



Bruce G. Elliott, CCC

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PROFILE

Over thirty years of professional experience in project estimating, management and controls for a wide range of industries including: refining, petrochemicals, oilsands, synfuels, gas processing, 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
- Estimating Organization Management
- Estimating Procedures Development
- Project Cost Control and Reporting
- Contract Management
- Risk Analysis
- Project Cost Benchmarking

CAREER EXPERIENCE

CONQUEST CONSULTING GROUP — Vancouver, WA; 2004 – Present

Principal

- Provide consulting services to establish Best-in-Class estimating 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 cost estimate reviews and validation for large and strategic process industry estimates.

EASTMAN KODAK COMPANY — Rochester, NY; 1992 – 2004

Estimating Manager

- Managed a seventeen person staff providing a complete range of global estimating services, systems and capabilities.
- Responsible for the recruitment, hiring, training, career development and supervision of all estimating personnel.
- 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.

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.

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 plant, including gas gathering, pipelines, gas processing, sulfur and tail gas units.

FLUOR DANIEL — Irvine, CA; 1979 – 1984

Lead Estimator

- Prepared conceptual through definitive estimates for variety of industrial and petrochemical facilities.
- Directed preparation of comprehensive estimates, proposals, and front-end engineering studies for projects.

Senior Cost Engineer

- Provided cost and schedule services and reporting.
- Assisted in the preparation 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 cost and scheduling engineers.

Key projects include:

- Refinery Modernization Project – Toledo, OH
- Refinery Modernization Project – Hercules, CA
- 25K BPD FCC and Gas Concentration Units – Humberside, England
- 30K BPD Refinery Expansion and Modernization Project – 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 the grass roots installation of a 2,200 MW nuclear power plant.

FLUOR DANIEL — Irvine, CA; 1974 – 1978

Cost Engineer

- Provided lead cost and schedule services and reporting.

Estimator

- Provided material take-off and estimates for process and utility piping services.

Piping Engineer

- Performed piping material take-off for process and utility piping services.
- Prepared requisitions, purchase orders, 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 Refinery Complex – Esfahan, 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 Certified Estimating Professional Task Force

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, 2nd 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 (California)
National Iranian Oil Company – Grass Roots Refinery Complex (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)
Syncrude – Oil Sands Production Facilities (Canada)
Petro-Canada – Oil Sands Mine and Production Facilities (Canada)

Power Experience:

Southern California Edison – 2000MW 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