

GARY CLAYTON, CPA

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SENIOR FINANCE EXECUTIVE

Start-Up, Established & Emerging Public & Private Businesses

Solid financial management career working with diverse product/service corporations to create top-flight organizations. Demonstrated record of success in partnering finance with core operations to drive bottom-line financial, profit, and revenue performance. Outstanding information systems background with innate ability to optimize technology to streamline processes and improve organizational efficiency. Excellent team building, leadership, communications, and customer relationship management skills. CPA, CDP, and CSP plus numerous other awards.

- Finance, Audit, Accounting & Administration
- Strategic Planning & Business Leadership
- Mergers, Acquisitions & Divestitures
- Budgeting, Forecasting & Internal Controls
- Cost Reduction & Process Improvement
- JDE, JD Edwards, Lawson, Hyperion, Essbase, ERP
- ComputerEase, COINS, COINS Ti, Construction Manager
- MIS/IT Administration & Hardware Conversions
- Software Development & Package Conversions
- Financial & Operational Automation Mergers
- Cash Flow, Asset & Investment Management
- Board, Investor & Customer Relations
- QuickBooks, Peachtree, Business Works
- MAS 90, MAS200, FidelioXpress, LyNX

INDEPENDENT CONTRACTOR EXPERIENCE

Provided the following services from 1997 to present for the following major clients at hourly rates ranging from \$25 to \$65.

EXPERITEMPS 4/90, INC., Fairfield, Ohio (No Web Page) One-Year Contract

Privately held employment agency for placing Financial, Industrial, High Tech, Medical, and General Labor.

Chief Financial Officer

Founded in April 1990 (4/90), ExperiTemps 4/90, Inc. has concentrated on the High Tech Trades, but is now moving into all the traditional avenues for employment placements. The company provides Human Resource services for their clients and places candidates for 90 (4/90) days after which the client has the option to hire them full-time or continue to use them on a temporary basis. The company is in the process of expanding into the medical field and is seeking certification approvals from the State of Ohio, which will lead to a nation-wide expansion program offering certifications for home care professionals.

Responsible for all information management, strategic planning, accounting, financial, tax and administrative function of the company including the preparation of budgets, management reports, tax reports and financial statements. Hiring and training of all financial staff, IT staff, clerical staff, and administrative staff members being billed to clients. Assisted marketing staff in development of business support services being offered to new and existing clients.

Accomplishments

Recruited to this entrepreneurial organization during a period of rapid growth, diversification, and transition. Given full autonomy for finance, accounting, IT, and administration activities encompassing strategic and capital planning, budgeting, P&L analysis, cash management, investments, tax/audit, banking, and insurance. (System: QuickBooks)

Financial Reporting. Consolidated reporting. Reconciled all bank accounts. Audited all general ledger accounts. Reviewed all financial records from 1990. Developed filing systems for the financial records. Prepared business plans based on historical records and strategic plans for developing new business lines and stabilizing existing ones.

Technology Implementation. Upgraded accounting software and existing computer hardware and introduced computer networking while arranging for the development of a company website. Trained staff in new and existing software.

Cash Management & Internal Controls. Introduced new cash reporting and balancing procedures utilizing spreadsheets that offered automatic balancing and standardization.

THOMAS UNITED COMPANY LIMITED, Bermuda (www.fourstar.bm) Three Year Contract
Privately held hospitality chain and property management firm for residential and commercial properties.

**Contract Chief Financial Officer / Contract Chief Administrative Officer
Contract Director Business Management, Finance and Information Systems**

Thomas United Company Limited (TUCL), a \$15 million hospitality company based in Bermuda with over 75 employees in 4 food service subsidiaries: Four Star Pizza (plus Village Grill, and The Curry House) plus 2 residential properties.

Responsible for all data collection, information management, strategic planning, accounting, financial and administrative function of the company including the preparation of budgets, management reports and financial statements plus property management and daily accounting/administrative duties. Responsible for all repairs and maintenance at all the properties.

Accomplishments

Recruited to this entrepreneurial organization during a period of rapid growth, diversification, and transition. Given full autonomy for finance, accounting, IT, and administration activities encompassing strategic and capital planning, budgeting, P&L analysis, cash management, investments, tax/audit, banking, insurance, contracts, and human resources.

Financial Reporting. Introduced risk management, asset protection programs, and new reporting procedures. Consolidated reporting, enhanced the quality of financial data available and trained owner on how to effectively utilize information in planning, forecasting, sales, and corporate development. Reconciled all bank accounts for the first time in over two years. Audited and resolved all general ledger accounts until each was documented to their underlying detail. Completed and filed Private Pension reports for five years. Computed and completed Payroll Tax returns for all outstanding quarters. Investigated and refilled Social Insurance returns for two years. Arranged tax payment plans.

