

2011

Department Of Energy Office of Engineering and Construction Management Cost Estimating Symposium



Speaker Biographies



Neil F. Albert
President and CEO, MCR, LLC

Neil F. Albert is the CEO and President of MCR, LLC. Having served in numerous positions at MCR for over 20 years, Mr. Albert manages and performs strategic planning, cost/schedule analysis, acquisition management, and program assessment activities in support of the Federal government and industry clients. Prior to MCR, he was Director of Cost Estimating and Analysis at Textron Defense Systems where he was responsible for life cycle cost analysis, Design-to-Cost, economic analysis, and cost estimating and pricing for all programs.

Mr. Albert has more than 30 years of professional experience. In 2003 he received the "Lifetime Achievement" award, the highest honor from the Society of Cost Estimating and Analysis (SCEA). In addition, SCEA has designated him as a Certified Cost Estimator/Analyst (CCE/A). In 2001, Mr. Albert was selected by the Secretary of Defense to serve on the Defense Business Board, a Federal Advisory Committee providing independent advice and recommendations on effective strategies for the implementation of best business practices of interest to the Department of Defense.



John R. Baker
Division Manager, Cost Estimating and Scheduling, Battelle Energy Alliance, Idaho National Laboratory

Mr. Baker is the Division Manager of Cost Estimating and Scheduling in the Project Management Office at the Idaho National Laboratory (INL). He joined INL in 1992 and has more than 30 years of leadership experience in project management, cost estimating, and scheduling of industrial, research, environmental, demolition, hydroelectric, nuclear facility and commercial projects throughout the United States. Most recently, he completed a two-year term as the chair of the Energy Facility Contractors Group (EFCOG) Cost Estimating Subgroup. John holds a bachelor's degree in engineering from Montana State University, a master's degree in project management from the University of Idaho and is a Certified Estimating Professional from the Association for the Advancement of Cost Engineering International.



Paul Bosco
Director, Office of Engineering & Construction Management, Department of Energy

Mr. Bosco, a registered civil engineer from Minnesota, started serving as the director of the Office of Engineering and Construction Management (OECM) on November 13, 2006. OECM is the U.S. Department of Energy's central management organization providing policy, guidance and oversight in such mission critical areas as project and real property management. Previously, Mr. Bosco served with Weston Solutions as a business development director, providing strategic leadership in support of United States Navy construction and environmental remediation work. For nearly 28 years, he served as a member of the Navy's Civil Engineer Corps (CEC) and Seabee Community. In that capacity, he held a dozen assignments in different locations and was predominately involved in executing construction programs and projects worldwide. His last assignment was the deputy commander of operations at the Headquarters of the Naval Facilities Engineering Command (NAVFAC) in Washington, DC, where he also served as the strategic business officer. While in the Navy, Mr. Bosco was selected as a member of the acquisition professional community and held an unlimited contracting warrant for design and construction contracting, as well as a Level III real estate warrant. He retired as a United States Navy Captain, CEC in 2006.

Prior to his assignment at NAVFAC, Mr. Bosco served as the commanding officer of the engineering field Activity, Mediterranean in Naples, Italy. In that capacity he was the senior acquisition executive responsible for design and construction of projects, valued over \$600 million, at 14 different Department of Defense installations throughout Europe and the Middle East, to include bases in Italy, Spain, England, Portugal, Greece and Bahrain. Prior to that, he was the Facilities Director and Officer in Charge of Construction at the United States Naval Academy in Annapolis, Maryland where he completed the \$250 million renovation of Bancroft Hall, the largest single 'dormitory' in the world. Mr. Bosco graduated from The Citadel in 1979 with a B.S. in Electrical Engineering. He obtained his master's degree in Financial Management from the Naval Postgraduate School in 1992. He completed the Duke University Fuqua School of Business Executive Education program in 2001. He is also a certified Project Management Professional and serves on the Project Management Institute's (PMI) Global Corporate Council.

**Terry J. Brennan**

Director, Office of Cost Estimating & Analysis, Office of Environmental Management, U.S. Department of Energy

Mr. Brennan has over 25 years of experience as a cost estimator and value management specialist, gained while working in both the private sector (Allied Steel Corp.) and public sector (USACE, DOE-SR, DOE-NETL, DOE-LM, DOE EMCBC) preparing conceptual, planning, and hard-dollar (bid) cost estimates; preparing life-cycle cost estimates; developing program and project-specific life-cycle baselines; establishing programmatic cost estimating policies, procedures, and guidelines; and performing value engineering studies.

