

# Kenai Peninsula Borough

## Office of the Borough Mayor

---

### MEMORANDUM

**TO:** Brent Hibbert, Assembly President  
Members, Kenai Peninsula Assembly

**FROM:** Charlie Pierce, Mayor

**DATE:** October 26, 2021

**RE:** Confirmation of Thomas H. Nelson as Director of Maintenance

---

Pursuant to Chapter 2.20 of the Kenai Peninsula Borough Code, Thomas H. Nelson is hereby submitted for confirmation as the Borough Director of Maintenance. Upon confirmation, Mr. Nelson will serve as the Director of Maintenance.

KPB 2.20.030 states:

The assembly shall examine the qualifications of the executive for the purpose of determining whether they comply with the requirements prescribed by statute or ordinance for the position occupied. If they comply, the assembly shall so find and shall confirm the appointment. If they find the executive not qualified, they shall deny confirmation and the mayor shall thereafter hire a qualified person. No more than 31 days shall pass after the mayor has submitted the name of a new executive officer before the assembly shall determine by majority vote whether or not the qualifications set by statute and ordinance have been met. Failure to consider the matter within this time shall be deemed to constitute a finding that the officer possesses the requisite qualifications.

Mr. Nelson's resumé and job description are attached. Based on his qualifications, past experience, accomplishments, and proven performance, I strongly recommend confirmation.

**Thomas H. Nelson**  
32841 Rebecca Lane  
Avon Lake, OH 44012

[thnelson@me.com](mailto:thnelson@me.com)

760-900-4767 (Cell)

## CAREER PROFILE

Maintenance & Reliability professional with experience in industrial settings including petrochemical, mining and mineral processing. A passion for standards, systems and processes, as well as non-destructive testing/predictive maintenance methods. Adept at building and motivating teams, and communicating vision and task assignments.

### AREAS OF EFFECTIVENESS

- Predictive & Preventive Maintenance
- Technical Knowledge, CMRP
- Maintenance & Reliability Systems
- Root Cause Analysis
- Systems, Processes & Standards
- Cost/Benefit Analysis
- Team Building
- Training & Employee Development

### CAREER PROGRESSION

#### Lubrizol

Avon Lake, OH

4/2017 to Present

*A \$6.5B provider of specialty chemicals for the transportation, industrial and consumer markets, and a subsidiary of Berkshire Hathaway.*

**Reliability Engineer:** Responsible for providing QC for plant OSHA PSM efforts, and assist in reducing maintenance costs and increasing equipment availability.

- Improve use of the plant's predictive maintenance tools and programs
- Update plant's CMMS and PM's
- Expand the plant's Root Cause Analysis program
- Identify area for improvement through data analysis
- Evaluate problem equipment, recommend and implement improvement projects

#### Ross Incineration Services

Grafton, OH

10/2014 to 4/2017

*A leader in the development and design of innovative waste handling and incineration methods and technologies, one of the first commercial incinerations firms in the United States.*

**Maintenance Manager:** Responsible for the development and execution of maintenance standards, routines and schedules to meet safety, compliance and production needs of a 24/7 chemical plant operation.

- Expanded the plant's preventive and predictive maintenance program, implemented a CMMS system, increased the plant's on-stream time.

#### Materion

Elmore, OH

4/2014 to 9/2014

*A \$760M premier advanced materials solutions provider, committed to developing, manufacturing and marketing highly engineered advanced materials for global customers.*

**Sr. Reliability Engineer:** Responsible for development and execution of Reliability based systems, including preventive maintenance programs, predictive maintenance programs, equipment design review, and data analysis.

- Increased the use of predictive maintenance practices, performed pump system calculations, recommended equipment modifications, and prepared data for implementing use of a computerized maintenance management system (CMMS).

#### Cliffs Natural Resources

Beckley, WV & Cleveland, OH

3/2008 to 9/2013

*A \$5.9B global mining company with primary commodities of iron ore and met coal. Mines include both surface and underground mining, mineral processing and material handling.*

**Sr. Dir. Automation and Innovation** 9/2011-9/2013. Responsible for researching, recommending and developing implementation plans for new technology to improve performance in safety, environmental, production and costs.

- Piloted a smart process control system on an indurating line at a selected mine site, with an annual cost reduction of \$400k
- Piloted an automated aerial drone surveying device with expected savings of \$75k per mine, and with improved surveying data accuracy and frequency
- Developed a corporate innovation road map, selected the appropriate technology for implementation, performing cost/benefit analysis, and developing a time line and payback estimates to support plan implementation

**Sr. Dir. Maintenance & Reliability** 3/2008-9/2011. Responsible for setting standards, implementing systems, and guiding improvements in the maintenance and reliability efforts at company mine sites.

- Managed a corporate group in the development and site implementation of maintenance and reliability standard systems, processes and practices for North American Business Units
- Integrated three acquired companies into the corporate ERP system
- Defined, justified and implemented standard vibration and oil analysis systems at a corporate level for all North American mine sites
- Developed and implemented a maintenance and reliability audit program to provide baseline and benchmarking measures among mine sites

#### Rio Tinto

Salt Lake City, UT & Boron, CA

8/1996 to 3/2008

A \$50B mining company, Rio Tinto mines, processes and markets several commodities, including copper and borates. Subsidiary companies include Rio Tinto Minerals (RTM) and Kennecott Utah Copper (KUC).

