

Blaze Graham

Director of Business Operations · Construction Operations Leader | Electrical, Solar EPC & Commercial GC

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PROFILE

Construction operations executive with 15+ years across field supervision, project management, and business operations leadership for electrical, solar EPC, environmental, and commercial general contractors. Currently Director of Business Operations for a Connecticut electrical contractor and solar EPC that grew from \$10M to \$70M in revenue and from 30 to 130 employees since 2023 — building the project controls, forecasting, contract administration, and service operations behind that growth. Proven P&L accountability (\$10.1M at 19.1% gross profit), field workforce leadership (crews up to 60), municipal contract compliance, and technology adoption that expands team capacity, including a proprietary operations platform built in-house. U.S. Army veteran. OSHA 30. Targeting Director of Operations / VP of Operations roles in Connecticut and the NY metro.

\$10M → \$70M

Company revenue growth since 2023

30 → 130

Employees during the same period

19.1% GP

On \$10.1M project volume, 2022 P&L

9 modules

Live in the ops platform I built in-house, plus a client portal

CORE COMPETENCIES

Construction Operations Management

P&L and Gross Margin Accountability

Project Controls, Scheduling and Cost Control

Workforce and Labor Capacity Planning

Subcontractor and Vendor Management

Contract Administration (AIA, MSAs, Change Orders)

Estimating, Bid and RFP Strategy

Revenue and Backlog Forecasting

Solar O&M and Service Operations

Municipal and Public-Sector Compliance

Safety and Quality Management (OSHA 30)

Team Leadership and Talent Acquisition

Process Improvement and SOP Development

Business Systems (Procore, Smartsheet, Salesforce)

AI and Workflow Automation

PROFESSIONAL EXPERIENCE

All Electric Construction & Communication LLC / AEC Solar LLC

Milford, CT

Electrical contractor and commercial solar EPC serving municipal, K-12, institutional, and commercial clients across Connecticut

Director of Business Operations

December 2025 – Present

- Direct business operations for a two-brand electrical contracting and solar EPC organization that scaled from \$10M to \$70M in revenue and from 30 to 130 employees since 2023; lead project management, warehouse operations, and the solar service department.
- Designed, built, and deployed AEC Space, a proprietary operations platform — nine live modules plus a client portal covering projects, change orders and RFIs, manpower and labor capacity, estimating, financial forecasting, HR, service dispatch and O&M agreements, solar fleet monitoring, and executive dashboards — as role-based, audited, company-owned software with no per-seat licensing.
- Built the solar service department into a systematized recurring-revenue operation: wrote the service SOP (service calls, O&M, QA/QC, commissioning), designed the dispatcher role, and implemented ticket-dispatch-verification-billing controls with a client portal.
- Built a solar fleet monitoring platform covering ~110 installations across SolarEdge, AlsoEnergy, Fronius, SolrenView, and eGauge, with rule-based alerts that convert directly into service tickets.
- Own revenue, backlog, and labor forecasting: built the company-wide billing forecast and a Smartsheet/Excel workforce capacity-planning system with live dashboards used for PM capacity, crew gap analysis, and staffing plans.
- Oversee contract administration across all active portfolios — AIA contracts, MSAs, change orders, subcontractor and vendor agreements — including analysis and formal correspondence on a compensable-delay claim under AIA A232.
- Lead municipal and public-sector RFP responses and project compliance documentation — submittals, transmittals, and state and municipal participation and hiring requirements — for K-12 and municipal solar PV projects.
- Spearheaded company-wide AI and automation adoption, including a Make.com/Claude contract-intake automation that extracts executed-contract data into Smartsheet, Dropbox, and Slack; automated project kickoff, PO generation, and recurring material ordering, and designed a Slack-triggered site-services ordering workflow.
- Own talent acquisition, performance management, and organizational design with ownership — recruiting and interviewing across PM, project engineering, field, service, and warehouse roles — as headcount grew fourfold.

Operations Manager

January 2023 – December 2025

- Joined as the company's first dedicated operations hire; built project tracking, reporting, and coordination systems from the ground up as revenue grew seven-fold.
- Implemented Salesforce CRM with API integrations, unifying pipeline, project, and service data across departments and eliminating manual reporting gaps.
- Deployed Slack as the company's internal communication platform with structured channel workflows; standardized SOPs and document templates, and supported project managers with submittals, transmittals, RFIs, and change orders.

RW Dake Construction

Wallingford, CT

Commercial construction and general contracting firm with offices across the Northeast and Southeast

Project Manager

November 2021 – January 2023

- Held full P&L accountability for the Connecticut market — all projects, personnel, warehouse operations, and estimating.
- Delivered \$10.1M in project volume at 19.1% gross profit in 2022 through disciplined cost control and schedule management.
- Recruited and managed 30+ field personnel; built a competitive subcontractor network from scratch in a new market.
- Established a formal partnership with the Minority Construction Council to meet project participation requirements.

Pavarini Construction (Structure Tone)

Stamford, CT

Commercial construction management and general contracting

Superintendent

September 2019 – November 2021

- Directed on-site workforces of up to 60 across concurrent commercial projects within the Empire State Realty Trust portfolio, with accountability for site operations, budget, and schedule performance.
- Negotiated with subcontractors to resolve budget deficiencies and protect margins; built and maintained project schedules to deliver on time.
- Led owner and designer meetings; managed RFIs, documentation, and stakeholder communication across multiple active projects.

M. Frank Higgins & Co.

Newington, CT

Commercial flooring contractor

Project Manager

January 2018 – September 2019

- Managed project budgets of \$7M+ with full accountability for cost control, procurement, and on-time delivery.
- Wrote and distributed bid packages; allocated subcontractors, suppliers, and company labor across active projects.
- Maintained working relationships with contractors, design teams, and end users from kickoff through closeout.

Union Flooring Installations, LLC

Watertown, CT

Project Manager / Estimator

October 2016 – January 2018

- Managed estimating, subcontractor procurement, and scheduling across commercial flooring contracts in Connecticut; coordinated field crews and client relationships to deliver on time and within budget.

AMC Environmental

Woodbridge, CT

Environmental Project Manager

April 2014 – October 2016

- Managed environmental construction and remediation projects from initiation through closeout — budgets, subcontractor coordination, regulatory compliance, and client communication across concurrent projects.

MILITARY SERVICE

United States Army — Sergeant

December 2005 – December 2012

- Led and trained up to 30 soldiers; completed a twelve-month deployment to Iraq (Operation Iraqi Freedom); awarded the Army Achievement Medal and Army Commendation Medal.
- Graduated Warrior Leadership Course in the top 10% of class.

EDUCATION, TRAINING & CERTIFICATIONS

- OSHA 30-Hour Construction Safety and Health Certification
- U.S. Army Warrior Leadership Course — graduated top 10% of class

SYSTEMS & TOOLS

Procore · Smartsheet · Salesforce CRM · Foundation construction accounting · Microsoft 365 (advanced Excel, Word, Outlook) · Slack · Dropbox · Make.com · Claude AI · Replit (AI-assisted software development)