Prior to joining the DOE Office of Environmental Management (EM), Terry served as the Chief Information Officer within the Office of Legacy Management (LM), where he developed and implemented LM's Enterprise Management System and was responsible for the transition of all information systems and records inventories associated with EM's Closure Sites (Rocky Flats, Fernald, Mound, Columbus, and Ashtabula) to support the Department's Long-Term Stewardship responsibilities. During his tenure with the National Environmental Technology Laboratory's Center for Acquisition and Business Excellence (CABE), he was responsible for developing and implementing the Departments' Value Management and Cost Quality Management Programs. In this capacity, Mr. Brennan also supported the Department's Project Management Reform Initiatives, working with the Office of Construction and Engineering (OECM), to develop recent policies, directives, and guidance in the areas of Capital Asset Acquisition and Real Property Asset Management.

**Jason A. Dechoretz**

Senior Vice President, MCR, LLC

Mr. Jason Dechoretz has been with MCR since 1991 and currently serves as a Senior Vice President. Beyond his business development and management responsibilities, Mr. Dechoretz continues to support cost research and risk management efforts for a broad range of defense and civil entities in the national and international arenas. He has played significant roles developing formal Program Office Estimates (POE) and Independent Cost Estimates (ICE) for major Intelligence and Space acquisition programs, primarily using parametric estimating methods. He has developed methodologies to link risk management with earned value management and created a tool that allows decision makers to evaluate the combined impact of cost and schedule risk.

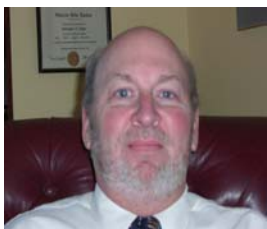
Mr. Dechoretz was either the project leader or principal statistician for a dozen research efforts which resulted in the creation of validated parametric models or recalibration of existing models. These tools ranged from satellite payloads, avionics development and integration, general hardware development and maintenance, and software development. He has presented papers and training classes at over 30 national and international conferences including ISPA, SCEA, DoDCAS, and INCOS. Mr. Dechoretz continues to provide training to government and industry in the form of general, introductory courses and hands-on tutorials. Mr. Dechoretz has served on ISPA's Board of Directors for the past 7 years, with the last five as Chairman. Mr. Dechoretz earned a Masters of Arts in Econometrics and Bachelor of Arts in Economics from the University of California, Santa Barbara.

**David C. Fouché, RA, LEED BC+D**

Senior Technologist, CH2M HILL - Government Facilities & Infrastructure

David Fouché is a registered Architect who has spent the last 20 years specializing in 3D intelligent modeling, starting with Datacad and then working through various applications including Silver Screen, AutoCAD, MicroStation, SketchUp, Bentley Architecture, and Revit. David worked for Bentley Systems, Inc., for 6 years; his tenure there was focused on teaching people worldwide about the Bentley BIM offerings and helping firms go through the CAD-to-BIM transition process. After Bentley, David spent 3 years at Burt Hill Kosar Rittleman in Philadelphia, PA, as a Project Manager for a new business school building for Temple University; this project was executed in Revit and MicroStation.

Since arriving at CH2M HILL 4 years ago, David has focused on establishing BIM infrastructure and best practices for the Government Facilities & Infrastructure business group, whose main clients are the USACE and the Dept of Energy. The last 4 years David has been at the core of BIM for both the HEPF project in Pantex and the UPF project at Y-12.

**Christopher O. Gruber, CCC, PMP**

Independent Cost Consultant

Mr. Gruber is an independent consultant with over thirty-seven years of experience in all facets of cost engineering and management, risk management, and project management and control related to construction, operation and decommissioning of complex capital projects. He has extensive experience with the assessment and evaluation of projects of all types at all points of the project life cycle, as well as project management and control capabilities, practices, processes, tools and systems. His experience with the U.S. Department of Energy spans more than twenty years where he supports the Office of Engineering and Construction Management (OECM) on External Independent Reviews (EIR)

and guidance development, including recent initiatives to improve guidance for risk management and cost estimating, as well as development of new project management training courses on risk management and cost and schedule estimation. Mr. Gruber is also a member of working groups that developed the EM Contingency Implementation Guide and the NNSA Project Definition Rating Index. He has provided risk management support to NCSX Project, supported initiation of DOE's Global Nuclear Energy Partnership Program, is a member of Construction Project Review team for the WTP Project, and participated in many IPRs for NNSA and EM.

