

# James C. Watson, PE

President, JC Watson, Inc.

General Manager, Sites Project Authority

Phone: [REDACTED]

Email: [REDACTED]

## **Employment:**

2015 Aug to Present:

JC Watson Inc.

(Sites Reservoir Project)

2012 Aug to 2015 Aug:

Westlands Water District

(Bay-Delta Conservation Plan /CA WaterFix)

2006 Dec to 2012 Aug:

Black & Veatch

(Delta Habitat Conservation & Conveyance Plan, Hydropower, Tidal power, & Anderson Dam)

2005 Mar to 2006 Dec:

Kleinfelder

2004 Aug to 2005 Mar:

Olivia Chen Consultants

2002 May to 2004 Aug:

HDR Inc.

2000 Jun to 2002 May:

A-N West, Inc.

1983 Jan to 2000 Jun:

Pacific Gas & Electric

(Hydropower, Electric T&D, & Diablo Canyon PP)

1981 Jun to 1983 Jan:

CA Design & Integrated Computerware Graphics

## **Education:**

U.C. Berkeley, 1982

B.S. Civil Engineering

## **Registration:**

Civil Engineer,

CA: 41232 (1986)

Over 35 years of experience in water & power infrastructure project development

## **Project Management:**

Governance & decision-making:

- As General Manager for the Sites Project, developed the dual-governance structure to ensure the project will meet the needs of the Sacramento Valley while allowing statewide financial participation in exchange for having the potential to obtain future water supplies.

Teambuilding and Collaboration:

- As the Assistant Program Manager for DHCCP, managed the integration of three separate contracts: habitat conservation plan development, EIR/EIS preparation, and Engineering/PM to ensure timely completion of deliverables and resolution of issues.
- While serving as Santa Clara Valley Water District's Project Manager for the Anderson Dam Seismic Retrofit project, integrated District staff and their planning consultant to develop an implementation plan for the District's largest reservoir.
- As part of B&V University's Leadership Discovery Program, led a five-person team tasked with analyzing how to expand the company's presence in China. This study included market analysis and segmentation, competitor assessments, and developing a range of implementation strategies.

Risk Management:

- For the DHCCP Facilitated two workshops (2006 & 2011) to develop risk-adjusted schedule and cost plans. Both workshops were attended by over 75 professionals.
- Served as PG&E's Asset Manager to develop a program to assess the health of their 127 penstocks, some of which are over 100 years old, and to develop rehabilitation strategies to extend their respective in-service life.

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## Supervision & Management:

- Exempt Foreman, PG&E's Hydro Construction: Brought in to improve performance of a 24-person, multi-discipline, field construction department. Increased utilization from 2 to 16 weeks, achieved an 85% reduction in unplanned overtime, no cost overruns, and improved meeting schedule commitments from 65% to 100%. In addition, conducted weekly job-site audits to improve attention and focus on using safe work practices and quality.

## Integrated Controls, Processes, & Procedures:

- Project Controls Supervisor for a newly formed department within PG&E's Electric T&D that was responsible for managing \$420 million in annual capital spending. Within the first year, grew the organization to seventeen persons and, through improved schedule and cost controls, the number of projects that were completed on time and within budget improved from 35% to 78%.

## Contract & Procurement Management:

- As Project Engineer for PG&E's Grizzly Powerhouse Project, managed the turbine-generator supplier contract through the fabrication phase to ensure proper design integration, fabrication quality, and on-time delivery of both engineering documents and finished products. This supplier had never delivered a turnkey package.

## Quality & Performance Management:

- For San Francisco Public Utilities Commission, performed an Independent Review of the program management and engineering services contract with Water Infrastructure Partners (CS-524). This study complied with the standards of both the International Society for Performance Improvement (ISPI) and the American Society of Training and Development (ASTD). Board of Supervisors approval was required to ensure program goals were being achieved.

## **Engineering & Construction:**

- As Design/Project and then Field/Construction Engineer for PG&E's Engineering and Construction Departments, prepared and managed the engineering plans and specifications to then be on-site to ensure the construction complied with the requirements. Projects included three small hydroelectric powerplants, numerous penstock & flume rehabilitations, and miscellaneous flow control structures. Construction was either self-performed or outsourced. Lessons learned from each project were then incorporated into subsequent projects.
- As Technical Foreman with PG&E's Hydro Construction, developed an Outage Season Resource Plan that eliminated \$ 225,000. in overtime premium by identifying and eliminating a 35% resource over-allocation. Worked with Exempt Foreman to prepare a resource-loaded schedule plan that was approved by operations. This was the first time such a plan had been developed by the Department.