

GRAY HORTON

14494 Lake Wildwood Drive • Penn Valley, California 95946
530-415-0717 • gray@grayhorton.com

Operations Management • Construction Project Management • Facilities Management

Talented and accomplished management professional with background in business operations, commercial construction, real estate development, project management, and other areas. Consistent record of increasing profits, building revenue, and completing projects on time and within budget. Proficiency in process improvement, customer relations, team leadership, and business development. Adept at directing start-up activities. Excellent reporting, problem-solving, and negotiation skills.

Operations Management • Strategic Planning • Project Management • Construction Management
Facilities Management • Organizational Improvement • Business Development • Production
Warehouse Operations • Marketing • Consulting • Budget/Cost Control • Negotiations
Estimating & Bid Preparation • Prioritization • Safety • Oversight • Conflict Resolution
Start Up Operations • Requirements Determination • Staff Development • Purchasing

PROFESSIONAL EXPERIENCE

STORAGE CONCEPTS LLC, Nevada City, California • 2002-current Operations & Construction Manager

Oversaw business operations for \$3M real estate development firm. Directed projects in Hawaii and California, ranging from raw land acquisition and development to management of self-storage businesses. Carried out property management and commercial construction. Developed and updated policies and procedures. Administered multi-million dollar budgets.

Maintained 3 facilities. Managed P&L, marketing, advertising, and maintenance. Supervised staff of 6, and up to 60 contractors and subcontractors during construction projects. Recruited personnel and set work schedules. Arranged facilities maintenance. Evaluated bids. Oversaw purchasing. Conducted site evaluations, field audits, and AP/AR reviews. Part-time '02-'05. Full-time '05-'08.

Key Achievements:

- Achieved annual ROI of more than 35% for 4 projects totaling \$74M.
- Increased new business 18% by developing and launching Internet advertising campaign. Reduced advertising costs 11%.
- Completed \$4.5M, 2-year, construction project \$500K under budget.
- Directed \$9M, 100,000 sq. ft. construction of self-storage facility.
- Reduced costs by introducing paperless faxing and broadband connectivity.
- Implemented prospect tracking system and standardized training documentation.
- Developed maintenance schedules that reduced downtime and repair costs.
- Grew new client volume 8% by introducing 20/20 customer referral program.
- Improved efficiency by installing new telephone system for inbound calls.
- Enhanced employee satisfaction with new bonus program that led to greater performance.

CENTURY COMPUTERS, INC., Honolulu, Hawaii • 2003-2005

Network Services Manager

Directed network services department of \$16M IT outsourcing and application service provider company, serving all Hawaiian Islands, plus Samoa and Guam. Supervised staff of 15. Oversaw P&L, customer relations, staffing, and industry certifications. Full-time '03-'05.

Key Achievements:

- Improved annual revenue from \$940K to \$1.2 million (28% increase).
- Deployed up to 35 projects simultaneously, including DSL, DS1, DS3, fiber optic, LAN, WAN, domain hosting, email, web, server, and SQL implementations.
- Managed 24x7 data center and 24x7 help desk for 400 clients.

HORTON DEVELOPMENT, Honolulu, Hawaii • 2001-2005

Owner & Project Manager

Launched and directed residential and commercial development consulting firm. Conducted site analyses and created pro-forma budgets as high as \$10M for commercial development projects. Part-time '01-'05.

Key Achievements:

- Reviewed bids and submitted offers for real estate purchases ranging up to \$6M.
- Evaluated business operations and construction plans for \$1.5M business expansion project. Provided recommendations on construction drawings, architectural design, operations, security, personnel, competition, and marketing.
- Oversaw team of subcontractors on \$75K residential renovation project. Developed specifications, solicited and evaluated bids, awarded contracts, and carried out QA inspections.

DYNCORP SYSTEMS & SOLUTIONS, Honolulu, Hawaii • 2002

Pacific Regional Manager

Consultant for \$3B government services provider. Managed installation of IT infrastructure for Dept. of Homeland Security, Transportation Security Administration, at 12 airports in Hawaii and South Pacific region. Deployed resources in 3 phases. Coordinated subcontractors. Upgraded database content. Served as main point of contact for local, national, and international stakeholders.

Key Achievements:

- Implemented computer equipment, PDAs, communication and data equipment, cabling, WAN/LAN/WLAN connectivity, secure access systems, unified messaging, and video conferencing and surveillance.
- Consistently met or exceeded deadlines in environment of rapidly changing priorities.

A-AMERICAN MANAGEMENT, Honolulu, Hawaii • 2000-2002

Regional Manager

Managed 3 self-storage facilities for this \$72M national chain. Supervised staff of 15 and held \$3.2M P&L responsibility. Created marketing and sales strategies. Performed feasibility studies to facilitate expansion activities and provided recommendations on operational improvements.

Key Achievements:

- Increased sales 43% by conducting telephone sales and customer service training.
- Reduced receivables 33% and lowered expenses 3% by streamlining processes, improving forms, instituting standards, and evaluating vendors.
- Improved efficiency by revising scheduling and remodeling offices.
- Developed and implemented OSHA safety program.
- Created maintenance programs for 120,000 sq. ft. of facilities.
- Turned around underperforming facilities in less than 2 years.

SOUTHWEST LIFT, INC., Austin, Texas • 1999-2000

Branch Manager

Managed operations for fastest-growing location in \$50M material handling distribution equipment company. Supervised staff of 25. Carried out extensive restaffing and process reengineering. Oversaw parts, service, rental, administrative, and sales departments.

Key Achievements:

- Increased sales 50%, from \$3.3M to \$5M, in only 1 year.
- Ranked in Top 4% in company and selected to participate in 2 critical projects: 36-month leadership and organizational change project, and 18-month process improvement initiative.

CARDIFF MASON DEVELOPMENT, Honolulu, Hawaii • 1997-1999

General Manager Pacific

Oversaw all aspects of project development for \$25M real estate development firm. Hired, trained, and supervised staff of 6. Directed customer service, real estate site analysis & selection, warehouse layout and design, construction, PR, sales, marketing, and turn-key delivery of a \$4M commercial renovation project.

CAREER NOTES: Previous positions include **Operations Manager**, ALII STOR-MOR (1995-1997), **Operations Manager**, EZ ACCESS STORAGE (1993-1995), **President**, LASERLIFE (1988-1993), and **Project Coordinator**, COMMAND CONSTRUCTION (1986-1988). Details available on request.

EDUCATION

Bachelor of Science in Production and Operations Management

University of Rhode Island, Kingston, Rhode Island

TECHNICAL SKILLS

PC hardware, LAN / WAN / WLAN, cabling, network equipment, Mac OS, Windows OS, MS Office, MS Project, MS Publisher, Goldmine, ACT!, Space Control, Domico, Mini Storage Plus, Quik Stor, MTA