



Bruce G. Elliott, CCC

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PROFILE

Over thirty-eight 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

Executive 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 staff of over twenty estimators 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 staff of over 40 personnel 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 CORPORATION — 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 CORPORATION — 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 – Humberstone, 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 CORPORATION — 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

Fellow – 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, 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 Phases 1 & 2 (California)
Saudi Aramco – Khursaniyah Gas/Oil Facilities (Saudi Arabia)
Saudi Aramco – Rabigh Refinery Expansion (Saudi Arabia)
Saudi Aramco – Shaybah GOSP 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)
ConocoPhillips – Gas Compression & Debottleneck Facilities (Indonesia)

Chemical / Petrochemical / Industrial 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)
Century Aluminum – Sangaredi Alumina Refinery (Guinea)
Dow Corning – Siloxane Intermediate Plant (China)

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)
Synenco Energy – Oil Sands Production Facilities (Canada)
Husky Energy – SAGD Oil Sands Facilities (Canada)
Athabasca Oil Sands Corp – SAGD Oil Sands Facilities (Canada)
Dover Operating Corp – SAGD Oil Sands Facilities (Canada)
Japan Canada Oil Sands Ltd – SAGD Oil Sands Facilities (Canada)
Nexen Inc. – SAGD Steam Generation Expansion Project (Canada)
ConocoPhillips – SAGD Oil Sands Facilities (Canada)
Statoil Canada Ltd – SAGD Oil Sands Facilities (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)

Waste / Environmental Experience:

DOE – High Level Nuclear Waste Repository (Texas, Nevada, Washington)
Kodak – Environmental Remediation Projects (New York)
ALTER NRG Corp – Plasma Gasification Project (Canada)