

COO / CFO – VP / DIRECTOR OF OPERATIONS / FINANCE

Growth Strategies / Profit Improvement / Cost Reduction / FP&A / Cash Management / Treasury / Planning / P&L / Business Development / Accounting / Capital Markets / HR / M&A / IT / Systems / Startups / Turnarounds / Audits / Process Improvement / Business Expansion / Capital Projects / Budgets / Compliance / Negotiations / Restructuring / Multisite / Facilities / Risk Management / GAAP / Client & Vendor Relations / Team Building / Forecasting / Tax / Banking Relations

A dynamic and versatile senior operations and finance executive with a proven record growing revenue, profits, market penetration and customer satisfaction for firms in automotive wholesale, retail and credit/finance. At **Ford Motor Credit Company** and the **Reagor Dykes Auto Group** directed multisite operations and drove large, diverse multidisciplinary teams to surpass challenging corporate objectives and client expectations while outperforming competitors and market trends.

Demonstrated expertise in change management that includes extensive experience leading successful business transformations, fast-paced startups, successful expansion and merger/acquisition initiatives, rapid growth programs and dramatic performance turnarounds.

Recruited, trained, managed and motivated cross functional teams numbering in the hundreds. Held full P&L responsibilities on revenues ranging up to \$780M and loan portfolios valued at more than \$1.1B.

Described by others as natural leader, high-energy motivator, inspiring mentor, synergistic collaborator, astute analyst, visionary planner and strategist, persuasive communicator, high integrity business partner and savvy negotiator. Known for a shirtsleeves management style that balances empowerment and accountability to push teams and individuals to achieve exceptional results and deliver excellence.

Can make a strong impact by:

- Maximizing revenue, cash flow, profits & shareholder ROI**
- Devising highly nimble change management roadmaps**
- Developing & executing aggressive growth strategies**
- Improving processes/systems to boost productivity**
- Winning new business & expanding key accounts**
- Fostering innovation & continuous improvements**
- Ensuring rigorous internal controls & compliance**
- Delivering best-in-class service & satisfaction**
- Reining in operating costs & managing risks**
- Identifying & penetrating untapped markets**
- Forging profitable strategic alliances**
- Building top performing teams**

Credentials include an **MBA** from **Oklahoma City University** and **Bachelor of Arts degree in General Business** from the **University of Central Oklahoma**.

CAREER HISTORY & SELECTED HIGHLIGHTS

CFO, Reagor Dykes Auto Group, 2008-2018. Directed all finance and accounting operations for privately held group of automobile dealerships. Managed 225 multidisciplinary staff and P&L on revenues in excess of \$780M. Oversaw management of operations, HR, facilities, legal affairs, compliance, F&I, audits among other duties. Notable achievements include:

Moved to a self-funded health plan, saving millions. Reagor Dykes faced a sudden steep spike in insurance premiums from its large national carrier. Collaborating with the firm's insurance agents and a third-party administrator, developed a self-funded plan. Implemented safeguards to insurance state/federal regulatory compliance while designing a plan to limit excessive claims. Offered more affordable coverage for employees and their families. Increased premiums only once in five years by a mere 5% versus national averages as high as 20% annually. Saved \$2M since plan inception.

Negotiated a \$45M credit facility, gaining crucial capital. Looking to sustain rapid growth, Reagor Dykes needed new operating and expansion capital. Working closely with top leaders of a large regional bank, negotiated complex credit facility. Consolidated 18 loans from 15 separate entities and six lenders into two loans from a single source. Successfully closed the deal, freeing nearly \$1M in annual cash flow previously tied up in high-cost interest payments while also reducing administrative expenses. Also enabled ownership to cash out some of their personal equity stakes.

