

**James E Powell**  
**Office: 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.***

### **Strengths:**

- *Experience leading a fast pace, high growth, customer oriented midstream company*
- *Experience in development and implementation of business-wide strategies that result in a step change in performance*
- *Leadership, communication, and diversity of operations/project management experience/capability*
- *Experience with mergers & acquisitions including financial analysis & asset integration*
- *Establishing and maintaining large scale contractor & supplier relationships*
- *Experience building & leading large organizations comprised of multi-discipline teams operating in multiple locations*

## **Experience**

### **Summit Carbon Solutions**

**2021 – Present**

#### **Chief Operating Officer**

Summit Carbon Solutions is sponsored by the Summit Agricultural Group and charged with developing a \$8 billion project to capture CO2 from biorefineries such as ethanol plants 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**

**2019 - May 2021**

#### **Chief Operating Officer**

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 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.

### **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.

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**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*

**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*

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- *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*

**BP**

**2001 – May ‘14**

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

**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)**

**2011 - 2014**

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

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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 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*

**GoM Deep Water Developments**  
**Program Manager**

**2009 - 2011**

Member of the Floating Systems leadership team accountable for delivery of export systems and related facilities for a portfolio of deep water green-field projects. Led a fully integrated technical & commercial team responsible for delivery from concept selection through project execution.

*Portfolio included:*

**Mad Dog Phase II (BP, Chevron, & BHPB) – SPAR Production Facility**

- *Led the mid-stream commercial team accountable for development of the commercial strategy endorsed by co-owners and execution of Transportation Agreement(s)*
- *Led the engineering design effort from concept selection through detailed design*
- *Led execution planning including the Tender process for the installation contractor*

**Tubular Bells (BP, Chevron, & Hess) – Semi-Submersible Production Facility**

- *Led the engineering design effort from concept selection through FEED*
- *Led the commercial process - full value chain culminating in execution of Transportation Agreement(s)*
- *Led negotiation & execution of the Production Handling Agreement with the third party production facility design/build entity*

**US Pipeline & Logistics**  
**Director of Projects**

**2005 - 2008**

Member of the USPL leadership team accountable for delivering a portfolio of projects spanning an asset base that included ~9,000 miles of onshore and offshore pipelines, 70 product distribution facilities, and 25+ joint ventures. Responsible for leading the Commercial Team in development and implementation of the growth strategy in advantaged business sectors across the U.S. and GOM, doubling capital spend. Led a step change in performance via implementation of a new delivery strategy and restructuring of the organization - performance improvement validated by IPA.

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Project scopes varied from subsea pipeline installations to new-build onshore pipelines and facilities. Annual spend averaged \$400 - \$500MM (capital/expense).

**US Logistics**

**Project General Manager**

**2003 - 2005**

Member of the Leadership Team responsible for delivering a portfolio of Growth and License to Operate projects spanning an asset base of 70 wholly owned and joint venture distribution terminals located across the U.S. Key growth areas included expansion of marine terminals and realizing first-mover opportunities for ethanol blended fuels in select Southeastern markets.

- *Worked closely with Regional Operations Managers to optimize utilization and functionality of assets.*
- *Led a Fuels Value Chain commercial team that developed and implemented viable, strategy based growth opportunities including due diligence and financial analysis underpinning commercial agreements.*

**BP Pipelines, North America**

**Project Manager – GoM**

**2001 - 2003**

Accountable for development and execution of major projects in the Gulf of Mexico - projects included:

- ***Destin Expansion Project - 2002/2003 (\$310MM TIC)...*** *Led a fully integrated team responsible for delivery of a joint venture project (BP & Shell) that included installation of a shallow water (~300' WD) platform with compression and expansion of an onshore gas plant and compressor station to increase capacity from 1.2 BCFD to 2.0 BCFD. The project was sanctioned with endorsement by Shell's Global Value Assurance Team and a FEL Best Practical (4.5) IPA assessment*

**Marmac, Inc.**

**Vice President, Operations**

**1999 - 2001**

Responsible for establishing the Houston branch office for a firm headquartered on the west coast, USA. Developed the business and marketing strategy; managed the business development and technical staff; built the organizational capability; and was accountable for bottom line profitability. Built the core staffing level to 50+ with annual revenue peaking at ~\$10MM. Initial growth supported by the West Texas Expansion project – scope included:

- ***West Texas Products Pipeline Expansion - 1999/2000 (\$280MM TIC)...*** *Led an integrated team responsible for engineering design, project management, and construction management for expansion of a refined products terminal, replacement of ~ 70-miles of 16" pipeline, and installation of ~45-miles of new 12" and 16" pipeline.*

**Sunoco**

**Manager, Special Projects**

**1996 - 1998**

Member of Western U.S. leadership team accountable for delivery of all major capital/expense projects and acted as the technical lead evaluating major Mergers and Acquisitions. M&A responsibilities included due-diligence, asset integration feasibility (technical and commercial strategies), and leading the post- acquisition transition. Largest acquisition target was the TECO natural gas pipeline system valued at \$350MM.

*Projects included:*

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- **Mid-Valley Pipeline Conversion** - 1997/1998 (\$315MM TIC)... Led an integrated team from concept selection through sanction accountable for conversion of the Mid-Valley Pipeline System from crude service to refined products. Scope included construction of an 1100-mile refined products pipeline system that included 43-miles of new 24" pipeline; conversion of 900-miles of crude oil pipeline; modification of 9 pump stations; grass roots originating station; conversion of 177-miles of natural gas pipeline, and 4 grass roots truck loading terminals. Responsibility included selection of the EPCM contractor, development of the contracting strategy, interface with state and local regulatory entities, and due-diligence for existing pipeline assets.

**Eagleton Engineering**

**Project Manager**

**1994 - 1995**

Responsible for detailed engineering, project management, and construction management of key projects for two anchor clients. Projects included construction of an onshore 27-mile CO<sub>2</sub> liquids pipeline expansion and installation of pipeline receipt facilities for a large offshore natural gas pipeline that included installation of an onshore slug catcher and liquid handling & measurement facilities.

**GATX**

**Maintenance Manager**

**1992 - 1993**

Managed a union maintenance organization that supported (2) large marine based petroleum distribution facilities (~20MM bbls. of storage) located on the Houston Ship Channel.

**Regional Operations Project Manager**

**1990 - 1991**

Accountable for the bottom-up development and performance management of the annual capital budgets for (4) marine based petroleum distribution facilities located in the Southeastern U.S.

**CONOCO**

**District Engineer/ Staff Engineer**

**1985 - 1989**

Career development roles that culminated with accountability for leading a project team responsible for engineering design, construction management, commissioning & start-up of a joint venture 70-mile pipeline and pump station facility. Successfully completed the Executive Management Training Program.

**Education**

B.S.I.E., Oklahoma State University 1985

BP Projects & Engineering Academy, MIT Sloan School of Management 2007

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