Cash Management & Internal Controls. Introduced new cash reporting and balancing procedures. Replaced manual cash balancing forms with spreadsheets that offered automatic balancing and standardization. (System: QuickBooks)

RESOURCES GLOBAL PROFESSIONALS, Cincinnati, Ohio (www.resources-usa.com) One Year Contract
International professional services firm that provides experienced professionals to clients on a project basis.

Associates are project specialists who are highly accomplished in the areas of Finance and Accounting, Human Resources, Information Management, Internal Audit, and Procurement who can be seamlessly integrated with existing management or perform independently. The company has established a growing and diverse client base of over 1,200 clients ranging from large corporations to mid-sized companies to small entrepreneurial entities in a broad range of industries. The firm serves these clients with over 1,300 employees through more than 50 offices in the United States and abroad.

RIECK MECHANICAL ELECTRICAL SERVICES (www.rieckservices.com) **Contract Controller**

A \$35 million Business Unit of a \$15 billion parent before being sold and was the oldest construction company in Dayton, Ohio. Records and procedures were in turmoil due to key employee turnover after the pending sale was announced. Brought tranquility to this chaos by instituting accounting policies, procedures and internal controls. Trained new staff and responded to constant Corporate reporting requests and requirements. Organized the records in preparation for the due diligence review by auditing the accounts and documenting the account balances with the underlying detail records. Utilized COINS and COINS Ti software to interface with parent. Also assisted in physical inventories for **DELL COMPUTERS**.

Work Performed for Other Major Cincinnati Companies Not Assigned by Resources Global Professionals

SARA LEE FOODS, Cincinnati, Ohio (www.saralee.com) **Contract Financial Analyst** - Six Month Contract
Designed and implemented a management reporting system for projecting company operations each month. Process previously took one week before the new system reduced the time to one hour for this Division of the \$13 billion parent.

J.W. HARRIS COMPANY, INC., Mason, Ohio (www.jwharris.com) **Contract Financial Analyst** – One-Year Contract
Converted existing accounting software to JD Edwards. Converted Lotus files to Excel. Created new Excel management reporting system. Created new Excel Federal Income Tax file. Created new Excel Sales Reporting System.

CINCINNATI BELL LONG DISTANCE as Systems Analyst. **Various CPA Firms and Small Clients** in various positions.

THE RESORT AT GLACIER, St. Mary, Montana (www.glcpark.com) One-Year Contract

The largest resort in Montana is open six months each year before moving HO to Sun Valley, Idaho for the winter.

Contract Chief Financial Officer

The Resort at Glacier is a privately held hospitality firm providing hospitality management services for the numerous enterprises of a family trust situated on several thousand acres at the East entrance to Glacier National Park since 1932.

Lodging

Lodges (4), cabins (13), and cottages (6): 129 luxury rooms with 25 room types ranging in price from \$110 to \$325. Annual revenues (5 peak months): over \$2 million per year (System: FidelioXpress by MICROS Systems, Inc.).

Dining

F&B outlets (7): (1) a gourmet restaurant, (2) a traditional restaurant/cafe, (3) an ice cream parlor, (4) a coffee house featuring specialty coffee drinks, (5) a fudge shop, (6) a pizza parlor/cafe with a full bar, and (7) a luxury lounge. Annual revenues (5 peak months): over \$2 million per year (System: Restaurant LyNX by SeQL Corporation).

Shopping

Retail outlets (6): (1) a high-end gift shop, (2) a T-shirt and summer accessories shop, (3) a high-end sporting goods shop, (4) the only full grocery store in the Glacier area, (5) a full-service garage and (6) a self-service gas station. Annual revenues (5 peak months): over \$2 million per year (System: MAS 200 by Best Software, Inc.)

Employee Housing and Meals

All employees are provided housing and meals at moderate rates during the term of their employment at the resort. Over 300 employees are hired each year (from USA and over 10 foreign countries) to maintain a staffing maximum of 225 full-time employees during the season from June through September. Between the foreign visitors and the foreign employees, it is truly an international experience working at the resort. The foreign visitors create foreign currency accounting requirements. The foreign employees create payroll check cashing requirements and wire transfers to foreign countries for bonuses paid after season. In addition to the special payroll accounting requirements for taxes for these employees, all employees have charge privileges in all the outlets that must be tracked and deducted for their paychecks each payroll period as well as payroll advances.

