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# Top Tier, Inc.

## WILLIAM L. (BILL) COWSER

Bill has over 40 years of experience in facility maintenance, design, construction and overall facility management. His fields of expertise include facility design, construction, maintenance, management, process safety, new venture evaluations, management of joint venture operations, facility assessments, reliability improvement Work Process implementation, and change management. His experience includes U.S. and international assignments.

Bill has extensive Process Safety Management , Mechanical Integrity (MI) and reliability experience. He has participated in over 25 worldwide site MI/Maintenance assessments; assessed, designed, and implemented programs to bring a major refinery into PSM compliance; and developed a Pipeline Mechanical Integrity System for a large engineering firm.

Bill's refinery experience spans several decades. He had responsibility for maintenance and reliability of a 190,000 BPD oil refinery, including oversight of refinery maintenance engineering, operations reliability, maintenance services, contractors and suppliers. While he was manager of the refinery mechanical engineering and construction departments, he led development, design, and construction of refinery processing units and associated infrastructure, and developed and implemented Mobil's Reliability Improvement System, implemented Mobil's ISO 9000 system and performed annual audits.

Bill also has significant experience in working with companies to redesign work processes to improve operational performance and mechanical reliability. He conducted a work process/organization review and redesign for an independent petroleum refiner and participated in competitive assessments and breakthrough initiatives design and implementation for several petroleum refining and chemical manufacturing clients. He was also a key member of a 22 site evaluation team for a major paper and paper products manufacturer. He later participated in delivering best practice maintenance work processes to the manufacturing sites, and follow-up performance reviews.

Bill's experience as an independent consultant has included varied manufacturing facility (refining, chemical, solids mining and processing) performance reviews and competitive assessments, manufacturing work process design, implementation and follow-up audits, due diligence reviews and developing a business case and specifying the conceptual process design and configuration for construction of a grassroots Additrol Plant for a client.

Bill earned a Bachelor of Science degree from the College of Engineering of Texas A&M University in 1965.