

# KEVIN O'HAGAN

Coaching-First Executive | Operational Architect | Multi-Site P&L Leader

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Hello,

I am a multi-site operations executive with 22+ years building, scaling, and turning around organizations across the Western U.S. The through-line of my career is straightforward: **the teams I build outlast the roles I hold, and the financial outcomes follow from the team — never the other way around.** I run the day-to-day with discipline, build the people systems that make scale durable, and step into complexity without losing the human side of leadership. I am writing to introduce myself in case you are running a search for an operator with this kind of background — or know someone who is.

**The most recent chapter:** I just finished an 18-month PE-backed branch turnaround as General Manager of a \$25M operating unit — 20% of a \$125M multi-site portfolio. I inherited a deficit branch with eroded customer reputation. The financial result was a 10% EBITDA beat in year one and the largest single contract in company history at \$7M–\$9M. The result I am most proud of, though, is the people one: I restructured a 30-person multi-state team on the principle of *"right people in the right seats, with the support they need to succeed"* and drove an 80% reduction in revenue loss tied to turnover. The turnaround thesis I demonstrated to the PE sponsor was simple — *workforce stability is the foundation everything else gets built on.* Pricing discipline, vendor renegotiation, and customer credibility follow naturally once the team is right.

**The long arc behind it:** Before Kendell, I spent 22 years at one Western-U.S. firm — Wood Rodgers — rising from the copy room to Director of Operations across a 9-hub, 350+ employee footprint in CA and NV. I lived the firm's complete cycle: 100 to 600 employees through the growth, contracted to 200 through the 2009 downturn, and rebuilt to 350 by my departure. Through all of it I owned the 12-lease, 125,000+ RSF real estate portfolio, the \$3M+ annual vendor budget, and the multi-site operating cadence. The recognition I value most from that tenure is the Board-nominated **Associate** designation (2019–2024) — a distinction reserved for leaders demonstrating cross-functional impact, mentorship, and fiscal judgment, and rarely awarded to a non-engineer at the firm. Most operators have seen one half of a full business cycle; I have seen all of it, and built and mentored the leaders who carried the firm through it.

**Where I am now:** I currently run an independent advisory practice through O'Hagan LLC — multi-site operations, real estate, and capital-project engagements — alongside an active search for the next executive chapter. I am based in Tacoma, Washington, and selectively engaging with multi-site operating businesses — PE-backed, founder-led, or institutionally owned — seeking an executive to scale, restructure, or turn around a P&L. Open to travel for the right role. **The operating belief I run by has not changed across the cycles: build the best team, give them the systems to succeed, and the growth sustains itself.** Everything I have done well has come from that.

My website is [kevinmbohagan.com](http://kevinmbohagan.com) and my resume is attached. If your search profile matches this background, I would welcome a conversation. If it does not, I would be grateful for any pointer to someone for whom it might.

Thank you.

Sincerely,

**Kevin O'Hagan**

# KEVIN O'HAGAN

MULTI-SITE OPERATIONS & GENERAL MANAGEMENT EXECUTIVE | P&L LEADERSHIP | MANUFACTURING · FACILITIES · CAPITAL PROGRAMS

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## EXECUTIVE SUMMARY

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Operations and general-management executive with 22+ years leading multi-site operations, manufacturing, facilities, and capital programs across the Western U.S. Most recently ran an entire \$25M PE-backed business unit — operations, manufacturing, project management, sales, and finance — delivering +10% EBITDA in year one, and ran a custom welding and fabrication shop directly: made-to-order steel products delivered to job sites, plus a high-margin value-added line. Built the operating cadence, KPIs, and SOPs that ran nine hubs and 350+ employees; delivered a \$3M+ capital portfolio; and carried an organization through its full growth-and-contraction cycle. Combines shop-floor and field operating discipline with the financial rigor to partner with ownership and a Board. Coaching-first leader who builds stable, accountable teams.

