

Construction Project Overview

Bay Area Security Enhancement (BASE): 250+ Security Sites, Design & Build, 7 Bridges, 2 Tunnels

Contract: \$7.5 Million 15 Months
Project: \$20 Million 15 Months

Senior Manager, Owners Representative

First of a kind Homeland security project. Designed and build the largest Wireless IP Video network in the World. Interfaced with the owner, contracted with the system integrator built the test yards and coordinated the other two Prime contractors. Used custom designed web-based system for commissioning the improved turnover time, quality and lowered costs.

Port of Oakland Security System (Consulting)

Contract: \$65,000 6 Months
Project: \$4.9 Million 8 Months

Design Consulting Services (Division Manager)

Value engineered over \$5 Million in costs out by changing architecture to IP/Video solution in first three weeks to help ADT win project. Completed detailed architecture design.

ICG, City Of Fresno Fiber Network

Contract: \$4.6 Million 4 Months

Division Manager, Velcor OSP

Responsible for designing, permitting and building a 72,000 foot fiber optic structure around the City of Fresno on a fast-track schedule. Project included rocksaw, trenching, directional drilling, jack & bore, backhoe work, fiber placement and splicing.

RR Donnelley (Reno, NV): New Printing Presses

Contract: \$2.6 Million 3 Months
Project: \$84 Million 8 Months

Superintendent/Construction Manager

Crew size averaged 60 with average hours per week 100+. Initiated material procurement and handling system. Built cable pulling and termination charts from schematic diagrams. Performed project management duties...change orders, RFI's, price quotes, correspondence and safety coordination. Project was taken over at 30% completion, behind schedule and over budget. Project finished ahead of schedule at a substantial profit.

Tracy Defense Depot: Water Remediation

Project: \$4.6 Million 12 Months

Construction Manager, Electrical

All phases of a new water treatment facility to treat contaminated ground water. Site included 26 new extraction wells and 2 new infiltration galleries. Included extensive subcontract administration and government procedures on changes and quality control efforts. Project managed by US Army Corp Of Engineers. Electrical portion of project completed with temporary labor due to closure of electrical division. Completion date and schedule were maintained.

Salt Lake City International Airport: Taxiways Bravo, Golf, Romeo

Contract: \$3.8 Million 9 Months
Project: \$46 Million 9 Months

General Foreman

Electrical installation on the Taxiway Golf/Bravo Extension and new Taxiway Romeo at Salt Lake City International Airport. Included extensive saw-kerf, core, patch installations on existing live taxiways and 30,000 feet of concrete encased duct. Set up site office, vendor accounts, hired personnel and office manager. Fast-track project with substantial liquidated damage assessment for schedule over-runs.

San Francisco Airport: Quick Turn-Around Facility

Contract: \$3.5 Million 9 Months
Project: \$42 Million 9 Months

Estimator/Construction Manager

Fast-track construction of rental car agency group turn-around facility. Our contract included all petroleum installations including 14 underground tanks, 60 dispensers and monitoring systems. Extensive value engineering.

Reno Cannon International Airport: Runway Upgrade, Taxiway Alfa, Bravo Extension

Contract: \$3.2 Million 12 Months
Project: \$56 Million 18 Months

Foreman

Airfield lighting and MALS system at Reno Cannon International Airport. This project provided a great deal of diversified experience in underground utility installation, surveying, heavy equipment management, series lighting circuits, FAA procedures and operations, and unit-priced projects. Many phases of this project required close coordination with grading and paving contractors.

Silver Legacy: Reno, NV

Contract: \$59 Million 16 Months
Project: \$620 Million 19 Months

Leadman

Electrical installation on a 42 story hotel casino. This was an IBEW project and I took this job to get an IBEW Journeyman Card and to see how such a large-scale project was managed. Personal achievements: 99% score on IBEW Journeyman Exam.

Gottschalks: Reno, NV

Contract: \$375,000 2 Months
Project: \$1.4 Million 2 Months

General Foreman

Fast-track construction of a Gottschalks Department Store. This was their only store to open with the electrical installation complete. Project was a design-build with a substantial portion of the project started with no concise prints. Duties included field engineering, manpower hiring and scheduling, material procurement, equipment scheduling, as-builts, and a total of 39 change orders during the last 4 days before opening. This was the first contract our company had with Gottschalks and we have since completed 10 more contracts with the company plus ongoing service work.

