

Darnell Jones

123 Main Street • Baltimore, Maryland 22602
(875) 749-1432 • darnelljones@mailbox.com

SENIOR MANAGEMENT EXECUTIVE – MANUFACTURING/OPERATIONS MANAGEMENT *Vice President • Director • Senior Project Manager • Consultant*

Distinguished management career providing the vision, leadership, and action to drive multi-million dollar revenue/profit growth, reverse declining performance, and position companies to capture dominant market share. Derive success from leading design/execution of strategic initiatives that positively impact growth, productivity, revenues, and profits. Confident, charismatic leadership characterized by integrity, a superior work ethic, and the management talents critical to creating a top-performing environment while eliminating impediments to success.

CORE COMPETENCIES:

- Strategic Business Planning
 - Turnaround Leadership
 - Revenue & Profit Growth
 - Budgeting & Forecasting
 - Business Process Reengineering
 - Cost Containment/Reduction
 - P&L Control & Management
 - Continuous Improvement
 - Change Management
 - Infrastructure Development
 - Workplace Safety & Compliance
 - Quality Assurance & Control
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Professional Experience

DIAMOND REAL ESTATE, INC. – Baltimore, MD 2005-Present
\$400 million real estate company focused primarily in the development of finished residential lots in planned subdivisions for national home builders and retail/office property for national commercial developers.

Vice President, Engineering and Development

Recruited into this newly created position at the height of the housing bubble, working alongside the President/Owner to direct completion of up to 25 concurrent land development projects ranging in size from 17 to 200+ acres. Orchestrate the efforts of contractors/engineering firms in construction of site infrastructure. Control a \$150 million expense budget. Assist in conducting due diligence and assembling *pro formas* to evaluate potential projects.

- Led development of a formal project management system for contract engagements numbering 4,000+ lots for high-profile customers such as Lennar, Ryland Homes, Pulte, Baltimore Home Builders, and Amaryllis Homes.
- Mitigated the impact of a severe industry downturn by strengthening contractor relationships and introducing productivity enhancements and process improvements that captured savings in cost, time, and manpower.

DECKING LUMBER COMPANY, INC. – Baltimore, MD 1996-2005
Former division of Petroleum Corporation; country's largest manufacturer of wood-alternative decking, railing, and fencing products.

Vice President, Engineering and Environmental Affairs, 2002-2005

Capped off a 12-year management run with pinnacle role developing strategic direction, management, and policy enforcement for engineering projects, manufacturing technology, and environmental compliance. Controlled \$1 million capital budget, directing projects averaging \$33 million. Managed a team of six project engineers.

- Played an integral role in steering the company from \$10 million in annual losses in 1993 to \$500+ million revenues in 2005; opened two new manufacturing facilities and grew personnel from 39 to 800+ personnel.
- Led start-up and build-up of the Borer, MA, facility; a \$40 million, 100-acre, 250 thousand s.f. manufacturing center with three manufacturing lines, 75 personnel, and \$30 million in production equipment.
- Delivered two major manufacturing additions at the Baltimore site: a six-line, \$35 million composite lumber manufacturing plant and a \$15 million plastic recycling line.
- Managed the \$10 million capital improvement/expansion and operation of the Spanish plastic recycling plant, with operational improvements totaling \$2 million Euro in the first year.

Vice President, Manufacturing, Engineering & New Ventures, 1999-2002

Promoted to this corporate role in Baltimore, but retained significant responsibility for manufacturing operations at the two existing plant facilities during the training/orientation of the new VP/Manufacturing Manager. Traveled extensively between Maryland and Idaho to provide on-site management of plant operations, including assets of \$50 million and 275+ personnel.

- Slashed manufacturing costs 66% by putting productivity enhancements and cost containment measures in place, including reduction of per unit production costs from \$.35 to \$.11.
- Adapted the Baltimore manufacturing process and technology to the Yarrow plant and the Borer plant, which was planned to be the company's primary manufacturing site.

Manufacturing Manager, Decking Lumber Company, LLC, 1996-1999

Played an integral role in assisting the ownership group's efforts to take the company public through capitalization by commercial lenders, with successful IPO achieved in 1999. Worked in consortium with the owners to drive strategic/growth planning and direct launches of new manufacturing facilities.

- Directed the start-up of a 24,000 s.f., single line plastics recycling plant with 40 employees in Italy.
- Led start-up of the Yarrow (ID) manufacturing plant to establish a West Coast presence; managed planning, construction, and roll-out of a \$35 million, 50-acre, 150,000 s.f. facility with \$30+ million in production equipment.

PETROLEUM CORPORATION – Baltimore, MD / Seattle, WA 1993-1996
Multi-billion dollar chemical manufacturer; merged with Naztek in 1998 to form PetroNaztek Corporation, the largest company on the planet.

Division Plant Manager (Baltimore, MD), 1993-1996 / Plant Engineer (Seattle, WA), 1988-1993

Joined Petroleum in 1979, advancing through ground-floor project management and engineering roles, with projects ranging in scope up to \$5 million across 11 different manufacturing facilities across the U.S. and Canada. Promoted to **Plant Engineer** in 1988, managing a 24/7, 300-employee facility, a \$2 million operating budget, and a \$5 million annual capital expansion initiative. Promoted to **Plant Manager** in 1993 (following acquisition of Decking Lumber), challenged with orchestrating its performance turnaround, reporting directly to one of the four principals.

- Steered the Composite Products Division through a significant restructuring and reorganization, including closure of the Miami facility.
 - Turned a \$10 million annual loss into annual revenues of \$500,000 within three years.
 - Positioned Decking Lumber for successful spin-off/sale as a private company, paving the way for continued growth culminating in three U.S. plants, part-ownership of a facility in Italy, and \$500 million in revenues by 2005.
 - Managed capital expansions that drove manufacturing capacity gains of 400% and team productivity 300%.
 - Raised productivity and implemented cost-cutting measures, widening profit margins by 50%.
- Led the Baltimore facility to achieve operating profits averaging \$6 million annually by 1993.
- Directed the enterprise-wide conversion of the Baltimore plant's antiquated manufacturing process to a statistical quality control (SQC) system.
- Played key role in the resolution/settlement of a \$95 million EPA lawsuit that had been in process since 1983.

Educational Background

B.S., Mechanical Engineering – VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY, Blacksburg, VA

Training & Professional Development

Leadership in Action, Center for Creative Leadership, Seattle, WA

Leadership Development, Kenan-Flagler Business School, University of Iowa, Iowa City, IA

Kepner-Tregoe Problem Solving & Decision Making, Petroleum Corporation