

Personal References of J.R.Muellerleile

What follows are portions or the full content of letters received by Jack from persons who have known him a very long time. The full text of each such letter is available upon request.

Work Related References

L.L.Hilton – Retired Mobil Oil Executive (Tel: 310.645.2725) who has known jack since 1962 wrote...

“ Jack and I were on the University of Missouri football team together in Columbia, MO. We graduated the same year and went our separate ways...Jack to Los Angeles while I headed for Minneapolis...and that was that...we thought. Two years later at a National Mobil Dealer Convention in Las Vegas we ran into each other again and we were both wearing badges identifying us as Mobil employees.

Jack convinced me to resign my position in Minnesota, then drive out West in the hope of being rehired and reinstated with full vesting at a time when Mobil's relocation policies strictly prohibited 'convenience moves'. Well, I did it and Jack pulled off the impossible much to the chagrin of many in colder climates whose requests of this nature had been summarily rejected.

Of course, they didn't know the risk-taking nature nor the influence with upper management possessed by Jack Muellerleile and his immediate supervisor...who sided with Jack 100%.

Looking back at the most exciting two-thirds of my thirty-two year career at Mobil I have to admit 'The Bullet', as Jack was affectionately called, was always at the center of things. Working side-by-side in numerous executive level positions, I came to understand his no-nonsense, 'can do', 'be prepared for anything' approach which underscored a phenomenal string of successes characterizing everything Jack attempted to do. Jack's team routinely led the pack in EVERYTHING! And they did it EVERY YEAR! Management got so many gripes from folks shown up by Jack's unit that they began transferring the 'problem cases' and 'weak sisters' to Jack's group as replacements for the steady stream of folks being promoted year after year out of Jack's area of responsibility. Of course, that just represented another 'challenge' to him and he either got these underperformers turned around or out the door in such short order that it didn't slow production of top results one little bit. EVERYTHING STEAMED AHEAD without even a pause.”

“Well, after 23 years of charting new courses, setting records above those he previously established and fighting tooth and nail for approved exceptions to conservative policies so his freight train of success could maintain its momentum, the stuffy corporate climate just lost its glitter and Jack 'hit the bricks' on his own, anxious to carve out new achievements in uncharted waters. AND HE DID.

Today, after thirteen (13) years of 'doing his own thing', Jack has an inventory of clients unmatched by anyone. They do bigger than average deals and generate for him very lucrative fees and commissions. As would be imagined, he created a new 'team'...a much larger one than was aboard at Mobil. Jack has 'finders' stashed all over the country who toss him deals meeting the criteria of his clients. he has associate consultants and co-brokers permeating all of the areas in which he accepts assignments. His clients include attorneys, CPAs, bankers, developers and even other licensed real estate brokers who gladly guarantee him \$100,000 or more per transaction (one I heard about over the grapevine guarantees Jack \$250,000 per deal). Of course, Jack won't confirm this. He's very tight-lipped about his affairs.

Well, I'm sure that by now you get the message. Jack is one unique individual who delivers big results (as usual) but now gets paid big fees for doing this.

Jack is very independent, contrarian by nature, far sighted / perceptive about nuances several years ahead of the pack (and a decade in front of the big oil companies), strictly silent about his clientele, does not seek out publicity for himself, accepts new clients only by referral, rejects many more client candidates than he takes on, is asked to write articles for trade journals when trade associations want their members to get an advance look at what's headed their way, etc., etc."

"If you have a case demanding a determined, savvy, seasoned go-getter who needs no encouragement or supervision and can routinely accomplish the impossible, convince Jack to take on the task. Then stand clear and let him get it done."

Lawrence J. Straw, Jr. – Partner, Straw & Gough, a Professional Law Corporation, who has known Jack since 1970 writes...

"Jack Muellerleile and I have worked together since I was first assigned to Mobil's Office of General Counsel – Los Angeles Regional Headquarters in 1970 and we have maintained a close working relationship over these past twenty-nine (29) years.

