

Fred Helms

Hands on senior executive with thirty-five years of experience leading companies in the manufacturing, professional services, aerospace, non-profit, and financial institution industries; managing areas within these organizations that include - finance & accounting, operations, mergers & acquisitions, treasury, IT & HR in order to maximize profit and add value for the shareholders.

CFO Leadership • Capital Structure • Mergers & Acquisitions Financial Planning & Analysis • Process Improvement • Debt & Lending

- **Chief Operating Officer of a major non-profit that acquired and developed a 34 acre campus** - restoring and renovating 320,000 square feet of building space while updating its IT infrastructure to world class status. Total construction budget exceeded \$120M. Created the capital structure of over \$83M of senior debt; assisted in raising \$100M in donations.
- **Chief Financial Officer of middle market professional services firm with over \$250M in revenue.** Built through an aggressive roll up strategy acquiring nearly one company per quarter within our industry that added additional capabilities and synergies.
- **Chief Operating and Financial Officer of a middle market cosmetic** manufacturing company with nearly \$100M in gross sales that we grew organically from \$25M in gross sales then sold to a multinational consumer products company for a very high multiple.
- **Senior Banking Executive at several major commercial banks** achieving significant growth and market share in both loans and deposits. Managed debt commitments of approximately \$1 billion during last banking executive roll and have been significantly involved in over \$3 billion in financing transactions during my career.

Career Summary

Hardesty, LLC	<i>Partner, 2015 - Present</i>
<ul style="list-style-type: none"> • Hardesty, LLC is a national executive services firm that provides on-demand operational and financial management leaders to companies ranging from emerging growth to large public entities through a variety of flexible offerings. Hardesty provides executives including: COOs, CFOs, VPs of Finance, Controllers and other financial management with deep operational, financial and management expertise. 	
Christ Catholic Cathedral Corporation	<i>Chief Operating Officer, 2013 - 2015</i>
<ul style="list-style-type: none"> • Senior lay person in the Catholic Diocese of Orange • Managed the business operations of a 35 acre campus which includes, 10,000 person parish, a fully operational and licensed private cemetery, an elementary school (grades PreK to 8th) The Pastoral Office of the Bishop, and hosted secular, ecumenical, and Catholic events. 	

- Primary revenue channels are rents as a landlord, cemetery operations, hospitality events, film and movie production, and the parish activities.
- Completed a \$100M capital campaign from local donors for funding the improvements and construction on the campus
- Managed the RFP process for selecting vendors related to supporting the operations on the campus as well as the construction related to the renovation of 320,000 sq. ft. of building space
- Managed \$120M in construction projects
- Managed the Finance & Accounting, Property Management, IT and security system functions

US Bank

Senior Vice President & Regional Manager, 2006 -2013

- Assumed responsibility for a sub-standard region that was declining in both assets and deposits. Operation suffered from high employee turnover, deficient loan approval and monitoring processes, document maintenance issues and sub-standard audits.
- Built a new team of lenders, increased assets and liabilities by over 40%, corrected and improved internal loan processes, audits received the highest grade level with zero exceptions and actions warranted that resulted in receiving the Chairman's Cup award for the top performing region
- Received from BNY Mellon, the Star Performance Award as the top banking manager in the United States.
- Completed the sale to US Bank in June 2008.
- Post merger, combined four departments from both banks and assumed role as Regional Manager
- Earned record net profit of over \$15MM with 38% in net asset growth and were the top performing region in the Western US in 2010.
- Managed total assets of over \$400MM and deposits in excess of \$1 Billion (CAGR of 14% for last three years)

Sunwest Bank

Senior VP and Regional Manager, 2003 - 2006

- Hired to manage the Laguna Hills Commercial Banking Region.
- Improved asset quality while increasing loan portfolio by nearly 73% in first two years
- Assumed management of two additional regions - Newport Beach & Anaheim in 2004
- Formed the three regions into the South Orange County Commercial Banking Group
- Member of SWB's Board of Directors - Marketing Committee.

Wilbur Group, Inc.

Chief Financial Officer, 1999 - 2001

- Ecommerce-focused, internet development, advertising and Public Relations Company.
- Created/organized the Finance & Accounting department
- Built the capital structure for company growing at a rate of 140% per year

- Prepared the company for planned IPO and filed the S-1 registration statement. (did not file due to market conditions)
- Selected and implemented an accounting system as well as designed and implemented an internally developed timesheet system.
- Lead the negotiation/acquisition/ integration of four middle market firms.

E. I. Cosmetics, Inc.

Chief Operating and Financial Officer, 1999 - 2001

- Emerging cosmetics manufacturer – high end, luxury brand
- Re-organized and developed the Finance & Accounting and the Production & Operations departments
- Improved cash flow by 30%
- Increased manufacturing productivity by 18%,
- Improved inventory turns by over 142%, Reduced raw material purchasing lead times by 26%,
- Raised private equity to help finance their growth.
- Company was successfully sold to a strategic buyer for a multiple greater than our five year target.

Sanwa Bank

Varius Roles, 1983 - 1998

- Over the years, managed several profit centers focused on commercial lending and cash management services and operations. Managed the treasury operations of the bank, which including trading desks for foreign exchange and US Treasuries. Member of the bank's ALCO and provided gap funding analysis to manage the bank's balance sheet.

Education

- University of California, Los Angeles / MBA Finance
- Pepperdine University / BS Business Administration