

DAVID L. LAYMAN

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Summary of Qualifications

A well-balanced senior executive with broad experience in the service and manufacturing sector. Extremely dedicated with a solid commitment to integrity and doing the right thing. Good team builder with solid communication skills and ability to deal effectively with all levels of the organization. Able to identify organizational strengths and weaknesses and direct process improvement.

Work experience

HABITAT FOR HUMANITY MARION COUNTY, FLORIDA

Ocala, Florida

CFO - February 2009 – Present

- Complete accounting responsibility for affiliate business units including retail store operations, construction, and family partner mortgage loan portfolio.
- Monthly financial statement preparation and annual end of year audit preparation.
- Collection and credit reporting responsibility for family partner loan portfolio.
- Responsible for family partner mortgage escrow collection and disbursement.
- Member of affiliate finance committee to insure operations sustainability.
- Negotiation of credit facilities for affiliate operations.

Work experience

CUSTOM WINDOW SYSTEMS, INC.

Ocala, Florida

President - September 2003 - January 2007

- Increased sales from \$22,000,000 in 2003 to \$48,000,000 in 2006.
- Instituted gain sharing program for employees based on key measurable metrics.
- Improved work environment by implementing management cultural change.
- Directed and planned the consolidation of

manufacturing and distribution operations from five different locations into one facility of 245,000 square feet.

- Instrumental in the negotiation of the swap of existing buildings for a forty acre site in an industrial park, with future growth expansion of an additional 220,000 square feet.
- Negotiated a \$12,500,000 VRDN for the construction of the new facility and fixed the interest rate at a significant savings for ten years.
- Working with the Ocala-Marion County Economic Development Corporation, was able to successfully mitigate impact and new construction related fees for the new CWS facility.
- Key in attracting and locating Cardinal Glass LG, a significant vendor, in Ocala adjacent to the new CWS facility.
- Assembled a Senior Management Team to lead the growth of the organization.
- Revamped financial reporting from a modified cash basis to true accrual accounting with appropriate matching of revenues and expenses.
- Directed process improvement through the acquisition and implementation of Great Plains Accounting software and Pref-Suite manufacturing technology.

B BAR Z, INC.

Sarasota, Florida

President and Owner - October 1997 - September 2003

- Purchased existing equestrian business encompassing Western and English disciplines, feed, hay, health aides, and apparel.
- Implemented computerized cash registers with a point of sale system for control of inventory and gross margins.
- Remodeled interior of business and culled inventory of excess and slow moving inventory.
- Refined vendor list and added popular and traditional product lines and eliminated excess and slow moving inventory.
- Adjusted staffing to complement service levels
- Implemented custom embroidery department to complement equestrian apparel and increase sales.

VINYL TECH, INC. - PGT INDUSTRIES

President and C.E.O. - August 1990 - January 1997

- Increased sales from \$17,000,000 in 1990 to \$63,000,000 in 1996. Consolidated manufacturing and distribution operations from seven different locations into a new 410,000 square foot state of the art facility.
- Increased labor force from approximately 250 to over 800 employees.
- Instrumental through community involvement in mitigating impact fees of \$485,000 for new facility development
- Negotiated county taxable bond issue of \$11,200,000 for construction of new facility.
- Oversaw the product development of twenty-two additional product lines from and initial base of eight.
- Negotiated and successfully acquired an impact approved product line with Miami-Dade County certification which has today (2006) contributed in excess of \$200,000,000 in sales.
- Managed a two fold increase in business resulting from damage associated with Hurricane Andrew. Implemented systems to support existing customers with no change in lead time and the recruitment of new customers with extended lead times until capacity was available to support both old and new customers with consistent on time delivery.
- Implemented a Total Quality Improvement Program Was active in quality improvement teams and as a facilitator of TQM classes. Organized a bonus task force to develop a results sharing bonus to support the goals of the Total Quality Improvement Program.
- Developed information systems department with the addition of IBM AS 400 hardware and MacPac manufacturing software.
- Expanded sales territories to forty-seven states and twenty-five foreign countries.
- Awarded Governor's Business Leadership award for the company's region in the state of Florida.

SHONEY'S INC.

Nashville, Tennessee

Director of Lodging - March 1986 - August 1990

- Responsible for the franchise and development of the Shoney's Inn motel division.

- Oversaw the management company and operations of company managed motels.
- Developed marketing and advertising programs for promotion of the motel concept in economy lodging.
- Insured the operational and franchise standards were enforced within the system and architectural standards were consistent among all franchisees.
- Responsible for all franchisee relations and coordination, site approval, and building requirements.

SHOCAP INC.

Staunton, Virginia

Vice President – Finance - August 1981 – March 1986

- Complete financial and accounting responsibility for franchisee of Shoney's Inc. that included Shoney's and Captain D's Restaurants, Pargo's (a proprietary concept developed in-house), and Shoney's Inns.
- Financial responsibility also included related companies; Boyd's Real Estate, Inc., the General Partner of numerous Limited Partnerships established to develop private offerings for land and building for all concepts, and, Big Boy Construction Co. Inc., an in house company established to build all concept buildings.
- Finance responsibility included the development and solicitation of limited partnership investment groups to fund site acquisition and building of franchisee and proprietary concept structures.
- Developed Management Company for operations of Shoney's Inns independent of restaurant operations within franchise.
- Established annual audit of all operations in anticipation of initial public offering. Initially, audits were completed by local CPA company but in preparation for public offering engaged Coopers and Lybrand to conduct annual audits.
- Duties included investor relations, bank negotiation, health and general insurance requirements

Education

1967-1969 Blue Ridge Community College - Weyers Cave, Virginia AAS Accounting

1975-1981 James Madison University - Harrisonburg, Virginia BGS Accounting

Military Service

US Army 1970-1972 Drill Sergeant

**Community
Activities**

Sarasota County Special Athletes Boosters

Committee of 100

Community Health Needs Assessment Committee

Habitat for Humanity - Ocala-Marion County

References

Furnished Upon Request