

# JOHN (JAY) COUGHLIN

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## OPERATIONS MANAGEMENT / REAL ESTATE / CONSTRUCTION VICE PRESIDENT

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### Professional Profile

- **Real Estate Management, Development, and Construction executive with over fifteen years' experience managing regional divisions for publicly traded corporations among the top 15 builders within the industry.** Proven track record and background in all phases of business including product development, land acquisition, land development, community management, commercial, multi-family, single family construction, sales, supply chain management, government compliance, business plans, budgeting, facilities management, workforce management, strategic direction and business intelligence. P&L responsibility with Annual Budget of \$95 Million+ and experience leading large and small teams.
- **Pragmatic, disciplined, and hands-on operations management expert with broad view of the business.** Consistent record of success in: quickly assessing business needs and delivering results within complex, corporate environments; increasing revenue and reducing costs; driving process and operations improvements; identifying opportunities to improve the customer experience; managing external service delivery partners and sub-contractors; developing and delivering quality standards; building effective relationships with internal and external contacts. Creative, out of the box thinker with demonstrated organizational, leadership and communication skills.
- **Executive MBA; Licenses: Class "A" General Contractor-State of Florida, Class "B" Building Contractor, Real Estate Broker-State of Florida, State of Florida EPA Inspector-Certified, LEED Certified, Certified Project Manager.**

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### Expertise

- Operations/Production Management
- External Service Delivery Management
- Complex Contract Negotiations & Service Level Agreements
- Capital Improvement Programs
- Project and Process Management
- Development and Implementation of Business Strategy
- Management & Maintenance of Large Property Portfolios
- Management across Multiple Sites and Locations
- Building Construction
- Engineering and Architectural Guidelines
- Quality and Efficiency Standards
- Managing Diverse Workforces

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### Experience

**NEAL COMMUNITIES**, Bradenton, FL, [www.nealcommunities.com](http://www.nealcommunities.com) 4/2013 to Present  
*A privately held company, Neal is one of Southwest Florida's top home builders and real-estate development companies and was named as America's best builder in 2012 by Builder Magazine.*

#### Director of Construction

Key member of the inaugural team for the company's startup in the Lee and Collier County area. Charged with growing market share in Southwest Florida. Recruited to lead all field operations for the division and to oversee home and community production from inception to completion including construction, site development, permitting, utility construction, supply chain management, contract negotiation and management, scope of work development, and engineering and architectural oversight. Built the field operations team and the sub-contractor network, putting key people in place to ensure quality delivery of homes on time and on budget. Work closely with architects and engineers on community, street, and product development, as well as utility and electrical layouts. Identify and resolve all construction problems and obstacles to successful launch and completion of communities and individual homes. Manage an internal team and external team 100 entities.

#### **Key Results:**

- **Delivered 10% in hard cost savings in less than one year** by renegotiating contracts with vendors and utilizing strong working relationships with contacts to improve margins.
- **Instrumental in increasing sales volume from 0 to \$36M in one year** by resolving differences between sales and construction teams on sales needs to insure seamless operations and increased velocity.
- **Met plan both in units and profitability.**
- **Developed and instituted warranty program** to place greater focus on the customer experience.

**MERITAGE HOMES**, Fort Myers, FL, [www.meritagehomes.com](http://www.meritagehomes.com)

2009 to 2013

*A top 10 National public home builder that constructs single-family homes and active adult communities across the country.*

#### Manager, Special Projects

Led all identification, operational oversight, and resolution of construction issues nationwide that had the potential for high risk exposure to the firm (e.g. chinese drywall, water intrusions, systemic structural failures). Working with the Corporate Senior Vice President and Regional Divisional Presidents, investigated potential construction defects and set up operational procedures and staff to address defects to reduce risk to the firm as well as minimize potential for litigation. Performed root cause analysis of defects and implemented operational procedures to correct, prevent or mitigate defects from reoccurring. Acting as owners agent, oversaw construction process to resolve construction issues. Managed General Contractors and Sub-Contractors selection and performance, architectural changes, construction process changes, scope of work modification, owner agreements, HOA issues, staff training and oversight of third party inspector management, interaction with insurance representatives, and inside and outside counsel and expert testimony.

