

# BARRON DEMARSE

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Knoxville, TN

(865) 900-7119 barron.demarse@gmail.com

## ENTERPRISE ASSET MANAGEMENT PROFESSIONAL

Over 30 years of visionary leadership in successfully optimizing processes and building best-in-class organizations at both plant and corporate levels. Expert in introducing and implementing Continuous Improvement initiatives to streamline process workflow, improve equipment efficiency and staff productivity, reduce costs, enhance product quality, foster top-performing teams, and ensure safe, compliant workplaces. ***Core competencies include:***

- Certified Facility Manager (CFM), IFMA
- Asset Management Strategies, RCM & TPM
- Continuous Improvement Methods
- Operations Management
- Root Cause Analyst – Blue Dragon
- KPI Strategies
- Leadership Accumen
- Nuclear Regulatory Compliance
- Project Management
- Certified Lean Six Sigma Black Belt
- Multi-plant Experience
- Plant Utilities and Infrastructure
- Budget Planning and Development
- ERP Software SAP, InforEAM, JD Edwards
- Supply Chain Management
- Active DoD Q-Level Clearance
- CapEx Management
- Contractor and Vendor Management

**MBA, Engineering Management** | University of Southern Indiana

**Bachelor of Science, Technical Management** | Southern New Hampshire University

## PROFESSIONAL EXPERIENCE

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### **Oak Ridge National Laboratory**

NOVEMBER 2020 – PRESENT

#### ACTING SECTION HEAD, NUCLEAR FACILITIES ASSET MANAGEMENT

Directs the implementation of asset management strategies including condition assessments of the facilities and identification of needed infrastructure investments. Implementing strategies for increased equipment availability and reliability through evolving preventive and predictive maintenance programs.

- Directing the implementation of division's enterprise asset management program based on ISO-55000 and DOE standards. Responsible for the development of work control, non-capital projects, maintenance execution, storeroom procedures, and reliability engineering processes.
- Lead a notoriously underachieving unionized maintenance and repair shop to a sustainably high-performing team. This was accomplished by providing a vision, establishing a daily and weekly schedule, being transparent and communicative to the internal customers, and involving the operations team in the prioritization of work performed. In the same period, reduced overtime hours to from 15% down to less than 5% while significantly reducing the backlog.

- Selected by the Assistant Lab Director to lead a cross-functional radioisotope production assessment in order to examine the existing gaps for moving the organization from a R&D focus to a production-centric business unit. Utilized Balanced Scorecard approach and Six Sigma framework to evaluate the current state, derive the future state, and prioritize the follow-on projects needed to sustain higher isotope production rates.

## **SpaceX**

JANUARY 2015 – OCTOBER 2020

### CAPE CANAVERAL FACILITIES AND CONSTRUCTION MANAGER

Led the Facilities Team to ensure launch site facilities remain ready to support engineering and operational launch teams at Cape Canaveral and Kennedy Space Center. I managed the facilities and infrastructure for all 10-major government-owned and three privately owned sites encompassing over 80 buildings with 600,000 square feet of conditioned space in my portfolio. Responsible for licensing, permits, maintenance, and building improvement capital projects. Beyond office space, these sites include critical systems and infrastructure such as 100k class clean rooms, large data centers, launch pads, payload processing facilities, and rocket hangars.

- Lead the implementation, and set KPI strategies and goals for performing corrective and preventive maintenance on critical launch assets using company-produced ERP software. These efforts established the foundational program recently audited by independent AS-9100 and ISO-27001 certification organizations with excellent results and total program compliance.
- Managed a project to prepare a site for thermal tile production. The steps included locating a property zoned appropriately with adequate utilities, negotiating the lease with the building owners, gaining approval and permitting from city officials, and managing the site renovations and construction activities. A pilot plant was up and running three months after the initial tile factory capability request.
- Drove the effort to reduce spending in FY2019. I evaluated each budget line item and utilized Lean methods to reduce and eliminate waste and coached my teams with the concepts of continuous improvement to implement cost reduction programs. My goal was a 20% reduction in operating expenses, but we achieved a 54% decrease from historical spending levels. These reductions remain sustainable in FY2020.

## **GENERAL MILLS**

AUGUST 2014 – JANUARY 2015

### FACILITIES & UTILITIES MANAGER (Contractor)

Provided technical management and oversight of all utility systems and facility maintenance for a 900+ employee site. Utilities included ammonia refrigeration, process water, electrical distribution, steam plant, compressed air, and wastewater treatment.

