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## Bruce G. Elliott, CCC

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### PROFILE

Over thirty five years of professional experience in project estimating, project controls, management and consulting for a wide range of industries including: refining, petrochemicals, oilsands, synfuels, gas processing, pipelines, industrial and commercial facilities, manufacturing, photochemical, film sensitizing, pulp and paper, nuclear and fossil power, and hazardous waste disposal.

Demonstrated experience in:

- Project Estimating from conceptual level through detailed execution
- Project Controls for all project phases
- Estimating and Project Controls Organization Management
- Estimating and Project Controls Procedures Development
- Capital Project Process Procedures Development
- Total Cost Management
- Cost Engineering
- Contract Management
- Risk Analysis
- Project Cost Benchmarking

### CAREER EXPERIENCE

**CONQUEST CONSULTING GROUP** — Vancouver, WA; 2004 – Present

Principal Partner

- Provide consulting services to establish Best-in-Class estimating and project controls organizations for owner companies in the process industries.
- Provide consulting to process industry owners on recommended best practices for estimating, project controls, and project benchmarking.
- Provide recommendations for organizational improvement strategies, technical services to offer, staffing levels, and the required tools, software and procedures to achieve department goals.
- Provide cost estimate reviews and validation for large and strategic process industry estimates.

**EASTMAN KODAK COMPANY** — Rochester, NY; 1992 – 2004

Manager of Estimating

- Managed a seventeen person staff providing a complete range of global estimating services, systems and capabilities.
- Responsible for the recruitment, hiring, training and supervision of all estimating personnel.
- Responsible for estimating procedures, standards and department improvement initiatives.

- Led efforts to utilize both internal and external historical project benchmarking metrics for preparing conceptual front-end estimates, formal project reviews, and to drive project process improvements.
- Supervised estimate reviews for large and strategic projects.
- Participated in formal Capital Project Investment Review meetings to determine project readiness.

#### Manager of Project Controls

- Managed a forty+ person staff providing a complete range of global project control services, systems and capabilities.
- Responsible for the recruitment, hiring, training, career development and supervision of all project controls personnel.
- Responsible for integrating project controls standards and procedures into the overall project process.

#### **FLUOR DANIEL** — Rochester, NY; 1987 – 1992

##### Principal Estimating Manager

- Responsible for oversight and preparation of conceptual and semi-detailed estimates for Northeast Region clients.
- Directed the creation of estimating systems, databases, and procedures within a client organization.
- Responsible for the recruitment, hiring, training and supervision of all estimating personnel.

#### **BATTELLE MEMORIAL INSTITUTE** — Columbus, OH; 1986 – 1987

##### Senior Cost Engineer

- Prepared lifecycle cost estimates, project reviews and validations for a high level nuclear waste geologic repository.
- Prepared and documented the economic analysis of contractor and DOE feasibility studies.

#### **STEARNS-ROGER, INC.** — Denver, CO; 1984 – 1986

##### Lead Estimator

- Responsible for preparation of project estimates for 480M SFCD gas processing plants Phases 1 & 2, including gas gathering, dehydration facilities, pipelines, gas processing, sulfur and tail gas units.

#### **FLUOR DANIEL** — Irvine, CA; 1979 – 1984

##### Lead Estimator

- Prepared conceptual through definitive estimates for a variety of refining, petrochemical, gas processing and industrial facilities.
- Directed preparation of comprehensive estimates, proposals, and front-end engineering studies for numerous domestic and international projects.

##### Senior Cost Engineer

- Provided cost and schedule services and reporting.
- Assisted in the preparation, coordination and presentation of project proposals.

##### Field Project Controls Manager

- Responsible for initial project controls set-up through final job reports.
- Supervised preparation of project estimates from conceptual through detailed.
- Supervised field estimating, cost and scheduling engineers.

##### Key projects include:

- Refinery Modernization Project – Toledo, OH

- Refinery Modernization Projects – Hercules and Bakersfield, CA
- 25K BPD FCC and Gas Concentration Units – Humberside, England
- 30K BPD Refinery Expansion and Modernization Projects Phases 1 & 2 – Wilmington, CA

**BECHTEL POWER CORPORATION** — Norwalk, CA; 1978 – 1979

Field Cost Engineer

- Responsible for field cost engineering (cost forecasts, estimates, progress reports, construction schedules, installation unit rate reports) for a grass roots 2,200 MW nuclear power plant.

