



JEM ADVISORS

Client Focused.  
Value Driven.

## Who We Are

### Vision

To be the recognized leader of value optimization in the Energy, Manufacturing and Petrochemical industries, driving measurable improvements in efficiency, safety, and performance.

### Mission

We share our domain knowledge of Safety Leadership, Process Safety Best Practices, Project Management and Execution, Operational Readiness, Business Continuity Practices, Asset-based Digital Transformation, and Continuous Improvement to uncover the value within our client organizations through strategies, practices and sustainable implementation.

### Core Values

- Integrity
- Leadership
- Momentum
- Collaboration
- Client Service
- Innovation

LNG • Petrochemicals • Refining • Offshore  
Upstream • Midstream • Manufacturing • Transition

# Our Value Proposition

We act with integrity.

We promote an environment of trust, transparency and client service.

We do what we say.

We collaborate with clients to clearly define scope, schedule, budget, and project checkpoints.

We lead by example.

We provide subject matter expertise on all projects.

We are available before, during and after projects as support to our clients.

We anticipate emerging trends and focus on developing more efficient and effective solutions for our clients.

**WE LISTEN.**

## Our Core Competencies

**Process Safety and Operational Excellence** – We have a passion for Process Safety and Operational Excellence which is evident in all our work. We offer expertise in Metrics/KPIs, Procedures, Operational Discipline, Competency and Training, and Operational Excellence assessment/improvement. Our focus is to ensure that client investment in our services realizes a high and sustainable ROI.

**Operational Readiness and Capital Project Management Support** – The JEM Advisors Operational Readiness process is a structured approach to planning of Operations, Maintenance, and other Owner activities to be executed concurrently with the project activities to assure optimal design, life cycle reliability, efficient project execution, and readiness for safe commissioning, startup and commercial operation. We have resources for contract development, engineering oversight, procurement processes, systems completions and handover support, and other functions of capital projects.

**Transactional Due Diligence** – We typically work alongside the purchaser or seller to assist with asset evaluation and environmental exposure of the transaction – as well as staffing options and profitability/CAPEX analysis when required.

**Asset Preservation and Conversion Support** – We have established cost effective preservation programs for capital projects during construction and for idled facilities, which keep the equipment in operable condition. Our advisors are experienced with evaluating multiple options for asset conversion to improve facility value. We have resources to evaluate contract strategies and advise details that should be included in EPC contracts to improve project outcomes.

## Our Core Competencies

**Mechanical Integrity, Maintenance, and Turnaround Support** – We have deep experience establishing MI programs and optimized Maintenance and TAR processes. Effectiveness in these areas improves safety and reliability and drives down OPEX.

**Litigation Support** – JEM Advisors provides expert testimony for litigation support, specializing in the Energy sector. This unwavering dedication to integrity distinguishes our services in the field of litigation support.

**Asset-Based Digital Transformation** – We evaluate overall digitalization goals, but approach the client's digital strategy from a practical, problem-solving view, involving end users and stakeholders to ensure implementation success.

**Functional and Business Strategy Formulation** – We work alongside clients to define, align, and implement strategies and programs for new and existing businesses. We can objectively assess current asset performance in support of business strategy development. We are prepared to assist client companies discern how their operations best meet the energy transition.

**Leadership Practices and Coaching** – We have a track record of helping individuals and teams develop greater awareness and approaches to collaboration and leadership.



## Our Team

We are a team of senior-level management and technical advisors, most of whom bring 30+ years each of industry practical experience. This team has intimate knowledge of Energy and Manufacturing Operations and Maintenance, Turnarounds, as well as significant expertise with large Capital Project Execution, Commissioning and Startup.

The JEM story began with a personal tragedy for Jenny Meyer, which propelled her to start her own business and surround herself with a team of highly experienced advisors. This team is fiercely proud of the Company we have built on our core values, hard work and dedication. Our focus on key service offerings and a high client service standard sets a foundation for continued growth.