- Responsible for the safe, reliable, and cost-effective management of utilities for the site. Lead a cross-functional energy reduction group to improve costs and reduce environmental impact. This team reduced solid waste generation by 15%, electrical usage by 7% with LED lighting projects, and water usage by 10% in the first six months.
- Stabilized and optimized their new and underperforming anaerobic wastewater digester system. Identified over \$1MM annual operating cost reductions with minimal capital investment.

- Created KPI tracking for Corporate and plant environmental and sustainability objectives.

## **NYRSTAR**

**APRIL 2013 – AUGUST 2014**

### **ENGINEERING MANAGER**

Responsible for the strategic and technical leadership of Maintenance and Engineering departments servicing six underground mines and two metal concentrator plants across Tennessee. My staff included 36 salaried professionals and over 175 mechanics and technicians.

- Developed a three-year capital plan utilizing Life Cycle cost principles and managed \$20MM CapEx and \$40MM operational budgets to balance and optimize asset health with business Free Cash Flow and EBITDA positions.
- Implemented Best-In-Class maintenance practices and strategies, which drove improved equipment availability and reliability while reducing repair costs. These efforts increased overall equipment availability by 8% in a year while lowering Direct Operating Costs.
- Managed a professional Engineering Reliability team, which identified over \$2.5MM in cost savings and avoidance utilizing Root Cause Analysis and FMEA methodologies while eliminating repeat and costly failure modes.
- Led Project Engineers and Project Managers on each phase of all CapEx projects, ensuring successful project execution, delivery, and validation.

## **GENERAL ELECTRIC**

**OCTOBER 2011 – APRIL 2013**

### **SENIOR PROJECT ENGINEER, RELIABILITY**

Responsible for fleet reliability programs for over 3,000 GE AC4400 locomotives and implemented reliability programs and projects to drive improved asset availability for GE's Maintenance Service Agreement customers.

- Created and led cross-functional teams that prepared and implemented targeted reliability initiatives and programs in a matrix reporting environment. Team members included finance, sourcing, legal, multiple engineering disciplines, and field service.
- Worked collaboratively to create a standardized Service Pulse report between all platforms. This tool allowed the executive team, customers, and engineering teams to compare and act on reliability data and trends on a normalized basis from a single report.
- Led several complex reliability projects which significantly reduced road failures. These efforts drove down failure rates as much as 25% and improved customer satisfaction.

## **PHARMAVITE**

**JULY 2010 – OCTOBER 2011**

### **MANAGER, FACILITIES | MAINTENANCE | LOGISTICS**

Responsible for all aspects of facility maintenance, including equipment reliability, all utility systems, building and grounds maintenance, plant cleanliness including cGMP compliant production areas, and multi-site storeroom MRO operations.

- Developed and implemented all process flows for maintenance management, including work requests, work orders, maintenance planning, and scheduling, job execution, emergency work, work order closeout, and failure analysis.
- Implemented preventive maintenance and condition monitoring program, which yielded immediate positive results measured by increased uptime of vital encapsulation equipment and improved first-pass product quality.
- Drove both new and established MRO procedures to accurately set min/max levels based on usage history and lead times, developed a Bill of Material for each piece of equipment, and staged parts for planned work. These implementations resulted in higher than 98.5% inventory accuracy with minimal stock-outs, which reduced repair times.
- Managed several successful and critical CapEx utility capacity projects to support our increased production demands. These projects created additional capacity and redundancy in the areas of steam & condensate, electrical distribution, chilled water, compressed air, and plant water systems.

## **LEPRINO FOODS**

MARCH 2009 – JULY 2010

### UTILITIES MANAGER

Managed all plant utilities including a complex, two-stage, 180,000-pound ammonia refrigeration with 23 compressors, also steam boilers, compressed air, process water, HVAC systems, and electrical distribution systems. I was also responsible for managing the site's Process Safety Management (PSM) program, as well as maintaining all buildings and facilities. This mega-plant is the company's flagship factory, which processes 10 million pounds of milk per day and had over 900 employees.

