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## Todd W. Pickett, CCC CEP

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### PROFILE

Over thirty years of professional experience in project and construction estimating for a wide range of industrial applications including: photochemical, film sensitizing, web processing and converting, paper manufacturing, refinery, oilsands, utility generation, and clean room production facilities.

Demonstrated experience in:

- Project Estimating from conceptual level through detailed execution
- Development and implementation of estimating software applications
- Estimating and Project Controls Organization Management
- Estimating and Project Controls Procedures Development
- Estimating and Project Controls System Development and Implementation
- Total Cost Management
- Cost Engineering
- Contract Management
- Risk Analysis
- Project Cost Benchmarking
- Estimate Review and Validation
- Estimating Database Development and Implementation

### CAREER EXPERIENCE

#### **CONQUEST CONSULTING GROUP** — Vancouver, WA

Principal Partner

- 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, risk analysis and project benchmarking.
- Implement estimating software and cost databases (including development of customized software)
- Implement historical project software and databases
- Provide cost estimate reviews and validation for large and strategic process industry estimates.

#### **EASTMAN KODAK COMPANY** — Rochester, NY

Senior Project Estimator

- Prepared conceptual through definitive estimates for Kodak's global process and industrial facilities.
- Responsible for development, implementation and maintenance of various estimating software applications.

- Developed cost estimating databases specific to Kodak's film processes.
- Provided estimate reviews for global project estimates.
- Provided estimate cost risk analysis studies for global projects.
- Prepared project benchmark reports utilizing internal and external historical project metrics to validate project estimates and drive improvements to the capital project process.

#### Construction Estimator

- Prepared detailed construction estimates for electrical, instrumentation, and process control trades.
- Trades Planner responsible for business coordination, materials procurement, cost control and scheduling.
- Applied specialized knowledge of electrical, instrumentation and process control to development of cost databases and implementation of construction estimating system

#### Construction Trades

- Lead Mechanic for Electrical and Instrumentation
- Journeyman Mechanic for Electrical and Instrumentation

#### Key projects include:

- Carrier Web LCD Project (\$78M)
- Extruder Replacement Project (\$16M)
- Motion Picture Film Finishing Facility (\$33M)
- Thermal Imaging Facility (\$37M)
- Film Base Manufacturing Facility (\$220M)
- Dental Film-Pack Finishing (\$17M)
- Emulsion Manufacturing Alpha Site (\$13M)
- Worldwide Emulsion Manufacturing Replication (\$16M)
- China Film Facility Upgrades (\$21M)

## **EDUCATION**

Coursework in Computer Science, Monroe Community College, 1995-1999

Coursework in Electrical Engineering, Rochester Institute of Technology, 1974-1976

Eastman Kodak Company Electrical Apprenticeship Program

## **OTHER**

Certified Cost Consultant – AACE International

Certified Estimating Professional – AACE International

Director – AACE Technical Board

Member – AACE International Cost Estimating Committee

Member – AACE International Certified Estimating Professional Task Force

## **PUBLICATIONS**

2007 – AACE Recommended Practice 34R-05 “Basis of Estimate”, Lead Author

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

2006 – “Choose Your Weapon (Selecting Estimating Tools and Databases)”, 2006 AACE International Transactions

2005 – “So You Think You’re An Estimator”, Cost Engineering Magazine, September 2005

2005 – “Preparing the Basis of Estimate”, 2005 AACE International Transactions

# Process Industry Experience

## **Chemical/Petrochemical Experience:**

Kodak – Fine Chemical Manufacturing Facilities (New York, Tennessee)  
Kodak – Polymer Manufacturing Facilities (New York, Tennessee)

## **SynFuels Experience:**

Syncrude – Oil Sands Production Facilities (Canada)  
Petro-Canada – Oil Sands Mine and Production Facilities (Canada)  
Husky Energy – In-situ Bitumen Production Facility - SAGD (Canada)

## **Pulp and Paper Experience:**

Kodak – Paper Manufacturing Facilities (New York)  
Kokay – Paper Finishing and Packaging (New York)

## **Manufacturing Experience:**

Kodak – Web Based Technologies (New York)  
Kodak – Motion Picture Film Manufacturing, Finishing, and Packaging (New York)  
Kodak – Film and Dental X-Ray Finishing and Packaging (New York)

## **Pipeline Experience:**

Enbridge – Woodlands Pipeline Project (Canada)  
Enbridge – Estimating Tools and Database Development (Canada)

## **Power Experience:**

Kodak – Fossil Fuel Power Plants (New York)

## **Environmental Experience:**

Kokak – Tank Replacement Program (New York)  
Kodak – Environmental Remediation Projects (New York)

## **IT Experience:**

Syncrude – Estimate Request/Tracking System, Implementation of WinEst Estimating System (Canada)  
Suncor – Project Historical Database System (Canada)