

# ***JEFFREY J. WILSON***

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## **SENIOR MANAGEMENT OFFICER ♦ CFO ♦ GENERAL COUNSEL**

*with comprehensive experience in*

Strategic Planning	Marketing & Sales Growth	Public & Private Entities	Budget Development
Financial Analysis	Problem Resolution	Business Negotiations	Contract & Policy Drafting
Process Design & Control	Diverse Products & Services	Real Estate Transactions	Due Diligence

### **EXECUTIVE SUMMARY**

#### **♦ Senior Management Expertise:**

Startups, expansion, diversification, turnarounds, multisite operations, M&A, JVs, and business development.

#### **♦ Senior Financial Expertise:**

P&L management, contract negotiations, budgets, human resources, IT upgrades, and investing & financing.

#### **♦ General Counsel Expertise:**

Business law, contracts, employment, settlement negotiations, real estate, and legal ADR processes.

### **SELECTED ACHIEVEMENTS**

- ♦ Pivotal role in growing startup company from \$1 million to \$5 million annual revenue.
- ♦ Drafted plan and spearheaded turnaround from \$100K loss to \$1 million profit within 3 years.
- ♦ Increased new sales 100% and total division sales 150% in 2 years.
- ♦ Reduced raw materials cost 10% by implementing aggressive cost management strategies.
- ♦ Led launch of 11 new sites that achieved profitability in less than 1 year.

### **PROFESSIONAL EXPERIENCE**

NEXT LEVEL MANAGEMENT, Toledo, Ohio

2001-Present

#### **Management Consultant & General Counsel**

- Designed and implemented business turnaround plan for related real estate and building companies.
- Drafted/negotiated software developer's licenses, intellectual property filings, and sales/vendor contracts.
- Prepared business for sale, solicited and reviewed offers. Researched and revised risk management contracts.
- Formed automated payment/cash flow enhancement business, drafting business and marketing plans.
- Counseled three building trade companies on business turnaround and long-term survival strategy.
- Negotiated purchase of builder foreclosure, served as General Contractor, built home, marketed for sale.
- Conducted due diligence on title, mortgage, real estate, building, livery, and self-storage companies.
- Renegotiated contractors' agreements; structured win-win and cost-effective solution for both parties.
- Developed ultimate outcome and assisted with settlement in employment contract-noncompete dispute.

JCS, INC., Toledo, Ohio

1994-2001

#### **Chief Executive Officer ('95-'01) Chief Operating Officer ('94)**

##### *Management & Business Development:*

- Led company through 6-month turnaround to positive cash flow and net profit; appointed CEO.
- Diversified business by penetrating 4 new market segments in 3 years.
- Forged key strategic alliance, capturing 1st statewide marketing contract over 50 competitors.
- Created/implemented growth strategy; over 4 years expanded business from 5 profit centers to 22 in 3 states.
- Developed variable labor options and new marketing programs to mitigate impact of seasonal sales.
- Implemented new marketing strategy utilizing entire employee base to develop new business.
- Designed/authored customer marketing newsletter that enhanced business image and led to increased sales.
- Consolidated unprofitable satellites into anchor offices, increasing profitability without reducing market share.

##### *Financial & Information Technology (IT):*

- Installed accounting system to provide accurate, timely management reports; led IT overhaul.
- Drafted and implemented internal control system that detected accounting anomalies.
- Conducted due diligence and led acquisition/sale processes. Cross-trained and restructured accounting staff.
- Prepared and presented business plan to bank; secured \$300K line of credit for seasonal program.
- Established pro forma, rolling budget system, trained managers, and achieved record profit.
- Invested retained earnings in short-term instruments to improve cash reserves and fund expansions.

