

## **Lloyd L. Piper, II, PE, BCEE**

Mr. Piper provides senior-level consulting on program and project management, Federal and private sector proposals for major projects, management reviews, customer satisfaction surveys, site operations, cleanup projects, existing contract administration, nuclear and hazardous waste, short-term assignments, and negotiations assistance.

### **EXPERIENCE HIGHLIGHTS**

Over forty years of experience in program and project management, contracting, environmental management, executive management, and management consulting. From 1986 to 2007, executive level experience in environmental management, environmental restoration, and executive management in the private sector and for the U.S. Department of Energy (DOE) in nuclear and hazardous waste including procurement, contract administration, site operations, transportation, infrastructure, waste processing, and waste disposal. Background also includes senior management responsibilities in design-procure-construct capital project management, major contract procurement, contract administration, negotiations, and litigation support. Direct experience as the contractor and as the “owner” receiving services provided by contractors. Significant experience in the Federal government and the environmental, energy, engineering and construction, oil and gas, chemical processing, hydrocarbon processing, and utility industries. Recognized nationally for contributions to the engineering profession.

### **PRIMARY CONSULTING AREAS**

**Program and Project Management:** contractor and owner perspectives on design-build, engineering, or construction capital projects for processing facilities, waste management, and infrastructure; environmental remediation projects, project reporting, cost and schedule management, project reviews, project recovery strategies and implementation

**Federal and Private Sector Procurement for Major Projects:** owner and contractor perspectives on contracting strategies to obtain prime contractors or subcontractors, technical and project management strategies for projects, preparation and review of requests for proposals, preparation and review of contractor’s bids to owners/primes, preparation for contractor oral presentations, assistance in contract negotiations, contract transition and contract administration after award, review of change orders

**Management Reviews** using teams or an inexpensive, low-key, non-threatening, one person approach focused on “how to improve” by reviewing relevant documents, interviewing appropriate personnel, and observing significant work evolutions or meetings

**Customer Satisfaction Surveys:** perform third party interviews of customer's senior personnel and key personnel in major performance areas (e.g. project level, procurement, regulatory, quality assurance, safety and health) on the project's performance, contractor personnel, best practices, areas needing improvement, project communications, and unresolved project issues

**Site Operations and/or Cleanup Projects:** project management reviews, baselines, budgets, baseline change requests, earned value system review for cost and schedule, applying project management principles to ongoing operations, performance metrics and project reporting, performance reviews, project interfaces, client relations improvement, regulatory relations improvement, technical support for litigation, improvement in safety and health workplace attitudes and results, process simplification and cost effectiveness improvement through employee participation

**Existing Contract Administration:** reviews of key technical plans and deliverables, review significant contract change requests, review and assist in negotiation of fee/incentive change requests, award fee performance plans and performance self-assessment submittals, avoidance of formal requests for equitable adjustment; preparation, review, and assistance in negotiation of necessary equitable adjustments; subcontractor procurement, management, and oversight

**Nuclear and Hazardous Waste:** owner and contractor perspectives on operations, infrastructure, waste processing, waste management, permitting/permit modification, environmental restoration, facility decommissioning and demolition, underground nuclear waste disposal in a deep geologic formation

**Short-term Assignments:** perform tasks or projects that need to be done but no senior staff resources have the necessary background or can be made available to do them

**"Goodwill" Negotiations Assistance:** achieving successful outcomes without destroying relationships: contracting, contract changes, fee/incentive changes, requests for equitable contract adjustments, regulatory negotiations on permits, fines and penalties, and compliance orders

**Coaching** senior management and project managers in specific areas to improve results

## **PROFESSIONAL EXPERIENCE**

**2009 – Present Longenecker & Associates, Inc.** Executive Consultant and Senior Associate

**2007 – Present Piper & Associates, LLC**

Manager of Piper & Associates, LLC, a small business providing management consulting specializing in client service and a commitment to excellence in performance, cost and schedule.

