



Paul Harding

Qualifications Summary

Acknowledged for 25+ years of organizational leadership excellence as CFO, Controller, General Manager, and Cost Accountant for business ranging from \$20M to \$55M in the private and non-profit sectors. He has extensive financial experience in budgeting, financial reporting, cash management, cost accounting, strategic planning, and process improvement. Recognized as a skilled financial executive, Paul understands how to analyze and direct changes to processes, as well as implement new systems. He has demonstrated ability to remediate struggling operations by putting Best Practices in place that return profits to the company's bottom line.

Professional History

CFO Selections	Consultant	2022 – Present
Northwest Open Access Network	CFO	2012-2021
Trulife Inc	Controller	2008-2012
Ace Paving Company	CFO/Controller	2007-2008
Tel West Communications	CFO/Controller	2005-2007
Bayline Paper Supply	General Manager/Finance Manager	2003-2005
United Plastics Group	Controller/Cost Accountant	1993-2003

Accomplishments

- Created and implemented a new Purchase Order process that tied the sales order to the actual tail circuit cost, enabling accurate margin analysis by circuit, reducing COGS \$1.6M month over month.
- Reduced inventory over \$1M in first year with a manufacturing company, representing approximately 15% of total inventory.
- Prepared a \$40M interactive annual budget with the ability to change revenue projections with the associated COGS automatically updated.
- Secured a \$25M bond to refinance existing debt and fund new capital projects, along with multiple lines of credit with banking institutions.
- Increased net income over \$1M implementing cost reductions and cleaning up intercompany transfer pricing.
- Developed a KPI dashboard report for use by the executive team.
- Remediated existing Accountability Audit issues with the Washington State Auditor's Office that had multiple findings, resulting in five consecutive years of clean audits.

Licenses / Education

- Bachelor of Arts, Accounting, Washington State University.