

EXECUTIVE SUMMARY

Operations expert with more than 30 years of devising scalable means of streamlining heavy/civil construction processes and developing top-performing construction professionals at all levels. The results speak for themselves:

- **Grew annual revenue by 250%** while simultaneously reversing a seven-year run of losses to single-digit net profits in less than four years.
- **Grew a \$2MM/year company to a \$30MM/year** top-performer during a deep recession.
- **Orchestrated the rescue of an under-bid \$30MM project** through mitigation of contractual deficiencies, to complete the project profitably, on-time, and with a satisfied owner.

PROFESSIONAL EXPERIENCE – WORK EXPERIENCE

SJ Construction Consulting, LLC, Honolulu, Hawaii, 2018 – present

Expert, preconstruction, project management, estimating, and business optimization services

Senior Consultant

Construction operations expert offering assessment and training in:

- Business and organizational building
 - Change management
 - Start-up guidance
 - Turn-around evaluation and strategizing
 - Financial assessment
- Project management
 - Contract drawing and specification review
 - Cost controls and cost estimate preparation
 - Value engineering
 - CPM scheduling and schedule assessment
 - Risk analysis and mitigation
 - Contract management
- Claims Assessment and Execution
 - Entitlement determination
 - Contract compliance,
 - Equitable adjustment quantification
 - Claims preparation and resolution
 - Dispute resolution, litigation support, expert testimony

JR Hayes, Inc. – Maple Valley, Washington, 2013 – present

Residential, mixed-use commercial, industrial, public works, and utilities site preparation and development, deephole excavations

Vice President – Operations

Responsible for all operational aspects of the organization, including business development, staffing and staff development, project bidding and execution.

- Implemented standardized project accounting protocols to enable analysis of high-quality performance metrics, and comprehensive project execution software that enhanced resource allocation, early detection and proactive management of project difficulties, and cross-organization cost tracking.
- Recruit, mentor, and support top talent for all project positions from estimators to project engineers. Identify training shortcomings and implement individual professional development to get the staff the help they need to perform at consistently high levels.

- Develop and implement policies, procedures and metrics (financial & operational) to effectively understand financial performance of projects and the effects of management decisions
- Provide guidance, direction & input to all company's operations: estimating, project management, field operations, OH operations, as well as contributing to the overall executive management.

Johansen Excavating, Inc./Highmark Concrete, Buckley, Washington, 2007 – 2013
Premiere regional heavy/civil construction company

Vice President - Operations

- Grew a \$2MM/year company into a multi-faceted \$30MM/year premiere regional heavy/civil contractor during a challenging economic downturn.
- Managed business operations. Developed relationships with key legal, financial, surety and insurance partners, achieving bonding capacity for public works projects during the recession.
- Managed public works, site development, road, and utilities construction projects.

Ceccanti Construction, Inc., Tacoma, Washington, 2005 – 2007
Heavy/civil construction and engineering

Project Manager

- Hired as Project Manager for a struggling \$30,000,000 project (The Landing – City of Renton).
- Negotiated with owner to mitigate poor scope definition and costly design deficiencies in original contract.
 - Built relationships with key decision-makers to gain amicable coordination with adjacent on-going construction projects and manufacturing facilities.
 - Completed project on-time, profitably, and with a happy owner.

Parsons (Construction Division) – Sumner, Washington, 1996 – 2005
Heavy/civil and utility construction company

Corporate V.P. of Operations/Project Controls (2005)

- Guided and managed the overall operations of the company.
 - Development of processes, procedures, and training to manage all construction activity from document management to claims execution.
 - Audited all projects for compliance and performance assessment.
 - Implemented career development for company professionals.

Environmental Division V.P. (2003 – 2005)

- Responsible for all division construction projects and project management personnel. Responsible for operations, estimating, business development, client relations, project reporting, budgets, contract negotiations, claims management, etc.

Oregon Division Operations Manager (2001 – 2003)

- Responsible for all division construction projects and project management personnel. Projects range from site development to infrastructure projects.
 - Defined and addressed all legal issues relating to divisional projects.
 - Developed cost control systems to enhance management of projects.

Senior Project Manager (1996 – 2001)

- Responsible for managing construction projects ranging in value of \$10 to \$40 million. Projects consisted of public works, site development (commercial, public, residential), road, and utilities.

Boeing Construction & Engineering – Seattle, Washington, 1989 – 1996
Heavy/highway road and bridge construction company

Project Manager

- Management of various construction projects including site assessment, facility design/build, site development and commercial facility build-out.
 - Estimated, developed and maintained budgets and cost control systems
 - Negotiated and managed prime and sub contracts
 - Scheduled, implemented, and closed-out work

Peter Kiewit Sons, Inc. – Seattle, Washington, 1985 – 1989
Roadway, bridge, and concrete/asphalt materials supply company

Project Engineer

- Member of construction team estimating and constructing large municipal and private projects.
 - Estimated, developed, and maintained budgets and cost control system.
 - Submitted contract documentation, ordered and scheduled delivery of materials and work of subcontractors
 - Coordinated with Owner and Engineer for design clarifications and contract requirements
 - Assisted with planning, scheduling and task coordination of work
 - Processed subcontractor and material invoices

EDUCATION & QUALIFICATIONS

B.S. Construction Management, Washington State University, Seattle, Washington, 1985

PROFESSIONAL EXPERIENCE – SELECT PROJECTS

2010 – **Bonney Lake Downtown Improvement Project**, \$2.1MM

City of Bonney Lake, Washington

Road, curb and gutter, sidewalk, landscape, and buried utility improvements.

2009 – **Buckley Conveyance Project**, \$1.5MM

City of Buckley, WA

Sanitary and stormwater sewer pipe and manholes, up to 25 feet deep.

2007 – **South Lake Washington Roadway Improvement Project**, \$20.1MM

City of Renton, Renton Washington

Offsite infrastructure construction supporting a 50-acre industrial site slated for commercial development. Included underground stormwater retention, stormwater, water, and dry buried utilities, new traffic systems.

2005 – **Bridgeport Village offsite Design-Build**, \$8.4MM

Opus NW, LLC, Portland, Oregon

Interstate 5 off-ramp improvement, 150,000 gallon underground stormwater retention, and 25,000 square yards of asphalt paving. Fast-track project, commenced at 50 percent complete design drawings.