

# Bios for Expert Advisory Group Oil and Gas Industry



## Endeavor Management

950 Echo Lane  
Suite 200  
Houston, Texas 77024

P +1 713.877.8130  
F +1 281.598.8895  
[www.EndeavorEAG.com](http://www.EndeavorEAG.com)

# Endeavor

## **E. KURT ALBAUGH, PE**

### **CONSULTANT**

Kurt Albaugh is a project and operations oriented professional with international and domestic Oil & Gas experience in upstream and midstream areas. Over 15+ years of experience working directly for Operators in various roles as a Manager, Project Manager, Team Lead and Sr. Engineer. Recognized as a Manager who can build teams to provide a Project Management approach to the project in order to help deliver the project on time and under budget. Passionate about developing a strong team with efficient processes that can produce high quality reports and other deliverables that will enable the project to be successful using a collaborative approach. Mr. Albaugh holds a Masters of Civil Engineering from Rice University, Houston Texas and a Bachelor of Civil Engineering from Youngstown State University in Youngstown, Ohio.

## **HELDER ALVES**

### **SENIOR CONSULTANT**

Helder Alves has 33 years' experience on Petrochemical, Oil & Gas and Chemical industries, primarily in management positions. He has extensive background on Project, Contract & Engineering Management, EPCM, P&L Management, Business and Process Plant Management, always assuring strict HSE patterns. He had the opportunity to work for companies like WorleyParsons, Jacobs, SNC Lavalin, Cameron, Weir, Praxair, Sulzer, Wintershall and Dow Chemical and with clients such as Petrobras, BP, Statoil, Shell, Valero, Odebrecht, Brasken, Pequiven, COMPERJ, Keppel Fels, Technip, Jurong and Essar Steel. He has exposure working in Technology definition, Management and Execution of FEED and detailed engineering, going through all the execution steps: Procurement, Construction, and Commissioning up to the start-up and optimization. Background both on design and field operations (greenfield and brownfield), having extensive participation on Plant Engineering and Operation. He has participated in projects having budget in the range of US\$ 2 million up to US\$ 2.6 billion. He has strong multicultural exposure in countries including Brazil, Canada, Singapore, US, Germany, Switzerland, Italy, Scotland, Liechtenstein and Venezuela. Helder holds Bachelor of Science in Chemical Engineering from Federal University of Rio de Janeiro (UFRJ) - Brazil and MBA in Management from Fundação Getúlio Vargas (FGV) - Brazil.

## **MARTINA ASBURY**

### **SENIOR ADVISOR**

Martina Asbury works with business, operations and project teams to support the planning, execution and control of large capital projects to achieve business objectives and best in class cost, schedule and safety performance. With a degree in Chemical Engineering, she has 35 years' experience in oil and gas upstream, refining, petrochemicals and pipeline industry segments in project management, project portfolio efficiency improvements, project team integration, stakeholder engagement, and change management. Leveraging her extensive experience, she supports business leaders, owners and contractors in building and improving organizations/teams through building strong leadership teams that deliver. Martina has performed interventions that have driven alignment and reduced risk in over 200 major capital projects and portfolios ranging from USD 500 Million to USD 25 Billion. Martina's strength lies in her ability to rapidly assess and discern technical and work process root causes of issues, conflict and communication breakdowns and engage leaders in solutions that mitigate negative impact to business results. She utilizes her unique combination of experience with both successful and troubled projects and her interpersonal skills to generate desired outcomes in individual and team performance.



## CHRISTIAN BAKKEN

### EXECUTIVE CONSULTANT

Christian Bakken has 38 years of experience from the oil & gas industry. This includes leading positions in subsea developments for Statoil and Hydro in the North Sea and for ABB in Houston and Rio (topside). He has been involved in all phases of offshore developments from conceptual phase to delivery ready for operations. Christian has experience in project management, contract management, business development, and working with different cultures.

## BILL BARROWS

### SENIOR ADVISOR

Bill Barrows is an EPCI Business Development Executive and Sr. Project Manager for international and U.S. projects. He has extensive experience in sales strategy development and implementation, and capture management from negotiation through contract award. He is a proven leader at planning and directing large capital ventures (\$1BB+) from inception through completion. His specialized expertise includes: Uncovering New Business Prospects; Establishing Excellent Client Relationships; Large Complex Proposal Development; MSAs; Major Contracts Negotiation; Large Multicultural/Multi-discipline Team Management and Interface Management. Bill has consulted for Chiyoda Corporation, Weatherford, Daewoo Shipbuilding & Marine Engineering, MODEC, and the American Samoa Government. He worked directly for Heerema Fabrication Group, Alliance Woodgroup Engineering, Thyssen, and ARAMCO. Bill holds a MBA in Finance and Accounting from California State University and a Bachelor of Science in Mechanical Engineering from Purdue University.

## BRAULIO LUIS BASTOS

### SENIOR ADVISOR

Braulio Bastos has over 30 years of broad E&P background, engaged in field/asset management, field development projects, drilling/production operations and offshore/subsea construction projects, with hands on experience on E&P assets valuation and acquisition. Executive board member experience, participating in the company governance/decision making processes, shareholder and council meeting reporting/advising. In addition to Portuguese, his native language, Braulio is proficient in English and can read Spanish. Braulio holds an MBA in Strategic Management and a MBA in Corporate Finance from the Federal University in Rio de Janeiro, Brazil. He received a Petroleum Engineering Specialization from Petrobras University in Salvador, Brazil and his Bachelor degree in Mechanical Engineering from the Pontifical Catholic University of Rio de Janeiro, Brazil.

## JOHN M. BEDNAR

### SENIOR ADVISOR

John Bednar, with 44 years' experience in the oil and gas industry, is an Expert Advisor in development planning, assistance in resolving technical performance issues, and assistance in identification, development, and implementation of technologies supporting offshore production systems, with a particular focus on subsea production systems. He has project management expertise in engineering, fabrication, installation, commissioning, operations, and decommissioning of offshore production systems, again with a particular focus on subsea production systems, and an emphasis on the associated HSSE and Quality Assurance requirements. He is an expert in the application of industry standards and

compliance with regulatory requirements, and he has given frequent industry presentations, published numerous technical papers, and authored various related patents.

## **MICHAEL J. BEDNARZ, PE**

### **PROJECT ADVISOR**

Mike Bednarz has 37 years' experience in management, operations, and engineering in upstream oil & gas. His experience includes both rig-based and non-rig activities such as Wireline, both slickline and E-line, Coiled Tubing, HWO, Completions, Deepwater Well Intervention, Well Stimulation, and Deepwater Plug and Abandonment operations and engineering. He has worked for Otis Engineering, Halliburton, Weatherford, and BP Gulf of Mexico. He has also lived and travelled overseas in Saudi Arabia, Abu Dhabi, Australia, and Venezuela. Mike's expertise includes Deepwater Regulatory requirements, Risk assessments and mitigation, Incident and failure Investigation and he was involved in the Deepwater Horizon Response and led a portion of the Top Kill response by developing detailed cementing procedures. He earned a Bachelor of Science in Engineering from Texas Tech University in Lubbock, Texas.

## **DON BEESLEY, PE**

### **SENIOR CONSULTANT**

Don Beesley has over 38 years of management, development, operations and engineering experience in the upstream offshore oil and gas industry, including subsea systems, floating systems and fixed platforms. He has worked for operators Eni, Shell and Texaco, and has held management positions including Development Manager and Production Manager. His recent projects included multiple subsea tie-backs. He has also served in the operator crisis management roles of SIMOPS Co-Leader for Well Containment Team, and Incident Commander and Operations Section Chief for the Oil Spill Response Team. Don has been a member of industry groups Deep Water Repair Underwater Pipeline Emergencies (DW RUPE) and Subsea Tieback Forum (SSTB). He earned his Bachelor of Science in Civil Engineering from Auburn University, and he is a registered professional engineer in the states of Texas and Louisiana. Don has taught industry courses on offshore systems and subsea systems.

## **ANDREW BENNETT**

### **PROJECT ADVISOR**

Andrew Bennett was employed by BP for 35 years, combining extensive experience on process technology R&D projects and engineering R&D management. Aspiration post-retirement from BP is to utilize the experience gained in technology qualification and R&D project leadership to provide part-time consultancy support to technology development programs and technology deployment in field development projects.

## **DAVID BRADBURY**

### **BUSINESS DEVELOPMENT ADVISOR**

David Bradbury has 35 plus years of technical and management experience in the upstream sector of the oil and gas industry working with major equipment manufacturers and an extensive client base of contractors and operators. He has been an independent business development and technical marketing consultant since 2012. This experience has been gained working on drilling and development projects in most of the world's offshore basins including North Sea, GOM, Brazil, West Africa and Asia regions

including extensive Asian business travels inclusive of Hong Kong, China expat assignment. Strengths include P&L management, strategic planning, developing and executing technology strategy, business development, project management, technical sales, major global account management and contract creation and negotiation. Project responsibilities for costing and pricing of goods and services, developing project schedules, management of projects, preparation of proposals and operations manuals. He has experience with field service and project support training and implementation. His experience and consulting entity has provided recent upstream land drilling and production equipment and services marketing and product support. Mr. Bradbury earned his BS in Business Administration from the California Coast University in Santa Anna, California and minored in Engineering Technology at Ventura College in Ventura California. He is a veteran of the United State Army.

## **DAVID A. BROOKES**

### **SENIOR ADVISOR**

David Brookes has over 45 years' industry experience with over 30 years in Offshore Oil and Gas. David is an expert in expert in Deepwater and Subsea Engineering with Project Engineering and Management of complex offshore and onshore projects. He champions leadership in Technology Development in Deepwater, Subsea and Fluid Flow Engineering. Through his professional affiliations and industry related network, he draws cooperation and sharing of Deepwater and Subsea Technology through leading of international organizations, conferences and technology exchange agreements. He is a Chartered Mechanical Engineer, Past President and Honorary Fellow of the SUT. He was Chairman of the DOT Conference in New Orleans and Co-Chair of the OTC Brazil in 2011. He has a number of Industry awards in Subsea: UK 2009 Engineer of the Year Award and SUT Presidents award in 2013.

## **MARTY BROWN**

### **EXECUTIVE ADVISOR**

Marty Brown has extensive experience in Operations, HSSE, Quality and HR in both the Chemical Industry (DuPont, Henkel) and the Energy Sector (Champion Technologies, NalcoChampion, Sinclair Oil, TEPPCO/Enterprise, BP, Tesoro, Sunoco and others) and has excelled in advising client companies with regards to mergers, acquisitions, risk reduction/mitigation, management systems development and implementation as well as performance management and effective organizational design. Advisor to companies in the energy and chemicals industries with a focus on operational excellence and the human factors required for successful culture change. Mr. Brown earned his Bachelor of Science – Chemistry & Physics, University of Tennessee.

## **ROBERT D. BROWN III**

### **SENIOR CONSULTANT**

Rob Brown has a 22-year career providing guidance, deep insights, and valuable solutions for clients facing complex, high-risk problems related to strategic planning, risk management, project valuation and planning, project portfolio analysis and management, new product development, and process improvement by employing creative thinking and advanced quantitative, business, engineering, and systems analysis. His experience spans diverse industrial and commercial fields including telecommunications, IT, energy, utilities, logistics & transportation, pharmaceuticals, electronics manufacturing, commercial real estate, and education. Mr. Brown holds a Bachelor of Science – Mechanical Engineering, emphasis in Control Systems from the Georgia Institute of Technology, Atlanta, Georgia and the post-baccalaureate program in secondary education, pre-medical at Georgia State

University, Atlanta, Georgia. He has written about and given numerous public presentations on the value and process of decision analysis, and he's the author of the book Business Case Analysis with R - Simulation Tutorials to Support Complex Business Decisions (Springer-Nature-Apress).

## MARTIN BRUINS

### SENIOR ADVISOR

Martin Bruins is a Senior Commercial / Business Development Executive with more than 30 years' experience across multiple disciplines in the offshore oil and gas industry, including FPSO's, oil and gas field developments, marine terminals, offshore pipelines, production engineering and operations, reservoir engineering, production engineering and operations, reservoir engineering, drilling and completions, and offshore facilities projects. He holds a Master of Science, Civil in Coastal Engineering from the Delft University of technology. He is fluent in English and Dutch, with moderate fluency in German and basic in French.

## MURRAY W. BURNS, PE

### SENIOR ADVISOR

Murray Burns has more than 44 years' experience in design and execution of facilities projects for offshore and onshore oil and gas developments. He has seven years' experience with a major operating company including one-year offshore operations rotational assignment. Murray spent 17 years as a principle founder of an engineering company and 16 years with a major international EPCI contractor.

## DENNIS CALHOUN, CSP

### MANAGING DIRECTOR, ENERGY & INDUSTRIAL

Dennis has 30+ years Process Industry experience in Operations, Maintenance, EHS and Enterprise Risk as both Facility and Corporate Staff. He has a passion for reducing risk through simplification of management systems and focusing on aligned performance at all levels of an organization. Dennis' experience is that management systems are important for control and compliance, yet they grow over time and may actually interfere with error free performance and operational excellence. He has a CSP with a Management Systems Specialty. He holds a Master of Science, Risk from the University of Arizona and earned a Bachelor of Science in Human Resource and Operations Management from Drake University.

## EMILY CALLAHAN

### ENVIRONMENTAL CONSULTANT

Ms. Callahan has over seven years of experience as a marine scientist specializing in ecological impact assessments, marine biological monitoring, offshore feasibility studies and subsea environmental assessments. She has worked in the field of environmental consulting for over 5 years and conducted both international and domestic environmental impact assessments for governmental agencies and private sector clients, her key industry of expertise is in offshore oil and gas development, decommissioning and Rigs to Reefs program implementation. She specializes in ecological evaluations of offshore resources, kelp forests and wetland restoration projects, and biodiversity baseline management studies. She has worked in the Netherlands, Thailand, and Malaysia. Ms. Callahan has a strong background in public education, communication, and outreach initiatives critical to relating complex scientific concepts to a variety of audiences. She is a PADI certified Dive Master and an AAUS Scientific Diver with over 1000 hours

of logged dives.

## LEIGH JONATHAN CARLESS

### ADVISOR

Leigh Carless is a chartered chemical engineer and fellow of the Energy Institute, with over 30 years' experience in the oil & gas, refining, petrochemical and energy industries. His responsibilities have included: lead engineer and technical authority for feasibility, conceptual and detailed process design, process safety assessment, process modeling and plant debottlenecking on green and brown field projects both onshore and offshore. This work has been performed in offshore and onshore oil/ gas systems, FPSOs, ethylene, ethanol, NGLs and naphtha units for: SBM, (Monaco and Houston); Shell (Brunei, Nigeria, Brazil, Mossmorran, Aberdeen, and Southern North Sea); Exxon, (Houston and UK); BP (Grangemouth, Coryton, Aberdeen, Abu Dhabi, and Houston). His experience includes platform and floating (FPSO, Spar, Semisub) topsides design, subsea systems and flow assurance, turret systems, pigging, slugcatchers, well tie-ins, water treatment, gas and water injection, hot & cold fractionation, gas compression, hydrogenation, refrigeration, gas dewpointing, condensate fractionation, hydrocarbon storage and transportation and flare/ blowdown, utility and waste treatment systems. This experience has required the ability to work independently and within/ directing small multinational and multidiscipline teams in order to achieve both technical and project objectives.

## PETER CARR

### OPERATIONS ADVISOR

Peter Carr has exceptionally strong experience in quantitative risk assessment and in the development of risk solutions based on custom simulations. His work involved numerous, qualitative and quantitative risk and reliability studies, and engineering optimization studies, for subsea, surface and onshore developments. In the 1980s, he pioneered risk-based inspection and simulation techniques for risk-based decision-making. After the Piper Alpha disaster in 1988, Mr. Carr spent the next decade working in topsides process safety, helping develop and improve the then-new safety and risk analysis methodologies, including fire and explosion analysis, smoke and gas dispersion analysis, temporary refuge integrity studies, egress, evacuation, escape and rescue analysis, ship collision studies, emergency systems survivability assessment, and dropped object studies. In addition to performing numerous desktop studies, he has been Risk Manager on the design team for major projects including the Chevron Alba topsides, Elf Frøy platform, Kerr McGee Gryphon FPSO, BP Schiehallion FPSO, BP Magnus EOR pipelines, Shell Malampaya pipelines, and BP Mardi Gras deepwater pipelines. He was a member of the API 17N committee on reliability, technical risk and integrity management for subsea production systems as well as served as an expert witness on the subject of risk-based inspection. He is a Chartered Civil and Structural Engineer.

## ALAN CATTELL

### CONSTRUCTION ADVISOR

Alan Cattell is an Offshore Installation Advisor specializing in the management and execution of transportation and installation projects for fixed jackets, decks and floating production systems (Spars, Semi-submersible FPU and FPSO, which include the anchors, moorings lines (chain, wire, synthetic) steel catenary risers, umbilical's, seabed manifolds and jumper tie-ins. Alan has over 44 years' experience working with oil companies and mooring, saturation diving and offshore heavy lift contractors in the Gulf

of Mexico, North Sea and Australia.

## **KEITH CAULFIELD, PE**

### **OPERATIONS ADVISOR**

Keith Caulfield has extensive experience in both the upstream and downstream oilfield arenas. This includes design experience in offshore and deepsea structures, pressure vessels, and oilfield mechanical engineering, such as subsea wellheads and subsea trees. He is named on four US patents or patents pending. He has management experience in offshore field development, environmental processing, drilling tools, subsea equipment refurbishment, and subsea well intervention. He knows fabrication and manufacturing processes and systems, and has set up three separate engineering departments in startup situations. He has run workshop operations for both manufacturing and rental tools.

## **KEVIN CHELL**

### **SENIOR CONSULTANT**

Kevin Chell has 34 years of technical and management experience in the upstream sector of the oil and gas industry. This experience has been gained working on developments in most of the world's offshore basins including North Sea, GOM, Brazil and West Africa. Strengths include P&L management, strategic planning, developing and executing technology strategy, business development, creating and managing joint ventures and strategic partnerships, supply chain management, marketing and product development. Sector experience includes offshore construction, subsea production equipment, floating production well systems, platform design and construction and engineering. Kevin has a wide range of experience working across different cultures and in a variety of corporate structures and holds a Bachelor of Science in Civil Engineering from Imperial College, London and a Master of Business Administration from Cranfield School of Management, United Kingdom.