*Human Resources & Legal:*

- Directed 225+ professional staff and implemented employee motivation/recognition programs.
- Drafted HR policies and employment, noncompete, contractor, buy-sell, and stock option agreements.
- Created innovative transportation solution to get additional workers on site during labor shortage.
- Negotiated and drafted 25+ commercial leases. Prepared tax appeals and resolved all tax disputes.
- Trained managers on diverse HR issues. Represented company at OCRC, BWC, and UC hearings.
- Established temporary employment division to resolve issues associated with production fluctuations.
- Increased throughput and net profits by redesigning compensation structure for production employees.

JJ & ASSOCIATES, Toledo, Ohio

1993-1994

**Management Consultant**

- Consulted on P&L analysis, cash flow, and budgets. Advised on viability of acquisitions/market expansions.
- Wrote/implemented business expansion and financing plan for growing placement/training company.
- Drafted and presented business/marketing plan for startup building trade company.
- Wrote business turnaround/marketing plans and presented to Board of a rehabilitation company.
- Started and managed rapidly expanding real estate acquisition/leasing business; negotiated all purchases/sales.
- Converted contractors to employees with competitive pay and benefits, reducing turnover.

QRC, Stryker, Ohio

1984-1993

**Chief Operating Officer ('91-'93) Chief Financial Officer ('84-'91)**

*Management & Business Development:*

- Transformed conservative, stagnant business from \$4 million to \$12 million in 6 years; strengthened market position.
- Led 2 related entities to record profit for 6 successive years.
- Managed assembly, packaging, manufacturing, and 3 diverse service companies spread across 4 plants in 4 cities.
- Restructured sales force resulting in 100% increase in new business. Took division from 40% to 120% capacity.
- Spearheaded startup of successful satellite operation. Added 3 new divisions and grew territory 125%.
- Designed/implemented new consolidated, cross-selling marketing approach for all divisions.
- Decreased large customer reliance by 15% of total manufacturing sales through diversification.
- Oversaw 15-route transportation network for product/employee pick-up and delivery.

*Financial & Information Technology (IT):*

- Cross-trained, hired, and restructured accounting staff, enhancing confidence of Board and senior management.
- Produced 80% savings by renegotiating technology contracts; utilized 1st-year savings to purchase new system.
- Restructured accounting systems, leading to successive unqualified audit opinions.
- Led computer system installation team in completion of IT overhaul project ahead of schedule.
- Drafted grants/financing packages for building projects, vehicles, and new product/service lines.
- Managed large building project, completing it on time and within budget.
- Expedited management reporting and reduced overall expenses by bringing all financial functions in-house.
- Established computerized budgeting/management reporting system that steered entity to record surpluses.

*Human Resources & Legal:*

- Drafted multiple employer and contractor agreements, HR policies & procedures, and disciplinary plans.
- Formed work release program with local prison to increase manufacturing volume, meeting new customer demands.
- Established temporary employment division to resolve issues associated with production fluctuations.
- Restructured sales force and compensation program; increased gross sales 25% in 1st year.
- Increased productivity and throughput by redesigning compensation system for piece-rate positions.

**ADDITIONAL EXPERIENCE**

Adjunct Professor, UT/NWS, 1995, 2000, 2004

Realtor & Auctioneer, Westfall Realty, 1990-1994

Mediator, Lucas County Juvenile Court, 1999

Real Estate Investor & Landlord, 1981-Present

Law Clerk, Buckley, King & Bluso Law Firm, 1999

Grocery Store Asst. Manager, Super Valu, 1979-1984

**EDUCATION & MEMBERSHIPS**

Juris Doctor, *graduated 2nd in class*, Law Review, Web Editor, University of Toledo, College of Law, 2000.

Master of Health Care Administration, *summa cum laude*, University of Toledo, 1998.

Master of Business Administration, *summa cum laude*, Pacemaker of the Year, University of Toledo, 1995.

Bachelor of Science, Business Administration/Accounting/Management/Computer Science, Defiance College, 1989.

Licensed attorney in Ohio & Michigan. Member: Toledo, Ohio, Michigan, and American Bar Associations.

Certified Business Manager (CBM), Certified Management Accountant (CMA), and IMA member.