**Reliability Superintendent to Refinery Services Manager (RTM)** 2/2001 to 3/2008. Managed the planning, budgeting and execution of tasks for multiple divisions within the mine's maintenance department, including Reliability, Main Shop, Lubrication, Planning, Minor Modification, Training, and Production Area Maintenance.

- Developed a world class predictive maintenance organization utilizing a broad range of inspection methods
- Provide engineering support in specifying equipment repairs, standards, purchase specifications, performing root cause failure analysis, project justifications, and capital project support.
- Managed a department of 235 personnel, developing department goals and direction and improving performance
- Developed and responsible for department budget of approximately \$45M

**Maintenance Engineer (KUC)** 8/1996 to 2/2001. Provided technical support, trouble shooting, root cause analysis, standard work development, and other systems development.

- Developed and implemented a system for tracking Plant equipment downtime
- Developed and implemented a Predictive Maintenance program, incorporating vibration analysis, oil analysis, thermography, Ultrasonic-audible, Ultrasonic thickness testing, magnetic particle and dye penetrant
- Reviewed equipment history and recommended and implemented equipment modifications to improve performance, such as a fan surge control system, and ceramic lined piping systems
- Utilized proactive and quality maintenance practices to reduce operating costs by one third

#### Mobil Oil

Torrance, CA and Beaumont, TX

1/1990 to 8/1996

A major American oil company, now part of the merged \$453B ExxonMobil.

**Reliability Engineer:** Provided technical support, trouble shooting, root cause analysis, standard work development, and other systems development.

- Reduced maintenance costs and improved production through various improvement projects, such as a PM program for coke cutting equipment (reduce maintenance by ~\$200,000), and modifications to crude oil charge pumps (increase throughput worth \$10M annually)
- Performed and/or coordinated all aspects of a 2.3 million dollar project to upgrade a compressor's seal/oil system, from preparing bid specs to installation
- Prepared automated tools for calculating and plotting equipment alignment and alignment targets, pump hydraulic changes and pipe friction losses, reducing the time required for these common tasks
- Prepared equipment reliability reports, and programmed spreadsheets to automate the process

#### US Navy

San Diego, CA

5/1984 to 1/1990

A branch of the United States military.

**Lieutenant:** Responsible for leading assigned departments in the operation and maintenance of various shipboard systems as part of the overall shipboard operations.

- Coordinated and tracked all ships repairs during three separate overhaul periods
- Scheduled two to four week training periods for ships conducting refresher training
- Assistant for a department of 140 personnel in the operation and maintenance of all deck equipment (fuel and material handling equipment, small boats, and ship rigging)
- Supervised the operation and maintenance of the numerous shipboard engineering systems, including main propulsion engines, ship's service generators, minesweeping generators, boilers, damage control systems and all electrical systems

#### EDUCATION

B.S. Engineering  
J.D. Law

Engineering; US Naval Academy, Annapolis, MD  
Law; Concord Law School, Los Angeles, CA



## Position Description

### Kenai Peninsula Borough

---

#### **Director of Maintenance**

#### **Service Type: Administrative Level 6**

**Definition:** Under the general direction and supervision of the borough mayor and/or his designee, the director of maintenance is responsible for the operation, management and administration of the maintenance department as set forth in KPB 2.50, Department of Maintenance.

**Minimum Qualifications:** Bachelor's degree in a related field and at least ten years of progressively responsible experience in the areas of administration, building trades and maintenance or an equivalent combination of training and experience. Must possess an ability to supervise a crew of sixty or more workers; and to plan, budget and regulate expenditures. Must have a valid Alaska driver's license to perform all functions.

#### **Essential Functions:**

1. Prepares and manages annual maintenance budget.
2. Responsible for overseeing the maintenance and repair of all borough buildings, structures, facilities and mechanized equipment owned, operated or leased by the Kenai Peninsula Borough.
3. Identifies current and future maintenance needs; resource planning.
4. Works closely with local, state and federal agencies to ensure the Kenai Peninsula Borough is in compliance.
5. Recommends and oversees capital projects.
6. Maintains a safe working environment.
7. Reviews and approves vendor bids across the maintenance spectrum.
8. Develop, implement, and maintain proactive maintenance strategies and maintenance programs.

9. Prepares and provides regular reports to the Administration or Assembly.
10. Provides leadership and guidance to all maintenance personnel.
11. Ensures that the maintenance team is properly staffed.
12. Works closely with human resources in employment related matters. Interviews, hires and terminates classified employees in the maintenance department. Gives recommendations to the mayor and participates in the interviews, hiring and termination of administrative employees.

**Other Functions:**

1. Other related duties as assigned.

**Physical Demands:** While performing the duties of this job, the employee is frequently required to communicate orally; regularly required to sit; and occasionally required to use hands and fingers dexterously to operate office equipment, to stand, walk, and reach with hands and arms. Specific vision abilities required include close vision and the ability to adjust focus. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Position Description Record:**

---

**Date Updated:** 08.18.2021

**Reason for Update:** Revised, KKS

**Date Updated:** 11.21.2019

**Reason for Update:** Reformatted

**Date Updated:** 11.01.2011

**Reason for Update:** Adopted by Borough Assembly, Resolution 2011-105

**Date Updated:** 10.20.11

**Reason for Update:** Revised, (MAD)

---