

# JORGE McCLEES, P.E.

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## SENIOR EXECUTIVE

Jorge is an accomplished senior executive with more than 30 years of engineering, construction, operations, business development, and M&A experience. He has served as President, COO, and SVP for the past 24 years structuring winning environmental, planning, design, construction, construction management, and program management services for public, private, and multinational clients. He leverages a holistic approach to combine vision, strategy, business, financial, operations, risk management, and people skills to accelerate double-digit EBITDA growth. He is known for assembling, coaching, and motivating high-performing management teams, developing strategic partnerships, effectively integrating key acquisitions, and delivering strong financials. His track record is demonstrated through his dynamic teams delivering rapid transformational growth in five companies.

Jorge has broad market experience with major oil, gas, pipeline, mining, power and energy, industrial, manufacturing, high-technology facilities, federal facilities, laboratory, life sciences, security, hazardous waste remediation, surface transportation, transit, aviation, ports and maritime, and water-wastewater infrastructure. Broad international experience with extensive Canadian business strategy and execution.

## ACHIEVEMENT HIGHLIGHTS

- ❖ **Successful senior executive with Top Firms** – URS Corporation (now AECOM), HDR Inc., and Pike Corporation.
- ❖ **Successful Entrepreneur** – Built/sold a successful \$7 million engineering consulting firm serving microelectronics giants such as Intel, Fujitsu and Hewlett-Packard - acquired by HDR Inc. in 2000. Partnered with a second firm, WTC, Inc., to capitalize on the energy market in Texas. In all, demonstrating success in building from the ground up.
- ❖ **M&A – Successfully integrated 5 major acquisitions – the largest is \$1.2B.** Extensive experience with private equity (PE) and PE-backed firms assisting with platform investments, tuck-in acquisitions, due diligence, value creation, operations, covenant projections, and exit strategy.
- ❖ **Assembled dynamic management teams** with a united vision to deliver business results that outpaced local markets. Created strategy-focused organizations to value, inspire, motivate and coach management teams to peak performance.
- ❖ **Consistently improved business results:**
  - **(At Pike) – Transformed a small acquisition into a major Division serving nine investor-owned power utilities across the western U.S.** – stretching from Hawaii to Illinois. Secured new clients and multi-year contracts with Ameren, Xcel Energy, Pacific Gas & Electric, Southern California Edison, Sacramento Municipal Utility District, and Hawaiian Electric Company in the first 18 months.
  - **(At URS) – Transformed the Pacific NW Region into a top performing \$262 million operation** - delivering one of the highest five-year top-line and bottom-line growth results within our Division. Achieved a top line compounded annual growth rate (CAGR) of 31% and a total growth of 285% in five years. Additionally, subcontracted nearly \$400 million to multiple URS design centers and added the \$1.2B acquisition of Flint Energy Services to accelerate our major expansion into the Alberta oil sands market – our top growth initiative for Canada.
  - **(At HDR) – Transformed the lowest under-performing business unit into a top performer** with new offices, expanded business lines, and new statewide contracts. In all, generating annually \$35 million in revenue and 26% profit - a CAGR of 55% and a 483% total growth in 4 years. Won the largest ODOT contract – the \$1.3B Oregon Bridge Program – transforming HDR from near obscurity to the top civil firm in Oregon – attracting top talent and teaming partners, and parlaying successes into expanded opportunities with multiple DOTs.
  - **(At HDR) – Restored the architecture business unit** by strategically divesting out of the declining microelectronic manufacturing markets (over 90% dependency at the time) and concurrently diversifying into local agencies, research, higher education, national laboratory, and civic/justice markets within 2 years. Maintained strong financials. Secured multiple new clients and contracts, including a \$160 million prison expansion with Washington DOC - the largest single contract in the company at that time.

