

**For Profit Boards**

- Pegasus Global Holdings, Inc. Board Member, 2004 - Present
- The Nielsen-Wurster Group, Inc., Board Member, 2004 - 2008

**Education and Courses**

**Education**

- M.A., Public Administration and Gerontology, North Texas State University, Denton, Texas
- B.A., Industrial Psychology, University of Oklahoma, Norman, Oklahoma

**Courses**

- Expert Witness Development Series, Communications Corporation of America, Seattle, Washington
- Kvaerner E&C Leadership Development Program, Jones Graduate School, Rice University, Houston, Texas
- Small Unit Command and Control, US Army, Non-Commissioned Officers School, Fort Bragg, North Carolina

**Memberships**

- Construction Industry Institute 2008 - Present
- Pegasus Global Holdings, Inc. Board Member, 2004 - Present
- Design Build Institute of America (Pacific Northwest Chapter), 2002 - Present
- Project Management Institute, 2000 - Present
- The Nielsen-Wurster Group, Inc., Board Member, 2004 - 2008
- Inter-Pacific Bar Association, 2001 - 2007

**Technical Papers and Presentations**

Mr. Dignum has published and presented numerous technical papers and articles on construction management, engineering management, contract administration, project controls, scheduling, change management and other topics (*see below Technical Papers and Presentations*).

**Management and Strategic Issues**

**Invited, Keynote and Feature Presentation**

- "Leadership and Risks during a Global Financial Crisis" co-authored with K. Nielsen and P. Galloway, *The Fifth Civil Engineering Conference in the Asian Region (CECAR5)*, Sidney Australia, August 9-11, 2010

**Conference Presentations/ Teaching/ Instruction**

- Life Support, Fall, 2010 Retreat Presentation to Board of Trustees, Cle Elum, Washington, September 7, 2010
- Life Support, Fall, 2009 Retreat Presentation to Board of Trustees, Cle Elum, Washington, October 24, 2009
- "Mega Projects – A Primer for Finance (or How Can Finance Help Improve Results)" Nexen Finance Family Forum Scottsdale, AZ – Co-presentation with Dr. Patricia Galloway February 19, 2008
- "Engagement Manager Program," The Nielsen-Wurster Group Corporate Program, 2005 - 2006
- "Engagement Quality Control," The Nielsen-Wurster Group Corporate Program, 2005 – 2006
- Moderator, "Project Management into the New Century," The Public Construction SuperConference, San Francisco, California, December 7, 2000

## JACK L. DIGNUM

### Management Audits (Prudence, Compliance and Performance)

#### **Publications**

- "Governance, Ethics and Compliance in the New Global Economy," December 2009

### Program and Project Risk Management

#### **Invited, Keynote and Featured Presentations**

- "Zone Defense is Not for the Pros: Risk Management System Integration in Project Management Processes," Project Management Institute, Clear Lake / Galveston Chapter Meeting, June 26, 2003
- "Risk Management Dynamics in Today's Nuclear Project Environment," American Nuclear Society National Meeting, San Diego, California, June 5, 2003

#### **Publications**

- "Zone Defense is Not for the Pros: Risk Management System Integration in Project Management Processes," Project Management Institute, Clear Lake / Galveston Chapter Meeting, June 26, 2003
- "Trends in Tunnel Contracting and Execution Risks, A Light Moving Toward You," co-authored with H. Dorbin, North American Tunneling 2002, Seattle, Washington, May 18 - 22, 2002
- "Basic Project Execution Risk Management," co-authored with P. Galloway, North American Tunneling 2002, Seattle, Washington, May 18 - 22, 2002
- "Add a Risk Profile to Your Tool Belt," *Seattle Daily Journal of Commerce*, Seattle, Washington, March 29, 2001
- "How Owners Look at Construction Risk," *Seattle Daily Journal of Commerce*, Seattle, Washington, March 29, 2001
- "Contractors: Remember the Golden Rule of Risk," *Seattle Daily Journal of Commerce*, Seattle, Washington, March 29, 2001

#### **Conference Presentations**

- "Managing Risk in Project Execution: It Doesn't End with the Plan," The "Owner's" International Construction SuperConference, London, United Kingdom, May 17 - 18, 2004
- "Reducing Project Risk Performance in Transportation Projects," The Second Global Project Superconference, London, United Kingdom, May 15 and 16, 2003
- Co-Presenter, "Multinational Power Projects-A New Look at Risks, Removing Barriers, and Limiting Disputes," Developing, Constructing, Operating and Securing Energy Power Projects, San Francisco, California, April 17, 2002
- Moderator, "Risk Management Techniques Which Public Owners Must Employ," The Public Construction SuperConference, San Francisco, California, December 13, 2001
- "Basic Risk Management and Risk Profile Development," Pacific Northwest Intergovernmental Audit Forum Annual Conference (PNIAF), Portland, Oregon, October 25, 2000

### Dispute Resolution

#### **Conference Presentations**

- "New Ways to Build and Manage Project-Understanding International Claims," co-authored with K. Nielsen, The Associated Owners and Developers' 2004 National Conference, Atlanta, Georgia, September 27, 2004; New York, New York, October 1, 2004; Miami, Florida, December 3, 2004
- Co-Presenter, "Multinational Power Projects-A New Look at Risks, Removing Barriers, and Limiting Disputes," Developing, Constructing, Operating and Securing Energy Power Projects, San Francisco, California, April 17, 2002

