

## Overview

Paul Allen has over 30 years experience in project development, project management and structured finance. He is a licensed master mariner (oceans) and Offshore Installation Manager (OIM, Unrestricted), holds a B.S. in Marine Engineering & Transportation, US Merchant Marine Academy; MBA in General Management, Rice University; and PhD research in Change Management, University of Wales, Cardiff.

He is Chairman/CEO of the Project Executive Group, a Houston-based organization of professionals providing project advisory, execution and training services. Prior to forming the Project Executive Group, he served as Group Director – Ports, Harbors and Terminals Group, and Project Director in the Production, Pipelines and Marine Systems Operating Company in the Fluor Corporation.

As adjunct full professor of management at Rice, he taught project-related courses in the MBA and executive education programs. He is co-founder/board member of the Rice Global Forum for Engineering & Construction; co-founder of the PMI Risk Management SIG; co-founder and Chair of the PMI Automation Systems Community of Practice; co-founder/co-director of the PMI Houston Process Industry Focus Group – Energy Corridor, and regarded as a Project Management Institute leader.

## Significant Awards

*1996 Award of Merit, Texas Section, American Society of Civil Engineers (ASCE)*  
*1996 Outstanding Civil Engineering Award, Houston Branch (ASCE)*  
*1995 Global Project Development and Finance Award, Project Finance Monthly (Editorial Board)*  
*1994 Outstanding Professional Achievement Award, U.S. Merchant Marine Academy Alumni Association*

## Formal Education

PhD research, Change Management – School of Maritime Studies, University of Wales, Cardiff  
MBA Degree in General Management – Jones Graduate School of Management, Rice University, 1996  
MS post-graduate studies in Transportation Management – SUNY, Maritime College, Fort Schuyler, NY  
BS Degree, Marine Engineering & Transportation, U.S. Merchant Marine Academy, 1969

## Work History Overview

Project Executive Group – Houston, TX (Mar'00-Present) – Chairman/CEO/Project Director  
Fluor Corporation – Sugar Land, TX (Mar'97–Mar'00) – Group Director/Project Director  
ABT Management – Galveston, TX (Jun'91–Feb'97) – Chairman/Chief Project Officer  
Beta Overseas Corp – Houston, TX: Jan'84-Jun'91) – Chairman/CEO  
U.S. Army Command & General Staff College – Fort Leavenworth, KS: Jul'83-Dec'83 – Resident Student Officer  
HESS Oil Virgin Islands (HOVIC) – St. Croix, USVI: Mar'82-Jun'83 – Port Captain/VLCC Lighter Master  
Industrial Superintendence – Wilmington, DE: Aug'79-Mar'82 – Director of Operations /Port Captain  
Reefer Express Lines – Bloomfield, NJ: Jun'78-Aug'79 – Operations Director  
U.S. Merchant Marine Academy – Kings Point, NY: Jun'77–Jun'78 – Faculty: Assistant Professor  
Southern Star Shipping – Apapa, Nigeria: Sep'75-Jun'77 – General Manager/Port Captain/Shipping Director  
U.S. Merchant Marine – Jun'69-Sep'75:

- Hudson Waterways
- Texaco Marine
- Assn of Maryland Pilots

## Detailed Work History

**Project Executive Group** – Houston, TX: Mar'00-Present – Chairman/CEO/Project Director leading this professional services and training network in the oil & gas, power, infrastructure and engineering & construction industries. The group's members are highly experienced independent consultants and/or owners of boutique consulting firms.

### Major Term Engagements & Roles

- Senior Vice President, Amerapex Corporation – Business Development & Project Management Oversight
- Principal Major Capital Projects, Decision Strategies – Decision Analysis & Management of Capital Projects
- Construction Advisor, ExxonMobil Development Company - Sakhalin I, Dekastri Oil Export Terminal
- Acceptance Consultant, KBR - Enron Field Mechanized Roof – Acceptance of stadium mechanized roof

