

Gary K. Jennings, Business Manager United Solutions Group  
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### **About.**

- Gary K. Jennings is a seasoned entrepreneur and business manager with twenty years of transaction experience.
- United Solutions Group is buy-side acquisition practice, please see [www.gjennings.com](http://www.gjennings.com) for specifics.
- Transactions: Nineteen completed transactions and three hundred completed viability evaluations.
- Service: Business development, acquisition search, due diligence, and transaction integration.
- Sectors: Tax credit, Finance, Redevelopment, Water, Manufacturing, Recycling, Agriculture, and Non-Profits.

### **Sites.**

- [www.gjennings.com](http://www.gjennings.com) acquisition consulting service.
- [www.airleasing.net](http://www.airleasing.net) government consulting service.
- [www.pifunding.net](http://www.pifunding.net) nonprofit consulting service.
- LinkedIn: <https://www.linkedin.com/in/gary-jennings-b8781622/>
- <https://www.facebook.com/gary.k.jennings/>

### **Transaction Skills.**

- Transactions: Listed and sold nineteen companies with no post-transaction issues over ten years.
- Evaluation: Managed three hundred business evaluations for investment viability over ten years.
- Expert ability to investigate, evaluate, develop, and close long transaction sales cycle projects.
- Senior understanding of MOUs, LOIs, term sheets, asset sale, deal teams, and close of the escrow process.
- Senior understanding of tribal economic development process (Cultural, Legal, Council, BIA, Tribal, History).

### **Accounting & Evaluation Skills.**

- Senior understanding of P&L, working capital, accounting, and due diligence process.
- Senior understanding of start up and acquisition evaluation.

### **Management Style.**

- Hands on manager with a focus on solving problems and profitability.
- High energy, creative, solution oriented.
- Transaction team management (attorney, accounting, due diligence, asset transfer, support staff).

### **Technical Skills.**

- Working knowledge of contracts, GAPP accounting, SEC guidelines, U.S. tax code, and U.S. legal system.
- Daily use of MS Office 365, Word, Excel, Internet search, Apple/Mac, and PC operation.

### **Education.**

- Agricultural Business Management (finance focus), California Polytechnic State University-SLO, CA (1985).
- General Education, San Diego State University San Diego, CA (1983).
- Lincoln High, Stockton CA (1980).

### **Personal Interests.**

- Sailing & Boatbuilding: Avid sailor, rebuilt three wooden sailboats (40ft) and one (70ft) steel trawler (S.F. Bay).
- Art: Visited two hundred museums and fabricated one 15,000-pound moving steel art structure (BM).
- Affiliations: Tribal member of Choctaw Nation, Pi Kappa Alpha alumni, SDSU alumni, Cal Poly alumni.
- Travel: Visited twenty countries and lived in US Virgin Islands, Puerto Rico, and Baja Mexico.

## Transaction Summary – United Solutions Group 2000-2023.

### TRANSACTIONS.

- **Nineteen Completed Asset Sale Transactions, CA (Concluded).**

- (9) Sold nine water utility systems and advised on fifty asset evaluations (CPUC) CA.
- (3) Sold three e-commerce sites - retail CA.
- (3) Sold three public companies - reverse mergers and advised on twenty RM evaluations CA.
- (3) Sold three transportation companies CA.
- (1) Sold one mortgage company CA.

