**Summary**



Proven Director, Manager, Supervisor and leader of operational excellence, Project Management and Project Control systems. Over 15 years of industry experience in executing projects. Additionally, responsible for ensuring organizational goals come in on time and on budget. These traits and more are attributed to implementing proper processes and procedures from the beginning and having robust contracts in place.

In-depth knowledge of executing, processes and procedures in the energy industry. Heavy project experience at upstream, midstream and downstream oil and gas organizations both domestically and internationally. Additional experience includes healthcare, education and public sector organizations. Proven leader in providing effective and efficient Project Controls and Project Management experience with multiple organizations ranging from a $100 million to over $13 billion in revenue.



**Employment History:**



***September 2016-Present: Engagement Director***

***PE4U***

Lead Consultant/Engagement Director for PE4U. I am responsible for consulting engagements in all business sectors (Public, Private, Non-Profit). With my experience in Project Management and Project Controls I assisted small, medium and large-scale organizations become more efficient using best practices in their industry. Assisted businesses in all areas of Project Controls/Services (Schedule, Cost, Risk and Document) and assisted PMO’s select proper software solutions.

***Additional Responsibilities***

* Led a team of cost engineers, and Information Technology (IT) software developers to deliver workflows to our JANUS ERP software suite (www.JanusERP.Com).
* Leading and directing the implementation of our Risk Management software in our JANUS Ecosystem Software Solution. This allowed our clients to collaborate with internal and external customers in a timely manner.
* Assisted businesses in process improvement in varying departments. Process improvement was achieved through a flexible and robust recreation of internal processes. One of my/our best achievements was increasing an organization profit margins by 79%. This was all done by applying Project Controls methodologies.

**Key Achievements and Milestones:**

* Using cost control methodologies our team identified a projected savings of 1% or roughly $1.5 million in annual cost savings in erroneous manpower reporting.
* Using a mix of a risk assessment and a cost benefit analysis I Project Managed a Houston ISD Trustee campgain. As a result of our Project Management and Project Controls techniques we make the runoff in an election. This candidate had no plan and no software in place before engaging us. We had less than 30 days to create a winning solution.
* Implemented various document control software solutions and methodologies to help businesses become more efficient. I used my extensive knowledge of how workflows should function to reduce redundant tasks by the staff.
* Apart of a team that identified potential high-risk criminals for failure to appear (FTA’s) status. I conducted a risk assessment to develop a mock heat map to identify at risk FTA defendants. This project made national precedent.



***December 2014 – September 2016: Manager of Project Controls (Midstream)***

***Columbia Pipeline Group / TransCanada. – Houston, TX***

Reporting to the Director of Project Controls I was responsible for management of 2 Supervisors (Cost and Schedule) with 12 indirect reports in the Houston and Louisiana offices. Supporting projects with budgets ranging from $2,000 to $1.1 billion and schedules ranging from 4 months 60 months in duration.

**Additional Responsibilities:**

* Responsible for building the Project Controls department in the Houston office; literally from the ground up (Cost, Schedule, Risk). Created and assisted departmental process and procedures improvement across multiple departments.
* Responsible for integrating cost and schedule using P6 and Excel.
* Responsible for creation of Columbia Pipeline Group first CBS (cost break down structure) and COA (Code/Chart of Account) integration. This process helped to more accurately track expenses at a portfolio and detailed level.

**Key Achievements and Milestones:**

* Help trained and mentor AACE’s board member (one of my indirect reports) in cost and schedule best practices.
* Created standardized process and procedures on Change Order Management and Contingency Draw Down of budgets.
* Co-Lead/PM on the roll out implementation of EcoSys additionally my Co-Lead and I selected the implementer.
* Assisted in re-standardization of scheduling standards and co-creator of standardized company WBS.
* Responsible for the first standardized cost template to be used for the entire Columbia Pipeline Organization.



***May 2014 – November 2014: Project Control Supervisor (Midstream)***

***Kinder Morgan Inc. – Houston, TX***

Reporting to the Manger of Project Controls with a dotted line to the Director of Projects Controls my remit consisted of supervision 13 direct reports (Project Controls Specialists), supporting over 50 Project Managers and managing over 487 AFEs (Approved For Expenditures/Projects) with an estimated value of over $1.5 billion.

**Additional Responsibilities:**

* Responsible for creating cost control work practices to give our Specialists an updated go-by to perform daily duties.
* Creation of an automated database to track monthly progress of our Specialists monthly reports. The database was established on key metrics that we (management) established. This improved operational excellence among different departments.
* Training for our Specialists to give them a full understanding of the project life cycle ensuring they understand estimating techniques, cost forecasting and understanding scheduling/progress.
* Worked with the Director of Project Controls to create formal training for the Specialists through AACE.
* Apart of a team to choose which software solution we would use for Project Controls tasks (EcoSys, Oracle Unifier, Internal Systems).

