

Robert Shugarman
3222 Lipizzan Drive
Denton, TX 76210

Work Experience

Vice President, Outside Plant Construction and Design – Texas Region

9/2008 – present Time Warner Cable, Coppell, Texas

- Lead regional operations and strategic planning of outside plant engineering, design and construction including 65,362 HFC plant miles passing 4.5M homes. Lead a department organization of 250 employees including 6 direct reports. Fiscal responsibility for department operational expense budget. Propose, specify and approve ~\$90M annual budgeted capital projects. Re-organized functional work structure to gain operational efficiencies and cost savings.

Vice President, Engineering – Southwest Division

8/2006 – 9/2008 Time Warner Cable, Flower Mound, Texas

- Oversee day to day divisional operations of engineering, commercial field operations, construction, plant maintenance, dispatch, audit, IT, MIS and technical operations including 14,600 HFC plant miles passing 1.167M homes serving 534k subscribers. Lead a department organization of 326 employees including 9 direct reports. Fiscal responsibility for department operational expense budget. Propose, specify and approve \$197M in budgeted capital projects. Lead the consolidation of 6 dispatch centers across Texas into 1 single center deploying integrated paperless field workforce management system. Implemented a Division Network Operations Center (DNOC). Division engineering leadership support to BCM recovery of hurricanes Humberto, Gustav and Ike.

Director, Engineering

5/2003 – 8/2006 Time Warner Cable, Nederland, Texas

- Manage and support engineering and technical operations including 2,400 HFC plant miles passing 145k homes serving >93k subscribers. Manage 10 direct report technical supervisors with a staff of 125 employees and 60 contract staff performing subscriber installations and technical service repair. Functional areas managed include installation, technical repair, dispatch, plant maintenance, headend maintenance, construction, work order processing and warehouse. Propose, specify and approve \$12 million in annual budgeted capital projects. Manage and support successful new product technical launches of VOD, digital phone (VoIP), digital video recorders and dedicated optical high speed data business network. Engineer implementation of SONET fiber multi-ring architecture supporting 10 hubs, VOD and dedicated fiber commercial customers. Implemented Spatial Info program as fiber network asset management tool supporting high speed commercial service network growth. Managed hurricane Rita recovery rebuild (440 miles) to 99.9% completion in 40 days.

Director, Engineering

1/2002 - 2/2003 Charter Communications, Madison, WI

- Division level support to plant operations of 20,175 plant miles, 1.2M homes passed serving >800K subs. Managed engineering project support to 6 construction project managers with annual construction of >350 miles of HFC new build and >100 miles of dedicated commercial fiber projects. Negotiate and maintain contracts with >200 contract companies. Implemented NOC operations with standardized change management process across multiple technical operations. Increased customer satisfaction by reducing planned outages to off peak viewing times. Manage the implementation of database tool for technical quality assurance program. Support regional digital growth (to 45%) and high-speed data growth (to 30%). Represented the division on engineering operations and capital strategies for the company. Proposed, specify and approve \$349M in budgeted regional capital projects. Managed 6 direct reports with support to 7 management areas.

Regional Engineer

2/1999 - 12/2002 Charter Communications, Madison, WI

- Region level support plant operations of 19,625 plant miles, 1.1M homes passed serving >760K subs. Engineer and manage 7,000 miles of hybrid fiber coax upgrade. Streamlined technical operations and increased network reliability by reducing headend quantities through fiber interconnects. Launched advanced digital services (30%) including high-speed data (14%) across 800,000 subs. Proposed, specify and approve \$732M in budgeted capital projects. Increase cash flow by negotiating lower contract installation labor pricing. Increase quality of install by offering quality incentive bonus to contracted labor.

Regional Engineer

10/1997 - 1/1999 Marcus Cable, Madison, WI

- Regional support plant operations of 10,350 plant miles, 800k homes passed serving >500K subs. Propose \$259M regional master upgrade / fiber interconnect plan. Engineer and manage 6,270 miles of hybrid fiber coax upgrade projects. Manage >300 miles of annual new build plant extension projects. Manage engineering direct reports of 5 engineering operations managers and 4 plant managers.

Regional Project Manager

10/1994 - 10/1997 Marcus Cable, Madison, WI

- Manage >250 miles of annual new build plant extension projects. Manage 820 miles of rebuild upgrade projects. Manage engineering, construction and implementation of 2 distant education fiber networks during startup of commercial business division. Propose, specify and approve all capital construction activity.

Plant Manager

8/1989 - 10/1994 Multimedia Cablevision, Oak Lawn, IL

- Manage technical operations of five cable systems with 17 staff installers / technicians.

Broadband Installer – Senior Broadband Technician

1/1985 - 1/1989 Multimedia Cablevision, Oak Lawn, IL

- Installation, repair and maintenance of coaxial cable system from headend to customer's home network.

Diver – Crew Leader

4/1982 - 1/1985 Great Lakes Submarine Divers, Cicero, IL

- Underwater maintenance, service and repair at Commonwealth Edison power plants.

Professional Memberships and Achievements

Society of Cable Telecommunication Engineers

1989 – present Member

1990 – 1994 Secretary, Greater Chicago Chapter

1994 – 2000 President, Badger State Chapter

2000 – 2003 Director, Badger State Chapter

2000 – 2003 Director, North Country Chapter

Wisconsin Electric Safety Code

2000 – 2003 Appointed Advisor, Wisconsin Cable Communications Association

Diggers Hotline

2000 – 2002 Board Member, Wisconsin

Texas Excavation Safety Systems

2009 – present Board Member, Texas

Cable World

2005 Cable System of the Year, Beaumont, Texas

Education

Reavis High School, Burbank, IL

Illinois Wesleyan University, Bloomington, IL

Cleveland Institute of Electronics

Skills

MapInfo, MS Office Suite, MS Project, Auto CAD, Spatial Info, Visio