Gregory E. Walters

LARGE SCALE OPERATIONS AND LOGISTICS EXECUTIVE

Licensed Professional Engineer

A strategic and resourceful leader with over 20 years of experience in mechanical and nuclear engineering, naval operations and logistics, facilities management, and plant operations. Able to direct large teams and solve highly complex problems in critical situations. Accustomed to accountability, running large scale systems and organizations, and fiscal responsibilities. Creates a culture of trust and transparency that gets results. Consistently recognized academically and professionally: magna cum laude, Top Officer at Naval Commands, #1 Engineer at Westar Energy, "Best Director" at Springfield College.

HIGHLIGHTS OF EXPERIENCE

Associate Vice Chancellor of Campus Master Planning & Facilities Management 2019-present

University of Massachusetts Dartmouth, Dartmouth, MA

Responsible for capital construction/planning and facilities management departments whose objective is to deliver capital project execution and robust operations and infrastructure maintenance that ensures faculty, staff, student, and guest satisfaction with the University's appearance, buildings, physical plant and overall strategies.

- Delivered new strategic vision & master plan aimed to grow enrollment and improve infrastructure in first 6 months.
- Responsible for construction and coordination of a $130M public private partnership (P3) residence and dining hall.
- Planning a $45M infrastructure and envelop renovation of the Science and Engineering Building while maintaining occupancy with faculty research, laboratories, and academic classes.
- Coordinate with state departments and authorities for budgeting, funding, programmatic studies, and compliance by identifying and planning for critical infrastructure needs, renovation requests, and expected growth.
- Reduced expenses by $1.5M through schedule efficiencies, overtime reduction, and staff involvement in decisions.
- Established and implemented short/long term goals, metrics, and procedures to improve the operation of campus facilities through organizational effectiveness and collaboration with the department's three labor unions.
- Manage the operations of the campus power plant which includes a combined heat and power system, wind turbine, battery storage system, and rooftop solar.
- Developed strategic operations and integrated deferred maintenance planning with the completion of a comprehensive facilities assessment. Collaborated across departments to publish a "global priority list" for stakeholder visibility.

Director of Facilities Management 2015-2019

Springfield College, Springfield, MA

Managed operations and maintenance of all campus facilities with a 100-person team of Trades, Custodial, Warehouse Services, Projects/Planning, and Environmental Health & Safety departments in an urban environment of a historic campus.

- Revamped the RFQ/RFP process by establishing protocols and saved $500k in the first year. Developed and implemented official consulting and service contract agreements ensuring proper accountability and liability.
- Led a comprehensive $20M building transformation from program/design development to construction management.
- Created standards for construction specifications, campus maintenance, materials, and commissioning requirements ensuring all work, internal and external, is performed, constructed, and assembled to a high standard and expectation.
- Restructured departmental budgets to increase spending on preventive maintenance and infrastructure through efficiency gains, formal bidding, and stricter contractor oversight, saving over $1M in overtime labor and other areas.
- Enhanced efficiency in work processes and practices to improve productivity while reducing costs by implementing a new computerized maintenance management system (CMMS).

Director of Physical Plant and Operations 2011-2015

Loomis Chaffee School, Windsor, CT

Oversaw and directed the maintenance, operation, security, and improvement of the campus's facilities, buildings, grounds, and residences with an operating budget in excess of $13 million. In addition to the campus's 1 million square feet, managed and maintained over 70 faculty houses and apartments.

- Completed multiple capital and renovation projects totaling $35 million while never exceeding the budget.
- Reduced deferred maintenance by $20 million through coordinated planning & enhanced maintenance management.
- Through preventive maintenance and work quality improvements, eliminated $100,000 in annual overtime labor.
- Implemented campus master calendar to expand internal planning and coordination, rental ability for facilities as a new revenue stream, host community/external events, and improve overall operation of school's facilities.

- Managed the operation of the power plant and a reciprocating engine cogeneration plant. Pursued sustainability initiatives directly with the utility for new equipment, upgrades, and retro commissioning.

