

**James E Powell**  
**2321 N Loop Dr., Suite 221, Ames, Iowa 50010**

**Profile**

*Executive with a track record of building and sustaining high performing organizations that consistently deliver successful projects/results underpinning optimal business performance.*

**Experience**

***Summit Carbon Solutions***  
***Chief Operating Officer***

***2021 – Present***

Summit Carbon Solutions is sponsored by the Summit Agricultural Group and charged with developing a \$4.5 billion project to capture CO<sub>2</sub> from biorefineries located in five midwestern states and transport it in a pipeline network to a permanent storage and sequestration site in North Dakota.

As COO, I'm accountable for leading the SCS project delivery organization in the design, execution, commissioning, and start-up of this transformative CCSS project.

***Greenfield Midstream***  
***Chief Operating Officer***

***2019 - May 2021***

Greenfield Midstream is sponsored by Encap Flatrock Midstream and partnered with Noble Midstream in a Joint Venture focused on development and management of oil & gas assets in Colorado.

As COO, I'm accountable for delivering capital projects in accordance with the established budget and schedule promise that are accretive to the business. I'm also accountable for leading a best in class, safe & reliable operations organization.

***Kinder Morgan, Inc.***  
***Vice President, Projects & Engineering – Liquid Pipelines***

***2017 – 2019***

Kinder Morgan is one of the largest US energy transportation and storage companies with assets in the continental US and Canada. Liquids pipeline is one of five KM business streams and contributes ~25% of the Corporation's DCF on an annual basis. Liquid Pipeline assets include ~10k miles of pipeline in the US and Canada, ~50 storage & loading/unloading facilities, 5 transmix facilities, and a 100k bpd crude/condensate splitter facility.

As VP–Projects & Engineering, I'm accountable for leading the P&E organization (~100 KM personnel) to provide technical support to the business and deliver safe and reliable capital projects in accordance with the established budget and schedule promise.

***Responsibilities include:***

- *Development & implementation of strategies/plans to improve project delivery performance; leading a step change in conceptual & execution processes*
- *Reorganized the P&E organization to realize functional and technical efficiencies*
- *KM P&E representative on JV boards*
- *Establish & maintain alliances with strategic suppliers and service providers*
- *Member of senior team evaluating mergers, acquisitions, & divestments*
- *Recruitment, retention, and development of senior level leaders*

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***Vice President, Operations – Liquid Pipelines***

**2015 – 2017**

As VP–Operations, I’m accountable for leading the Operations organization (~1100 personnel) to ensure safe, reliable operations and deliver results required to underpin financial expectations.

***Responsibilities:***

- *Safety of 1100+ employees, contractors working on our behalf, our assets, and the communities in which we work and operate*
- *Ensuring our operations remain in compliance with local, state, & federal regulations governing the operation of our business*
- *Development & implementation of strategies/plans to improve the structure & functionality of our operational infrastructure, systems & processes, and personnel to underpin continued optimization and efficiency*
- *Lead development & secure approval of annual operating budgets and capital expenditures as well as ensuring costs are effectively monitored and controlled*
- *KM Operations representative on JV boards*
- *Manage relationships with shippers/customers*
- *Member of senior team evaluating mergers, acquisitions, & divestments*
- *Recruitment, retention, and development of senior level leaders*

***Hiland Partners, LP***

**2014 – 2015**

***Executive Vice President & Chief Operating Officer***

Hiland Partners was a ~\$4Bn market cap midstream company with operations in the Mid-Continent & Rocky Mountain Regions engaged in: gathering oil & gas at the well head; handling & processing oil, natural gas, and gas liquids; and ultimately transporting in our pipeline systems to a variety of transmission pipelines, rail facilities, and other crude and gas markets. Hiland operated gas plants, fractionation facilities, compressor stations, pump stations, truck unloading facilities, rail facilities, and ~4000 miles of pipelines.

