

# William McCandless

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<b>Experience</b>	<b>2014 – 2022</b>	<b>MadCar Consulting</b>	<b>Oklahoma City, OK</b>
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## **Consultant**

- Provide consultation services to natural gas and energy-based companies in various areas, including optimization, settlements and operations
- Provide expert witness services for natural gas industry

<b>2014 – 2022</b>	<b>ENABLE Midstream Partners</b>	<b>Oklahoma City, OK</b>
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## **Vice President, System Operations**

- Led multiple departments including, Contracts, System Control, Volume Control, Reservoir Engineering, Hydraulic Engineering, Commodity Management, Maintenance Management and Commercial Analytics
- Known for developing process-oriented teams that deliver high levels of customer service while maximizing value for Enable
- Known for and have a talent in leveraging the data hidden in a company's enterprise systems to evaluate and improve business processes, efficiencies and profitability, especially as it pertains to logistics, commodity management and settlement processes
- Led numerous organizational change and optimization efforts including:
  - Lead business executive in the implementation of Trellis Energy Pipeline Management System for Enables Interstate and Intrastate pipeline systems.
  - Consolidation of multiple departments spread across three cities following large company merger
  - Consolidation and standardization of large enterprise software systems
  - Drove a program to add crude and water logistics, measurement, system control, optimization and back-office capabilities
  - Executive business owner on a multi-year, \$20MM system implementation to manage daily business of our interstate and intrastate pipeline system
  - Led effort to stand up our enterprise hedging and market risk management program
  - Led effort to implement a system maintenance process improvement and standardization effort
- Functional team lead on merger between two midstream companies, Enogex and CenterPoint, to form Enable Midstream. Areas of focus include Commodity Management, Volume Control/Scheduling, Gas Control, Measurement, Storage Optimization and Analytics
- Core business initiatives driven:
  - Integration of several acquired Natural Gas and Crude/Liquid pipeline assets
  - Development of a new Liquids/Crude program to internalize liquids SCADA, measurement and settlements processes
  - Development and implementation of enterprise maintenance management program to coordinate calendaring, optimization, impact studies and communicate planned maintenance events.
- Core technology initiatives driven:
  - Drove data analytics, business intelligence and master data management

program to improve operational and commercial use of SCADA, Measurement and customer transactional data

- Led a number of initiatives, analysis and modeling exercises leveraging enterprise data which has resulted in the increased margins of more than \$25M/Yr.
- Implementation of critical business systems; FlowCal Measurement, Quorum TIPS for all gathering and processing assets and Blackstone Trellis to manage nominations, scheduling, capacity release, and settlements for all transportation and storage assets.
  - These are multi-year, multi-million dollar projects involving dozens of internal subject matter experts and IT resources.

**2009 – 2014**

**ENABLE Midstream Partners  
(formerly Enogex)**

**Oklahoma City, OK**

**Managing Director, Analytics & Logistics**

- Led multiple departments including, Contracts, Volume Control, Information Management, Commodity Management and Commercial Analytics
- Known for and have a talent in leveraging the data hidden in a company's enterprise systems to evaluate and improve business processes, efficiencies and profitability, especially as it pertains to logistics, commodity management and settlement type processes
- Developed hedge strategy to manage commodity risks associated with Natural Gas and Natural Gas Liquids positions
- Led efforts to integrate new assets acquired through acquisition into our daily business including logistics and settlement
- Led effort to develop and implement "Customer Satisfaction" measures tied to member's short-term incentive plan
- Identified and implemented numerous contract optimization efforts, increasing annual margins by more than \$15M
- Led a process improvement effort to reduce the cycle time of contract generation from 21 days to 3 days using measures, process improvement and technology
- Led effort to restructure and combine logistics and marketing groups to improve the optimization of our assets and commodity positions
- Develop tools and metrics to manage day to day scheduling logistics
- Develop 5-year roadmap and strategy for information systems
- Developed business cases and drove an RFP process to replace numerous core business systems including our current Measurement system.
- Sponsor and lead effort to implement Business Intelligence framework
- Developed and drove initiative to implement Business Intelligence methodologies

**2003 – 2009**

**Enogex**

**Oklahoma City, OK**

**Director, Pipeline Portfolio Management**

Major Accomplishments:

- Implemented numerous process changes designed to improve timeliness and success of business decisions
- Developed strategies and processes to manage Enogex various commodity positions
- Develop supply forecasting model. Model is a primary input into budget and monthly

financial forecast

- Participate in the development of commercial strategy
- Develop and implement Efficient Frontiers study of processing portfolio mix
- Develop and implement P&L reporting by customer and contract capabilities
- Support regulatory efforts in rate case efforts and industry rule making
- Created gas processing decision support model based on evolutionary network optimization model. Model is run daily to determine the optimal setup of our processing header and processing plants.
- Participation in numerous process teams and software implementations (System Optimization, Configuration Management, Trade and Portfolio Management, Commodity management system)
- Led multi-disciplined team in the identification and documentation of gaps in our energy marketing groups front to back office processes and technology

**2001 – 2003**

**TECO EnergySource**

**Tampa, FL**

**Director, Price Desk and Energy Management Systems**

Major Accomplishments:

- Played a key role in recruiting and hiring a first class team of energy marketing professionals
- Specified and developed office and communication facilities to support 80 marketing professionals
- Specified, developed and implemented all energy marketing specific Information Technology including:
  - Trade room infrastructure: Remote KVM desktops, secure wireless network and a 20x8 foot data-wall.
  - Led the selection and implementation of an energy trading and risk management system (ETRMS).
  - Led the design and development of a market information and pricing analytics system. Integrated with selected ETRMS.
  - Led the design and development of an application used to economically dispatch unregulated power plants Integrated with RMS.
- Led the development of Monte Carlo simulation models used to forecast margins from merchant power plants.
- Led the development of financial option models used to value custom power generation based financial products
- Assisted in the development of companies risk management policies and procedures
- Led the development of the TES Disaster Recovery and Business Interruption plan