PROFESSIONAL EXPERIENCE

JMA

*JM & Associates assists clients achieve key business initiatives including transformational growth in the competitive and rapidly changing world of Architecture, Engineering and Construction (A/E/C) services. Success is built by focusing and energizing the client's firm with a clear and actionable vision, winning key strategic projects, building the firm's technical staff into confident marketing teams, structuring the firm's organization and operations to successfully manage and execute projects, and by leveraging projects and marketing initiatives into staff and organizational development opportunities. Includes a growing portfolio of assisting private equity (PE) and PE-backed firms with platform investments, tuck-in acquisitions, due diligence, value creation, operations, covenant projections, and exit strategy.*

**PRINCIPAL / CONSULTANT**

**2022 – Present**

**Power Contracting (Pike Corporation)**

*Power Contracting is the Union Labor Division of Pike Corporation. Founded in 1945, Pike Corporation is a leading, integrated provider of construction, repair and engineering services for distribution and transmission powerlines, substations, renewable energy projects, and communication infrastructure. With over 10,000 employees and a \$2.1 Billion annual portfolio, Pike works with hundreds of investor-owned, cooperative, and municipal utility clients across the country, along with a growing number of private sector clients.*

**PRESIDENT – Power Contracting (Union Labor Division of Pike Corporation)**

**2018 – 2021**

Recruited to the Pike Corporation to build the Union Division of our business, rapidly grow our market share in key underserved locations throughout the western U.S., integrate our planning and engineering services, and expand our specialty services into related markets – federal, transportation, renewable energy, communications and data infrastructure.

<b>Strategy &amp; Leadership</b>	<ul style="list-style-type: none"> <li>• Set the vision and developed the strategies for aggressive growth in new and underserved markets.</li> <li>• Developed long-range and annual business plans and budgets in collaboration with the corporate leadership. Established financial goals and defined specific investment strategies to achieve objectives.</li> <li>• Reorganized the company's business approach and functional leadership to align with the new business lines, goals and strategies. Added new experienced professionals to carry our vision forward.</li> <li>• Negotiated agreements with labor unions and managed relationships.</li> </ul>
<b>Growth</b>	<ul style="list-style-type: none"> <li>• Personally secured multi-year master contracts with six new major clients (Ameren, Xcel Energy, Pacific Gas &amp; Electric (PG&amp;E), Southern California Edison, Sacramento Municipal Utility District, and Hawaiian Electric Company). Significantly expanded services with existing core clients (Arizona Public Service, Tucson Electric Power, and Salt River Project Power and Water).</li> <li>• Grew top- and bottom-line revenue 474% and 512%, respectively within the first 24 months and an annual run rate over \$300 million in year 3.</li> </ul>
<b>Operations &amp; Financial Management</b>	<ul style="list-style-type: none"> <li>• Developed procedures and trained key personnel for large rapid deployments of lineman crews and equipment on new Transmission and Distribution contracts and storm response. Leveraged our initial success of mobilizing 30 full crews and support staff to PG&amp;E in 10 days, to generate interest with similar clients - secured new contracts with 5 additional investor-owned utilities.</li> <li>• Professionalized the operation through improved contract negotiations, project estimating, project management, earned value management (EVM), monthly financial reviews and forecasting, scope change management, equipment cost management, and cash flow management.</li> <li>• Led the corporate financial team to establish performance metrics, upgrade our ERP system, and build dynamic financial dashboards for executive oversight and effective project management.</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Negotiated favorable contract terms to minimize reasonable risk, eliminate risk out of our control, limit our liability, hold clients responsible for their performance, and maximize margins.</li> <li>• Managed our potential risk and exposure with PG&amp;E during the massive fire storm of 2018 leading to PG&amp;E's bankruptcy. Ensured Pike was included as a critical contractor in the bankruptcy. Negotiated the \$27M sale of outstanding and frozen PG&amp;E billings to a third party – 94.5 cents on the dollar.</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>• Established safety as a primary tenet throughout the operations, reporting, and performance metrics. Safety performance metrics (recordables, near misses, etc.) remained below lineman industry norms.</li> </ul>

**WTC, Inc.**

*WTC, Inc. is a Texas-based regional provider of planning, surveying, engineering, construction management, program management and technical services. WTC assists both public and private sector clients to plan, develop, design, construct, operate and maintain their critical assets and infrastructure. Markets stretch across Transportation, Water, Wastewater, Oil & Gas, Pipeline, Mining & Minerals, Power & Renewable Energy, Waste, Commercial & Industrial, Private Development and Facilities.*

**CHIEF OPERATIONS OFFICER**

**2013 – 2016**

Entered a consulting partnership with a small engineering firm primarily serving oil and gas clients in Texas. From the onset, our vision for the company was to rapidly grow the company into an ENR Top 500 Firm, then position the company to be acquired. Within the first year of joining the firm, I reorganized the company and grew revenue by 39% to \$7.1 million.