### Jenny Meyer

Founder, President & CEO of JEM Advisors, Jenny brings expertise from eight years at SCF Partners in private equity, M&A, and IPOs. She previously served as an executive at a boutique consulting firm, developing strategies and uncovering value for clients. Jenny's leadership in value optimization and transformation in the Energy, Manufacturing, and Petrochemical industries is driven by intuition, creativity, and intentionality. She holds an MBA from the University of St. Thomas. Outside of work, Jenny is a passionate advocate for mental health and serves on The Harris Center Foundation Board of Directors.

## Our Team



### **Gary Yesavage**

Gary retired in June 2016 after 42 years at Chevron, where he was President of Manufacturing for Chevron's Downstream and Chemicals. He managed Chevron's El Segundo Refinery and served as Chairman of the Western States Petroleum Association and on the Executive Committee of the American Fuels and Petrochemical Manufacturers Association. He holds a B.S. in Chemical Engineering from Newark College of Engineering.



### **Tom Hanson**

Tom has 33 years with Chevron in Engineering, Operations, and major project leadership. After retiring from Chevron, he now consults in O&G, Petrochemical, and LNG. With a BS in Electrical Engineering from Tulane, Tom specializes in Maintenance, Reliability, efficiency, production improvement, and Turnaround management. Tom is dedicated to safety and mentoring leaders.



### **Rex Kenyon**

Rex has over 50 years in the oil industry, with experience in refining, upstream, pipelines, and chemicals. He retired from Chevron after 29 years, holding Executive positions in El Segundo Refinery and Chevron USA Refining. Rex specializes in Process Safety Management, Risk Management, Turnaround Management, and Maintenance Planning. Rex is Professional Engineer in California with a Bachelor's in Electrical Engineering.

## Our Team



### Harbo Jensen

Harbo has 40 years in the Petroleum industry, including international operations, corporate governance, and joint venture management. After 36 years at Chevron, he successfully launched a plastics startup. Harbo served 11 years on the MIT Board of Trustees and led technical projects in over a dozen countries. He is an expert in Middle Eastern business and has been a Director at the National US Arab Chamber of Commerce. He holds a Bachelor's from Northeastern, a PhD from MIT, and attended the Haas School of Business and The Fletcher School.



### Marise Textor

Marise has over 40 years in EHS programs, working with Chevron, Honeywell, Western Refining, Tesoro/Andeavor, and Marathon Petroleum. She led EHS at major refining and chemical facilities and has extensive experience in EHS auditing, ESG Sustainability reporting, and regulatory advocacy, including air quality under the Clean Air Act. She holds B.S. and M.S. degrees in Chemical Engineering from Cornell University, with Professional Engineer certifications in Texas and California.



### Tunji Taiwo

With nearly 30 years in Chemicals, Petrochemicals, and Energy, Tunji has held senior roles at DuPont, Williams Energy, and DCP Midstream. He drives Operational Excellence and business profitability, specializing in Process Safety, Reliability, efficiency improvements, Digital Transformation, Agile development, strategic planning, and risk assessment.



## Our Team



**Gavin McLeod**

Gavin has over 40 years in Refining and Chemicals with 37 years at Chevron. He specializes in Operational Excellence, Commissioning, Project Execution, and Systems Completion. Gavin has overseen the commissioning of 20+ hydroprocessing units and advanced chemical facilities. As Deputy Project Director in the Middle East, he led commissioning and operations. He has led Operational Readiness teams globally for Chevron clients.



**Bill Straker**

Bill retired after 34 years with BP Exploration & Production, having held key leadership roles. As the global custodian of BP's Common Maintenance Strategy (CMS), he improved plant availability and mechanical integrity. Bill specializes in Reliability, Maintenance, Turnarounds, Process Safety, Mechanical Integrity, and Operational Readiness and managed global contracts and organizational capability for major projects.



**Jan Ketcham**

Jan has 38 years in Chemical Plant Manufacturing Operations, and Health, Safety, Environmental affairs, and more. She has extensive experience with chemical operations, capital projects, safety culture, and emergency response. Jan spent 26 years with Union Carbide Corporation and held senior roles at INEOS, TPC Group, and an EHS consulting firm. Jan holds degrees from Virginia Tech and is passionate about employee engagement in safety.

