

DOUGLAS G. WELLS

Engineer, Rice University MBA experienced in effective facilities, project and personnel management. My unique value is combining my technical experience with executive business focus to deliver insight, direction, results, and sound management to the organization.

Human Resources Development

Academic Administration

Emergency Management

Technical Knowledge

Campus and Facility Operations

Process Management

PROFESSIONAL EXPERIENCE

CALIFORNIA STATE UNIVERSITY NORTHRIDGE (NORTHRIDGE, CA)

2017 – PRESENT

Director, Engineering Services

- Manage campus maintenance and repair work as the campus engineer for all state buildings and select auxiliary customers to including subordinate teams of 80+ crafts, technicians, professionals and assistant directors providing services to 3+ million square feet and 300+ acres of infrastructure.
- Oversee the 24/7/365 operation of utilities including the Central Plant, heating and chilled water, thermal storage, and solar photo-voltaic power systems.
- Improve the campus customer experience by implementing better work management and customer feedback processes, a new Computerized Maintenance Management System with built-in BIM and customer dashboard, and increasing communication and maintenance responsiveness.
- Provide exceptional Human Resources management by increasing diversity in the Physical Plant workforce, implementing coaching principles for employee training, corrective action and progressive discipline, and improving labor relations in a collective bargaining environment.
- Deliver value through improved work and emergency management including oversight of the work control function and service to the campus Emergency Operations Center.
- Provides leadership and representation on institution-wide committees such as Information Technology, One-Card, Emergency Operations Center and Commencement Operations.
- Oversee project management for campus facility and maintenance projects including scope and budget development, engineering and architectural design, procurement and contracting, construction, construction interface and inspection, and building commissioning. Projects include new construction, renovation and deferred maintenance in excess of \$5 million annual value.
- Serve as primary campus customer communication interface for Academics, Housing, Student Union, Associated Students, Sustainability, and Athletics.

TMT SOLUTIONS INC. (HOUSTON, TX)

2016 – 2016

Director of Institutional Sales/Business Development

- Delivered earnings through strategic development of automation, controls and SCADA business.
- Closed deals with clients nationwide for systems integration and electrical projects.
- Led project management team to ensure expected outcomes delivered to the customer and profit.

RICE UNIVERSITY (HOUSTON, TX)

1999 – 2016

Director of Facilities and Maintenance Services

- Implemented shop reorganization based upon zone principals to enhance customer engagement and the customer experience and improve maintenance responsiveness and efficiency.
- Controlled escalating labor and material costs through disciplined budget management (\$10 million annually) without a single exceedance of operating or capital budgets.

- Supervised project management for more than 100 minor construction, renovation and hardscape projects of up to \$1 million each for a total value of more than \$25 million.
- Improved customer service by implementing new maintenance processes including staggered shifts for increased coverage and adjustments to preventive maintenance. Enhanced communication with all campus customers establishing a customer satisfaction rating of 96%.
- Expertly managed campus repair work for all academic departments and special customers including Housing, Athletics, and Recreation with subordinate teams of 75+ crafts, technicians, and professionals providing a portfolio of customer services to 6+ million square feet of infrastructure.

Director, Utilities and Central Plant

- Promoted and initiated the construction of a \$50 million new central plant adding 40% to Rice internal utility capacity including a first at Rice solar-plus-storage system for emergency generator starting and a geothermal heating and cooling system.
- Managed the automation and controls infrastructure for Rice utilities, including data historian oversight and support and building automation system responsibility.
- Conceived, obtained funding for and initiated a central plant real-time optimization project using specialized software with projected energy cost savings of more than 15%.
- Completed 25 minor construction, renovation and equipment projects up to \$3 million each for total projects managed exceeding \$10 million maintaining and improving plant capacity.
- Ensured regulatory compliance with environmental laws by managing the environmental compliance program including requirements for air, water, fuel and power production.
- Developed and presented strategic short and long-range utility plans internally and with consultants providing direction and justification for future plant capital expenditures.
- Obtained and executed annual budgets of \$1 million for minor capital projects and \$2.5 million for salaries and discretionary support without a single year over budget. Assisted with the stewardship of a \$20 million utility budget and coordinated on budgets with other facility support departments.
- Contracted for plant service needs including water treatment, turbine and chiller maintenance, engineering and environmental consulting, energy management system maintenance, control system improvement and infrastructure repair and revitalization with net zero cost growth.
- Managed the Rice utility infrastructure annually delivering 25 million ton-hours of chilled water, 100 GWh of electricity, 250 million pounds of steam, 250 million gallons of domestic water.