## **MICHAEL J. CHEW**

### **SENIOR CONSULTANT**

Mike Chew has extensive domestic and international experience establishing new businesses and turning around underperforming/loss making businesses during his 30-year career as a senior manager in the energy sector. He is a Chartered Engineer who has held senior management positions with leading international oil industry contractors including Comex, and Oceaneering. He has extensive experience managing companies in the United Kingdom, Norway, Central Europe, West Africa and the Middle East. He is adept at establishing joint ventures with a wide range of organizations including government agencies, oil operators, and international service companies. Since 1998, he has provided management consultancy services to numerous companies in the oil & gas and renewable energy sectors through C-Way Aberdeen Ltd. His assignments have included central European (former state) oil companies where he advised at Board level on the restructuring of downstream activities, divestment of non-core activities, and the establishment of new companies in both the oil & gas and the renewable energy sectors.



## MARK A. CHILDERS

### SENIOR ADVISOR

Mark Childers has over 40 years' experience in the upstream oil & gas business mostly with offshore contract drilling centered on engineering, design, construction, operation, and management of mobile offshore drilling units (MODU). He has specialized in subsea equipment and its operation, deepwater operations, mooring and stationkeeping, deepwater tender assist drilling (TAD), and MODU design and construction. He has also been involved in MOPU and FPSO design, conversion and operation, along with field development analysis. Mark has 9 patents for subsea equipment, mooring, and pipe-handling, and has published extensively. As a consultant, Mark has traveled throughout the world working on technical and design projects, operations assistance, and as an expert witness, including the BP Macondo incident, patent infringement, equipment failures, and contract issues. He has worked for Exxon, EPRCO, ODECO, Oceaneering, and Atwood Oceanics as a staff engineer, manager, and senior officer.

## EBERE CHIMEZIE

### PROJECT ADVISOR

Prior to joining Endeavor, Mr. Chimezie spent 26+ years in the oil & gas industry, (24 years with major IOC), with expertise in leading and delivering complex, high risk oil & gas projects and ventures that exceed safety and quality standards, within budget and schedule. His most recent project delivery role was Project Manager of a portfolio of deepwater subsea projects in the US Gulf of Mexico with total Capex exceeding US\$500mIn. As Subsea Manager in Brazil and Malaysia, he led several offshore and subsea projects in Latin America and Asia Pacific, with total combined Capex exceeding US1.0bIn. In his role as Asset Manager, Midstream Gas Pipeline System (Houston), he managed a gas pipeline business, including having financial/P&L, HSSE, asset integrity, operations, and compliance accountabilities. Mr. Chimezie's Core competencies include: Project Management, Safety & Risk Management, Project Feasibility & Concept Evaluation, Offshore/Subsea Technology, Oil/Gas Facilities Engineering and Decommissioning, Quality Management and Midstream Pipeline Asset Management. He has written numerous technical articles and publications. He holds a MBA from Rice University – Houston, Texas; a MSc in Marine Technology and Subsea Engineering from *Cranfield University* – England, United Kingdom; and a BS in Civil Engineering from *University of Port Harcourt* – Nigeria.

## JIM CHRISTIE

### OPERATIONS ADVISOR

Jim Christie is an experienced, professionally certified, and qualified project management professional / business manager with approximately 35 years practical experience in all phases from inception through decommissioning of energy, civil engineering, construction, refining, power, transportation and shipbuilding projects. Extensive experience in offshore oil and gas decommissioning in the UK and USA, working with owners, regulators and supply chain. Significant experience in the design, development and implementation business governance processes for project management, contract management and knowledge management. Significant experience in the preparation and delivery of project management and contract management training modules to project management and business professionals. Extensive and successful energy project involvement in all phases of the project life cycle, including pre-project screenings and evaluations; preparation and presentation of investment decision support packages; investor, government, contractor and other stakeholder negotiations. Extensive exposure to large, complex projects, incorporating technical, environmental, political, financial and logistical challenges in

Norway, Russia and Africa. Significant international and cultural exposure over a 30-year period in Europe, the Middle East, SE Asia, Africa, India, Russia, Japan, Scandinavia, South America, Canada and the USA. Strong planning, organizational and communication skills; innovative with proven ability to develop practical solutions. Demonstrated ability to motivate, direct, lead and mentor others in team efforts. Experienced public speaker and advocate for organizations. Strong business focus, with Bachelor Degrees in Construction and Management, and Masters in Business Administration and Project Management.

## **ROBERT COLWELL, PE**

### **SENIOR ADVISOR**

Robert Colwell has over 14 years of experience comprising of both engineering and operational management in drilling and completions and is a licensed professional engineer in the State of Texas. Robert has worked both conventional and unconventional projects as a supervising engineer and as a field engineer. Projects include those in deepwater (GOM and Angola, Africa), shelf GOM, Louisiana inland waters, Pinedale anticline in Wyoming, Haynesville shale in North Louisiana and the Eagleford shale around College Station, Texas. Robert holds a BS degree in Petroleum Engineering from Montana Tech of the University of Montana (2001).

## **DR. H. HOWARD COOK**

### **SENIOR ADVISOR**

Dr. Howard Cook has over 30 years' experience and expert judgement through deep knowledge of deepwater subsea production systems applied to projects, operations and technology including risers and floating systems. As Chief Engineer Subsea & Floating Systems at BP, he led the subsea and floating systems discipline and managed a team of Upstream Segment Engineering Technical Authorities. Since leaving BP he has undertaken a number of consulting jobs, including a recent six-month project leading a major equipment failure investigation, concluding with a report and presentation to the Regulator. Key attributes to his career successes are: maintain discipline health through recruitment, development and learning; technology development – strategic steer on deepwater technology; operations and projects - peer reviews, investigations and technical studies; external relationships - direct long term strategic relationships with key suppliers; learning & continuous improvement - capture of lessons learned in projects and operations and update of technical practices. Dr. Cook has authored or co-authored numerous publications on riser and subsea systems design and operation.

## **THOMAS COOL, PHD**

### **ADVISOR**

Thomas Cool has more than 37 years focus as Geoscientist on Oil and Gas Exploration and Production Projects. Delivered and executed Field Development Plans for various properties. Identified, promoted, and executed successful Field Development wells and Exploration wells. As result, achieved increased production and increased STOOIP/Reserves in certain Fields. Supervised an interdisciplinary team that delivered significant improvements to Addax bottom line and influenced JV decisions. Team forged improved relationship and communication with JV Partners. Identified and promoted significant resources in un-tapped reservoirs that JV Partners eventually recognized and are now included in upcoming drill campaign. For the last 25 plus years his focus has been on Pre-Salt and Post-Salt projects in W Africa, N Africa, and Brazil. Executed Projects ranging from Deep water to shallow water Production, Exploitation and Exploration. Involved in New Ventures opportunities that established new Exploration and Production acreage. Tom holds a PhD and Masters in Geological Oceanography from Texas A&M University, College

Station. He earned his Bachelors in Geology from Indiana University, Fort Wayne.

## **ROY COTTRELL**

### **CONSTRUCTION ADVISOR**

Roy Cottrell has 40 years of experience in senior positions in Engineering and Project Management with extensive background in the related industries of shipbuilding, mono-hull design, single point mooring and offshore floating platforms. He is experienced in all facets of project based business. Responsibilities included FEED studies, engineering design, cost estimating, bids and proposals, critical path scheduling, contracting, negotiating, strategic planning, sales and marketing, engineering department creation and management, patent process management, relationship development with customers and subcontractors. Roy has a strong ability to proactively identify opportunities for development, through successful implementation utilizing practical business, technical strategies and innovative solutions. He holds six patents in single point mooring field. He is fluent in Spanish, conversational French, and beginning Kiswahili and Mandarin. He holds a MBA, Finance and Strategy from Rice University and aMS, Mechanical Engineering from San Diego State University. He received his BS, Naval Architecture and Marine Engineering from the University of Michigan.

## **MIKE COWAN**

### **SENIOR ADVISOR**

Mike Cowan has 38 years' experience working for operator (31 yrs.) and for an integrated service company (7 yrs.) in well construction and production technology, with a unique blend of operations, engineering and research skills. His specialties include Cementing (primary), loss circulation (primary), drilling fluids, well stimulation, profile control and coatings. He holds 50+ U.S. Patents in cementing, zonal isolation, loss circulation, coatings, expandable tubulars, drilling fluid additives and chemical wellbore lining/strengthening and over 12 pending patent applications. Mike's capabilities include: innovate, develop, deploy and support technology from R&D to the well; develop and implement strategy for IP, commercialization, and deployment, manage global drilling fluids and cementing business, develop relationships with third parties for commercialization and deployment; lead and contribute to multi-discipline problem solving technical teams; analyze complex data sets and develop algorithms and correlations for decision- support and technology transfer; and training courses -- develop and teach advanced technical courses in primary and remedial cementing, loss circulation, innovation.

## **BRUCE CRAGER**

### **EXECUTIVE VICE PRESIDENT – EXPERT ADVISORY GROUP**

Bruce Crager is Executive Vice President of Endeavor Management and leads the firm's group of Expert Advisors which have a focus on Offshore, Subsea, and Marine activities. He has over 42 years' experience in offshore drilling and production, primarily in management positions. This has included significant experience evaluating and providing all types of field development solutions, particularly those based on floating production systems and subsea production equipment. Bruce joined Endeavor in 2010 and is responsible for the development of an experienced team to support clients in the areas of strategy development, organizational change/development, decision analysis, and in technical areas such as field development planning and operational improvement. Bruce holds a BS in Ocean Engineering from Texas A&M University and was selected as a Distinguished Graduate of TAMU's Zachary Department of Civil Engineering in 2008. He also holds a MBA from the University of Houston. He has co-authored 4 patents,

and has written numerous technical and management articles.

## **JAMES R. (JIM) CRENSHAW**

### **SENIOR ADVISOR**

Jim Crenshaw is a Petroleum Engineer and Senior Executive Leader, who brings a strong skill set combining technology innovation in drilling and completions products and services, enhanced by deep global experience in leadership, strategy development & operations engineering. These skills have been developed and proven through operational implementation challenges and successes throughout his career. Jim's experience and capabilities are key components in enabling the delivery of optimum solutions for your service challenges. He has consistently made strong contributions to corporate results within the Oil and Gas service sector. Mr. Crenshaw is fluent in Spanish and English. He holds a Bachelor of Science in Petroleum Engineering – Texas A&M University and is graduate of both Thunderbird University – Executive Leadership Program graduate as well as Executive Program for Growth Companies – Stanford University Business School.

## **JOHN CROWSON**

### **PROJECT ADVISOR**

John Crowson has more than 23 years as a project strategist including control and innovation with major oilfield services and construction organizations. He has been an independent Offshore Construction and Installation consultant since 1997. John is an original thinker with a high level of business awareness and a true believer in technology as the thoroughfare to expansion, improvement, and success. He is adept at analyzing, providing insight, and developing suitable solutions for difficult situations. His previous work experience includes a quality/inspection strategist for ARAMCO, management systems development for Brown & Root, and a long track record of effective improvements in administrative, technical, and human resources roles.

## **CHRISTOPHER CURRAN**

### **SENIOR CONSULTANT**

Christopher Curran is a Subsea Engineer with 38 years' experience of offshore production systems, concentrating primarily on subsea production systems including: FEED, specification, project management, manufacturing/ fabrication, offshore installation, commissioning, HIPPS and new technology development. Successfully managed production control systems, workover control systems, umbilical and xmas tree systems for fixed platform and floating production systems including buoys. Experience includes shallow water and deepwater systems for around the world. Excellent skills in forming and managing teams to achieve project goals. Managed the world's first 15ksi HPHT tree development with large elements of R & D. He is active in API committees as chairman for subsea controls, HIPPS and subsea safety systems. On the advisory board for Subsea Tiebacks. Published numerous papers and presented at conferences. Recognized industry expert on HIPPS and subsea control systems. Founding chairman of Society for Underwater Technology Houston Branch.



## MARK A. DANACZKO

### SENIOR ADVISOR

Mark Danaczko joined Exxon Production Research Company in 1978 and remained with Exxon and later ExxonMobil until his retirement in 2013. During this 35-year span, Mark Danaczko held key technical, management and executive-level leadership positions in ExxonMobil's Upstream Organizations, primarily focused on Offshore Engineering and field development projects. He was ExxonMobil's Senior Expert in Offshore Floating and Compliant Structures, including: Tension Leg Platforms (TLPs), Semisubmersible Floating Production Units (FPU's); Deep Draft Caisson Vessels (DDCV), Classic Spars / Truss Spars; Floating Production Storage and Offloading (FPSO) vessels; Floating Storage, Regasification Units (FSRUs); and Deepwater Compliant Platforms (Guyed Towers and Compliant Piled Towers). Mr. Danaczko held key leadership positions on several high visibility offshore and shipping-related projects, including the Lena Guyed Tower, Anasuria FPSO (Shell Exploration & Production, UK), Genesis Spar (Chevron USA), Kizomba A & B TLPs, and the Q-Max LNG Carrier Development Project (Qatar Petroleum). Mr. Danaczko is a co-inventor on multiple U.S. and foreign patents related to Compliant Piled Towers (CPTs), novel Floating Production Systems and several LNG-related technologies.

## GRAYUM DAVIS, PE

### SENIOR ADVISOR

Grayum Davis is a technically competent manager with outstanding project management, design, development, and troubleshooting experience. He is known as an analytical and systematic problem solver, who responds well to difficult challenges. Grayum is an excellent negotiator with good communication skills, who successfully coordinates various disciplines when managing projects. He has lived overseas and travelled extensively. His management background includes subsea production field development/expansion planning and execution, recruiting, motivation and supervision; vendor/client negotiations and relations; budgeting, forecasting, and cost control; purchasing and material control; and managing client / marketing / manufacturing interfaces. Grayum is experienced in subsea production systems design, original design pressure-handling equipment, design analysis, design/project management, valve forensic analysis, product management (coordinating engineering, manufacturing, and sales), technical services, operations management, R & D management, field troubleshooting, and materials and coating technology research. He has worked with subsea trees, chokes, controls, ball valves, gate valves; hydraulic, pneumatic, and manual actuators; control systems, blowout preventers, drilling riser components, pipeline subsea repair systems, and subsea connection hardware. Products used in oil & gas production and refining, chemical, power, food processing, and mining industries with services from WOG to severe high pressure/temperature and abrasives.

## NICHOLAS PAUL DE BLOCQ (NICK)

### PROJECT ADVISOR

Nick de Blocq has 30 years of experience in the oil and gas industry. He has a broad overview of the entire drilling industry, with technical strengths in design, planning, programming, managing and supervision of well testing and supervision of completion and topside production jobs. Mr. de Blocq's experiential strengths are in: country management and multi-country operations management; resource planning; excellent people skills; team building; talent retention, negotiation; tender building; tender evaluation, technical, commercial and financial; vendor selection; supplier management; KPIs and auditing; technical auditing and compliance assurance and business development. He is strong in his use of language and

communication skills and is fluent in English, Dutch, Afrikaans, and he speaks conversational Xhosa, Zulu and Fanagolo. Mr. de Blocq has lectured in Basic Oilfield Overview courses, as well as more technical and HSE courses, and presented shale gas perspectives at university level as a guest lecturer. Involvement in conference and congresses includes technical presentations and chairing Technical Sessions (Oil Africa 2008, Oil Africa 2010, NG Oil & Gas 2011, TMECC in Tanzania 2011, Shale Gas 2011, Oil & Gas Africa 2012, Western Cape Gas Symposium Aug 2013, Gas Africa 2014 and Africa Oil and Power 2017). He has addressed several member meetings of SAOGA (South African Oil and Gas Alliance). He has published numerous industry articles and is a member of prominent Oil and Gas Industry Alliances and Committees in South Africa. Mr. de Blocq holds both a National Diploma of Civil Engineering and a Higher National Diploma of Engineering from Cape Peninsula University of Technology – Cape Town, South Africa.

## **FLAVIO de MORAES, PHD, PE**

### **SENIOR ADVISOR**

Dr. Flavio de Moraes is a Petroleum Engineer with more than 30 years' experience in drilling and completion design and operations. He has more than 10 years' experience in several management assignments with proven team leadership. A big part of his experience was gathered in new well technology development and its introduction in routine operations. His expertise includes well design, well completion techniques, casing and production tubing design, material selection, corrosion science, well integrity, annular pressure build-up analysis, project management, risk mitigation and risk analysis. A key participant in the ultra-deepwater technology development implemented by Petrobras (Brazil and Gulf of Mexico) in the last 25 years. He is a licensed Professional Engineer for the State of Texas, and holds 2 Patents as author and co-author, respectively. Presented over 20 articles and contributed as Section Chair or Board Member in several Technical Conferences and Forums in Brazil and in USA. He is fluent in Portuguese and English.

## **DEXTER D. DECKER**

### **TECHNICAL ADVISOR**

Dexter Decker is a senior operation executive with extensive successes in profitable launch, rapid growth, turnaround, consolidation, divestiture, and integration of complex global EPC, FPSO, & LNG projects. Proven success includes strategic planning and management of engineering, operations, and maintenance resources and services, engineering design, construction, and commissioning of new and retrofit capital projects, EPC execution, and supply chain management in the US, Asian, and African markets. Drives transformational change across large global organizations that maximizes asset utilization and positively impacts profitability and growth. Mr. Decker holds a Bachelor of Science, Mechanical Engineering from Tulane University, New Orleans, Louisiana.

## **JEFF DICE, PE, PMP**

### **PROJECT ADVISOR**

Jeff Dice has 24 years' experience as a structural engineer and project manager consistently exceeding customer expectations to deliver technically sound, risk managed, best value solutions. Jeff has extensive experience with fixed offshore structures, floating systems (FPSO, TLP, Spar, Semis), buildings, subsea structures, foundations, modules, pipelines, and drilling rig applications. Jeff has provided project management, design assurance, structural analysis and design, permitting, fabrication and refurbishment support, installation management, planning and scheduling, and cost estimation. Jeff spent 19 years with

engineering contractors (Mustang, Atlas, Upstream, Hudson/McDermott) before 6 years with an operator. At BP, Jeff provided engineering management and discipline leadership across all project phases in concept development and brownfield topsides roles as project technical authority and engineering team lead. Jeff combines operator and contractor perspectives with decisive, analytical talents and approachable communication skills to positively impact group culture, provide visionary leadership and manage achievement. Jeff is an advisory board member for the Topsides, Hulls, & Platforms Conference and is active with API's Offshore Structures Committee. Jeff holds both a Master of Science and a Bachelor of Science in Civil Engineering from Texas A&M. Jeff is a licensed Professional Engineer in Texas and a certified Project Management Professional with PMI.