As EVP-COO, I was accountable for leading the Operations (oil & natural gas business streams), Projects & Engineering, EH&S, Compliance & Integrity, Supply Chain, and Information Systems organizations.

***Responsibilities:***

- *Safety of Hiland’s 500+ employees, contractors working on our behalf, our assets, and the communities in which we work and operate*
- *Ensuring operations remained in compliance with local, state, & federal regulations governing the operation of Hiland’s business*
- *Development & implementation of strategies/plans to improve the structure & functionality of Hiland’s operational infrastructure, systems & processes, and personnel to underpin continued growth and efficiency*
- *Regularly evaluated the performance of the overall operation & systematically reported results to the CEO*
- *Provided recommendations for annual operating budgets and capital expenditures as well as ensuring costs were effectively monitored and controlled*
- *Evaluated and/or recommended growth projects and facility acquisitions*
- *Managed relationships with producers, customers, and key alliance contractors*
- *Leveraged increasing size & scale to optimize relationships with key contractors & service providers*
- *Recruitment, retention, and development of Hiland Partners senior level leaders*

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**BP**  
**Global Projects Organization (GPO) – E&P**

**2001 - May 2014**

**Project General Manager – West End Development**

**Jan - May 2014**

Project General Manager accountable for delivery of the facilities scope of an onshore, brown-field development on the North Slope of Alaska. Concept select scope includes brown-field modifications including surface facilities & line looping to support 51 new wells & sidetracks at existing drill sites; and a green-field drill site, surface facilities & pipelines to support 64 new wells. Accountability begins with FEED and extends through commissioning and handover to Operations. TIC estimated at \$3.9Bn

**Responsibilities:**

- *Leading integration with subsurface, wells, and the Working Interest Owners (COP & XOM)*
- *Leading execution planning & development/implementation of the optimal contract strategy*
- *Interfacing with Operations to ensure optimal production sheltering opportunities*
- *Interface with AK state agencies and external stakeholders*

**Project General Manager – Khazzan (London based)**  
**2014**

**2011 –**

Project General Manager accountable for delivery of the facilities scope of an onshore, green-field tight gas development in the Sultanate of Oman. The full field development plan involves 282 wells and the facilities scope includes a 1.05 BCF/D gas plant, well site surface facilities, an expansive duplex gathering system, gas and condensate export pipelines, and associated infrastructure. Accountability began with

FEED and extended through commissioning and handover to the Operations organization. TIC estimated at \$4.9Bn.

**Responsibilities:**

- *Led integration with subsurface, wells, and the Middle East business*
- *Led execution planning including the Tender process for the primary EPC & EPCM contracts*
- *Member of the Joint Management Committee and primary interface with the Omani Government's Ministry of Oil & gas*
- *Led the Full Field Development strategy providing boundaries for economic analysis and negotiation of the Heads of Agreement, Gas Sales Agreement, and other key commercial agreements – responsible for recommendation of the Financial Investment Decision*

**Project General Manager – Brazil Biofuels**

**2010 – 2011**

Project General Manager accountable for delivery of two ethanol/sugar manufacturing/production facilities. The commercial strategy included marketing the sugar production in Brazil and ethanol production in the US. The concept was developed in 2009 but the initial attempt to transition into a viable project was unsuccessful. In early 2010, I became the PGM and led the project through sanction. TIC estimated at \$700MM.

**Responsibilities:**

- *Replaced key members of the project leadership team and rebuilt the delivery organization*
- *Led the Development strategy providing boundaries for economic analysis and negotiation*

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*of commercial agreements – responsible for recommendation of the Financial Investment Decision*

- *Developed the contract strategy and completed selection of key contractors/service providers*
- *Led completion of FEED and development of the fabrication/construction strategies*
- *Member of the Brazil Biofuels Management Team*
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**Various positions of responsibility with BP, Sunoco, and Conoco**

**1985 - 2011**

**Education**

B.S.I.E.,	Oklahoma State University	1985
BP Projects & Engineering Academy,	MIT Sloan School of Management	2007

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