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| <b>Strategy &amp; Leadership</b>             | <ul style="list-style-type: none"> <li>• Set the vision and developed the strategies for transformational growth.</li> <li>• Developed long-range and annual business plans in collaboration with the firm’s leadership team. Established financial goals and defined specific investment strategies to achieve our objectives.</li> <li>• Reorganized the firm’s business approach and functional leadership to align with the new business lines, goals and strategies. Recruited experienced professionals to carry our vision forward.</li> </ul> |
| <b>Growth</b>                                | <ul style="list-style-type: none"> <li>• Led transformational growth by first converting existing client relationships and work assignments into larger Master Service Agreements (MSAs) and Program Management contracts as mechanisms for expanding our service offerings and geographic reach.</li> <li>• Established new offices in Houston, TX and Lubbock, TX.</li> </ul>   |
| <b>Operations &amp; Financial Management</b> | <ul style="list-style-type: none"> <li>• Significantly increased the level of sophistication in our operations (e.g., organization, roles and responsibilities, contracts, billings, cash flow, project setup, project management, project reviews, work breakdown structure (WBS), earned value management (EVM), monthly accounting reviews, labor utilization, workload planning, backlog and financial forecasting, and performance metrics).</li> </ul>  |
| <b>People</b>                                | <ul style="list-style-type: none"> <li>• Established a balanced management approach that values business, clients and employees equally.</li> <li>• Established sophisticated HR related programs (e.g., employee job codes, position descriptions, salary bands, salary planning, performance reviews, career path, incentive programs and a grassroots Great Place to Work (GP2W) program to encourage communication and teamwork).</li> </ul>  |

**URS Corporation (now AECOM)**

*At the time, URS was one of the largest, global, fully integrated engineering, construction and technical services firms with the capabilities to support the full project life cycle. With nearly 60,000 employees in a network of offices in major cities throughout the Americas, Asia-Pacific, the Middle East and Europe, URS' broad-based expertise served federal, state and local government agencies, as well as Fortune 500 companies and other private industry clients worldwide. Ranked No. 2 among Engineering News-Record's 2012 "Top 500 Design Firms"*

**SENIOR VICE PRESIDENT – URS Corporation – Pacific Northwest, Alaska, Western Canada**

**2008 – 2013**

*Initially a \$68 million region predominantly focused on private sector environmental services, grown to a \$262 million organization providing comprehensive environmental, permitting, planning, design, procurement, construction, construction management, program management, demolition, and remediation services for federal, state, local agency, private and multinational clients.*

Recruited as the senior executive for the Pacific Northwest region, including Alaska and Western Canada, with the objective to improve the region’s business performance and capitalize on high potential markets. Delivered rapid growth by redirecting and focusing business development efforts, defining key business initiatives, assembling a strong leadership team, marshaling company resources, and facilitating execution. Generated strong profit performance. Grew brand awareness for the company in multiple business lines and locations across the region; now also recognized as a leading local service provider in oil and gas, power, mining, and surface transportation. Led 11 direct reports plus a broader 36-person regional management team - managers and vice presidents across all business lines and functions, including legal, real estate, recruiting, training and HR.