*Jack L. Dignum*  
*Representative Engagement Experience*

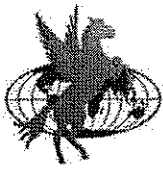
Industry	Type	Project Name
Power	Nuclear	Bellefonte Options, TVA, United States (Alabama)
Power	Nuclear	Levy 1 & 2, Progress Energy Florida, United States (Florida)
Power	Nuclear	Vogtle 3 & 4, United States (Georgia)
Power	Nuclear	Zimmer Nuclear Power Plant, Moscow, United States (Ohio)
Power	Nuclear	Comanche Peak Nuclear Power Station, United States (Ohio)
Power	Nuclear	Washington Public Power Supply System, United States, (Texas)
Power	Nuclear	Hanford Nuclear Station, United States, (Washington)
Power	Cogeneration / Combines Cycle / Fossil Fuel	Kansas City Power and Light (KCP&L) Iatan Unit 1 and Unit 2
Power	Cogeneration / Combined Cycle / Fossil Fuel	Analope Valley Power Station, United States (Colorado)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Delayed Coker Plant, Venezuela
Power	Cogeneration / Combined Cycle / Fossil Fuel	Laramie River Power Station, United States (Wyoming)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Rabigh Power Station Engineering and Construction, Saudi Arabia.
Power	Cogeneration / Combined Cycle / Fossil Fuel	Sacramento Municipal Utility District Power, United States, (California)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Combined Cycle Peaking Station, United States, (California)

*Jack L. Dignum*  
*Representative Engagement Experience*

Industry	Type	Project Name
Power	Cogeneration / Combined Cycle / Fossil Fuel	Paiton Units 7&8, Indonesia (Jakarta)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Dearborn Power Plant, United States (Michigan)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Scherer Fossil Power Plant, United States (Georgia)
Power	Hydroelectric	Dam and Hydroelectric Power Plant, Brazil.
Infrastructure / Transportation	Roadways	Sunshine State Skyway Bridge Replacement, United States (Florida)
Infrastructure / Transportation	Roadways	Kansas Department of Transportation, United States (Kansas)
Infrastructure / Transportation	Airports	Sea-Tac International Airport (Port of Seattle), United States (Washington)
Infrastructure / Transportation	Airports	O'Hare International Airport, Chicago, United States (Illinois)
Infrastructure / Transportation	Seaport	Seaport Facility, United States (Washington)
Infrastructure / Transportation	Rail	London Crossrail Project, United Kingdom. (London)
Infrastructure / Transportation	Rail	Paramatta Rail Link, Australia (New South Wales).
Infrastructure / Transportation	Rail	Road, Rail, Air and Port Projects, United States.
Infrastructure / Transportation	Other	Japan Ministry of Land, Infrastructure and Transport, Japan.
Infrastructure / Transportation	Other	Evaluation of State Contracting Methods, United States (Washington).
Infrastructure / Transportation	Other	Chicago Transit Bus Contract, United States (Illinois)
Infrastructure / Transportation	Other	City of Winnipeg, Audit of Project Management Practices, Canada (Winnipeg).

<i>Jack L. Dignum</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Infrastructure / Transportation	Other	Fiber Optic Cable Upgrade, United States
Infrastructure / Transportation	Other	Fish Barrier Project (FBP) United States (Washington)
Industrial / Process	Oil / Gas	Nations Petroleum Steam – Flood Project, United States (California)
Industrial / Process	Oil / Gas	Kharg Island Oil Transfer Facility, International
Industrial / Process	Oil / Gas	Oil and Gas Facilities, International
Industrial / Process	Chemical / Petrochemical	Ethanol Plant, United States (Nebraska)
Industrial / Process	Chemical / Petrochemical	FMC Baltimore Sulfentrazone Plant, United States (Maryland)
Industrial / Process	Chemical / Petrochemical	FMC Fertilizer Plant, United States (Maryland)
Industrial / Process	Chemical / Petrochemical	Merck Pharmaceutical Plants, United States (New Jersey, Georgia)
Industrial / Process	Other	Schering-Plough Bulk Pharmaceutical Plant, Singapore
Industrial / Process	Other	Agricultural Derivatives Plants, United States (Maryland)
Buildings	Resorts / Casinos / Hotels	Resort and Casino, Las Vegas, United States (Nevada)
Buildings	Resorts / Casinos / Hotels	MGM Grand Fire Restoration, United States (Nevada)
Buildings	Other	Asbestos Litigation, United States
Buildings	Libraries	Harold Washington Library, United States (Illinois)
Other	Corporate Governance	International Engineering & Construction Firm, Audit of Practices and Program Development, United States, Finland, United Kingdom, Italy, Spain.
Other	Corporate Governance	Kvaerner Engineering and Construction, United States, Netherlands, United Kingdom, France.
Other	Other	California Public Utility Litigation, United States
Other	Other	Risk Management Program Development, Corporate Global

JACK L. DIGNUM



**JOHN L. OWEN P.ENG.**

**Specialist Consultant**

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### Areas of Expertise

- Management Consulting
- Corporate Governance
- Risk Management
- Prudence Analysis and Audit
- International Contracting
- Contract Administration
- Engineering and Construction Management
- Project / Program Management
- Damages Calculation
- Claims Prevention
- Claim Analysis / Negotiation
- Scheduling and Delay Analysis

### Professional Experience

Mr. Owen is a Pegasus Global Holdings, Inc. Specialist Consultant. He has led a variety of management and forensic engineering analyses involving issues of engineering management, project and operations management, operations facility performance, management consulting and risk management assignments throughout the power, oil and gas, process, building and other industries. Mr. Owen has led and supported Pegasus-Global teams on engagements that have included audits and assessments of executive and operational management process. Mr. Owen's experience in the identification of risks and strategic evaluation of performance, prudence and related project specific and corporate issues is second to none. His many assignments in over 30 years have addressed planning, design, engineering, and contracts, engineering cost and efficiency and operations analysis on a variety of projects.

Mr. Owen played a major role on numerous projects evaluating design management of major capital projects. Mr. Owen has been responsible for the successful analysis of numerous utility and construction engagements, including forensic analysis on the performance failure of two electric generating stations; scheduling, delay and productivity analysis on utility, process, and commercial projects; and the evaluation of engineering performance on multibillion-dollar construction projects.

Mr. Owen has extensive experience in the power industry relating to design and control systems. Examples of this include the design of electrical protection and control schemes for hydroelectric power stations; substations and large industrial installations; power system studies and planning; design of oil-filled cable systems and development of computer programs for design calculations and design of large AC motors to 14,000hp.

Prior to joining Pegasus-Global as a Specialist Consultant, Mr. Owen was a Vice President and Director of The Nielsen-Wurster Group Inc., an international management consulting firm which specialized in management consulting, risk management and dispute resolution. While with Nielsen-Wurster, Mr. Owen had a full time position as its Chief Operations Officer and served as the president of one of its subsidiary companies which specialized in forensic engineering.