Mr. Gruber's private sector experience includes all types of petrochemical and power industry projects and assignments, including commercial nuclear plant design/construction (both domestic U.S. and international), nuclear operations and retrofit/modification programs, and commercial nuclear decommissioning projects. Mr. Gruber holds a B.A. in Business Economics from Albright College, Reading, PA and an M.B.A in Finance from St. Joseph's University, Philadelphia, PA.



Ray Hallquist
Vice President, Kiewit Building Group

Mr. Hallquist is currently Vice President of Special Projects for Kiewit Building Group's DC area office. He brings over 15 years of industry leadership roles in the various construction markets. Mr. Hallquist has held management roles in civil and vertical construction fields including highly phased, technical projects. He has conducted numerous training courses inside of Kiewit to train employees in various project controls, including estimating, scheduling, and contract administration. He is responsible for estimating, planning and scheduling, document control, procurement and cost control.

He has conducted project audits, providing leadership to improve results and performance and performed training of new and existing employees in all aspects of project controls, including courses in CPM scheduling, contract administration and estimating. Mr. Hallquist has served as chief estimator coordinating and directing estimating teams in the assignment of trades and responsibilities for bids including the soon to be completed West Closure Project (\$900 million) for USACE. He is currently Project Executive overseeing all phases of construction of new projects.



Joe Hendrix
Senior Program Manager, U.S. Army Corps of Engineers

Joe Hendrix is the Senior Program Manager for Cost Estimates and Scheduling at the U.S. Army Corps of Engineers' Task Force Hope. An expeditionary forward unit of the Mississippi Valley Division headquartered in Vicksburg, Mississippi, Task Force Hope has the oversight for the \$14.6 billion dollar Hurricane and Storm Damage Risk Reduction System (HSDRRS).

Under the HSDRRS effort, the Corps is building a perimeter defense around the Greater New Orleans area to reduce risk from hurricane storm surge. Construction includes surge barriers, pump stations, safe rooms, levees, floodwalls and sector gates. Two signature projects include the Inner Harbor Navigation Canal Surge Barrier which stretches 1.8 miles across Lake Borgne and the West Closure Project, the world's largest pump station.

Joe and his team of cost analysts track 392 major construction projects for the largest civil works project in the history of the Corps of Engineers. Earning his degree in engineering from Mississippi State University, Joe has worked for the Corps for over 30 years. His assignments include the Vicksburg District in Mississippi, Iraq and Task Force Hope in New Orleans.



Joseph S. Hezir
Vice President and Managing Partner, EOP Group, Inc.

Mr. Hezir was a co-founder of the EOP Group, Inc. in 1992, and serves as its Vice President and Managing Partner. The EOP Group is a consulting firm that provides strategic advice to corporations, non-profit organizations and industry trade associations on federal executive branch policy, regulatory and budget issues. He also serves as the Executive Vice President of the EOP Foundation, an affiliated organization that conducts policy studies and executive training programs. Mr. Hezir is co-author of two books published by the Foundation, *Understanding the Budget of the United States Government*; now in its tenth edition, and *Understanding the Regulatory Policy of the United States Government*; in its first publishing.

Mr. Hezir served for eighteen years in the White House Office of Management and Budget (OMB), beginning in 1974 as a budget examiner in the Environment Branch. He was responsible for review of the Environmental Protection Agency water quality and radiation programs. In 1976, he received the OMB Professional Achievement Award for his work on water quality issues. In 1977, he became a senior analyst for government-wide management and reorganization planning for environmental, natural resources, and energy programs. In 1979, he became a senior budget examiner for energy technology programs. In 1982, he joined the Corporate Planning Department of Exxon Research and Engineering Company, responsible for the development of technology forecasts used in corporate business plans.

After returning to OMB in 1983, Mr. Hezir was chief of the Non-Nuclear Energy Branch, responsible for energy technology R&D, conservation, and energy regulatory programs. From 1986 to 1992, he served as the OMB Deputy Associate Director for Energy and Science, managing a 25 person division with responsibility for budgetary, regulatory, legislative, and policy development activities of the Department of Energy, National Aeronautics and Space Administration, the National Science Foundation, the Tennessee Valley Authority, the Nuclear Regulatory Commission, and the Smithsonian Institution. He also represented OMB in developing government-wide science and technology policy initiatives. Mr. Hezir received the President's Outstanding Federal Executive Award in 1989.

