

# BENJAMIN HARRISON

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## CHIEF FINANCIAL OFFICER

**Liquidity Management ♦ Financial Ingenuity ♦ Business Operations Acumen**

**A Broadly Experienced, Hands-on, Financial-Management Professional** with the talent, skill, knowledge, and entrepreneurship to elevate accounting processes and enrich contributions from the corporate finance function. Dedicated to initiating transformational change that drives lasting, continual improvement in the accuracy, thoroughness, and pertinence of decisions defining the business' future. Equally proficient perfecting the details, raising individuals' performance, and ensuring overall enterprise health. Relied upon and able to deliver original, pragmatic, effectual means of advancing corporate fortunes in consequential situations.

### CORE COMPETENCIES

- Accounting Administration
- Executive Leadership
- Expense Forecasting
- P&L Governance
- Strategic / Tactical Planning & Execution
- Budget Development & Management
- Process Visualization / Improvement
- Teaching / Training / Mentoring
- Lender / Investor Relations
- Complex Decision-Making
- Cash Flow Projection
- M&A Collaboration

### PROFESSIONAL EXPERIENCE

**Flatrock Compression Ltd | Magnolia, TX**

**2019 - Present**

*Rents above-ground oil-field production equipment such as engine and electric-motor driven gas compressors used for artificial lift and the patented Quickset Skid™.*

#### **Consultant I 2022 - Present**

Contribute knowledge continuity and produce key financial reporting for Flatrock and associated companies.

#### **Director of Finance I 2019 - 2022**

Managed a \$22.5 million revolving credit facility, executed strategic initiatives focused on organic and inorganic growth, and oversaw daily accounting and finance operations for seven companies.

#### ***Boost Team Performance***

- **53% reduction in days sales outstanding (DSO) reached** in the initial 180 days of tenure by identifying and resolving critical inadequacies among the billing and collections team.
- **Positioned department as the source of strong collaborative leadership** for cross-functional teams by driving change in the department's operating culture and effectively navigating complex internal politics.
- **30% reduction in reporting errors** and a 40% shortening in time used to finalize draft financials gained by assessing and mentoring staff and when necessary, replacing underperforming members.

#### ***Raise Financial Department Efficiency***

- **\$60,000 in annual third-party fees eliminated** by assuming responsibility for annual budgeting / forecasting and monthly bank covenant reporting from an outsourced CFO.
- **Sold one business unit** from letter of intent (LOI) through due diligence to closing in 42 calendar days while directing multiple simultaneous M&A transactions.
- **31% lowering of company's outstanding debt scored** in the first year, reducing monthly cash interest payments from \$85,000 to \$45,000, through rigorous focus on working capital management and free cash flow.

#### ***Upgrade Business Processing Procedures***

- **80% lessening of month-end spending adjustments realized** by providing multiple-process workflows for inter-departmental teams including procure-to-pay cycle and progress payment procedures for capital projects.
- **Built a complex, situational forecasting model** used by a private equity firm to predict partner liquidity and capital needs enabling \$8 million in annual CAPX spending.

- **Structured a proprietary report detailing the firm's liquidity** through a holistic forecast of \$20 million in cash flow that encompassed capital expenditure, working capital, debt service, and equity distributions.
- **Supplied executive leadership and the board of directors** with expanded clarity and accessibility to financial performance by designing a new 80%-smaller, purpose-built, three-statement financial reporting package.
- **50% shrink in the record-to-report period** and elimination of an \$80,000 FTE attained by building multiple ODBC-based Excel reports designed for reconciliations and use with KPI dashboards.

### Harrison Consulting | Houston, TX

2015 - 2019

Provided services to clients in the oil and gas, industrial services, healthcare, chemical manufacturing, pharmaceutical, and agriculture industries and not-for-profit organizations.

#### Consultant

- **Discovered the need for a \$16 million inventory write-down** through process visualization and supplier reviews while completing 20+ balance-sheet reconciliations within a 45-day audit deadline.
- **Shepherded sale of a \$100 million multi-entity enterprise** juggling competing requests from buy-side and sell-side interests and ad hoc client intervention while reconciling more than 40 two-year-old bank accounts.

#### Fractional CFO | Texas Chiropractic College

- **60% drop in student attrition** worth \$1.5 million in annual revenue delivered by spearheading an initiative to analyze the causes of erosion resulting in significant operational, staffing, and faculty changes.
- **Created an annual zero-base budget** from faculty, staff, and administration inputs covering 30 cost centers in seven operating groups involving restricted and unrestricted funds and the college's endowment.

#### Fractional CFO | Knight Industrial Services

- **300% leap in the company's revolving line** of credit established by guiding execution of all tasks required to secure financing from a national lender.
- **Transitioned deficient accounting software** to a scalable ERP program in 90 days by managing internal expectations, staff efforts, and involvement of the software's consultants. Led training of all end users.

### TRF Energy Solutions (formerly Thigpen Energy LLC) | Houston, TX

2014 - 2015

*A consolidated entity formed from multiple private-equity-backed oilfield services companies providing technology and a variety of energy products.*

#### Controller - Fueling

Held responsibility for the P&L and balance sheet, monthly financials, and capital-expenditure tracking for two entities producing \$12 million in sales.

- **Merged two entities' general ledgers** onto a common ERP platform in 30 days.

### NowCFO | Houston, TX

2013 - 2014

*Full-service consulting firm focused on providing outsourced CFO, controller, and accounting services.*

#### Consultant

Filled controller and audit-support roles in engagements valued up to \$100 million as well as custom projects.

- **Enabled compounding retail pharmacy firm to meet covenants** of a \$10 million revolving credit line by supporting process mapping and reengineering of the automated insurance-settlement payment process.

### ADDITIONAL EXPERIENCE

**Controller**, Anderson Pollution Control | **Staff Accountant**, Rolls-Royce Commercial Marine, Inc.

### EDUCATION / AFFILIATIONS

**Bachelor of Business Administration in Accounting**, Texas A&M University

New Caney 501c3 ISD Education Foundation, Treasurer • Sam B Crawford Masonic Lodge, Endowed Member  
Student Bonfire 501c3, Participant & Donor • Texas Chiropractic College, Scholarship Sponsor