Mr. Owen also has extensive experience in the design and management of electric utility generation stations and transmission systems, was the Manager of the Thermal Division at Acres Consulting Services, Ltd. (Toronto, Ontario and Buffalo and New York). Prior to his employment with Acres, Mr. Owen was an Engineer with Atomic Power Constructors Limited (Sutton, Surrey, England), where he supervised the engineering design of the electric control systems for a nuclear power station and power system studies with the Central Electricity Board, UK.

## ▪ John L. Owen

### Registrations and Certifications

- Association of Professional Engineers, Ontario

### Education and Courses

#### Education

- H.N.C., Electrical Engineering, Salford Technical College, Salford, England
- Part III Electrical Engineering, Institution of Electrical Engineers, United Kingdom

### Languages

- Spanish - conversational, reading and writing

### Technical Papers and Presentations

Mr. Owen has authored and presented technical papers on risk management and engineering on power plants  
(*see attached Technical Papers and Presentations*).

#### Conference Presentations

- "Risk Management for Independent Power Projects (IPP)," Power Gen. '93, Dallas, Texas, November 17 - 19, 1993
- "Project Risk Management in the Development of Small Industrial and Commercial Scale Cogeneration Facilities," Northwest Cogeneration Conference, Bellevue, Washington, June 1991
- "Engineering Services Contracts-Their Administration and Management, Proceedings," Project Management Institute Symposium, Denver, Colorado, October 1985
- "Standby Power Systems for Nuclear Facilities," Canadian Nuclear Association, 17th Annual International Conference, Montreal, Canada, 1977
- "Fossil and Nuclear Power Plant Auxiliary Systems Reliability," Canadian Electrical Association, Spring Meeting, Vancouver, British Columbia, March 1975



■ John L. Owen

<p style="text-align: center;"><b>JOHN L. OWEN</b>  <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Power	Nuclear	Dungeness 600MW Nuclear power Generating station (UK)
Power	Nuclear	Wolsung 600MWe Nuclear Power Generating Station, South Korea
Power	Nuclear	Rio Tisara Nuclear Power Plan (Argentina)
Power	Nuclear	Cook Nuclear plant United States (Michigan)
Power	Nuclear	Clinton, United States, (IL)
Power	Nuclear	Trojan, United States, (OR)
Power	Nuclear	Seabrook 1&2, United States, (NH)
Power	Nuclear	Bellefonte, United States (TN)
Power	Nuclear	INEEL Spent Nuclear Fuel Storage Project, United States (Idaho)
Power	Nuclear	Peach Bottom1 & 2, United States (PA)
Power	Nuclear	Calvert Cliffs 1 & 2, United States, (MD)
Power	Nuclear	Douglas Pont Nuclear Plant, United States
Power	Nuclear	Shoreham Nuclear Plant, United States (New York)
Power	Nuclear	South Texas Project Nuclear Plant, United States (Texas)
Power	Nuclear	Comanche Peak Nuclear Plant, United States
Power	Nuclear	Millstone 3 Nuclear Plant, United States
Power	Nuclear	Pilgrim Nuclear Plant, United States
Power	Nuclear	Clinton Nuclear Plant, United States
Power	Nuclear	Vogtle Nuclear Plant, United States
Power	Nuclear	Washington Public Power Nuclear Plant, United States (Washington)

▪ John L. Owen

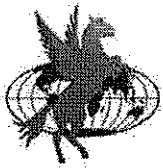
<p style="text-align: center;"><b>JOHN L. OWEN</b> <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Power	Nuclear	Vogtle Nuclear Generating Station, United States (Georgia)
Power	Nuclear	Satop 3&5, United States (Washington)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Kansas City Light and Power, Iantan 1, United States (MO)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sacramento Municipal Utility District Cogeneration Plant, United States
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Reid Gardener 4, United States (Washington)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Brighton Beach Power Plant, Canada
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Rabigh Project Combined Cycle Power Plant, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	PP9 Power Plant, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Campbell's Cogeneration Facility, United States (California)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton 7 & 8, Indonesia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	JEA Northside, United States (FL)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Dearborn, United States (MI)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Scherer, United States (GA)

▪ John L. Owen

<p style="text-align: center;"><i>JOHN L. OWEN</i> Representative Engagement Experience</p>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Santa Rita Power Plant, Batangas, Philippines
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Bay Shore Power Plant Project, United States (Ohio)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Cogeneration Plant, Lakewood, United States (New Jersey)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	CUC Power Plant (Curacao)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Jacksonville, United States (Florida)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Nikkisky, United States (Alaska)
Power	Hydro	Xialangi Dam, China
Power	Waste-to-Energy	Olmstead County Waste-to-Energy Plant, United States (Minnesota)
Power	Waste-to-Energy	Feather River Plant, United States (California)
Power	Waste-to-Energy	Imperial Valley, United States (California)
Power	Other	200 kW Transmission Line, Peru
Infrastructure / Transportation	Rail	Railtrack, United Kingdom
Infrastructure / Transportation	Rapid Transit	Merseytravel Authority, United Kingdom
Infrastructure / Transportation	Rapid Transit	Ministry of Transportation, Canada (British Columbia)
Infrastructure / Transportation	Rail	London Crossrail Project, United Kingdom (London)
Infrastructure / Transportation	Rail	Toronto Transit Commission Subway Line Expansion, Canada (Ontario)

▪ John L. Owen

<p style="text-align: center;"><i>JOHN L. OWEN</i>  <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Infrastructure / Transportation	Roadways	Ministry of Transportation, Canada (Ontario)
Industrial / Process	Pipeline and Refinery	Cadereyata Refinery and Oil Pipeline Project, Mexico
Industrial / Process	Oil / Gas	Combisa Cantarell EPC 22 Contract Claim Effort – Phase I, United States (Texas)
Industrial / Process	Oil / Gas	PEMEX Demineralization Plant, Mexico (Tula, Hidalgo)
Industrial/ Process	Gas pipeline	Alliance Pipeline (United States & Canada)
Industrial/ Process	Pipeline	Bolivia Pipeline, South America (Bolivia)
Industrial/ Process	Treatment Plants	West Point Secondary Treatment Facility, United States (Washington)
Industrial/ Process	Treatment Plants	West End Waste Water Treatment Plant, Canada
Industrial/ Process	Iron / Steel Manufacturing	NKK Steel Continuous Galvanizing Project, United States (Pennsylvania)
Buildings	Centers / Arenas	Washington State Convention Center, United States (Washington)
Buildings	Other	FedEx Hanger and Aircraft Maintenance facility, Ted Stevens International Airport, United States (Alaska)



