



**Donald E. Ayers**  
President & CEO

# Ayers Transformer Consulting LLC.

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## SUMMARY

Proven record of leadership and accomplishment in the transformer field. Proactive thinker with a results driven mind set and skilled at delivering solutions and bottom-line objectives. Core competencies include:

- Design Reviews
- Approval Drawing Reviews
- Witnessing Tests
- Pre-tanking and In-process Inspections
- Training
- Cooling and Overload Studies
- Project Management
- Failure Analysis

## EXPERIENCE

### **Ayers Transformer Consulting, LLC**

2012 -

*President & CEO*

Ayers Transformer Consulting LLC provides services to the users and manufacturers of power transformers used in the utility, industrial, construction and transit industries.

### **Pacific Crest Transformers** (Formally AREVA T&D, RMS Plant) Medford, Oregon

2005 – 2011

\$27 Million distribution and specialty transformer manufacturer

*Vice President Engineering and Manufacturing*

Hired to expand product line and help bring stability to transformer manufacturing organization in transition.

- Expanded engineering capability to achieve 20% increase in loading in one year.
- Realigned manufacturing and increased capability to manufacture and test larger, more complex designs.
- Initiated creation of transformer design optimization program to improve cost effective designs.
- Expanded product line capability to include unit to 450 kV BIL and 15000 kVA including LTCs.
- Added specialty design products to include grounding transformers, rectifiers and motor drives.

### **VTCU, Pocatello, Idaho**

2004 - 2005

\$12 Million subsidiary of Virginia Transformer that manufactures and repairs large power transformers.

*Plant Manager*

Transferred to operation to effect changes to improve profitability and advance technical capabilities.

- Assumed transitional leadership of plant with with unexpected departure of plant manager.
- Reorganized management structure to more effectively utilize the abilities of the existing team.
- Set course to put plant on track to increase shipments and achieve on-time status in three months.

### **Virginia Transformer Corp., Roanoke, Virginia**

1998 - 2004

\$50 Million international manufacturer of dry and liquid filled transformers and services

*Quality Manager*

Hired onto President's staff to strengthen and expand the quality, test and field service organizations.

- Transformed disorganized, inefficient, outdated test floor into relocated, updated and efficient test operation through new equipment purchases, processes, reorganization and training.
- Successfully planned and directed corporate migration from ISO9001-1994 to ISO9001-2000.
- Managed company's continuous improvement process, documented and reported on the results showing 40% fewer field problems and 35% fewer manufacturing problems within two years.
- Assembled a customer and field service group from scratch. Defined the needed processes and tracked the results demonstrating a reduction in response cycle time of 50%
- Developed after-market services group into an independent profit center within the company and expanded after-market sales from negligible to near \$1 million in two years.

**Delta Star, Inc.**, Lynchburg, Virginia 1997 – 1998  
\$60 Million manufacturer of liquid filled HV power transformers for the utility market.  
*Engineering Manager*  
Hired by Delta Star to streamline the design process and to reduce costs of the product. Headed prototype project that reduced the cost of a typical design by 10% to 15%.

- Introduced automated material ordering processes to replace manual methods.
- Reduced late designs from an average of one month to on schedule.

**International Resistive Company (IRC)**, Boone, NC 1995 - 1997  
A \$50 Million Tier One automotive provide and manufacturer of surface mount and wire-leaded resistors.  
*Engineering Manager*

**Smit Transformers, Inc.**, Charleston, South Carolina 1993 – 1995  
A Dutch manufacturer of large power transformers that purchased the Westinghouse repair operation.  
*Director of Engineering*  
Continued as Engineering Manager of plant under new ownership.

- Structured and coordinated the transition of new design technology and interfaced with manufacturing on assembly methods, technology and problem resolution.
- Represented company on IEEE transformer committee and supported sales efforts of new company with technical presentations and sales oriented visitations.

### **Westinghouse Electric Corporation**

A \$10 billion global manufacturer of electrical and electronic equipment.  
**Charleston Transformer Repair Center**, Charleston, South Carolina 1992 – 1993  
Newly created power transformer repair facility targeted at the utility marketplace.  
*Engineering Manager*  
Hired to create, staff, train and manage the Engineering Department and to support sister plants with design services.

- Established repair oriented processes for customer's required transformer service and repair work.
- Work closely with sales to promote capabilities or new facility and to address technical issues.

**Repair Services Division**, Pittsburg, Pennsylvania 1990 - 1992  
\$100 million division that services and repaired electrical products.  
*Project Manager*

- Brought transformer repair plant from concept to fully operational status within two years. The result was a recognized world-class facility with capabilities not normally found in repair plants.
- Prepared and gave presentations in support of this project to Vice Presidents and the Corporate Strategic Review Committee.

**Westinghouse Corporate Assignments**, Pittsburgh, Pennsylvania 1985 – 1990

- Westinghouse Productivity and Quality Center – *Senior Quality Consultant*
- Westinghouse Corporate Headquarters Environmental Affairs – *Corporate Director of Product Safety*

Medium Power Transformer Division, Sharon, Pennsylvania 1969 – 1984

- Held positions as design engineer, design manager, quality engineering manager and test manager.
- Manufactured transformers up to 100 MVA and 345 kV (1050 kV BIL).

### **EDUCATION**

- Bachelor of Science in Electrical Engineering – Oregon State University 1969
- Masters in Business Administration – University of Pittsburgh 1978

### **PROFESSIONAL AFFILIATIONS**

- Institute of Electrical and Electronic Engineers (IEEE) – Life Member
  - IEEE Engineering Management Society
  - IEEE Power and Energy Society
  - IEEE Dielectrics and Electrical Insulation Society
  - IEEE Transformer Subcommittee (voting member)
  - IEEE Rail Transit Vehicle Interface Standards Committee (Traction Power Substations)