At Mobil, Jack was a 'Rising Star'. He consistently produced results which exceeded expectations and was promoted over and over again more than a dozen times. Among the achievements for which he'll undoubtedly be remembered are the following noteworthy examples of his executive-level excellence:

1. He was generally way out in front of his contemporaries in getting things done early, not just on time.
2. His skill in developing subordinates into 'ready replacements' for advancement into positions of greater responsibility in the corporation was unequalled before, during or after his tenure.
3. Regardless of the quality of the personnel sent him to staff his constant stream of openings created by folks recently promoted, the unit's performance continued to be tops year after year without let up.
4. Since it became 'unbelievable' that anyone could amass such a record of success without faltering even once, our auditing department literally 'camped on his doorstep' for ninety-six (96) consecutive months but were unable to report even one significant finding to evidence their suspected policy deviations which 'had to be the reason' his unit was so immensely successful. He used to joke about threatening to charge the auditors rent for the space they occupied in conducting their work within his offices.
5. On top of all this, he volunteered for extra duty as a member of the elite, hand-picked public speakers forming Mobil's Speakers Bureau during the Arab Oil Embargo and promptly won top honors for giving the highest number (over 75) speeches in a single year while continuing to shoulder all of his regular assigned duties. There were only about 25 of these participants among our 20,000 employees in the entire country.

Jack's contribution to Mobil's success over the twenty-odd years he was there was record-setting across the board including Sales, Fiscal Matters, Campus Recruiting, Hiring Committee Participation, Career Development Activities, Marketing / Salaried Operations / TBAS&L Management (including manufacturer coordination and distribution in 7 states) / New Distributor Creation in 30-odd states / Real Estate Matters in nearly 40 states as well as his earlier assignments in Training Dealers (conducted a Pre-Installation Course of 6 weeks duration which was required attendance for every new franchisee), Public / Government Relations and other posts he held.

After leaving Mobil in 1986, Jack rapidly became known as an accomplished Consultant and Dealmaker in Real Estate principally in California & Nevada but occasionally in assignments across the country. Today he is a highly paid individual who routinely works on cases which generate 6 figure fees per transaction."

“Lately, he has been deluged with demand for the very lucrative, high cashflow, big volume gas station developments he is so thoroughly qualified to help his clients create. He knows all the wrinkles in that game. Rarely could anyone pull the wool over his eyes when it comes to these projects.

While the above may appear somewhat general in nature, it must be remembered that an attorney-client relationship exists between us and much of his activities fall into the realm of privileged information. But if I can expand upon my remarks in further satisfaction of your needs, I’ll surely try to do so. Call me anytime at (310) 826-7766.

Richard McEntee – Accountant, Consultant & Principal. Designer / Developer of the Autoexec Computer System for Gasoline Station Accounting which includes interfacing with POS terminals as well as scanning for Convenience Stores. Tel: (626) 574-9030. He writes...

“Jack Muellerleile and I have worked closely with one another continuously since 1968. He held numerous executive-level positions within Mobil Oil Corporation and represented their interests well. I established / developed an accounting service for hundreds of independent service station dealers and represented their interests well. Often, by strategically sharing information, a mutuality of benefits became self-evident...thus, our continued consultations behind the scenes.

The dealers trusted Jack’s word, admired his straightforward approach, his willingness to ‘lay it on the line’ even when the result of this or that policy worked a hardship on the dealer. They knew he’d ‘make it up to them’ and he always did just that. He was widely respected for his vision of the future nuances for which forward thinking station owners / operators must prepare themselves.

