

JAMES “JT” METCALF, SHRM-CP

COO | CHRO | AI-Enabled Operations

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SUMMARY

Operations and People executive who turns strategy into dependable execution and builds the systems that let a business run without drama. Chief Operating Officer of a fast-growing data and AI consultancy, with authority over operations, HR, finance operations, IT and security, and compliance across a distributed, multi-state and international workforce. Founder of a fractional operations and People firm, where I designed and deployed an agentic AI operating system that automates recurring operations, HR, and finance work. SHRM-CP. The person teams call to bring order to chaos.

CORE COMPETENCIES

Operations leadership · Executive and cross-functional management · HR and People operations · Marketing and demand generation · Sales operations · Multi-state and international employment compliance · Finance operations: cash management, AP/AR, KPIs, forecasting · Payroll, benefits, and total compensation · Full-cycle recruiting and talent · AI and agentic automation · Change management and process design · IT, security, and vendor management · Governance and risk

PROFESSIONAL EXPERIENCE

M7 Fractional · Founder & President

2025 – Present

Fractional operations and People firm for small and mid-sized businesses · Fort Collins, CO / Remote

- Founded a fractional operations and People practice that gives owners senior operations leadership without the cost of a full-time executive hire.
- Designed, built, and deployed an agentic AI operating system that runs recurring operations, HR, finance, and marketing workflows, with live dashboards and reporting, inside each client's own environment.
- Serve clients as fractional operations and People leader: HR and multi-state compliance, operations design, proposals, pricing, brand, and go-to-market.
- Built and shipped production software (a full-stack finance and operations platform) that converts manual administration into automated, self-serve workflows.

Semantic Arts, Inc. · Chief Operating Officer

2022 – Present

~30-person data, ontology, and knowledge-graph consultancy growing ~25% annually · reports to the President · progressed from Office Manager (2022) to Chief Administrative Officer to COO (2025) · Fort Collins, CO

- Own and run the firm's internal operating model: operations, HR, finance operations, marketing and sales operations, IT and security, compliance, and governance, across a distributed team in 18 states and 3 countries.
- Direct the function leads, teams, and committees running each area, with decision authority over operational spend and day-to-day cash and line-of-credit management; escalate only the largest, least-reversible matters to the President and CEO.
- Run full-cycle recruiting; line-manage and develop direct reports across the operating organization: screened 500+ candidates and made 10+ hires supporting 25%+ headcount growth, and rebuilt onboarding to cut time-to-productivity.
- Direct multi-state and international payroll, benefits, and total compensation, and ensure federal, state, and international tax and labor compliance through oversight of third-party processors.
- Hold invoice delinquency under 5% with no bad debt; report financial KPIs and cash-flow forecasting, and track utilization across 50+ projects to guide budgeting and resource planning.
- Oversee business-health metrics including staffing plans, project burn rates, and project budgets: monitor performance, track inputs, surface risks, and make recommendations.

- Functionally manage the marketing and sales operations functions: building funnel automation, growing and nurturing an owned lead community, managing funnel and pipeline, equipping the sales team, and leading final contract negotiations and compliance review.
- Serve on the executive team and as a non-voting member of the Governance Committee, partnering with the President and CEO on company priorities and organizational health; authored the operations manual that standardized how the firm runs.
- Chair the firm's AI and Cybersecurity Task Force, strengthening cybersecurity protections and advancing responsible, secure AI adoption across the organization.

Grace Christian Church • Administrator | Campus Minister

2009 – 2021

Campus ministry within a mid-sized nonprofit, 40-person staff, \$1M+ annual revenue • Fort Collins, CO

- Built and stewarded a partner base of 200+ businesses and individuals, raising \$500,000+ through direct, relationship-based outreach and ongoing account stewardship.
- Ran daily direct outreach on university campuses, engaging thousands of students, and led one-on-one and weekly group studies, building and sustaining a large relational network from the ground up.
- Planned and executed events and programs, and supported high-level administration of a \$1M+ nonprofit: reporting, analytics, technology solutions, and staff onboarding and training.

EDUCATION

Colorado State University • B.B.A., Marketing, and B.S., Natural Resource Tourism; Minor, Spanish • Fort Collins, CO

CERTIFICATIONS & TOOLS

SHRM-CP (SHRM Certified Professional), 2022 • Ramsey Certified Financial Coach • Working Genius Certified Facilitator

AI and agentic systems (Claude, multi-agent orchestration) • QuickBooks • Microsoft 365 (Power BI, Power Apps, SharePoint) • Google Workspace • CRM (Pipedrive, Zoho) • Confluence • Canva • Trello • WordPress • Advanced Excel • Knowledge-graph / triplestore databases