### CONSULTING.

- Three hundred viability–profitability evaluations, twenty industries.
- Buyside acquisitions [www.gjennings.com](http://www.gjennings.com) (Active).
- Government development [www.airleasing.net](http://www.airleasing.net) (Active).
- Transferable tax credit [www.pifunding.net](http://www.pifunding.net) (Active).
  - (1) Import tariff to fund prison agricultural programs.
  - (1) Federal tax credit - Prison manufacturing program.
  - (1) Federal tax credit - Orphan oil well-plugging program.
  - (1) Federal tax credit - Orphan mine closer program.
  - (1) Federal tax credit - Orphan dam closer program.
  - (1) Federal tax credit - Forest fire prevention program.
- **Commonwealth of the Bahamas (Active).**
  - (1) Citizenship program.
- **COFA Program (Concluded).**
  - (1) Federal – COFA Economic development – hybrid EB5 Immigration product (Author).
  - (1) Federal/EDTC product (Guam, American Samoa, Saipan, FSM, Marshall Islands, Palau) (Author).
- **Economic Development, USVI (Concluded).**
  - (1) Tax incentive program development via CPAs, Private Office, Hedge Fund, Forbes 400.
- **Private Equity Review, FL (Concluded).**
  - (70) Evaluations with a focus on new business platform development.
  - Industries: Operating platforms, non-performing loans, opportunity zone, crypto processing.
- **Indian Tribe Economic Development, AZ (Concluded).**
  - (75) Evaluations; off-reservation investment.
  - Products: Quarry, timber, cattle grazing, cattle processing, water, farming, recreation.
- **Wagyu Beef Cattle Processing, AZ (Concluded).**
  - (1) Site and process evaluation, 10,000 head cattle ranch, stockyard, processing center, 10,000 lbs per day.
- **Class A & B Biosolids and Compost, CA (Concluded).**
  - (2) Startup evaluations for 250,000-ton wood chip – biosolids recycling facility.
- **Vertical and Row Crop Farming, Caribbean, and Southwest (Concluded).**
  - (1) Evaluated twenty species for growing operation in PR and USVI, Vertical grow tower farms, 5.0 million.

- **New River and TJ River Contamination Clean Up, CA (Concluded).**
  - (2) Startup evaluations for New River – TJ water filtration project (Calexico, Mexicali, Tijuana).
- **Bi-National Sea to Sea Canal Company, Laguna Salada Baja Mexico (Concluded).**
  - (1) Co-developer, Importing 500,000 acre feet of seawater from Baja Mexico to the Salton Sea, California.
- **Brackish Ground Water Desalination, CA (Concluded).**
  - (1) Startup evaluation, 50,000 acft brackish groundwater desalination, Imperial County.
- **Military Base Redevelopment, CA (Concluded).**
  - (2) Military base redevelopment evaluations, 15,000 ac AZ, Closed Army airport 1,300 acres.
- **Import & Export, Baja Mexico, MX CA (Concluded).**
  - (7) Imp/Exp evaluations; Tile, Clay pots, Recreation, Fish Farm, Water, Generation, Timber.
- **CPUC Rate Case and Public Health Settlements, CA (Concluded).**
  - (10) Settled DHS operating violations and stopped several pending lawsuits.
  - (8) Completed eight CPUC rate cases, water utilities.
- **Water Conservation Funding, CA (Concluded).**
  - (1) Co-designed and implemented Cal Water – statewide project (15 cities, 10,000 fixtures).
- **Utility Infrastructure Funding, CA/NV (Concluded).**
  - (4) Sold four Utility business expansion loans CA (Plumas Bank project).
- **Expert Witness Consulting, CA (Concluded).**
  - (1) Expert witness (valuation and merger advisement) to Shareholders, U.S. Attorney, and Bank of Saipan.
  - (1) Uncovered \$ 18.0 million in corporate fraud, resulting in multiple convictions in TX.
  - (3) Canceled three transactions due to fraud and stopped pending litigation.
- **Asset Valuation, CA (Concluded).**
  - (25) Private business valuations via Value Comp, based on tax returns.
- **Intellectual Property, CA (Concluded).**
  - (1) U.S. patent frozen food container for airlines (First class ice cream project, American Airlines).

## **EMPLOYMENT PRIOR TO CREATING UNITED SOLUTIONS GROUP.**

### **Business Manager / Owner-Broker: G. Jennings & Son Food Brokerage, CA 1988-1996.**

- Expanded frozen food sales from zero to \$ 3.0 million via foodservice distributors (SF bay area).
- Disabled from 1996 to 2000 and retrained to become a business broker, investor, and inventor.
- Opened United Solution Group in 2000 with a focus on selling companies and business development.

### **Sales Representative - Carnation - Nestle Retail Grocery & Food Service, TX 1986-1988.**

- Expanded dairy sales from zero to \$2.0 million (Three-state territory startup).
- Opened new accounts HEB, Texas AM, Safeway, Food Co, and regional grocery distributors.
- Left Nestle Group to open G. Jennings & Son Food Brokerage, relocated to California.