Accomplishments

Recruited to this entrepreneurial organization during a period of rapid growth, diversification, and transition. Given full autonomy for finance and accounting encompassing strategic and capital planning, budgeting, P&L analysis, cash management, investments, tax/audit, banking, insurance, contracts, and profit sharing plan.

Financial Reporting & Internal Controls. Introduced risk management, asset protection programs, and new reporting procedures. Created detailed outline of cost structures and cash flow requirements utilized in complex negotiations and critical relationships with strategic partners, guests/customers, auditors, bankers and investment/insurance agents.

Cash Management & Internal Controls. Introduced new reporting and balancing procedures. Replaced manual cash balancing forms with spreadsheets offering automatic balancing and standardization. Introduced manual procedures to insure outlets balanced with front desk. Monitored shifts to insure compliance. Current management dictates that the accounting department balances each cashier's shift rather than the cashier. Cash drops are made into a central counting office after each shift and are audited each morning. During season, over 20 drops a day were audited and banks were prepared for the next day for each cashier. Additional change funds were ordered for peak periods.

Team Building & Leadership. Turn-over of accounting staff is 100% each year as the summer operations are reduced from a high of over 200 employees to a core staff of 10 in the home office in Sun Valley, Idaho and 5 at the property in St. Mary, Montana. Each new season requires recruiting and training a new accounting staff for the new season. Trained all key core staff to handle the accounting function. Posting was once a year after the end of season. Assigned core staff accounting responsibilities and directed the posting effort. Introduced new systems and procedures to insure daily postings and the keeping of all records on a current basis. Introduced new systems to document and support general ledger balance sheet accounts especially the guest ledger, other AR, and guest deposits.

MEGEN CONSTRUCTION, INC., Cincinnati, Ohio (www.megenconstruction.com) One-Year Contract

Privately held construction firm specializing in construction management services for large projects and GC services.

Contract Chief Financial Officer / Contract Chief Administrative Officer

Responsible for all financial, administrative, and information systems for this construction management firm. Current large projects under contract (over \$1 billion) include the Cincinnati Reds Ball Park; National Underground Railroad Freedom Center; Cincinnati Riverfront Park; over a dozen schools; numerous large churches, breweries, and manufacturing plants; and various special projects: luxury homes for John Cougar Mellencamp and Isiah Thomas, The Tyler-Davidson Fountain (the center of downtown Cincinnati), Cincinnati YMCA, Merrill-Lynch offices, Urban League offices plus many city/county/state projects. Created a formalized finance/accounting operation utilizing ComputerEase Construction Software, installed new information systems, and created a bottom-line driven business operation.

Strategic Planning & Emerging Business Management. Devised an emerging business scenario outlining strategies to eliminate unnecessary costs, restructure the corporation, and drive corporate development initiatives. Developed strategic partnerships to restore the confidence of owners and justified the need of capital investment to support expansion efforts via automation equipment and remodeling existing facilities/formalizing plans for building addition.

Technology Implementation. Selected, purchased, and installed (1) a fully-automated financial management reporting system (Converted QuickBooks to ComputerEase Construction Software) and (2) an organization-wide voice, data, and networking communications system which dramatically improved the availability, accuracy, and timeliness of key financial, operating, and customer information to and from all divisions.

Financial Reporting & Internal Controls. Introduced risk management, asset protection programs, and new reporting procedures. Created detailed outline of cost structures and cash flow requirements utilized in complex negotiations and critical relationships with strategic partners, client/customers, auditors, bankers and investment/insurance agents.

CARUSO, INC., Cincinnati, Ohio (www.carusofoods.com) (www.cfruit.com) Four-Year Contract

Privately held food processing, packaging & distribution company with transportation & software development divisions.

Contract Chief Financial Officer / Contract Chief Administrative Officer

Recruited by the CEO to provide decisive strategic, operational, and financial leadership to this diversified corporation (\$75M) with five divisions and 150+ employees in multiple states. Created a formalized finance and accounting operation, installed a new information systems and created a bottom-line driven business operation. Partnered with owners, President and department heads to assess all operations from purchasing to production and from sales to multi-channel distribution, to effect a complete organizational restructuring. Managed all external communications, MIS/IT and financial reporting.

Strategic Planning & Emerging Business Management. Devised an emerging business scenario outlining strategies to eliminate unnecessary costs, restructure the corporation, and drive corporate development initiatives. Developed strategic partnerships to expand market penetration, led presentations to restore the confidence of owners and bankers, and justified the need of capital investment to support expansion efforts via new facilities and automation equipment.