## GERALD W. TUCKER CPA (Inactive)

### Specialist Consultant

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#### Areas of Expertise

- Management Consulting
- Prudence Analysis and Audit
- Execution Management
- Forensic Cost Accounting
- Accounting and Finance
- Power Sales Agreement
- Damage Calculation
- Fraud/Abuse/Waste
- Claims Analysis/Negotiation

#### Professional Experience

Mr. Tucker is a Pegasus Global Holdings, Inc. Specialist Consultant and provides assistance in accounting and financial matters for regulated utilities, management audit services for utility systems and cost damage quantification services in utility and construction projects. Projects have included numerous significant public facilities including roadway and bridge projects, nuclear power plants, fossil power plants and chemical refinery projects both in the United States and internationally. Mr. Tucker has performed reviews of financial management and accounting practices as part of Pegasus-Global's comprehensive management audits for various state and government agencies including:

- Management audits for the British Columbia Ministry of Transportation
- Cost and Management Audit for the Asheville North Carolina Water Authority
- Cost of service and cost allocation analyses for numerous electric and gas utilities located in the southern United States
- Bond default and cost analysis associated with the Washington Public Power Supply System

On management consulting engagements, he has provided extensive hands-on analysis for clients on the application and process of ratemaking in the regulated environment, reporting on financial information, cost allocation to all levels of regulatory authority, and public and private company cost accounting, and auditing issues. Mr. Tucker uniquely provides Pegasus-Global's clients with management expertise in all phases of the regulated utility industry, including reporting to the SEC, federal and state regulatory bodies. Mr. Tucker's experience includes development and application Cost of Service calculations and Cost Allocation for operating utilities in support of rate applications. In addition to these activities in support of rate applications, Mr. Tucker has negotiated both power sales agreements and the per year revenue of physical facilities.

Through the use of strategic advice and evaluations of project records, problems such as cost overruns and damages, cost analysis included assessment of damages associated with delays, disruptions relating to areas of manpower, costs and increased work scope; can be minimized or alleviated. Mr. Tucker has extensive hands-on analysis in the areas of construction cost auditing, forensic cost accounting, damages quantification analyses, cost allocation reviews and accounting financial management process reviews.

Prior to becoming a Specialist Consultant with Pegasus-Global, Mr. Tucker held the position of Vice President and Chief Financial Officer of The Nielsen-Wurster Group, Inc, an international management firm which specialized in management consulting, risk management and dispute resolution.

Prior to joining Nielsen-Wurster, Mr. Tucker's experience included the Controller for Central Power and Light Company (a \$1 billion annual revenue electric utility with \$3.5 billion in assets). In the position of Controller, Mr. Tucker was responsible for all accounting functions including tax, property, general and financial, budgets and payroll. The duties included reporting to the Securities and Exchange Commission and

## ▪ Gerald W. Tucker

Federal Energy Regulatory Commission (FERC), as well as primary responsibility for all rate filings in the retail and wholesale jurisdictions. The Department consisted of approximately 80 professional and clerical employees.

### • Registrations and Certifications

- Certified Public Accountant (Inactive)

### Education and Courses

- B.A., Accounting, University of Arkansas, Fayetteville, Arkansas

### Memberships

- American Institute of Certified Public Accountants
- Texas Society of Certified Public Accountants

▪ Gerald W. Tucker

<p style="text-align: center;"><i>GERALD W. TUCKER</i>  <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Power	Nuclear	Salem and Hope Creek Nuclear Power Plants, United States (New Jersey)
Power	Nuclear	Cooper Nuclear Station, United States (Iowa, Nebraska)
Power	Nuclear	South Texas Nuclear Plant, United States (Texas)
Power	Nuclear	Shoreham Nuclear Plant, United States (New York)
Power	Nuclear	Salem Nuclear Plant, United States, (Pennsylvania)
Power	Nuclear	Washington Public Power Nuclear Plant, United States (Washington)
Power	Nuclear	Vogtle 3 & 4, United States (GA)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Kansas City Light and Power, Iantan 1, United States (MO)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Reid Gardener 4 United States, (Washington)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Merilectrica Power Plant, Colombia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Rabigh Project Combined Cycle Power Plant, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Dearborn Power Plant, United States (Michigan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton Units 7 & 8, Indonesia (Jakarta)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Engineering Design Group, United States, (Oklahoma)

▪ Gerald W. Tucker

<p style="text-align: center;"><i>GERALD W. TUCKER</i>  <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sacramento Municipal Utility District (Cosumnes Power Plant), United States, (California)
Power	Hydro-Electric	Casecnan Multi-Purpose Project, Philippines
Infrastructure / Transportation	Roadways	Texas Department of Transportation, United States (Texas)
Infrastructure / Transportation	Roadways	State Highway U.S. 290 Travis County, United States (Texas)
Infrastructure / Transportation	Roadways	Mississippi Department of Transportation, United States (Mississippi)
Infrastructure / Transportation	Roadways	Vancouver Island Highway, Canada (Vancouver)
Infrastructure / Transportation	Rail	Shaw Metro Station, United States (Washington)
Industrial / Process	Oil / Gas	Oman LNG Project, Oman
Industrial / Process	Process Facility	Campbell Soup Facility, United States, (California)
Buildings	Educational Facilities	Dormitory Authority of New York, United States (New York)





# JENELLE BLACK

## Supporting Consultant

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### Areas of Expertise

- Contract Management
- Project Management
- Environmental Research
- Monitoring
- Scope and Design
- Project Controls
- Change Management
- Design Management
- Management Consulting

### Background

Ms. Black has over 25 years of experience in engineering and science implementation. As a Pegasus Global Holdings, Inc. (Pegasus-Global) Supporting Consultant she provides assistance to senior management with the analysis of events and identification of key issues, research and document management. She has extensive knowledge of a variety of online research tools. Ms. Black performs research, reviews and monitors budgets, develops databases and interfaces with clients and agencies in her role as Supporting Consultant.

