

# DOUG MCFARLAND

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1204 Abbey Lane  
Marion IL 62959

## RESOURCEFUL OPERATIONS EXECUTIVE

**Multi-faceted, dynamic operations executive** with unique ability to translate financial outcomes into operational metrics. Broad vision and keen judgment with P&L management developed through roles in manufacturing, safety/environmental, and transportation sectors. Drives positive changes in processes and facilities through lean manufacturing concepts boosting profitability and morale. Exceptional communicator with ability to build and energize high performing teams and execute strategy throughout the organization.

**OPERATIONS MANAGEMENT – STRATEGIC PLANNING – PROCESS IMPROVEMENT – P&L –  
CHANGE MANAGEMENT – CAPACITY PLANNING – CUSTOMER SERVICE – TEAM LEADERSHIP/MOTIVATION**

**REPUBLIC SERVICES** – Marion IL

2013 to Present

*Leading recycle and trash collection provider in the US – revenue confidential.*

### GENERAL MANAGER

Lead 200 team member BU encompassing operations, maintenance, finance, sales. Responsible for 7 hauling locations and 3 landfills ensuring solid performance of profitability, safety and compliance. Business leader responsible for \$70M revenue stream covering solid waste & recycling services.

- Improved safety performance of largest division from bottom 5 in company to 50<sup>th</sup> percentile in 24 months.
- Lead review, negotiation and integration efforts of 7 acquisitions in 2 years growing revenues by 24%
- Improved BU profit margin by 21% in first three full years in role through strategic pricing actions and operational efficiencies

**ENTERPRISE ELECTRONICS CORPORATION** – Enterprise, AL

2008 to 2013

*Market-leading design & manufacture of weather radar systems for commercial/research purposes – revenue confidential.*

### VP MANUFACTURING (2010 to 2013)

Directed all production activities, comprising machine shop, mechanical assembly, electronic assembly, test & integration, supply chain and project engineering for weather radars built to specific customer requirements. Formulated annual operating/strategic plan, including budgeting, metrics and objectives. Managed P&L of rolling 12-month production schedule using MRP/ERP system as well as international installation projects. Ownership of \$1M annual capital budget including project development, justification, approval and execution.

- Drove 20% increase in revenue dollars per labor hour and 11% reduction in direct labor hours by redesigning factory layout using lean concepts.
- Reduced experience curve time by 8% by introducing batch building.
- Achieved 50% reduction in production re-work by implementing manufacturing planning, in-process testing, and increasing written work instructions.

### CONTROLLER (2008 to 2010)

Managed all accounting/finance functions, including IT and payroll. Lead monthly revenue recognition process and day to day accounting activities. Administered annual/capital budget and quarterly forecasting activities. Balanced cash flow during company sale process without credit facilities. Tax and legal reviews of international contracts to minimize import duties and tariffs.

- Collaborated with VP Manufacturing to design new production/manpower allocation model that improved on-time shipment performance by 10% and reduced overtime by 50% by utilizing balanced scheduling.
- Led finance and manufacturing teams through 2 company sale processes in 5 years.

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## **SAFETY KLEEN SYSTEMS** – Philadelphia, PA

2005 to 2008

*Leading North American safety/environmental services company. Branch revenue \$4 million, Parent company revenue \$1 billion.*

### **GENERAL MANAGER**

Led operations for branch serving Philadelphia metropolitan area, serving 600 customers for hazardous/non-hazardous waste services, parts washer sales/service, and other services. Managed P&L of \$5 million gross revenues covering sales, service, billing/collections, compliance and warehouse. Responsible for DOT / HAZMAT compliance and fleet maintenance. Compiled annual budget and operating plans by business segment.

- Increased year-over-year revenues by 4% in core business segment during economic downturn. Honored as No. 1 branch among 63 in North division for Q1 2007.
- Surpassed branch revenue target in 12 of 16 periods during tenure despite 100% turnover in service department.

## **TECO ENERGY/TECO BARGE LINE** – Metropolis, IL

1997 to 2004

*Florida public utility; barge line a subsidiary of TECO Transport. Division revenue \$100 million, parent company revenue \$2.5 billion.*

### **GENERAL MANAGER (2003 to 2004)**

Directed activities of 10-member sales and logistics staff – developing customer proposals & bids for \$100M annual revenue budget. Built capacity and pricing models for transportation proposal development.

- Reduced operating expenses and manpower costs by \$65K through design / implementation of custom fleet management software for logistics, billing and management reporting.
- Increased unit prices by 16% in key market segment, generating \$1M+ incremental revenues with no share loss.

### **FINANCE DIRECTOR/DIVISION CONTROLLER (1997 to 2003)**

Directed day-to-day accounting functions for barge line operation. Compiled annual/capital budget and presented budget plans to senior leadership.

- Saved \$65K operating costs through improved management reporting and standardizing costs by unit.
- Delivered \$175K in cost savings by implementing employee-driven Safety to Quality Action Team.

## **ADDITIONAL EXPERIENCE**

### **EXECUTIVE DIRECTOR – NATIONAL COUNCIL ON YOUTH LEADERSHIP; ST. LOUIS, MO**

National non-profit organization focused on leadership development activities for high school students.

### **PROCESS ENGINEER/FINANCIAL ANALYST – EXXON CHEMICAL AMERICAS; BATON ROUGE, LA**

Chemical production unit process engineer for polymer resins; received internal promotion to financial analyst.

## **EDUCATION**

Master of Business Administration, Operations Management – Washington University – St. Louis, MO, 1989

Bachelor of Science, Chemical Engineering – Washington University – St. Louis, MO, 1989

Certificate in Lean Manufacturing & Six Sigma – Villanova University – Villanova, PA, 2008

Lean Six Sigma Green Belt Course – ASQ (American Society for Quality) – started July 2013