# Our Team



## Tim Ziman

Tim has a 30-year career with extensive experience across engineering, maintenance, EHS, procurement, trading, risk management, and more in the Energy, Refining, Petrochemicals, and Specialty Chemicals sectors. He worked in Europe with ICI and Huntsman Corp and in the USA with Huntsman and Ascend Performance Materials. His most recent role was VP of Operations and Strategy for TotalEnergies, overseeing commercial operations, business development, and major capital projects.



## Gary Ladnier

Gary has nearly 40 years in refining, chemicals, and upstream operations, mostly with Chevron. He has extensive experience in Project Operations, Operational Readiness, and Turnaround Coordination. Gary worked on major projects in Kazakhstan, Nigeria, and the UK, serving as Lead Operations Rep. and Commissioning Manager. After retiring from Chevron, he joined Bapco Refining as a Training Advisor.



## Lucas Bell

Lucas Bell brings 15+ years of leadership experience driving revenue growth through sales, marketing, and leveraging strategic partnerships. Lucas' background in operations, process improvement, and financial oversight uniquely positions him to navigate challenges and seize opportunities in the Energy landscape. Holding a JD from South Texas College of Law and a BA from Baylor University, he brings a passion for innovation and dedication to success.

## Our Team



### Rod Spackman

Rod retired in October 2020 after more than 42 years in Public Affairs with Chevron, most recently as Manager of Corporate Affairs for the Los Angeles Basin. He managed relationships with elected officials, regulatory agencies, media, and NGOs, focusing on policy and public affairs to support Chevron's U.S. Downstream operations. Rod also worked on offshore O&G development and regulatory issues at Chevron's headquarters and began his career in Washington, D.C. with the White House Office of Public Liaison and Capitol Hill.



### George Dannecker

With 20+ years in O&G, George has expertise in marketing, trading crude oil, refining, and trading products. He excels in identifying and maximizing opportunities across the value chain and managing balanced physical and financial portfolios. His background includes Trading, Supply Chain Management, and a Chemical Engineering degree with extensive field engineering experience.



### Kim Post

Kim has over 25 years developing leaders in Fortune 100 companies globally. She specializes in group dynamics, coaching CEOs and C-Suite executives to transform corporate cultures and enhance agility. Kim's expertise includes leadership coaching, strategic focus, and personal effectiveness. She holds a Master's in Consulting Psychology and is certified in HBDI, Myers-Briggs, DiSC, and other assessments.

# Our Team



**Dave Reeves**

Dave spent 37 years with Chevron in Research and Development, Safety, Compliance, Shipping, Offshore, and Refining. He pioneered gasket and bolting technology, resolving leaks in various applications and significantly impacting global industries. Dave is on the ASME B16.20 committee, has published technical papers, and teaches sealing and bolting at AFPM conferences. He has extensive experience in training and consulting on bolted connection issues worldwide.



**Tony Semenza**

Tony served as Chevron's Fire Chief for 22 years in New Jersey and Richmond, CA. After retiring from Chevron in 2000, he became Executive Director of Contra Costa Community Awareness Emergency Response (CAER) and consults globally on fire protection, emergency response, and security. Tony developed Incident Command System training for Chevron, mutual aid programs, and was involved in emergency alert system development in Contra Costa County.



**Mike McCoy**

Mike retired after 37 years at Chevron in Refining Engineering and Project Resources leadership. His work spans domestic and international projects in Africa, Europe, Asia, and Australia, including environmental compliance, infrastructure, and new technology development. Mike has managed projects from brownfield to greenfield and handled personnel logistics and safety. He holds a BS in Mechanical Engineering from the University of Missouri.





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# Appendix



## Operational Readiness Process Overview

The JEM Advisors Operational Readiness process is a structured approach to planning of Operations, Maintenance, and other Owner activities to be executed concurrently with the project activities to assure optimal design, life cycle reliability, efficient project execution, and readiness for safe commissioning, startup and commercial operation.