Ms. Black has managed contracting and execution of research and monitoring projects, assisted scoping and project design development, reviewed and evaluated reports, coordinated efforts of analysis teams. She has designed document management databases, spreadsheets, exhibits and graphics for use in analyzing and displaying analyzed results.

In Addition she is experienced in the Microsoft Office suite, with a particular emphasis on developing, integrating, and presenting complex, Microsoft Excel data sets and graphics, statistical analysis database packages (SAS and SPSS); GIS mapping and analysis (ArcGIS).

Prior to joining the Pegasus-Global, Ms. Black managed and advised on environmental research and monitoring projects for agencies and environmental and engineering firms across the western United States. She has extensive experience in designing, managing, analyzing, and presenting results from large environmental data sets. She develops study plans for research, engineering, and monitoring projects, relying on her experience in field implementation and data management to guide those plans. She has worked with multiple landowners and agency personnel to engage them in large multi-cooperative projects and managed those relationships throughout the projects. She works with and advises project team members in developing and presenting reports.

In addition to Ms. Black's Project Management experience and expertise, her technical expertise includes: Stream geomorphology; headwater stream hydrology, geomorphology, and ecology; fish habitat assessment; slope stability assessment and stabilization; Washington State Watershed Analysis and other forest ecological assessment methods; environmental monitoring design and implementation; instrumentation development, installation and use; aerial photo interpretation; GIS mapping and analysis (ArcGIS); fluid mechanics and flows; chemical analysis and instrument maintenance; computer programming, spreadsheets, word processors, statistical analysis database packages (SAS and SPSS); outdoor emergency care.

### Education

- BS in Aerospace Engineering, Princeton University, 1988
- MS Forest Hydrology, University of Washington - College of Forest Resources, 2001

**Technical Papers and Presentations**

- Benda, L., C. Veldhuisen, J. Black, 2003. Debris flows as agents of morphological heterogeneity at low-order confluences, Olympic Mountains, Washington: *Geologic Society of America Bulletin, September 2003 p. 1110-1121.*
- Black, Jenelle 2001. Summer temperatures in small stream sources on managed Olympic Peninsula timberlands. *Master's Thesis, University of Washington College of Forest Resources.*
- Reinhardt, T.; Black, J.; Ottmar, R. 1995. Smoke exposure at Northern California vegetation fires. *Health Hazards of Smoke.* Spring.
- Reinhardt, T.; Black, J.; Ottmar, R. 1995. Smoke exposure at Pacific Northwest wildfires. Radian Corporation. Available from: U.S. Department of Agriculture, Forest Service, Pacific Northwest Research Station 4043 Roosevelt Way, Seattle, WA 129 p.
- Reinhardt, T.; Black, J.; Ottmar, R. 1995. Smoke exposure at northern California wildfires. Technical appendices; Radian Corporation. Available from: U.S. Department of Agriculture, Forest Service, Pacific Northwest Research Station 4043 Roosevelt Way, Seattle, WA 129 p.

**Memberships**

- American Water Resources Association

**Languages**

German - conversational / good understanding of written word

<i>Jenelle Black</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Oil / Gas	Exploration and Production	Steamflood Project, United States
Infrastructure / Facilities	Engineering	U.S. Forest Service, Agency Representative for Holden Mine Storm Damage Emergency Repairs and Vehicle Bridge Replacement, Holden Village, WA.
Infrastructure / Facilities	Engineering	U.S. Army Corps of Engineers - Seattle District, East of Rose Lake Boat Launch Riverbank Stabilization, Rose Lake, ID.
Infrastructure / Facilities	Engineering	John Piper – Rolling Bay Landslide Slope Reclamation, Bainbridge Island, WA.
Infrastructure / Facilities	Engineering	U.S. Forest Service, Road Surveys, Southeast AK.

<i>Jenelle Black</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
<b>Infrastructure / Facilities</b>	<b>Environmental</b>	Asian American Enterprises, Inc., Little Bear Creek Streambank Stabilization and Salmon Habitat Enhancement Biological Evaluation, Snohomish County, WA.
<b>Infrastructure / Facilities</b>	<b>Environmental</b>	Alaska Department of Transportation and Public Facilities, Ketchikan International Airport Runway Expansion – Government Creek Relocation, Ketchikan, AK.
<b>Infrastructure / Facilities</b>	<b>Occupational Health</b>	U.S. Forest Service, Evaluation of Smoke Exposure to Wildland Firefighters, Western United States
<b>Natural Resources</b>	<b>Environmental</b>	Pacific Lumber Company, Upper Eel River Watershed Analysis, Humboldt County, CA.
<b>Natural Resources</b>	<b>Environmental</b>	Pacific Lumber Company, Elk River/Salmon Creek Watershed Analysis, Humboldt County, CA.
<b>Natural Resources</b>	<b>Environmental</b>	Pacific Lumber Company, Lower Eel River/Eel River Delta Watershed Analysis, Humboldt County, CA.
<b>Natural Resources</b>	<b>Environmental</b>	Champion Pacific Timber Company, Landslide Hazard Area Identification, Pierce County, WA.
<b>Natural Resources</b>	<b>Environmental</b>	U.S. Forest Service, Upper Dungeness River Watershed Analysis, Olympic Peninsula, WA.
<b>Natural Resources</b>	<b>Environmental</b>	Rayonier Timberlands Operating Company, Wishkah Headwaters Watershed Analysis, Olympic Peninsula, WA.
<b>Natural Resources</b>	<b>Environmental</b>	Rayonier Timberlands Operating Company, East/West Humptulips Watershed Analysis, Olympic Peninsula, WA.
<b>Natural Resources</b>	<b>Environmental</b>	Sealaska Corp., Assessment of Log Jams and Large Wood Debris, Hoonah, AK.
<b>Natural Resources</b>	<b>Environmental</b>	Rayonier Timberlands Operating Company, Habitat Conservation Plan for Lake Ozette Sockeye, Olympic Peninsula, WA.
<b>Natural Resources</b>	<b>Environmental</b>	Rayonier Timberlands Operating Company, Palix River Salmonid Habitat Enhancement Monitoring, Pacific County, WA

