

## Full Service Engineering for the Oil and Gas Industry



**Dee Hays**  
CEO

Excellence Engineering, Inc.

Contact:  
918-298-5500  
engineers@eeinco.com

**CEOCFO:** *Ms. Hays, your site indicates Excellence Engineering engineers solutions that energize America. How so?*

**Ms. Hays:** We focus on the actual needs and goals of our clients' and we focus on developing solutions that use today's technologies rather than how it has been done in the past. Combined with the modern oil and gas boom that has happened in the US in the last few years, I think those three things go together to help the US become more energy independent and thereby energize our country.

**CEOCFO:** *Do you find that companies are coming to you because they are looking for newer technologies or are they looking to get it done and are happy to find that you are making use of what is available today?*

**Ms. Hays:** I think they are looking to get projects completed and they are happy that we make use of modern technologies. They definitely come to us first because they have a problem, issue or project and they just need to get it done. Clients come back to us because they see we use different approaches and newer technologies that save them time and money.

**CEOCFO:** *What is an example of a fairly common engagement for you and maybe something more outside the box?*

**Ms. Hays:** We primarily serve the mid-stream sector of the oil and gas industry. This is where the oil or gas coming out of wells in the ground is moved throughout the US to the refineries and eventually to consumers. A common project would be the design of a pump or compressor station that moves product down pipelines. A more recent project that would be considered "outside the box" and where we have been very active is with the design and commissioning of rail loading terminals. When we started doing those in 2010, rail terminals had been kind of "a thing of the past" and had not been built or used in a long time. The new rail terminals that we have designed since 2011 are designed for safety and speed and contain state of the art automation. The loading process is designed around safety and operator concerns. The terminals use new and very precise meters. Many are remotely monitored and use the best controls systems for accuracy. That is an example of how old terminal concepts have been made modern using new technologies.

**CEOCFO:** *What goes into designing a project? What might you look at when you are assessing a project that others may not realize as quite as important?*

**Ms. Hays:** Safety is always our number one priority. We always take into consideration the requirements of management along with the operator's perspective to come up with a cost effective solution. Cost of the project construction and the operation cost is always upfront. But we always try to consider future business growth of the facility and how we can plan for it as we design a project.

**CEOCFO:** *How does the decline of the price of oil affect Excellence Engineering?*

**Ms. Hays:** We definitely keep our eye on it, and it is a concern, but it is part of the oil and gas industry. It is always cyclic.

**CEOCFO:** *What is your geographic range?*

**Ms. Hays:** It is within the United States. We have projects nationwide.

**CEOCFO:** *Do you have a preference for where you work? How you manage your project if it is farther away?*

**Ms. Hays:** We do not have a preference as to where we work and we do work coast to coast and north to south in the United States. Communication is key. From a management perspective, all projects are treated very much the same. We

have an internal project manager that watches over all the work in house whether it is near or far and we always have weekly client meetings whether it is over the phone or in person. And we do travel. Most of the time, even with local companies that we do work with, the weekly meeting is a conference call over the phone or web.

**CEO CFO: *How do you keep up with all the new ideas and technology?***

**Ms. Hays:** We attend a lot of continuing education and definitely do a great deal of research on new equipment and methods. But, we never jump too quick to install something that is brand new, because many times it goes through a couple of design iterations and safety certifications. We closely monitor what we do install and what we recommend. We keep our eye on technology and what is coming to better our industry and how product is handled and moved. In a sense, it is like cell phones. You buy a cell phone thinking it is going last forever or, you may plan that it is going to be replaced in two years. Much of the oil and gas industry is that way. If a facility is forecast to be needed in use for a short time period, we will design it accordingly. We try to use equipment that is cost effective for the predicted life cycle of the project but also allow for the opportunity to upgrade for further developments.

**CEO CFO: *What surprised you as the company has grown and evolved over the years?***

**Ms. Hays:** I think something that is common to many business owners is how hard it is to find qualified employees. I find that a lot of business owners of all different facets of business say the same thing. That is probably the most shocking to me.

**CEO CFO: *How did you develop an interest in this arena?***

**Ms. Hays:** I went to work in the oil and gas industry straight out of college and it always seemed like a good fit. Maybe it was divine intervention. I have always loved it.

**“We recognize our clients are investing in us and we want to do an ‘Excellent’ job for them. We want their investment in us to pay off so well for them, they ask us to do more.”- Dee Hays**

**CEO CFO: *How do you reach out for potential clients or are they coming to you at this point?***

**Ms. Hays:** Some of them call us or just walk through the door. Some is by word of mouth, and some are through business development efforts. Word of mouth between customers and clients and colleagues is always helpful.

**CEO CFO: *Are there particular types of projects you would prefer?***

**Ms. Hays:** We really focus on terminal and pipeline projects in the mid-stream sector. This is where we excel and our skills benefit our clients the most.

**CEO CFO: *How are you able to ramp up with qualified people if you have many projects at one time?***

**Ms. Hays:** We definitely have to manage our workload and in high demand times we have to decide whether to hire more people or work some overtime. We are constantly monitoring through checks and balances of our workload verses staff. You cannot assume you will find people immediately.

**CEO CFO: *How meaningful is recognition for you?***

**Ms. Hays:** It is important to me because I think it is important that my staff be recognized for their hard work. Excellence Engineering is not a single person. It is definitely not just me here. It has taken many people and a lot of hard work to get where we are. Recognition is a tribute to them and their effort. I would say it is important to all of us to be recognized.

**CEO CFO: *Why choose Excellence Engineering?***

**Ms. Hays:** Safety is always first for us. Second, we really focus on our clients’ needs and providing solutions that meet those needs in a timely and cost effective manner. We grow one on one relationships with our staff and clients. We are not too big of a company that our clients get lost in it. We recognize our clients are investing in us and we want to do an “Excellent” job for them. We want their investment in us to pay off so well for them, they ask us to do more.

**CEO CFO: *What should people remember about Excellence when they read your story?***

**Ms. Hays:** Our focus is on Excellence in Engineering and designing safe, quality solutions for each client.

Interview conducted by: Lynn Fosse, Senior Editor, CEO CFO Magazine

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