## **JAN R. ECKHOFF**

### **ADVISOR**

Jan Eckhoff has 34 years of international experience including strategy development and implementation, business management, business development, sales, project management, product development, and product marketing for digital services, products and solutions predominantly for the upstream and midstream oil and gas industries. Jan has a background in software development and engineering, software product development and software product marketing. He has built up a subsidiary of a Norwegian technology and oil service company in Houston almost from scratch to a very profitable business with \$35 million in annual revenue and nearly 100 employees. He has experience with real-time systems, supervisory control and data acquisition systems, control systems, operator training simulators, online simulators, design and engineering tools, dynamic modeling and simulation. As a multilingual communicator, he has a clear understanding of global business practices, has capacity to work in, and understand diverse cultures and their business practices; and well-traveled with fluency in English, German and Norwegian in addition to understanding of Spanish, Portuguese, French and Italian. Mr. Eckhoff earned a Master of Science in Electrical and Control Systems Engineering from the Norwegian Institute of Technology in Trondheim, Norway.

## **DAVE EDWARDS**

### **SENIOR ADVISOR**

Dave Edwards is a technical advisor and project manager with diverse global experience delivering major upstream Oil and Gas projects. Dave has extensive experience in deepwater field development and has served as the project manager on a number of \$1-5billion+ CAPEX projects in a variety of international environments, successfully managing key internal and external stakeholders. In his 33 years at Shell, Dave developed new engineering concepts and processes that resulted in significant cost savings from improved efficiency, competition and safety. In addition, Dave successfully managed large and diverse owner teams and improved relationships with government mandated contractors, while meeting project objectives in locations that can be politically and economically challenging. He has a Ph.D. in Mechanical Engineering from Nottingham University (UK).

## **PAUL ERB**

### **TECHNICAL ADVISOR**

Paul has spent 38 years in Upstream as a naval architect with a primary focus on Floating Production. Early on, he worked for Exxon Production Research on DDCV (Spar) technology. Subsequently, he spent 17 years at Conoco where he acquired experience with deepwater drilling units, CALM buoys, FSO's, and some of

the early TLP developments. He then moved to Amoco/BP for a 15-year period that included three deepwater semisub projects in the Gulf of Mexico (Nakika, Thunder Horse, and Atlantis). Subsequently, he served as BP's Upstream Floating Systems Technical Authority. This assignment included engagement with several international FPSO developments in both rough and mild weather locations. Paul retired in early 2013 and formed Waterdepth Technology to provide technical support for deepwater development. A recent interesting assignment focused on front-end work on a large TLP for a rough weather location.

## **GARY FEHRMANN**

### **OPERATIONS ADVISOR**

Gary Fehrmann has over 35 years of engineering and technical experience in Wellbore Abandonments, Well Interventions, Workover Operations, and Completions. His expertise includes: wellbore diagnostics, completion design, AFE and procedure development, regulatory submittals and all aspects of wellbore interventions including riser-less interventions and tie-backs on sub-sea wells. Primary emphasis in recent years has been Engineering for Rig-Less Gulf of Mexico (GOM) Shelf & Deepwater Rig Plug & Abandonments (P&As), Thru-Tubing Interventions, and Re-Completions utilizing a Rig, HWO, Coiled Tubing, Slickline, and Electric Line Services. Experience includes: Engineering Staff Supervision, Project Management, Operations Management, Product and Service Development, Technical Sales, Quote & Tender Document Development, and Technical Sales Presentations. Geographic work experience includes United States Mid-Continent Land, GOM Shelf, Inland Waters, and Deep Water, including exposure to international operations that were handled out of the U.S. Gary holds a Bachelor of Science in Engineering Technology – Mechanical from Texas A&M University, College Station, Texas.

## **HÉLDER FERREIRA**

### **OPERATIONS ADVISOR**

Hélder Ferreira has over 25 years of experience with international oil companies, performing HSE (upstream/downstream) and Operations (downstream), including participation in HSE forums in downstream (Sindicom) and upstream (IBP), working with IBAMA, Ministry of Environment, Environmental National Council, ANP and others. He has five years in Environment and Safety consulting for big companies and five years in environmental scientific research, including preparation and project execution, field surveys and publication of papers in coastal physical and geological oceanography. Hélder holds a Master of Science in Geosciences (Environmental Chemistry), MBA in Environmental Management, Post-graduation in Safety applied to E&P Offshore Projects, Environmental and Safety Lead Assessor (ISO 14001, OHSAS 18001), attended many other complementary courses in Brazil and abroad. He is fluent in English and Portuguese.

## **BRIAN FLIS**

### **MANAGING DIRECTOR**

Brian has 20+ years of leadership experience spanning the military, industry and consulting. He has a proven track record and passion for driving operational improvements and strategic change coupled with deep expertise in operations, supply chain, finance, engineering, quality and human resources. For the last 7 years, he has helped companies around the world improve performance and achieve operational excellence by applying the concepts of Never and Never Again. For mid-continent refiner, Brian recently led an operational excellence initiative which reduced lost opportunity (asset non-utilization) by nearly 50% last year, for \$200 million EBIT lift. For an integrated energy company, Brian led an operational



excellence initiative which reduced loss of containment incidents by over 75% in just 9 months. Designed management system for world's premier Liquefied Natural Gas (LNG) Company. Developed complexity reduction plan for a U.S. manufacturer; identified cost savings of \$140 million. Authored leadership and culture book, "Never and Never Again, Lessons from the Frontline," published in 2016. Brian holds an MBA, Finance from the Ohio State University and a MS in Mechanical Engineering from Georgia Institute of Technology. He earned a BS in Mechanical Engineering from the U.S. Air Force Academy.

## **WILLIAM (BILL) FLIS**

### **EXECUTIVE ADVISOR**

Bill Flis has extensive energy industry executive experience. His leadership experience gives him a keen appreciation of the challenges faced by enterprises and how to implement robust excellence into business plans. After a successful career with ExxonMobil, he has worked with an extensive array of clients on practical and pragmatic operational improvement and change management efforts. His clients include Lyondell Basell, United States Steel, PPG, Valero Energy, Suncor Energy, Sinclair Oil, Enterprise Products, Tesoro Petroleum, HollyFrontier, Irving Oil, PES, Conoco Phillips, Spectra Energy, Hercules Offshore and Nalco Champion. Mr. Flis holds an MBA from Lehigh University and BS in Chemical Engineering from Lafayette College.

## **LARRY FORSTER, PHD**

### **PROJECT ADVISOR**

Larry Forster has 36 years' experience in the oil and gas industry, primarily bringing new technology through the final stages of development into practical use. Specific experience includes not only the full range of activities in an integrated oil company, but also the issues and processes associated with design, manufacturing and test of equipment. Noted for promoting collaboration and securing engagement and buy-in in environments with diverse views. His experience is not only in manufacturing and the full range of activities in an integrated oil company, primarily deep water offshore, but also familiar with current challenges onshore in the emerging natural gas market. His vast knowledge includes the fundamental requirements for subsea drilling and production, including design aspects and operational considerations, particularly instrumentation and controls. He has experience in project management methodology and practices in support of project teams and field development teams. Larry holds a Ph.D. in Bio Medical Engineering from the University of Texas in Austin and both a M.S. and B.S. in Electrical Engineering from University of Houston, Houston, Texas.

## **LAWRENCE FORTUNÉ**

### **CONSULTANT**

Lawrence Fortuné has 20 years of experience as a design and project management consultant in the upstream, midstream and downstream sectors of the oil and gas industry. His experience includes petrochemical and refinery piping, onshore and near shore pipelines, and offshore transmission pipeline system developments in shallow to deep water through all project phases, including technology development. Lawrence's versatility ranges from overall project setup, conceptual studies, FEED and detailed design consulting to manufacturing, installation, pre-commissioning and operations of installed facilities. He has international experience establishing new businesses as a senior manager in the energy sector. Lawrence has excellent skills in forming and managing teams to achieve project goals with emphasis on adhering to industry codes and mitigating environmental, health and safety issues. He earned

his Bachelor of Science in Mechanical Engineering from Rice University in Houston, Texas.

## **BERNARDO FRANCO**

### **SENIOR ADVISOR**

Bernardo Franco has over 35 years' industry experience, of which 33 years were spent on Petroleum Industry, locally and abroad, from Planning, Production and construction Engineering up to offshore Project Implementations acting as Vice President of Projects. Held key influential roles to achieve high-level company objectives, i.e. Development of Devon's Polvo Project in Campos basin offshore Rio de Janeiro, since the inception through its completion. BG Brasil Pre-salt non-operated off-shore Projects in Santos Basin influencing the Operator to develop strategy, implement HSSE policies, programs, procedures, and organizational management to enable Project delivery within BG's objectives. BG TT as Project VP for the implementation of Starfish offshore Project among others. His native language is Portuguese, and he is fluent in Spanish and English. Bernardo holds a Bachelor of Science in Electrical Engineering from the Universidade Gama Filho in Rio de Janeiro and a Post Graduate Petroleum Executive from the Universidade Federal do Rio de Janeiro (Coope).

## **DENISE FRANKLIN**

### **PROJECT MANAGEMENT CONSULTANT**

Denise has over 20 years' experience in business and 4 years in consulting with Endeavor Management. Her experience includes managerial positions in accounting and finance roles, including 10 years at a Fortune 50 telecommunications company. She has extensive experience leading cross functional teams and developing innovative value-driven solutions. Utilizing outstanding facilitation, analytical, presentation, and interpersonal skills, Denise effectively and efficiently manages the requirements of complex long-term and multi-faceted projects. She has proven experience with deadline-driven projects and delivers excellent, on-time products with special emphasis on integrating organizational processes, cultures, and goals to develop and implement unified business practices.

## **JEFFREY M. GARRETT**

### **SENIOR ADVISOR**

Jeff Garrett has over 39 years of broad maritime experience, with 31 years as an officer in the U.S. Coast Guard. He has extensive experience in high latitude operations and support, both in the Coast Guard and as an independent maritime consultant. As the commanding officer of polar icebreakers, he was responsible for the conduct of research in the Arctic and Antarctic, logistics missions, and ship escorts through the ice. He held staff positions in vessel traffic control, operations management, planning, programming, and budgeting. Since retirement from active Coast Guard service at the rank of Rear Admiral, he has been involved in studies of Arctic requirements for the National Academy of Sciences, has consulted on Arctic operations and assets, and has served as a shipboard ice advisor in the Antarctic and Northwest Passage. He holds a Master of Science in Management from the U.S. Naval Postgraduate School and is a graduate of the Industrial College of the Armed Forces.

## **BRIAN GIBBS**

### **TECHNICAL ADVISOR**

Brian Gibbs has focused on integrity management during his 40-year international career, ranging from major life extension projects for ageing floating offshore assets to inspection and cathodic protection retrofit of fixed platforms. He has led many major projects to obtain regulatory approval for continued service of ageing assets or to rehabilitate facilities that were extensively deteriorated through corrosion and fatigue. His focus has been in corrosion management, including development, design, inspection and assessment of many corrosion protection solutions. Brian has worked in the North Sea, Asia-Pacific, West Africa and the Gulf of Mexico. In addition to his offshore work, Brian has had led onshore projects ranging from cathodic protection assessment of a critical gas pipeline to corrosion assessment of a major US bridge, and other major infrastructure. He is often called upon to prepare articles for technical journals, to speak at conferences, and to contribute to technical standards. Mr. Gibbs hold a Bachelor of Science in Civil Engineering from Polytechnic of Wales, United Kingdom.

## **DANIEL G. GODFREY**

### **SENIOR ADVISOR**

Daniel Godfrey's experience includes a 36-year career with Shell Companies and 10 years of consulting through Corporate Staffing. He has developed extensive and varied capabilities in general management, project management, engineering, production operations, training, and coaching for project managers. Daniel has demonstrated a proven ability to deliver large, complex, innovative offshore oil and gas development projects on time and on budget; to build engineering and project team organizations, and to create alignment between groups. Daniel has developed and instituted standardized project management work processes and project control systems. He has also developed effective relationships with suppliers, contractors, partners, and regulatory officials. Daniel has an aptitude for leveraging cultural diversity, developing project management learning events based on blended learning principles, and coaching and mentoring project managers. Daniel's significant International experience, gained on North Sea, Brazil, and West Africa projects, has led to an appreciation for different ways of working, enhanced communications skills, and broadened problem-solving approaches. He holds both a MS and a BS in Civil Engineering from Washington State University.

## **DAVID GRAY, MBA**

### **DIRECTOR – ACCELERATING BUSINESS GROWTH**

David has over 35 years in upstream oil and gas. He has deep operational experience with over 20 years in executive management roles with oilfield service organizations – both large integrated companies and smaller, high-growth companies. He has field and management experience in North America, Middle East and Asia; his technical expertise spans the oilfield life-cycle – formation evaluation, drilling, completions, production and intervention. David held global leadership positions in operations, business development, strategic marketing and new product development. He has always focused his energy on driving strategic growth through implementation of innovative business processes and value-adding technology. David participated in and led many strategic initiatives as an internal “change-agent” and as an external consultant. He was instrumental in driving measurable improvement in the following areas: field operations management best practices, global strategic planning, new product development and commercialization, post-acquisition organization integration, strategic account management, salesforce effectiveness, and strategic pricing. David has served as president of the Houston chapter of the Product

Development & Management Association, is certified NPDP and has been a featured speaker on portfolio management and team dynamics. He earned his MBA from the University of Texas in Austin and a BS in Civil Engineering from the University of Alabama.

## DUDLEY J. GRAY

### CONSTRUCTION ADVISOR

Dudley Gray is a petrochemical equipment engineering specialist with extensive history of effective systems engineering in upstream technology. Vast experience and knowledge across the spectrum of subsea equipment. Highly adept at managing interfaces and collaborating with various vendors to streamline work processes and increasing efficiency while maintaining the highest standards of safety. Strong ability to lead and advise cross-functional teams. Well-versed author and presenter. His core competencies include: zero harm principles, subsea production hardware, systems launch or implementation, concept selection, full life cycle project management, troubleshooting, subsea equipment design, team management, user training and support, and problem resolution. Mr. Gray holds a Bachelor of Science in Mechanical Engineering from the *California State Polytechnic University, San Luis Obispo, California*.

## WALT GREENE, PE

### SENIOR CONSULTANT

Walt Greene held various positions in Amoco / BP for operations, research and projects. The work was conducted at various worldwide locations. Walt was the BP CDP (Containment & Disposal Project) Manager of all Installation activities during the Macondo Oil Spill. Following the Spill containment, he established a global verification process and team to ensure offshore ships and vessels were fit for their purpose. Apart from work in Amoco and BP, Walt was President of Ellicott Engineering Inc. and held senior positions in Ellicott Machine Corporation, an international builder of dredges, dredge machinery and underwater mining equipment. He also managed the design and build/manufacture of structures and vessels in various, diverse industries. Walt has led a number of technology transfer initiatives and programs within companies and between government and businesses in China, Japan, Korea, USA and the Netherlands. He has served on the Board of Directors of Key School, an educationally progressive and successful secondary school. Walt has a B.S in Civil Engineering from Lehigh University, a Masters in Ocean Engineering from Texas A&M University and an MBA from Loyola University's Sellinger School of Business & Management. He is a registered Professional Engineer.

## DON GROGAN

### SENIOR ADVISOR

Don Grogan is a highly regarded, well-qualified, dedicated, and seasoned Project Manager with extensive oil and gas project development experience with major operators. Advanced expertise in deep-water and shelf project development and project delivery, offshore/onshore asset development, and international and domestic experience with increasing levels of authority and complexity. Adept at providing leadership to influence an organization to make better investment decisions and to better deliver those investments as valuable new assets. Collaborative communicator continually focused on building relationships and promoting synergy across the company. Areas of expertise include: project management, deep water development, planning/engineering, relationship building, mentoring/team development, team leadership, project deliverables, regulatory planning, team leadership, project deliverables, regulatory



planning, business / commercial acumen, contracting strategy and management, and problem resolution. He holds a BS in Mechanical Engineering from Auburn University in Auburn, Alabama.

## **Z. GEORGE GU, PH.D.**

### **TECHNICAL ADVISOR**

Dr. George Gu is a highly experienced and proven project, engineering, R&D and staff manager who can build, motivate and manage teams of professional engineers and deliver results. He is an experienced field and conceptual development engineer/manager with 28 years of industry experience. He is fluent in Chinese and English. He earned his Ph.D. in Ocean Engineering from University of Florida, and both his Master and Bachelor of Science in Offshore Engineering from Dalian University of Technology, Dalian, China. He holds a Project Management Professional (PMP) certification and is a member of Society of Naval Architects and Marine Engineers (SNAME). Dr. Gu is an inventor and coinventor of numerous patents for subsea and offshore innovations.

## **JAMES E. HACHEN, JR. (JAY)**

### **SENIOR CONSULTANT**

Jay Hachen has over 40 years' experience managing onshore and offshore operations and projects, both domestically and internationally. He has deep experience in conceptual design and project strategy for deepwater projects aimed to optimize risk, cost, and schedule. Capabilities include the management of projects from concept development through start-up. He is a qualified expert advisor for vendor qualification, specification, bidding, evaluation, and award of contract, in addition to contract negotiation and management. He has extensive hands-on experience for full asset life cycle including decommissioning. He holds a Mechanical Engineering degree from Rensselaer Polytechnic Institute.

## **BJORN E. HALS**

### **SENIOR CONSULTANT**

Bjorn Hals has over 28 years' experience in the oil & gas industry specializing in Offshore, Subsea and Marine practices. He is a self-employed consultant in offshore & maritime industry in USA and Norway consulting for several mid-size companies in the US and Norway mainly to establish business connections through an established network of contacts in the offshore oil & gas sector. He worked for Oceanering for 13 years based in Norway, USA, and the UK. Planning and execution of marine and subsea operations by remotely-operated technology has been a common denominator in a high number of his past positions. Maintenance and design of subsea infrastructure including umbilicals, risers, and flowlines (SURF) is another aspect of the offshore field integrity he has worked on. Since 2005, he has spent significant time working in West Africa. He is a Norwegian citizen.