**FLUOR DANIEL** — Irvine, CA; 1974 – 1978

Cost Engineer / Estimator

- Provided lead cost and schedule services including forecasting, trending and project reporting.
- Provided material take-off and estimates for mechanical, process and utility piping.

Piping Engineer

- Performed piping material take-off for numerous international and domestic projects.
- Prepared requisitions, purchase orders, selected vendors and provided material control functions.

Key projects include:

- Grass Roots Petrochemical Complex – Jubail, Saudi Arabia
- Grass Roots Synfuel (coal to oil) Complex – Secunda, South Africa
- Grass Roots Refineries – Esfahan and Abadan, Iran
- Grass Roots Aromatics Facility – La Cangrejera, Mexico
- Grass Roots Fertilizer Complex – Yeosu, South Korea

## EDUCATION

B.S. Industrial Technology, California State University, Long Beach, 1977

B.S. Economics, California Polytechnic University, San Luis Obispo, 1974

## OTHER

Certified Cost Consultant – AACE International

Recipient of the Charles V. Keane Distinguished Service Award – AACE International

Member – AACE International Cost Estimating Committee

Member – AACE International Constitution and Bylaws Committee

## PUBLICATIONS

2007 – “Transforming Historical Data into Useful Information”, 2007 AACE International Transactions

2006 – “Core Competencies, Expectations, and Career Path for an Estimating Professional”, 2006 AACE International Transactions

2005 – “Historical Project Databases for the Canadian Oil Sands”, 2005 AACE International Transactions

2004 – “AACE Professional Practice Guide to Parametric and Conceptual Estimating, 2<sup>nd</sup> Edition”, Editor

2002 – “AACE Professional Practice Guide to Parametric and Conceptual Estimating”, Editor

2002 – “The Estimate Review and Validation Process”, Cost Engineering Magazine, January 2002

2000 – “The Organization of an Estimating Department”, Cost Engineering Magazine, August 2000

# Process Industry Experience

## **Oil/Gas Project Experience:**

Exxon – Gas Processing Plants (Wyoming)  
Sun Refining Company – Refinery Modernization Project (Ohio)  
Conoco – FCC and Gas Concentration Units (England)  
Pacific Refining – Refinery Modernization Project (California)  
Getty Refining – Hydrotreater Revamp, Jet Fuel Upgrades, Crude Tank Facilities (California)  
Champlin Petroleum Company – Refinery Expansion and Modernization Phases 1 & 2 (California)  
Saudi Aramco – Khursaniyah Gas/Oil Facilities (Saudi Arabia)  
National Iranian Oil Company – Grass Roots Refineries (Iran)  
ARCO – North Slope Production Facilities (Alaska)  
SOHIO – North Slope Production Facilities (Alaska)  
Alyeska – Alaska Pipeline (Alaska)  
Exxon – Refinery Expansion and Modernization (Texas)

## **Chemical/Petrochemical Experience:**

Saudi Pecten Petrochemical – Grass Roots Petrochemical Complex (Saudi Arabia)  
Petroleos Mexicanos – Grass Roots Aromatics Facility (Mexico)  
Namhae Chemical Corporation – Grass Roots Fertilizer Complex (Korea)  
Kodak – Fine Chemical Manufacturing Facilities (New York, Tennessee)  
Kodak – Polymer Manufacturing Facilities (New York, Tennessee)

## **SynFuels Experience:**

SASOL – Grass Roots Coal to Oil Conversion Complex SASOL II (South Africa)  
Union Oil – Oil Shale Development Project (Colorado)  
Syncrude – Oil Sands Production Facilities (Canada)  
Petro-Canada – Oil Sands Mine and Production Facilities (Canada)  
Husky Energy – In-situ Bitumen Production Facility using SAGD technology (Canada)

## **Power Experience:**

Southern California Edison – 2,200 MW Nuclear Power Plant (California)  
Southern California Edison – Fossil Fuel Power Plant (California)  
Kodak – Fossil Fuel Power Plants (New York)

## **Environmental Experience:**

DOE – High Level Nuclear Waste Repository (Texas, Nevada, Washington)  
Kodak – Environmental Remediation Projects