

Rick L. Herrman

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For five decades, for nonprofit and for-profit entities, I have served in wide-ranging roles including engagement with designing and implementing: **i)** strategic and operational plans; **ii)** risk management policies & plans; **iii)** developing and attaining short, intermediate and longer term goals and objectives; **iv)** accounting & finance initiatives including controls, systems and reporting; **v)** sales and marketing programs; **vi)** operations and process improvement plans and KPIs; **vii)** human resource functions, including benefit design and developing enhancements to recruitment, training, remuneration, and retention; and **viii)** IT and IP practices including design for manufacturing, outsourcing, supply chain management, and other performance enhancing strategies and tactics. I have served in staff functions, as well as CFO, COO, CEO and COB roles, and am energized to be part of engaged teams aligned with meaningful missions.

Career Experience:

**New Mexico Finance Authority (NMFA; Managing Director of Credit), Santa Fe, NM
5/23 to 10/25/24.**

NMFA is a 32 year old \$3B independent agency, with a mission to improve the quality of life for New Mexicans by providing financing for infrastructure, capital equipment, and economic development projects to communities and businesses statewide. I continue to serve as a contract consultant.

**Santa Fe Botanical Garden (SFBG; Exec. Director, COO & CFO), Santa Fe, NM
7/20 to 9/22**

I joined SFBG to perform a comprehensive restructure and, once stabilized, creating and implementing rebuilding initiatives. During my tenure, the Garden produced record profits, visitation and liquidity, while investing substantially in site improvements and visitor experience enhancements and creating SFBG's first ever endowment. Meaningful programs and continued site enhancements were outlined for the ensuing several years.

**Chihuahuan Desert Research Institute (CDRI; Exec. Dir., COO, CFO, Fort Davis,
TX (1/2015-12/2018) (Treasurer, 2019-present)**

In 2008, we semi-retired to the Davis Mountains of far West Texas. In late 2014 I was invited to become only the 4th Exec. Director in CDRI's then 42 year history. CDRI operates a 507 acre Nature Center and 20 acre Botanical Garden in a highly rural setting in the Davis Mountains, home to the McDonald Observatory.

Leveraging a solid legacy, the team delivered an immediate fiscal rebound and began a sustainable, enterprise wide expansion. Prior to my 2018 transition from daily operations, CDRI established records for visitation, K-8th student programs, volunteer recruitment/engagement, gross revenues from all components, including special events and membership, revised governance documentation, position descriptions, risk management policies and insurance, reduced operating costs, enhanced efficiencies, impact and effectiveness, created and effectuated an internal development plan for the successor Executive Director, built the Board's size, diversity and expertise, and modified its bylaws and policies. I led the creation of the 2015-2017, 2017-2019 and 2019-2023 Strategic Plans.

I became Treasurer Jan. 1, 2019 and continue to serve in this role. All duties are handled from Santa Fe, NM.

The Catalyst Group, Inc. (Founder; Co-Owner), Houston, TX 1990-2014

Catalyst formed and managed five equity and two mezzanine investment partnerships, including three Federally licensed SBICs, each focused on risk capital investments of \$1M-\$10M for companies with revenues generally between \$1M-\$25M. Total investible capital exceeded \$250M. We began a systematic portfolio liquidation of 15 companies in late 2006, culminating in Aug. 2008, prior to the collapse of the broad financial markets. We then ceased active "fund" management. Our investor return performance placed Catalyst easily in the top 5% of comparable U.S. private equity firms. For example, our 2002 fund, which was fully liquidated in 12 years, produced a cash-on-cash IRR to LPs, after all costs and GP carried interest, in excess of 82% p.a. Our common sense investment thesis was to form partnerships with management to intensify the focus on positioning good companies to become better. Successful outcomes were achieved via: **a)** proper capitalization, and **b)** by combining; **i)** management team based "inside" or tactically oriented perspectives and focus, with **ii)** board/advisor level "outside" strategic and operationally grounded perspectives.

Catalyst invested in more than 75 companies in a variety of industries and across the U.S., with an average holding period of approximately 5 years (ranging from six mos. to twelve years). The seventh partnership, which ceased investing in 2009, included the three largest of Catalyst's original four LPs, illustrating strong and persistent LP endorsement over 20+ years. Each fund produced audited returns, net of costs and carried interests, easily within the top 5-10% of all comparable, reporting private investment partnerships. Catalyst and all stakeholders were rewarded by realizing outstanding returns from its well executed, common sense strategy and by developing quality and lasting relationships. We believe the results, returns, and relationships, resulted from consistently following a "win-win" approach to all relationships.