## **D. RONALD (RON) HARRELL, PE**

### **EXECUTIVE CONSULTANT**

Ron Harrell is a Petroleum Engineering graduate of Louisiana Tech University and continues as Chairman Emeritus of Ryder Scott Company, Petroleum Consultants. He retired as Chairman in May 2006. Ron remains active in the industry as a licensed engineer in three states and serves on several Boards of Directors including corporations, universities, and not-for-profit organizations. He is a Senior Advisor to RSK (UK) LTD, The Carlyle Group, and Morgan Stanley. Society of Petroleum Engineers (SPE) awards

include: The Legion of Honor (2007), Gulf Coast Section Reservoir Description and Dynamics Award (2007), SPE Distinguished Member Award (2007), SPE – AIME Mineral Economics Award (2009) and the Gulf Coast Section Public Service Award (2012). He served as an SPE Distinguished Lecturer in 2007-2008 delivering 34 lectures in 17 countries. He is also a founding member and continuing Chairman of the Petroleum Engineering Advisory Board for the University of Houston. He also serves on the Subsea Engineering Foundation Board at the University of Houston. He has provided testimony before several regulatory agencies in Washington D.C., Arkansas, Florida, Louisiana, Mississippi, and Texas, as well as US Federal Courts in Washington D.C., Alaska, California, Colorado, Louisiana, and Kentucky. He has testified before state courts in Alabama, California, Kansas, Louisiana, Mississippi, Oklahoma, Texas, and West Virginia. He has testified in International Chamber of Commerce arbitrations involving petroleum reserves and resources in North America, Italy, Jordan, and Turkmenistan.

## **C. TRACY HARRIS**

### **SENIOR CONSULTANT**

Tracy has over 34 years of experience in the oil and gas projects arena. He joined Shell Offshore in 1983 and worked as a project engineer in New Orleans on a variety of projects including the Boxer platform as site fabrication engineer and as the Bourbon platform remediation lead. He transferred to Alaska in 1989 to lead the oil spill response program in support of exploration efforts in the Chukchi Sea, which received the first CARE award from the MMS. Tracy transferred to Shell's deepwater design group in 1991 and worked on a variety of deepwater projects including Auger Topsides re-analysis, Mars Topsides Structural and Integration design lead, Salsa platform design lead, Spar to Catalog readiness team leader, single concept selection team leader for Bonga and Nakika Construction team leader. Tracy rejoined the Alaska effort in 2013, as the Engineering & Construction Manager for Arctic projects. He supported a number of efforts enabling Shell's return to the Chukchi Sea in the summer of 2015, and safe demobilization following the 2015 drilling season. Tracy holds a Master of Ocean Engineering from University of California, Berkeley and a Bachelor in Mechanical Engineering from University of New Hampshire and is a registered professional civil engineer in California, Louisiana and Florida.

## **JAMES C. HARRIS, JD**

### **EXECUTIVE CONSULTANT**

James Harris has more than 25 years' experience as a senior international oil and gas professional with extensive experience in international and domestic exploration and production, business development and market expansion and joint ventures and strategic alliances. James is a commercial negotiator and contract specialist experienced in international transactions. He is an international mediator for dispute resolution between industry and foreign governments. James has operational experience as country manager for a public company's North Africa operations with responsibilities for local staff, government relations and a multi-million-dollar E&P budget. Comprehensive knowledge of foreign governments, licensing, start-up policies and procedures. Conducted extensive business in Europe, Middle East, South America, Indian subcontinent, Africa and the U.S. Gulf of Mexico. Effective communicator and presenter at both internal and external speaking opportunities, including the Middle East Oil and Gas Conference. James received his Doctorate of Jurisprudence in Oil and Gas Law, International and Transactional Law, and Real Estate Law from the University of Houston, Houston, Texas. He holds a Bachelor of Arts in Government, Cum Laude from Texas Tech University, Lubbock, Texas. He is a licensed attorney in the State of Texas and is a member of State Bar of Texas: International Law Section; Oil, Gas and Mineral Resources Section; Real Estate Section; and the Dallas Bar Association. Additionally, he is a member of

Association of International Petroleum Negotiators (AIPN); American Association of Professional Landmen and Member of Middle East, Mediterranean, and Africa Industry.

## **RICHARD C. HAUPTMANN, JR.**

### **PROJECT ADVISOR**

Richard Hauptmann has more than 25 years international experience as an EPC Project Manager / Director and Project Management Consultant who develops and manages profitable turnkey energy mining and infrastructure projects while focusing on project strategy development and execution. Diverse management experience includes: Vice-President of a major Saudi Arabian contractor; Operations and Program / Project Manager and Director for major EPC contractors; and Capital Works Director for an Asian utility. Established recognition for the ability to analyze and rescue troubled projects. Mr. Hauptmann holds a Bachelor's Degree in Civil Engineering from Brooklyn Poly and a MBA from Duke University Fuqua School of Business.

## **ROBERT HEILMAN, CENG**

### **COMMISSIONING ADVISOR**

Robert Heilman has more than 27 years' engineering experience including 23 years in the design, manufacture and installation of subsea equipment and associated systems for subsea developments in the North Sea, South China Sea, India, Brazil and GOM. He has 20 years working with actual equipment manufacturers in roles starting with design, testing and manufacture, to project engineering through to FEED. Four years as an Engineering Consultant which included work as the Lead Riser Fabrication and Installation Certified Verification Agent, CVA, for MMS/BOEMRE GOM, on SCRs, the first TTRs and FSHR. He is a Chartered Engineer, CEng, a Chartered Marine Engineer, MIMarEST, and received a Bachelor of Science in Mechanical Engineering from The Ohio State University.

## **SVEIN B. HELLESMARK**

### **SENIOR ADVISOR**

Svein Hellesmark has 20 years' experience within the offshore oil & gas industry with particular focus on Floating Production Systems (FPSO), LNG, and Offshore Loading and Mooring Systems. His management positions included a strong focus on technology development from initial ideas to fully commercial vessels – 5 patents granted in a number of countries (in total 25 approved patents). His key commercial and contract negotiation skills resulted in closed contracts of more than \$200 million with major oil companies. He has an entrepreneurial spirit and was the co-founder of Oil & Gas Technology Company (Remora). Svein has an extensive network within major oil companies as well as offshore service providers and suppliers – in particular in Brazil and Houston.

## **BOB HELMKAMP, PE**

### **ADVISOR**

Bob Helmkamp has over 40 years' experience in the E&P business, developing oil and gas fields in a variety of environments. He has particular expertise in subsea developments. His far-reaching project management experience includes various engineering management roles in subsea systems, overseeing subsea hardware, flow assurance, project delivery, subsea controls, and umbilicals groups. For several years, Bob was Shell's Global Subsea Engineering Discipline Leader. In this role, he was responsible for

defining and building the subsea skill-pool within the global organization. Bob also has experience in production, completions, and well surveillance in onshore fields. This includes experience working in stream-flood projects in California, and oil and gas fields in midcontinent USA. For the past 13 years, Bob has travelled extensively in support of projects and personnel outside of the United States. His primary areas of major project delivery include Nigeria, Malaysia, and Brazil.

## **RICK HILL**

### **SENIOR CONSULTANT**

Rick Hill has over 30 years of experience in the offshore and onshore oil & gas industry. For the last 20 years, he has held senior management positions within the engineering, equipment, and service sectors of the industry. Rick has extensive experience in the international business arena having worked outside the USA for over 10 years. He has co-authored over 75 technical articles covering the performance of oilfield equipment and pipeline materials, as well as market conditions influencing the manufacturing and service sectors.

## **JEFF HOCKE, PE, PMP, MBA**

### **SENIOR CONSULTANT**

Jeff Hocke's 30 plus years of business operations and project experience have given him the proven successful knowledge and skill to engage with clients in support of performance improvement goals. He helps clients through his ability to diagnose and solve challenges, develop and guide system implementations, coach and advise staff at all levels, and energize teams. He supports clients with extensive experience in business and project leadership, strategic planning, financial control, EPC project management, outcome assurance, contract development, scope and change management, team building, work face planning, interface management, earned value systems, PDRI facilitation, risk identification and management, estimating, procurement, quality and safety. His involvement in industry groups such as Construction Industry Institute (CII) Research Teams has added to his wealth of project and systems knowledge. He is recognized for his ability to quickly process vast amounts of information and establish workable solutions and improvements. Jeff holds a MBA in Finance and a BS in Mechanical Engineering. He is licensed as a Professional Engineer (PE) and a Project Management Professional (PMP).

## **WAYNE C. HUDDLESTON, PE, PMP**

### **PROJECT ADVISOR**

Wayne Huddleston has over 39 years of experience in the upstream offshore and onshore oil and gas industry. His experience has been mainly focused in project engineering of offshore oil and gas processing facilities and predominantly in floating facilities. He was responsible for the design, procurement and installation of the process facilities for the Texaco Captain semi-based Extended Well Test, FPSO Zafiro Producer and MOPU Ocean Legend as well as shipyard and infield facility upgrades to the FPSO Ocean Producer. For the past 6 years, he has concentrated on project management of various offshore projects such as demobilization of the MOPU Ocean Legend, outfitting dive trolleys for BP Thunder Horse, mobilization and outfitting of an MSV with ROVs and survey equipment, and manufacturing of subsea hardware. Project experience includes work in Australia, West Africa, North Sea, SE Asia, and Colombia as well as GOM. Previous employers include Oceaneering, Shell, Tenneco Oil, Marathon Oil, and Texaco. Mr. Huddleston is a registered Professional Engineer in the state of Texas and is a Project Management Professional. He earned his Bachelors in Mechanical Engineering from the University of Texas in Austin,

Texas.

## **W. T. (BILL) HUGHES**

### **SENIOR CONSULTANT**

Bill Hughes is a highly motivated and versatile Manager with 35 years' oil and gas industry experience in the U.S. and international. He is highly skilled at leading diverse, multi-national teams in establishing operations in international locations. He has excellent leadership, management, and partner interface skills. While Operations Manager for several international projects he was responsible for organizational development, startup and transition to normal operations with total budget responsibility to more than \$300 million. He has extensive experience in all areas of oil and gas engineering and operations, to include offshore and deep water. He has demonstrated commitment to safety through development and implementation of safety systems and procedures in several locations with a multi-national, multi-discipline workforce. Bill holds a MBA from Eastern Michigan University and completed his undergraduate degree at West Point, New York where he earned a Bachelor of Science from the United States Military Academy.

## **JULIE INGRAM**

### **SENIOR CONSULTANT**

Julie Ingram is highly experienced in the offshore and energy industries, including offshore pipeline design and installation, business development, engineering management, and project management. She provides a broad base of world-class experience and knowledge in the areas of subsea and project management, including a specialized focus on the design, engineering, manufacture, and installation of flexible and rigid pipelines and all associated hardware. Her current clients include Alpha Petroleum Services, providing support to AWE Limited and Sonde Resources; and Alpha Deepwater Services, providing support to Pemex. She gained extensive project management experience during her 12 years' tenure at Technip. Julie earned a Master of Science in Mechanical Engineering from University of Houston and a Bachelor of Science in Mechanical Engineering from University of Texas.

## **AMBER JACKSON**

### **ENVIRONMENTAL CONSULTANT**

Ms. Jackson has extensive experience as an oceanographer specializing in subsea environmental assessments, offshore feasibility studies, and habitat restoration through the Rigs to Reefs program, repurposing offshore oil and gas platforms as artificial reefs. She also has experience as a marine research analyst for small to medium sized habitat restoration projects where she designed, implemented and conducted site assessments and field work analysis for reef restoration internationally. Her previous work centered around ecological, socio-economic, regulatory, and policy issues surrounding the implementation of Rigs to Reefs programming. Ms. Jackson holds a Master's degree in Marine Biodiversity and Conservation from the Scripps Institute of Oceanography and a Bachelor degree in Marine Science from University of California, Berkeley.



## **TINA JOHNSON**

### **OPERATIONS ADVISOR**

For 19 years Tina Johnson has used the Flow Assurance skillset to deliver improved asset potential in the oil and gas industry on R&D programs, projects and in operations. Tina has worked and managed teams in the US, UK, and Africa; thus, has a firm appreciation of varying complexities that have to be addressed to ensure profitability is achieved. She has developed and deployed technology to enhance production and improve integrity. In management roles, she has demonstrated the ability to remain focused on agreed priorities and timelines while progressing projects in an optimal direction with wise decisions and the use of innovative ideas. Her technical expertise has predominately been on deepwater projects in various phases including early stages of facility design through asset maturity to decline while interfacing with all petroleum engineering disciplines. Tina has one U.S. Patent filing and numerous industry publications. She holds a Bachelor of Science in Chemical Engineering from the University of Maryland, College Park and a Bachelor of Arts in Physics from Washington and Jefferson College in Washington, Pennsylvania.

## **COLIN JOHNSTON**

### **ADVISOR**

Colin Johnston has excellent knowledge and expertise in subsea operations with ability to discuss engineering and commercial aspects at the highest level between operators and service companies. He has proven ability to manage engineering and subsea well projects and operations supervision including contract negotiation through to commercial implementation; significant management and operational experience covering subsea operations, deep-water well operations and vessel operational design, construction and conversion; and is an experienced contract negotiator for both individual projects and long term client/contractor relationships covering operations and vessel commitments for national and international operations. His direct experiences include responsibility for business partnership preparation, negotiation and implementation. He has significant industry presence through conference chairmanship, regulatory input and technical presentations both private and public. Colin is well versed in budget preparation, management and P&L experience for projects and long term contractual commitments for both individual and multi-year contracts relating to offshore operations and asset delivery. He is technically proficient in key areas of subsea well operations covering system development and patent implementation with several named patents to date.

## **JOHN J. JONDLE**

### **EXECUTIVE CONSULTANT**

John Jondle is a Senior Executive Leader with over 35 years' Oil & Gas experience and a proven track record of successfully managing Project, Operations and Maintenance Organizations delivering results across a broad range of assets and countries. He demonstrates strong, decisive Leadership skills and utilizes extensive cross functional knowledge and expertise in Project Management, Operations, Maintenance and Construction to make a strong contribution to corporate results. John has a proven track record of integrating complex technical, commercial, organizational and supplier issues to deliver successful results at the portfolio, program and project levels. He has a strong ability to integrate and align internal and external stakeholders towards a common goal. He has demonstrated a deep understanding of the organizational and business dynamics that drive strategic relationships between Operators and Contractors/Suppliers and how they can work together to achieve effective results. John earned his

Bachelor of Science in Mechanical Engineering at Michigan State University and speaks German.

## **LEE ANN JUDD**

### **TECHNICAL ADVISOR**

Lee Ann Judd has over 25 years' experience with multi-cultural and international business negotiations with demonstrated bottom line results in engineering, procurement, supply chain management, lean manufacturing, contracting, and operations. Her most recent experience has been with offshore vessels and related activities. She has the ability to analyze complex business challenges and develop appropriate solutions as well as structure innovative business deals. She is an articulate leader who negotiates win / win situations. Lee is an expert in business development and global supply chain. Her successes include building a global supply chain in Asia, Europe, North America, and MENA focusing on oil & gas, renewable energy, construction, global manufacturing, consulting, government, and real estate development.

## **JENS KAALSTAD**

### **SENIOR ADVISOR**

Jens Kaalstad has over 30 years' broad experience in the Oil and Gas, Shipping and Offshore Industry. Jens was President of APL Inc., the US Operation of mooring system company APL for 12 years and heavily involved in the worlds' first offshore LNG terminal (FSRU) and the first FPSO in GOM; BW Pioneer for Petrobras Cascade and Chinook development. He has a varied background in management, engineering, technology development, contracting, procurement, construction and installation. He has been responsible for marketing, identifying, developing, negotiating and closing of EPCI contracts in excess of \$100 million and involved in numerous design, fabrication and installation projects as well as development projects for various fixed and floating platform solutions. He graduated with a Master of Science in Naval Architecture from the Norwegian Institute of Technology after one year at MIT, Department of Ocean Engineering.

## **MAX E. KATTNER**

### **SENIOR CONSULTANT**

Max Kattner has over 44 years' experience in offshore drilling and production activities. He is a technically competent manager with expertise in subsea equipment, mobil offshore production systems (MOPS), floating production storage and offloading (FPSO) conversions, and project engineering support. Max is experienced in subsea production systems design, design/project management, drilling equipment products including: diverters, risers, flex joints, BOP stacks, hydraulic pipeline connectors, and motion compensators/tensioners. He has executed Quality Assurance and HSE planning in support of the following projects: Shell Tahoe subsea completion and tieback, FPSO Ocean Producer gas lift upgrade, FPSO Zafiro Producer conversion, MOPUs Ocean Legend and Gulftide jackups conversion to production service, and a number of other worldwide projects. Previous employers include Oceaneering, Vetco, Hughes Offshore, and Hydrotech.

## **RICHIE MCMILLIAN KEIG**

### **ADVISOR**

Rich Keig is an Offshore Operations Consultant with solid engineering education underpinning 35 years of industry experience in vessel operations, subsea engineering, offshore construction of floating oil and gas plants including hookup, commissioning and plant startup; experience includes onshore supervision of the startup and producing operations of four (4) FPSOs and (1) TLP. Rich is fluent in Portuguese, with working ability in Spanish. He holds a Master of Science in Management from Rensselaer Polytechnic Institute and undergraduate in Engineering from the U.S. Coast Guard Academy.

## **ED KENNEDY, PENG**

### **SENIOR CONSULTANT**

Ed Kennedy has more than 29 years of direct international experience through the full life-cycle of project development, from Concept Select stage through FEED, Design, HUC/Start-Up and Decommissioning. He has worked on multi-billion-dollar projects in the North Sea, GoM, Offshore Canada, South Korea, and the Middle East as both Operator and Contractor. He has considerable experience with the unique technical challenges of offshore Arctic development. His experience extends to direct management roles for fixed platforms, floaters, FPSOs, onshore plants in both Brownfield and Greenfield environments in heavily unionized as well as nonunion facilities. He has also worked in diverse non-petroleum management roles in areas such as cement production, ship conversion and high-voltage power generation. This vast spectrum of roles and experience has provided Ed with a unique and extensive 'toolbox' with which he is able to diagnose project problems, develop effective solutions and even lead the execution of those solutions. He is a safety advocate, an excellent communicator and is as comfortable speaking and presenting to the CEO as he is to the front-line workforce of skilled trades craft. Ed holds a Bachelor of Science in Mechanical Engineering from Memorial University of Newfoundland.

## **JOSEPH E. KENNEDY**

### **SENIOR ADVISOR**

Joseph Kennedy is a result-oriented Finance Executive with extensive global oil and gas experience in different and challenging environments with over 30 years' experience with BP in upstream oil & gas financial operations. His critical skills include: strategic planning, internal controls, financial analysis, capital budgeting, cost analysis, variance analysis, procedure optimization, management reports, key stakeholder interface, startup operation management, and implementation of financial systems. He played a key role representing British Petroleum and their various affiliates and joint ventures. His major accomplishments include: recovered over \$38,000,000 in Russian taxes, identified over \$500,000,000 in cash to be recovered from partners in joint operations, and developed a system to improve cash recovery having an annual benefit in excess of \$1,000,000.

