

ANDREA R. COLE

3734 W. 127th Ave. / Broomfield, CO 80020 •

GENERAL MANAGER / STRATEGIC THOUGHT LEADER

Accomplished professional who incorporates design, validation, quality, and project management skills to drive the success of mission-critical water management and environmental programs. Capitalizes on broad engineering knowledge and business acumen to ensure projects remain on schedule and budget while complying with strict government and industry regulations. Dynamic self-starter with experience across all aspects of the project lifecycle, including team leadership, strategic business planning and sales growth, engineering, design, and delivery. Specializes in identifying potential issues and working across departments/functions, as well as with external stakeholders, to develop and implement solutions quickly and cost-effectively. Thrives in a fast-paced, challenging environment that provides the opportunity for innovation and continual improvement. Provides example-based leadership to create team-oriented working environments, a culture of commitment and accountability, and highly motivated personnel focused on profitability, quality, and customer service.

EXPERIENCE

GENERAL MANAGER • Dominion Water & Sanitation District • 2021-Present

Managing the water and wastewater systems for Dominion's retail customers. Dominion currently serves Sterling Ranch a master-planned community in Douglas County, located south of Chatfield Reservoir, which is planned for up to 12,000 residential homes. Sterling Ranch is the first community in Douglas County that incorporated renewable water into its portfolio from inception. This vision has set the stage for water sustainability in Douglas County and is a tenant of Dominion. Andrea continues to advance Dominion's vision by leading Dominion in partnering with stakeholders in Douglas County to provide a regional solution for wastewater treatment and continuing to advance renewable water for its customers. Andrea is skilled at garnering consensus to drive projects forward through effective communication and organizational skills.

Key Achievements:

- Drove Bond Issuance of \$137,935,000 to refinance debt and secure \$28M of funding for future capital projects for Dominion in the tight 2022 Bond market.
- Advanced development of District Rules & Regulations and document control system for overall management of the District.
- Secured \$4,525,000 of ARPA funding to connect the Community of Louviers to renewable and resilient water supplies.
- Collaborated with Castle Rock to secure \$26.8M of ARPA funding to advance the Chatfield Basin Reclamation Facility (CBWRF) as a regional wastewater treatment facility for the Santa Fe Corridor.

REGIONAL BUSINESS LEADER • Olsson • 2018-2021

Spearheaded the development of public sector work for water, transportation and environmental teams along the Front Range. Instrumental at leading proposal efforts and mentoring marketing and team leaders on best business practices for developing winning responses to proposals for municipalities. Developed client account plans for ten key accounts – to include City of Greeley, Denver Water, City and County of Denver, Colorado Department of Transportation, and Aurora - to assist in business development planning for 2020 and 2021. Regular attendance of key committee and organizational meetings as well as conference attendance, to include ACEC, Colorado Water Congress, CDOT Small Business Committee Meetings, Downtown Denver Partnership, SMPS, and Denver Chamber – to continue to expand name recognition for Olsson.

Key Achievements:

- Assisted proposal team in developing winning proposal for Westminster Greenfield WTP – a joint effort with CDM Smith. Olsson is a key subconsultant providing stakeholder engagement and assisting in leading the envision process for the City of Westminster. My role was to provide insights into the owner's perspective and differentiating the proposal from the competition.
- Led the transportation team to two successful pursuits for the City of Greeley bringing in over \$300,000 of revenue for the team in 2019.
- Led the water team to a key strategic win with the City of Greeley for the 35th Avenue pipeline(s) project, growing Olsson's water/wastewater presence and introducing key staff to decision makers within the City. A key component to the project is collaboration between the water and sewer department as well as the public works group for on-time delivery.
- Developed winning proposal for construction oversight of two pipelines being constructed for the City of Longmont and the Town of Lyons as part of the 2013 flood recovery.
- Initiated the development of six abstracts for the Rocky Mountain Water Conference – four of which were selected – to continue to support name recognition for Olsson along the Front Range.

SUPERVISING ENGINEER, AREA PMO LEADER • Brown and Caldwell, Inc. • 2013-2018

Combined expertise in engineering, water resources, and program management with legal and regulatory knowledge to drive continuous improvement. Held authority for over \$40M worth of projects, project managers, and monitoring managers for the Rocky Mountain Area, including Denver, Houston, Salt Lake City, Carson City, and Billings. Responsibilities include ensuring a quality product is delivered to the client on time and budget as well as profitability of projects, with losses held to 1% of net revenue. Drive completion by identifying effective project managers who can successfully complete high-risk projects, including design build project delivery, program management, and large design efforts. Spearheaded project management tools to include tracking budgets effectively, risk management tracking, and schedule development and tracking. Trained project managers within the Rocky Mountain Region to gain certifications for project management skills. Successful leadership at Project Management Office (PMO) led to promotion as Rocky Mountain Area Champion to develop design build delivery projects and opportunities that increased chances of success

Key Achievements:

- Owners Advisor for development of an Environmental Impact Statement for large water supply project along the Front Range, advising client on lean process to streamline permitting, implementing branding across the project and garnering support with lead and cooperating federal agencies.
 - Secured 10-year Master Services Agreement to support permitting efforts for the project.
 - Entrusted with on-call Phase I services for City of Greeley that requires 30 days or less to be completed as part of the due diligence period.
 - Spearheaded the development of an executive committee to include upper management to drive consensus on key decisions to advance the project
 - Led the development of a thorough and extensive alternatives analysis that provided support for the project
 - Led external stakeholder meetings with various federal, state and local agencies
 - Commended for thought leadership, organizational and communication skills to garner consensus and drive the project forward
- Brought on new client that generated \$2 million of work and spearheaded the opening of a new office in Wichita to support the project and client and expand business within the state of Kansas.
 - Awarded and project managed City of Wichita's Contingency and Emergency Response Plan and the Condition Assessment of the 66-inch Force Main that conveys 60% of the city's wastewater between processing plants.
 - Awarded emergency repair project for City of Wichita single raw water supply line to Main Water Treatment Plant, project was completed on-time ensuring safe reliable water supply for the City prior to increases in demands.
- Oversaw substantial portfolio of water supply projects that are key in meeting clean drinking water needs for thousands of residents for the Navajo Nation.
- Managed multimillion-dollar highly technical design/build project for critical upgrade to Metro NTP Wastewater Treatment Plant.

SENIOR PROJECT MANAGER • SAIC Energy, Environmental & Infrastructure, LLC • 2008-2013

Retained to assist with multi-million-dollar technical and politically complex program for City of Wichita. Fulfilled multiple functions, including Program Controls Manager, Program Manager, and Project Manager. Coordinated all activities associated with the City's Cost Sharing Agreement with the Bureau of Reclamation. Managed entire program lifecycle, from preliminary design through construction to startup and commissioning, including master schedule, earned value analysis, budget projections, and reporting. Prepared monthly/quarterly reports for various stakeholders and advised program team on procurement documents, and document storage procedures. Assisted the city on legal and technical challenges associated with multiple construction and/or design defect issues.

Key Achievements:

- Commended by supervisor for "high-quality work, thought leadership, and ever-increasing client management role that have been invaluable to the success of the program and our performance."
- Accomplishments associated with City of Wichita Aquifer Storage and Recovery Phase II Program, including:
 - Supported city in obtaining Class V Underground Injection Control (UIC) Permit.
 - Advised city on recent water rights and legislation that directly impacted city's ability to recover recharge credits.
 - Drafted procurement and contract documents (design/bid/build and design/build) for 13 bid packages.
 - Developed and implemented training for SharePoint site and ASR Program Central for effective documents storage and construction management forms.
 - Created request for proposal document and interviewed three qualified consultants for City of Wichita's update to Integrated Local Water Supply Plan.
 - Presented City of Wichita Program at several National Groundwater Association Summit, leading to relationship with City of Fresno for upcoming \$1 billion program.
- Awarded City of Wichita's Water Demand and Supply Assessment.

WATER RESOURCES ENGINEER • Parsons, Inc. • 2002-2008

Held authority for engineering and permitting team on hydrologic and hydraulic analysis for bridge replacements, numerous track expansion projects, and water-related derailments for approximately \$1.5M worth of Union Pacific Railroad programs every year. Managed preliminary design for all major and minor drainage along the Regional Transportation District West Corridor. Authored technically detailed reports such as drainage plans and environmental impact statements.

Key Achievements:

- Obtained permits in 15 states and three USACE jurisdictions, US Coast Guard, and USFWS for major railroad to complete several thousand miles of additional track, replace more than 100 bridges and culverts, and complete other specialized emergency projects.
- Served as Lead Design Engineer for all drainage structures along a 12.1-mile transportation corridor project in Denver Metro area, including successfully negotiating with four local permitting authorities along the corridor.
- Ensured West Corridor Project met client and stakeholder requirements by working closely with irrigation owners, private landowners, and Adams County.
- Supported legal team with expert opinion reports and questions posed by counsel on three pending flooding litigation cases.

WATER RESOURCES ENGINEER • McLaughlin Water Engineering, Ltd. • 1999-2002

Assisted nationally recognized whitewater course design team on conceptual and preliminary designs for nationwide stream restoration and revitalization projects. Coordinated with engineers from CSU and NRCS to create detailed scaled models for whitewater courses. Created poster-boards for public interest meetings to detail conceptual project designs.

Key Achievements:

- Supported preliminary and final design for rehabilitation of the failed Monument Creek drop structures in Colorado Springs.
- Completed floodplain delineations for Town of Basalt on Roaring Fork River, assisting town in determining areas for development.
- Worked hand-in-hand with expert witness to determine water rights for kayak course for the city of Fort Collins.

E D U C A T I O N & P R O F E S S I O N A L A C T I V I T I E S

EDUCATION

- JURIS DOCTOR (JD) • University of Denver • May 2006
- BACHELOR OF SCIENCE, CIVIL ENGINEERING • Montana State University • May 1999

ADMISSIONS & LICENSURES

- Professional Engineering License – Kansas, Since 2016 (Inactive)
- Professional Engineering License – Colorado, Since 2004
- Licensed to Practice Law – Colorado, Since 2007 (Inactive)

PROFESSIONAL MEMBERSHIP

- Design Build Institute of America – Since 2017
- American Water Works Association (AWWA) – Since 2016
- Colorado Municipal League – Since 2019
- Special District Association – Since 2019
- Denver Metro Chamber of Commerce – Since 2019
- Downtown Denver Partnership – Since 2019