

JEFF MORRIS, CMA

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COO / CFO

Entrepreneurial-minded, senior executive with extensive experience leading all facets of business/financial operations and development across diverse industries—generating millions of dollars to top and bottom lines. Successful directing high-powered finance, accounting, and operational teams that collaborate as focused units to achieve aggressive business goals. Particularly effective leveraging board/stakeholder relationships, system/process improvements, and negotiation skills to maximize performance and ROI across operations. Passionate and proven leader with strong commitment to promote culture of growth, partnership, and seizing business opportunities thought to be impossible. Serve as catalyst in change management, aligning and leveraging cross-functional disciplines to deliver efficiencies and bottom-line results. Highly capable of thriving in different business venues with strong track record applying financial administration skills in multiple industries.

CORE LEADERSHIP COMPETENCIES

- Financial & Operations Management
- Treasury & Investment Portfolio Management
- Business Restructurings & Reorganizations
- Board Relationship Management
- Team Leadership & Collaboration
- Joint Ventures / Partnerships / Acquisitions
- Process & Performance Improvements
- Financial Administration & Reporting

PROFESSIONAL EXPERIENCE

RE COMPANIES

2003–Present

An entrepreneurial commercial real estate holding company with up to \$125 million in total assets.

COO / CFO

Selected to manage financial and business operations supporting the expansion of investment portfolio to \$250 million in total assets including private equity investments. Oversee mid-to-large-scale land development and construction projects throughout Indianapolis business community. Install financial management systems. Recruit and manage top-talent industry experts. Improve both tax efficiency and compliance standards.

Selected Achievements

- \$100+ million representing 400% growth for investment portfolio achieved by building and leading entrepreneurial culture to form real estate firm designed to accumulate \$250 million in total assets.
- \$90 million in project financing capacity captured by restructuring corporate governance of more than 45 limited liability companies using centralized holding company legal structure.
- \$25 million in capital sales garnered by introducing investment asset allocation strategies to balance and reduce cyclical real estate market risks, portfolio concentration risks, and undercapitalized development holdings.
- \$15 million in investment sales achieved with unprecedented profits attained within three years by deleveraging investment portfolio 20% and driving investor internal rates of return to approximately 30%.
- \$3.6 million in immediate sales captured by creating counter-sales plan strategy to rezone 75 acres of signature 150-acre mixed-use development property from residential land to multi-family and large-box retail while meeting loan compliance requirements.
- \$100,000 saved annually by leading efforts to install firm's first financial reporting system that consolidated accounting services for development activities, property management, and construction into one integrated system.
- Led start up/ launch of a property management and leasing company servicing one million sq. ft. of commercial office, industrial, and retail space—ranking as one of top 25 property management companies in Indianapolis in first year.
- Generated double-digit revenue growth for five consecutive years by securing agreement with Board of Managing Members to offer up to 25% in ownership opportunities for top performing staff.

DENTAL PLAN

1989–2003

\$1.4 billion multi-state non-profit dental benefits insurance company.

Director of Finance (1997–2003)

Promoted as #2 financial executive responsible for servicing 12 corporations in investment, accounting, finance, facilities and fleet, corporate services, statutory and tax reporting, and government contract accounting budget centers. Managed five direct reports and 60 support personnel. Strategized and implemented written procedures and internal controls to achieve 100% elimination of management letter comments as part of annual audit. Reported directly to CFO.

Selected Achievements

- \$100+ million in additional revenue growth generated by playing key role in cross-discipline team that identified and secured market opportunities for national and international insurance companies and e-commerce business solutions.
- \$1+ million eliminated in annual leasing expenses with 70% expansion in firm's real estate portfolio garnered by performing a feasibility study to relocate satellite offices to market hub that resulted in acquisition of new \$17 million office building.
- Delivered investment returns for company's \$400 million investment portfolios that matched industry benchmark goals for five consecutive years covering 12 corporations and five employee benefit plans.
- Served as part of merger and acquisition team responsible for identifying, negotiating, and purchasing four chartered insurance companies that paved way for regulatory expansion rights to more than 30 new states.
- 30% improvement in productivity across financial operations accomplished by pioneering inter-departmental process improvement program to streamline and enhance accounting processes, financial reporting, and staff training programs.

Finance Manager (1991–1997)

Selected to manage day-to-day operations for finance division with accountability for financial reporting and analysis, facilities and fleet, corporate services, tax reporting, and government contract accounting. Supervised and trained 15-member staff.

Selected Achievements

- \$600 million boost in revenue growth with 40% decrease in company's operating expense ratio achieved by being selected to manage execution of program sponsored by board of directors and senior management committee.
- \$3.5 million in unplanned profits added to company's bottom lines by reprogramming activity-based cost accounting system to be compliant with U.S. Department of Defense Cost Accounting Standards.
- Reduced number of days to complete monthly book-close processes 75% by leading an inter-departmental project team to research, select, and install PeopleSoft accounting systems.
- \$1.7 billion federal government contract negotiated and won by serving as advisor and member of national government contracting business team to facilitate contract requirements, resulting in double-digit profit margins in five years.
- Secured \$500,000 budget to restructure and transform mailroom and printing operations to fully digitized company-wide bureau that managed more than 30 million printed images annually.

Finance Supervisor (1989 – 1991)

Led three-member financial team responsible for completing annual business planning process, designing and building activity-based cost accounting system, and supporting government contract accounting requirements.

Selected Achievements

- \$300 million annual budgetary process automated for 5 companies and 65 budget centers that resulted in annual budget being completed with approval within 90 days.
- Designed, built, and implemented first company-wide, activity-based cost accounting system that became basis for pricing \$35 million of administrative services into group health insurance contracts.

PREVIOUS WORK HISTORY**HEALTHCARE CORP****Director, Budgeting & Planning / Manager, Rating & Research**

EDUCATION / CERTIFICATIONS**BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION (Management)****CERTIFIED MANAGEMENT ACCOUNTANT**

800+ continuing education hours in accounting, finance, and investments