<i>Jenelle Black</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Natural Resources	Environmental	Crown Pacific, Assessment of the Influence of Debris Flows on Stream Channels, Olympic Peninsula, WA.
Natural Resources	Environmental / Engineering	Champion Pacific Timber Company, Assessment of Wood Debris Function in Streams, Klickitat Watershed, WA.
Natural Resources	Environmental/ Engineering	Rayonier Timberlands Operating Company, Assessment of Small Woody Debris Function in Very Small Streams, Olympic Peninsula, WA.
Natural Resources	Environmental / Engineering	Rayonier Timberlands Operating Company, Location of Perennial Stream Initiation Points, Olympic Peninsula, WA.
Natural Resources	Environmental / Engineering	Olympic Natural Resources Center, Investigation of Summer Temperatures in Small Stream Sources, Olympic Peninsula, WA.
Recreational	Other	Alpental Professional Ski Patrol, Alpental, WA

Exhibit 6

(KRN-6)

Examples of Pegasus-Global  
Risk Management Engagements

## Exhibit 6 (KRN-6)

Kris R. Nielsen

### Selected Representative Engagements

#### Selected Risk Management Engagements:

- Wisconsin Public Service Company, WI, USA
- La Paloma Combined Cycle Plant, Bakersfield, CA, USA
- Rio Madeira Dam and Hydro Electric Plant, Brazil
- Ontario Ministry of Transportation – Risk Management Evaluation of The Rapid Transit Program for Metro, Canada
- GAPP Analysis for Foster Wheeler Energy, LTS, Foster Wheeler Emergia, Foster Wheeler Italiana, and Foster Wheeler PTL. Investment Group on a variety of construction projects, worldwide
- GAPP analysis to evaluate all Babcock Power, Inc. – Corporate processes and procedures relative to their current operations, USA
- SMUD – Combined Cycle Plant CA, USA
- Crossroads Cogeneration Plant, FL, USA

#### Selected Construction Claims Engagements:

- Covert Combined Cycle Plant MI, USA
- Red Hills Coal Fired Power Plant MS, USA
- Baytown Bridge, TX, USA
- Kewaunee Nuclear Plant – replacement steam generators
- Conoco Cogeneration Plant, TX, USA
- Elsta Cogeneration Plant, Terneuzen, The Netherlands

- Rabigh Combined Cycle Power Plant, Saudi Arabia
- Ave Fenix Power Plant, Argentina
- Merilectrica Gas Turbine Plant, Columbia
- PP9, Saudi Arabia

Selected Risk Management Papers and Presentations:

Invited, Keynote and Featured Presentations

- Panel Member, "The Engineers Responsibility for Risk Management,"  
*International Symposium on Social Management Systems, Annual Conference for the Society of Social Management Systems, Ying Chang, Hubei, China, March 9 - 11, 2007*
- "Risk Management Techniques Evolving Project Management Tools For All Seasons," The Third Civil Engineering Conference in the Asian Region (The 3rd CECAR ), Seoul, Korea, August 16 - 19, 2004
- "How Risk Management is Causing an Evolution in Project Management Consulting," 2003 Special Lecture Series, Kochi University of Technology, Kochi, Japan, November 21, 2003
- "Energy Development and Risk," *Alternative Energy and Environmental Futures*, Boston University, Boston, Massachusetts, April 10, 2002
- "Construction Risk Management Simplified," *University of Wisconsin*, Madison, Wisconsin, March 26 - 27, 2001
- "Principles and Practices of Effective Risk Management," *University of Wisconsin*, Madison, Wisconsin, April 14 - 15, 1999

- "Construction Risk and Application to AusAID Projects," AusAID, Canberra, Australia, August 21, 1998
- "Risk Allocation in Design-Build and BOT Projects," Civil Engineering International Conference on Asian Infrastructure, Sustainable Development and Project Management, Manila, Philippines, February 19 - 20, 1998
- "What are Today's Emerging Risks?" Identifying, Minimizing and Quantifying Construction Risk and Disputes, London, England, October 31 - November 1, 1996
- "Risk Management Analysis Techniques for Projects with Significant Environmental Issues," co-authored with P. Galloway, ASCE-SAS Second Regional Conference and Exhibition, Beirut, November 16 - 18, 1995
- "Overlooked Risks-A Project Risk Manager's Experience," World Conference on Construction Risk, Singapore, October 5 - 6, 1995
- Co-presenter, "Project Risk Management-A Necessity for Today's Engineered Projects," *Tarumanagara University*, Jakarta, Indonesia, May 2, 1994
- "Anticipating Problems: Project Risk Assessment and Project Risk Management," Chapter 6, "*Collaboration Management, New Project and Partnering Techniques*," edited by H. Schaughnessy, John Wiley & Sons 1994
- "Project Risk Management," *Panama Canal Commission*, Panama, April 20 - 22, 1994
- "Project Risk Management-Preventative Medicine for Your Project," *Resolving Disputes in Construction Contracts through ADR Techniques*, Geneva, Switzerland, November 12 - 13, 1992



- “Project Risk Management,” *Alternative Power in New England Conference Book*, Farmington, Connecticut, November 7 - 8, 1989
- “Managing Risk on CM Projects,” Proceedings of CM Forum 84 Conference, Construction Management Association of America, Madison, Wisconsin, May 31, 1984

#### Publications

- “Some Practical Thoughts-Risk Allocation Regarding Airport Projects in China,” *IPBA Conference: Risk Allocations on Airports Session*, Beijing, China, April 23, 2007; also published on the Society of Social Management Systems (SSMS), *Internet Journal*, 2007
- “Force Majeure-Managing This Project Risk,” *Inter-Pacific Bar Association, 4th Annual Conference*, Singapore, May 3 - 6, 1994
- “Risk Management Lessons from Six Continents,” *Journal of Management in Engineering*, Volume 22, No. 2, pp. 61, April 2006
- “Project Risk Management-Achieving Goals,” co-authored with P.D. Galloway, 11th INTERNET World Congress on Project Management, Florence, Italy, June 16 - 19, 1992

