

# TODD KAYHART

Senior Operations Executive | Turnaround, Greenfield & Scale-Up  
Victor, NY 14564 | 518-775-9264 | toddkayhart@yahoo.com | linkedin.com/in/todd-kayhart

## EXECUTIVE SUMMARY

Senior manufacturing operations executive with 22+ years delivering operational turnaround, greenfield launch, and scale-up results across PE-backed, public-company, and founder-led manufacturers. COO-scope track record across eight sequential turnaround engagements spanning 2018–2026. Named patent inventor. Deep ERP recovery and governance expertise across seven environments. Six Sigma Black Belt, GE Lean Green Belt, Kepner-Tregoe certified.

## CORE STRENGTHS

Full P&L Ownership	Multi-Site Operations	Greenfield Scale-Up
Operational Turnarounds	Lean / Six Sigma Black Belt	Capital Project Management
Regulated Mfg (FDA, AS9100D)	Supply Chain & Procurement	ERP / MRP Architecture
Safety Leadership	Workforce Development	PE & Founder-Led Mandates
Cross-Functional Team Build	Vendor & Customer Negotiation	AI & Automation Deployment

## INDUSTRIES SERVED

Paint & Coatings	Aerospace & Defense	Medical Devices / FDA-Regulated
IoT & Smart Manufacturing	Specialty Polymers & Plastics	Food & CPG
Telecom & Broadband	Semiconductor Capital Equipment	Power & Industrial

## SEQUENTIAL OPERATIONAL TURNAROUND ENGAGEMENTS — 2018–2026

*Eight consecutive operational recovery and scale-up mandates across diverse manufacturing environments. Roles held as full-time operational leadership. Cover letter provides framing context.*

### **PALIoT Solutions, Inc.**

*VP of Manufacturing and Operations | Full-time*

Mar 2024 – Current  
Shortsville, NY

- Operated at de facto COO scope; absorbed seven executive-level roles generating \$1.1M annual salary savings.
- Resolved two years of failed launch attempts and scaled a stalled 120K sq ft greenfield facility to full production in under 6 months through systematic root cause analysis and cross-functional realignment.
- Coating optimization: 93% overspray reduction, 45% material reduction, 66% cycle-time improvement, doubled production rate, 59% per-unit cost reduction.
- Named inventor on patented pallet design and IoT-retrofit architecture; corporate representative deposition testimony in active IP litigation.
- Designed and deployed custom ERP architecture (57 tables, 8 functional phases); authored Risk Assessment, Alternative Revenue Streams analysis, and next-generation manufacturing redesign projecting 4x floor-space reduction and 76% unit-cost reduction.

### **Carestream Health**

*Head of Manufacturing — Turnaround #7 | Full-time*

May 2023 – Dec 2023  
Rochester, NY

- Plant Manager-scope role across three x-ray manufacturing lines, digital detector production, NDT equipment, and pooled-asset refurbishment.
- 90% reduction in material outages, 71% improvement in on-time delivery, 99% reduction in past-due orders through legacy SAP recovery.
- 72% increase in monthly output across 3 manufacturing cells; 30% reduction in escaping defects via enhanced quality systems and operator training.

*Engagement concluded through CEO-change-driven organizational restructuring; operational gains sustained post-departure.*

### **Belden, Inc. — PPC Broadband**

*Value Stream Manager — Turnaround #6 | Full-time*

Nov 2022 – Apr 2023  
Syracuse, NY

- \$100M P&L, 500-employee workforce, seven shifts 24/7, 19-nationality assembly and machining operation.
- 200% increase in assembly output through comprehensive operational redesign; reversed failing machining CI initiative restoring full cost absorption.
- Drove record-high utilization, absorption, and employee engagement scores across the value stream.

*Negotiated exit when corporate reorganization produced duplicate-role structure; five peer managers exited within 45 days following.*

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## Tri Tower Telecom

Jan 2022 – Aug 2022

Senior Director of Operations — Turnaround #5 | Full-time

Rochester, NY

- Scale-up preparation through 250,000 sq ft facility expansion; 60% corrugate cost reduction, 30% overall operational cost reduction.
- Designed five-year operational scale-up plan; reduced packaging costs by 60%, improved on-time delivery by 20%, cut customer returns by 12%.

*Engagement concluded through company-wide workforce reduction when sales forecast did not materialize.*

## Polymer Resources

Jun 2021 – Dec 2021

Plant Manager — Turnaround #4 | Full-time

Rochester, NY

- Executed operational carveout from sister-company structure; municipal zoning approval, utility split, water chiller infrastructure, workforce identity reset.
- 30% increase in weekly output (115K to 150K lbs/wk); 33% efficiency improvement; 38% reduction in labor cost per pound; site moved from 60% to 100% staffing in two months.
- Absorbed safety and compliance responsibility across both facilities during transition; three-month retainer post-transition.

