

Director, Strategy and Operations

Dynamic leader and value-driven entrepreneur with a steadfast commitment to excellence, innovation, strategy, and communication designed to build trusting, motivated teams.

Core Competencies

- CONTINUOUS IMPROVEMENT
- BUSINESS INNOVATION
- STAKEHOLDER ENGAGEMENT
- OPERATIONS
- PROGRAM MANAGEMENT
- TEAM LEADERSHIP
- OPTIMIZATION
- TRANSFORMATION
- P&L ACCOUNTABILITY

Accomplishments

- Saved 25% (\$2.9M) of Johnson Controls' operations budget through SLA management and highly targeted KPI setting by executing complex global facility management program and finding "high cost" areas within a \$12.4M global portfolio
- Successfully created and executed a business case that revitalized public facing small business and Austin icon, Chaparral Ice, from losing 2% per year on \$2.5M revenues to profiting 10% per year on \$3.0M in revenue in less than 2 years
- Raised \$4.3M in private equity and secured \$5.5M in commercial loans to support regional expansion of Chaparral Ice
- Drove down leakage and increased efficiency by assessing and transforming tolling operations and associated SOPs for the Indiana Toll Road through process optimization and automations

Professional Experience

Fagan Consulting

2022 to Present

Transportation industry consulting with focus on operations, management, system testing, policy and business rule development, strategic planning, budget development, and business transformation.

Business Consultant

- Originated Request for Proposal (RFP) for new \$30M back-office IT system for the State Road and Tollway Authority and performed top-down operational autopsy to develop requirements for technology to fit operational business rules
- Conducted audit on roadway performance of All Electronic Tolling technology based on expected contractual KPIs and delivered areas for improvement to the Oklahoma Turnpike Authority
- Created an engaging and unique presentation for the International Bridge, Tunnel, and Turnpike Association Tech Talks Summit focusing on delivering information to the industry in an appealing and thought-provoking manner

Texas Made Sports Development, Inc. DBA Chaparral Ice, Austin, TX

2017 to 2022

Multi-sport, entertainment, and retail start-up company focused on bringing ice sports and entertainment to Central Texas

Executive Director

- Created an effective start-up business plan that resulted in establishment of a \$50M multi-tenant facility and delivered Chaparral Ice as the anchor tenant to cover 107k square feet of a 240k square feet facility
- Facilitated the growth of staff from 37 to 83 while navigating the challenges of launching a new complex during COVID pandemic
- Delivered new service products in a non-traditional market and achieved revenue targets by brokering 22k square feet of sublease agreements leading to the generation of over \$650k in annual rent
- Established measurable KPIs and set project management plan to drive team towards operational improvement goals

- Guided sales, marketing, and branding initiatives to elevate brand awareness and maximize return on investment through sustainable customer generation, business development, and market penetration
- Managed all hiring and training efforts to strengthen workforce quality and align the growing organizational chart with the company's objectives

Cintra US, Austin, TX **2013 to 2016**

IT based design-build construction company running multi-billion-dollar toll highway projects

Senior Program Manager

- Supported the roll out for SH130 Toll Road (Austin), LBJ Expressway (Dallas), and NTE Expressway (Fort Worth) Intelligent Transportation Systems (ITS) and managed associated budgets between \$200M and \$700M
- Recognized by the State of Virginia for showing excellence in the technical aspects of the \$2B RFP response and winning the I66 Expressway bid for Cintra US that ultimately went live in Summer 2023
- Streamlined the \$1.4M Data Warehouse/Business Intelligence development using cross-functional stakeholder interviews and end-to-end project management while overseeing subcontracted vendors as the main point-of-contact
- Recognized as “IT Project of the Year” team by Cintra for exceptional work in Texas SH130 back-office deployment
- Delivered time-sensitive resource allocation strategy, budgets, and business policies by aligning measurable benchmark KPIs with organizational behavior and implemented 210 operational procedures in a time stressed environment in support of start-up organization and global standardization effort
- Performed detailed business systems analysis to develop executive level summaries and recommendations affecting the one-, three-, and five-year strategic plans of a recently created concession company
- Coordinated and presented cross-functional program topics and business strategies to industry peers through global “Procedural Synergy” workshops

Austin Metro Hockey Association, Austin, TX **2014 to 2019**

Non-profit youth hockey association operating in a non-traditional market

Founder and Vice President of Operations

- Directed the organization to growth of over 300% and managed more than 100 coaches and 15 team managers over leadership tenure
- Managed budget growth from \$900K to \$1.6M in revenue, full season resource allocation, resource scheduling, and employee development while developing a comprehensive support infrastructure for teams

Additional Experience

*Additional experience as **President (2020 to 2022)** at Austin Ice Bats Hockey Club, **Sr Global Operations Analyst (2011 to 2013)** at Johnson Controls, and **Underwriter I/II (2006 to 2011)** at United Educators RRG*

Education & Credentials

M.A. in International Commerce and Policy | George Mason University, Arlington, VA

B.A. in Economics and B.A. in Sociology | Elon University, Elon, NC

Certificate Program (European Union Commerce) | Oxford University, Oxford, UK

Project Management Institute PMP Course Certificate

Level 5 USA Hockey Coaching Certification

Technical Proficiencies

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| • Excel | • Oracle BI | • Constant Contact | • Adobe |
| • Word | • MS Dynamics CRM | • Facebook Business | • Forecast X |
| • PowerPoint | • MS Dynamics ERP | • Squarespace | • Project |