

PROJECT MANAGEMENT offering marks continued INNOVATION for DANOS

BY DANNY BOYD

ENSURING PROJECT SUCCESS

What does it take to shut down a major natural gas processing plant halfway around the world, upgrade and repair its operating equipment and computer systems, and get it back online in less than a month, so the owner's cash flow resumes along with the movement of hydrocarbons to market?

A lot of foresight, expert planning and impeccable execution. The same ingredients are required to help plan, build and put in place a major oil and gas production platform in the deepwater Gulf of Mexico, or build onshore or offshore oil and gas production and processing plants from scratch.

A West Africa gas plant turnaround – involving shutdown, upgrades and restart within 28 days began with project managers at Houma, LA-based Danos initiating the planning process a year ahead of

Getting an early start, the Danos project management group, or PMG, mapped out how to transport 200 workers from the United States to Equatorial Guinea, accommodate them, and ensure that all the necessary equipment and system hardware were shipped on time and available on site when the work began. The company then had to guarantee that work continued without interruption and was completed safely, as promised. A large U.S.-based oil and gas operator in the region depended on Danos' proficiency in project management to get the job done. The Danos team didn't disappoint.

The Louisiana service company introduced project management services in 2015 to help clients pull together all the intricate facets of large oil and gas projects, from planning and engineering to construction and eventual commissioning, so operations managers, executives, and investors see tangible results as soon as possible. Buttressed by similar successes over two short years, demand for Danos' PMG continues to grow.

"Currently we have project managers deployed on both offshore and onshore projects, including in engineering offices providing clients with crucial direction from the outset," says Kevin Biringer, Danos' PMG manager. "We bring in capabilities like scheduling knowhow and cost control expertise from the design phase."

INTEGRATED SERVICES OPPORTUNITY

The growth of the company's PMG service seems to reflect a continual commitment to innovation that began in 1947 when Allen Danos Sr., a descendant of south Louisiana farmers, borrowed \$2,000 to start a small tugboat company with his brother-in-law, Syriaque Curole.

From a humble beginning 70 years ago, the company has expanded its services to include management and staffing of production facilities, fabrication, construction, coatings, instrumentation and electrical, materials management, scaffolding, shorebase and logistics, environmental services, specialized consulting, and now project management. Danos employs more than 1,800 in 11 offices in the United States and West Africa.

In today's market, clients typically deal with multiple service and equipment providers for each plant turnaround or large construction project, explains Mark Danos, the grandson of Allen Danos Sr. and the family-owned company's vice president of project services who oversees project management, construction and fabrication divisions.

"We saw an opportunity to offer through project management an integrated package in which we provide a less-expensive, more efficient service by pulling together multiple disciplines, whether it's construction, fabrication, automation, or coating," Danos says. "One project manager can serve as the single point of contact engaging with the customer and making sure the product is what the customer wants and is being provided in the most cost-efficient way. Our customers want cost and schedule certainty, which we provide by controlling more of the job instead of our customers having to figure out how to sequence contractors and manage hand offs during various phases of the construction process. We manage the hand off and ensure it is seamless."

INSIGHT INTO OPERATOR OPERATIONS

Although the PMG division is fairly new, the company's project management skills aren't. Mark Danos' own expertise was honed working for ExxonMobil Development Company, which provides project management services for the global oil giant's largest oil and gas processing and refining ventures with values that exceed \$500 million each.

"Most of my 10 years at ExxonMobil involved working in large capital projects, which is very applicable here," Danos continues. "Taking my leave from ExxonMobil and joining the family company was a very natural progression. I have worked on the client side and on the contractor side, experiences that together have influenced my insight into knowing what customers want and need."

Joining the company in 2014, Biringer also previously worked for ExxonMobil Development, helping plan and execute, among other projects, the Sakhalin One expansion in Russia in which 12 new, roughly 2,000-ton modules were installed to expand the gas processing and water handling capacity at an onshore oil processing facility supporting offshore areas are communicating throughout the process." production.

"During the substantially higher oil price environment of a few years ago, numerous projects industry-wide were coming in at 1.5 times the original budget, but now there is more control around that and customers are willing to pay for the certainty that project management brings to the process," Biringer

"It's about predictability and the project planning and execution involved in a project. We provide a delivery date at a cost estimate

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Mark Danos Vice President of Project Services for Danos that will come close to what we have put together in the initial plan."

GOING FORWARD

Work of late also includes ongoing oversight and execution of the hook-up and commissioning of an offshore tension-leg platform with processing capabilities that support production operated by one of the Gulf's larger players. In August 2016, Danos' office in Houston began working with an engineering firm tasked with designing the project. Work has included helping ensure proper permitting, coordinating scaffolding, and managing materials logistics and workflow with the platform construction company in Ingleside, Texas. During the process, Danos also has been charged with devising a work plan for platform installation offshore.

"We have had Danos employees in Houma, Houston, Ingleside and offshore take part in the mission," Biringer says. "The project manager is tasked with scheduling and managing interface meetings, issuing reports, and making sure that people working in all these different

Offshore installation started in May with tasks since involving mainly final mechanical hookup and other work supporting project commissioning, he says.

"We will help them get to first-oil. Then we hope to transition more to an operations maintenance role with a smaller crew out there to handle day-to-day maintenance on the facility," Biringer says.

As a southern Louisiana company, Danos' work has been mostly offshore in the past, but that is shifting, he says, as the company expands the focus to onshore projects, including midstream gas plant turnarounds

> such as the one in West Africa, and other work in the Permian Basin and Eagle Ford Shale plays in Texas, and the Marcellus shale in Pennsylvania.

> "The Danos company's stated purpose remains to 'Honor God. Develop great people to solve big challenges for our customers and community,' coupled with company values that promote integrity, safety, service, improvement and respect," says Mark Danos.

"Our vision is operational excellence," he

"We want to be the standard by which every company is measured. We're not there every day, but that's what we aspire to be. PMG is a fitting evolution in company offerings, and our customers come back for more if we execute

well. We are looking for long-term relationships and want to optimize relationships so companies come to back to us for work in the future." \(\)