Daily Responsibilities:

- Managed a team of IT and quantitative analysts responsible for:
  - Forward curve development
  - Price analysis (volatilities, mean reversion rates, correlations)
  - Power plant margin forecasting
  - Hedge plan development and analysis
  - Regional heat rate option theoretical product pricing
  - Pricing of both long and short term power and gas structured products
  - Management of all TES trade room technology
- Perform economic, fuel and capacity studies in conjunction with various economic scenarios associated with the trading around merchant power plants

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**2000 – 2001**  
**Director of e-Commerce**

**Zeus Development Inc.**

**Houston, TX**

Major Accomplishments:

- Created web based order entry, credit card verification and order management system utilizing ASP and secure SSL certificates.
- Created web based database system for managing online industry directories and newsletters.
- Created web based publishing application used by our editorial staff to post stories and images to Zeus' newsletter websites
- Functionality includes:
  - Online subscriber based newsletter. Subscribers and site security are managed via the company CRM package.
  - Online web based story editor with options to prioritize stories, add images, assign keywords, and format story elements. This allows our writers to publish stories from remote locations.
  - Stories are tracked for the purpose of determining subject popularity.
  - Searchable story archive.
  - Web forum for handling industry questions.
- Implemented Customer Relationship Management (CRM) package used by Zeus employees to manage customers/subscribers and execute marketing campaigns.
- Created website statistics reporting application used by the marketing department to track interest in various projects. Reports include banner ad impressions/click-throughs, Marketing Campaign tracker, last 100 users, last 100 hits, daily and hourly hit rates all broken down by web site.
- Specified, designed, built and maintained network of NT servers and client desktops. Servers included: Windows 2000 Directory/File server, Windows 2000 SQL server, NT 4.0 IIS server and NT 4.0 Exchange server.

Daily Responsibilities:

- Manage a team of graphics artists and web developers
- Day to day content management of over a dozen public web sites.
- Trained numerous employees in web development and the management of Internet, mail, database and file servers.

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**1997-2000**  
**Systems Manager and Analyst**

**CLECO Energy, LLC**

**Houston, TX**

- Created an energy pricing data warehouse and analysis application.
- Created a library of Black Scholes and Jump Diffusion option calculations. This library was designed to be used in Excel and utilized as a real-time option position report.
- Performed scenario and risk analysis on various trading strategies and portfolios.
- Implemented and maintained the energy transaction and risk management system.
- Designed and implemented risk management reporting procedures for calculating and generating:
  - Mark to Market and Value at Risk reports.
  - Natural gas forward curves, volatilities and correlations
- Lead IT and portfolio analyst due diligence process on a number of potential corporate

acquisitions

- Implemented and maintained the data/news/price feed system, which provided traders and management with real-time market information.
- Created an accounting reporting application used to produce general ledger, aging, AR/AP, and Income Statement reports all of which are easily exported to Excel.
- Created an application used to manage the employee 401k benefits.
- Implement and maintain video conferencing systems.
- Network Administrator

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<b>1995-1997</b>	<b>Keystone Integration, Inc.</b>	<b>Houston, TX</b>
<b>Vice President of Project Development</b>		

- Designed and developed applications for sizing natural gas equipment (separators, line heaters, dehydrators, piping, valves and compressors).
- Designed and developed numerous applications for the litigation services industry.
- Designed and developed natural gas meter polling applications.
- Implemented CRM solutions for numerous clients.
- Installed and managed dozens of NT/Windows networks.

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<b>1990-1995</b>	<b>Systems Application Engineering</b>	<b>Houston, TX</b>
<b>Systems/Analyst</b>		

- Design, develop and maintain real-time SCADA applications for a major pipeline company.
- Design, develop and maintain a liquid pipeline simulator used to schedule batch deliveries and calculate pipeline compression requirements for up to a month into the future.
- All application development was done using FORTRAN 77 and C++ against both proprietary and Oracle databases. Hardware included Tandem mainframes and IBM RS6000s.

**Industry Knowledge**

- 18+ Years of oil and gas experience
- Applied knowledge of risk management concepts such as derivative trading, pricing models, forward curves, value at risk and mark to market reporting
- Applied knowledge of oil and gas accounting procedures including joint interest billing, revenue disbursement and mark to market accounting
- Applied knowledge of natural gas processing equipment and monitoring systems
- Good understanding of energy trading and risk management
- Good understanding of the legal discovery process

**Software Tools**

Crystal Ball, MS Visual Basic 2.0 – 6.0, MS Access, MS Visual C, MS SQL, Oracle, Python, FORTRAN 77, ASP, HTML, Dreamweaver/Fireworks, Visual Source Safe, ERWin

**Education**

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<b>1990</b>	<b>Southwest Texas State University</b>	<b>San Marcos, TX</b>
<ul style="list-style-type: none"><li>▪ B.S. Computer Science, minor in Mathematics</li><li>▪ Participated in OU/OSU Executive Education Partnership Program</li></ul>		

**Other Activities**

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- Led 2019/2020 Enable Midstreams United Way campaign, raising over \$600,000, a new company record
  - Volunteer at a number of local non-profit charities including: Infant Crisis Center, Salvation Army, Oklahoma City Food Bank, Habitat for Humanity