Ernst & Young (Principal, Mergers & Acquisitions), NY, NY 1987-1990

I served as a principal in the mergers and acquisition practice in the New York City office. As such, I was responsible for assisting clients (principally Warburg Pincus) in conducting diligence regarding potential investments, including assisting in evaluating controls,

policies and procedures, management, systems, financial modeling, tax planning, investment structure and SWOT analyses. I returned to the Houston office in January 1990, before starting Catalyst in February of 1990.

Merrill Lynch Private Capital (MLPC)/Merrill Lynch, Dallas, Austin 1985-1987

I was recruited from Woodruff & Co. to become one of three VPs in Dallas, supporting three Managing Directors. MLPC had similar office configurations in the principal U.S. cities, delivering a range of financial services, including direct investing and lending to a targeted niche of ultra high net worth individuals and their businesses. From June 1986 through November 1987, I worked in the Austin, TX office as a registered representative serving high net worth (HNW) clients while completing my first three of four semesters in pursuit of an MBA from UT Austin. My final semester was completed while at Ernst & Young.

Wm. K. Woodruff & Co. (VP Director Corp. Finance), Dallas 1983-1984

I led this institutional brokerage firm into a formalized corporate finance practice. During my 13 month tenure, the firm completed two IPOs (one for a defense electronics firm and one for a medical products company) as lead underwriter and syndicate manager, and initiated and completed a \$90M+ merger of Home Centers of America with K-Mart Corp. Visibility in the financial community, from this activity, combined with personal relationships led to my joining Merrill Lynch Private Capital.

M Bank (1st VP, Portfolio Manager), Dallas 1979-1983

I progressed through an accelerated commercial lending training program to a position of 1st VP and Portfolio Manager in four years, serving DFW based public and private companies with revenues between \$10-250M. We delivered a full range of credit products (loans and leases; mostly non-syndicated credits) and cash management services. I participated on the bank's SBIC Investment Committee. I led the bank's "high tech", "venture capital", and brokerage firm practices, which led to the relationship with Woodruff & Co. and the decision to expand my career from commercial to investment banking. It was during my 1st year in banking that I passed the CPA exam.

Arthur Andersen & Co. (Public Accountant), Houston 1976-1979

My only on-campus placement interview led to me joining the Houston office in the tax department. During my three years, I was exposed to partnership, trust, and corporate tax issues, including compliance, research and structuring. The experience and relationships made possible by the firm's Houston prominence led to my career shift to commercial banking.

Board Service:

Current Business Boards:

- Sport Clips, Inc. 1,850 unit franchisor of men's hair salons (9/96-present)

Past Business Boards

(representative, not comprehensive):

- SEI Metal Tek \$20M metal component mfr. ('91-'14)
- Amegy Bank of Texas Business Dev. Advisor (1/1990-1/2009)
- RF Monolithics, Inc. (NASDAQ) Audit comm. chair/Dir. (9/08-6/12 Co. sold)
- Multi-Shot, LLC. \$100M+ directional driller
- Greene's Energy Group, LLC \$75M+ diversified energy services co.
- Superior Plant Services, LLC. \$35M+ industrial services co.
- Bo-Gray Casing Services, LLC. \$30M+ energy services co.
- Flintlock, Ltd. \$50M+ candle manufacturer
- GEXA Corp. \$100M+ publicly traded Retail Elec. Provider
- South Hampton Resources \$100M+(ARSD-NASDAQ) specialty refiner
- Catalyst Energy Services, Inc. \$20M "pink sheet" energy services co.
- M&S Restaurants, Ltd. \$20M multi-unit restaurant co.

Current/Past Non Profit Boards & Programs:

- American Heart Assn. (Dallas Chapter)
- Leadership Dallas, 1981 Class; Leadership Santa Fe, 2018 Class
- Center for AIDS (Houston), 1996-2000
- American Humanics Advisory Council; University of Houston (1994-2012)
- Board of Visitors, U.T. McDonald Observatory (2006-2017)
- Chancellor's Council, U.T. System
- Davis Mountains Therapeutic Riding Center, Fort Davis, TX
- CDRI, Fort Davis, TX (January, 2019 to present)
- Santa Fe Community Foundation (2019 to present, Treasurer, and Finance & Exec. Comm. member)

Education & Personal:

1976 BBA, Accounting; Baylor University, Waco, TX (with high honors)
1980 CPA, Texas (license current, but in a "non-practicing" classification)
1988 MBA, Finance; UT Austin (Kozmetsky Award Recipient; 4.0 GPA)

I am celebrating my 38th year of marriage to Margaret O'Donnell. I have two adult step sons and a high school aged grandson and I hold a private pilots license. I received Ernst & Young's SW Regional award as Entrepreneur of the Year in 1993.