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| <b>Growth</b>                    | <ul style="list-style-type: none"> <li>• Transformed the region into a top performing organization, delivering one of the highest five-year top line and bottom line growth results within our Division. Achieved a top line compounded annual growth rate (CAGR) of 31% and a total growth of 285% in five years.</li> <li>• Delivered an average 21% annual profit margin.</li> </ul> |
| <b>Strategy &amp; Leadership</b> | <ul style="list-style-type: none"> <li>• Guided executives in crafting a new vision and strategic direction for the region. Established a sales focus through measurable business initiatives in key growth markets. Marshaled URS-wide</li> </ul>  |

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| <p><b>Operations &amp; Team Development</b></p>                      | <p>expertise, resources, and investments to advance our business initiatives and deliver rapid growth.</p> <ul style="list-style-type: none"> <li>• Led a corporate initiative to build a top-tier presence in Western Canada, contributing to a \$1.2B firm acquisition in Alberta to serve the Alberta oil sands and shale gas markets in the U.S. Flint Energy Services added over \$3B in annual revenue with more than 60% in the Alberta oil sands.</li> <li>• Introduced processes to effectively translate strategic planning into tactical actions with specific assignments and measureable outcomes. This sense of purpose generated staff enthusiasm and ownership throughout the operations and sales organization resulting in strong plan execution.</li> <li>• Reorganized the region under one vision to encourage collaboration, enable strategic thinking, drive plan execution, and motivate staff to understand and engage in all aspects of our business. Recruited executives, and promoted from within the organization, to lead key business initiatives.</li> <li>• Established key performance metrics and reporting systems that enabled executives to manage their operations. Empowered managers to improve overhead expenses, strengthen profit margins, initiate process improvements, effect positive financial management practices, and value people and organizations. Balanced immediate profit gains with investments needed for future growth.</li> </ul>  |
| <p><b>Business Development</b><br/><i>Success through people</i></p> | <ul style="list-style-type: none"> <li>• Regularly engaged with clients and led business development in key strategic markets. Developed capture strategies and coached pursuit teams for successful proposal and interview preparations.</li> <li>• Acted as Project Principal on complex projects such as the renowned Alaska Pipeline Project.</li> <li>• Grew the Alaska base operation over 2300% by diversifying their business portfolio into major oil, gas, pipeline, hydropower, mining, federal, and transportation infrastructure. Secured key roles on six large multi-year service contracts in Alaska (i.e., Alaska Gas Pipeline Project, Trans-Alaska Pipeline System (TAPS), ConocoPhillips Engineering Services, and Susitna Hydroelectric Project), Knick Bridge, and Barrick Gold. At the time, totaling over \$340 million in forecasted revenue for URS over an estimated 4-year period.</li> <li>• Organically expanded base business in Western Canada through new multi-year contracts with major oil, gas and mining clients totaling over \$110 million in new revenue over four years. Includes all Shell Oil retail work Canada-wide.</li> <li>• Extended the region's airports practice across Western U.S. and Hawaii. Strategically pursued international markets such as Hong Kong and India.</li> <li>• Advanced the Program Management/Construction Management business in the region serving airports, transit authorities, USPS, USACE, GSA, and healthcare institutions.</li> <li>• Started a major highway and bridge practice in the region by leveraging the company's alternative delivery resume. Initial success included design-build contracts totaling \$156 million. Additionally, short-listed for \$2.4 billion in new projects with state DOTs.</li> </ul> |

**HDR, Inc.**

*At the time, a one billion dollar per year integrated architectural, engineering and consulting firm, with over 6,400 employees and 150 offices worldwide. Ranked No. 19 among Engineering News-Record's 2007 "Top 500 Design Firms, and ranked as the No. 1 healthcare design firm by Modern Healthcare's 2007 "Annual Construction & Design Survey of Healthcare Architects"*

**SENIOR VICE PRESIDENT – HDR Engineering, Inc. – Oregon 2003 – 2008**

*Initially a \$6 million single department grown to a \$35 million business unit providing comprehensive civil infrastructure planning, design, construction, and consulting services for transportation, water/ wastewater utilities, power, and environmental concerns.*

In addition to managing the Pacific Northwest operations for the Architecture Company, appointed by the CEO to provide leadership to the struggling Portland department. Spearheaded change by establishing a new strategic direction, building a strong leadership team, and leading the financial turnaround. Developed forward-thinking business development strategies and expansion initiatives to effect double-digit annual growth. Renewed service quality and reinstated positive fiscal management practices. Led a team of 9 direct reports - managers and vice presidents across all business lines and functions.

