assisted in the construction, manufacturing, wholesale distribution, retail and service sectors by performing startup, initial financial process development, financial / tax reporting and supervisory activities. Grew two separate businesses from concept stage to sustainable organizations with more than \$10 million in revenue each. Implemented cost accounting, deferred tax accounting and percentage of completion revenue recognition methods. Oversaw audits for public companies and wealthy private families. Supervised a staff of up to 25.

- **\$1+ million in annual revenue growth** and 50 employees hired through coaching executive management on growth strategies for an all-inclusive, high end, "pet vacation resort".
- **100% revenue increase** and three employees added through coaching the owner of an in-home photography business resulting in enough equity to procure additional financing to purchase land and build a standalone facility.
- **Prepared legal formation for a company** performing underground tank testing and environmental compliance work for gasoline and chemical companies; coached executive management on growth strategies for the initial four years of operations; developed initial policies, procedures and accounting system and reports; trained initial controller.
- **Coached a residential home construction** client on business strategies and metrics related to risks associated with the development of spec houses, contributing to the company successfully weathering the 2008 housing downturn.
- **Revamped the chart of accounts**, outsourced the payroll processing and established the initial qualified benefit plan for a truck / trailer / transporting parts company with annual revenue of \$2.5 million and a staff of 250 to 300.
- **Developed cash management strategies** for the executive management of a firm that resulted in the owners buying out \$1 million in minority investors several years before planned.
- **Detected and addressed employee embezzlement** at a non-profit organization.

Accenture LLC | Houston, TX
Senior Manager | Controller | Project Controller

1994 - 2000

A leading global professional services company providing a broad range of services and solutions around the strategic, consulting, digital, technology and operations areas. Managed the budget and schedule for large SAP implementations. Served as the controller for the newly created shared services area that financially supported business process outsourcing and SAP implementation jobs in the energy corridor.

- **Designed, developed and implemented** the initial processes, procedures and accounting tools that became the basis for the financial management of Accenture's business process outsourcing (BPO) service line offering generating \$100 million in US revenue while supervising a staff of 13.
- **Selected to lead** the initial financial controller school in Singapore for the Asia-Pacific region practice teaching more than 50 individuals from Australia, New Zealand, Japan, China, Thailand, Korea, Indonesia and surrounding areas best practices, processes and procedures for financial account management.

Deveraux Hospital | League City, TX
Controller | Chief Financial Officer**1991 - 1994**

A national chain of children and adolescent residential psychiatric facilities providing a day treatment, intensive treatment, and schooling services for troubled youth ages 4 to 18. The League City facility opened in 1992 as a companion facility to the residential treatment facility in Victoria, Texas.

- **Designed, developed and implemented** the initial processes, procedures and accounting tools for a 132 bed children and adolescence psychiatric hospital, including the initial Medicare, Medicaid and Charter School and JCAHO certifications.
- **Hired and supervised** daily operations all hospital finance, accounting, human resources, facilities and technology operations which totaled 40 employees

Tenneco Inc. | Houston, TX
Lead Financial and Budget Analyst**1991 - 1991**

A conglomerate consisting of nine natural gas pipelines, automotive parts manufacturers and agricultural equipment manufacturers. Tenneco is a multi-national corporation with 93 manufacturing facilities in 26 countries located on 6 continents.

- **Prepared analysis** and reporting for the gas pipeline operations including the development of the KPI scorecard that was presented to the company president.
- **Implemented** new accounting software reporting on the consolidated results including writing the initial balance sheet, income statement and cash flow coding.

Arthur Andersen & Company | St. Louis, MO
Manager | Healthcare Audit Division**1985 - 1991**

Largest of the "Big Five" accounting firms that provided audit, tax and consulting services to large corporations.

- **Lead** supervisor for the Healthcare and Agribusiness industries in the St. Louis and Kansas City, MO markets. **Supervised** all audit fieldwork and analyzed business process improvements at various large hospitals and healthcare industry clients and agricultural manufacturing clients.
- **Considered a key female employee** by the Partners and served on a firm-wide retention study group for women.
- **Instructed domestic and international audit personnel** regarding best practices, processes, and procedures at the firm-wide training school annually.

EDUCATION & CERTIFICATIONS

Texas A&M University
BBA in Accounting
Cum Laude

Buck Weirus Spirit Award

First Female Beta Alpha Psi President

Four Year Academic Scholar

CERTIFIED PUBLIC ACCOUNTANT, TEXAS

Firm and Individual Licenses

PROFESSIONAL AFFILIATIONS

American Institute of CPAs

Texas Society of CPAs

Government Officers Finance
Association

University of Houston Bauer College
Women in Executive Leadership

City of Houston
Houston Women Leaders

COMMUNITY INVOLVEMENT

Texas A&M 12th Man Foundation
Athletic Ambassador

Texas A&M Foundation
Legacy Society

Traditions Club
Founding Member

Gateway A&M Club
Founding Member

Grace Bible Church

Brazos Valley Economic Index
Advisory Council