### Significant Achievements

- Performed an Integrated Risk-Based Master Schedule for a major LNG liquefaction facility project including marine works, gas trains, plant, and other impacting elements in the \$Billions.
- Achieved the automated systems acceptance for a large sports stadium mechanized roof, and developed robust maintenance plan for same delivering outstanding performance since.
- Performed a cost-savings sub-contractor evaluation which identified over \$40MM in savings for this South American Re-Gas Terminal.
- Performed project risk assessment for neutralizing project finance risks and directed the preparation of the required Project Payment Milestone Schedule for structured project financing for this major full field oil & gas development project including a Floating Production Storage Offloading (FPSO) facility.
- Performed study and decision-support for major restructuring within a large Russian Oil firm for segregating their Baku office from the Moscow office. Effort was one-hundred percent successful: established staffed and functioning PMO for the Caspian
- Performed contractor evaluations, streamlined interface management, and completed a full assessment of engineering and construction. Identified over \$50MM in cost savings for \$350MM Oil Export Terminal on this major full field development international project.
- Performed project risk assessment for large FPSO deepwater project in Asia for major independent energy company obtaining significant cost savings in the \$millions
- Performed project risk assessment for this full field development project for a major energy company preventing premature start, thus preventing major problems.

**Fluor Corporation** – Sugar Land, TX: Mar'97–Mar'00 – Group Director/Project Director. Group Director of the Ports, Harbors & Terminals Group supporting several operating companies (Production, Pipelines, Marine Systems; Mining; Infrastructure; Chemical; Petrochemical; Downstream; Global Services) and two groups (LNG Group and EICS Group). Project Director in the Production, Pipelines and Marine Systems Operating Company. Roles included project management and business development support. Assigned as National Project Manager leading Maritime Maintenance Services, a Fluor subsidiary in Australia, in 1999.

### Significant Achievements

- Achieved outstanding results with this performance-based contract for maintenance of cargo handling equipment including 23 gantry cranes at seven facilities for this major Australian national stevedoring firm. Maxed out all six KPIs and maxed profit due to outstanding availability, reliability, labor peace.
- Performed configuration management work for large oil & gas development including large tank farm, significant pipeline, and oil export terminal project resulting cost savings over \$250MM. Led \$330MM oil export section of the project delivering cost-effective layout and significant operating advantage.

- Advised on LNG marine terminals on eleven various LNG facilities from liquefaction to re-gas, including LNG gas carriers (vessels) while with a major EPC company. Certified in Marine Transportation of LNG. Cost savings obtained in efficient terminal layout, design and configuration in the \$millions.

**ABT Management** – Galveston, TX: Jun'91–Feb'97 – Chairman/Chief Project Officer leading this mechanized automation project development company. Negotiated long-term union (ILA) labor agreements for automation.

#### **Significant Achievements**

- Prepared and developed the structured project financing for an automated terminal project, successfully closed the structured, non-recourse deal.
- Provided project development and management expertise for development of mechanized automated cargo handling systems and automated terminal design and construction.

**Beta Overseas Corp** – Houston, TX: Jan'84-Jun'91 – Chairman/CEO leading this mechanized automation project development company in marine terminal automation, and in marine offshore projects and vessel delivery.

#### **Significant Achievements**

- Shipyard (HHI – Ulsan) Site Team and Delivery Master/OIM, ODECO - Semi-submersible/MODU: Sea trials and acceptance, then self propelled delivery of the *Ocean Valiant* (Ulsan to Hong Kong); and *Ocean America* (Ulsan to Galveston). The *Ocean America* was the longest self-propelled delivery in history to date – 15, 888 nautical miles, avg. 10.1 knots
- Merged Beta Overseas into ABT Management for Mechanized Automated Project Development

**U.S. Army Command & General Staff College** – Fort Leavenworth, KS: Jul'83-Dec'83 – Resident Student Officer Attended the Command & General Staff Officer (C&GS) course as a student officer. Graduated with honors.

**HESS Oil Virgin Islands (HOVIC)** – St. Croix, USVI: Mar'82-Jun'83 – Port Captain/VLCC Lighter Master. Port Captain of HESS Limetree Bay facility (nine tanker docks); VLCC Lighter Master - lightering VLCCs allowing docking.

**Industrial Superintendence** – Wilmington, DE: Aug'79-Mar'82 - Operations Director/Port Captain. Operations for clients in various maritime situations: vessels loading & discharging along East coast, marine terminal operations.

**Reefer Express Lines** – Bloomfield, NJ: Jun'78-Aug'79 – Operations Director directing operations of a fleet of 23 refrigerated cargo vessels, chartered and owned, in global operations.

**U.S. Merchant Marine Academy** – Kings Point, NY: Jun'77–Jun'78 – Faculty: Assistant Professor Nautical Science Teaching advanced cargo operations (tankers, refrigeration, and LNG) and Rules of the Nautical Road to senior midshipmen at the Academy, Class of 1978.