**Key Achievements and Milestones:**

* Within 60 days of being hired I created a cost reporting tool to expedite turnaround time for analysis of all of Kinder Morgan’s active projects.
  + This tool resulted in greatly reduce rework of monthly cost reports by our Specialists. We are now (back in 2014) operating at 100% accuracy for submittals.
* All 13 of my direct reports completed SMART objectives within 45 days of myself being hired.
  + Received public recognition by human resources.
* Fostered increased team morale among our Specialists. Retained 2 of my Specialists within 60 days of being hired (they had given notice to leave). My management style resulted in work groups to push Sr. Management initiatives, increased employee retention, and actively engaged employees who were deemed as disengaged employees.



***June 2008 – May 2014: Manager*** ***of Cost Control (Upstream-Subsea)***

***OneSubsea/Schlumberger (formerly known as Cameron) – Houston, TX***

Reporting to the Director of Project Controls and with a dotted line to the Director of Project Management, I was responsible for cost accounting for two product lines within OneSubsea. Resulting in oversight of sixteen projects and managing eight persons. In my role I was additionally responsible for creation of the OneSubsea Cost Accounting Process document. I started Cameron (OneSubsea) as a Sr. Cost Analyst and was steadily promoted until I reached Manager of Cost Control. Lastly, I was responsible for training of Cost Analysts in estimating and cost control techniques in overseas locations. I have supported projects and cost analysts locally in the United Kingdom, Nigeria, Malaysia, Egypt and Brazil.

**Additional Responsibilities:**

* Assigned responsibilities from the Vice President of Operations to streamline Management of Change process in EcoSys.
* Responsible for reviewing and approving monthly reports submitted to senior management for the product lines under my direction.
* Estimated/Forecasted contingency for currency fluctuations for Brazil projects using @Risk software. Best currency estimate resulted in an actual cost variance of 2 cents over a multimillion-dollar project.
* Consulted regularly for estimating different commodities for Manifolds and Connectors.

**Key Achievements and Milestones:**

* As a direct result of implementing the process and procedures my group and I developed; we saved the company $6.3 million over 10 projects over a one-year period.
* Assisted in the publication of business unit procedures for cost accounting processes for all of OneSubsea.
* Received public recognition from VP of Finance because of the tools my group and I created for forecasting and tracking cost in my product lines (All Created Outside of EcoSys).
* Received public recognition from Regional Project Director for consistent accurate and timely forecast.



***April 2006 – May 2008: Estimator (Onshore and Offshore-Downstream)***

***WorleyParsons – Houston, TX***

While I was at WorleyParsons I was responsible for estimating downstream projects ranging from $300 million to over $2.5 billion in value. I assisted the Estimating Manager in Executive Proposal Reviews to determine if WorleyParsons would bid or no bid a project. I used @Risk software to calculate contingency for projects with volatile variables. I used Icarus (IPM/KBase) software to estimate piping, pumps and pressure vessels pricing.

**Additional Responsibilities:**

* Conducted cost studies to keep maintained log of indexes on pipe pricing to reflect quarterly prices.
  + Doing this exercise allowed us to bid jobs with a higher estimating confidence and increased our margins.
* Conducted feasibility studies using forecasted indices to determine the cost of a facility (usually 2-3 years in the future).
* Tracked and recorded change orders and acted as a liaison between estimating team and project management team. Ensured items requested were costed correctly and within a +- 15% of projected actual cost.

**Key Achievements and Milestones:**

* Achieved recognition from the client and Estimating Manager for extraordinary effort on a project projected to be worth $5 billion. Priced one portion of the estimate worth $700 million and achieved a +- 30% estimate under extreme time constraints.
* Requested to be a part of a team that prepared estimates worth $3 billion for one project. I was responsible for heavy equipment and piping portion of the project.

**\*Additional Work Experience Can Be Supplied If Needed\***



**Education / Qualifications**



Masters of Accounting

Indiana Wesleyan University



Bachelor in Public Administration (Management)

Indiana University

**Certificates**



Certificate in Construction Estimating (ASPE)-Complete

Certificate in Bidding and Construction (ASPE)-Complete

6 Sigma Green Belt I, II and III Certificate-Complete

**Memberships, Training and Proficiencies**



**Name** **Proficiency**

JANUS Enterprise Solutions Expert

AACE Member Member

Core Leadership Manager’s Training

Living and Leading Our Values (Senn Delaney) Manager’s Training

Leadership Essentials (DDI) Manager’s Training

Forecasting EAC/ETC Expert

Estimating Advanced to Expert

Accounting Knowledge (GAAP) Advanced to Expert

Microsoft Office Suite Advanced to Expert

@Risk Software Intermediate to Advanced

SAP Modules Intermediate to Advanced

EcoSys Cost Manager (ERP) Intermediate

P6 Training & Certificate (Basic and Advanced) Intermediate