Senior Engineer and Maintenance Manager 2008-2011

Westar Energy, Topeka, KS (Electric Utility Power Generation and Transmission)
Managed electric power generation facilities maintenance, repairs, and outages while overseeing bargaining unit mechanics, electricians, technicians in their scheduled work, emergency repairs, and projects. Oversaw an annual project budget in excess of $12 million; generating the design and operating requirements, evaluating contractor proposals, supervising the construction and installation, to administering the budget, forecasting, purchasing, invoicing, and project completion.

- Responsible for the development, organization, data entry, and implementation of comprehensive asset management module for every system and all components within the power plant which linked preventive maintenance, inventory, equipment performance, costs, and required labor into a fully integrated CMMS system.
- Delivered four steam turbine generator maintenance overhaul projects on-time and under budget each with a $6M budget for parts, materials, labor and contracts performed during the plant's 8-week outage schedule.
- Initiated a $20 million coal mill and dust explosion mitigation program, exceeding all Occupational Safety and Health Administration (OSHA) and state regulations.
- Developed comprehensive 5-year plans for a high energy piping inspection program, make-up water maintenance and repairs, and major steam system corrosion monitoring.

Executive Officer, Naval Nuclear Submarine 1997-2008

Lieutenant Commander, United States Navy Submarine Force
Served onboard USS SAN FRANCISCO (SSN 711), USS HARTFORD (SSN 768), and at the Naval Submarine School
Managed 4 departments and over 130 personnel, overseeing every aspect of the ship's operations, maintenance, budgets, schedules, and human resource requirements as well as complex at-sea operations, critical emergency repairs, and safety.

- Planned and executed a $130M, 2-year repair of the ship's hull coordinating with government contractors, design engineers, shipyard availability, and ship's crew returning the ship to full operational readiness and seaworthiness.
- Developed, executed, and administered a comprehensive long-range 3-year training program covering all aspects of ship's operations, maintenance, and technical knowledge requirements.
- Officer of the Deck responsible for the safe operation and navigation of a naval submarine during two deployments and associated exercises. Supervised all aspects of the ship's nuclear power plant operations, preventive maintenance, repairs, safety systems, and training maintaining maximum capability. Managed a 33-man watch-section ensuring safe navigation and operation.

Navigations/Operations Officer
Responsible for the submarine's navigation, operations, communications, associated systems/equipment and the management, training, development of personnel within the department. Earned the title of "Best Navigation Team in the Squadron" in less than 4 months. Executed every aspect of the ship's Sea Trials (an intense retest, recertification, and sea worthiness program for all shipboard systems) following an extended shipyard repair period.
Submarine School Instructor
Technical subject matter expert for torpedo employment and operation. Revamped curriculum and coordinated with the Naval Undersea Warfare Center torpedo designers, testing engineers, and submarine Commanders to develop briefs on advanced employment tactics.
Reactor Controls Assistant, Damage Controls Assistant
Supervised all aspects of the ship's nuclear reactor operation and safety, maintained reactor controls, auxiliary mechanical systems, and damage control equipment in optimal operational readiness. Managed Quality Assurance programs for critical Sub-Safe systems involving mechanical, hydraulic, pneumatic, and electrical components.

EDUCATION AND TRAINING

- **Licensed Professional Engineer** – Massachusetts, Connecticut
- **Contractor Supervisor License** – Massachusetts
- **Massachusetts Certified Public Purchasing Official** – Public Contracting Overview Certificate
- Masters, Engineering Management, Old Dominion University, Norfolk, VA (2007)
- Bachelor of Science, Mechanical Engineering (Magna Cum Laude), Union College, Schenectady, NY (1997)
- Massachusetts Courts Mediator
- Naval Schools & Training: Submarine Officer Advanced Course, Assistant Navigator School, Leadership Facilitator Instructor School, Naval Nuclear Power Prototype School, Naval Nuclear Power School