

# KEVIN O'HAGAN

COACHING-FIRST EXECUTIVE | OPERATIONAL ARCHITECT | MULTI-SITE P&L LEADER

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## EXECUTIVE SUMMARY

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Operations executive with 22+ years building, scaling, and turning around multi-site organizations across the Western U.S. — combining the discipline of a long-tenure operator with the founder energy of someone who builds operating systems from scratch. Most recently led a PE-backed branch turnaround as General Manager: \$25M P&L, 20% of a \$125M portfolio, +10% EBITDA in year one, 80% reduction in turnover-driven revenue loss, and the largest single contract in company history at \$7M–\$9M. Earlier, a 22-year career at one \$75M+ professional services firm — from entry-level through Director of Operations — where I owned operations across 9 hubs and 350+ employees, managed a 12-lease, 125,000+ RSF Class-A real estate portfolio (recovered \$400K+ in TI from a single landlord), and lived a full growth-and-contraction cycle (100→600→200→350 employees) including the 2009 downturn. Currently operating an independent venture under O'Hagan LLC alongside an active executive search. The operating thesis I run by: right people in the right seats, right tech for the work, and a footprint that earns its rent.

## CAPABILITIES

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Multi-Site P&L Management • PE-Backed Turnaround Execution • New-Site Activation  
Commercial Real Estate Portfolio • Vendor & Capital Programs • Cross-Functional Leadership  
Talent Coaching & Development • Operational SOPs & KPIs • Financial Modeling & Data

## PROFESSIONAL EXPERIENCE

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### General Manager

Aug 2024 – Jan 2026

*Kendell Doors & Hardware (PE-Backed, \$125M Multi-Site Operator)*

Tacoma, WA

- **P&L Turnaround:** Owned full P&L for a \$25M operating unit — 20% of the parent's \$125M portfolio — and exceeded EBITDA target by 10% in year one through pricing discipline, vendor renegotiation, and workforce redesign; transformed a deficit unit with eroded brand reputation into a top-performing branch.
- **Customer & Brand Rebuild:** Re-engaged dormant accounts through executive-level engagement; closed the largest single contract in company history at \$7M–\$9M, restoring branch credibility with strategic buyers and demonstrating turnaround thesis to PE sponsor.
- **Workforce & Talent Systems:** Restructured a 30-person multi-state organization on the principle of "right people in the right seats, with the support they need to succeed" — driving an 80% reduction in revenue loss tied to turnover and mismanagement.
- **Data-Driven Decisioning:** Integrated AI-driven analytics into financial reviews, contract auditing, and customer verification — accelerating decision speed, sharpening forecast accuracy, and reducing credit risk on new accounts.

### Director, Operations | Facilities Manager (2013–2015) | Earlier roles

Apr 2002 – Jul 2024

*Wood Rodgers, Inc. (\$75M+ Multi-Site Professional Services, 9 Hubs)*

Sacramento, CA

- **Associate (Board Recognition, 2019–2024):** Selected by Wood Rodgers' Board of Directors as an Associate — a small group of leaders recognized for cross-functional impact, mentorship, fiscal judgment, and "big picture" thinking. Nomination required principal-level sponsorship and full board review.
- **Multi-Site Operations Across Western U.S.:** Owned day-to-day operations across 9 sites and 350+ employees throughout CA and NV — Sacramento, Reno, Las Vegas, Oakland, Pleasanton, San Dimas, San Diego, Roseville — through multiple business cycles including the firm's full growth-and-contraction arc (100 → 600 → 200 → 350 employees) over 22 years.
- **Commercial Real Estate & Site Activations:** Managed a 12-lease, 125,000+ RSF Class-A real estate portfolio as the operations counterpart to ownership; recovered \$400K+ in TI from a single landlord through detailed lease audit and stakeholder negotiation; led 8+ new-site activations and major buildouts on aggressive timelines, most completed in 1–3 days with zero billable downtime.
- **Vendor, Fleet & Capital Programs:** Managed a \$3M+ annual vendor budget through competitive bidding and contract consolidation; scaled regional fleet from ~50 to 75+ vehicles with each purchase negotiated below MSRP and 5–10% maintenance cost reduction; directed a \$3M+ portfolio of facility modernizations, security upgrades, and infrastructure projects.
- **Talent Pipeline & Leadership Coaching:** Recruited and developed people-managers across the regional footprint; partnered with the board and 30 principal-level leaders on performance management, succession planning, and adaptive-challenge consultation; built and ran a five-person operations team supporting all sites.

### Operations Lead (Pre-Launch)

2022 – 2024

*Expedition REGEN (Conservation & Sustainability Nonprofit, Founding Stage)*

California

- **Founding-Team Org Design:** Engaged with the founder during the pre-launch build phase with the intent to assume Director of Operations once the organization formally launched. Partnered on foundational org design — cost structures, staffing

models, and operating-model brainstorming across the full build — applying multi-site operating discipline to a mission-driven startup. Stepped away when the Kendell GM opportunity surfaced.

## **Founder & Operator**

**Jul 2025 – Present**

*O'Hagan LLC (Independent Operating Venture)*

*Tacoma, WA*

- **Independent Operating Venture:** Operating an independent venture in the Tacoma market — applying the same operating discipline (site selection, financial structuring, vendor management, operating-model design) that drives strong commercial multi-site work.

## **COMMUNITY & SERVICE**

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- **Founder, WR Fit & WR Race Team (2015–2024):** Built and led a peer-driven, board-backed wellness program inside Wood Rodgers — twice-weekly workouts in Sacramento and Roseville, monthly challenges adopted firm-wide across all sites, team training for distance races and Spartans. Sustained voluntary participation for nearly a decade.
- **Patient Companion & Peer Support (Earlier Career):** Volunteered as patient companion and peer support during physical therapy sessions at both hospital and VA settings — direct service to patients and veterans in recovery.

## **EDUCATION & CREDENTIALS**

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**Bachelor of Arts, Family & Consumer Sciences (Minor: Gerontology)** — California State University, Sacramento

**Certificate of Management, Construction** — University of California, Davis