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## Larry R. Dysert, CCC CEP

13215-C8 SE Mill Plain Blvd, #205, Vancouver, WA 98684-6991 • (971) 221-2101

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### PROFILE

Over thirty years of project estimating, management, consulting and training experience in a wide variety of industries including: refining, petrochemicals, oilsands, synfuels, manufacturing, photochemical, film sensitizing, high technology, semiconductor, and industrial facilities.

Demonstrated experience in:

- Project Estimating from conceptual level through detailed execution
- Estimating Organization Management
- Estimating Procedures Development
- Estimating System Development and Implementation
- Total Cost Management
- Cost Engineering
- Contract Management
- Risk Analysis
- Project Cost Benchmarking
- Capital Budget Planning and Implementation
- Project Cost Control and Scheduling

### CAREER EXPERIENCE

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

Managing 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 cost estimate reviews and validation for large and strategic process industry estimates.
- Provide training in Total Cost Management, Estimating, and Project Controls.

**INTEL CORPORATION** — Hillsboro, OR; 2003 – 2004

Site Lead Estimator

- Provided overall responsibility for all capital project estimates in the NW Region (OR, UT, WA).
- Managed contracted estimating and quantity surveyor resources supporting project execution.
- Implemented successful cost benchmarking program in support of corporate cost reduction initiatives.
- Led efforts in development of the Intel Standardized Estimating Software System.

**EASTMAN KODAK COMPANY** — Rochester, NY; 1992 – 2003

Senior Project Estimator

- Prepared conceptual and detailed estimates for capital projects, domestic and international; primarily for projects of large size, strategic importance, utilizing new technologies, and those involving the use of parametric estimating methodologies.
- Responsible for the direction, development, and implementation of estimating software applications.
- Responsible for estimating procedures development and implementation of departmental improvement activities.
- Designed and developed a historical database of project information to aid in benchmarking project estimates, and to serve as a strategic estimating resource.
- Developed a Capital Budgeting software application to manage and control Kodak's global capital project portfolio.
- Co-Led the implementation of Primavera scheduling software throughout the Capital Project organization.
- Provided departmental training in estimating, project controls, capital project process, cost metrics analysis, risk analysis, and information systems.

**EST INCORPORATED** — Rochester, NY; 1990 – 1992

President

- Responsible for all operations of EST, Incorporated serving the estimating needs of companies and organizations in the engineering and construction industries, and for owner/operator organizations.

**FLUOR DANIEL** — Rochester, NY; Irvine, CA; 1980 – 1990

Senior Project Estimator

- Responsible for the preparation of conceptual and detailed estimates for capital projects in a client owner organization.
- Developed and implemented a flexible computerized estimating system to be used by a client owner organization.
- Developed and implemented a standardized estimating retrieval and reporting system.

Project Controls Engineer

- Developed and implemented a custom Control Level Activity Scheduling System automating the process of creating control level schedules at an activity level for multiple projects.
- Assisted in the preparation, coordination, and presentation of project proposal activities for the Northeast Regional office.

Data and Systems Analyst

- Responsible for the development, support, and coordination of various estimating and cost/scheduling computer applications.
- Developed interfaces between Design Engineering and Cost/Scheduling computer systems.
- Developed standard project presentation and review materials.

Estimating Training Specialist

- Established estimating training classes for the Specialty Estimating Department, involving the training of new-hires and cross-training of discipline estimators.
- Developed and implemented standard estimating policies and procedures.

Estimator

- Prepared semi-detailed and detailed estimates in support of projects and proposal activities.
- Responsible for the development, support, and coordination of various estimating and cost/scheduling computer applications.

## **EDUCATION**

B.A. Economics, University of California, San Diego, 1977

## **OTHER**

Certified Cost Consultant – AACE International  
Certified Estimating Professional – AACE International  
Chair of Technical Board – AACE International  
Recipient of the Total Cost Management Award – AACE International  
Fellow – AACE International  
Member – Society of Cost Estimating Analysts

Frequent presenter, trainer, and lecturer on estimating and project management topics including the successful seminars “Estimating A-to-Z for the Process Industries” and “Total Cost Management”

Ad-hoc professor at Rochester Institute of Technology teaching Project Estimating (1991)  
Ad-hoc professor at Monroe Community College teaching Construction Estimating (1990)

