

## **CHRIS S. DAVIS**

### **EXPERIENCE SUMMARY**

**Profile:** Proven Corporate Development and Operations Leader with Domestic and International experience in Energy, Environmental, Homeland Security and Defense Markets

**Specific Expertise:** Revenue and Profit Optimization; Financial Planning and Analysis; Market Analysis and Strategic Business Planning; Portfolio, Program and Project Management; New Business Development; Proposal Preparation and Management; Mergers and Acquisitions; and Executive-Level Written and Oral Communication

**Value Proposition:** Seasoned Professional with 25-year Successful Legacy in the Capture and Delivery of Professional Services including: Developing Sound Strategy, Establishing Strategic Partnerships, Securing New Business, Increasing Revenue, Improving Profitability, and Optimizing Organizational Performance

### **MOST RECENT EXPERIENCE AND ACCOMPLISHMENTS**

#### **Davis Consulting Group; Bethesda, Maryland, 2008 – Present**

##### *Principal*

Provide management consulting services to public and private sector organizations in the areas of program and project management, continuous performance improvement, and contract transition; accomplishments include:

- Improved the Acquisition and Administration of Environmental Management Contracts and Projects Conducted contract and project reviews; documented findings and recommendations; and supported the development and implementation of corrective actions. Completed an independent analysis of acquisition strategies; completed a comparative analysis of other public sector contracts; and recommended alternative acquisition strategies for waste management, environmental restoration, and facility decontamination and decommissioning. Resulted in a reduction in annual contract costs and transferring performance and financial risk to private sector.
- Optimized Schedule and Resource Estimate for International Fusion Project. Supported development of a ten-year, €16 billion euro, multi-national (China, European Union, India, Japan, Korea, Russia, and United States) fusion science research and development construction schedule and resource estimate for the International Thermonuclear Experimental Reactor (ITER) in Cadarache, France. Activities included: developing the project work structure, documenting the work scope to be performed, establishing a 15,000 activity integrated project schedule, developing 4,500 resource estimates and basis of estimates, conducting qualitative and quantitative risk analyses, performing value engineering to reduce costs, and establishing and implementing a change control process and earned value performance measurement and reporting system. Resulted in project cost and schedule approval by the ITER Council in July 2010.
- Improved Environmental Management Capital Asset and Operations Activity Portfolio Management. Revised the framework for managing and reporting environmental management programs including: planning work scope through completion; dividing work scope into manageable pieces and assigning to responsible organizations for control of scope, schedule and cost objectives; integrating scope, schedule and cost objectives into plans; objectively measuring

performance; and analyzing significant variances and implementing management actions to mitigate risks and manage cost and schedule performance. Resulted in improved Environmental Management Program portfolio management.

- Improved Department of Energy Contract and Project Management Performance. Led the development of a Department of Energy Root Cause Analysis and Corrective Action Plan that identified the major challenges and corrective measures to improve capital asset contract and project management performance. Resulted in improved project cost and schedule performance; one of three major programs being removed from the Government Accountability Office High Risk List; and two other programs focus being limited to major projects.
- Developed Contract Budget Baseline. Supported the development of a lifecycle contract budget baseline, including a integrated resource loaded schedule, cost estimate, risk analysis, project management and execution plans, and earned value management system description. Resulted in baseline approval by client.

#### **DynCorp International, Falls Church, Virginia – 2007**

*Vice President and General Manager, Operation, Maintenance and Construction Management*

Managed a \$400 million operation, maintenance and construction management business unit, including strategy development and implementation, new business development, contract execution, and financial performance; accomplishments include:

- Repositioned Business for Growth. Developed and implemented a new business capture strategy to transition construction work transitioned from the Department of State to the U.S. Army Corps of Engineers in Afghanistan. Successfully bid and won contract, including four projects and increased revenue by 25%.
- Increased Profit Margin of International Projects. Managed construction contracts and projects in Nigeria, Afghanistan, Iraq, Ecuador, and Curacao. Increased project profitability by 30% by renegotiating contract terms, revising contracting strategies, and improving contract and project performance.
- Reduced Business Unit Overhead Costs. Conducted a complete review of overhead activities and costs and implemented reforms resulting in a 15% reduction in business unit costs.

#### **Dewberry, Fairfax, Virginia – 2002 to 2007**

*Vice President of Gulf Coast Operations (2005 – 2007)*

*Corporate Director for Marketing and Sales (2004 – 2005)*

*Director of Federal Programs (2002 – 2004)*

Managed company's 2005 Hurricane Katrina and Rita response and recovery operations in Louisiana, Mississippi, Alabama, Florida, and Texas; previous responsibility included entire company marketing and sales functions and business development in the federal market sector; accomplishments include:

- Increased Revenue and Profitability. Managed the most profitable operation in the company, including oversight of approximately 2,000 full and part-time employees and contract personnel. Revenue increased by 30% and profitability by 25%.
- Expanded Geographic Footprint in the Southeastern United States. Established and implemented a business growth strategy to expand client base from the Federal Emergency Management Agency to additional public and private sector clients. Results included opening offices in Baton Rouge and New Orleans, LA and the addition of three new clients in 12 months.

