

# KIRK CALLWOOD, CTP

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## PROFILE

Value-driven COO / VP with a record of success spanning finance, business, and government. Known for building alliances and teams of highly skilled leaders that support and achieve aggressive corporate objectives. Business/technology transformation catalyst. Chair of finance, healthcare, business, and charitable boards. MBA. Lean Six Sigma. Wharton trained.

## EXPERIENCE

### **MERCHANTS COMMERCIAL BANK | US Virgin Islands**

#### **Chief Operations Officer (COO) and Vice President (VP) | 2020 – 2024**

Partner with President and CEO on strategy and provide operations leadership – IT (Fintech, Cyber Security), HR, Loan Administration, and Facilities. Oversee AVPs and a multi-site team of 23. Drive client and shareholder value by enhancing employee engagement, processes, and technologies to drive efficiency and profit. Board-appointed Information Security Officer (physical/cyber security, fraud, risk). Chair IT and Operations Steering Committees.

- Led regulatory assessments and audits that significantly mitigated risk for our clients.
- Drove high-impact employee engagement initiatives – compensation calibration, performance review restructure, stock option plan, “CEO Chats” to generate employee ideas, and Candidate Referral Program.
  - Implemented an organization-wide performance management process.
  - Grew new hires by 10% while improving quality by engaging staff in identifying the best candidates.
  - *Increased* retention during the great resignation of 2022.
- Enabled 0% closure during territory-wide Covid resurgence by guiding enterprise transformation to hybrid environment with rapid implementation of VPN, laptops, and collaboration software.
- Achieved an 85% organization-wide Social Engineering adoption rate.
- Brought enterprise policy into 100% compliance with federal regulatory requirements (FDIC, etc.).
- Jointly led transformation of core banking system – drove successful transformation from legacy technology to Fintech investment, growing revenue and client value while reducing fraud and cost of services –
  - Rapidly implemented: digital account opening, contactless cards, self-service password resets, mobile remote deposits, online wire transfers, electronic signature capture, email/text / SMS alerts.
  - Reduced client complaints by 80% during this challenging period.
- Led business development strategy to secure approximately \$13M in core deposits from a client.

### **US VIRGIN ISLANDS GOVERNMENT | US Virgin Islands**

#### **Commissioner of Finance and Executive Director, Public Finance Authority | 2019 – 2020**

Oversaw all operations of territory-wide finance, collections, and capital fundraising (public/private) for public projects and programs. Served as a key member of the Governor's Cabinet, Financial, and Policy teams. Simultaneously, served as interim chair of enterprises in Healthcare, Hospitality, and Oil & Gas. Named Governor's Authorized Representative for administering recovery funding provided by Federal Agencies.

- Within 12 months, secured successful \$12M Tax Increment Financing bond refinancing.
- Secured Moody's upgrade of key \$25M Virgin Islands Bonds from A3 to A1.
- Worked with Senate/Legislature on drafting and successfully passing multiple favorable Bills and Acts – enabled use of credit card system for government purchases, secured funding for Hotel Development, etc.
- On Matching Fund Securitization team that won hotly contested senate approval to refund \$1B in bonds for Government Employees Retirement System (GERS) Pension.
- Reduced capital asset audit findings from 77 to 17.
- Led successful implementation of Limetree Bay Oil Refinery & Fuel Storage Terminal Compliance Management.
- Named President & CEO of Kings Alley Hotel – restructured hotel for high-profit acquisition completed in 2022.

#### **Acting Chair – Government Hospitals & Health Facilities Corporation | 2019 – 2020**

Held strategic and operational oversight of 2 major hospitals and health center with 2 CEO direct reports.

- Laid groundwork for turnaround following Mega-Hurricanes Irma and Maria.

- Aided C-suite in the development of compliance plan currently in implementation.

### **INTERNATIONAL CAPITAL & MANAGEMENT COMPANY (ICMC) | US Virgin Islands**

#### **Co-CEO and Chief Internal Operating Officer (COO) | 2017 – 2018**

Promoted to partner with the Board of Directors of this private equity fund and management services firm serving Cancer Treatment Centers of America® (acquired by City of Hope) and other US clients. Worked with the Board to set strategic direction. Communicated strategic focus to full organization, linking fiscal responsibility to staff performance. Oversaw a diverse portfolio of service lines and internal functions: Finance & Analytics (external facing), Accounting, Property Management, and Charitable Giving. Managed up to 30 stakeholders across business lines, including AVPs and Directors, onsite and remotely.

- Developed optimization strategies for clients and stakeholders – recognized for guiding continuous improvement via process optimization and operational streamlining.
- Developed optimization plan projected to deliver 20% in YoY operational cost savings.
- Executive in charge of Cancer Support function – raised \$200K+ for cancer patients.
- Directed philanthropic resources to the local community. Led public-private partnership with the University of the Virgin Islands / Entrepreneurship Business Institute program for local high schools.
- Led the transformation of Property Management from cost center to profit center – \$300K+ in annual revenue.

#### **Treasurer and Executive Team | 2013 – 2017**

Reporting to the President and CEO, directed corporate treasury strategy, quality, service excellence, and supply chain functions to drive value and quality using data and voice of client. Managed 10-12 across multiple business lines.

- Took on and won successful completion of problematic fiscal year budget.
- Managed consolidated capital markets, risk management, and cash operations of a \$1.1B Private Healthcare Company providing patient care through a network of hospitals across the US.
- Maintained strong relationships with clients and various banks.
- Led advisement on 5-year Credit Syndicate renewal of \$300M and adding \$300M 5-year term loan.

#### **Director of Treasury | 2012 – 2013**

Reporting to the Treasurer, launched and developed treasury practice for the organization.

- Led team that created tracking of corporate-wide KPIs utilizing project management, process mapping, and ADKAR change management methodologies to drive client value.
- Oversaw implementation of 1<sup>st</sup> enterprise value analysis initiative for multi-billion healthcare client.

### A D D I T I O N A L   E X P E R I E N C E

INNOVATIVE COMPANIES   now VIYA   St. Thomas, VI	Director of Treasury 2011 - 2011
PREMIERE GLOBAL SERVICES INC.   Atlanta, GA	Treasury Manager 2008 - 2011
INCOMM   Atlanta, GA	Treasury Manager 2007 - 2008
COCA-COLA   Atlanta, GA	Treasury Specialist, Capital Markets 2005 - 2006

### E D U C A T I O N

THE WHARTON SCHOOL	Senior Leadership Training
KENNESAW STATE UNIVERSITY	Master of Business Administration (MBA)
NORFOLK STATE UNIVERSITY	Bachelor of Science (BS) – Finance
Lean Six Sigma Fundamentals   Project Management Fundamentals   Prosci Certified Change Management Practitioner   Moody's Analytics Credit Masterclass   Certified Treasury Professional (CTP)   Disney Approach to Quality Service	

### O F F I C E S   H E L D

Board of Directors, Past President & Treasurer	Rotary Club of St. Thomas II (Current)
Executive Board	My Brothers Workshop (Current)
Chair	US Virgin Islands Board of Tax Review
Vice Chair	Territorial Hospital Board
Member	Virgin Islands Lottery Commission, Banking & Insurance Boards
Ambassador	Economic Development Authority
Board of Directors	DeKalb Academy of Technology and the Environment