

KENNETH J. VANOVERBERGHE

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EXECUTIVE PROFILE

Results driven operations professional in the global design and construction industry. Combine operations savvy and business acumen to achieve superior project / unit performance and profitability. Qualifications include:

- Proven track record in business unit management, risk management, quality management, marketing, project management, business development and budget / schedule control resulting in increasingly responsible positions.
- Global experience in all aspects of the project lifecycle, ranging from \$10,000 studies to \$2.0 billion lump sum at-risk Engineering- Procurement-Construction (EPC).
- Excellent capacity to develop articulate strategies and tactics to achieve desired objectives.
- Strong leadership, teambuilding and motivational skills with the ability to incorporate project goals into day-to-day operations.
- Solid analytical and problem solving capabilities.

PROFESSIONAL EXPERIENCE

Jacobs Engineering

2014 – Present

Second largest architecture and engineering firm in the United States and global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government with over \$12.7B in revenue. Jacobs has over 66,000 employees and currently operates in over 30 countries around the world.

Director, Long Term Planning, Peoples Gas Capital Program, Chicago, IL (2014 – Present)

Recruited to newly created position to develop a comprehensive plan and forecast for client's 20 year, \$9.0 billion program, the largest in the industry. The program includes replacing over 3,000 miles of aging gas infrastructure within the 235 square mile greater Chicago area while maintaining system operation.

- Developed comprehensive financial forecast and schedule as part of broad program evaluation. Implemented a robust probabilistic reasoning process to address and quantify program uncertainties and provide foundation for a program wide improvement initiative and risk management plan to enhance program cost and schedule performance.
- Refocused quality program to streamline and automate existing inspection process and capture critical asset records as required by the federal government.

PMRI Consulting

2013 – Present

A niche consulting firm specializing in Project Management, Risk Management, Project Controls and Quality Management in the engineering and construction industry.

Founder and President, Lincolnshire, IL (2013 – Present)

- Counseled large Asia based engineering and construction firm on expansion into new markets and geographies. Provided expert guidance in various project delivery methodologies including design build and P3; core competencies for horizontal expansion into the heavy industrial and transportation markets; and potential hurdles and competitor reaction to an expansion into North and South America.
- Member of Executive Committee providing oversight and direction on both a private and sovereign wealth fund earmarked for country wide capital program in Asia. The multi-billion program includes housing, infrastructure (water, wastewater, road, freight rail, high speed rail, deep port, airport) and midstream/downstream oil and gas.
- Conceptualized project management software for effective and uniform measurement of performance. Application will support all projects, regardless of industry or project type. Currently in development.

AECOM**1999 to 2013**

Largest architecture and engineering firm in the United States and global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government with over \$7.0B in revenue. AECOM has over 50,000 employees and currently operates in over 60 countries around the world.

Senior Vice President, Americas Project Excellence, Chicago IL (2012 – 2013)

Promoted to newly created position to consolidate multiple execution methodologies, resulting from growth via acquisition, into a single high performance operating model focused on driving profitability and reducing project margin erosion through aggressive project management, controls and oversight. Responsible for all facets of project delivery, project controls, risk management and quality assurance for North and South America operations executing over 25,000 projects annually in 200 offices.

- Created value through reengineered execution processes that improved year over year delivered profit by \$18.5M (9%) on annual gross revenue in excess of \$3.5 billion.
- Enhanced delivered quality by 32% and reduced year over year claim activity by 13%, eliminating an estimated \$3.5M in legal settlement costs.
- Expanded project controls and procurement organizations to support global project delivery including various at-risk construction methodologies to ensure on budget, on schedule project delivery.
- Developed and instituted comprehensive accreditation program for 3,200 project managers based on competencies and skill set. Augmented program with broad training program including two day primer and 55 self-directed modules to yield greater margin and profitability.
- Leveraged big data to identify and exploit high value ROI opportunities to drive project execution and margin improvements.

Director of Risk Management, Americas, Chicago, IL (2008 – 2012)

Promoted to newly created position to merge discrete business line risk processes into a comprehensive geography wide risk management strategy for improved mitigation measures, enhanced quality and reduced claim exposure while increasing risk appetite to support organic top line and bottom line growth.

- Developed operations driven culture within Risk and Quality, focused on enhancing project success through improved support to business development and project teams.
- Provided guidance and direction to geography management to ensure project and portfolio risks were identified, understood and managed.
- Reduced claim activity by over 21% resulting in bottom line savings of over \$21.5M.
- Created value through the effective investment in automation of risk / quality systems to simplify internal processes. Efforts resulted in annual savings to project operations of over \$17.0 M.
- Established robust business analytics to transform Americas' risk management strategy and control standards to identify, quantify and proactively manage contractual and execution risk.
- Lowered rework, reduced insurance claims and created value through focused improvements in office and business line operations.
- In Libya, developed and implemented a comprehensive in-country risk management protocol for design, construction, quality, safety and security on a \$60.0B Housing and Infrastructure Program.
- Performed M&A due diligence on Project Delivery, Risk and Quality for multi-million dollar domestic and international target acquisitions.
- Developed and implemented an Advanced Project Management training curriculum to support on-going performance excellence to yield greater margin and profitability.
- Consolidated multiple certified ISO 9001 programs into a single geography wide quality management system.