Technology Implementation. Selected, purchased, and installed a fully-automated financial management reporting system and organization-wide voice, data, and networking communications system which dramatically improved the availability, accuracy, and timeliness of key financial, operating, and customer information to and from all divisions. Introduced e-commerce and electronic banking applications and ensured compliance with Y2K.

Financial Reporting & Internal Controls. Introduced risk management, asset protection programs, and new reporting procedures. Created detailed outline of cost structures and cash flow requirements utilized in complex negotiations and critical relationships with suppliers, customers, auditors, bankers, and investors.

Business Process Re-engineering. Relocated corporate offices, warehouse equipment, and personnel to new facilities in 30 days. Upgraded the entire finance and accounting team, designed new policies/procedures, and provided decisive financial leadership.

EMPLOYEE EXPERIENCE

RIVERBIRCH CONSTRUCTION CORPORATION, Memphis, Tennessee (\$50,000 - \$75,000+) 1989 to 1997
Privately held high-growth regional corporation with 10+ businesses in construction/leasing/service and retail segments.

Chief Financial Officer / Chief Administrative Officer

Recruited to this entrepreneurial organization during a period of rapid growth, diversification, and transition. Given full autonomy for finance, accounting, IT, and administration activities encompassing strategic and capital planning, budgeting, P&L analysis, cash management, investments, tax/audit, banking, insurance, contracts, and human resources. Ensured the financial stability and available cash flow to support market expansion contributing to solid growth in sales. Played a key role in five start-ups, three divestitures and multiple business expansion activities.

Positioned finance as a proactive business partner, maximizing revenues, and profits from 10+ business ventures. Consolidated reporting, enhanced the quality of financial data available and trained owner on how to effectively utilize information in planning, forecasting, sales, and corporate development. Implemented new systems, internal controls, and computer automation to effectively manage job costing, change orders, and financial reporting. Identified key areas of excess expenditures/new revenue streams. Identified areas to leverage corporate financial management resources and cash flow through tax avoidance, diversified investments, equipment leasing, and subcontracting.

SCB COMPUTER TECHNOLOGY, INC., Memphis Tennessee (www.scb.com) (\$37,500 - \$50,000) 1983 to 1989
 National management consulting firm specializing in IT for Fortune 500 corporations, government agencies and utilities.

IT Consultant / IT Project Leader / IT Recruiter / Systems Analyst

Led a group of five programmers designing 250 ADSO dialogs, 250 COBOL programs, and 36 interfaces for a multi-million dollar six-year technology system project on behalf of Memphis Light, Gas & Water. Scope of responsibility encompassed the entire project cycle from the initial planning, budgeting, and resource allocation to customer needs assessment to hardware, software, systems development, and final deployment. Conducted all phases of the systems development life cycle to modernize and upgrade all general ledger, budgeting, and cash management functions.

HOLIDAY INNS, INC., Memphis, Tennessee (www.basshotels.com) (\$10,400 - \$30,000) 1970 to 1983
International hospitality conglomerate with major chains of hotels/resorts/restaurants plus related supply/support firms.

**MIS Consulting Group Manager / MIS Consultant / Systems Analyst / EDP Audit Supervisor
 Chief Fraud Investigator / Corporate Audit Supervisor / Corporate Auditor / Resort Controller**

Fast-track promotion through numerous increasingly responsible assignments across Holiday Inns' 2,000+ domestic and international operations (over \$1 billion). Demonstrated expertise in the investigation, identification, and resolution of key operating, financial, and business management issues negatively impacting performance and profitability. Designed comprehensive accounting, audit, and finance manuals, and upgraded information systems. Authored and published "White Collar Crime," a comprehensive manual utilized as a hotel and restaurant industry guideline by major hospitality chains/small businesses.

Performed accounting, auditing, tax, and management advisory services for the parent headquarters and home offices of all subsidiaries of this major resort hotel corporation. Prepared financial statements, budgets, and tax returns. Conducted internal control reviews. Performed, supervised, and evaluated EDP, tax, operational, financial, and compliance audits.

Recruited, trained, and evaluated accounting, auditing, tax, and MIS personnel. Wrote accounting manuals, designed audit programs, wrote management reports, conducted sensitive reviews for senior management, and converted audit programs to comply with Foreign Corrupt Practices Act of 1977 for Internal Audit Departments.

EDUCATION & CREDENTIALS

BS – Accounting & Data Processing, WESTERN KENTUCKY UNIVERSITY, 1970
Certified Public Accountant, 1979, **Certified Data Processor**, 1987, **Certified Systems Professional**, 1987