

Chuck Campagna

Chuck is a results-driven finance and operations executive with over 25 years of corporate leadership, financial advisory, environmental & business services experience in multiple industries, with revenues ranging from \$10 million to \$1 billion. He has extensive leadership experience driving revenue growth, market penetration, and profitability within intensively competitive markets. He is successful at building, directing, and empowering multi-disciplined teams to restructure, merge, and streamline organizations and processes across core business functions and is effective at aligning strategic plans, resources, and relationships to define new products, services and opportunities in key markets. He has advised multiple private equity firms on acquisition value and merger opportunities and provided middle market companies with financial modeling, acquisition strategies and integration. Chuck is a quality-conscious, analytical decision-maker with proven ability to thrive and adapt to challenging and rapidly changing market and economic conditions.

CFO Leadership • Mergers & Acquisitions • Restructurings Financial Advisory

CFO Leadership

- **\$30 million cost improvement** generated by restructuring IT infrastructure and internal controls to drive better customer reporting through KPIs for Business Services Company.
- **Selected, modified, and implemented new financial software for \$1 billion retail organization** with oversight for application development, business systems planning efforts, and computer systems conversion.
- **Restructured IT department**, developed key financial tools; cash flow and daily reporting tools for Distribution Company.
- **Implemented complete accounting system and software for \$40 million hotel and resort complex** by planning, designing and purchasing new software.
- **Negotiated \$1 million credit arrangement** with regional finance institution to provide working capital to help firm compete and grow new business segment.
- Partnered with cross-functional and executive leadership to **consolidate five regional facilities** with purchases in excess of \$500 million into one corporate center

Merger & Acquisitions / Restructurings

- **Acquired and integrated several organizations in excess of \$120 million in revenue** by identifying key market segments, negotiating definitive agreements, clearing state and federal justice department hurdles, and obtaining board approval.



- **Purchased and merged three companies** into one unified operation by securing \$3m in mezzanine financing.
- **Reduced costs by \$7.2 million annually**, established core and non-core vendor line card, re-established vendor credit lines.

Financial Advisory

- **Obtained \$15 million private equity funding** for Environmental Services Company.
- **Obtained private equity financing for \$35 million acquisition** opportunity for Medical Services Company.
- Successfully **obtained private equity financing to secure \$140 million** to purchase a Fortune 500 firm that was divesting non-core assets.
- **Secured \$30 million in revenue** by award or renewal of multiple municipal contracts with most having contract terms in excess of 15 years.

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 financial management leaders to companies ranging from emerging growth to large public entities through a variety of flexible offerings. Our firm provides professional CFOs, treasurers, controllers and other financial management with deep operational management expertise. 	
SED International Inc.	<i>Chief Restructuring Officer, 2012 - 2014</i>
<ul style="list-style-type: none"> • Reporting to the CEO, responsible for all restructuring efforts to re-scale company to optimal size, re-establish relationships with core lender while obtaining new \$13m asset based lending facility. Reduced costs by \$7.2 million annually, established core and non-core line card, re-established vendor credit lines, restructured IT department, developed key financial tools; cash flow and daily reporting tools. 	
CJC Consulting, LLC	<i>President, 2005 - 2012</i>
<ul style="list-style-type: none"> • COO and CFO for Waste Integrated Service Consultants a privately-held \$100 million management services and consulting company supporting Fortune 500 companies at more than 4,000 locations throughout US and Canada. Led day-to-day operations with 30 direct / indirect reports. Accountable for P&L performance, strategic vision & direction, process improvements, client relations, business development, restructurings, and contract relationships & negotiations. Served as Board Member reporting to CEO and Chairman of Board. • Managing Director for Pencamp Investments a Georgia-based company investing in small to medium-size private companies. Oversaw all aspects of operations for investment firm with three direct reports and 10 indirect reports. Obtained private equity financing to secure \$140 million to purchase Fortune 500 company subsidiary that was being divested. • COO and CFO for One Vision Utility Services, LLC, an Atlanta-based company with operations in more than 27 states serving customers in damage prevention industry. Directed daily operations supporting all financial / 	

operational departments with six direct reports and 10 indirect reports. Accountable for P&L performance, strategic planning & execution, contract negotiations, mergers & acquisitions, business infrastructure, financing arrangements, and client relationships. \$10 million in revenue growth realized by spearheading the successful financing, acquisition, integration, and merger of four different companies. \$3 million in mezzanine financing gained by negotiating asset purchase agreements that allowed three companies to form one newly integrated company.

Waste Management, Inc.

Various Roles, 1990 - 2005

- Vice President of Florida and Area Vice President who lead all aspects of operations for company's Florida subsidiary generating \$1.3 billion of company's \$12 billion in revenue. Supervised and trained 40 direct / indirect reports. Held P&L accountability with oversight for business development, restructurings, team reorganization, contract negotiations, and securing Board approvals.
- Increased revenue by \$200 million, earnings by \$79 million, and free cash flow by \$84 million by restructuring management, key personal, and market segments within a 4,000-person multi-facility organization.
- Achieved \$100 million in revenue growth by securing multiple FEMA and municipal contracts during historic and catastrophic hurricane event.
- Acquired and integrated in excess of \$120 million in revenue by identifying key market segments, negotiating definitive agreements, clearing state and federal justice department hurdles, and obtaining board approval.
- Boosted ROI from 26% to 32% through strong communication and leadership with direct reports and partnering with cross-functional and executive leadership to achieve aggressive business goals.
- In charge of Southern Group of Waste Management representing \$500 million of company's \$12 billion in revenues. Supervised 12 direct reports and 20 indirect reports. Tracked and managed business operations across Georgia, Alabama, North / South Carolina, Florida Pan Handle, and Puerto Rico.
- Delivered \$200 million in revenue growth by providing strategic vision and direction in evaluation and consolidation of operations across five states.
- Saved \$15 million in purchase price by renegotiating and closing \$30 million Puerto Rico acquisition opportunity at \$15 million purchase price.
- Increased current and future sales in excess of \$100 million by acquiring or developing hauling, landfill, and transfer station assets across multiple states.

Additional Career Experience

- **84 Lumber Company:** Chief Financial Officer
- **Deloitte & Touche:** Audit and Tax Professional

Education

- Clarion State University / B.S.B.A. in Accounting