## **ANTHONY J. KING**

### **COMMISSIONING ADVISOR**

Tony King is experienced in project engineering and commissioning of instrument/control systems in facilities: onshore oil/gas facilities and offshore oil/gas platforms, refineries, oil & gas pipelines and compressor stations. His experience includes work assignments in office front-end engineering and design, and numerous field engineering assignments. He has extensive experience with commissioning,

construction, start-up, modernization, green- and brown-field projects domestically and internationally.

## **GARY E. KIRSCH**

### **PROJECT ADVISOR**

Gary Kirsch has over 40 years of experience as a versatile leader/manager in continuous improvement, change management, and strategy deployment along with engineering, sales and international business development roles. He gets results and achieves success through a blend of conceptual, motivational, and persuasive skills with technical and analytical ability. He has proven expertise in organizing, focusing, and facilitating cross-functional teams to achieve goals. Gary has worked for National Oilwell Varco, Tech Power Controls, and Hydril Company. He holds a Bachelor of Science in Chemical Engineering from Purdue University.

## **ALP A. KOCAMAN, PE**

### **ADVISOR**

Alp Kocaman has over 35 years of diversified experience in the offshore oil industry. He is a subject matter expert for worldwide offshore field development concepts, engineering design, construction and installation operations. Naval architecture is his discipline expertise including the design, construction and installation of offshore platforms (both fixed and floating) and the design of offshore construction vessels. He has managed medium sized projects, supervised on site construction and installation activities. He has provided facilities engineering support for oil and gas production operations. Alp holds a Master's of Science in Naval Architecture from University of California, Berkeley and both a Masters and Bachelors of Science in Mechanical Engineering from Orta Dogu Technical University, Turkey. He obtained three U.S. patents covering heavy deck float over and subsea intervention methods and has published numerous articles. Alp is a registered Professional Engineer in Texas and Alberta, Chartered Engineer in England with an EUR ING designation.

## **ANASTASIS (IAN) KOKKINOS**

### **PROJECT ADVISOR**

Anastasis Kokkinos has 30 years' experience in the oil & gas industry with a focus on full field development and lifecycle costing. He has fulfilled roles in operations, design, construction, and consulting. His experience covers offshore and onshore as well as conventional and unconventional developments. During his experience as a concept development engineer, he worked closely with the full gamut of people in the industry from subsurface/reservoir teams and senior management. In this role, he managed the integration of the field development teams. He is also a technical expert of the IHS QUESTOR field development and costing software, and often runs QUESTOR training programs on behalf of IHS.

## **G. GRAHAM LANCASTER III**

### **TECHNICAL ADVISOR**

Graham Lancaster has over 20 years' experience in the oil & gas business primarily in the offshore construction and pipeline services segments. While he specializes in offshore infrastructure construction, his diverse background allows him to communicate on a practical level with all team members on any offshore production system concept. He has been an integral part of the development teams for many first off equipment concepts utilized on deepwater projects. This included equipment utilized in

mooring/station keeping on pipeline installations, deepwater pile handling for templates and even utilizing ROVs for pipeline services. Graham has traveled throughout the world, working in remote locations and on technically challenging projects. He has been involved in numerous operations calls, and been a key supporter on patent infringement cases, equipment failure investigations, and contract warranty issues. He has worked for J. Ray McDermott, Allseas, Valkyrie Commissioning Services, Marathon Oil and Universal Pegasus in roles ranging from a field/project engineer, to an estimator and then being a project manager/director through being a corporate officer.

## **W. RON LEDBETTER**

### **SENIOR CONSULTANT**

Mr. Ledbetter has over 42 years of Oil and Gas Industry experience in the Subsea Engineering discipline. His extensive experience encompasses design engineering, manufacturing, engineering management, project management, and executive management. His technical expertise is in subsea systems and equipment for offshore field developments. He has a sound technical background developed over 10 years as a design engineer for subsea drilling, work over and production control systems. Ron's experience includes fifteen years of engineering and manufacturing experience gained with major industry equipment suppliers including nine years of technical and production management. During this time, he gained experience in systems engineering, interface management, construction/manufacturing, and system testing oversight. He has a broad understanding of subsea production systems, subsea equipment and all interfacing systems. His experience has gained him strong project management skills developed over more than ten years of project management responsibilities. Ron is an experienced technical manager and technical lead for large and small projects. His engineering consultation experience includes management of conceptual studies, preliminary engineering studies, front-end engineering design, detailed design, and construction oversight and installation coordination. Ron's experience and background provide him with expert understanding of subsea field developments from concept through execution. Mr. Ledbetter holds a Bachelor of Science in Engineering Technology from Texas A&M University in College Station, Texas.

## **ROGER E. LEWIS, PE**

### **ADVISOR**

Mr. Lewis has over 40 years of experience in the execution and management of numerous offshore engineering projects worldwide with construction values ranging to well over a billion dollars. He has had both direct and managerial responsibility for the design, analysis and review of fixed and compliant offshore structures, floating vessels, piers and waterfront facilities, bridges, foundations, and steel and timber buildings and structures. He has also directed a great number of preliminary design programs, feasibility studies, design evaluations, manpower and cost estimates and design proposals for a wide variety of projects. Much of his work has involved the design of structures for deep water, severe environments or remote locations such as Alaska's Cook Inlet, the North Sea, Australia, New Zealand, China, and Africa, as well as the USA. He is the author of two patents and several publications. He received his MSc, Structural Engineering and his Bachelor of Science, Civil Engineering from the University of California.



## JERRY LIEBERMAN, PHD

### SENIOR ADVISOR

Dr. Jerry Lieberman has assisted clients for more than 20 years making major strategic decisions and planning their implementation. Working in diverse industries, including oil & gas, IT, manufacturing, and automotive, he has helped leadership teams develop and implement strategies for oil field development, technology selection, cost reduction, new work processes, IT services, new product development, and new business models. His focus has been to help clients make and implement major, high-value decisions in spite of uncertainty and ambiguity. This includes facilitating clear structuring of the problem and alignment of the stakeholders, bringing strong analytical skills for development of a quantitative understanding of business value creation, developing the story and communication of business value to stakeholders, providing planning/strategic guidance for strategy value realization, managing the project team, and maintaining relationships and clear communications with senior level management. This results in integrating the value story with needed actions for implementation. His skill sets include probabilistic financial modeling, problem framing/structuring, facilitation, interviewing, and developing cogent presentations. His most recent work has been consulting in the oil & gas and IT industries, but he also has extensive prior marketing and planning experience at the Director level in the auto industry.

## TERRY A. LINDSEY, PMP

### OPERATIONS ADVISOR

Terry Lindsey has 35 years' experience in the marine construction industry including field engineering, estimating, planning/scheduling, offshore hook up, mechanical completion, commissioning, and project management. His unique field experience throughout his career allows him to understand challenges that may occur during the execution of projects and mitigate risks, while taking advantages of opportunities. He retired from his Senior Project Manager position with McDermott in 2013 after serving in various positions around the world. This included living in remote locations in Scotland and the Middle East before settling in Louisiana. Terry has subsequently traveled on assignments to Trinidad, Middle East, and China.

## PATRICK LITTLE

### SENIOR CONSULTANT

Patrick Little is an independent consultant, specializing in strategic planning, marine transportation, and floating offshore energy system design, construction, certification, and regulatory compliance. He is a MIT educated executive with extensive experience in standards development and compliance verification for commercial vessels, including offshore energy exploration and production systems. Patrick is skilled in leading interdisciplinary teams to resolve national and international technical, strategic planning, and policy issues. He has proven results in critical leadership positions during the DEEPWATER HORIZON response. Patrick served continuously with the U.S. Coast Guard (USCG) service from 1986 through 2012, when he retired at the rank of Captain (O-6).

## JOHN LOVELL

### SENIOR ADVISOR

John Lovell has over 30 years of worldwide maritime experience. He is extensively qualified in ship management, FPSO management, consulting, offshore vessel management, and vessel operations. John has utilized strategies and associations with ISO 9001 accredited service companies and international

contacts to develop and implement marine service packages. He strives to improve operations, manning, insurance, safety and technical functions of FPSOs and trading vessel operations. He is experienced in worldwide and US shipping industries, including U.S. Flag and U.S.E.C. segments. John served as Deck Officer in the British Merchant Marine for 11 years. He has been Operations Manager and Director for both ship-owning companies and ship management companies. John founded Alliance Marine Services in 1992. He holds a Bachelor of Science in Maritime Studies from London Metropolitan University and is a member of the Nautical Institute, a member of the Governing Board of the Houston Maritime Association, and a Governor of the Marine Society and Sea Cadets, London.

## STEPHEN T. LUTHY

### ADVISOR

Steve Luthy is a geoscientist with over 33 years of experience in exploration and reservoir development, including 23 years working in the international arena. Stephen held various position of increasing responsibility with Gulf/Chevron for 31 years which included: 10 years' domestic exploration and development experience in the Rocky Mountain and Permian Basin regions, followed by 21 years' international exploration and development geology experience in the Middle East, West Africa, Kazakhstan, and Brazil. After retiring from Chevron, Stephen spent 1 year with Quantum Reservoir Impact working on reservoirs in Kuwait. Geoscience Expertise: integrated reservoir characterization and analysis, 3D geocellular modeling, exploration / development well planning and operations, prospect generation, petrophysical log interpretation, stratigraphic correlation, 2D / 3D / 4D & multi-azimuth seismic interpretation, subsurface mapping.

## ANDREA MANGIAVACCHI

### SENIOR CONSULTANT

Andrea Mangiavacchi is a senior advisor, strong communicator, highly adaptable and flexible, with over 30 years of international experience in the business environment and technologies associated with the worldwide offshore oil & gas industry. He has proven familiarity with a wide range of solutions for deepwater offshore oil and gas field developments (fixed platforms, TLPs, compliant towers, floating systems, FPSO, and subsea infrastructures). He is experienced in business acquisition, project planning and execution, and in the management of multi-disciplinary, highly technical resources. He has demonstrated experience of mastering diverse technical and commercial skills, cultivating key customers, understanding their business drivers, and assisting them in strategic initiatives. He has a proven capability to transform organizational strategies into implementation plans and actions.

## JOHN MANNING

### ADVISOR

John Manning is an experienced Naval Architect, Engineering and Project Manager with over 45 years' experience (>24 years' offshore oil & gas), having worked with national and independent (major and junior) oil & gas companies, major ship-owning, shipbuilding, ship design companies and ship model test facilities in Africa, Australia, Brazil, Canada, China, Europe, India, Middle East, New Zealand, PNG, Russia, South East Asia, and USA. His qualifications include Ordinary and Higher National Certificates in Naval Architecture and Shipbuilding and a Degree in Ship Science, from the University of Southampton (UK). He is a Fellow of the Society of Naval Architects and Marine Engineers (USA), a Fellow of the Royal Institution of Naval Architects (UK), a Chartered Engineer (UK) and a European Engineer (France). He is based in

Melbourne, Australia.

## **FRED T. MASON** **COMMISSIONING ADVISOR**

Fred Mason has 50 years combined experience in hands-on welding, field construction management, plant quality assurance management, project quality management, supplier auditing, supplier expediting, field inspection of construction and shop suppliers. In 1965, Fred Mason started his career welding in the shops, ship yards, new construction, nuclear test sites and other field welding jobs. He completed his hands-on welding in 1975 with welding certifications in SMAW, SAW, GTAW and FCAW processes within ASME, API and AWS specifications. Fred has more than 36 years of quality assurance and management experience, with titles of Chief Inspector, Quality Assurance Manager, Quality Engineer, Certified Welding Inspector, Project Quality Manager, Project Quality Coordinator and Supplier Quality Assurance Inspector. These positions were in support of ASME pressure vessel fab and repair, field construction, design fabrication and installation of offshore E&P platforms and FPSO equipment and process modules. Some construction and fabrication specifications complied to are ASME Boiler & Pressure Vessel Codes, ASME Power Piping Code B31.3, AWS Structural Welding Code D1.1, API 1104 Piping Code, API 17D Purchasing Code, API 6A Spec. for Surface, Wellhead and Christmas Tree Equipment. Employers were J. Ray McDermott (now McDermott), Subsea7, Modec International, Modec Incorporated, Oil States Industries (OSI), International Systems & Controls, Black Sivalls and Bryson, Inc. and Flotec, Inc. consortium. He holds a B.S. in Business Administration from Central State University in Edmond, Oklahoma.

## **J.R. (RIC) MASSIE, JR., PE, PMP** **PROJECT ADVISOR**

Mr. Ric Massie is a senior leader in the energy & petrochemical sector where 30+ years of success and experience have improved the predictability and performance of projects and operations. Mr. Massie has been responsible for the economics, authorization, process design, engineering, procurement and construction of world scale hydrocarbon processing plants as a project and operations manager with The Dow Chemical Company. He has managed grassroots projects, as well as revamps and conceptual studies. He has led teams to develop and scale-up processes from research data, and has conducted and participated in many Process Design Package reviews. Mr. Massie has international experience in technology acquisition and process design contracts as well as project development. He has led and participated in HAZOP's, LOPA's, safety and loss prevention audits, prestart-up safety audits and environmental audits. His most recent work has been in risk management of mega-projects in the Energy Industry. Project risk assessment and management for both strategic and tactical issues has been a key focus of his consulting work. With his background, he has led project framing and scope development sessions, value engineering and constructability workshops, and loss prevention reviews. His experience as both an Owner and an EPC Contractor gives him a thorough understanding of the operations and project perspectives in both arenas.

## **CRAIG MASSON** **SENIOR CONSULTANT**

Craig Masson is a mechanical and structural reliability engineer with over 20 years of experience in deepwater riser and pipeline projects. During his professional career, he has provided consultancy services for riser, pipeline, umbilical, and related subsea equipment projects. He spent 5 years as Riser &

Pipeline Contract Manager in Petrobras America's Walker Ridge Asset Department which included the EPCI of five free-standing hybrid riser towers. His specific capabilities include: project management and contract administration; riser, umbilical, and mooring line global performance analysis; steel catenary, top-tension, flexible, and hybrid riser design (concept through detailed); pipeline design and analysis; riser, pipeline and subsea equipment installation and pre-commissioning support; local stress and limit-state finite element analysis; and fatigue and fracture mechanics. Craig holds a Master of Science in Safety Engineering, Reliability & Risk Management from the University of Aberdeen and a Bachelor (Hons) in Mechanical Engineering from the University of Edinburgh. He has presented numerous scientific publications at Subsea Conferences.

## **JULIA MAYA**

### **SENIOR MARKET ANALYST**

Julia Maya has over 10 years in the Oil & Gas industry acting in various roles including business development and market analysis for large multinational companies in Brazil. She has strong knowledge in drilling, subsea, project design, industrial projects, and regulatory aspects for major and minor operators. She is fluent in English, French and Portuguese.

## **JEFFREY MEASAMER**

### **OPERATIONS ADVISOR**

Jeff Measamer has 25 years of experience in the oil and gas industry including quality systems, procurement, manufacturing, engineering and EPC project management. Jeff has managed engineering projects including concept development and FEED through to detailed design and installation engineering for projects from the US GoM to East Africa. Jeff has experience liaising with Certifying Authorities and Class Society's for offshore projects including the engineering, fabrication and execution phases. Jeff's previous experience includes 8 years with Aker Maritime and Technip offshore, and most recently was Engineering Director for Americas, Europe and Africa for McDermott. Jeff holds a Master of Science in Management from Troy State University, Troy, Alabama and a Bachelor of Science in Electronics from Chapman College, Orange, California. He has numerous technical publications.

## **PAUL D. MILLER**

### **OPERATIONS ADVISOR**

Paul Miller is an Engineer and Senior Project Manager with over 40 years of industry experience. Areas of expertise are field development architecture and planning, subsea and deepwater developments, reservoir engineering, drilling and completions with emphasis on hostile environments and performing technical and economic evaluations, including risk and probability analyses. He holds a Bachelor of Science in Mechanical Engineering and is a registered Professional Engineer in the state of Louisiana.

## **MARY MORAHAN**

### **EXECUTIVE ADVISOR**

Mary Morahan has a unique, demonstrated approach to improving performance and turning a workforce into competent, business-oriented employees. As a result, her clients have improved their bottom line through reduced training costs, a more efficient and dedicated workforce and clearly focused management. Mary has developed industry-recognized techniques for assessing performance and

delivering the tools necessary to grow employees' abilities to higher standards than that achieved through traditional training. Her methods are focused on the needs of the business, the capabilities of the workforce and exceeding management's goals for operational excellence. Her domestic and global business experience includes developing, implementing and overseeing management systems for the world's largest construction project (Karachaganak Petroleum Operating by,) and managing the performance improvement process for Texaco Worldwide Exploration and Production. Mary's business clients include industry leaders in the USA and across every continent. Mary has over thirty years of experience.

## **J. BLAKE MOORE**

### **SENIOR CONSULTANT**

Blake Moore worked for Shell for over 34 years in various capacities (predominately in Facilities and project execution) from California to Norway. He joined Shell's Deepwater projects group in 1997 and worked several deepwater facilities ranging from Subsea to beach, Semi's, TLP's and more recently FPSOs. Blake started his involvement with FPSOs in 2007 as the FPSO lead for Concept Selection and early FEED work for an FPSO Shell was plan to install in Brazil. He later joined the Stones project during concept selection in mid-2010 and successfully completed the delivery of the Turritella FPSO to the Gulf of Mexico in September of 2016. He earned a Bachelor of Science, Chemical Engineering from Tulane University in New Orleans, Louisiana.

## **VIC MORRELL**

### **SENIOR ADVISOR**

Vic Morrell is a Senior President and International Construction / Decommissioning Director with 25 years of international project delivery and associated subsea engineering management experience including full P&L responsibility for completion for international EPIC projects ranging from \$800,000 to \$1.8 billion including development / infrastructure and decommissioning project up to \$14 billion. His areas of expertise include government body interaction across subsea; marine oil field development, decommissioning / construction business management; business development, oil field design, enhanced oil recovery, marine vessels and FPSO construction; installation & subsequent offshore asset & subsea system decommissioning. He has also worked on major onshore power generation / renewable energy projects and infrastructure enhancement projects, including harbor build and LNG supply terminals on a global basis. He holds multiple qualifications in mechanical engineering, marine engineering, project construction management, along with a Masters of Business Administration, having trained in the marine construction & subsea oil field development industry for many years while working for many of the major oil field development companies over his 25-year plus career. He resides in Scotland.

