

## DIRECTOR OF PIPELINE OPERATIONS

### Executive Profile

Innovative executive operations director with solid experience managing all levels of multiple projects including budgeting and administration

#### Skill Highlights

- Project Management and Planning
- Leadership/Communication skills
- Business Operations Organization
- Budget Administration
- Negotiations
- Public Relations
- Quality Control
- Project Development
- Change Implementation
- Project Estimating
- New Business Development
- Report Matrix Development
- Customer-Oriented
- Operations Management

#### Core Accomplishments

##### *Project Management:* Â

- Initiated several capital expansion projects which resulted in achieving projects being completed on time and under budget.

##### *Operations Management:* Â

- Managed pipeline operations including field operations and engineering.
- Handled all functions related to new customer interconnects.
- Instituted new processes for operational management.

##### *Staff Development:* Â

- Reorganized, hired and mentored staff to manage projects.
- Launched well-received program of professional development for newly created departments for non-union and union staff.
- Mentored and coached employees resulting in a significant increase in productivity.

#### Professional Experience

September 2011

to

Current

Company Name City , State Director of Pipeline Operations

- Strengthened company's business by leading implementation of reorganized processes including gas control, engineering and design, project management, pipeline and compression systems, integrity management, and facility optimization and pipeline fuel process functions.
- Directs and ensures the attainment of obligations to customers, system reliability, safe operations, and system efficiency.
- Spearheaded and directed the procurement of indirect employees and contractors engaged in the operation and maintenance of natural gas facilities and related equipment across varied work locations.
- Headed the operation with a focus to safety, compliance, reliability, efficiency, cost management, innovation and working together.
- Manage construction and O&M activities to ensure company procedures are followed and that compliance is maintained relative to all applicable local, state and federal regulatory requirements.
- Successfully built and operated several new Interconnects with total new capacity to the overall system of 1,120,000MDTHD over a period of 3 years and all projects were built on time and on budget.
- Successfully implemented, built and operated two new expansion compressor stations in 2013 and 2014 with total HP of 28,300 and each facility was built on time and on budget (\$88.3M) even though both were built during winter construction time lines among other challenges. Total new system capacity of 317,500MDTD was realized.
- Developed network modeling protocol including roll out of validation of former modeling work which enabled to further expand modeling capabilities including operational modeling so Gas Control can utilize more real time scenarios to further ensure our pipelines reliability.
- Lead in improvement of multi-year contract agreements with various partner entities which operate pipeline system including engineering, operations, commercial, legal, EHS, project management, ROW and other service.
- Developed new Capital and O&M budgeting process to ensure accountability of operations and project management groups as projects are developed and managed. This helped achieve an over 95% success rate on projects being on budget within 2 years from an average 25% budget success rate when I began.
- Worked with executive team on development of a five year business plan to ensure sustained financial growth by developing expansion scenarios of pipeline system that would help sustain said growth to 2020. From this, three viable expansion projects are in various stages of moving forward, one was just approved for FERC pre-filing process (May 2015) with a capital outlay estimate at \$39.8M.

January 2010

to

September 2011

Company Name City , State Senior Project Manager

- Provided the lead in the development of the team of project managers, procurement, environmental staff, and engineers to deliver results for a variety of clients
- Identify, propose, develop scope, close, and manage engineering and/or construction projects from conception to closeout
- Introduced a comprehensive Business Development plan to attract new clients
- Proactively build and sustain relationships with targeted clients
- Negotiated and worked with several confidential clients in work in difficult permitting processes with the FERC, federal and state environmental agencies.

December 2007

to

January 2010

Company Name City , State Construction Project Manager

- Provided senior level lead management oversight for all phases of all construction projects
- Coordinate and guide contractors, material, and equipment.
- Develop cost-effective plan and schedule for completion of projects following a logical pattern for utilization of resources.
- Selected and coordinated work of contractors working on various phases of the project.
- Monitored the performance of all contractors.
- Review and approve all architectural and engineering drawings to make sure that all specifications and regulations are being followed.
- Implemented and managed proper administration of construction contracts.
- Obtain all necessary permits and licenses.
- Supervise and mentored assistant managers, engineers and support staff.
- Manage that all environmental and safety matrixes are met.
- Report to President and owners about progress and any necessary modifications of plans.
- Successfully took over projects from previous management, achieved to build and commission two new expansion compressor stations, a station addition and cooling facilities at another on two separate expansion projects. Total HP installed of 27,900 and all facilities were built on time and on budget (\$108.2M).

January 1989

to

December 2007

Company Name City , State Engineering, Operations and Construction Leader

- Employed in several managerial roles including the following:
- Leader of Construction: Supervise daily operations in accordance with job specification and customer requirements from handoff from business development and sales; Work with engineering to develop projects including estimate and design; Monitor progress of crew for satisfactory job completion; Achieved construction progress aligned with overall project schedule and cost estimate; Prepare reports for customers and management; Interview and hire union employees and custom contractors; Train, evaluate, and appraise employee performance.
- Damage Prevention Leader: Managed and mentored lead operations group that performs underground facility locating and leak detection; Assured company followed State statutes and other Federal and State laws related to underground facility protection and compliance; Analyzed, classify and rate risks, exposures and damage expectancies; lead investigator in damage claims; Train others in developed processes and procedures, including training certifications; Managed all planning, assign and direct work of subordinate employees engaged in various aspects of work.
- Supervisor of Engineering: Managed all work related to design, survey, estimating costs of capital and O&M projects; Short and long-term planning relating to the Company's infrastructure; Supervises a crew of employees including Engineering Technicians and Design Engineer/Technologists; Prepare designs, specifications, and cost estimates for construction and reconstruction projects; Prepare tender and contract documents, and the administration of contract work; Review subdivision applications, site servicing plans for building applications, etc. for new business development. All leadership roles included being on Emergency standby for various operational situations emergencies.
- Organized and lead a newly formed Safety Committee as committee president which included executive and union management to meet monthly to discuss key safety and risk management issues and set plans for continual improvement in areas including compliance to all Federal occupational safety and health laws and standards.
- Helped develop a comprehensive public relations program to better relations with the various municipalities the company served.
- Developed and implemented division and company-wide Damage Prevention program to improve activities to reduce locator error and facility damage by excavation. Reduced division locator error from over 6% to a 0% error rate in two years and maintained a 0% locator error rate for 2 additional years.
- Involved in the developed and implemented company-wide process to stream-line new customer main and service installation: from customer connection to sales department to final installation to meter /flow of gas to customer. This reduced time from first customer inquiry to turning of meter from average of 68 days to average 31 days.
- Developed estimation tool for estimating new and replacement mains and services using a method using the 'cost per foot' and 'construction location matrix', reducing the need for T&M project estimation and streamlining contractor costs and bid process.

Education

1998

Cambridge College Certificate : Negotiation and Conflict Resolution

Graduate Level Certificate, Negotiation and Conflict Resolution - Cambridge College 1998 Awards

1998

Cambridge College Master of Education : Integrated Studies and Management

Master of Education (M.Ed.), Integrated Studies and Management - Cambridge College 1998

1986

Porter and Chester Institute Design Technology Architectural and Civil Design Technology - Porter and Chester Institute 1985-1986

Skills

Project Management

Operational Restructure and Change

Quality Management

Departmental Operations Management

Eagle Scout