Instrumental in a strategic expansion, sparking 21-fold revenue growth. Reagor Dykes owners wanted to steadily expand their dealership. Played a key role in devising and executing a strategic growth roadmap. Led or participated in every phase of the initiative, including planning, market selection, real estate purchase/lease negotiations, securing debt and equity funding, acquisition of existing dealerships and construction of new stores. Blossomed from a smaller player with three sites and three brands into a regional leader with 28 locations and eight brands. Grew revenues from \$37M to \$780M and assets from \$10M to \$278M in less than eight years.

Improved benefits to attract & retain top talent. Saw a need for Reagor Dykes to enhance its employee benefits programs in order strengthen the firm's appeal to prospective recruits and existing employees. Among other improvements, launched a new 401K plan, working with the firm's CPA to ensure federal ERISA and Cafeteria plan compliance. Chaired the Investment and Education Committees, overseeing promotion and third-party administration of the plan. Rapidly increased enrollment, reaching a high level of participation. Grew the investment pool to \$9M.

Implemented GAAP-compliant audited financial statements. Reagor Dykes needed audited financials to ensure and expand its access to capital markets, potential investment partners and a possible future shareholder exit. Evaluated potential CPA firms, selecting a Texas Automobile Dealer Association preferred partner. Directed work with the CPA firm, coordinating data collection and preparation of audited financial statements for 2015 through 2017. Met all GAAP standards with no material deficiencies. Positioned the company to seek new investment and possible M&A opportunities.

Established rigorous & efficient financial reporting. Recognized upon joining Reagor Dykes that the firm lacked formal financial reporting processes. Designed and implemented robust processes, systems and standards aligned with corporate, banking, lender and automobile OEM supply partner requirements. Instituted strong internal accounting, cash and contract management controls. Created dashboards customized for each business unit's specific needs. Ensured the accuracy and timeliness of all reports. Also developed tools for real time snapshots, deep dive analytic and advanced forecasting/modeling. Accelerated monthly,

quarterly and annual closing cycles from weeks to days. Strengthened strategic planning, change management, visibility, transparency and C-level decision support.

Directed a seamless accounting & financial systems upgrade/migration. Multiple software platforms at Reagor Dykes resulted in costly inefficiencies, redundancies and incompatibility. Led the push to upgrade and consolidate all financial and accounting process to a single integrated solution. Directed sourcing, review, selection, negotiation and procurement of a platform from Reynolds and Reynolds. Oversaw all phases of implementation, working closely with all business unit leadership and the vendor. Transitioned six separate corporate entities to the new platform ahead of schedule and on budget.

Ford Motor Credit Company, 1996-2007. Rapidly rising through the ranks, positions include:

Asset Manager, 2005-2007. Promoted to direct all aspects of regional wholesale dealer client relations. Managed dealer working capital loans with full P&L responsibility for a \$1.1B portfolio and 27 multidisciplinary staff. Oversaw construction, mortgage, revolving, and capital loan portfolios, floor plan performance, branch audits and SOX compliance, among other responsibilities. Accomplishments include:

Orchestrated an award-winning consolidation & restructuring. Ford was looking to reduce operating costs. Tasked with consolidating four branch offices into a single operation. Devised a change management roadmap, setting plans, milestones and checklists/dashboards. Enlisted the support of all 140 impacted staff to ensure a smooth transition. Completed the project on schedule in only 18 months. Leveraged the new operation to significantly improve numerous KPIs, including a 71% reduction in loss-to-receivables ratio and a 26% reduction in delinquencies. Twice awarded Ford Motor Credit's annual President's Award.

Operations Manager, 2003-2005. Promoted to lead a branch office operation serving regional dealership partners. Oversaw operations, credit underwriting, and franchisee compliance. Managed P&L on a \$1B+ loan portfolio and directed a 30-member team. Contributions include:

Spearheaded a turnaround, adding millions in profits & growing ROE 400%. Asked to take over a money-losing Ford Credit branch that suffered falling dealer and employee satisfaction. Developed rigorous credit underwriting and monitoring processes and standards. Working closely with dealers, accelerated credit decisions while improving portfolio quality and reducing risks. Increased return on equity ratios from 2.6 to 11.9, increased gross profits from \$1.6M to \$12.7M and more than tripled receivables in a four-year period. Also increased dealer satisfaction by 53 bps and employee satisfaction by 37 bps in only 18 months, going from worst to top branch regionally.