Once, under threat of being fired by his superiors, Jack took the microphone at a gathering of 500-600 dealers and spouses, made a big scene of tearing up the ‘prepared speech’ handed down to him from Mobil’s New York Headquarters and proceeded to talk to this group on an impromptu basis about their future. For some in the room, his words painted a grim picture of eroding cashflow and eventual loss of their livelihood. For the majority, however, he created in their mind’s eye a glorious cash rich, yet scary, few years amidst lots and lots of changes. While he spoke, all were deathly silent and riveted to the edge of their seats. The 45-minute presentation ended with a 15 minute standing ovation that almost broke up the big annual meeting then and there with all those New York Headquarters Executives smiling and acting like the whole pitch was their idea all along. You see, that’s the way Jack behaves. He cares little about the attitudes and opinions of others especially when they try to force him to do something he feels strongly is not correct. And always, when asked to do anything with even the hint of impropriety.

Jack has been called aggressive, overbearing, too tightly focused and so forth. But these words were uttered from the mouths of lesser individuals who could never keep up with him. He was unendingly leading the OUT IN FRONT BUNCH. And the masses of independent dealers, all of his regularly promoted staff and subordinates loved him for it. He always personally took the blame for mistakes and passed down all the credit for successes.

Today, thirteen long years after Jack left Mobil, his name is recognized by one and all including the few ‘old timers’ who remain and the greenhorns who came along after he left. The dealer group (who always outlast a parade of company folks) sorely misses his presence. He’s invited to numerous dinners and gatherings just so they can pick his brain to glimpse the future as it’s seen by him.

Jack really knows the oil business. He’s been a part of it for an entire lifetime. He grew up in the Midwest in a family headed by another successful oil executive, his own father, who instilled in him the characteristics which came into bloom early on in his career with Mobil (hard work, high expectations of self and others, never kid around about serious things, speak clearly / be understood, take risks, try out new ideas, Lead, Follow, or...Get Out of the Way).

During these past thirteen years, Jack has mellowed some...but not much. He still personifies a CAN DO attitude, his enthusiasm remains infectious, his standards are high. He'd rather walk away from a huge fee or commission than knowingly lead someone less knowing down the garden path. He is unmatched at what he does and he is highly compensated for same. You'll not get him to cut his fees but you'll get the best from him and more every single time he accepts an assignment."

Dr. Frederick A. Cardin – Sr. Consultant, Lecturer, Author, past faculty member in International Finance at the Harvard Business School, Director of the Cambridge Research Institute (a strategic planning firm in Cambridge, MA) & Managing Director, Harvard Growth Strategies (Newport Beach, CA), which advises clients on building their businesses through strategy, financing and marketing. Clients include firms in the television, automotive, finance, e-commerce, health care, religious marketing, food, franchise, newspaper and Internet publishing businesses. Of Jack Muellerleile, he writes...

"Mr. Muellerleile has been known to me in a professional capacity for about a dozen years and on a more personal basis for nearly two years.

Professional Interaction: By way of direct and indirect involvement with entities I financed or for which I served as Chief Financial Officer, I have witnessed Mr. Muellerleile in action as a Real Estate Broker and as a Consultant and know him to:

1. Possess a broad range of business expertise and acumen in corporate, entrepreneurial and franchised environments.
2. Display admirable traits associated his for hard high sense of business ethics and negotiating skills.
3. Enjoy a fine reputation across industry lines among his clients, owners, franchisees, brokers, architects, attorneys and a host of supporting players associated with bringing new businesses on line, especially in the petroleum and food service market segments.
4. Exhibit strong management skills in planning, organizing, leading and controlling while utilizing varied approaches demanded by the circumstances involved.

He is, in my opinion, uniquely qualified to tackle any assignment he would accept on a macro or micro basis, especially in his deepest area of personal expertise – the retail and wholesale marketing of petroleum products and all the developmental disciplines associated with these activities.