## **PUBLICATIONS**

2008 – “An Introduction to Parametric Estimating”, 2008 AACE International Transactions  
2008 – “Escalation Estimation – Lessons Learned in Addressing Market Demand”, 2008 AACE International Transactions  
2007 – “Escalation Estimation: Working with Economic Consultants”, 2007 AACE International Transactions  
2007 – “Best Practices for an Owner Estimating Organization”, 2007 AACE International Transactions  
2007 – “Is Estimate Accuracy an Oxymoron”, Cost Engineering Magazine, January 2007  
2005 – “So You Think You’re An Estimator”, Cost Engineering Magazine, September 2005  
2004 – “AACE Professional Practice Guide to Parametric and Conceptual Estimating, 2<sup>nd</sup> Edition”, Editor  
2004 – “Cost Estimating”, Skills and Knowledge of a Cost Engineer, 5<sup>th</sup> Ed., 2004  
2003 – “Sharpen Your Estimating Skills”, Cost Engineering Magazine, June 2003  
2002 – “A Capital Investment Review Process”, 2002 AACE International Transactions  
2002 – “The Estimate Review and Validation Process”, Cost Engineering Magazine, January 2002  
2002 – “AACE Professional Practice Guide to Parametric and Conceptual Estimating”, Editor  
2001 – “Improved Capital-Cost Estimation”, Chemical Engineering, Vol 108, No 11, October 2001  
2001 – “Developing a Parametric Model for Estimating Process Control Costs”, Cost Engineering Magazine, February 2001  
2001 – “Project Selection Under Limited Capital Budgets”, 2001 AACE International Transactions  
2000 – “The Organization of an Estimating Department”, Cost Engineering Magazine, August 2000  
1999 – “Can Past Project History Affect Future Project Success”, 1999 Joint Cost Management Societies Symposium  
1998 – “The AACE International Cost Estimate Classification System”, 1998 International Cost Engineering Congress Proceedings  
1997 – “Scope Development Problems in Estimating”, 1997 AACE International Transactions  
1997 – “Estimating Software Projects”, 1997 Computer Associates Technicon Proceedings  
1996 – “The Evolution of Estimating Systems at Kodak”, 1996 AACE International Transactions  
1993 – “Experience at Kodak in Using Risk Analysis”, 1993 Project Management Institute Proceedings  
1989 – “Development of Conceptual Estimating Support Systems at Kodak”, 1989 AACE International Transactions

# Process Industry Experience

**Oil/Gas Project Experience:**

- Sun Refining Company – Refinery Modernization Project (Ohio)
- Pacific Refining – Refinery Modernization Project (California)
- Champlin Petroleum Company – Refinery Expansion and Modernization (California)
- Saudi Aramco – Khursaniyah Gas/Oil Facilities (Saudi Arabia)
- Saudi Aramco – Refinery, Gas/Oil Separation, Jubail Industrial Complex (Saudi Arabia)
- ARCO – North Slope Production Facilities (Alaska)
- SOHIO – North Slope Production Facilities (Alaska)
- Alyeska – Alaska Pipeline (Alaska)
- Lagoven – Offshore Production/Onshore Refinery Facilities (Venezuela)
- Maroven – Onshore Refinery Facilities (Venezuela)
- Shell – Refinery Modernization Project (California)
- Powerine – Refinery Modernization Project (California)
- Union Oil – Refinery Modernization Project (California)

**Chemical/Petrochemical Experience:**

- Saudi Pecten Petrochemical – Grass Roots Petrochemical Complex (Saudi Arabia)
- Novacor Chemical – Ethylene/Polyethylene Complex (Canada)
- 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 & III (South Africa)
- Union Oil – Proposed Oil Shale Development Project (Colorado)
- Exxon – Cold Lake Production Project (Canada)
- Syncrude – Oil Sands Production Facilities (Canada)
- Petro-Canada – Oils Sands Mine and Production Facilities (Canada)
- Husky Energy – In-situ Bitumen Production Facility using SAGD technology (Canada)

**Environmental Experience:**

- DOE – Hanford Nuclear Waste/Facility Cleanup (Washington)
- Kodak – Environmental Remediation Projects

**Provided Training to the Following Companies in the Process Industries**

Owners		Consultants/Contractors
Adofina	Ontario Power Generation	Bantrel
Air Products	PCS Nitrogen	Bechtel
Bonneville Power Administration	PDVSA	CH2M Hill
Chevron	Pemex	Flint Energy Services
DSM	Petrotrin	Fluor Corporation
Eastman Chemical Company	Rhodia	GS Engineering & Construction Corporation
Eastman Kodak Company	Saudi Aramco	Independent Project Analysis
Enbridge Pipelines	Shell Oil	Jacobs Engineering
Husky Energy	Sincor	PT Inti Karya Persada Teknik
Intel Corporation	Specialty Minerals, Inc.	Raytheon Engineering
Iron Ore Company of Calgary	Syncrude	Unifield Engineering
Motorola	Weyerhaeuser	
Nova Chemical	Wyeth	