## **JEFFREY L. MUELLER**

### **PROJECT ADVISOR**

Jeffrey Mueller has nearly 35 years of global E&P experience, including: field development engineering evaluations supporting business development and exploration opportunity assessments; offshore and arctic production research; geotechnics/geohazards; design and construction of subsea, fixed, and floating drilling and production systems; FEL and permitting major gas infrastructure investments, including transnational pipelines and LNG regasification terminals; SAGD and heavy oil extraction/mining/upgrader FEL. Executed major projects for deepwater production, EOR, platform



upgrades and slot additions, and marine production and export systems remediation. Holds patents for subsea well template, TLP mooring, and low-emission LNG gasification. Construction and E&P operations in Gulf of Mexico, North Sea, Persian Gulf, Indonesia, Singapore, Korea, China, Nigeria, Brazil, Scotland and Norway. Studies in West Africa, East Africa, Asian subcontinent, Southeast Asia, New Zealand, South America, Caribbean, Porcupine Basin, East Canada, and arctic Alaska and Canada.

## **DR. DAVID MUIR**

### **SENIOR CONSULTANT**

David Muir is notably experienced in the design and installation of subsea structures including manifolds, PLEMs, PLETs, SSIVs, WHPUs, umbilicals, flowlines, pipelines, manifolds, spool pieces, diver and ROV intervention. He has significant expertise in the manufacture, fabrication, and testing of umbilicals, flexible flowlines, pipelines, risers, and rigid riser systems. He also has technical and commercial management experience in project management, client liaison, and interfaces with technical and offshore personnel/third party certifying authorities. David has a comprehensive knowledge of computer software applications and analytical problem-solving techniques, coupled with excellent written and oral communication skills gained through the application of engineering solutions during a distinguished career spanning more than 30 years in subsea engineering.

## **NELSON NARCISO**

### **EXECUTIVE CONSULTANT**

Nelson Narciso has over 20 years of solid experience working as General Director (P&L) at International Corporation subsidiary, overseeing the following areas in the Oil and Gas industry: Exploration, Production, Commercial, New Businesses, Operations, Engineering, Finance, Human Resources, Governmental Relations, After Sales and Legal. He has experience in technical-commercial negotiations, development of technical transactions, high level negotiations, establishment of business units at unsettling environments, thus ensuring group cohesion and focus on optimal profitability. His senior experience includes start-ups involving planning, execution and implementation of new projects, from coaching of new talents to infrastructure, Management, Health, Safety and Environment and Quality of New Processes and Business Units in Brazil and abroad. He has vast knowledge of oil and natural gas regulation in Brazil and several African countries. He is fluent in English and Portuguese.

## **JAMES NOAKE**

### **TECHNICAL ADVISOR**

James Noake has more than 35 years in the fields of engineering, construction, and oilfield development as responsible engineer, project manager, senior manager, and consultant for the building of offshore platforms, submarine pipelines, and subsea installations. This includes project management; engineering management, design engineering, and direct control of operations for constructing offshore oil and gas facilities worldwide. Foreign experience includes operations in Egypt, Angola, Holland, New Zealand, Indonesia, Malaysia, Bahrain, and Nigeria.

## PETER G. NOBLE

### EXECUTIVE ADVISOR

Peter Noble is naval architect and ocean engineer with a wide range of expertise and experience in the marine and offshore industries. His career has included positions with shipyards; with ship and offshore design consultants; with offshore and marine research and development companies; with major classification societies and, prior to his retirement from full-time employment in 2013, as chief naval architect and chief arctic technologist with the international oil company, ConocoPhillips, prior to his retirement from full-time employment in 2013. Peter's early career gave him insight into the Canadian marine and shipbuilding industries while he served in various roles in Vancouver, Ottawa, Dartmouth, and Calgary, and subsequently he has obtained unique experience in the international arena while employed as Vice President, Engineering with ABS, a leading ship classification society, and, as mentioned above, as Chief Naval Architect for a major international oil company. This work included ship design and construction projects in the US, Europe, South Korea, China and Singapore. These projects included involvement with the construction of 5 high specification tankers for the Alaska, North Slope trade in a US shipyard, 10 of the world's largest LNG ships and the construction of 3 high ice class 70,000-ton dwt. icebreaking tankers in Korea plus two icebreaking ships in Singapore, for year-round operation in the Russian Arctic. He undertakes consulting and advisory assignments internationally in the fields of offshore, marine and Arctic technology and engages in lecturing and supporting student and young professional activities on global basis. He is an active member of a number of advisory boards at universities teaching naval architecture and ocean engineering. He has received multiple awards and distinguished recognition for his contributions and publications. Peter earned a Bachelor of Science in Naval Architecture from the University of Glasgow in Scotland, United Kingdom.

## AMERICO OLIVEIRA

### BUSINESS DEVELOPMENT ADVISOR

Americo Oliveira worked the past 6 years as Business Development Manager and Brazil Country Manager for McDermott Inc., a leading EPCI Contractor focusing on Offshore Structures Fabrication and Subsea Installation. He has over 25 years of experience in the O&G Industry, large experience on leading multi discipline teams and experienced with contract negotiation as well with local and international regulation. He has held Project Management and Commercial roles with increasing responsibilities, topping with full legal and operational responsibilities for the company operations in Brazil. He has large experience with contract negotiation as well with local and international regulations. He holds a Civil Engineering degree from a top Engineering University in Brazil (PUC-RJ) and a Master in Business Administration (MBA) from Rio de Janeiro University (COPPE-UFRJ). He is fluent in Portuguese and English, and with solid knowledge of Spanish and German.

## DANIEL K. OLIVER

### ADVISOR

Daniel Oliver has over 34 years' experience in maritime industries. He retired from the USCG at the rank of Captain with broad experience in naval engineering ashore and afloat. His shipboard tours were aboard a variety of cutters, but predominately polar icebreakers in both Polar Regions where he has extensive experience with operational and logistic planning. His naval engineering tours were in acquisition support for numerous ship construction projects, fleet sustainment planning, and major overhaul projects. Since retiring from the USCG, he has been the Project Manager for the University of Alaska Fairbanks in charge

of building an ice-classed oceanographic research ship funded by the National Science Foundation. After delivery of the ship in early 2013, Daniel will manage the ship's operations as part of the United States academic oceanographic research fleet.

## **WENDELL G. OLIVIER**

### **SENIOR ADVISOR**

Wendell Olivier is an upstream technical advisor on exploration and asset development projects with emphasis on organizational capability, technical optimization, and project execution. Wendell has 37+ years' experience with Gulf/Chevron, Addax Petroleum, and Dripping Rock Oil and Gas Consulting in nearly all major producing regions around the world. His areas of upstream E&P expertise include the U.S., Middle East, Latin America, Far East, Africa and Europe. He held various technical and managerial positions with Gulf/Chevron for 27 years, followed by 5 years as a senior manager with Addax, and 3 years as an independent Consultant. Wendell has broad oil and gas exploration and production experience including: global exploration and new venture evaluation, reservoir management, conventional and unconventional resource evaluation, geological and geophysical evaluation, annual budget preparation, and reserves reporting. Nearly 20 years of experience in international exploration/production projects. Exploration of Tertiary clastics of Offshore Texas. Primarily responsible for geologic sequence stratigraphic framework for the Cosair Gas Trend in offshore Texas. Worked several offshore lease sales. Wendell is fluent in Spanish, written and oral and the ability to work in multi-cultural environments. He holds a Bachelor of Science in Geology from Nicholls State University and Master of Science in Geology from Idaho State University.

## **MELIH ORAN**

### **SENIOR ADVISOR**

Melih Oran has over 32 years of project engineering and management experience in concept selection and development, project execution planning, design, fabrication, installation and start-up of onshore and offshore oil and gas projects. Melih has held leading project management positions in multiple domestic and international deepwater developments with both major and independent operators. He has proven successes in the integration and alignment across project Facilities, Operations, Production Engineering, and Drilling Teams, as well as technical and commercial interface management between multiple EPCI contracts. He is continuously focused on providing big picture, best-for-project solutions while delivering safe, fit-for-purpose, and optimal value adding assets. His capabilities in decision framing, analysis, facilitation and support package preparation in stage gate project planning and development, coupled with his ability to bridge cultural and communication gaps, contribute to project success.

## **ROBERT L. PATRICK**

### **OPERATIONS ADVISOR**

Robert Patrick is an advisor with extensive experience in engineering and constructing marine- and land-based petroleum and industrial facilities. He has served as design engineer and manager, field and project engineer, project and area manager, and company officer with business development and operational profit/loss responsibility. He has practical knowledge in design, operations, technical and financial feasibility, and cost control. Robert brings on-site project experience in North and South America, Europe, India, and West Africa.

## **DOUG PEART**

### **SENIOR ADVISOR**

Doug Peart has been a successful leader across the Upstream Oil and Gas business for Shell companies for over 38 years. His experience spans globally and across assets in onshore, coastal, and offshore environments. He has held a number of technical and technical supervisory roles related to well and reservoir performance monitoring and well completion and remediation design and execution. He has experience in Operations leadership both managing producing assets safely and to target and safely managing completion and workover rig activity. More than half of his career has been dedicated to leading the advancement of Shell's subsea systems and deepwater capability globally. This includes subsea system design, project planning and execution through installation and commissioning and start-up and providing technical and project support to brownfield Subsea assets. Doug has broad, accomplished leadership experience in safety management, organization culture and structure design and change management, business strategy development, development of unique and effective contractor relationships, successful application of subsea hardware standardization, and a relentless focus on learning and continuous improvement. He was inducted into the Offshore Energy Center, Technology Hall of Fame in 2010.

## **REGINALD P. PICOU**

### **PROJECT ADVISOR**

Reggie Picou has over 40 years of professional experience directly related to the fabrication of fixed offshore platforms and floaters. Since October of 1986, he worked as a Consultant/Construction Manager/Inspector. His experience started as a fitter's helper and progressively worked up to Fabrication Yard Manager. Assignments include domestic projects for the Gulf of Mexico, foreign projects: in the United Kingdom for the North Sea, in the Middle East for the Arabian Gulf, in West Africa for Nigerian waters, and in India for the Indian Ocean. Experience includes onshore fabrication, vendor surveillance, offshore installation, and offshore hook-up and pre-commissioning. Projects include production platforms, jackets and decks and all support components such as pressure vessels, process piping, piling, and conductors. He has experience as supervisor, superintendent, manager or consultant on many major projects worldwide since 1965. Knowledge and working experience with the following welding processes: FCAW, GMAW, SMAW, SAW, and GTAW.

## **MORRISON (MOE) PLAISANCE**

### **SENIOR ADVISOR**

Moe Plaisance has over 50 years of drilling experience from hands on supervisory experience drilling and pushing tools to senior management positions working with operators on planning and execution of drilling and completions programs. He has over 45 years of experience in floating drilling operations with semi-submersibles and drillships in both moored and dynamic positioning modes. He is personally involved in drilling and subsea completions activities in water depths of over 7000 feet. The deepest water depth Turnkey well he participated in management to date is 7,208 feet of water. Moe started with Diamond Offshore (ODECO) predecessor company in 1970 after serving in the U.S. Army in Viet Nam. Awarded the Purple Heart Medal for wounds received in combat. His worldwide experience includes Gulf of Mexico, North Sea, Australia, Canadian East Coast, U.S. East and West Coasts, Norway, New Zealand, Atlantic and Mediterranean Spain, Brazil, Egypt, Chile, Gabon, Tunisia, West Africa, and Somalia.

## JITENDRA PRASAD

### SENIOR CONSULTANT

Jitendra (JP) Prasad has over 40 years of experience in the offshore drilling industry. He specializes mostly in engineering, design, fabrication and project management of mobile offshore drilling units including Jack ups, Semi-Submersibles, Drill ships, Lake Maracaibo Drilling Barges and Swamp Drilling Barges whether as new build or repair/upgrade. He has experience also in design of TLP, SPAR and Tender-Assist Semi. JP has over 8 years of experience managing several startup companies, providing leadership role to young professionals and clients. He has extensive experience in designing, procurement, fabrication, contract negotiation for projects in Oil & Gas sector that require enhancement to existing rigs to an upgraded deckload/waterdepth capabilities. Additionally, he has vast experience in designing offshore jacket/platform, its transportation, launch/upending and in-situ analysis including strength and fatigue. JP has performed numerous studies on floaters in hydrodynamics, riser and mooring system design. JP was part of the original team designing many semis (SEDCO 700 class, SEDCO 600 class and MSVs). He conceptualized to convert Noble's submersible rigs into ultra-deepwater semi-submersible rigs and lead the team during design, procurement, fabrication and commissioning. JP has worked for Earl & Wright, Sedco, Sedco-Forex, PMB/Bechtel Offshore and Noble Drilling as senior engineer, manager and vice president.

## JIM PULS, SHRM-SCP, SPHR

### SENIOR ADVISOR

Jim Puls has over 20 years of global and domestic executive human resources and business experience in strategic planning, organizational development, coaching and training, change management, performance management program/project oversight, recruitment and talent assessment, diversity and inclusion, and labor relations. He brings a participative management style to identify cost savings opportunities and to increase company revenue and utilizes strong interpersonal and relationship building skills to communicate effectively to all levels of organizations. Jim has worked with petrochemical, energy, mining, consumer products and other manufacturing clients. MR. Puls holds a BBA in Industrial Relations from University of Wisconsin, Milwaukee. His professional certifications include: SHRM-SCP (Society for Human Resources Management – Senior Certified Professional); SPHR (Senior Professional in Human Resources); Certified Thomas Personal Profile Analysis (PPA) Analyst; Certified Thomas General Intelligence Assessment (GIA) Analyst; Six Sigma Greenbelt Trained; and Leadership Coaching: Business and Transformation Coach Institute.

## DAVID QUEEN

### ADVISOR

David Queen has over 40 years' Shell Oil International experience and proven competency in asset integrity, materials, corrosion engineering and process safety gained from roles in front line operations, maintenance support, project design and construction engineering. Major roles in Life Extension programs for the upstream oil and gas sector including the Program Lead for Shell's GoM deepwater Perdido, Ursa, and Mars Life Extension program as well as prior Head of Asset Integrity for the Shell / Petronas Enhanced Oil Recovery (EOR) JV tasked with extending the safe and commercial useful life of existing assets on and offshore Sarawak Malaysia. Can devise pragmatic strategies and explain / problem solve in a practical way for all stakeholder levels. Proven leader of multi-national and multi-discipline teams known for delivering high NPV results. Good interpersonal and coaching skills. Mr. Queen earned his degree in Civil Engineering



from the United Kingdom Institute of Chartered Engineers.

## **AL REESE, JR.**

### **SENIOR ADVISOR**

Al Reese has over 40 years' experience in public and private businesses – Board of Director positions for energy companies and commercial banks; Chief Financial Officer of a multi-billion dollar public energy company as well as private ventures; directed over 50 acquisitions and financings from as small as a few hundred thousand dollars to multibillion dollar transactions in both the domestic and international arenas; directed or participated in numerous due diligence examinations, both domestic and foreign; responsible for integrating the financing, accounting and managerial practices for acquisitions and dispositions in both domestic and foreign operations as well as public and private companies; serves as company and industry spokesman for government activities; owner and manager of a company offering senior level financial services, investor relations and capital market guidance to business clients.

## **DAVID M. RITTER**

### **EXECUTIVE ADVISOR**

David Ritter is a results-focused global leader, operations executive and strategist with a track record of extraordinary results in accelerating revenue, growth, improving operational performance and increasing profitability. Documented achievements in driving business transformation. Thrives on change, comfortable with ambiguity, and operates well in a high stress environment. Excels at inspiring, motivating, and leading multicultural workforces to move initiatives forward and deliver results. In-depth understanding of downstream manufacturing-to-marketing value chain and upstream exploration-to-production funnel. Mr. Ritter's expertise includes: International Strategy and Execution Leadership; P&L and Operations Management; Talent Management; Leadership Development; Transaction Support; Deal Structuring and Negotiations Investor, Analyst and Board Relations; Private Equity/Venture Capital Relations; Strategy Development & Scenario Planning; International Joint Ventures, Strategic Alliances, Mergers & Acquisitions Turnaround & Restructuring; Competitive Intelligence & Analysis; and Multinational Workforce Management. He holds both an MBA in Finance and a BS in Civil Engineering from Lehigh University in Bethlehem, Pennsylvania.

## **TIMOTHY E. RITZ**

### **OPERATIONS ADVISOR**

Tim Ritz has over 30 years' maritime experience spanning six of the seven seas, including 15 years at sea, and 20+ years ashore in various leadership positions. From 1987 to 2000, Tim was employed by Alcoa Steamship Company, the marine transportation arm of Alcoa, lastly as Manager of Bulk Trades. From 2001 to 2005 Tim was employed by BP Shipping (USA) initially as a Chartering Specialist and in 2003 he was named Regional Marine Superintendent Americas responsible for tanker operations and crisis management in the Western Hemisphere. In 2005 he managed the first Gulf of Mexico shuttle tanker operations. From 2006 to 2010 Tim was employed by BP North America in various operational assurance and commercial marine roles including Marine Operations Manager and Marine Performance Manager for the Gulf of Mexico Exploration and Production business unit and Marine Authority for BP Canada. Additionally, Tim acted as the Vessel Demobilization Program Manager for the Macondo Incident response fleet on behalf of BP in 2010. Since 2011 Tim has been actively representing Oil Majors managing offshore contractor HSSE for marine seismic exploration worldwide. Tim has extensive upstream and

downstream experience in marine operations, chartering and risk management, both foreign and domestic. He holds a Bachelor of Science in Marine Transportation Management from the State University of New York, is a graduate of the George Washington School of Business (Project Management) and maintains multiple USCG Licenses including Master and First Class Pilot Any Gross Tons.

## **CHARLES W. ROCKWELL (CHUCK)**

### **SENIOR ADVISOR**

Chuck Rockwell has more than 40 years of technical and management experience, which was gained across a diverse set of positions, companies and industries. He has lead significant projects and programs in manufacturing, automation, new product development, sales and service, higher education, health and safety and global ERP initiatives. He has demonstrated specific expertise in manufacturing engineering, project management, process improvement, organizational change management and training at respected companies, including Corning, GE and Cameron. He possesses a high level of proficiency at driving value through process improvements utilizing Lean, Six Sigma and change management and can easily interact at all levels within an organization. Mr. Rockwell earned a Master of Science, Management and Administrative Science in Organizational Behavior and Executive Coaching from the University of Texas, Dallas. He received his Bachelor of Science in Manufacturing Engineering Technology from Weber State University in Ogden, Utah.

