

Jared E. Morgan

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Project Delivery Engineer

Highly collaborative problem solver with 15+ years of industry experience delivering complex end-to-end cross organizational projects for both greenfield development and brownfield improvements by creating lasting and meaningful relationships with stakeholders to repeatedly achieve best in class execution with a dedication to exceptional production outcomes.

Drive maximum value delivery to the business throughout the project lifecycle employing nimble and innovative solutions, quick decision making and low cost but high value initiatives.

Proven capability of managing field and shop execution through field leadership by example thus ensuring delivery of projects with zero incidents, ahead of schedule and under budget.

Professional Experience

Project Delivery Engineer – Onshore Facilities, Infrastructure and Compression

Shell Appalachia – Wellsboro, PA

April 2019 – Present

Fully accountable for greenfield development projects while driving construction contractors/vendors to achieve top cost and schedule performance with a no-compromise attitude toward personal and process safety. Full accountability for brownfield improvement projects (FIMP) from identification through observation and trending data. Highly integrated in Operations team to proactively fill opportunity funnel with projects which materially influence an increase in production volumes or reduction in asset operating costs. Total capital budget of \$37MM USD +.

- Responsible for all aspects of project delivery post DG3 including but not limited to: budget creation through expenditure authority (AFE) process; project risk management; internal and external stakeholder engagements and concept/design/drawing reviews; detailed design/engineering in house and through external engineering firms; assure compliance to governing Shell and external standards such as the Unconventionals PRS, API 1104, ASME B31.1 & B31.8, Boiler and Pressure Vessel Code and others; collaboration with Project Services on financial and progress tracking.
- Provide integrated designs through active collaboration with stakeholders across the organization. Partnering with Tech Safety to ensure thorough and complete HAZID, HAZOP, bow-tie studies and ALARP reports and closeout statements early prevents design recycle due to unrecognized hazards.
- Consultant and contractor/vendor management – contract holder for multiple strategic vendors and service providers. Manage and maintain key relationships with contractors to facilitate high performance execution. Prepare bid packages and analyze bids/quotes. Perform in shop and on-site inspection visits to confirm compliance to approved project documents (drawings, purchase orders, governing standards, etc.).
- Facilitate and champion execution optimization exercises such as Build the Limit, Wellpad on Paper and We Deliver Pads which result in material reductions of time on critical path. Using my firsthand execution and field experience, review and challenge contractor schedules and resource loading levels to assure not only optimal production levels but minimize any HSSE risks from overlapping medium or high-risk activities.

- Perform post execution after-action reviews to assure operations feedback on design as well as execution lessons learned are captured in subsequent designs. Proven track record of delivery improvement year over year as demonstrated by cost reductions and schedule improvement.
- Proactively trend equipment bad actors across assets lifecycle. Engage operations early and often to drive iterative design improvements while following closely behind active and changing drill/completions schedules.
- Lead investigations as necessary to determine root cause of process safety or personal safety incidents. Partner with contractors to support external incident investigations to leverage learnings to other groups/contractors. Proactively seek out ways to engineer/plan out risks.
- Validate and assure project cost and schedule tracking to ensure transparent estimate at completion (EAC) and online dates to the business through activity planning (IAP).
- Organize and lead competitive benchmarking and lean scoping exercises for process equipment and assure contracting strategies support top value delivery to business.
- Reduce complexity by utilizing a fit for purpose approach of governance and assurance based on the portfolio project model (semi repeating scopes with iterative improvements) and establishing/approving portfolio level PCAP.
- Leverage my experience of operating assets as well as in vendor/construction management to challenge and innovate by delivering relevant and right sized solutions to complex problems.
- Develop execution schedules against competing drivers and enable leaders to determine priorities and set final goals. Cross functional reporting of schedules and key milestones driving a proactive attitude toward bundling of scopes and deferment reduction across the asset.
- Communicate, collaborate with and report results/progress to asset and business level leadership to facilitate effective decision making.
- Report and clarify project and budget financial performance data to stakeholders and leaders.

Construction Supervisor/Project Coordinator – Onshore Facilities, Infrastructure and Compression

Shell Appalachia – Wellsboro, PA

January 2012- March 2019

Manage the execution of work packages for Onshore Facilities with capital budgets ranging from \$50k USD to \$12MM USD. Perform stakeholder management in a cross functional organization while reducing construction costs by 65% and cycle time by 90%. Lead field teams and contractors on delivery of 250+ new well facilities/infrastructure as well as improvement projects on existing facilities.

- Reduce critical path deferment of new wells by greater than 90% since 2013. Introduce and drive concepts of replication and simplification for Shell onshore natural gas facilities designs and construction practices. Manage and drive the bundling of concurrent work opportunities with drilling/completions activities to save additional days on pad.
- Develop and deploy a standardized work process for capturing the construction organizations input into FEED & Design phase of each project; ensuring constructability considerations were considered by the Delivery team. This work led to the significant cycle time reductions enjoyed within the asset.
- Key stakeholder and process owner in the “We Deliver Wellpads” team: Through targeted reduction of E2E cycle times by detailed overlapping task analysis, reduce critical path days for a portfolio of well pad facilities projects by 70% contributing to millions of dollars returned to the business through early production of wells. Top critical path performance under concurrent work was to fully install new facilities including wellhead tie-ins with 0 days on critical path.
- Responsible for completing construction readiness reviews and assure gap closure prior to start of field execution.
- Provide constructability expertise to Delivery Engineers through concept select/define for greenfield and brownfield projects. Review drawing packages (P&ID’s, piping iso’s, plot plans, layouts, electrical

schematics, wire termination layouts, etc.) as they were developed to ensure compliance to Shell standards as well as capturing lessons learned from previous projects to prevent repeat errors.