#### Conference Presentations

- “De-Mystifying and Repositioning the Risks Between IOCs, NOCs and E&C Contractors,” The International Construction Superconference, London, United Kingdom, September 4, 2008
- “Large-Scale Railway Projects – Mitigating the Risks,” Panel Chairman, Inter-Pacific Bar Association, Los Angeles, CA, USA, April 29, 2008

- “Experienced Based Recommendations on Risk Allocations for Both Owners and Contractors,” *Practical Strategies for Successful International Projects*, São Paulo, Brazil, November 20 - 21, 2006
- “Risk-Based Processes that Assure Anti-Corruption Processes and Promote Transparency and Governance in Resource Extraction Industries,” co-authored with Patricia Galloway; *International Conference on Infrastructure Development and the Environment*, Aguja, Nigeria, September 10 - 15, 2006; *Society of Social Management Systems (SSMS), Internet Journal*, 2007
- “Case Study Summaries: Talk vs. Practice-or the Truth vs. Practice on Risk Management Usage by Contractors and Owners,” *Construction Institute Regional Conference*, Chicago, Illinois, June 15 - 16, 2006
- “Risk Management Lessons from Six Continents” ASCE Pipeline 2004 Conference, San Diego, California, August 2, 2004
- “Execution Risk Management in Design-Build Infrastructure Projects,” *Proceedings of the Construction Institute Atlantic Coast Construction Conference*, Tysons Corner, Virginia, May 12 - 13, 2004
- “Risk Identification and Allocation,” *Global Construction Superconference*, London, United Kingdom, November 5 - 6, 2001
- “Project Risk is Not Generic and Can be Improved during Conception to Birth of a Project,” *Infrastructure 2000*, San Francisco, California, June 7, 2000
- “Risk Management in the International Marketplace” *International Markets Conference*, The International Steering Committee of the American Consulting Engineers Council, Washington, D.C., June 5 - 6, 2000

- "Dealing with Risks on Nuclear Waste Sites," The Environmental Superconference, Washington, D.C., April 28 - 29, 1999
- "Management Approaches to Construction Risk on Infrastructure Projects in Latin America," The Latin American Market, The Fourth Annual Conference, Turnberry Isle Resort & Club, Aventura, Florida, November 17 - 19, 1998
- "The Essence of Construction Risk," Minimizing Risks in Construction Projects and Resolving Construction Disputes, Hong Kong, September 28 - 29, 1998
- Moderator, "Minimizing Risks on International Projects by Developing and Maintaining Effective Project Documentation," Worldwide Infrastructure Partnerships, New York, New York, June 24, 1998
- "Structured Risk Identification and Allocation as a Component of Construction Program Management: A Process that Knows No Boundaries," *ASCE Washington, D.C. Convention, Session: International Contracting Practices*, Washington, D.C., November 11, 1996
- "Panel of Experts-Risks Most Overlooked," World Conference on Construction Risk III, Paris, France, April 25 - 26, 1996
- "What are Today's Emerging Risks?," Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- "Project Risk Management: Concepts and Applications," Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994

- “International Construction Projects-Managing Risk in the Field,” *World Conference on Construction Risk*, Paris, France, April 28 - 29, 1994
- Co-presenter, “Project Risk Management & Reviewing and Analyzing Damages” *Seminar on Managing Risk and Minimizing Disputes in Construction Contracts*, Hilton Head Island, South Carolina, October 6 - 8, 1993
- “Project Risk Management-Achieving Goals and Minimizing Disputes,” *Construction Superconference*, San Francisco, California, December 3 - 4, 1992
- “Risks and Liabilities of Specifications,” American Society of Civil Engineers Specialty Conference, San Diego, California, February 1981

Selected Construction Claims Papers and Presentations:

Invited, Keynote and Featured Presentations

- “Quantifying the Damages,” *Minimizing Risks in Construction Projects and Resolving Construction Disputes*, Hong Kong, September 28 - 29, 1998
- “Construction Scheduling: Preparation, Liability, Claims and Damages,” Panama Canal Commission, June 12 - 16, 1995
- “Standard Construction Contracts,” *Construction Disputes-Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- “Construction Disputes: Framing the Management Issue,” *Construction Disputes-Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- “Disruption / Productivity Cost Claim Analyses,” co authored with P. Galloway, *Construction Disputes - Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993

- “CPM Scheduling Delay: Window Analysis, Concurrency and Proof,” co authored with P. Galloway and M. Ramey, *Construction Disputes-Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- Co-presenter, “Schedule Delay Analysis,” *WASHTO Annual Conference*, Oklahoma City, Oklahoma, June 23 - 24, 1993
- “International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes and Productivity,” Training Workshop on International Construction Contracts and Contractor Claims, The International Development Law Institute (IDLI), Rome, Italy for the Finnish International Development Agency (FINNIDA), Helsinki, Finland, October 13 - 16, 1992
- “Overcoming Schedule Delay-Analyzing and Resolving this Project Nemesis,” co-authored with P. Galloway, *IIR National Construction Conference* in Sydney, Australia, August 28 - 29, 1991
- “Schedule Delay Concurrency Issue Analysis & Proof,” co-authored with P. Galloway, *International Cost Congress*, Paris, France, April 1990
- Co-program Leader and Papers, “Schedule Delay: A Productivity Analysis,” Kentucky Transportation Cabinet and Kentucky Transportation Center Critical Path Method Scheduling Course, Lexington, Kentucky, December 1989
- “The Techniques of Analysis and Pricing of Damages that Flow from a Construction Failure,” co-authored with P. Galloway and R.F. Jacobsen, *Construction Failure and Disaster Superconference*, New York, New York, March 23 - 24, 1988

- “Damages: The Cost Impact from Failures,” *Failures Handbook*, Albert Dib, Editor, Clark Boardman, 1985