Mr. Hezir has served as an advisor to a number of public policy and public service organizations. From 1992 to 1994, he was a member of the NASA Advisory Council. Mr. Hezir was a former member of the Board of Directors of the National Capital Area Chapter of the American Red Cross. He also served as a member of the External Review Panel of the American Association for the Advancement of Science. Mr. Hezir currently is a member of the Board on Physics and Astronomy of the National Research Council, and has been an advisor on federal science policy and budgeting to five separate National Academy of Sciences study panels.

Mr. Hezir graduated from Carnegie-Mellon University with a B.S. (1972) in Chemical Engineering and an M.S. (1974) from the Heinz School of Public Policy. While at the Carnegie-Mellon, he worked as an intern with the Allegheny County, PA Department of Air Pollution Control. He also interned with the New York City Environmental Protection Administration. Mr. Hezir worked as a research engineer for St. Joe Minerals Corporation and as an environmental engineering consultant to the steel industry.



Rick Holmes

Division Leader/Project Manager, Los Alamos National Laboratory

Rick Holmes is the Division Leader/Project Manager for the Chemistry and Metallurgy Research Facility Replacement (CMRR) Project at Los Alamos National Laboratory. The CMRR project includes design, construction, and start-up of modern laboratory facilities and office space -- and relocation of mission-critical technical capabilities, such as analytical chemistry, materials characterization, and actinide research and development, from the existing Chemistry and Metallurgy Research (CMR) facility to the new CMRR. The CMRR project will allow the Laboratory to continue its mission to maintain and certify the US nuclear stockpile.

Before joining the laboratory, Mr. Holmes was a senior project manager for Bechtel National, Inc. Under his leadership, BNI developed and implemented a strategy to become the first continental U.S. military site to eliminate its stockpile of chemical weapons. He also was instrumental in BNI's efforts to support the development of the US ground-based missile defense capability in Alaska. Mr. Holmes served in a series of U.S. Army leadership assignments, both on active duty and in civilian positions focused on chemical weapons disposal.

Mr. Holmes received his bachelor's degree in chemistry from Florida Southern College in Lakeland, Florida and a master's degree in chemical engineering from Worcester Polytechnic Institute in Worcester, Massachusetts. He is also a certified Project Management Professional (PMP). He is married with two children and just became a grandfather.



George J. Jackson

Deputy Chief Engineer, CH2M Hill PRC

George Jackson has more than 20 years of experience in various project management, operations, and engineering roles for Department of Energy and Department of Defense projects. He has spent the last 11 years with Fluor and CH2M Hill and Hanford, most recently serving as the Deputy Chief Engineer for the company. He has been a member of the EFCOG Project Management Working Group since 2004, assisting with the development of DOE O 413.3-9 Project Reviews, and writing white papers for DOE on qualification and training programs for project managers, peer review processes, and project reporting methods. George also was seconded by NNSA as a team member for the 2011 annual peer review for the MOX Project at the Savannah River Site this past March.

Prior to joining Fluor/CH2M Hill, he worked on field projects both at Hanford and at several military bases in Alaska and California. He holds a BS in chemical engineering from the University of Washington, and an MS in Engineering Management from Washington State University. He is also a registered Professional Engineer in Washington, and a

certified Project Management Professional through the Project Management Institute.



Gary R. Koah

Technology Director, Jacobs Global Buildings

Gary has 28 years of experience in implementation, and management of technology environments for the design, construction and operation of facility programs. As leader of Jacobs Global Buildings *Technology Group*, Mr. Koah has been directly responsible for the application of innovative technology solutions, combined with industry best practices for all facets of facility planning, design, construction, and operation. He leads our work in the implementation of Building Information Modeling (BIM), Geographic Information Systems (GIS), and Project Management and Controls Systems.

He is an active member of Fully Integrated and Automated Technology Consortium (FIATECH), the Center for Integrated Facility Engineering (CIFE), the National Institute of Building Sciences (NIBS) and is a founding member of *United States Army Corps of Engineers A/E BIM Partnership*.