- Provide front line HSSE leadership by example to field staff (OSR's and contractor labor). Build strong relationships with field crew team members, built on mutual respect, where open communication of daily construction and project dilemmas led to improved ways of working which reduced incidents and at-risk behaviors.
- Perform critical lift planning and approval using our heavy lift contractors and internal SME's.
- Perform contractor/vendor inspections to validate compliance to IFC drawings, approved ITP's, contract documents (PO's, etc.); audit contractor/vendor quality management systems and enforce proactive use of non-conformance reporting, request for information, corrective action reports, etc.
- As contract holder and owner, manage vendor and contractor relationships through development and implementation of proper KPIs. Leverage central C&P teams to hold BPR's regularly to reduce instances of non-compliance or poor performance.
- Manage time effectively between office and field responsibilities through use and management of contract OSRs (On Site Representatives) and office support personnel. Communicate with and delivered through others while maintaining a consistent field presence. Developed a standardized set of qualifications for OSR's ensuring DOT regulated projects were covered within applicable "covered task" procedures.
- Provide guidance and steer to asset leadership, coached and mentored team members and leaders concerning facility construction and execution.
- Support commissioning and start-up of each facility providing technical expertise for critical equipment as well as manpower coordination and critical spares availability.

Facility On-Site Representative

Shell Appalachia – Wellsboro, PA

September 2011 – January 2012

Execute construction work packages for onshore facilities through daily field management of contractor crews. Manage and progress work with limited or no drawings while maintaining a zero incident work-site.

- Oversee day to day activities of contractor personnel in the field with emphasis on safe production.
- Prioritize and optimize contractor schedules and equipment/manpower loads to achieve optimal outcomes.
- Document daily progress and track contractor cost performance through detailed daily reporting.
- Assist delivery engineers with initial development of drawing packages for Appalachia facilities.
- Assist with start-up and commissioning activities and troubleshoot as needed.

Field Improvement Supervisor

Duke/Conoco Phillips Midstream - Carthage, TX

June 2009 – August 2011

Responsible for identifying and executing facility and pipeline field improvement projects across a brownfield natural gas asset.

- Assess and scope retrofit jobs within the East Texas Gas Plant operating area through use of data trending and field observation of bad actors.
- Coordinated work with multiple area contractors through sole source or competitive bid process as appropriate and represent DCP at worksite during construction.
- Researched and assured technical compliance with codes and Duke/Conoco Phillips standards.
- Managed site and facility optimization after retrofit in conjunction with area operators.

- Provide quality assurance oversight at project level across multiple disciplines (civil, pipeline, paco, facility) to contractors through use of audits, inspections and field and shop verification visits

Project Quality Assurance Lead – Bison Pipeline (TransCanada), Cerro Corona Mine Project (Goldfields)

Offshore Inspections Ltd: Project offices: Gillette WY; Lima, Peru
October 2006 – June 2009

Quality lead for 2 major projects with international and cross functional assignments with suppliers/vendors ranging from 2 million to 2.5 million USD in contract value.

- Validated QA/QC systems for vendor prequalification utilizing in person visits, audits and inspections.
- Reviewed vendor purchase documents prior to contract issuance to ensure project quality requirements were included in bid/PO.
- Facilitate project kickoff meetings; Approve ITP's prior to fabrication and coordinate future inspections as needed per witness/hold points.
- Performed in person inspections at fabrication facilities in 20+ countries (Central and South America, Europe, Africa). Confirmed final product compliance through factory acceptance tests, performance testing, final hold point inspections and load out/trucking/shipping inspections prior to shipping release/payment issuance.
- Coordinated training for 60+ inspectors through OQ process to meet DOT/PHMSA guidelines for regulated pipeline construction.

Supplier Quality Representative

Bechtel/GSG
August 2004 – October 2006

Developed, executed and assured QA programs as Owner's QA/QC representative in vendor facilities.

- Provided quality representation and inspection in manufacturers' facilities in multiple countries for contract purchased equipment with values up to 12 Million USD.
- Facilitate conflict resolution between purchase document requirements and vendor standard work practice.
- Integrate into each projects engineering team to assist in quality related matters in early design through to final released drawings/bid documents.

Education and Certifications

Essentials of Project Delivery – SPA – 2019

Contributing to Shell Projects - 2012

API Onshore Oil-Gas Specifications training – 2008

ISO 19011 – QMS Auditing – 2006

Sarbanes-Oxley Certification training – MSI 2006

American Welding Society – Certified Welding Inspector (CWI) – ID# 05060013

ISO 9001 – QMS Awareness – 2005

Bachelor of Business Administration; Economics. East Tennessee State University – 2004