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**1995-2007 U. S. Department of Energy (DOE)**

Over twelve years in senior executive service positions in Environmental Management (EM), including service as the Deputy Manager of the Richland Operations Office (RL). In that position served as the Chief Operating Officer for the entire Hanford site including the high-level nuclear waste operations that later became the DOE Office of River Protection and the Pacific Northwest National Laboratory. The total DOE budget at Hanford exceeded \$2 Billion per year. Served as the RL lead for contractor fee negotiations and evaluations. Contract types included a Management and Operating contract converted to performance based fee incentives, an Environmental Restoration Management Contract, a Management and Integration contract with all fee being quantitative performance based incentives, and a national laboratory contract with award fee incentives. In 2003, transferred to the Carlsbad Field Office (CBFO) to become its Deputy Manager and Chief Operating Officer. Served as the CBFO lead for contract fee negotiations and evaluations. CBFO was responsible for the DOE National Transuranic (TRU) Waste Program, which included operation of the nation's only deep geologic nuclear waste disposal site, the Waste Isolation Pilot Plant (WIPP), transportation networks and transportation contracts to move the TRU waste from generator and storage sites around the nation to WIPP, and the provision of TRU waste services by the WIPP contractor at various sites around the country. During the period, safety performance improved while overall production throughput increased and remote-handled (RH) TRU waste operations were successfully started up with RH shipments increasing to five per week.

**1986-1995 Chemical Waste Management, Inc. (CWM)**

During this period, CWM was a publically traded company that was a subsidiary of Waste Management, Inc. of Oak Brook, Illinois. CWM grew to become the world's largest environmental services firm with over \$2 Billion in annual revenue. Final assignment at CWM was as Corporate Director of Facility Development, responsibilities included: capital project and project management policy and program development; review and oversight of major engineering and environmental projects, strategic development of CWM facilities, new site development, evaluation and development of process improvements for cost reduction and regulatory compliance, litigation support for technical issues, contractor dispute resolution prior to litigation, assistance to operating groups on project management issues, technology/process evaluation for new regulations, and acquisition/divestiture support. Prior assignment was reporting to the President of CWM's Treatment and Land Disposal Operations Group with similar responsibilities. Initial CWM assignment was as corporate Director On-site Technology Development in Oak Brook, Illinois. Responsibilities included technical directions of major environmental restoration projects using on-site treatment, processing, and incineration; evaluation of on-site technologies and acquisitions, licensing on-site technologies for CWM use in North America, and procurement of major on-site process systems. Direct activities included "owner" activities for on-site technologies that were constructed at CWM facilities and "contractor" activities where CWM was a contractor bidding and executing environmental restoration projects for external clients.

**1983-1986 Dillingham Construction Corporation**

Selected by Dillingham to be the President and Chief Executive Officer (CEO) of Plantech Engineers & Constructors, Inc., a new subsidiary in Houston which was

Dillingham's first entry into the industrial design-procure-construct market. Performed the initial organization, staffing, and start-up of Plantech as a self-sufficient company. Ongoing responsibilities were typical for a CEO, including business development. Also named President of the Delta Plantech Company, a partnership of Plantech and Delta Projects Limited of Calgary, Alberta, a company in which Dillingham acquired a major interest in 1984.

#### **The Ortloff Corporation Gulf Coast Division**

In 1980, selected as Vice President for this industrial engineering and construction contractor with a contract volume in excess of \$150 Million per year. Prior assignments were as Manager of Engineering responsible for engineering, procurement, computer graphics, and project controls. Joined Ortloff as a Project Manager.

#### **Dow Chemical USA**

Total project management responsibility for various major chemical and petrochemical capital projects. Project Manager on a billion pound per year, single-train, ethylene plant at Dow's Plaquemine, Louisiana complex.

#### **Houston Lighting & Power Co.**

Increasing responsibility in project management leading to a position as a Senior Engineer and Supervisor in the Engineering Department.

### **EDUCATION – LICENSES - CERTIFICATIONS**

B.S. in Engineering - Texas A&M University  
M.S. in Engineering - University of Houston  
Licensed Professional Engineer  
Board Certified by the American Academy of Environmental Engineers  
Department of Energy Q Level Security Clearance (inactive)

### **MAJOR HONORS**

Tau Beta Pi - National Collegiate Engineering Honor Society  
Phi Kappa Phi - National Collegiate Interdisciplinary Honor Society  
National Society of Professional Engineers (NSPE)  
National Vice President, Executive Committee, Board of Directors, PAC Chairman  
National Young Engineer of the Year Award  
Texas Society of Professional Engineers  
State Young Engineer of the Year Award  
Waste Management, Inc. Excellence Awards  
1990 Gold Medal for Project Management  
1994 Silver Medal for New Technology Development (Patent issued)

Mr. Piper and his wife Melonie reside in Bryan, Texas