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| <p><b>Strategy, Leadership &amp; Change Management</b></p> | <ul style="list-style-type: none"> <li>• Facilitated and guided department leaders in formulating a new vision and strategic direction that successfully repositioned the business unit as a local industry leader in water/wastewater, transportation, and environmental services. Attracted new strategic partners and senior hires. Earned a key role in the company operations/growth strategy.</li> <li>• Led the planning and integration of Architecture company resources and services into state and local agency/utility clients to deliver a unique blend of progressive full-service solutions.</li> </ul> |
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- Business Development**
  - New strategies focused on winning large “transformational” projects. Won the \$1.3B Oregon State-wide Bridge Program – rapidly transformed HDR’s obscure Portland operation into the top firm in Oregon. In turn, attracted industry top talent, and new teaming partners and opportunities.
  - Engaged with multiple new municipal clients, generating over \$18 million in new sales.
- Growth**
  - Ramped department from lowest ranking profit center in the company to the top 10 position, reaching 26% profit margins in the first year and continued with similar averages thereafter.
  - Delivered a CAGR of 55% and a total growth of 483% over 4 years. Increased market share in strategic sectors through focused initiatives.
- Operations**
  - Coached the local management team in identifying and correcting critical operational concerns. Empowered teams to improve and streamline overhead expenses, strengthen negotiated profit margins, initiate process and system improvements, effect positive financial management practices, and bridge across regional and company-wide business initiatives.
- M&A**
  - Integrated two key regional acquisitions into local leadership, operations, and business initiatives.

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**SENIOR VICE PRESIDENT – HDR Architecture, Inc. – Pacific Northwest 2000 – 2008**

*Three offices in Oregon, Washington, and Idaho delivering complex services for healthcare, civic/justice, and high-technology facilities.*

Following the acquisition of Edward Consulting Engineers, retained as Operations Manager to assist with the integration into HDR. Advanced to SVP, Managing Principal to lead the consolidation of the Pacific Northwest offices into one organized operation. Developed and executed strategic and tactical action plans focused on improving financial performance, establishing long-term business growth and diversification initiatives, and building a top performing organization.

- Change Management**
  - Strategically divested out of the declining microelectronic manufacturing markets (over 90% dependency at the time) and concurrently diversified into local agencies, research, higher education, national laboratory, and civic/justice markets within 2 years. Realigned marketing and operations approaches to support the new focus markets.
  - Achieved transformational growth through significant project wins, including a \$160 million prison expansion in Washington State - the largest Department of Corrections contract within the company at that time.
  - Organized the northwest offices into one operation, integrating strategic initiatives, business development, and operations leading to market diversification and strong financial performance.
- Financial Performance**
  - Delivered 18-27% gross profit margins and maintained a healthy operation during a difficult period of extensive restructuring. Earned the respect and support of company leaders, President, and CEO.

**EDWARD CONSULTING ENGINEERS, Inc.**  
Portland, OR

**SENIOR PARTNER – Managing Principal 1996 – 2000**

*A \$7 million specialty design firm serving the advanced manufacturing sector with premier clients including Intel, Fujitsu, Hewlett-Packard, and LSI Logic. Rapidly grew to 70 staff and multiple offices across four states. Acquired by HDR Architecture, Inc. in 2000.*

Built and sold an engineering consulting practice. Rapidly grew the business to over 70 professionals in 5 offices across 4 states serving microelectronics manufacturing giants including Intel, Fujitsu and Hewlett-Packard. Led the development and expansion into laboratory, heavy industrial, and hazardous waste treatment facility design services. Managed operations, developed new clients, formed strategic partnerships, established new offices, negotiated key contracts, and served as project manager on key and complex projects.

**Lockheed Martin / Westinghouse**

Managed multiple engineering teams for the U.S. Department of Energy on a \$1.8 billion annual environmental remediation program through Lockheed Martin and Westinghouse. Appointed to lead mission-critical programs and special projects.

**EDUCATION & CREDENTIALS**

**Bachelor of Science in Mechanical Engineering, UNIVERSITY OF ARIZONA, Tucson, AZ - 1990**

**Registered Professional Engineer - Washington, Oregon, and Idaho**

**Foreign Languages - Spanish**