Operational Readiness activities and planning are best started in the early project phases and built out to a full effort in the project execution phase.

For expansions or modifications of existing facilities, the existing organization usually has established infrastructures, organizations, processes and procedures. For these projects, the JEM ORR focuses on specific Operations, Maintenance, and Support Group activities through the project life cycle which contribute to safe, efficient, and successful commissioning, startup, and long-term reliability.

For mega-projects, new greenfield facilities, or projects that significantly alter current operations, the ORR must also evaluate the organization capability and facility infrastructure readiness.

Project OR costs are typically 6-8% of project total costs.

## Key OR Activities – Operational Readiness Reviews

The JEM Operational Readiness Reviews (ORR) focus on 6 key areas of Operations activity in early project phases, and 18 areas of critical Operations activity during the execution phase of projects.

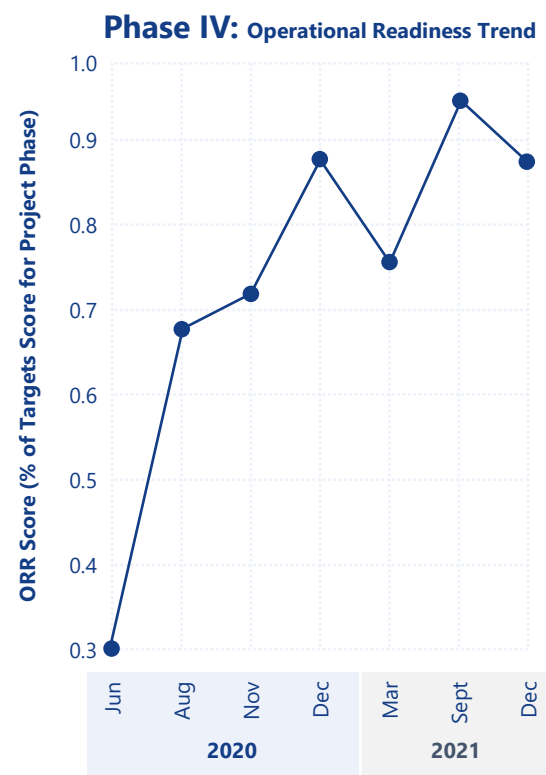
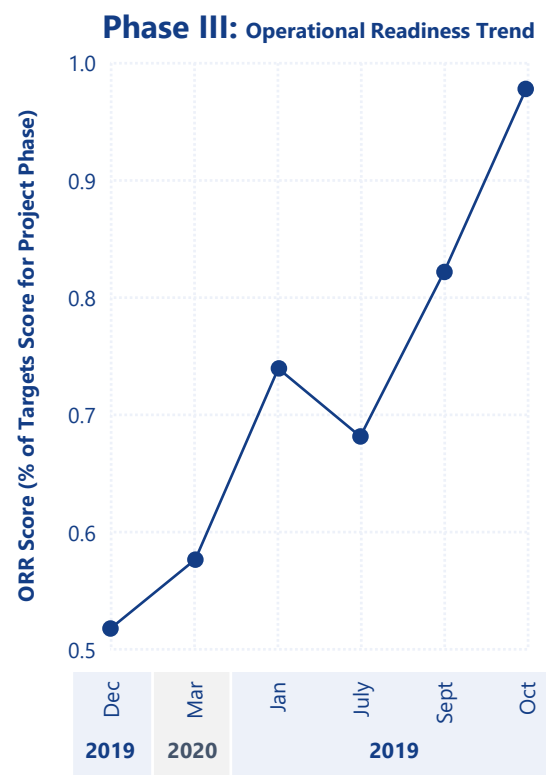
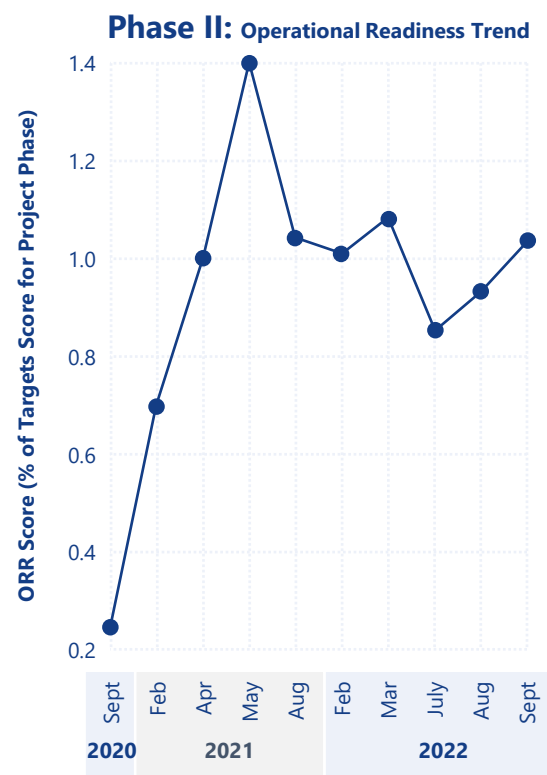
JEM have defined specific details in each area that are required to ensure successful commissioning and safe and reliable startup and ongoing operation.