Personal Interaction: Almost two years ago, Jack Muellerleile and I entered into an alliance for the purposes outlined in a white paper entitled, 'Harvard Growth Strategies Company Profile'. During this period, I came to better understand Jack's admirable personal qualities and the attributes that underscore his outstanding professionalism. The characteristics that impressed me the most include:

1. Confidence in his own abilities...doesn't second-guess himself.
2. Keen, sharp, alert mind...focused, attentive.
3. Quick decision-maker...creates order out of chaos.
4. High order of personal integrity...lives by the Golden Rule.
5. Loyalty to family, friends, clients...unimpressed by rumor mill chatter.
6. Slow to judge others, slow to anger, good listener.
7. Single-mindedness of purpose...not easily distracted.
8. Self-disciplined, ordered, logical, organized, detail oriented, well-prepared.
9. Determined...overcomes obstacles...not easily discouraged.
10. Self-initiative...drive...creative thinker / able to improvise.
11. Positive, 'Can Do' attitude and enthusiastic outlook generally.
12. Stoically calm facing adversity...believes in a self-determined future.

The above and other unlisted attributes coupled with his 'Make It Happen' philosophy of life make Jack a prize partner and valued contributor to our endeavors.

It would be my pleasure to further discuss Mr. Muellerleile with anyone considering engaging his services. Just give me a call at (949) 515-8388 or email me at: rickcardin@msn.com.”

Off the Job References

James J. O’Hara – Corporate Executive & Entrepreneur, whose comments about Jack include...

“Jack Muellerleile has been a resident of Cypress, CA since 1966 and has been known to me since 1970. Our involvement with one another has centered primarily in mutual activities associated with family, the schooling of our children and our church affiliation.

We both raised relatively large families; our spouses were full-time mothers/homemakers; our children attended the same private elementary and secondary schools; and we’ve both been actively engaged in the operation of the Faith Community of St. Irenaeus Catholic Parish in the Diocese of orange for 29 years. Additionally, we both led business lives with similarity: Jack as a Mobil Oil executive and then as an entrepreneur in Real Estate Consulting and Brokerage; I as an executive with Farmer’s Insurance Group and an entrepreneur in the Travel Industry.

Jack and I share the same values and even possess like personalities and character traits. It is with pleasure that I attest to the following on behalf of this man.

CHARACTER: Jack is a ‘rugged individualist’ who possesses a keen awareness of life lived according to the ‘Golden Rule’. He leads by example in this regard and does not seek personal recognition preferring to make things happen behind the scene quietly and effectively. He is intensely proud of the adult persons he and his wife, Sue, have created in each of their four highly educated and accomplished offspring. He has an infectious enthusiastic attitude, believes in a self-determined future and makes things happen wherever he chooses to devote himself. His expectations of himself are lofty and his growth and self-development over the decades have been steady and noteworthy. He’ll take on ‘anything’ and never becomes discouraged, never espouses negativity, never quits.

ATTRIBUTES: Jack is tenacious, focused, engaging, likeable, creative and intelligent. He inspires others. He motivates and encourages and draws from his followers the highest possible levels of achievement; often well above their own expectations. He’s a team player who is as comfortable in supporting, followership roles as he is out in front in a leadership capacity. He is generous with his time, his treasure and his talent. He is caring and concerned about the weak, the helpless, the suffering among us. He puts himself at risk for the betterment of the lives of others.

ACCOMPLISHMENTS: As President of our Parent-Teacher Organization for several elected multiple year terms, he inspired everyone to ‘think outside the box’ and aim well above that which was generally held as possible. As such, countless positive, well thought out improvements were made in all aspects of this institution’s operation resulting in wide recognition for same and emulation by other like institutions in Orange County...including things financial, academic, fiscal, administrative, social and improvements to its physical plant and equipment. As a founding member of Steering Committees, Parish Council and Parish Advisory Boards, his ideas, due diligence and recommendations were timely, reliable and far-reaching in their impact. As the Parish Representative to the Bishop’s Diocesan Advisory School Board which governs the operation of 42 member schools, he inspired the overhaul of tired, old, complacent attitudes, put together a ‘road show’ which gave highly motivational presentations to every single member

school's governing group at their local level in the evenings (after putting in a full day on the job with Mobil oil) and brought about enormous excitement, parental involvement and positive change.

