

Graham Farmer

Construction, Operations & Technology Leader

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Construction, engineering, and operations leader with 14+ years of experience delivering complex infrastructure, utility, energy, manufacturing, and technology projects across North America and Europe. Proven ability to lead multidisciplinary teams, manage technical and operational risk, and execute projects where safety, quality, reliability, and schedule performance are critical to success. Broad experience spanning utility infrastructure construction, advanced technology development, pharmaceutical manufacturing, oil and gas operations, and entrepreneurship. Recognized for building strong relationships with field personnel, proactively identifying and solving problems, and effectively coordinating craft workers, subcontractors, engineers, clients, and stakeholders to achieve project objectives.

Core Competencies

Construction Management · Site Leadership · Utility Infrastructure · Civil Construction · Underground Utilities · Field Operations Leadership · Operational Excellence · Safety Management · Engineering Coordination · Startup & Commissioning · Subcontractor Management · Risk Management · Quality Assurance / Quality Control · Schedule Management · Client Relations · Team Development · Process Improvement · Technical Troubleshooting · Cost Control

Education

University of California at Berkeley (Cal)

Aug 2010 - May 2012

B.Sc

Industrial Engineering & Operations Research

Work experience

MGE Underground

Feb 2021 - August 2026

Civil Superintendent

Progressed through roles of Project Manager, General Foreman, and Superintendent, earning increasing responsibility for utility construction operations supporting PG&E's Bay Area electric distribution system.

Key Responsibilities & Accomplishments

- Led construction operations across PG&E's San Jose and De Anza service territories, overseeing **20+ civil crews and 6 General Foremen** responsible for underground utility construction, maintenance, system improvements, and emergency response work.
- Delivered approximately **\$32.4 million in annual revenue during 2025 while achieving a 24% field profit margin** through disciplined planning, resource allocation, and operational execution.
- Directed workforce planning, production forecasting, resource allocation, and operational execution for utility infrastructure programs supporting a construction backlog exceeding **\$600 million**.
- Developed weekly production forecasts and tracked attainment metrics across multiple operating areas, providing visibility into schedule performance, resource requirements, and execution risk while supporting long-range planning efforts.
- Managed daily field operations across a large and complex service territory while balancing production goals, emergency response work, customer commitments, and resource constraints.
- Collaborated closely with PG&E coordinators, electric supervisors, construction managers, inspectors, municipalities, and internal stakeholders to successfully execute critical infrastructure projects.
- Conducted preconstruction reviews to identify operational risks, develop execution strategies, and proactively address constructability, permitting, and schedule challenges.
- Applied PG&E standards, job packages, construction drawings, and Red Book requirements to support successful project delivery.
- Built a reputation for partnering closely with field personnel to solve problems, remove obstacles, and maintain safe, productive operations.
- Maintained focus on safety, quality, accountability, and customer service while leading diverse teams in demanding field environments.

Energy Delivery Partners (MGE Affiliate)

May 2025 - September 2025

Operations Manager

Selected to lead utility construction operations supporting PG&E infrastructure programs across the Bay Area and North Valley/Sierra regions. Responsible for statewide field operations, workforce planning, safety performance, and execution of a newly awarded Mega Bundle program.

Key Responsibilities & Accomplishments

- Directed construction operations across **3 yards** in Northern California, overseeing facilities in Morgan Hill, Camino, and Colfax supporting PG&E's Bay Area and North Valley/Sierra service territories.
- Led 2 General Foremen, 2 project managers, **12 construction crews**, and subcontractors supporting overhead and underground electric utility construction programs.
- Managed the complete execution of PG&E's Mega Bundle program, including **1600 pole replacements**, remote power line upgrades, and system reliability improvements.
- Oversaw workforce planning, equipment utilization, production scheduling, and resource allocation to support safe and efficient project execution.
- Maintained accountability for safety performance, regulatory compliance, project execution, and overall customer satisfaction.
- Partnered directly with PG&E personnel and project stakeholders to address operational challenges and support successful program delivery.