- Researched and managed implementation of electrical power consumption reduction projects, which yielded \$1.8MM savings per year.
- Developed a visual utility consumption report to identify usage anomalies. This report heightened plant awareness for identifying inefficiencies and sources of wasteful habits.
- Created the Power department's Preventive Maintenance program to enhance PM compliance and effectiveness. This improvement process yielded 100% utility system up-time milestone for FY2009.
- Revamped entire PSM/RMP program to comply with Federal and State EPA and OSHA regulations.
- Managed new multi-million dollar CapEx utility expansion and efficiency projects, including new ultra-low emission boiler, cooling tower expansion with VSD controls, new 6,000 HP low-pressure ammonia system, 30MVA main transformer, and high-efficiency air handlers.

## **CONSULTING & CONTRACT WORK**

OCTOBER 2006 – MARCH 2009

### **MAVERICK TECHNOLOGIES**

#### SENIOR CONSULTANT (Contractor)

Principle consultant on reliability and maintenance needs for Maverick Technology's customers and clients. Maverick is the largest independently owned automation integrator in the US with global clients in many vertical markets, including food & beverage and gas & oil industries.

- Developed Reliability Tools of the Future for Chevron's wholly-owned refineries. This project leveraged cutting edge technologies in the fields of advanced equipment monitoring,

intelligent instruments, data gathering and analysis, advanced HMI, and asset reliability software to enable optimized operational decisions based on real-time equipment condition monitoring information.

- Created all Business Development marketing materials and program implementation guides for Maverick's maintenance and reliability program to grow this business segment.

## **M & H ENERGY SERVICES**

### SENIOR CONSULTANT & PROJECT MANAGER (Contractor)

A founder of the maintenance and reliability group focused on CMMS implementation and process workflow development. My staff included consultants, SAP professionals, engineers, technical writers, and data analysts who completed several simultaneous national and international projects for gas & oil and petrochemical companies.

- Successfully managed an SAP Plant Maintenance and Material Management module implementation project for Marathon Oil at their newest natural gas liquefaction facility in West Africa with over 10,000 pieces of equipment. The project included conversion and creation of all Master Data, equipment, and spare part criticality assignment, preventive and predictive maintenance tasks, bill of material creation, all maintenance, storeroom, and warehousing workflow processes, training for all staff, and go-live support.

## **THE CLOROX COMPANY**

JULY 2005 – OCTOBER 2006

### MAINTENANCE ENGINEER

Lead the Total Progressive Maintenance (TPM) pillar of the World Class Manufacturing initiative at Clorox. I had oversight for creating standardized maintenance practices and performance metrics for 20 manufacturing plants.

- Created maintenance performance metrics and coached plant teams in Key Performance Indicators (KPI) to improve maintenance methods and effectiveness.
- Acted as the Corporate gatekeeper of SAP PM module improvements. Created material management reports which reduced storekeeper data management time by 20% at each plant. Managed two full cycle SAP implementation projects.
- Championed Breakdown Elimination (BDE) program, which reduced OEE loss and parts expenditures associated with equipment failures. This program saved over \$1.2MM in its first year by reducing downtime and mitigating repeat equipment failures. This repeatable method taught technicians and operators on how to analyze failures using the 5-Why root-cause analysis tool.

## **ANHEUSER-BUSCH**

NOVEMBER 1996 – JULY 2005

### BREWING AREA MANAGER

As a recognized successful change agent, I implemented Continuous Improvement methodologies at three breweries, which significantly improved operating efficiencies and crew morale while reducing the Cost of Goods Sold.

- Managed eight direct reports and 45 employees as a Brewhouse Area Manager. This unique position encompassed daily operations, maintenance, and engineering disciplines and improved OEE by 8% in 12 months by identifying and correcting systemic equipment and process control failures.
- Lead the maintenance department from 'worst to first' incorporate performance metrics as Maintenance Manager. This accomplishment yielded a 20% reduction in maintenance parts, labor overtime, and contract service costs.
- Recognized as an adaptable leader capable of successfully managing several departments and disciplines, including maintenance, utilities, engineering, and operations.

## **UNITED STATES NAVY**

**DECEMBER 1986 – NOVEMBER 1996**

### **NUCLEAR PROPULSION PLANT SUPERVISOR**

I completed the highly competitive and academically demanding nuclear training program top of the class. The navy's nuclear program is the bedrock for developing individuals with the ability to learn and adapt quickly, individual integrity, and where total excellence is the standard.

- Member of the hand-selected crew for the navy's only nuclear powered deep submersible, Submarine NR-1.
- Instructor at both a Navy Nuclear Power Prototype and Nuclear Field 'A' school.
- Qualified Officer of the Deck, Engineering Duty Officer, Engineering Officer of the Watch, and Engineering Watch Supervisor.