Wade Martin

Vice President, U.S. Cost

Mr. Martin has over 32 years of experience providing schedule, cost and value management services to private and public sector clients in the construction industry. His work history at U.S. COST (USC) includes more than 23 years in the Cost Management, Project Controls and Value Engineering arena acting as Project Manager, Value Engineering/Value Analysis Team Leader, Quality Assurance/Quality Control (QA/QC) Specialist, Scheduler, and/or Economic Analyst. He has been a Vice President of USC for the past 10 years and was recently promoted to Senior Vice President for his effective leadership of the USC Construction Cost Management Group. He is responsible for developing parametric cost models, analyzing and reporting on market conditions, preparing and updating estimating criteria, tools and techniques (including BIM and Risk related efforts), as well as overseeing the preparation of construction cost estimates, schedules, and economic and life cycle analyses for public and private sector clients, worldwide.

Mr. Martin is certified as a Real Property Administrator (RPA) through the Building Owners and Managers Association, as a Certified Value Specialist (CVS) through SAVE International, as a LEED Application Practitioner through the USGBC, and is a Certified Cost Consultant (CCC) through AACE International. He received a Bachelor of Design in Architecture degree from the University of Florida in 1978.

**Stephen P. Mulva, Ph.D.**

Associate Director, Construction Industry Institute (CII), University of Texas at Austin

Dr. Stephen Mulva directs the Benchmarking and Metrics program at the Construction Industry Institute (CII), a research component of the University of Texas at Austin. His current research projects are focused on the benchmarking of capital project performance for the pharmaceutical, biotechnology, healthcare, transportation and oil and gas industries. In addition to his research responsibilities at CII, Stephen teaches graduate courses in Construction Engineering and Project Management at the University of Texas at Austin. Before coming to CII in 2007, Stephen was an Assistant Professor of Construction Management at Texas State University. He has also worked in industry at Fluor, Bechtel, and Phillips Petroleum and as a project management consultant for Austin, Texas-based ePM.

Stephen holds a Ph.D. in Civil Engineering (Construction Engineering and Management) from the Georgia Institute of Technology (2004) and two degrees from the University of Texas at Austin: an M.S. in Civil Engineering (1996) and a B.S. in Architectural Engineering (1995).

**Michael R. Nosbisch, CCP, PSP**

Managing Principal, Western Region, Project Time & Cost, Inc.

Mr. Nosbisch has over 22 years of experience in project management and controls within both the government and private sectors. He has worked for several of the leading engineering, procurement, and construction (EPC) firms in the industry, to include URS Corporation, Jacobs Engineering, and Kiewit. Until recently, Michael served as Vice President of Project Controls for the federal government-dedicated business unit of Parsons Corporation. He is currently of Vice President of Earned Value Management for SM&A, a leading management consulting firm headquartered in Newport Beach, CA. In this capacity, he is responsible for the EVM Compliance and Consulting practice area within SM&A's Program Services Group. Michael is also an adjunct professor at the University of Southern California, teaching graduate level courses in heavy construction estimating and scheduling.

Mr. Nosbisch was certified as a Project Management Professional (PMP) in 1999. He has been an active member of AACE International since 1999, earning numerous professional certifications as well as currently serving on AACEI's Board of Directors as President-Elect. In addition, Michael is an active member of both NDIA's Program Management Systems Committee (PMSC) and the Energy Facility Contractor's Group's (EFCOG's) Project Management Working

Group (PMWG).

**Joe Parrish**

Director, Office of the Chief Technologist, National Aeronautics and Space Administration

Joe Parrish is the Director for Early Stage Innovation in NASA's Office of the Chief Technologist (OCT). His career has focused on advanced technology development for challenging missions in the aerospace and defense sector. He comes to OCT from the Jet Propulsion Laboratory in Pasadena, CA, where was responsible for technology assessment and mission architecture planning for future robotic missions to Mars. Before joining the Jet Propulsion Laboratory, Mr. Parrish was President of Payload Systems, Inc. and Vice President of Research & Development at Aurora Flight Sciences Corp. — two small businesses providing technology development and implementation services to academia, government, and industry.

Prior to his time in industry, Mr. Parrish was employed by NASA, where he served as the Robotic Systems Architect for the International Space Station program, led the development of a spacecraft servicing telerobot named Ranger, and served as the Program Executive for several solar system exploration missions. Mr. Parrish holds Bachelor's and Master's degrees in Aeronautics and Astronautics from the Massachusetts Institute of Technology.

