

John Wilson Sequence

2008 Opportunity Drive, Suite 150
Roseville, CA 95678

916-782-6900
contact@sequencestaffing.com

EXECUTIVE MANAGEMENT PROFILE

Financial Planning / Financing / Accounting / Operations

Results-oriented financial executive with strong operations and management experience who has met challenging goals through a 25-year career with distinguished accomplishments in accounting management, financial planning and high-volume finance. Industry experience in real estate development, construction and retail. Solid, proven record of achievement with major corporations and extensive entrepreneurial experience. Big 4 accounting background.

Key strengths and expertise include the following:

- ▶ Accounting Management and Controls
- ▶ Financial Planning
- ▶ Strategic Planning & Forecasting
- ▶ Treasury and Banking Relations
- ▶ Partnerships and Joint Ventures
- ▶ Corporate and Project Financing
- ▶ Budgeting and Financial Analysis
- ▶ Equity Financing and Investor Relations
- ▶ Tax Planning and Compliance
- ▶ External and Internal Reporting

PROFESSIONAL EXPERIENCE

Chief Financial Officer

2005-Present

Missions Homes, Newport Beach, CA

Leading a major residential and mixed use real estate developer as CFO, successfully established professional financial management in a firm that grew to an asset value of \$700 million in 68 separate companies in six years.

Key actions and achievements:

- ▶ Created the company's first consolidated financial statements, introduced management and accounting controls. Brought discipline and structure to land development and home building activities, greatly enhancing credibility with lenders and investors.
- ▶ Developed new banking relationships, creating access to \$150 million in potential new project financing, and up to \$500 million of equity and mezzanine funding to leverage the firm's equity fund. Closed \$80 million in bank, "hard money" and subordinate loans. Prepared a standardized underwriting package for lenders.
- ▶ Developed a plan to consolidate existing debt into a single vehicle, reducing financing costs, and yielding \$30 million in cash flow.
- ▶ Founding CFO of Missions Homes equity fund, managing over \$80 million for 150 individual and large institutional investors. Developed the financial model for a large opportunity fund. Prepared marketing and underwriting materials for presentation to financial institutions to raise \$200 in equity investment for the fund.
- ▶ Initiated a restructuring of operations, reducing annual overhead by over \$1 million, and focusing the company's efforts on higher-yielding ventures.
- ▶ Devised new, innovative program to finance lot sales to home builders, significantly increasing yield on sale of entitled lots, and creating a new source of revenue.

- ▶ Structured the 68 separate companies to optimize tax treatment of income. Prepared offering documents for land development partnerships, resulting in \$30 million of equity investment. Revised existing partnership agreements to conform to the structure of the opportunity fund.

Division Vice President- Finance**1997-2005****Del Monte Homes, Los Angeles, CA**

Responsible for the financial planning process, including cash flow, capital allocation, long-range plans and budgets for a \$2 billion real estate development firm. Initiated programs that added 23 percent of total company ROI. Evaluated purchase and sales transactions for financial viability and special financing opportunities. Received the "President's Award" for special achievements 2002 through 2005.

Key actions and results included the following:

- ▶ Developed the company's infrastructure financing program, funding \$100 million of community facilities off-balance sheet. Recouped over \$40 million of "sunk costs" through innovative financing.
- ▶ Developed off-balance sheet project financing that substantially reduced capital investment and increased ROI.
- ▶ Evaluated financial viability of land acquisitions (over \$200 million annually), recommending changes in land use, product, absorption and cash flow to exceed minimum investment return criteria.
- ▶ Led Six Sigma (black belt level) teams to solve operational problems. Developed a linear programming application to optimize land use. Reduced model home sale costs by \$400,000. Reduced cycle time on master plan lot sales by four weeks.
- ▶ Restructured land purchase agreements in response to FIN 46 accounting regulations, keeping \$150 million off the balance sheet.
- ▶ Acted as "CFO" for the decentralized regional operating units, developing strategic plans and long-term business plans, as well as providing advice and support on specific transactions.

President**1992-1997****JWS & Associates, Laguna Beach, CA**

Provided professional consulting services and advice to entrepreneurial ventures in various industries.

Key actions and results included the following:

- ▶ Acted as CFO of three start-up companies focused on land acquisition, commercial land development and property management. Prepared business plans and presented financial projections to investors. Handled banking, accounting and tax issues.
- ▶ Led the due diligence process on the acquisition of two independent land title companies. Assessed strategic benefits, verified assets, projected cash flows, prepared valuations.
- ▶ Successfully restructured small real estate marketing firm. Took charge of all business aspects of the company before selling it to a national chain.
- ▶ Advised on a retail start-up venture. Provided market research, cost and revenue projections, and recommended financing alternatives.

Chief Financial Officer**1983-1991****Costco, Los Angeles, CA**

Responsible for Finance and Accounting plus Warehousing and Logistics, Human Resources, Operations and Strategic Planning. The company grew at an annual rate of 40% during this period.

Key actions and results included the following:

- ▶ Reduced inventory investment by over 10%. Introduced advanced technology that resulted in a fully-integrated sales and inventory control system, and reduced merchandise processing time.
- ▶ Identified and evaluated new real estate markets and locations, negotiated lease transactions.

- ▶ Planned and built a 120,000 square foot retail distribution center. Increased productivity and reduced transportation costs. Cut transit time to stores by 20%.
- ▶ Developed accounting and internal control systems that provided reliable, timely information for financial and operational reporting. Maintained conservative accounting policies in a distinctly aggressive corporate culture.
- ▶ Reduced key expense categories including travel, telephones and supplies by as much as 40%. Implemented store programs that substantially reduced inventory shrinkage and utility costs. Created a payroll planning system that provided optimum store coverage at lowest cost.
- ▶ Developed financial plans, budgets and forecasts, resulting in tight operational control and sound capital allocation. Established performance criteria and hurdle rates for capital spending, increasing return on investment.

Director of Finance**1981-1983****Radio Shack, Los Angeles, CA**

Responsible for accounting, reporting, budgets and analysis for the corporate office. Developed and instituted accounting policies and internal control standards that brought all operating companies into conformity. Coordinated accounting for the closing of the \$2 billion unit. Developed the corporate uniform chart of accounts. Instituted the standard retail financial reporting calendar.

Director of Internal Audit**1976-1981****Toys "R" Us, Los Angeles, CA**

Created the internal auditing department, conducting financial, operational and IT audits, improving operating controls and efficiencies in stores and corporate functions, including merchandising, store operations, real estate, construction, advertising and distribution. Uncovered a major fraud.

Internal Auditor**1972-1976****Ernst & Young, Los Angeles, CA**

Promoted up through a Big 4 accounting firm progressively handling more responsibilities related to auditing, tax and accounting assignments for clients in various industries.

CREDENTIALS**Certified Public Accountant, California****B.A. Economics, University of Southern California, Los Angeles, CA**