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SUMMARY OF QUALIFICATIONS ~ CAREER # 2 ~ 1986 - 2005

During current 19 year career in an unstructured, diverse, entrepreneurial culture, this results-oriented executive level manager from the corporate world learned the essence of risk taking, team building project-by-project, commission-only compensation plans and the absolute necessity of trust among collaborators coupled with the value of a continuing reputation of possessing a high order of personal integrity.

REPRESENTATIVE ACCOMPLISHMENTS

- Managed the site search, identification and acquisition by lease segment of new business development for an emerging franchised chain resulting in 42 acquisitions over an 18-month period of time throughout the State of California.
- Accomplished the above while studying for, testing successfully and receiving real estate licensure in California, first as salesperson, then quickly thereafter as a broker.
- Directed the research, formation and creation of a new, real estate related services franchise approved for operation within California, established an organization servicing an area covered by 56 yellow page books, ran the business and sold it after one year.
- Planned and implemented the California rollout of several out-of-state and local emerging franchised chains in the printing, signage and food service industries.
- During a 10 month period, located for acquisition 27 sites meeting / exceeding difficult criteria for a high net worth client in the entertainment industry who was frustrated the previous several years by the general brokerage community's inability to present him with even one workable new location.
- Provided "behind the scenes" advice and counsel to numerous plaintiffs and their attorneys who successfully won their litigation and received sizeable awards from major, international corporations.
- Served as an expert witness for a handful of trials involving franchised business relationships, real estate matters, wrongful termination disputes and Lessee / Lessor issues.
- Successfully obtained full judicial awards on the only three client disputes submitted to binding neutral third party arbitration for resolution. Awards received included 100% of the amount outstanding, interest and all collection costs to date, including full attorneys' fees.
- Provided piecemeal as well as continuing project advice and counsel to clients seeking to enter high cash flow retail petroleum, food service and entertainment businesses via the acquisition of going concerns or development of new to industry (NTI) units. These clients were cash qualified high net worth individuals who possessed or could hire or partner the necessary operating expertise, but lacked sophisticated knowledge of many essential components. Helped advise clients with business plan formation, candidacy packaging, advisory team assemblage, site criteria creation, site search activities, feasibility studies, site acquisition by lease or in fee; and in some cases with the entitlements process within the local jurisdictions, police/government/community relations campaigns, the relationship to larger surrounding projects under development, financing via numerous means, contract

negotiation with principal suppliers, etc. These businesses typically generated a cash flow at \$40,000-\$60,000 per month (\$480,000-\$720,000 annually) and in some cases, a lot more. As such, they were and still are highly sought after but are not so easily acquired or developed from scratch.

- Developed a scenario whereby a client with \$100,000 "seed money" could obtain control of a \$1,000,000 piece of land, sell it for up to \$1,200,000 while still in escrow, thereby extracting his own funds and a large "profit" from the deal early on, regain control of same via a long term ground lease with an option to buy it back during the out years, obtain a \$400,000 cash contribution from a principal supplier then use it as "equity capital" to qualify for long term debt financing up to 90% of a \$3.6 million new to industry project expected to cash flow at \$40,000-\$60,000 monthly during year #1 and to sell for at least a \$1,000,000 profit as a "seasoned business" after at least one year of results are on the books. This scenario is no longer feasible because the self-amortizing, up front cash contributions then popular with the major oil companies are no longer widely available.
- Devised and put in place a network of traditional and non-traditional referral sources scattered over a wide area which produced a steady stream of properties or going concerns not yet officially on the market, thereby enabling clients to obtain numerous "free looks" before a deal is exposed to a multitude of potential buyers.
- Was accepted for membership by a host of organizations (I.C.S.C., A.C.R.E., N.A.C.O.R.E., R.B.A.) and was invited to join numerous others (and did for a few years) but, after gaining a broadly known, professional reputation, chose to operate on a more low key basis at the request of several very substantial, very private, very active and productive consulting and brokerage clients who valued their anonymity.
- Volunteered and delivered countless leadership-oriented presentations to school, church and religious groups on a pro-bono basis then began doing so for fees after clients learned of same. Fee-generated workshops, seminars and ride-alongs occurred with some regularity locally, out of state and, occasionally, outside the United States.
- These assignments evolved to include workshops, seminar leadership, ride alongs, speaking engagements and one-on-one coaching sessions on such topics as "How To Get Common Folks To Produce Uncommon Results"; "Major Attributes of High Potential Employees"; "Leadership Qualities Which Get Results"; "Planning, Organizing, Leading & Controlling...What Every Manager Must Do Effectively"; "Attitude vs. Aptitude"; "A Career Development System Which Produces Superior Ready Replacements"; "Ready, Aim, Fire...or Ready, Fire, Aim as the Entrepreneur Must Do"; as well as numerous real estate development related topics.
- Has been published in numerous trade journals and has received many testimonial letters from grateful clients, a sampling of which is available upon request.
- Is continuing to author a book entitled "Recipe For Success In Raising Kids Today" covering 84 aspects of family life and 19 major life choices children must make—including the upside and downside of each. His credentials in this regard are simple. He helped his wife of 44 years raise two daughters and two sons who, together, possess six university degrees and substantial careers of their choosing. While growing up in the fast-paced lifestyle of Southern California, all were untouched by narcotics, excessive drinking, unwanted pregnancies, emotional distress, physical underdevelopment, eating disorders or criminal behavior. They were not given over to laziness or self-indulgence, nor were they easily influenced by others. In 2005, they range in age from 33 to 43, have kids of their own and are very much in charge of their individual futures. His youngest son encouraged him to work on this book.
- Has been a "silent partner" in several business endeavors with outside individuals, but never with clients in spite of numerous requests from them to "hop aboard" in exchange for a waiver of customary fees. Will entertain client requests in this regard now.