**Lee Phillips**

Cost Engineering Manager, Lawrence Livermore National Laboratory

Mr. Phillips is currently Chairperson of EFCOG's Project Management Working Group's (PMWG) Cost Estimating Subgroup (CES). In his current capacity as Cost Estimating Manager at LLNL, he also holds the role of subject matter expert for cost estimating. He has been working with the Construction Cost Estimating Group at LLNL for over 20 years and has held leading roles for capital asset projects, seismic retrofit projects, generic office buildings, soil remediation projects, and facility remodels throughout his career.

He has over 40 years experience in the construction industry and has spent four years with US Naval Mobile Construction Battalions from 1968 to 1972. His education and apprenticeship programs focused on electrical and maintenance facilities, sub-station systems, and general building and maintenance facilities. Mr. Phillips was employed by Southern Pacific Transportation Company as a supervisor for the Maintenance of Way Department in Bloomington, California.

During the construction of new servicing, maintenance, plant facilities and classification yards, he provided services for design and installation of fueling/sanding control systems; high voltage loop/distribution systems; and office and maintenance buildings. His higher education concentrated on mechanical and electrical engineering. Mr. Phillips holds General and Electrical Contractor's licenses.



Robert Prieto
Senior Vice President, Fluor Corporation

Bob Prieto is currently a senior vice president of Fluor, one of the largest, publicly traded engineering and construction companies in the world. Bob provides strategy and program management assistance to some of the firm's largest clients who are facing either execution or project financing challenges. He is also responsible for strategy and marketing for the firm's Industrial & Infrastructure group which focuses on the development and delivery of large, complex projects worldwide. The group encompasses three major business lines including Infrastructure, with an emphasis on Public Private Partnerships; Mining; and Manufacturing and Life Sciences. He also currently leads the firm's intellectual property strategy task force.

Bob has authored two books on program management as well as written extensively (over 300 papers and presentations) on a range of subjects important to the engineering and construction industry. He participates on a number of industry committees and is sought out as a speaker and facilitator based on his experience and knowledge. He is an expert in large, complex program management and has made numerous contributions related to addressing "events of scale", public private partnerships; sustainability and industry innovation. Bob served until 2006 as one of three U.S. presidential

appointees to the Asia Pacific Economic Cooperation (APEC) Business Advisory Council (ABAC), working with U.S. and Asia-Pacific business leaders to shape the framework for trade and economic growth. He is a frequent speaker on the topics of leadership, program management, ethics and infrastructure development. These have included presentations at The National Building Museum in Washington, D.C. and the Royal Academy of Engineering in London.



Karen Richey
Assistant Director, Applied Research and Methods Team, Government Accountability Office

Karen Richey is a senior cost analyst in GAO's Center for Technology and Engineering, where she is involved in performing cost analyses and technology audits on a wide range of systems. In the past few years, Karen has been responsible for championing the use of earned value management as an auditing tool at GAO. Certified by the National Defense University as a Chief Information Officer (CIO), Karen is also Level-III certified in the field of cost estimating and financial management. She has 20 years experience in the fields of cost estimating and technology auditing.

Before joining the GAO, Karen was a cost analyst for the Department of the Navy where she performed earned value management and developed independent cost estimates for major weapon and automated information systems. Karen holds a degree in Statistics and Mathematics from the University of South Carolina. In June 2009, Karen received an Award of Excellence from the Federal Capital Planning and Investment Control and an Award of Merit from the

Association for the Advancement of Cost Engineering International for leading the development of the GAO Cost Estimating and Assessment Guide.



Robert A. Rowlette, Jr. PE, Col (ret.)
Senior Program Manager, Evans-Graves Engineers

Mr. Rowlette, is a Senior Program Manager with Evans Graves Engineers. He serves as the senior leader and manager for the Evans-Graves Team that provides program and project management support for the Greater New Orleans

Hurricane and Storm Damage Risk Reduction System (HSDRRS), including senior programmatic management support during Hurricanes Gustav and Ike. Mr. Rowlette, manages the program and project management support team of approximately 200 engineers and scientists and is responsible for delivering quality support to the U.S. Army Corps of Engineers and Task Force Hope. These responsibilities extend to include Program and Project Controls for the \$14.8 Billion dollar HSDRRS Program.