## CORE COMPETENCIES

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Multi-Site Operations & P&L • Manufacturing & Fabrication • Capital Programs & Construction

Facilities & Real Estate • Estimating, Bid & Margin Strategy • M&A Integration & Scaling  
Procurement & Vendor Management • Budgeting & Forecasting • Safety Programs & Compliance  
Project & Change Management • Workforce Design & Team Building • KPIs & Operating Cadence

## PROFESSIONAL EXPERIENCE

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### General Manager

Aug 2024 – Jan 2026

*Kendell Doors & Hardware (PE-backed, \$125M multi-site operator)*

Tacoma, WA

- **Full P&L Ownership:** Owned the full P&L for a \$25M business unit (20% of a \$125M PE-backed portfolio); exceeded EBITDA target by 10% in year one through pricing discipline, workforce redesign, and vendor cost work.
- **Manufacturing & Fabrication Leadership:** Ran the warehouse and welding/fabrication departments — custom steel frames built from raw stock, welded in-house and delivered to job sites; owned production scheduling, skilled labor, inventory, and quality.
- **Value-Added Growth Line:** Built a pre-installation team that pre-assembled components before site delivery — a high-margin growth offering that captured value in-shop and reduced customer field labor.
- **Puget Sound Major-Accounts Win:** Won back lapsed key customers during the branch rebuild and anchored the largest single contract in company history (~\$7-9M) in the core Puget Sound/Seattle market.
- **Alaska Territory Expansion:** Separately led organic expansion into a new territory — traveled to Alaska with lead sales to build contractor relationships face-to-face and open new projects, opening a new geographic revenue lane for the branch.
- **Commercial, Estimating & Sales Leadership:** Oversaw the estimating, sales, and project-management teams — owned bid and margin strategy, with sales consulting on pricing to win competitive work — grew the lead pipeline and cleared roadblocks across sales, estimating, and production.
- **Vendor & Contract Discipline:** Negotiated branch-level vendor and supplier discounts and renegotiated underperforming service contracts — margin delivered straight to the bottom line.
- **Financial Planning & Forecasting:** Partnered with the controller and VP of Finance to build budgets and forecast revenue streams — translating operating and sales plans into financial targets and disciplined cost management.
- **Operating-System Rebuild:** Restructured a 30-person multi-state organization, driving an 80% reduction in revenue loss tied to turnover; built PM workflows and change-management systems on Microsoft platforms; integrated analytics into financial and contract reviews.

### Director of Operations

Apr 2002 – Jul 2024

*Wood Rodgers, Inc. (\$75M+ multi-site professional-services firm, 9 hubs)*

Sacramento, CA

*Progression: earlier operations roles (from 2002) → Facilities Manager (2013–2015) → Director of Operations*

- **Board-Nominated Wood Rodgers Associate:** Selected by the Board of Directors (2019–2024) for a distinction rarely awarded to a non-engineer at the firm — recognizing cross-functional leadership, mentorship, fiscal acumen, and integrity.
- **Multi-Site Operations & Safety:** Owned day-to-day operations across 9 hubs and 350+ employees — operating cadence, KPIs, SOPs, and operations manuals; co-led the firm's safety program with HR and a Board sponsor; kept every site reliable through multiple business cycles.
- **Capital Programs & Construction:** Directed a \$3M+ portfolio of facility, infrastructure, and TI projects — owning full project economics from bid through completion; led 8+ site activations and buildouts, most completed in 1–3 days with zero billable downtime.
- **Real Estate & Facilities:** Managed a 12-lease, 125,000+ RSF Class-A portfolio; recovered \$400K+ in TI through detailed lease audit; ran lease lifecycle and asset planning.
- **New-Market Standup & Scaling:** Stood up new-market locations end to end — site selection, lease and TI negotiation, buildout, and turnover — then ran them operationally from headquarters; carried the firm through its full growth-and-contraction cycle (100→600→200→350 employees; 1→11→9 locations).
- **Vendor, Budget & Board Partnership:** Managed a \$3M+ annual vendor budget; built operational and capital budgets with variance analysis; built and led a five-person operations team.

### **Principal & Operating Advisor**

*O'Hagan LLC (operating, real estate & capital-project advisory)*

**Jan 2026 - Present**

*Tacoma, WA*

- **Advisory Practice:** Independent advisory practice serving growth-stage and PE-backed operators on multi-site operations, manufacturing, real estate, and capital-project delivery — operating assessments, process and scalability improvements, and hands-on project execution.

### **EDUCATION & CREDENTIALS**

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- **Graduate Business Coursework** — Western Governors University (operations and finance focus)
- **Certificate of Management, Construction** — University of California, Davis
- **Bachelor of Arts, Family & Consumer Sciences** (Minor: Gerontology) — California State University, Sacramento
- **AI & Technology** — Hands-on with Claude, Gemini, and Microsoft Copilot; built AI agents; completing Anthropic's Claude education program and additional AI coursework.
- **Board-Nominated Associate (2019–2024)** — Wood Rodgers, Inc.

### **COMMUNITY & SERVICE**

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- **Volunteer, Lowell Elementary PTA** — Tacoma, WA
- **Patient Companion & Peer Support** — hospital and VA rehabilitation settings (earlier career)