

# Wayne E. Kalish

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Hands-on Finance, Accounting and Reporting, Tax, Treasury, and Risk Management Executive with experience leading large and small public and privately-held company teams. Certified Public Accountant with a Masters in Business Administration, and Chief Accounting Officer experience

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## ***PROFESSIONAL HISTORY***

### **WAYNE KALISH & ASSOCIATES, LLC**

Winter Park, FL – March 2012 to Present

*Contractor-based Chief Financial Officer and Controller Services Practice ([www.waynekalishcfo.com](http://www.waynekalishcfo.com))*

#### **Principal Shareholder**

- Full-service CFO and Controller services on a Fractional time-sharing basis. Focused on bringing value to small and middle market owner-managed businesses. Services often culminate with the successful sale of client businesses to Private Equity or Strategic Buyers, monetizing decades of dedicated business owner service to customers and communities.
- Other services include Capital Financings, Financial Personnel Recruitment, and Insurance Optimization (through reductions in accidents leading to claims, and strategic placements and renewals)
- In conjunction with this sole practitioner practice, Wayne serves as a partner in a 30-partner financial consulting practice named Florida CFO Group. See [www.floridacfogroup.com](http://www.floridacfogroup.com). Service offerings are provided in the following areas: Fractional Share or Interim CFO, Internal Reporting and Processes, Finance Projects, Planning, Budgeting and Modeling, M&A Transactions, and Compensation Management.

### **RUBY TUESDAY, INC**

Maryville, TN and Winter Park, FL – December 2016 to March 2018

*Publicly-Traded Restaurant Company with approximately 600 Units. Went Private on December 21, 2017. Left Company after completing acquisition accounting to record monetization event*

#### **Corporate Controller and Chief Accounting Officer**

- Led a team of 40 to 50 Shared Services staff (Accounting, Finance, Tax, Treasury, and Risk Mgt. professionals)
- Focus was on profit improvement activities, identifying and driving cost savings in areas that provide little or no benefit to customers, employees, and shareholders
- Process improvement activities were successful in optimizing the productivity of a reduced staff count
- Developed and monitored Shared Services level administrative cost budgets
- Developed and monitored SOX 404 internal controls, and operational metrics and objectives

#### **Key Achievements:**

- In year one, reduced administrative costs by \$2.5 million, \$1.5 million of which will result in ongoing annual savings
- Staff reduced through strategic redeployments and forced attrition, from 50 to 40, over a 16-month period with no degradation to service levels
- Working with Executive team, improved business profitability to the point where this financially troubled company drew the interest of 20 plus potential acquirers. Business was ultimately sold to Private Equity firm that will continue to operate as a restaurant company, as opposed to breaking up and selling real estate

### **CONCORD MANAGEMENT, LIMITED**

Maitland, FL – October 2010 to March 2012

*Manages 32,000 affordable apartment home units in 9 States. Portfolio approximates \$2 billion*

#### **Executive Vice President and Chief Financial Officer**

- Led a team of 65 Shared Services Accounting, Finance, Treasury, Risk Management, and Collections professionals

#### **Key Achievements:**

- Facilitated significant Cash Management cost reductions through banking renegotiations and increased use of technology

- Facilitated significant cost reductions by renegotiating Insurance, Advertising, Software, and other Operating-related vendor contracts
- Facilitated significant increase in Cable TV net profit and quality of offerings to residents through contract renegotiations. Also strengthened related operational controls
- Worked with multifunctional team to evaluate and implement a Captive Insurance infrastructure

**TAVISTOCK CORPORATION**

Windermere, FL - November 2007 to July 2010

*Private global investment company with assets in industries including Private Residential and Resort Property, Master Planned Development, Manufacturing, Financial Services, Biotechnology, Retail, Energy Generation, and Restaurants. Portfolio exceeded \$3 billion*

**Senior Vice President, Accounting and Finance/Group Chief Financial Officer**

- Guided financial operations for businesses in 10 countries, including investment performance monitoring and valuation
- Partnered with and supervised Human Resource and Information Technology teams