## **GEORGE RODENBUSCH, PHD, PE**

### **SENIOR ADVISOR**

George Rodenbusch is a multifunctional professional with more than 35 years of experience in offshore oil and gas activities, including basic research in the analysis and design of floating systems and extensive experience evaluating, selecting, and delivering field development solutions for deepwater basins around the world. George's industry experience includes over 30 years with Shell. As Global Discipline Head for Offshore Engineering he was responsible for developing and maintaining the worldwide health of the offshore engineering disciplines in Shell including offshore structures, subsea systems, pipelines, metocean criteria, and coastal and onshore civil. He developed a benchmarking system for use in making deepwater production subsystem costs visible with the aim of driving down costs. He holds a PhD in Oceanographic Engineering from MIT and a Bachelor of Science and Masters in Mechanical Engineering from Rice University.

## **JIM RODGERS**

### **ADVISOR**

Jim Rodgers has developed an extensive history in the oil and gas industries with over 35 years of local and internationally challenging project initiatives. His management and leadership skills include all project aspects from innovative creation, AFE generations and approvals, budget and scheduling requirements, engineering, procurement, fabrication, installation, pre-commissioning, commissioning and startup while maintaining a focus on safety. He has vast technical experience and knowledge for installations of a variety of pipelines and flowlines, subsea trees and chokes, PLETs/PLEMs, UTAs, umbilicals, control systems including SEM's and control pods. He has a strong understanding and knowledge in production systems and interfaces with E&I and ESD systems. His experience includes projects in Africa, South America, Gulf of Mexico, Canada, North Sea, and Israel. Many of these are world class projects which required extensive client, vendor, and consultant interfacing to achieve successful, within budget and on time deliveries of

product. His understanding of the industry and comprehensive knowledge of technical and commercial challenges were instrumental in achieving successful business objectives and team leadership to fulfill client and project requirements.

## **RODOLFO RODRÍGUEZ**

### **OPERATIONS ADVISOR**

Rodolfo Rodriguez is a proven oil field professional with 30 years' experience in Project Management, business development and Contract Management as well as operations support for FPSOs, oil and gas process facilities, and the LPG industry. He has an excellent knowledge of the Oil and Gas Industry in Mexico, which includes significant experience in communicating and negotiating with PEMEX. He has carried out process studies for gas and oil treatment and associated facilities, as well as a leading HAZOP studies. Rodolfo has specific knowledge of the relevant National & International Standards and Codes for both the FPSO and LPG industry based on experience he gained in preparing and producing all necessary documentation for FPSO and LPG contracts in Mexico. He was part of the team who developed the conceptual design for the FPSO YUUM KAK NAAB, FPSO AYATSIL-TEKEL AND FPSO EWT for Pemex Exploration and Production in Mexico. His experience includes consultancy on EPC and FPSO-LPG projects, optimization of FPSO design for heavy and extra heavy crude oils, and evaluation of alternative configurations of equipment/process selections and operating parameters. He was responsible for the design and execution of the business strategies to develop new FPSO and LPG contracts for the Oil and Gas Industry of Mexico.

## **LAWRENCE ROGERS**

### **SENIOR ADVISOR**

Lawrence Rogers has over 43 years of experience of well logging experience, both for onshore and offshore operations. This includes conducting field logging operations, managing logging operations, interpretation of both open hole and cased hole logging results, both domestically and internationally, consulting with operators in the design of proper logging programs for evaluation, completion, and workover operations. He has been involved in developing applications for logging services, developing interpretation models for open and cased hole logs, and assisted in designing better field techniques and procedures, especially for pulsed neutron and cement evaluation services. He is also experienced in computer aided interpretations and has taught in the Schlumberger learning centers. Lawrence worked for Schlumberger for over 41 years before becoming a consultant. He received his Bachelor of Science in Mechanical Engineering from Lamar University in 1972 and has co-authored three SPWLA technical papers.

## **JOHN ROUSE**

### **PROJECT ADVISOR**

John Rouse has over 35 years' experience in the offshore drilling industry. He specializes in engineering management and project management. His additional areas of expertise include technical services management, construction projects (new construction, conversions, repairs, and upgrades), contracts and technical specifications, harsh environment/deepwater drill rig design, rules and regulations, cost estimates and budgets, shipyard evaluations, rig condition evaluations, bid proposals, vessel commissioning, and rig mobilizations. His previous industry experience includes seven years with Transocean and 18 years with Sonat Offshore Drilling.

## ARTIE RUDERMAN

### BUSINESS DEVELOPMENT

Artie Ruderman provides Business Development for Endeavor Management. Artie has a relatively short, but successful career in the offshore industry; most notably, he was responsible for developing \$1.5bn for Jurong Shipyard. Prior to entering the offshore industry, Artie owned and operated a design and manufacturing company that produced in-store signage to major retailers and brands. Artie credits the retail industry where the competitive drive and style of innovation necessary for developing brand awareness for enhancing his ability for developing business and securing contracts in the Offshore industry.

## HIREN SANGHRAJKA

### EXPERT ADVISOR

Hiren Sanghrajka has 30 years' experience in oil and gas industry gained in Oil Companies as well as Services companies performing senior advisory roles. International oil companies advised include Shell, BP, ExxonMobil, BG, Total, Chevron; national oil companies advised include Korea National Oil Co., PetroVietnam and Petronas. Accomplished in development of large projects from early stage assessment to execution stage including strategic planning, project management, commercial and advanced technical management. Acute awareness of cultural issues in an international business environment, with first-hand experience of developing and managing complex business relationships. Hiren is the founder of niche consulting company, Upstream Advisors based in London, United Kingdom. He holds a Bachelor of Science Hons – Chemical Engineering, AGCI – Imperial College, Kensington, London, United Kingdom.

## FRANCESCO SANTORO

### SENIOR ADVISOR

Francesco Santoro has 42 years of experience in the oil industry including technical and managerial positions with Petrobras and consulting activities for the Brazilian Petroleum Agency (ANP) and the Brazilian Ministry of Planning. Brazil. During his career he managed onshore facilities projects as well as engineering management of multi discipline projects. His capabilities include general management, technical marketing, business development, contract administration, preparation of bid documentation, evaluations, negotiations and country management for expat companies. Santoro taught "Industrial Piping Design" for over 31 years for corporate and university training programs. He is fluent in Portuguese, Italian and English and has a working knowledge of Spanish. Sent email request to confirm consent on 6/11.

## VICTOR SCHMIDT

### BUSINESS DEVELOPMENT MANAGER

Victor Schmidt has over 35 years' experience in the Oil & Gas Industry. He is a people-oriented, energy-industry technical specialist with recognized thought leadership and communication skills. He has written and edited for Offshore, World Oil, and OE magazines, tracking and reporting on global business trends, technology advances, and project development. His geoscience experience includes 16 years with Getty Oil, Texaco, and several smaller firms. His engineering technology knowledge, editing, writing, and marketing capabilities combine to deliver an expert skill set, focused on business development in the

global upstream industry. He earned a BS in Geology from the University of Florida and an MBA from the University of Houston.

## **GARY SHAW**

### **SENIOR CONSULTANT**

Gary Shaw has over 31 years in the oilfield with expertise formed in the technical and project management aspects of subsea production systems. Through his career, he has moved into multiple general and senior management positions, as well as product lines outside of the subsea segment. He is adept at commercial and technical bid review for major projects, market analysis for new product entry, product development structuring, qualification programs, vendor development and oversight - including outsourcing programs, competitor profiling, acquisition analysis and planning, and corporate restructuring. His previous industry experience includes 20 years with Vetco Gray, most recently as Senior Vice President.

## **MICKEY W. SHAW, PE**

### **PROJECT ADVISOR**

Mickey Shaw is a Seasoned Operations Executive with over 30 years of successful experience leading upstream energy operations for onshore and offshore projects. He has expertise managing lifecycle Production Operations including Construction, Facilities, Drilling and Completions. Mickey has demonstrated a proven ability to utilize first-hand knowledge of the business to effectively build and manage teams in planning and executing processes and projects. He is a flexible manager who navigates changing operational requirements through business growth, acquisition, restructuring and change scenarios. Mickey has also been nominated for multiple safety awards.

## **MICHAEL SHOOK**

### **EXECUTIVE VICE PRESIDENT**

Michael is an experience executive coach, change management consultant, and business strategy consultant. Prior to joining Endeavor, Michael worked at Shell Oil for 20 years in various Exploration and Production assignments, based in developing and implementing business and marketplace strategy and leading new technology commercialization. Michael currently leads both our oil and gas and our leadership development and coaching practices. He has worked in leadership and strategy development, coaching and alliance creation with many oil and gas operators and major service companies. Michael holds a Master's Degree in Business Administration from the University of Houston, where he graduated with Honors and 2nd in class standing. Michael also holds a BBA in Management from Texas Tech University. Michael is a certified Executive Coach, and certified in the Birkman Assessment, 360 performance feedback, change management and team leadership.

## **MARIO SIDRIM**

### **CONSULTANT**

Mario Sidrim has 31 years of experience in project management, infrastructure construction management, mechanical installations, facilities management, industrial assembly, logistics, cargo transport and storage operation, and intermodal transport operation. He has strong skills in leadership, great communication across all levels, flexibility, motivation, and orientation for results and objectivity. His major work has been centered in the oil and gas services and supply chain. He was the Project Manager

for the building of four shipyards that involved construction management, facilities and equipment management, infrastructure, procurement of diverse materials, and the overall startup of 1500 employees. He received a MBA in Business Management from the Rio de Janeiro Federal University and a Bachelor of Science in Mechanical Engineering from Gama Filho University. He is fluent in English with notions of French and Spanish.

## **AJAY SINGH**

### **SENIOR CONSULTANT**

Ajay Singh is a versatile, results oriented Executive with over 40 years of broad based experience in major Oil and Gas and Power Station Projects. Proven track record in the development, design, construction and commissioning of complex fast track international projects. Recognized for strong interpersonal communication and negotiation skills used to build consensus and resolve difficult issues. Dedicated team player and leader with the ability to motivate high levels of performance from others. Work experience on major projects in Australia, USA, Canada, China, Singapore, Nigeria and India. He is a citizen of Australia and holds a Bachelor of Civil Engineering from the University of Roorkee in Roorkee, India.

## **IAN STILL, CENG**

### **PROJECT ADVISOR**

Ian Still has over 30 years of subsea systems engineering experience in the hydrocarbon development and production processing industry, delivering in many of the global shallow and deepwater basins. Experienced SURF leader, managing concept identification and selection, design engineering, execution delivery, commissioning and start-up. Technical expertise in production, injection and processing systems engineering and assurance, integrating with subsurface, wells, facilities, operational disciplines and regulatory authorities to deliver solutions. Engineering team leader with strengths in technology development, systemic problem solving and adapting to changing business and technical environments. In his recent role as principal systems engineer with Shell International he held the office of Subsea Systems Technical Authority contributing and validating the portfolio of concept identification, definition and execute projects in Brazil, GoM, Nigeria, Malaysia and Australia. He was accountable for HPHT subsea hardware development, subsea processing technology programs, and held authority over corporate technical standards for subsea equipment in addition to serving on API sub-committees. He earned a Bachelor of Science, Honors in Engineering Technology from Robert Gordons University in Aberdeen, Scotland.

## **TOM STROUD**

### **SENIOR ADVISOR**

Tom Stroud has over 30 years of drilling and management experience in both the international and domestic oil and gas arena. His extensive global background includes the successful execution and management of drilling projects in Mexico, Venezuela, United Kingdom, Netherlands, Middle East, Southeast Asia, Africa, Canada, New Zealand and the Gulf of Mexico (deepwater). Tom was previously Vice President at Halliburton with responsibility for Directional Drilling and Logging While Drilling (LWD/MWD) products and services, a business that Tom was instrumental in spinning off from Halliburton as PathFinder Energy Services. Tom served as the first President of PathFinder. Tom holds a Bachelor of Science in Petroleum Engineering from the Louisiana State University, (1977) and is a member of Society of Petroleum Engineers and American Association of Drilling Engineers.



## **DR P. SUNDARARAMAN, PHD**

### **ADVISOR**

Dr. P. Sundararman has over 30 years of experience in the oil and gas industry as a geochemist and as a petrophysicist. He worked for 28 years with the international energy company, Chevron, and continues to consult with them and other national oil companies such as KOC and Pemex on projects in the United States, Canada, Nigeria, Angola, Kuwait and Mexico. His petrophysical experience is both in clastics and carbonate reservoirs. His expertise includes providing petrophysical input to reservoir model, putting together cost-effective logging programs and negotiating logging contracts. As a geochemist his expertise includes application of geochemistry in exploration and production problems. He is an experienced multidisciplinary team member and has proven strengths in creative problem solving, communication and training. Dr. Sundararaman holds a Ph.D. in Organic Chemistry from Florida State University.

## **TIM SWENK**

### **ADVISOR – PROJECT MANAGEMENT**

Tim Swenk has over 35 years of comprehensive experience in the engineering and construction industry with many years of experience with both McDermott and Fluor. He held significant project management and business leadership roles in companies leading Oil and Gas industry capital projects in a variety of international locations. As executive leader, he was instrumental in developing and implementing key business and project strategies directly contributing to margin growth. His active engagement in client and partner relationships led to successful achievement of project goals. As a member of multi-cultural teams, Tim has a keen appreciation of development of organizations and people through active involvement in the enterprise project management work process implementation and talent growth globally. Tim completed the Thunderbird Executive Management program. He holds Bachelors of Science in both Structural and Civil Engineering from Cornell University in Ithaca, New York.

## **LELAND E. TATE**

### **SENIOR ADVISOR**

Leland Tate is an energetic, results-oriented leader with record of solving commercial and operational challenges in the United States and overseas. He has extensive experience in building and leading international and multi-cultural organizations to monetize complex projects with expertise in production sharing contracts, equity determinations, co-owner and other stake-holder negotiations. His leadership roles in the oil & gas industry include extensive contract negotiations with national oil companies in Algeria, Indonesia, Israel, the Netherlands, Tunisia and the United Kingdom. A few of his career highlights include key management roles: in an aggressive deepwater Gulf of Mexico company that deployed the world's first tri-column floating deepwater production and drilling system; in the planning and startup of three major Alaska fields: Prudhoe Bay, Kuparuk and Lisburne; and in the implementation of \$300 million total annual exploration programs in the Far East, Middle East, North Sea, SE Asia, and South America.

## **LAWRENCE TEBBOTH**

### **SENIOR CONSULTANT**

Lawrence Tebboth is an Engineer with 40 years of all-round international pipeline and facilities experience in the Oil and Gas industry. Capable of leading multidiscipline teams to produce engineering designs for major pipeline projects, or individually undertaking small studies. Particular skill in flow assurance

modeling and application to pipeline system design. Has delivered conceptual design, feasibility studies, front end & detailed engineering, commissioning, integrity, operation, component development and renewal projects for onshore, and offshore shallow and deepwater, oil and gas pipelines in the UK, Europe, USA, Middle & Far East, North Africa, and Caspian. Familiar with major international pipeline codes and standards, together with specific country and “owner” regulations. Able to grasp and analyze issues rapidly, formulate action plans, deliver and implement solutions. Combines practical engineering skills with theory and team leadership. Mr. Tebboth holds a Master of Chemical Engineering / Natural Sciences – United Kingdom.

## **DANNIE R. TEEL, PE**

### **OPERATIONS ADVISOR**

Dannie Teel has over 35 years of both hands-on and management experience in projects, operations manufacturing and engineering within Offshore Oil & Gas industry. He generates positive delivery and financial results in challenging environments while focusing on teamwork, direct communications and improving customer satisfaction, both internally and externally. He is an assertive business leader with proven track record as collaborative problem solver who uses project management strengths, financial assessment skills, manufacturing experience and engineering judgment to achieve desired results. His project engineering and management skills include subsea equipment, hydraulics, cost analysis and control, forecasting, mentoring, team building and strategic and operational planning. In addition to his B.S. in Mechanical Engineering from Texas A&M University, he has attained professional development in Six Sigma Black Belt Training and Certification, Lean Manufacturing, and various Leadership and Project Management advanced certifications.

## **ADRIEN TERRANY**

### **CONSTRUCTION ADVISOR**

Adrien Terrany has more than 25 years of experience in the Offshore Petroleum Industry with expertise in the following areas: Research and Development, Engineering (Structures, Pipelines and soil), Methods / Installations, Onshore and Offshore Operations, Deep water installations, Subcontract Management, Engineering Management and Project Management. He has worked for GSP Offshore, EMAS AMC, McDermott International, Flour, SBM-Imodco, and Stolt Offshore in various projects worldwide, from conceptual studies, Pre-FEED, Detailed Engineering, Construction, Installation, to Hook Up and Commissioning, are related to FPSOs, FSOs, Buoys, Fixed Platforms, Jetties, Offshore Wind Farms, Pipelines, Emissaries, Subsea Cables, Umbilical and Subsea Equipment, Rigid Reel lay, Reel Pipe Lay system fabrication. He holds a Master of Science in Steel Construction from the Centre des Hautes Etudes de la Construction in Paris, France. He holds a Bachelor of Physics in Solid Materials from the University of Jussieu in Paris, France.

## **JAN P. TESTARMATA**

### **SENIOR CONSULTANT**

Jan Testarmata is a dynamic cross-functional executive with a unique global pedigree. This multilingual and culturally competent senior leader gained early global exposure through her expatriate ARAMCO childhood in Saudi Arabia. Repeatedly sought after as a change agent capable of driving high-profile transformations impacting operations in >50 countries, At Sun Microsystems, Jan spearheaded 3 organizational redesigns that strengthened performance for 12 straight quarters, averted the loss of \$29B

in sales, and generated \$400M in revenue in 3 years. As a systems thinker and complex problem-solver adept in creating global operational models, Jan Testarmata is a decisive, direct, and engaging leader and diversity champion. As an independent consultant, Jan has worked on a diverse set of technology company engagements that span the maturity and complexity range from 10-employee start up to public company. She has basic working fluency in French and Italian as well as limited familiarity with Arabic. Jan began her career as a Structural Engineer at Rockwell International's Space Systems Division. Ms. Testarmata holds a MBA, Marshall School of Business, University of Southern California, Los Angeles, California. She earned a Master and Bachelor of Engineering in Structural Engineering from Cornell University, Ithaca, New York.

## **BARBARA L. THOMPSON, PE**

### **BUSINESS DEVELOPMENT ADVISOR**

Ms. Thompson has 36 years of experience in the oil & gas industry including design, project management, business unit leader, business development and strategy. Her most recent experience involved the strategy and creation of a subsea engineering consultancy and then leading all business development efforts to include client identification, messaging, presentations, proposals, contract negotiations and investor relations. She is currently enrolled in the Masters of Data Analytics curriculum at Texas A&M University with a goal to lead strategy and implementation of Digital and Big Data transformations for clients. Within her roles in Business Development and Strategy Creation, Ms. Thompson was responsible for acquiring and analyzing industry trends, customer feedback, R&D planning, and new product roll-outs. Her business development experience includes account management; she had initiated the first large account for ABB Lummus Global to acquire a long-term business relationship with ExxonMobil Development Company and ABB Lummus Global for Upstream Business. She also managed the Global Account relationship between Chevron and Acergy. She had P&L responsibility at Acergy (Stolt Offshore), Jacobs Engineering and Aker Solutions, managing both technical teams and project managers. She has a thorough knowledge of engineering design and has been an active participant in project teams. Ms. Thompson holds a Bachelor of Science in Ocean Engineering from Texas A&M University, College Station, Texas and completed a Corporate Leadership course at Ashridge Business School, United Kingdom.