## MW Industries / Atlantic Spring

Sep 2019 – Aug 2020

VP of Operations / General Manager — Turnaround #3 | Full-time

Flemington, NJ

- AS9100D aerospace and defense ETO precision machining; entered as lowest-performing property (26th of 26) in MW Industries portfolio.
- Full Infor Visual ERP reset; 95% reduction in past due (from \$1.5M to \$82K); 32% inventory reduction; 24% improvement in quality right first time; 48% reduction in applied labor hours.
- Delivered close-and-acquire strategic recommendation above engagement mandate; recommendation subsequently validated by outcome.

## Marley Spoon

Jan 2019 – Sep 2019

Head of US Production — Turnaround #2 | Full-time

Newark, NJ

- ~\$125M DTC meal-kit manufacturer in operational crisis; executed crisis greenfield rescue and workforce reset across 3 fulfillment centers.
- 650% improvement in efficiency: from 1 order/man-hour to 7.5 orders/man-hour (25% above target); 55% reduction in customer complaints; 98.2% inventory accuracy.
- Restored on-time delivery and built production capability to 17 orders/hour throughput; company subsequently acquired.

## Karnak Corporation

Apr 2018 – Jan 2019

Vice President of Operations — Turnaround #1 | Full-time

Clark, NJ

- \$200M+ revenue, 4 manufacturing sites and 7 distribution locations; built purchasing and planning capability, installed network coordination, divested margin-negative product line.
- 20% improvement in production schedule effectiveness, 15% OEE gain, 32% improvement in gallons/man-hour; 23% OTD improvement; 28% reduction in manufacturing cost/gallon; 38% reduction in overtime.
- Root-caused a 5-year recurring quality issue; \$4K corrective action against ~\$500K in accumulated cost over 5 years.

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## Foundation — The Turnaround Capability Origin

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*Operational turnaround capability established at Benjamin Moore Newark — post-Sandy rebuild, corporate-mandated closure timeline, scale of recovery delivered defined the playbook for every engagement since.*

### Benjamin Moore & Co.

Mar 2015 – Apr 2018

Plant Manager

Newark, NJ

- \$5.8M five-year cost avoidance via \$5K precision intervention; reversed corporate divestiture decision; plant remains operational.
- Workforce engagement to commanding lead in company-wide rankings within 12 months; led SAP go-live and Century luxury-paint scale-up.
- OSHA recordables down 50% YoY; company-best 344 days without a lost-time accident; three consecutive years of top employee engagement scores.
- Owned full site P&L including budgeting, capex, headcount planning, and operational cost management.

### Benjamin Moore & Co.

Mar 2013 – Mar 2015

Production Manager

Johnstown, NY

- 3rd to 1st company-wide engagement ranking in 6 months; set records in OEE, on-time delivery, cost per gallon, and annual output.
- PM program redesign drove 16% efficiency increase in first year; scheduling process moved on-time shipments from 85% to 95% inside 3 months.
- Community workforce development (Boys & Girls Club, Nathan Littauer Foundation board, downtown revitalization) used as long-term recruiting and retention tool.

### GENERAL ELECTRIC — GE Energy, Field Wind & Test Division

2010 – 2013

OPERATIONS MANAGER / MRP LEAD

Schenectady, NY

- \$1M+ vendor recovery via custom test fixture design proving supplier had been consistently providing defective parts across a 7-year recurring failure.
- 98% consumables disposal cost reduction through epoxy dispensing redesign; reduced process step time by 70%.
- 50% increase in production output while driving down DPMO by 30% across Field Wind and Test operations.

## EARLIER CAREER

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Tokyo Electron America — Field Service Engineer (Semiconductor Capital Equipment)

Albany, NY | 2007 – 2010

SUNY Albany College of Nanoscale Science — Cleanroom Floor Manager

Albany, NY | 2006 – 2007

Cargill Foods / Horizon Milling — Quality Lead

2004 – 2006

## EDUCATION & CERTIFICATIONS

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B.S. Physics — SUNY College at Oneonta

Six Sigma Black Belt — Acuity Institute | Lean Six Sigma Green Belt — General Electric | Analytical Troubleshooting — Kepner-Tregoe

## PATENTS & INTELLECTUAL PROPERTY

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Named inventor — RAPTR smart pallet system (PALIoT Solutions). Lightweight IoT-enabled pallet design reducing material usage without sacrificing structural performance. Corporate representative in Palltonics patent litigation.