#### Publications

- “Force Majeure-Managing This Project Risk,” *Inter-Pacific Bar Association, 4th Annual Conference*, Singapore, May 3 - 6, 1994
- “International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes, Productivity,” co authored with P. Galloway, IDLI, Rome, Italy, December 12, 1991
- “International Construction Dispute Proofs,” co-authored with P. Galloway, *Nordnet '91 Transactions: The Practice and Science of Project Management*, Trondheim, Norway, June 3 - 5, 1991
- “Schedule Delay Concurrency Issue Analysis & Proof,” co authored with P. Galloway, *The International Construction Law Review*, Volume 7, Part 4, October 1990, pp. 386 - 401
- “Evaluating the Contractor’s Right to Finish Early,” co authored with P. Galloway, *Project Management Institute Book of Proceedings*, Calgary, Canada, October 1990
- “Proof Development for Construction Litigation,” co-authored with P. Galloway, *The American Journal for Trial Advocacy*, Volume 7, No. 3, Cumberland School of Law of Samford University, Birmingham, Alabama, Summer 1984, *Yearbook of Construction Articles*, Volume 4, Federal Publications, 1985
- “Calculation of Lost Profits from Lost Business Opportunities,” co authored with J. Galeno, *Transactions of the Eighth International Cost Engineering Congress*

and 28th Annual Convention of the American Association of Cost Engineers,  
Montreal, Quebec, Canada, June 26, 1984

- "Construction Failures: Litigation, Experts and Damages," Manual for American Bar Association/American Society of Civil Engineers Conference on Construction Failures: Legal and Engineering Perspectives, Houston, Texas, October 1983
- "Schedule Control for Professional Construction Management Projects," 1981
- "Construction Claims," American Association of Cost Engineers, Atlanta Section, September 1978

#### Conference Presentations

- "New Ways to Build and Manage Projects-Understanding International Claims," The Associated Owners and Developers' 2004 National Conference, Atlanta, Georgia, September 27, 2004; New York, New York, October 1, 2004; Miami, Florida, December 3, 2004
- "Claims Identification & Management," Foster Wheeler Law Department Conference, Warren, New Jersey, October 23 - 24, 2001
- "The Essence of Construction Risk," Minimizing Risks in Construction Projects and Resolving Construction Disputes, Hong Kong, September 28 - 29, 1998
- "Proving Damages-The Techniques of Analysis and Pricing of Damages that Flow from Physical or Performance (Breach) Failures," co authored with P. Galloway, Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994

- Co-presenter, "Project Risk Management & Reviewing and Analyzing Damages"  
*Seminar on Managing Risk and Minimizing Disputes in Construction Contracts*,  
Hilton Head Island, South Carolina, October 6 - 8, 1993
- "Early Completion Claim Analysis and Expert Delay Analysis," Seminar on  
Construction Issues Facing the Public Transportation Industry, Sacramento,  
California, April 28 - 30, 1993
- "Project Risk Management-Achieving Goals and Minimizing Disputes,"  
*Construction Superconference*, San Francisco, California, December 3 - 4, 1992
- "Construction Economics as a Litigation Proof Tool," *Conference Manual on  
Construction Dispute Proofs*, Princeton, New Jersey, September 1982;  
Lake Buena Vista, Florida, May 1983; Minneapolis, Minnesota and Denver,  
Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984;  
Seattle, Washington, July 1986; New Orleans, Louisiana, April 1988;  
New Orleans, Louisiana, April 1989; Scottsdale, Arizona, March 1990;  
New Orleans, Louisiana, May 1990; San Antonio, Texas, April 1991
- "Productivity Analyses as a Proof Tool," *Conference Manual on Construction  
Dispute Proofs*, Minneapolis, Minnesota and Denver, Colorado, April 1984;  
Tampa, Florida and Boston, Massachusetts, May 1984; Seattle, Washington,  
July, 1986; New Orleans, Louisiana, April 1988; New Orleans, Louisiana,  
April 1989; Scottsdale, Arizona, March 1990; New Orleans, Louisiana,  
May 1990; San Antonio, Texas, April 1991
- "Construction Proof Concepts," *Conference Manual on Construction Disputes  
Proofs*, Princeton, New Jersey, September 1982; Lake Buena Vista, Florida, May



1983; Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984; Seattle, Washington, July, 1986; New Orleans, Louisiana, April, 1988; New Orleans, Louisiana, April 1989; Scottsdale, Arizona, March 1990; New Orleans, Louisiana, May 1990; San Antonio, Texas, April 1991

- "Construction Proof Concepts," "Construction Economics," "Proving Damages," and "Productivity Delay Damages Case Illustration," *State of Florida Department of Transportation Construction Disputes Seminar*, Tallahassee, Florida, August 1989
- "Window Analyses: An Innovative Concept to Schedule Delay Analysis," co-authored with P. Galloway, *Project Management Institute*, Philadelphia, Pennsylvania, October 1984
- "Preparing for the Utilities' Future An 'Attack Plan' for Minimizing Disallowable Costs In Outage and Future Capital Construction," co authored with P. Galloway, American Association of Cost Engineers, 8th Annual Mid Winter Symposium Transactions, New Orleans, Louisiana, February 1986; Project 2, 5th Annual Outage Symposium Proceedings, Cambridge, Massachusetts, May 1986
- Co-presenter, "Calculation of Lost Profits from Lost Business Opportunities," Eighth International Cost Engineering Congress, Montreal, Quebec, Canada, June 26, 1984
- "Schedule Delay: A Productivity Analysis," co authored with P. Galloway and J. Leverette, *Project Management Institute National Convention Proceedings*, Houston, Texas, October 1983

- "Construction Claims Damages Quantification," *Federal Publications Construction Contract Litigation Seminar*, October 1977
- "Construction Claims Litigation," Conference Manual, MCI Symposia, Inc. Chicago, Illinois, 1976
- "Construction Delay Claim Analysis," "Life--Cycle Costing," "Construction Economics," Conference Manual on Profitable Construction Cost Estimating in Today's Economy, presented in ten cities in 1976

**NIELSEN EXHIBIT 7**

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