Prior to his current assignment, Mr. Rowlette, was Vice President for Construction at Meritage Homes Orlando where he was responsible for the development and construction of as many as 700 single family, multi-family, and condominium projects each year. He was responsible for the delivery of quality construction projects on time and within budget. Mr. Rowlette, is the former Commander and Chief Executive Officer at both the U.S. Army Corps of Engineers District in Louisville, KY and in Charleston, SC, where he managed engineering and construction programs totaling in excess of \$600 million annually. He was also the Program and Project manager for the planning, programming and design of the \$250M brigade forward basing complex at Arifjan, Kuwait.

Mr. Rowlette, holds two degrees from the University of Kentucky; a B.S in Civil Engineering (1979) and an M.S. in Civil Engineering (1990). In addition, he has studied at the Canadian Forces College in Toronto, Ontario as well as the Command and General Staff College at Fort Leavenworth, KS.



Kenneth D. Simonson

Chief Economist, Associated General Contractors of America

Ken Simonson joined AGC of America on September 10, 2001. Ever since Day 2 he has provided insight into the economy and what it implies for construction and related industries. Ken's weekly one-page email newsletter for AGC, *The Data DIGest*, provides 14,000 readers with the latest economic news relevant to construction. He is interviewed and quoted almost daily by local and national media, including *The Wall Street Journal*, CNBC and *National Journal* magazine, which recently made Ken part of its inaugural panel of 25 "economic insiders."

Ken has 35 years of experience analyzing, advocating and communicating about economic and tax issues. Before joining AGC, he was senior economic advisor in the U.S. Small Business Administration's Office of Advocacy. Earlier, he was vice president and chief economist for the American Trucking Associations. He also worked with the President's Commission on Industrial Competitiveness, the U.S. Chamber of Commerce, the Federal Home Loan Bank Board, and an economic consulting firm. Ken is active in the National Association for Business Economics and Community Tax Aid, an organization that prepares returns for free for low-income taxpayers. Since 1982, he has co-chaired the Tax Economists Forum, a professional meeting group he co-founded for leading researchers and policy makers among tax economists. He is also on the board of the Jewish Council for the Aging of Greater Washington. Mr. Simonson has a BA in economics from the University of Chicago, an MA in economics from Northwestern University, and has taken advanced graduate economics courses at the Université de Paris, Johns Hopkins and Georgetown Universities.



Alfred B. Smith, CCEA

General Manager, Tecolote Research, Inc.

Alfred earned a Bachelor Mechanical Engineering degree from the Canadian Royal Military College and a Master of Science with Distinction in naval architecture from the University College, London, England. He spent 21 years in the Canadian Navy driving submarines (Navigator, Operations Officer) and ten years as a naval architect, cost analyst. He has over 20 years experience leading, executing or contributing to life cycle cost model development and cost uncertainty analysis for a wide variety of military, Coast Guard, NASA and foreign projects.

He has been with Tecolote since 1995 and since 2000 has been the General Manager for Tecolote's Software Products/Services Group, responsible for the development, distribution and support of a variety of web and desktop products including ACEIT. Alfred has delivered numerous papers on cost risk analysis topics and was the lead writer of the AFCAA Cost Risk and Uncertainty Handbook. He is a SCEA Certified Cost Estimator/Analyst (CCEA).



Karen Urschel, EVP

Engineer, Office of Engineering and Construction Management, Department of Energy

Karen Urschel is an Earned Value Management (EVM) Analyst for the Office of Engineering and Construction Management at DOE. She is responsible for EVM policy and procedural development, as well as leading EVMS Certification reviews and surveillance activities for capital asset acquisition projects. Before joining DOE, Ms. Urschel worked for the Defense Contract Management Agency (DCMA) where she was the Deputy Director of the Manufacturing Engineering and Supply Chain Predictability Center, responsible for direction and strategic initiatives to develop agency policy, processes, training, and tools. Previously Ms. Urschel was part of the Policy, Process, & Training Division for DCMA's EVM Center, responsible for developing DCMA's EVMS compliance and surveillance processes and training. She has over 20 years of earned value management system assessment and data analysis experience.

Ms. Urschel has an Industrial Engineering degree from Purdue University and a Masters Degree in Management from Indiana Wesleyan University. She achieved the Association for the Advancement of Cost Engineering (AACE) Earned Value Professional (EVP) certification in 2007, and attained Defense Acquisition Workforce Improvement Act (DAWIA) Acquisition Professional Certifications in the areas of Systems Planning, Research Development and Engineering; Manufacturing, Production, and Quality Assurance; Business Cost Estimating and Financial Management; and Program Management.