

STEVEN L. VICTOR

PROFESSIONAL FIDUCIARY
Development Specialists, Inc.



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PROFESSIONAL QUALIFICATIONS

Professional Fiduciary with more than 25 years' experience successfully administering and managing both public and private companies involved in high-stakes Chapter 11 and Chapter 7 bankruptcies, workouts and out-of-court liquidation proceedings. Consultant to financially-distressed businesses plus experience restructuring and reorganizing distressed municipalities.

FIDUCIARY EXPERIENCE

Key strengths include operations, management, financial analysis, budgeting, business valuations, marketing services and resource management. Industry expertise includes telecommunications, technology, healthcare, oil and gas, real estate and financial services.

Directed the sale of numerous debtors, including their assets, stock and/or related interests. Items sold have varied from business units and site locations to individual pieces of machinery and equipment. Managed the sale of such diverse interests as:

- ✓ Oil refineries
- ✓ Commercial real estate entities
- ✓ Steel mills
- ✓ Health care
- ✓ Mortgage brokers and portfolios
- ✓ Candy manufacturers
- ✓ Plastic injection molders
- ✓ Chemical companies
- ✓ Propane distributors

AWARDS & RECOGNITION:

Beard Group Turnarounds & Workouts

“People to Watch” List, 2007

“Outstanding Turnaround Firm”

Listed Senior Professional (four awards)

Herbert C DeYoung Medal awarded for an outstanding record of volunteer services for the Respiratory Health Association

PUBLIC COMPANY EXPERIENCE

Significant involvement in the sale of public sector companies including the following: **Rouge Steel Company, Colo.com, Pacific Gateway Exchange, Inc., Calumet Industries, Inc. and Renaissance Cosmetics, Inc.**

SERVICES PROVIDED

Chief Financial Officer, Chief Operating Officer and Chief Restructuring Officer:

- ✓ Publicly-traded recreational vehicle manufacturer
- ✓ Not-for-profit hospital system
- ✓ Publicly-traded specialty petroleum refinery
- ✓ Three mortgage servicing companies
- ✓ International multi-debtor food diverter that was involved in South Florida's largest Ponzi fraud scheme

Provided interim management services for:

- ✓ One of the largest 7-11 franchisees in the country
- ✓ Largest manufacturer and distributor of nail polishes and artificial fingernails

Provided consulting services for:

- ✓ Numerous telecommunications-related entities
- ✓ Myriad of dot-coms
- ✓ Several printing companies
- ✓ Residential home manufacturer
- ✓ Bank
- ✓ Luxury resort
- ✓ Various contractors and retailers

GOVERNMENT FINANCIAL RESTRUCTURING

Through DSI Civic, a DSI affiliate, provided financial advice and restructuring services to various government bodies that faced financial stress. Appointed Co Act 47 Recovery Plan Coordinator for the City of Altoona, Pennsylvania and Financial Advisor for the City of Lauderdale Lakes, FL.

EDUCATION

B.S. in Investment Banking and Real Estate, UNIVERSITY OF ILLINOIS

M.A. Business Administration, UNIVERSITY OF SOUTH CALIFORNIA

Certificate of Completion, Emergency management training program: “Best Practices in Local Government Fiscal Management”, MICHIGAN STATE UNIVERSITY

BOARDS/OFFICER ROLES

Board Chair & Restructuring Officer, Rouge Steel Company

Director & CEO, Victory Wind-Down Company

Independent Director, FCL Graphics, Inc.

Independent Director, Coso Geothermal

COMMUNITY INVOLVEMENT

Chairman, Development Committee, Director and Treasurer

Respiratory Health Association of Metropolitan Chicago, 2007-present

Director, Executive Committee Member, Gala Co-Chair

American Lung Association of Metropolitan Chicago, 2003-2007

Member of Director Circle, Steppenwolf Theater, 2004-2013

Member of Circle of Champions, Midtown Education Foundation

Member, American Israel Public Affairs Committee (AIPAC) and its Illinois Executive Council

PROFESSIONAL AFFILIATIONS/MEMBERSHIPS

American Bankruptcy Institute
Commercial Law League of America
California Bankruptcy Forum
Turnaround Management Association

SPEAKING ENGAGEMENTS

California's Fiscal Crisis
Sponsored by UC Berkeley Institute of Governmental Studies (IGS), Co – Producer
Prospects for Deficit Reduction and Pension Reform in the Golden State
September 2012

Florida State Firefighter Convention, International Association of Fire Fighters – IAFF
Designing and Implementing Sustainable Pension Programs, June 2012

Financial Stress in Governments, Wharton School of the University of Pennsylvania
Hosted by Fels Institute of Government
Moderator and panelist: *Chapter 9: Hero or Goat?*
January 2012

The Third Annual National Municipal Bond Summit
Panel: *Is Bankruptcy an Option*
March 30 - April 1, 2011 • Miami Beach, FL, The Fontainebleau

Licensing Executive Society, 2006 Annual Meeting
Panel: *Key Terms, Success Factors and Pitfalls in Negotiating Your Financings*
September 2006

American Bankruptcy Institute Spring Meeting
Summary of the Bankruptcy Abuse Prevention and Consumer Protection Act
May 2005

American Bankruptcy Institute, 2004 Workouts, Restructuring and M&A Transactions
Alternatives: The Dealmaker's Perspective
Chapter 11 Financing Issues: The Current Economic Climate
September 2004

ARTICLES

Institutional Investor, *Tips from the Trenches*
Turnaround Managements: A Guide to Corporate Restructuring and Renewal
Spring 2003

SUMMARY OF MAJOR CASES AND RESPONSIBILITIES

Role	Industry/Sector	Company
Chapter 11 Trustee	Real Estate	Kobra Properties
Chief Operating Officer	Refinery	Calumet Industries
Chief Operating Officer	Mortgage Originator	Commonwealth Mortgage and Financial Center, Inc.
Chief Operating Officer	RV Manufacturer	Mallard Coach Company, Inc.
Chief Financial Officer	Ponzi Scheme Diverter	Premium Sales
Chief Operating Officer	Brewery	Pittsburgh Food and Beverage
Chief Operating Officer	Brewery	Pittsburgh Brewing/Iron City Beer
Chief Operating Officer	Candy	D.L. Clark Candy Co.
Chief Operating Officer	Glass	L.E. Smith Glass
Chief Financial Officer	Candy	Great Lakes Confectionery, Inc.
Responsible Party	Safety Chemicals	Orchem, Inc.
President	Retail (Dept. Store)	Swallen's, Inc.
Chief Operating Officer	Telecom	Great Lakes Telecommunications
Chief Financial Officer	Plastics	Summit Plastic Solutions
Chief Financial Officer	Retail	Contemporary Industries Corp. (7-11 franchisee)
President	Cosmetics	Cosmar Corporation
President	Mortgage/Real Estate	MGF Acquisition Corp.
Chief Restructuring Officer	Oil Refinery	Orion Refining Corporation
Plan Administrator	Restaurant	Jillian's Entertainment Holdings, et al.
Chief Executive Officer	Health Care	Victory Wind-Down Company (f/k/a Victory Health Services)
Liquidation Trustee	Gold Mines	Rodeo Creek Gold et al.
Assignee for the Benefit Creditors – Sales Agent	Thermoplastics	Fiberforge Corporations
Sales Agent	Golf Course and Country Club	Green Garden Country Club