Drilling Site Manager

Founded and operated an independent consulting company providing drilling operations management services to California Resources Corporation (CRC) throughout the San Joaquin Basin, including Elk Hills, Wheeler Ridge, Pleito Ranch, and surrounding operating areas. Served as the operator's on-site representative with overall responsibility for the safe and efficient execution of hydrocarbon-producing development wells. Operations included vertical, J-curve, S-type, 3-D, and horizontal directional drilling programs. The company was dissolved during the COVID-19 pandemic following the significant decline in drilling activity across the energy sector.

Key Responsibilities & Accomplishments

- Managed all phases of drilling operations, including safety, contractor oversight, well execution, cost control, logistics, permitting, and regulatory compliance.
- Oversaw drilling projects with individual well capital expenditures exceeding **\$3 million**, consistently delivering projects on schedule and under budget.
- Led and coordinated multidisciplinary teams of more than **40 personnel**, including drilling contractors, service companies, engineers, and field operations personnel.
- Utilized drilling software, project schedules, daily reporting, and performance tracking tools to monitor operations and drive efficient project execution.
- Worked directly with engineering teams, regulators, contractors, and service providers to resolve technical challenges and maintain operational objectives.
- Developed and maintained a strong safety culture that resulted in **zero recordable incidents** and full regulatory compliance throughout assignments.
- Conducted after-action reviews, root cause investigations, and lessons-learned processes to reduce nonproductive time and improve future project performance.
- Built strong working relationships across technical and field organizations, proactively identifying and resolving operational issues before they impacted safety, cost, or schedule.

Baker Hughes Inc.

July 2012 - Feb 2019

Senior Field Test Engineer | Directional Driller | Field Engineer I-V

Progressed through increasingly responsible engineering, operational, and technical leadership roles supporting drilling operations and advanced technology development programs throughout North America and Europe. Worked in Oklahoma, Texas, Southern California, the Deepwater Gulf of Mexico, and Germany.

Selected for an international technology development assignment at Baker Hughes Technology Center in Celle, Germany supporting commercialization of a next-generation semi-autonomous rotary steerable drilling system. Developed an iterative navigation algorithm for real-time wellbore azimuth determination while drilling, enabling enhanced directional control and supporting development of semi-autonomous rotary steerable drilling technology.

Key Responsibilities & Accomplishments

- Advanced from Field Engineer I through Field Engineer V before promotion to Directional Driller and subsequent selection for an international technology development assignment.
- Collaborated with multidisciplinary teams of mechanical, electrical, firmware, software, and systems engineers to develop and commercialize advanced drilling technology.
- Served as a liaison between engineering teams, product management, and field operations, translating operational requirements into commercially deployable solutions.
- Developed field validation protocols, test procedures, performance metrics, and acceptance criteria used to evaluate new hardware and software systems prior to commercial release.
- Supervised beta testing and commercial field trials supporting deployment of new technologies in demanding operating environments.
- **Developed, authored, and validated** an iterative navigation algorithm for calculating wellbore azimuth while drilling, enabling improved directional control and supporting development of advanced semi-autonomous steering capabilities.
- Analyzed real-time drilling and sensor data to improve performance, reliability, and operational efficiency.
- Utilized well-planning software to perform trajectory design, collision avoidance analysis, uncertainty modeling, and drilling optimization.
- Advised operators and drilling teams on methods to improve drilling efficiency, resolve drilling dysfunctions, and achieve complex directional objectives.

Distinctive Experience

- Advanced from Field Engineer I to Senior Field Test Engineer during a seven-year career with Baker Hughes.
- Selected for an international technology development assignment in Celle, Germany supporting commercialization of advanced drilling automation technology.
- Developed and published a navigation algorithm that enabled real-time directional control and supported development of semi-autonomous drilling technology.
- Founded and operated Wellsite Solutions, Inc., providing drilling operations management services to California Resources Corporation.
- Progressed through Project Manager, General Foreman, Superintendent, and Operations Manager roles supporting PG&E infrastructure programs.
- Led operations across multiple California service territories with responsibility for workforce management, safety, production, forecasting, and financial performance.
- Worked through college constructing clean rooms for Silicon Valley semiconductor facilities while earning a B.S. in Industrial Engineering & Operations Research from UC Berkeley.