- During the first 8 years as a licensed real estate salesperson and broker, successfully completed 162 cases / site searches for general purpose clients acquiring a location or transaction in each target area via purchase, lease, contract, joint venture or funding negotiations. Successfully identified / analyzed / processed for purchase, lease or exchange raw and improved land parcels, operating businesses, triple net investments and office buildings. Advised on lease renegotiations, major oil company supply contracts w/ competitive allowances and short-term bridge loan procurements (\$500,000+). Prepared extensive key market analyses of Sacramento, San Diego County, San Diego Downtown Central Business District, San Francisco Peninsula and East Bay Communities, Metropolitan Oakland, Orange County, the Metropolitan L. A.'s South Bay / San Pedro / Carson marketplace, its San Fernando Valley and the Los Angeles Downtown Central Business District. At this point, served more than four dozen national and regional chains as Consultant or Broker as well as bargain investors and specialty lenders.
- During the ensuing 8 years, specializing in the petroleum, food service and entertainment industries, successfully handled an additional 123 engagements serving primarily as a consultant but also as a real estate broker when those services were requested by the client; and occasionally as an expert witness. Exhausted a continuing study of the expected automotive fueling facility of the future, a gasoline SUPERSTATION. Thereafter, concentrated on gasoline SUPERSTATION developments which involve multiple profit centers and industry leading revenues; require large land parcels; extensive research, planning, competitive analysis, business plan compilation; and careful coordination of the activity of experienced advisors in real estate, legal, design, entitlements gathering, construction and financing. Became very familiar with these high volume, high cash flow, multi-phase marketing systems.
- As an investor, acting alone (and in partnership with others), assisted several development stage or emerging growth companies with the process of becoming public companies.
- Acquired a self-taught working knowledge of computers. Thereafter, conceived, designed, constructed and continues to maintain the 15 page 4VQP.com web site featuring more than a dozen consultants having complementary areas of expertise.
- Presently, is serving a SUPERSTATION client in Saudi Arabia; a local investor owning residential income property; a 3-party gas station dealer with special needs; an O.C. residential infill property developer; and a corporate ladder-climber who has reached a lofty level. Expects to get involved in helping a Southern U. S. biodiesel-related client shortly.
- Possesses a results-oriented, aggressive and tenacious personality. Has mellowed somewhat from the rigid and demanding posture displayed in his first career. Is thoroughly understanding and accommodating relative to the wants and concerns of his clients. Will pursue each client's stated objectives with the utmost in business ethics and professional decorum and has walked away from transactions when it was felt same were not in his clients' best interest, occasionally even when his withdrawal was opposed by the client. Is reliable, detail-oriented, organized and thorough in serving each client.