Vice President – Operations Management, Chicago, IL (2003 - 2008)

Promoted to executive position and chartered with the turnaround of project delivery within business unit through the implementation of robust cost and schedule control, earned value management, contract management and aggressive project review and oversight. Managed day-to-day operations of \$150 million/year regional office.

- Served as an integral member of executive management team that successfully developed and implemented policy and strategy direction for the turnaround of a multi-office, 250 person unit with annual revenues in excess of \$200 million.

- Reengineered corporate product delivery means and methods that reduced overhead, streamlined execution and improved deliverable quality which led to increased client satisfaction.
- Developed and implemented comprehensive Project Management process/system for Alternate Delivery projects (at-risk EPC and Design/Build) including procurement of trades, drawing control, submittal tracking, RFI processing and document management.
- Managed a high performing team to successfully resolve open issues, coordinate outstanding design and/or construction activities, assess potential risk exposure, identify mitigation strategies, resolve financial issues and efficiently close-out troubled domestic and international projects valued at over \$300 million.
- Implemented a project controls group that developed standards for earned value management, EAC/ETC, estimating, cost management, contingency management and scheduling for engineering and at-risk Alternate Delivery projects.
- Developed 40 hour in-house Project Management Certification curriculum to support on-going performance excellence to yield greater margin and profitability.
- Successfully managed Aviation Business Unit with revenues in excess of \$30 million annually. Developed and implemented business objectives and marketing strategy to achieve corporate revenue and profit objectives.

Vice President / Program Director – O’Hare International Airport, Chicago, IL (1999 – 2003)

Recruited to restore off budget / off schedule program. Through successful coordination with the client, restored confidence and turned program around. Managed staff of over 200 professionals to the successful on-budget / on-schedule completion of project design and construction deliverables successfully fulfilling client’s stated objectives.

- Supervised and coordinated all aspects of \$6 billion capital program, successfully achieving critical milestone objectives for planning, design and state/federal government regulatory approval.
- Overhauled existing project controls system that improved on-budget performance of the \$1.5 billion capital sub-program by 35%. Results allowed for a more efficient use of financial resources and an increased number of facility improvements.
- Successfully implemented a rolling 10-year master capital plan that facilitated improved financial planning and project coordination resulting in shorter down-time for critical, time-sensitive operations.
- Successfully spearheaded innovative \$1.0 billion design/build project for a mixed use complex as part of a \$3.2 billion capacity expansion initiative.
- Improved corporate financial performance of the project through increased project fee revenue (+250% over as-sold to \$38 million), improved per hour profitability (+ 20% over as-sold) and reduced DSO to 64 days from 137.

BECHTEL CORPORATION

1983 to 1999

Largest construction company in the United States and provider of professional and construction services to a broad range of markets, including energy, transportation, communications, mining, oil and gas, and government services with over \$38.0B in revenue. Bechtel has over 50,000 employees and currently operates in over 40 countries around the world.

Operations Liaison / Global Strategic Planner / Marketing & Business Development Manager, Chicago, IL / San Francisco, CA (1996 – 1999)

Selected by Business Line President to develop and implement comprehensive global strategy for horizontal integration into new complementary market sectors leveraging existing core competencies and worldwide resources.

- Spearheaded global strategic market assessment to identify key sectors for a multi-billion dollar start-up business unit. Assessment included analysis of capital expenditures, industry trends and drivers, country profiles and geo-political influences. Full implementation resulted in the successful global roll-out of services for the business unit.
- Developed and implemented global strategy for business unit that resulted in a 165% year over year increase in revenue to over \$900 million in the serviced markets. Strategy included a detailed analysis of business sectors, internal resource and competency, competitors, environmental review by target countries and priority customers resulting in a tactical implementation plan.

- Served as Operations Liaison for same \$900 million market sector, overseeing all aspects of project management, project controls and select centers of excellence.
- Identified over \$2 billion (annually) of capital project opportunities for Fortune 500 heavy industrial manufacturing companies expanding domestically and internationally.
- Managed and coordinated all aspects of the proposal effort including technical write-ups, project estimates and commercial terms for projects ranging in value from \$10,000 to over \$1.0 billion.
- Developed operating plan for multi-billion dollar business unit including revenue, work-off, pipeline, and profitability. Consistently achieved corporate objectives.

Project / Construction Management, Various Locations (1983 – 1996)

Managed Project Controls Department which reengineered critical work processes that resulted in a 15% reduction in annual operating costs and increased portfolio profitability.

- Exceeded as-sold and corporate profitability targets by as much as 110%, and managed scope, budget and schedule of complex engineering and construction projects.
- Delivered a 12% reduction in operating and shipping costs and coordinated national optimization strategy for leading industrial polymer manufacturer including plant expansion, renovation and plant consolidation. Analysis included realignment of warehousing, distribution and product manufacturing to capitalize on purchasing trends.
- Provided supervision, coordination, and technical direction to the on-site construction trade workforce during the installation and turnover of various mechanical and civil commodities. Administered construction subcontracts including review and approval of contract amendments and payment authorization.
- Supervised and coordinated critical \$12 million plant modification to an on-time completion that resulted in the full award of a \$60 million milestone based incentive bonus on the \$1.8 billion project.

EDUCATION

MBA, Marketing, University of Notre Dame, Notre Dame, Indiana

BS, Construction Management, Purdue University, West Lafayette, Indiana