

Shannon Caldwell

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Qualifications for **DIRECTOR OF FACILITIES / OPERATIONS MANAGER POSITION**

SUMMARY

Professional engineer with 20 years of leadership experience in facilities engineering and project management. Strong communication skills, integrity, and demonstrated technical ability result in projects that are completed on time and under budget. Able to design and lead comprehensive change programs while developing effective, loyal, and resilient teams. A big picture thinker with proven ability to develop programs, sell concepts to a wide audience, and assure quality implementation.

AREAS OF COMPETENCE

Facilities Management – Proven ability to analyze and allocate operating budget dollars to assure high quality maintenance and continued improvement of facilities. Experienced in all phases of capital projects, from development of initial concept to securing funding approval and completing construction. Known for bringing projects in on schedule, within budget, and with minimal interruptions to ongoing operations.

Team Leadership – Skilled negotiator with the ability to gain consensus and move projects forward when deadlines are in jeopardy. Effective manager of tradespeople and professional staff as well as union and non-union contractors. Experienced in developing and managing teams that thrive in an environment of continuous improvement and ongoing change.

Project Management – In-depth experience includes both leadership of project management teams and hands-on experience preparing specifications, bidding projects, permitting, preparing and managing contracts, and supervising installation and commissioning of capital and maintenance projects.

Budget Management & Cost Reduction – Direct operations accountability including developing business plans and preparing and administering multi-million dollar budgets. Proven track record of reducing costs while maintaining or improving quality of services. In-depth understanding of utility rate structures and their impact on energy costs.

Communication – Demonstrated ability to communicate effectively with individuals at all levels of the organization, consolidate information from diverse sources, and structure convincing presentations for engineers and tradespeople as well as senior management.

PROFESSIONAL EXPERIENCE

XRE ENERGY (DETROIT MICHIGAN)

1995-present

\$7.0 billion diversified energy company, parent of Detroit Madison, one of the largest electric utilities in the US.

Director, Applications Engineering & Project Management (2000-present)

XRE Energy Technologies

Start-up distributed generation business. Designs, supplies, and installs on-site energy and cogeneration systems.

Responsible for project development and implementation within North America. Lead a team of engineers in the design, costing, and installation of onsite generation projects ranging from \$50,000 to \$10+ million.

- Developed and promoted the business case for creating the Applications Engineering group.
- Recruited and trained a team of senior engineers who supported 40 sales associates in 12 offices in the United States, Canada, Europe, and Asia.
- Reduced installation costs by 30% by developing standardized applications and pre-engineered designs for portfolio products. Developed project costing and savings modeling tools.
- Led the organization in implementation of Sarbanes-Oxley reporting, integrating project specifications, authorizations, proposals, orders, and project management.

PROFESSIONAL EXPERIENCE - CONTINUED

XRE ENERGY – CONTINUED

1995-present

Business Unit Manager, XRE Energy Technologies (1999-2000)

Start-up performance contracting business unit.

Created and executed the business plan for new performance contracting business, directing all phases of operation. Hired and trained a team of engineers to develop projects.

Principal Engineer, Detroit Madison (1998)

Identified and developed new business opportunities for XRE Energy.

- Prepared proposals and wrote specifications for various types of energy audits and retrofits, focusing on skill sets within the Energy Partnership group.
- Worked with XRE Laboratory Services group to refine Partial Discharge service offering to satisfy the needs of General Motors engineers. Partnered with XRE engineers, external customers, and contractors to provide a quality, cost-effective product offering.

Energy Engineer—American Motors Corporation, Detroit Madison (1995-1998)

GM/Detroit Madison partnership to improve energy efficiency.

On-site engineer for American Motors at the Uris Technical Center and at the Gremlin East Assembly Plant.

- Reduced electrical consumption at the Tech Center (8+ million ft² of buildings in 1 square mile, \$24 million/year) by 4.1% during the first year, resulting in annual savings of \$990,000.
- Reviewed energy consumption in each of the 30+ buildings on the site, performed energy audits, proposed retrofit projects, prepared specifications, and provided project management expertise.
- Established and trained energy team. Worked with team members to develop and implement retrofit projects including steam system optimization, T8 lighting retrofits, metal halide conversions, energy management systems, occupancy sensors, renovation specifications, and standardized shutdown procedures, VFDs (variable frequency drives) for large motors, and HVAC retrofits.

ACM DISTRIBUTORS (URIS, MICHIGAN)

1990-1995

\$500 million retailer in Midwest and Northeast.

Facilities Manager

Responsible for maintenance operations for 125+ retail stores (3+ million ft²) in 11 states. Reorganized and expanded department to improve service delivery and accommodate growth rate of ½ million ft²/year. Managed \$10 million budget.

- Reduced maintenance expenses by 12% through competitive bidding, equipment retrofits, and renegotiating contracts.
- Increased quality of capital projects and provided greater accessibility to services at the local level.
- Developed and negotiated general conditions, insurance, labor pricing, and materials mark-ups for ~450 maintenance contractors in 11 market areas.
- Designed computerized utility bill tracking system which resulted in a refund of \$200,000 in the first year, provided additional ongoing savings, and helped to establish priorities for future capital retrofits.

PROFESSIONAL EXPERIENCE – CONTINUED

WALGREENS DRUG STORES (WATERFORD, MICHIGAN)

1988-1990

Regional drug store chain with 230+ facilities in Michigan and Illinois.

Facilities Manager

Managed maintenance operations for 2 million ft² of property in Michigan and Illinois.

- Specified, bid, and managed capital projects (roof, parking lot, HVAC, lighting, \$1.5 million/year) – on time, within budget, and with minimal inconvenience to ongoing operations, neighboring businesses, and residents.
- Increased quality of retrofit projects by developing rigorous specifications, requiring competitive bidding, and instituting regular on-site visits for all projects.
- Reviewed and approved all HVAC construction plans and designed energy management systems for each new location.
- Established procedures and wrote Maintenance Manuals to provide store managers with direction concerning maintenance problems. Developed seminars and provided training for store and area managers.
- Developed and implemented preventive maintenance programs for HVAC and lighting systems.

CITY OF BLOOMFIELD HILLS (BLOOMFIELD HILLS, MICHIGAN)

1984-1988

Southeastern Michigan community of 78,000 with 880,000 ft² of municipal facilities.

Energy Engineer

- Developed a comprehensive energy management program with resultant annual savings of \$100,000+. Built an effective system for computerizing energy management operations.
- Prepared annual facilities maintenance budgets (3\$ million). Formulated bid specifications.
- Recruited, organized, and trained 97 volunteers for six residential energy programs.
- Supervised 18 Energy Auditors who conducted on-site audits for commercial and small industrial businesses. Directed the Bloomfield Hills Energy Commission.

EDUCATION, LICENSES, & CERTIFICATIONS

Registered Professional Engineer, State of Michigan, 1992

Bachelor of Science, Engineering. Michigan State University, East Lansing, 1982
(Received Cooley Writing Award)

Certified Energy Manager (Association of Energy Engineers), 1996

Green Lights Surveyor-Ally (DOE), 1997

Universal Certification in Refrigerant Recovery, 1995

Industrial Ventilation Course, 1997

Finance for Non-Financial Managers, University of Michigan Executive Education, 1998

Waukesha Generator Training, 2001

Member, Association of Energy Engineers