MEMBERSHIPS: He is a Third Degree Member and Office Holder in The Knights of Columbus, an Auxiliary Member of the Legion of Mary and an active, highly regarded Lector whose Ministry as the Proclaimer of the Word at Sunday Masses is carried out with dignity, resonance and power as only a skilled speaker can deliver.

Had Jack lived in our earlier history, he could comfortably have been counted among those adventuresome men who prospered within the Far Blue Mountains amidst wild and dangerous conditions; or one of the defenders of the Alamo against General Santa Ana's overwhelming force; or at the side of Geronimo, the Apache Warrior or crazy Horse, a war chief of the Lakota Sioux; or in the persona of General George M. Patton – historian, brilliant strategist, dauntless field leader and believer in the honor inherent in man-to-man combat...and the absolute necessity for superior strength, will and determination in order to assure a democratic way of life under peaceful conditions.

I would be honored to be chosen to stand with Jack against any evil, any foe, any injustice, any threat to our families / friends / Priests / Sisters / Deacons or parishioner any time, any place, anywhere, under any conditions. And together, we would overcome any obstacle to total, convincing, unconditional victory of our mutual enemy be that enemy human, cultural, societal or philosophical in nature.

Jack is a 'Man's man' who will add immeasurably to the successes enjoyed by any entity or group or individual with whom he is associated.

If additional amplification or more detail is desired relative to my knowledge of Jack Muellerleile, you are invited to call me any time at my office (562) 421-8802 or at my home (714) 828-1220."

Beverly Harrison – Principal / Administrator-11 years and Teacher-9years at St. Irenaeus Parish School, Cypress CA, Tel: (714) 827-4500 writes the following...

"Our 600 plus student private, parochial, Catholic elementary school (grades K-8) is an integral part of the Faith Community of St. Irenaeus Parish within the Diocese of Orange which operates 42 member schools.

Mr. Muellerleile has supported us for thirty-two (32) years only a portion of which time his four (4) children were our students.

Jack's philosophy of life espouses all of the 'right things' our children must learn to become thinking and caring and loving adult persons. He has given of himself liberally over the years in the furtherance of the attainment of the goals of our institution and those of all 42 member schools in our Diocese.

His very public involvement included several multi-year terms as the elected President of our Parents Club (Parent-Teacher Association) during which timeframe enormous advances were made in every area of the school's operation. He was appointed by our Bishop to be one of only seven Diocesan parents to sit on the Advisory Board that is given strong reliance by the Bishop in matters relating to all 42 schools. As an influential member of this group, he devoted untold hours of his time including field visits and presentations to all 42 school administrative staffs and parent organizations.

Later, he worked behind the scene in a very special way to improve the lives and opportunities for advancement of struggling families whose children had great potential but lacked the financial capability necessary to allow them to blossom fully in their secondary education years and beyond. In this regard, his efforts were so privately conducted that even the beneficiaries were unaware of the source of the support received. Their troubles were eased. Their children prospered.

He is an accomplished leader, motivator and critical thinker. While always respectful in his attitude toward others, he expects positive results and works diligently in getting them through the enthusiastic efforts of all with whom he comes in contact. His good example has resulted in the heightened involvement of hundreds of other parents which, in large measure, accounts for the terrific learning environment our students and teachers enjoy. His campaign to raise teachers' salaries and to expect more of them throughout our 42 member schools was very well received while being implemented over a phased-in, multi-year period of time.

Jack is alert, perceptive and creative in solving problems. He easily makes good decisions and is capable of creating order out of chaos in a public forum or via private, small group persuasion methods. Jack genuinely cares about bettering the lives of others at our school and throughout the Diocese of Orange. We very much appreciate his efforts on our behalf.

Call me with questions, if any, at my office (714) 827-4500 or by message @ (714) 826-0760.”