

W. CARTER DAGES, JR

Always energized and effectively applying his time and talents, Carter enjoys engaging with others who will benefit from his 35+ years of diverse business experience. Some of his roles and responsibilities have included:

- encouraging, developing and motivating those with whom he works;
- leading customer- and profit-focused change;
- formulating and implementing strategic, tactical and operational plans that drive value across the entire organization;
- ensuring key stakeholders and management remain clearly focused on organizational success factors and mission critical drivers;
- developing, securing financing for, restructuring and selling businesses.



Providing a broad array of CFO and Controller type services as well as broad business development, advisory and analysis capabilities through The Dages Company, Carter brings measurable improvements and returns to small and mid-sized organizations, competing in many different industries, at various phases of their lifecycle. He is also especially capable of and passionate about supporting and assisting business owners and their management teams as they are starting up, growing rapidly, pursuing new product/market development opportunities, navigating through new/unsettled waters or positioning for/executing on exit strategies.

Prior to starting The Dages Company in 2013, Carter served as the **Vice President and CFO** of Highway Service Ventures, Inc., the **Controller** of Rappahannock Electric Cooperative and a **CPA and Manager with KPMG**. Having spent his career enhancing all sizes of businesses (competing in numerous industries) at various phases of their lifecycle, Carter is especially known for his:

- **ability to collaborate with others** – working with peers and associates with diverse educational, technical and functional backgrounds;
- **strategic thinking** – developing business plans, what-if models and budgets;
- **ability to secure financing** – establishing multiple alternative sources of credit and managing new and/or existing investor and creditor relations;
- **analytical thinking** – identifying key operating and financial metrics and developing tools to measure an organization's performance toward them;
- **financial accounting and analysis** – understanding and preparing financial statement, proformas and projections supported by complete and accurate accounting records;
- **supporting and developing** – training and mentoring those with whom he works and interacts;
- **developing systems and streamlining processes** – implementing process and technology-based alternatives that increased productivity, eliminated redundancies and freed up managers to maximize gross profits, optimize operating leverage and minimize operating expenses;
- **risk management programs** – putting in place and monitoring appropriate internal controls and asset protection strategies while overseeing insurance programs and pursuing cost effective renewals;
- **structuring of treasury services** – securing cost effective banking services and building efficient cash management processes;
- **building alliances** – establishing and cultivating external industry, supplier and customer relationships and reviewing/negotiating contracts, agreements and leases; and,
- **supporting business sale transactions** – helping business owners think through, position for and execute on exit strategies.

Carter obtained his **MBA** from the University of Richmond and his **BS in Accounting** from Radford University. Active in his **community**, he serves as an executive committee board member and treasurer of Big Brothers Big Sisters; additionally, he is a member (as well as past treasurer) of the Rotary Club of Innsbrook and currently serves as chairman of the finance committee of Rotary International's District 7600. His previous positions include serving as treasurer and secretary of the Rotary Club of Rappahannock-Fredericksburg, member of the Rotary Club of Tampa Bay and member of various committees of the American Red Cross-Richmond Chapter. In early 2013 and 2018 he organized two significant **fundraising** event on behalf of the Wounded Warrior Project – the details of these unique events can be found at www.cartersfundraiser.org.