**Southern Star Shipping** – Apapa, Nigeria: Sep'75-Jun'77 – General Manager/Port Captain/Shipping Director GM of Southern Star Shipping (Agency), Port Captain for Westwind Africa Line, Shipping Director for multiple sister companies in Nigeria: Flour Mills of Nigeria, West African Portland Cement JV, Nigerian Bag Manufacturing, Nigerian Salt Company, Nigerian Pipelines Company, and tankers: *Buena Esperanza* and *Buena Esparta*. Project management role in major expansions for grain, salt, and cement operations, a container terminal with intermodal operations, local Deputy - American West African Freight Conference, and advisor to Nigerian Port Authority.

**U.S. Merchant Marine** – Jun'69-Sep'75 – Ship Officer, Master, Pilot: Hudson Waterways–general cargo operations mostly in Pacific; Texaco Marine –U.S. East Coast coastwise product tankers; Association of Maryland Pilots: First Class Pilot – Federal and State of Maryland – Chesapeake Bay

## **Maritime Licenses & Certifications/Certificates**

License: Master (oceans), Offshore Installation Manager (unrestricted), First Class Pilot (Chesapeake Bay, Upper Chesapeake, Potomac River, Galveston) Barge Supervisor, Ballast Control Operator (BCO) – U.S. Coast Guard.  
Certificates: Advanced Stability – ODECO; Ship Stability and Grain Loading – National Cargo Bureau; Marine Transportation of LNG – Kvaerner A.S.; Crude Oil Washing (COW) – MEBA; other lesser certifications

## **Academic History**

Rice University - Jones Graduate School of Management, Houston, TX

1997-2008 – *Adjunct (full) Professor of Management: evening courses:* project management, project finance, and corporate renewal & restructuring to MBAs; advanced project management, structured finance in Exec Education  
Texas A&M University at Galveston – Texas Maritime Academy, Galveston, TX

1984-1997 – *Adjunct Professor Maritime Administration: evening courses:* ship brokering & chartering, marine insurance, inland waterways, advanced cargo operations, and seaport management.

U.S. Merchant Marine Academy – Kings Point, NY

1977-1978 – Assistant Professor Nautical Science: Advanced Cargo Operations & Rules of the Road

## **Professional Organization Membership**

Project Management Institute (PMI) – Co-founder of the PMI Risk Management SIG; Co-founder & Chair of the PMI Automation Systems SIG; Vice-Chair of the PMI SIG Board; PM ISO Standards Committee; Co-founder /Co-director of the PMI Houston Process Industry Focus Group - Energy Corridor Venue.

Society of Naval Architects & Marine Engineers (SNAME) – Full Member status in 1980

Rice Global Forum for Engineering & Construction (RGF) – Co-founder & current Board Member

Houston Energy Finance Group (HEFG) – current Member

## **Certifications/Certificates**

Ship brokering & Chartering Certificate – Association of Shipbrokers and Agents (ASBA)

Project Management Certification: Project Management Professional (PMP) – Project Management Institute

Energy Management Certificate: Energy Management – Ernst & Young/Rice University Certificate Program

## **Military**

Military: Entered into Retired Reserves in 1995 after 31 years reserve service. Last assignment was G3 Plans Officer, U.S. Army Reserve 75<sup>th</sup> Maneuver Area Command supporting exercise groups in the combat division.

## **Hobbies**

Rugby, Motorcycles, Sports Cars, Woodworking

## **Presentations to Professionals**

- Project Management Institute (PMI) – Houston, TX (multiple presentations over the years)
- Society of Naval Architects and Marine Engineers (SNAME) Annual Conference – Houston, TX
- Offshore West Africa Conference – Abuja, Nigeria
- Offshore Technology Conference (OTC) – Houston, TX

## **Project Experience**

Energy - Oil & Gas: Full Field Development and Facilities; Supporting Infrastructure

Marine Offshore: platforms, semi-submersibles, FSOs, FPSOs, SPMs, Subsea;

Marine Onshore: oil & gas facilities including LNG, pipelines; module fabrication, shipyards

Automation: mechanized automated cargo handling systems, automated marine terminals and facilities.

Structured Project Finance: Infrastructure, Reserve-based, Full Field Development, Power