The Operational Readiness Process is optimally started in an early project phase, with OR planning starting early and progressively developing through the project life. OR reviews (ORR) are recommended to be scheduled with key project milestones. JEM can customize the ORR to focus on remaining activities for projects in later stages of completion.

Early Phase OR Activities	Execution Phase OR Activities	
<ul style="list-style-type: none"> <li>• Benchmarking &amp; Performance</li> <li>• Input to Design</li> <li>• Tradeoffs &amp; Decision Making</li> <li>• Planning</li> <li>• Engagement with Functions</li> <li>• OR staffing integrated with project</li> </ul>	<ul style="list-style-type: none"> <li>• Operating phase staffing</li> <li>• Competency</li> <li>• Training</li> <li>• Risks and Mitigations</li> <li>• HSSE Management System</li> <li>• Operations Procedures</li> <li>• Start-up process, plans , procedures</li> <li>• Energy Isolation, SIMOPS, and MoC</li> <li>• Project Information Management</li> </ul>	<ul style="list-style-type: none"> <li>• Crisis Management</li> <li>• Maintenance, Reliability, and Inspection</li> <li>• Operations Support Contracts</li> <li>• Spares Management</li> <li>• Permits, Regulatory Approvals</li> <li>• OPEX and Business Plan</li> <li>• Handover and Accountability</li> <li>• Engineering Support</li> <li>• Construction and Commissioning Support</li> </ul>






















# Example Operational Readiness Review Output Summary

## 23 Operations Readiness Reviews – Demonstrating Value



# Example Operational Excellence Review Output Summary

## Operational Maturity – Journey to Best in Class

Operational Excellence Maturity Model	Initial Process Development	Managed	Defined	Quantitatively Managed	Predictable, Optimized, Quantitative
Process Safety		 			
Leadership Engagement	 				
Alarm Management					
System Reliability	 				
Work Management					
Procedures & Qualifications	 				
Customer Identified Focus Area	  				

 Client Self Assessment
 Initial JEM Assessment
 JEM 12-Month Follow Up Assessment

# Transactional Due Diligence Scope of Review Example

## Key Areas of Attention

- **EHS (Environmental and Safety):** Performance, compliance, audit and action status, anticipated regulation impacts, litigation, fines, appeals, facility siting, and emergency response.
- **Community and Governmental Affairs:** Review existing programs, survey publicly available information, identify key external parties, and assess the impact of the sale process.
- **Management Systems:** Evaluate current systems and third-party perspectives on effectiveness and adaptability.
- **Asset Integrity:** Sample inspection reports, action item statuses, and key programs such as Process Safety Management or Corrosion Under Insulation.
- **Reliability:** Examine performance and programs, and project enhancements and improvements.
- **Housekeeping and Site Tours:** Plan site visits, routes, improvements, driving versus walking tours, hosting personnel, and confidentiality safeguards.
- **Resources:** Assess organizational capabilities and preparedness for new ownership, potential issues, and opportunities for transition services.
- **Internal Reports, Audits, and Presentations:** Identify documents recommended for inclusion in data rooms.
- **Commercial:** Support key information provision.
- **Presentations:** Recommend, support, and critique draft management presentations.



