

20+ Years of Operational Leadership: A Detailed Breakdown of Capabilities & Results

Beyond my core service operations expertise, here's the full breadth of operational challenges I've solved across industries and functions.

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Financial Engineering & Cost Containment

- **Facility Overhead Reduction:** Analyzed leasing structures and executed physical operations relocation, securing a structural overhead reduction of **\$5,000 per month** in fixed recurring costs.
- **Debt Restructuring & Capital Optimization:** Diagnosed and restructured toxic post-recession corporate debt into low-rate vehicles, eliminating liabilities rapidly and saving **\$7,500 annually** in pure interest expense.
- **Insurance Risk Analysis:** Conducted granular analysis of regional workers' compensation sector data, class codes, and historical claims to renegotiate premiums, achieving a permanent **60% reduction** in workers' comp overhead.
- **Margin & Price Elasticity Modeling:** Developed and deployed predictive regression models analyzing demand, CPI, and localized competitor density to implement strategic price adjustments, yielding **margin increases exceeding 20%** with a statistically zero client attrition rate.
- **Cost of Goods Sold (COGS) Auditing:** Engineered precise kilowatt-hour (kWh) electrical service equipment audits and perishable supply consumption metrics to isolate and eliminate waste directly impacting gross margins.
- **Cash Flow Infrastructure:** Directed full P&L oversight, annual budgeting, and automated monthly reporting pipelines across decentralized multi-site footprints.

Technology, Automation & ERP Architecture

- **Proprietary ERP System Design:** Architected and engineered a unified enterprise resource planning system integrating multi-site operations, CRM, POS, payroll, and automated reporting—eliminating data silos and creating single-source truth across the organization.
- **Reporting Bottleneck Elimination:** Designed automated reporting infrastructure and data pipelines that eliminated manual administrative compilation, reducing executive reporting effort by 30 hours per month (360 hours/year).
- **Software Capital Cost Avoidance:** Engineered custom in-house bookkeeping and data management systems, generating \$31,000 in total cost avoidance compared to off-the-shelf commercial platforms over a 10-year period.
- **Digital Field Transformation:** Designed and deployed a contactless, cloud-based customer portal, transitioning communications from 100% landline to 85%+ automated chat/text workflows and online processing.

- **Automated Loss Prevention Analytics:** Developed data analysis systems to track historical shrink patterns, isolating root causes and enforcing structural loss prevention strategies.

Subcontractor, Legal & High-Stakes Negotiations

- **Institutional B2B Business Development:** Formulated, pitched, and closed agreements with two major institutional networks, contributing directly to **20% of annual firm revenue**.
- **Legal & Compliance Design:** Drafted the foundational legal contracts, operating procedures, and strict regulatory compliance manuals for independent contractors (ICs) and employees, successfully passing the scrutiny of rigid institutional legal boards.
- **Global Vendor Vetting & Procurement:** Conducted rigorous quality control and vendor compliance audits on manufacturers across North America and Europe, enabling the company to scale from single-operator fabrication to a capable multi-shop operation. This quality infrastructure was critical to successfully designing and testing complex machinery for the world's largest wastewater treatment facility at the time, ensuring flawless operation upon installation.
- **Commercial Real Estate Acquisitions:** Conducted thorough financial viability and demographic analyses to negotiate and structure **4 commercial real estate leases**, mitigating long-term occupancy exposure.
- **International Technical Coordination:** Led a multi-disciplinary design and engineering team spanning Australia and the United Kingdom to manufacture complex machinery for the world's largest wastewater treatment facility at the time in Bangkok, Thailand, delivering the project on time and within strict budgetary limits.

Multi-Site Operations & Workforce Scaling

- **Decentralized Footprint Expansion:** Spearheaded the physical expansion of operations from 1 to 3 locations, establishing a hub-and-spoke model where satellite facilities reached projected revenue targets within **3 months of opening**.
- **Remote Workforce Infrastructure:** Designed a remote workflow architecture allowing satellite divisions to operate purely with field-level practitioners, centralizing 100% of administrative and financial transactions to the corporate headquarters.
- **Adhocracy Talent Development:** Over 20+ years leading multi-location service operations, recruited, trained, and mentored 150+ employees and executive General Managers to operational independence. Specifically developed six General Managers to full autonomy within 6-16 weeks, establishing a culture of empowerment and ownership.
- **Turnover Mitigation:** Developed and instituted merit-based compensation and incentive packages tied to performance KPIs, successfully **lowering workforce turnover by 15%**.
- **Crisis Management & Resilience:** Steered a multi-site organization through **3 distinct macroeconomic recessions/downturns**, successfully restructuring operations each time to emerge with leaner infrastructure and improved margins.

Heavy Industry, Logistics & Technical Foundation

- **Fleet Operations:** 10 years with a trucking company contracted to Shell Oil Company for fuel logistics. Progressed from hazmat driver to lead dispatcher, coordinating multi-vehicle fleets, DOT/hazmat compliance, and team scheduling under strict regulatory mandates.
- **Industrial Facility Ownership:** Owned and operated a **sheet metal manufacturing and fabrication company for 5 years**, directing raw material procurement, job costing, shop floor safety, and capital equipment depreciation.
- **Heavy Civil Infrastructure Engineering:** Conducted rigorous structural calculations (load, beam deflection, and seismicity metrics) and vendor product compliance tracking for multi-million-dollar municipal wastewater facilities.
- **Federal & Military Client Relations:** Managed complex design element coordination and technical project alignment directly interfacing with upper-level command personnel within the **United States Navy**.