## **RICHARD THOMPSON**

### **ADVISOR**

Richard Thompson has over 30 years' experience in both onshore and offshore management positions. These roles included a significant amount of experience in reservoir engineering which included reserve determination and evaluation for heavy oil fields in Alberta, miscible gas flooding in Alberta and West Texas, and recoverable reserves for oil fields in Russia. He also has significant experience in production engineering that included the operation and optimization of gas plants in Alberta and West Texas. His roles also included design and construction of FPSOs as well as significant experience with the management and operation of floating production units in West Africa, Western Australia, South East Asia and Gulf of Mexico. He also has experience with the marketing and manufacture of specialized ROV tooling and subsea equipment to support flow assurance of deepwater pipelines and facilities. He joined Endeavor in 2013 and has consulted on multiple FPSO projects for Pemex. He holds a Master of Business Administration in Finance from the University of Houston and two Bachelor degrees from the University of Saskatchewan, in Geological Engineering and Geology.

## STEVE TOMLINSON

### DIRECTOR

Steve Tomlinson has over 39 years of technical and management experience in all aspects of manufacturing operations. He has held significant positions in all functions of operations including shop operations, manufacturing engineering, supply chain, logistics, quality / health and safety, business process improvement and multi plant global operations in a variety of corporate structures. This experience has been gained in industries as varied as defense systems, rail control / braking systems, hydraulics, power generation, hybrid integrated circuits, diesel engine manufacturing, power generation and oil and gas flow control. Mr. Tomlinson has also owned his own manufacturing consulting firm. Steve has an MBA from Rensselaer Polytechnic Institute, a Bachelor of Science (Industrial Technology) from SUNY Buffalo State College and an AAS in Mechanical Technology from SUNY Farmingdale. He is a GE certified Six Sigma Master Black Belt, and an APICS Certified Supply Chain Professional.

## RONALD N. TUCKER

### TECHNOLOGY DEVELOPMENT ADVISOR

Mr. Tucker is a Specialist in Product and Business Development spanning the oil and gas (ultra-deepwater pipelines and subsea), nanotechnology, and consumer product industries. Over 20 years, he has specialized in development of new products and processes that significantly increase value to his customers. Mr. Tucker has built successful relationships with clients by commercializing innovations that understand the customer's technical, quality, and commercial expectations. He earned a Master in Business Administration with Honors from the University of Nyenrode in Breukelen, The Netherlands and a MBA from University of Rochester, in Rochester, New York. He earned a Bachelor's in Mechanical Engineering from Michigan State University in East Lansing, Michigan.

## DAVID TUTUREA

### SENIOR CONSULTANT

David Tuturea has 41 years engineering and management experience related to global oil and gas developments. This includes lead and management positions on major offshore and onshore projects in the North Sea, Asia, US and Canada with Brown and Root (now KBR) and ConocoPhillips. He has been involved in all phases of oil and gas developments from concept selection to start-up and hand-over to operations. David's experience includes frontier development concepts such as tension leg platforms, subsea storage systems, offshore Arctic production and transportation infrastructure, floating production systems and in-situ tar sands production.

## W.R. (BERT) ULBRICHT, PE

### SENIOR ADVISOR

Bert Ulbricht is a retired Civil/Structural Engineer with 38 years of Project Management and Engineering experience in the design, fabrication, installation and hook-up of floating offshore drilling and production facilities. Extensive hands-on experience executing challenging petroleum industry mega-projects worldwide. His major career accomplishments include: Project Manager for multi-million-dollar upgrades to Mobile Offshore Drilling Units; Installation Team Lead for the installation of multi-billion-dollar Tension Leg Platforms and the world's largest Spar in water depths over 4000 feet; and Team Lead coordinating offshore activities related to the installation and hook-up of multi-billion-dollar floating production

systems and the world's deepest spar production platform in water depths over 8000 feet. He earned his Bachelor of Science in Civil Engineering, Magna Cum Laude, from Texas A&M University.

## **CHARLES (CHARLIE) R. URSELL, III**

### **CONSTRUCTION ADVISOR**

Charlie Ursell is a professional in the project environment with over 40 years domestic and international experience in home office and field project services, planning, scheduling, cost control, earned value progress measurement, risk assessment, project administration and contract compliance including analysis, reporting and results presentation for major capital projects. He worked on LNG Liquefaction facilities, LNG receiving terminals, subsea installations, hydrocarbon pipeline and process plant engineering and construction of onshore and offshore structures from owner's perspective from pre-FEED and FEED, sanctioning through fabrication, installation, commissioning and start-up. Experienced in litigation claim support for owner/partners. Mr. Ursell holds a MBA in Management and Marketing and a BS in Mechanical Engineering, both from Texas A&M University, College Station, Texas.

## **ANDRÉ BAREND VAN NIEKERK**

### **SENIOR CONSULTANT**

André has over 35 years' experience in offshore drilling and production activities. He has been involved in most aspects of oil field technology and operations, primarily in management positions. This includes significant experience in evaluating and providing field development solutions, based on floating production systems and subsea production equipment. As a member of South Africa's first oil production project team, he investigated the acquisition of a suitable platform for conversion to a floating production facility and helped develop the concept of storing crude in the footings of a converted semisubmersible drilling rig—the world's first. André is experienced in the areas of strategy development, organizational change/development, decision analysis, and in technical areas such as field development planning and operational improvement. He has broad management experiences including being CEO of a Nigerian logistics base for offshore oil and gas operations. André received a Bachelor of Science and Bachelor of Engineering in Civil Engineering from the University of Stellenbosch, South Africa. Further, he received a Bachelor of Science with Honors in Energy Studies from Rand Afrikaans University, South Africa.

## **MARTIN J. VAN SICKELS**

### **SENIOR ADVISOR**

Martin Van Sickels is an accomplished professional with 50 years' experience in the engineering and construction industry. He is a hands-on manager with strong bottom line focus. He maintains strong customer focus and excellent negotiating and listening skills. Martin has extensive experience in the management, marketing, and evaluation, development and sale of all aspects of technology and engineering services. His high-level experiences include: project executive sponsor, strategic and business plan development, accomplished mentoring skills with good instincts for identifying top talent, ability to attract and retain talented people with diversified backgrounds. Martin maintains high personal standards and leads by example.

## MILTON VASQUEZ

### SENIOR ADVISOR

Milton Vasquez is a highly motivated deepwater drilling engineer with broad experience in the planning and execution of complex HTHP wells in a variety of drilling environments, specifically in ultra-deepwater Gulf of Mexico. He has over 35 years of experience in the planning and design engineering work, budgeting, forecasting, and executing of exploratory and development wells for four major Operators in the USA. His experience covers platform, jack-up, semi-submersible (anchored and DP), and drillship drilling rigs: Gulf of Mexico, Mediterranean Sea, Gulf of Benin (W. Africa), South China Sea (Con Son Basin), and land operations in the drilling and completion of horizontal wells in multi-well pad locations in Venezuela and extensive well program in Chad Central Africa. He has strong engineering and project management skills, is an effective Team player involving supporting disciplines i.e. Land, exploration, reservoir, production, regulatory. He has demonstrated ability to work under high time demands while seeking consensus to solve technical and meeting operational challenges. He is very safety and cost conscious and strives to deliver the best value possible at all times. Mr. Vasquez earned a Master of Science in Petroleum Engineering and a Bachelor of Science in Mechanical Engineering from the University of Tulsa.

## EARL VERDIN

### CONSTRUCTION ADVISOR

Earl Verdin has over 30 years' experience in the Oil & Gas Industry. His experience ranges from land surveying, estimating, fabrication yard facilities engineering, project engineering and project management. He has been part of and led teams involving fixed and floating structures (Spar and Mindoc Spars) with expertise in Steel Wire and Synthetic Mooring. He has also been involved with various heavy lifts and pipelines. He has worked on salvages on the US GOM Shelf and also been involved with a FEED Study to salvage the NW Hutton Platform in the North Sea. Earl has executed projects and studies located on the California Coast, Tunisia, North Sea, Mexico and US GOM. He is also an OTC paper Co-Author for the Oryx Neptune Spar Installation. He holds a BS in Petroleum Engineering Technology from Nicholls State University.

## VINCE VETTER

### PROJECT ADVISOR

Vince Vetter is an experienced executive leader with over 35 years' experience. He has expertise in subsea production systems as well as hands-on experience with the design and installation of subsea equipment, drilling tools and systems, pumps, valves and oilfield tubulars. His roles include senior management of departments of subsea and marine pipeline systems including responsibility for both engineering and project management. His capabilities in field development include planning of offshore deepwater and marginal fields with emphasis on subsea and floating production system applications. He has worked in Australia and New Zealand.



## SHAWN E. VINCENT

### SENIOR ADVISOR

Shawn Vincent has 20 years of drilling experience in both the international and domestic oil and gas industry with significant deepwater experience in the Gulf of Mexico. His global background includes drilling projects executed in Mexico, Brazil, Trinidad, Angola, Wyoming, Cameroon, Gabon, Sierra Leone, Mozambique and the Gulf of Mexico. Shawn has worked in engineering and field supervisory positions on land, shelf and deepwater projects for oil majors (BP, Shell), independents (Addax, Anadarko), and service companies (Triton Engineering). He holds a Bachelor of Science in Mechanical Engineering from the University of Texas at Austin.

## JAMES P. WAKEFIELD

### SENIOR ADVISOR

Jim Wakefield has over 34 years' experience in the oil and gas industry. He brings senior level expertise to projects including strategic planning, offshore subsea development, engineering and operational support, production management, and project evaluation. Operations engaged range from well completion/workovers, normal and abnormal pressure frac-packs, HPHT completions, subsea completions and international drilling. He has worked on rigs such as land, platform, semisubmersibles and drillships in water depths up to 2800 m. Jim's vast international involvement has been in Algeria, Australia, Columbia, Cote d'Ivoire, Gulf of Mexico - United States, Kurdistan, Malaysia, New Zealand, Nigeria, and Tunisia. Mr. Wakefield is a registered Professional Engineer in Louisiana and received a Bachelor of Science in Petroleum Engineering from the Colorado School of Mines.

## CARL MICHAEL WEBB III

### PROJECT ADVISOR

Carl Webb has 41 years' experience in the offshore engineering industry. His direct experience on numerous ultra-deep water mega-projects spans the concept development, front-end engineering, detailed design and fabrication, installation, and commissioning phases. Specific project experience over the last 28 years includes this concept-through-commissioning role over several years each on four TLPs, one Spar, and three FPSO projects. The most recent FPSO project was the Stones disconnectable FPSO, where Carl held the position of Mooring, Turret, and Installation Lead for Shell. As a consultant, Carl's primary focus has been the technical aspects of deep water projects, more specifically related to tendon and mooring systems, installation engineering and execution, turret systems, and offshore coordination team lead. He is fluent in Portuguese and is semi-fluent in Spanish and French. Carl holds both a Master and Bachelor of Science in Mechanical Engineering from the University of Houston.

## EDWARD V. WEDIN

### SENIOR ADVISOR

Ed Wedin is a recently retired Procurement Professional, with more than forty-five years of experience in Supply Chain Management and Manufacturing Management. Ed has managed the procurement, commercial activities and manufacturing for international businesses engaged in the development of oil and gas reserves. Locations include both offshore and onshore operations in the domestic and international markets. He has had total procurement responsibilities for project ranging in size to \$1 billion. As a degreed Mechanical Engineer (BSME LSU, 1970) Ed is able to speak to engineers in their

language, particularly regarding strength of materials, materials selection and weldability issues. Ed serves on the Board of Directors of a national non-profit organization where he is the Finance Chairman. He is registered with three international consultancies as an expert in Offshore Oil and Gas equipment procurement.

## **JOSEPH WHITE**

### **PROJECT ADVISOR**

Joe White has over 30 years of hands-on technical support and engineering design experience, obtained while serving on the technical staff of vessel owners and operators. This has included modifying and upgrading existing vessels for ever-increasing water depths and challenging environments to maintain and continue offshore oil & gas drilling and production operations. Joe also participated in new design and construction programs, modifying vessels for utilization in production operations, and maintaining regulatory compliance approval for a fleet of vessels.

## **DR. ANDREW J. WOLFORD**

### **SENIOR ADVISOR**

Dr. Andrew Wolford is an accomplished risk analyst, having worked in the field of industrial risk assessment for over 29 years. He specializes in risk-informed approaches to technology issues in the production, energy and power industries. He has directed risk applications on a diverse range of engineered systems including offshore and onshore oil and gas installations, mobile offshore drilling units, marine and land-based transportation systems, chemical and nuclear fuel processing plants, nuclear power and test reactors, and the Space Shuttle. He is known for his facilitation skills and his ability to communicate risk concepts in clear and understandable terms in his consultancy with BP, Chevron, Department of Energy and Shell International to name a few. He holds a Doctor of Science in Nuclear Engineering from Massachusetts Institute of Technology (MIT), a Bachelor of Nuclear Engineering from Georgia Institute of Technology, and a Bachelor of Physics from Wittenberg University.

## **PETE WORMAN**

### **SENIOR CONSULTANT**

Pete Worman has 30 years of engineering, management, and operations experience in the upstream oil & gas, light industrial and aeronautical industries, of which sixteen years were direct oil industry experience and 14 years were in U.S. Government service. He is currently, Senior Vice President of SURF for a global engineering consulting company. His previous experience includes: General Manager, responsible for a large team with numerous projects and clients, managing various Subsea scopes for a major energy industry services company; Vice President of Engineering for a major oil field products and services company; Leader of a worldwide specialized group of Subsea engineers for Chevron; Subsea Project Manager for a \$650 million major capital project for Chevron; and Subsea Controls System Engineer and Project Manager for a record breaking deepwater Gulf of Mexico development for BP.

## **TOSHIKATSU YAMADA**

### **CONSTRUCTION CONSULTANT**

Toshikatsu Yamada is Naval Engineer with 45 years' experience in Shipbuilding and Offshore O&G Drilling and Production Units Construction. He had worked for major shipyards in Brazil as Construction Project Coordinator (EPC), Project Director which included direct participation in the design and construction of the shipyard for Estaleiro Atlantico Sul, Techint and Ecovix Shipyard. He has solid experience in Project Management in projects of over billion US dollars, with expertise in all disciplines such as: detail engineering, planning, fabrication and assembly, contracts administration and cost control. He has technical and commercial relationships with several Japanese, European, Chinese and Singaporean Shipyards and Equipment Manufacturers.

## **WILLIAM Y. ZAKROFF**

### **SENIOR ADVISOR**

William Zakroff ("Zak") has been a management consultant for over 35 years specializing in strategic assessments, business planning, and special projects for a broad range of industrial clients. He has accumulated considerable expertise in a number of sectors including: marine construction and installation services, oil and gas exploration and production, oilfield equipment and services, pipelines, power generation, renewable energy systems, specialty chemicals, specialty materials, subsea technologies, and telecom services. Clients have included: ABB Vetco Gray, BP, Canyon Offshore, Daniel, FMC, Hydril, PetroCom, Stewart & Stevenson, Vaalco Energy, Valmont Industries, and Weatherford International. Zak has also provided advisory services on private equity transactions and has been co-founder on a number of tech ventures. He is on the Advisory Board of Ingenero, a Mumbai based engineering company serving the global petrochemical industry, and for eight years was a Non-Executive Director on the Board of Hardide plc, a carbide coatings firm traded on the London Stock Exchange. Zak began his career in the Engineered Materials Group of the General Electric Company where he became general manager of a ceramics venture he led from lab scale to full commercial production. He was formerly manager of business development in a GE unit that was the world's largest manufacturer of carbide and diamond materials for drill bits where he established JVs in Japan and South Africa, evaluated acquisitions, and directed plant expansions. Mr. Zakroff received an MBA with Distinction from Northwestern University and a BS in Chemistry from the University of New Mexico.

## **TED ZALESKI**

### **SENIOR ADVISOR**

Ted Zaleski has over 32 years of oilfield service company and E&P experience. He has extensive knowledge and experience in drilling and his previous tenure with Baker Hughes, Inc. includes Vice President of Engineering for Hughes Christensen and Vice President of R&D for Hughes Tool Company. He has traveled extensively and made customer contacts in most oil producing areas around the world.

## **TRAVIS ZIEBRO**

### **OPERATIONS ADVISOR**

Travis Ziebro has 15 years of engineering and management experience in all aspects of manufacturing operations. He has held Director level positions in plant management, engineering, and project management. Travis' range of experience spans from small startups to private equity backed enterprises and Fortune 500 publicly traded companies. While Travis' primary industry of focus is large scale, custom manufacturing, he has also led operations for a consumer-focused retail provider. Mr. Ziebro earned a Master of Business Administration from University of Houston-Bauer with a certificate in Energy Value Chain. He holds a Bachelor of Science, Mechanical Engineering from Texas A&M University, College Station, Texas. Travis is GE certified Six Sigma Green Belt and a Course Instructor at Petrolessons.com.

## **CHARLES-ALEXANDRE ZIMMERMANN**

### **SENIOR ADVISOR**

Charles Zimmermann is an Upstream Oil and Gas operations and projects leader, with 17 years' experience in expanding project leadership roles with the supermajor BP, working across five global regions. Mr. Zimmermann has a proven track record of delivery of competitive capital projects of up to \$10bn value with a bias to optimize for value and execute with predictability. He has natural organizational capabilities and substantial experience working collaboratively with national governments, contractors and international oil and gas companies. Mr. Zimmermann's skills include: Oil and Gas Upstream Operations, Major Projects Planning and Execution, Business Development and Strategy; Financial Planning and Investments, Investors Relations, Supply Chain Management, Project Controls; Front End Loading (FEL), Deepwater Technology; Floating Systems and Subsea Engineering, Risk and Quality Management, Construction and Commissioning; Organizational Capability, Multicultural Experience and Languages (French (native), English (fluent), Portuguese). He holds a MS in Ocean Engineering, summa cum laude, from Texas A&M University, College Station, Texas and a MS in Civil Engineering, summa cum laude, from Ecole Speciale des Travaux Publics (ESTP), Paris, France.