Various Projects: \$1-15 Million

Lead & Management Positions

Roadway Distribution Center: Sacramento, CA
Woodland Hospital: Woodland, CA
ITRE Treatment Plant: Stockton, CA
Silvercrest Apartments: Stockton, CA & Reno, NV
Traffic Signals & Lighting: Stockton & Sacramento, CA
Elks Building Renovation: Sacramento, CA
Branch Center Truck Wash: Sacramento, CA
LDS Churches: Sacramento, CA
Oil-Water Separators, Marine Base: Yuma, AZ
Southwest College: Los Angeles, CA
Moffett Field, Water Treatment: Mountainview, CA
Nutralite Plant: Riverside, CA
Naval Base, Fueling Facility: El Centro, CA
AT&T Fiber Loop: Sacramento, CA
XO Communication: Sacramento, CA
Cingular Wireless: Northern CA
Juvenile Courthouse: Sacramento, CA

General Management Project Overview

Integrated Accounting, Organizational & Marketing Architecture

Company: Royal Electric
Challenge: Determining what the performance and synergies were between a dozen specific market areas.

Division Manager, Executive Team

Royal Electric is a very diverse company being one of the top contractors in a dozen distinct market areas. The challenge was figuring out performance for each specific area and building that into an overall business plan. This could only be achieved by tightly integrating the organizational chart, marketing plan and accounting system with the end result being an accounting, reporting and meeting structure that allowed the monitoring of cash flow and net profitability by market area on a weekly and monthly basis including real-time displays on key managers computer desktops.

Telecom Market Turnaround (Boom & Bust Market)

Company: Velcor (Subsidiary of Royal Electric)
Challenge: Leading a new team through a challenging growth period during the boom market and then through the extreme crash in 2002.

Division Manager, Executive Team

Royal entered the telecommunications market in late 1997. By early 1999 the business was still around \$500K per year and the VP who started the business left the company. Taking over this market area as one part of the overall division we turned the sporadic performance of good jobs/bad jobs into more consistent and manageable results and put the systems in place that led to revenues of \$7M by 2001. During this time we diversified into wireless as well as Outside Plant (OSP) telecom markets which proved valuable when the OSP market crashed horribly in 2002 including the bankruptcy of MCI and many other large customers. The wireless market is still active and growing today. There were many lessons learned both from the rapid growth and from the rapid shut-down during one of the most volatile stock market times in recent history.

Integrated Accounting, Organizational & Marketing Architecture Big Company Accounting With A Small Company Budget

Company: Ridgley Engineering, Inc.
Challenge: Using a cheap accounting program (QuickBooks) to produce financial reports comparable to much larger companies including fleet management P&L statements.

Consultant

The owners, Kent & Kirk Ridgley started the company with the goal of providing the best possible service to customers and while not being the biggest to still have the systems in place to manage the company and compete with the larger firms. In a construction business that is equipment intensive one of the biggest and hardest to manage costs is the fleet cost and how that ties into the direct job costs. More expensive and complex accounting programs have modules specifically for this but they were cost prohibitive in the start-up stage. Using QuickBooks and developing some workarounds, procedures, custom reports and training we were able to get a complete and detailed financial report for a company with revenues of \$2M that would normally be reserved for companies in the \$25M+ range with \$40K accounting programs.

Migrating From Products to Projects

Company: WirelessGuys & Open Computing Platforms
Challenge: The company had been selling technical products and providing integration services for more than 12 years. As the company grew it was bundling more and more of its product sales with integration services.

Consultant

The dynamics of selling products is very different from the dynamics of managing people and accounting for the gray areas of projects. WirelessGuys had switched to Oracle's NetLedger accounting system in 2003 which is a fantastically flexible hosted solution but geared heavily towards product sale type businesses. We first worked together on a business plan outlining potential future market areas and the people that could take advantage of them. Following that we started tweaking the accounting program to manage projects instead of products including a budgeting system and pre-job meeting process that served as the hand-off between sales and operations. The financial structure combined with a working business model will allow for more rapid and consistent future growth.

Tracking Productivity In Real-Time For Construction

Company: Various
Challenge: Labor and equipment budgets for direct-hire construction are a constant source of flawed financial reporting. The problem is that it is very difficult to know exactly what percent complete you are on any given phase and even when you are accurate it is simply a recording of historical data and does little to actually improve performance.

Various Management & Consulting Positions

The answer is real-time tracking of productivity giving the front-line crews the tools to make adjustments and improvements as necessary. Quite simply put there is little that a Project Manager or any other Senior Manager can do to impact these budgets other than accurately report the numbers and complain to the Superintendent or Foreman. In a variety of situations I have been able to identify a simple method of tracking productivity compared to the estimate and budget. We have then produced training for the foremen and leadmen. Once they have the tools to measure their productivity daily and have had the training to understand what drives those numbers they have been able to consistently improve productivity and profitability. This feedback can then be routed back into the estimating system providing more accurate estimates. In all cases this has led to increased and more consistent job profits, higher employee satisfaction because they understand more about their impact on the bottom line and a more stable organization because the responsibility for profitability is spread beyond the PM.

Other Selected Projects

Career Website - www.royalelect.com/career/careers.htm

Project Pre-Planning & Pre-Planning Training For Foreman

Implementation of ForeFront Project Management Module Including Workflow Processes

Customized & Automated Financial Reporting In ForeFront, QuickBooks, and NetLedger