## Expert Testimony Examples

We only support cases where our integrity can be maintained while providing expert testimony promoting safe, reliable operations.

**Case Example #1:** Involved resolution of conflicts based on SLA wording involving the production, operating/production expenses, and distribution of base lube oils. Expert testimony was provided to help clarify industry operating and maintenance standards and definitions – aligned with the SLA wording. Work included forensic review of maintenance and operations documentation and financials.

**Case Example #2:** Involved a lawsuit filed by a refinery to be reimbursed for the impacts of a five-minute electrical power interruption that resulted in the refinery being shut down for a month. Our investigation and testimony documented that the refinery was not properly prepared for the power outage even though it had been warned of the liability – and then proceeded to make major operating errors in the proper shutdown and restart of their facilities. A settlement was achieved (the case was dismissed) once our expert testimony was delivered.

In both cases, RAGAGEP standards and industry best practices were referenced and used as the basis of our testimony.



## Turnarounds

**JEM Advisors recommends using Phase-Gated processes for managing Turnaround planning and execution.**

The number of decision gates, approval levels, planning lead time, and other details should be developed with the client organization, based on several key factors:

- **TAR size and scope**
- **TAR facility complexity**
- **TAR facility location (remote vs. near industrial center)**
- **% of Capital Work and Control Systems modifications (considered high risk for most TARs)**
- **Size and structure of the client organization, including embedded contractors**

## Articles Published

### HP HYDROCARBON PROCESSING®

*August 2023* - ORR Article JEM Advisors Hydrocarbon Processing

- ▶ **The Importance of Operational Readiness**

*October 2023* - OE Article JEM Advisors Hydrocarbon Processing

- ▶ **Operational Excellence: Repetitive Incidents in the Energy Business**

*July 2024* - Hydrocarbon Processing Robust Maintenance Article

- ▶ **Maximize Benefits with Robust Maintenance Planning and Scheduling**

*August 2024* - Hydrocarbon Processing Special Focus Plant Safety & Environment

- ▶ **Best Practices for Proper Alarm Management**

*April 2025* – TAR Article JEM Advisors Hydrocarbon Processing

- ▶ **Phase-gate process for optimal turnaround performance: Long range turnaround planning**

(Click ▶ to view the article)

## Testimonials



***"It has been a pleasure to work with the JEM team as we progress our capabilities for technical development and operations of assets in emerging hydrogen and CCS hubs. The JEM team offers a breadth of expertise from strategic planning all the way to hands on support and tools. Their commitment to customer service and integrity at all steps of our engagement has been first class. As a result, we have been able to effectively progress our strategic thinking and capabilities in some very challenging areas for our organization."***

***- Midstream Energy Company Executive***

***"Gary and the team from JEM provide us practical and real-world advice. Their input helps us be confident that the plans we build to improve our safety and reliability have the benefit of solid experience and best practices."***

***- Energy Company Executive***





## Testimonials

***"JEM Advisors has a very deep bench of capital project management expertise. We found JEM Advisors consultants to be very experienced, knowledgeable, and most capable. JEM Advisors consultants assisted our organization in an assessment of a newly developed Operational Readiness process incorporated into the existing project management process. They led and participated in OR reviews of a suite of projects. The Advisors went well beyond expectations to provide various practical templates and tools for projects that have now evolved into standardized procedures and processes for future projects. We highly recommend JEM Advisors in any capacity to assist any organization in Capital Project Management."***

***- Major Petrochemical Company Global Projects Leader***

***"The JEM team's clear and actionable work provided the catalyst needed to move toward operational excellence at the storage facility."***

***- CEO, Storage Asset Company***







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