

DANIEL J. SMITH

Operations Executive | Two-Time CEO | Manufacturing, Machining, Automation & Continuous Improvement

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EXECUTIVE PROFILE

Operations executive with 35+ years in manufacturing — including two tenures as CEO/President and roles from the shipping dock to the C-suite. Ran an equipment-manufacturing company for a decade with full operational and P&L ownership, applying Lean and JIT principles to drive on-time delivery and quality, and has since owned and operated a fully-equipped machine shop delivering production and prototyping work. Proven leader of multidisciplinary teams (shop floor, machining, engineering, and software), with a repeated record of measurable improvement: reorganized operations and instituted quality-control programs, rebuilt an entire ERP platform, deployed enterprise KPI analytics, and delivered up to 80% efficiency gains in core production workflows. Rare technical credibility across the full stack — from plant-floor machining, automation, and SCADA to AI and data analytics — with the executive perspective to translate it into results.

EXECUTIVE HIGHLIGHTS

- **Two-Time CEO / P&L Owner** — Founded and led two companies; ran an equipment manufacturer for 10 years and scaled a second venture to \$500K+ in sales within 8 months.
- **Manufacturing & Machining** — Owned and operated a fully-equipped machine shop (production & prototyping) and won outside business to fill capacity; managed equipment fabrication and turn-key builds.
- **Lean & Quality** — Applied Lean and JIT principles to delivery and quality; reorganized a UL-listed shop and implemented QC procedures and job-tracking systems.
- **Team Leadership** — Directed shop-floor teams (up to 12 direct), built multidisciplinary engineering teams from scratch, and coached leaders and developers.
- **Technology Edge** — Co-inventor on a U.S. patent; deep expertise in automation, robotics, SCADA, ERP, AI, and data analytics.

CORE COMPETENCIES

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| • Operations Leadership & Strategy | • P&L / Budget Ownership | • Lean, JIT & Continuous Improvement |
| • Manufacturing & Machining Ops | • Cross-Functional Team Leadership | • Coaching & Talent Development |
| • Quality Control & Compliance | • Capacity & Capital Planning | • Automation, Robotics & SCADA |
| • ERP / MES & Enterprise Systems | • AI & Data Analytics / KPIs | • Supply Chain & Vendor Management |

PROFESSIONAL EXPERIENCE

TCR Composites — IT Manager (Operations, Automation & Systems)

Ogden, UT | 2019 – Present

Operational and technical backbone of a ~50-person defense-sector composites manufacturer under CMMC compliance.

- **Continuous improvement:** Led company-wide initiatives raising core workflow efficiency by up to 80% (shipping, work-order production, staging/tracking, time-clock) via automated kiosks, barcoding, and mobile scanning.
- **Analytics & metrics:** Designed and deployed KPI dashboards across Sales, Production, and R&D for real-time, data-driven decisions.
- **Systems transformation:** Rebuilt the ERP/MES from the ground up (legacy Intuitive to custom MySQL/LEMP) with a phased rollout across shipping, QA, production, and accounting.
- **Vendor & capital management:** Directed an external MSP and automation contractors; owned capital upgrades to servers, network, access control, and facility security.
- **Quality & compliance:** Led NIST/CMMC compliance and company-wide policies to meet defense-customer and federal requirements.

CSI Automate — Chief Executive Officer / Founder

Layton, UT | 2014 – 2019

Founded and led an industrial automation company delivering controls and custom automated equipment.

- **Full P&L accountability** as CEO while serving as lead engineer; raised investment and built a multidisciplinary engineering team from scratch.
- **Scaled to \$500K+ in sales within 8 months**, reached self-sufficiency in 16 months, and bought out the investment partners within 2 years.

- **Acquired and operated a fully-equipped machine shop (Axis Machine)** to add in-house machining, production, and prototyping capacity, winning outside business to utilize the equipment.

Concept USA, LLC — Contract CEO

Layton, UT | 2012 – 2014

Interim chief executive engaged by an investor group to establish a wastewater-treatment technology venture for the oil & gas industry.

- **Engaged as contract CEO to stand up a new company** for an investor group, building the business, its controls offering, and go-to-market from the ground up.
- **Delivered third-party engineering review** of customer equipment (design, specification/qualification, cost analysis) and modernized controls to Ethernet/wireless to reduce cost.

Eimco / Ovivo USA — Senior Process Controls Engineer

Salt Lake City, UT | 2008 – 2012

Modernized control-system product lines for a global water/wastewater treatment equipment OEM.

- **Co-invented and holds a U.S. patent** for a novel process control architecture.
- **Grew control-system sales ~30% year one and ~40% cumulatively** by adding MCCs and e-houses for turn-key solutions; led technical sales, field engineering, and project management.

Precision Automated Technology — Electrical Engineer

North Salt Lake, UT | 2005 – 2008

- **Managed all electrical aspects of multiple concurrent automated-equipment projects** (CompactLogix PLCs, PanelView, Ethernet/IP, DeviceNet, Motoman/FANUC robotics), routinely ahead of schedule.
- **Ensured safety and code compliance:** ANSI/RIA R15.06 robot safety risk assessments, NFPA 79, NEC, and UL508A.

Powell Water Mfg. — Director of Automation

La Grande, OR | 2003 – 2005

- **Director-level operations role** leading a complete Motor Control Center changeover; reviewed equipment design for OSHA, NEC, and UL compliance and built production/manufacturing tracking systems.
- **Led installation of new equipment** and training of operators and new employees.

Flow Solutions — Panel Shop Manager

West Jordan, UT | 2002 – 2003

Instrumentation supplier and system integrator operating a UL-listed panel shop.

- **Directed a team of up to 12 technicians;** reorganized shop layout and workflow to improve throughput and space utilization.
- **Instituted QC procedures, job-tracking software, and weekly training** — raising quality and on-time delivery while partnering with estimators on scheduling.

3D Industries, Inc. (now SD3 Tech) — Chief Executive Officer / President

Clearfield, UT | 1993 – 2003

Founded and ran an equipment-manufacturing and engineering-services company; the business continues today as SD3 Tech (independent consulting since 1993).

- **Owned complete operations of the manufacturing facility** — accounting, administration, marketing, sales, and engineering — with full P&L responsibility.
- **Applied Lean and JIT principles** to ensure on-time delivery while maintaining high quality; scaled staffing to meet schedule and capacity demands.
- **Delivered turn-key water-treatment and industrial equipment;** established FANUC, ABB, and Siemens integrator relationships.

Earlier Career — Arrow Dynamics • Stone Container • Cerberus

Pyrotronics

UT | 1988 – 1997

- **Advanced from the production floor up:** shipping and stockroom to mechanical/electrical drafting at a roller-coaster manufacturer, then controls/electrical design and field service at OEM and life-safety-systems firms.

EDUCATION & CREDENTIALS

B.S., Information Technology – Software Engineering — University of Phoenix

A.A.S., Computer-Aided Drafting Technology — ITT Technical Institute

Certifications & Recognition: U.S. Patent (co-inventor, process control system) • Novell Network Engineering • Industrial Ethernet 101/102 • SQL Level 1 & 2 • SCADA iFix Fundamentals • Motoman Programming & MotoSIM EG • NIST/CMMC Training