***Key Achievements:***

- Developed worldwide financial reporting package
- Established formal Investment purchase due diligence and authorization policies
- Facilitated the recovery of \$7 million in delinquent Notes Receivable previously deemed uncollectible
- Developed an Investment analysis tool to evaluate estimated liquidating payouts to multiple investor classes. Tool identified significant previously unknown disparities in favor of certain investor classes in long-held investments
- Developed a tool that converts the cost of worldwide Land assets to U.S. Dollar cost per acre, regardless of the currency and measurement basis (such as hectares or square meters) associated with each property. The result is a common metric that simplifies worldwide property comparisons
- Developed and monitored Business Unit level financial planning and analysis, including long range and annual business planning activities

**DARDEN RESTAURANTS INC.**

Orlando, FL - April 1995 to November 2007

*Fortune 500 Restaurant Company with brands including Red Lobster, Olive Garden, and Long Horn Steakhouse*

**Vice President, Accounting and Corporate Planning and Analysis Shared Services - July 2004 to November 2007**

- Led a team of 130 Accounting and Reporting, and Finance professionals
- Accounting and internal and external financial reporting including SEC compliance and registration statement filings, and financial communications to Stockholders
- Evaluation, implementation and communication of relevant technical GAAP Accounting issues
- Corporate level financial planning and analysis
- Developed and monitored short and long-term business forecasting and administrative budgeting
- Developed and monitored SOX 404 internal controls, and operational metrics and objectives

***Key Achievements:***

- Led an effort that saved \$1.5 million annually in redirected Payroll Costs by reducing the monthly financial close from an average of six to four days after month-end/year-end date
- Assisted in an effort that saved \$2 million annually by creating a centralized administrative svc. platform
- Positively impacted cash flow through identification of significant Income Tax deferral opportunities

**Senior Director, Financial Planning and Analysis and Marketing Analysis for Olive Garden Operating Unit - from June 2002 to June 2004**

- Financial analysis and reporting of Operating Unit performance, short and long-term business forecasting including annual business planning and capital asset budgeting
- Analysis measuring the effectiveness of Advertising spend

**Previously Senior Director, Corporate Planning and Analysis, and Manager and Director, Corporate Reporting and Analysis** – from April 1995 to June 2002

**KPMG LLP**

*Big 4 Public Accounting firm*

Orlando, FL - January 1984 to April 1995

**Audit Senior Manager**

Progressed to Audit Senior Manager with audit, financial reporting and business consulting responsibilities over a varied portfolio of clients. Industry groups represented, both public and privately-held companies, included Real Estate/Construction, Hospitality/Leisure, Securities Brokerage/Mutual Fund, Software Development, and Retail. Routinely taught continuing education technical Accounting topics at professional conferences

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***EDUCATION AND CERTIFICATION***

**Master of Business Administration** (*Graduated with Honors*)

Roy E. Crummer Graduate School of Business at Rollins College, 2001

**Bachelor of Science in Business Administration (concentration in Accounting),**

University of Central Florida (UCF), 1984

*Recipient of Alumni Association scholarship for academic excellence*

*Member of Omicron Delta Kappa and Beta Alpha Psi Honor Societies*

**Certified Public Accountant**, licensed in the State of Florida since 1985

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***COMMUNITY SERVICE HISTORY***

Recent and Ongoing Activities

- Member, City of Winter Park, FL Firefighters Pension Fund Board, and Civil Service Board
- Worked with a team of business owners to construct deep-water wells for rural Costa Rican families
- Periodic M&A Finance guest speaker at University of Central Florida and Rollins Crummer School
- Leadership Orlando Alumni, and ongoing participant

Past Activities

- Board member, Orange County Public Schools Foundation
  - Member, Rollins Crummer School Board of Overseers
  - Board and Executive Committee member, University of Central Florida Alumni Association
  - Committee member, University of Central Florida Foundation Finance Committee
  - Secretary, Boy Scout Troop 62 Leadership Committee (Father of an Eagle Scout)
  - President, University of Central Florida School of Accounting Advisory Board
  - Treasurer, University of Central Florida Sigma Alpha Epsilon Housing Corporation
  - President and Board Chairman, The Center for Independent Living, a not-for-profit social services agency for the benefit of the physically handicapped
  - Treasurer, HRDC, Inc., a not-for-profit housing provider for the physically handicapped
  - President, Orlando Area Rotary Club. Paul Harris Fellow designation
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***INTERESTS***

- Tennis
- Pickleball
- College Sports of all kinds
- Volunteer Mentor at Alma Mater's University of Central Florida and Rollins Crummer School of Business