**Experience**      **MERITAGE HOMES** *(Continued)*

- Key Results:**
- **Resolved ALL high risk exposure construction issues in Texas and Southwest and Central Florida** and developed processes to prevent future occurrences of the same issues.
  - **Saved the firm 25% on key vendor agreements** through aggressive negotiations and process changes resulting in profitable outcomes for the firm.
  - **Reduced warranty issues by instituting a QAI (Quality Assurance Inspection) process** ensuring a stricter focus on quality.
  - **Working with attorneys, vendors, and homeowners, saved the company millions of dollars** by identifying and resolving potential problems and reducing legal liability.
  - **Developed dynamic “snap in place” staffing model**, creating an organization that was scalable up or down to address the variable staffing needs of the organization.

**TOUSA, INC.**, Southwest/Southeast Florida, Fort Myers, FL 1998 to 2010  
*A nationwide corporation of home builders and developers including Engle Homes, Transeastern, and Newmark among others.*

**Vice President Operations – Division Manager**

Began with the company as Construction Manager and subsequently promoted to Project Manager, Purchasing Manager and ultimately Vice President Construction-Operations / Division Manager. As Division Manager oversaw operations for division with annual revenue of + \$95 million, 600+ homes/buildings annually, and employee supervision level of 100+. Responsibilities included overall division management, full financial responsibility, oversight of construction, permitting, sales, design center, community design/construction, amenity design/construction, supply chain management (regional and nationally), estimating, contract management, bid awards, subcontractor selection, land development, supervision of engineers and site contractors, commercial outparcel design/build, budget and P&L responsibility, HOA, turnover and community issues. Managed the construction of and maintenance of the communities and facilities such as clubhouses and sewer treatment facilities. Responsible for compliance with all applicable governmental regulations including OSHA, SFWMA, ACOE. Geographical Area: Seven Counties Southwest Florida.

- Key Results:**
- **Increased gross margins to 35% and consistently delivered top tier gross margins in the company.**
  - **Decreased overhead expenses by 10% through reorganization and process changes.**
  - **Completed model homes (Commercial/SF) in a 30 day period vs.** the average of 130 days without sacrificing quality.
  - **Leveraged National and local suppliers and manufacturers to insure guaranteed supply at reduced costs** through the implementation of national supply chain teams and national agreements.
  - **Implemented value engineering techniques resulting in improved cycle time, lowered costs and quality improvement** by identifying and adapting leading edge product and assembly designs.
  - **Successfully wound down operations of the local division due to Chapter 11 of the national parent company as the result of real estate downturn.** Was the last person to leave the division (resulting in overlap with Meritage)

**Prior Experience**      As **Facility Operational Specialist** for the State of New York Inspector General’s office, evaluated state facilities for potential security issues related to inmate escape and contraband prevention. Conducted facility audits and process flows and recommended changes to operational processes and facility design. Assisted with development and coordination of capital improvements. While with the State of NY, held a number of increasingly responsible positions moving quickly from Human Resources to Uniformed Services (Officer-Sergeant), Investigative Services (Investigator to Deputy Inspector General) ultimately being promoted to key facilities oversight responsibility roles.

<b>Education</b>	<b>FLORIDA GULF COAST UNIVERSITY</b> , Lutgert College of Business, Fort Myers, FL	<b>STATE UNIVERSITY OF NEW YORK (SUNY)</b> , Rockefeller College of Public Affairs and Policy, Albany, NY
	<b>Executive Master of Business Administration</b>	<b>Bachelor of Arts in Public Administration</b>

**Technology/Software**      Microsoft Office Suite Advanced Skills; CAD Systems including AutoCAD; JD Power Oracle ERP; IBM ASA 400; Forensic Computer Skills