- Established a Corporate Business Development Function. Developed and implemented a company-wide business development program, including market research, new business opportunity identification and qualification, and proposal preparation and management. Result included a 20% increase in proposal win rate and a 30% increase in corporate revenue from \$180M to \$240M annually.
- Developed Company 5-Year Strategic Plan. Worked closely with Operating and Business Units to develop and implement a corporate strategic business plan, including new business targets and acquisition candidates. Result included a focused, target driven plan with specific metrics and the most rapid growth in company history.
- Secured Strategic Business Acquisition. Conducted market and company analyses and performed due diligence in support corporate acquisition initiatives. Result included completion of a strategic acquisition, Phillips, Swager and Associates, in May 2005.
- Increased Federal Business Base and Doubled Revenue. Expanded federal client base by securing new business with the Army Corps of Engineers (Baltimore, Savannah, and Tulsa Districts), Air Force Center for Engineering and the Environment, and Navy SEAPORT. Increased federal sector revenue by 50% from \$60M to \$90M annually.
- Developed Strategic Partnerships to Support Business Expansion. Negotiated strategic partnerships to increase and expand business. Results included mentor-protégé agreement with Excalibur Associates, teaming agreement with DynCorp and Parsons for FEMA Individual Assistance Technical Assistance contract, and teaming agreement with SRA International for Air Force Global Engineering and Integration Technical Assistance contract.

#### **Davis Consulting Group; Rockville, Maryland, 1999 – 2002**

##### *Principal*

Provided program/project management consulting services to government contractors at several Department of Energy sites.

- Improved Program and Project Performance. Conducted management assessments focused on continuous performance improvement. Reviews included: Lockheed Martin Hanford Company (integrated safety management system), Y-12 (safety management program), CH2M Hill (tank waste cleanup program and fee strategy), and Rocky Flats (facility deactivation, decontamination, decommissioning, and dismantlement strategy).
- Developed Infrastructure and Site Ten-Year Plans. Developed an Infrastructure Plan to support the accelerated cleanup and closure of the Rocky Flats Environmental Technology Site and a Ten-Year Site Plan for the Hanford Site.
- Supported Business Expansion. Performed market and competitive assessments, developed strategic business plans, provided proposal management services, and conducted acquisition search.

#### **Management Strategies, Inc., Gaithersburg, Maryland – 1996 to 1999**

##### *Vice President (1997 – 1999)*

##### *Program/Client Manager (1996 – 1997)*

Managed the delivery of consulting assignments in facility re-engineering, safety performance and nuclear materials management for DOE clients in the areas of site operations; environmental management; and environment, safety and health.

- Reduced Facility Surveillance and Maintenance Costs. Managed nuclear facility re-engineering studies that resulted in 15 – 25% reductions in annual facility surveillance and maintenance costs.
- Improved Contract Management Strategy. Developed policy alternatives that improved contract reform initiatives and streamlined property and materials management and disposition activities.
- Improved Cleanup and Closure Plans and Schedules. Performed independent project reviews of risk-based site cleanup and closure plans that accelerated schedules, reduced costs, and improved performance.
- Identified Nuclear Material and Facility Vulnerabilities. Completed assessments of nuclear material and facility vulnerabilities and recommended strategies to improve safety management programs.

### **EARLIER CAREER EMPLOYMENT SUMMARY**

#### **Science Applications International Corporation, Denver, Colorado – 1994 to 1996**

##### *Program Manager*

Managed three organizations – Waste Management, Safeguards and Security, and Integrated Planning – at the Rocky Flats Environmental Technology Site.

- Development of New Business Model and Strategy. Provided input into the development of a new business model and contracting strategy for environmental cleanup at Rocky Flats.
- Planning for Land Use/Future Site Use. Provided input into the development of land use/future site use planning policy and guidance and development of future site use plan at Rocky Flats Environmental Technology Site.
- Provided Input to Accelerated Cleanup and Closure Strategy and Plan. Conducted analyses of various cleanup scenarios to optimize cost and schedule.
- Development and Implementation of Mitigation Plan to Reduce Risk. Developed the Rocky Flats Site Integrated Stabilization and Management Plan that included mitigating actions to address known plutonium vulnerabilities.

#### **BDM International, Inc., Washington, DC – 1992 to 1994**

##### *Senior Policy Analyst*

Provide strategic and program planning, policy research and analysis, and technical and program guidance to the Department of Energy Environmental Management program.

- Developed Timely and Cost-Effective Transition Plans. Established transfer criteria and developed transition plans to transfer contaminated facilities and sites from weapons production programs to environmental management missions; co-authored the Rocky Flats Transition Report to Congress. Resulted in the timely and cost effective transition of Rocky Flats and other sites and facilities.
- Identified More Optimal Environmental Remediation Strategies. Evaluated alternative cleanup approaches and priorities and identified more cost effective strategies to improve contaminated site and facility cleanup and closure plans. Resulted in accelerated cleanup schedules and reduced costs.

#### **ABB Environmental, Inc., Portland, Maine – 1987 to 1990**

##### *Marketing Manager*

Develop and manage a corporate business development strategy, including establishing a national accounts program, conducting market research and developing strategic business plans.

- Increased and Improved the Quality of Market Research. Completed market and competitive analyses for entering new, or repositioning in existing markets. Performed market research to support technology development program. Resulted in company acquisition of bioremediation and microwave disinfection technology and expansion of business.
- Strengthened Business Strategy and Planning. Developed strategic business plans for market penetration in pulp and paper and hydrocarbon and chemical processing industries. Resulted in expansion of business and use by a basis for acquisition.
- Increased the Proposal Win Rate. Managed the writing and production of technical, management and cost proposals for public and private sector clients in the areas of hazardous waste management, energy and design engineering.

#### **EDUCATION AND PROFESSIONAL DEVELOPMENT**

Master of Science in Management, with Excellence  
Hult International School of Business; Cambridge, Massachusetts

Bachelor of Science in Business Administration, Magna Cum Laude  
University of Maine; School of Business Administration; Orono, Maine