U.S. NAVY FLEET READINESS CENTER, SOUTHEAST

1995 1999

Senior Industrial Engineer, Team Leader, Project Manager

- Led a Business Process Re-engineering project to integrate and improve the pricing, scheduling, and customer ordering processes re-manufacturing U.S. Navy and other aircraft. Implemented activity-based costing improving cost management of aircraft projects. Designed and implemented shop layouts and facilities and organized development of maintenance plans for shop equipment.

U.S. ARMY PUBLIC WORKS

1992 1995

Supervisory Industrial Engineer

- Managed the \$10 million contract for Fort Huachuca Base Operations and Maintenance, including responsibility for oversight of central plant operation, budget, and contractor performance.

EDUCATION/OUTREACH

- **Master of Business Administration; Rice University, 2015.**
- **Bachelor of Science, Industrial Engineering; Minor, Math; Mississippi State University, 1992.**
- Association of Energy Engineers Distributed Generation and Certified Cogeneration Professional.
- Member, Board of Directors, International District Energy Association.
- Member, APPA.

PRESENTATIONS & PUBLICATIONS

- Presentation: California State University Northridge Rapid Facilities Assessment Team; PC-RMA APPA 2022 Regional Conference, October 10, 2022; Portland, Oregon.
- Panelist: Opening Plenary Panel Discussion, District Energy: The Power to Change; International District Energy Association Campus Energy Conference, February 12, 2020; Denver, Colorado.
- Presentation: Supporting Central Plant Procurement; National Association of Educational Procurement 2012 Facilities Institute, July 2012; Houston, Texas.
- Conference Technical Chair: International District Energy Association Campus Energy Conference, February 2011; Miami, Florida.
- Presentation with Bridgers & Paxton, Consulting Engineers, Inc.: Second Law Thermodynamic Steam & Cogeneration Analysis of the Rice University Central Plant; International District Energy Association Campus Energy Conference, February 2010; Reno, Nevada.
- Paper and presentation with CHP & Associates, Consulting Engineers, Inc.: Using Your Existing District Energy Plant for LEED Credits; International District Energy Association Annual Conference & Trade Show, June 2008; Orlando, Florida.
- Presentation with Bridgers & Paxton Consulting Engineers, Inc. and American Heat and Power LLC: Utility System Upgrades; International District Energy Association Campus Energy Conference, February 2007; Houston, Texas.
- Presentation: Air Emissions and Midsize Distributed Generation Projects: Owner Considerations; International District Energy Association Campus Energy Conference, February 2006; Albuquerque, New Mexico.
- Presentation: Rice University CHP; CenterPoint Energy Combined Heat and Power (CHP) – Energy Saving Solutions for Your Facility Conference, November 2005; Houston, Texas.
- Presentation: Weather Normalization of Cogeneration Utility Data; International District Energy Association Campus Energy Conference, February 2004; San Diego, California.
- Paper and presentation: Earned Value Management; Earned Value Management at Government Facilities Symposium, November 1998; Jacksonville, Florida.
- Publication: AMR for U.S. Government Installations: The Right Product at the Right Time; Automatic Meter Reading Association (now Utilimetrics Alliance for Advanced Metering & Data Management Solutions) News, October 1994; Volume 7 Number 10.
- Paper and presentation: AMR for U.S. Government Installations: The Right Product at the Right Time; Automatic Meter Reading Association (now Utilimetrics Alliance for Advanced Metering & Data Management Solutions) Symposium, September 1994; Nashville, Tennessee.