Business Development Manager, 2002-2003. Promoted to lead business development efforts targeting existing and prospective dealerships. Achievements include:

Fueled an award-winning regional turnaround, achieving #1 status. Taking over struggling Ford Credit territory, discovered that some prominent dealerships were either not selling Ford finance products at all or not fully exploiting them. Developed close, consultative relationships with top client executives. Presented Ford Credit products as a profitable finance solution. Rapidly grew business, increasing regional market share by 200 basis points. Elevated one branch from #8 out of 16 to #1 and managed market share so that both branches were in the top-three ranks. Won multiple honors for the effort, including the Stars of Distinction and Exceptional Service Awards. Earned a 97% dealer satisfaction score for the region.

Previously at Ford, **Dealer Services Supervisor** (2001-2002); **Dealer Account Manager** (1999-2001); **Credit Analyst** (1997-1999); and **Customer Services Representative/Leasing Specialist** (1996-1997).

AWARDS & SPECIAL RECOGNITION

Part of the Reagor Dykes executive team that was named to:

Inc. 5000 Fastest Growing Private Companies List four consecutive years.

Ward's Top Five e-Commerce Automobile Dealers, 2016 and 2017.

Automotive News's Top 70 Automobile Group List, 2017.

At Ford Motor Credit Company, two-time winner of the ***President's Award*** and winner of the **Exceptional Service Award**.

PERSONAL INFORMATION

Married with one child. Active in civic/social service organizations, including service as a ***Regional Board Member of the North Texas chapter of Make-A-Wish Foundation***. Served as ***Treasurer*** (and a founding member) of the ***Lubbock-Cooper Education Foundation*** and ***Chairperson of the Citizens for Lubbock-Cooper*** (led a committee that successfully pushed for passage of a \$200M+ school bond issue).

SKILLS / EXPERIENCE FACTORS / PERSONAL QUALITIES

Growth Strategies / Profit Improvement / Cost Reduction / ROI / Financial Planning & Analysis / Reporting / Cash Management / Treasury / Banking Relations / Business Transformations / Accounting / Capital Markets / Cash Flow Improvements / Change Management / Investor Relations / Board Relations / Accounting Systems / Startups / Turnarounds / Financial Management Systems / ERP / Investment Strategies / Regulatory Compliance / GAAP / Audits / A/R / A/P / B2B / Process Improvement / Cash Management / Best Practices / Facilities Management / Project Management / Business Expansions / Capital Projects / Budgets / Capital Equipment / C-Level Decision Support / Client Relations / Vendor Relations / Supplier Relations / Strategic Alliances / Negotiations / Contracts / Restructuring / Lean Six Sigma / Multisite Operations / Retail Operations / Wholesale Operations / Risk Management / Team Building / Staff Development / Employee Relations / Planning / Forecasting / Modeling / Data Analysis / Tax / Human Resources / IT / Systems / Performance Improvement / Administration / Customer Satisfaction / Training / Consolidations / Conflict Resolution / Legal Affairs / Customer Retention / Credit & Collections / Budget Analysis / Account Management / Business Process Development / Continuous Improvements / Community Relations / Real Estate / Leases / Leasing / M&A / Acquisitions / Mergers / e-Commerce / Leadership Development / Underwriting / Succession Planning / Accounting Operations / Audited Financial Statements / Benefits / Cost Control / Cost Containment / Business Process Improvement / Debt Financing / Equity Financing / Asset Management / 401K / Software / System Upgrade / Migrations / SOX / Insurance / Return on Investment / Return on Equity / EBITDA / EBIDTA / Dealer Relations / Automotive / Automobile / Dealership Management / Dealership Relations / Integrity / Ethics / Collaborative / Leader / Award Winning / Leadership / Cooperation / Value Added / Construction