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COMMERCIAL CONSTRUCTION & DESIGN MANAGEMENT PROFESSIONAL

Resourceful and Creative Leader, Teacher, and Executive – Building effective cross functional teams, Developing Strategic Plans, and Delivering Exceptional Performance

Approaching problems with a drive toward innovation and improvement

Consistently delivering superior preconstruction, design management, and teaching experience

Inspiring the next generation to think critically, with insight, and to challenge the status quo

Philosophically driven by the idea that “People Build Buildings”. The Architecture, Engineering, and Contractor (AEC) industry is driven by people, not technology or process. Understanding, cultivating, and focusing on people’s relationship to each other, the historical context of the environment they are working in, and the projects they collaborate on is paramount.

More than 27 years of combined experience in Design Phase Management, Preconstruction, Estimating, and Business Development across a variety of commercial projects to include: higher education facilities, hospitals, laboratories, research facilities, physician office buildings, sports facilities, hotels, federal government complexes, military compounds, and multifamily developments.

Energetically involved in designing courses, teaching, and mentoring the next generation of construction, design, and engineering professionals.

Applying a strong foundation in understanding the complex interplay between architects, engineers, ownership groups, and contractors to benchmark outstanding preconstruction services and leverage a repository of best practices to the benefit of project stakeholders.

Attentive to the intersection of global economies with experience in US, Chinese, and European markets.

PROFESSIONAL ENGAGEMENT AND LEADERSHIP

Adjunct Instructor for the *University of Colorado | Boulder* Civil, Environmental, and Architectural program. Instructor of record for the Fall 2021 and Fall 2022 AREN 4506 – Preconstruction Estimating and Scheduling course.

Speaker, Panel Participant, Moderator, and Facilitator for Ripple Intent, Colorado Real Estate Journal (CREJ) Annual Meeting, the Denver Improving Capitol Projects Symposium, and the A³LC Industry Collaboration (Association of General Contractors, American Institute of Architects, American Council of Engineering Companies).

Guest Lecture, Course Presenter, and Mentor at the *University of Denver* Franklin L. Burns School of Real Estate and Construction Management Graduate Program, the *University of Colorado | Denver* College of Engineering and Applied Science Graduate Program, and the *University of Colorado | Boulder* School of Architectural Engineering. Designed and currently teach the following courses:

- Winning work through relationships
- Cultivating and maintaining personal professional & business to business relationships
- Estimating introduction and case studies
- Introduction of Unifomat and Masterformat concepts
- General Conditions and General Requirements – what are they?
- Introduction to Target Value Budgeting and preconstruction budget management
- Mentor for CU Boulder AREN Sr. Design Construction Engineering and Management (CEM)
- What is Preconstruction? A beginner’s guide

Member of Academic Advisory Boards for the *University of Colorado | Boulder* School of Architectural Engineering and *University of Colorado | Denver* College of Engineering and Applied Science Graduate Program (inactive).

Creator of an American Institute of Architecture Certified Course on Design Phase Budget Management and Target Value Budgeting presented to over 15 international and Colorado based architectural firms.

Continuing Professional Development activities include:

- National facilitation of Ripple Intent multidisciplinary discussion groups
- Annual symposium facilitation for Ripple Intent
- CREJ annual vertical market specific conferences
- CREJ annual forecasting conferences
- Diversity Summit at CU | Boulder Campus
- Design Build Institute of America (DBIA) Certification
- Participation in DBIA Regional and National Conferences
- DBIA continuing education curriculum
- Association of General Contractors Choosing by Advantage Course
- MC2 National Conferences

Practitioner of leading-edge techniques and industry wide improvements in the following areas:

- LEED and LEAN practices
- Conceptual Estimating
- Value Budgeting
- Alternative Delivery Methods
- DBIA Practices
- Risk and Cost Management

Technological proficiencies (past and present): Conceptual Estimating, Bluebeam, Visio, 3-D Model Based Estimating, Self-Performed Concrete Estimating, MC2ICE, OST, iSqft, AgTek, Primavera P6, BID2WIN, DProfiler, Assemble Software, MS Office Suite, and WinEst

Additional leadership activities include Assistant Director of the Loveland Volunteer Ski Patrol, Certified Level I Avalanche Trainer, Outdoor Emergency Care Technician Instructor

Education at OKLAHOMA STATE UNIVERSITY, Stillwater Oklahoma, Bachelor of Science in Construction Management- 1996

RELEVANT WORK HISTORY

PRETTIG LTD. – Denver, Colorado

Owner and founder (December 2020 to Present)

Reacting to an industry need for leveraging outstanding preconstruction, and business development services, Prettig was created, focusing on two critical approaches to serve the AEC industry. The first approach is direct support to project teams, strategic planning for preconstruction business, and consulting. The second focus is on teaching, training, industry thought leadership, and facilitation services.

Example activities include:

*Clients are confidential – enhanced information available upon request

- Embrace and leverage a graphical method to communications, not only for reporting, but to visually capture and communicate team member ideas and project processes
- Developing and implementing team communication structures with an emphasis on standardized reporting and interpersonal communication
- Administer owner representative and general contractor requests for proposal
- Consulting services on improvement of written and oral project procurement processes and deliverables
- Development, creation, and recorded sessions of preconstruction focused training for on-line platforms
- Development of an industry specific business development/ sales training module
- Risk mitigation document critique

DPR CONSTRUCTION – Amsterdam, Netherlands

Director of Preconstruction (December 2018 to March 2020)

First dedicated leader of preconstruction services for the newly created DPR European office. Responsible for integrating a preconstruction and design build mindset into a hard bid world and driving balance for an established industry leading US model with a European remit. While overseeing standard tasks associated with preconstruction leadership, specific focus was given to:

- Responsibilities associated with the division leadership team
- Forecasting project staffing needs
- Establishing workflow to allow the design phase and preconstruction process to include contracting and risk management
- Liaising between all departments to create efficient processes by leveraging task specific synergies
- Advising Information Technology department on requirements of a preconstruction team
- Collaborating with a cross functional international team for project pursuit and design, including marketing, contracting and risk, estimating, superintendent/ field and accounting

ADOLFSON & PETERSON CONSTRUCTION - Denver, Colorado

Design Phase Executive (January 2014 to December 2018)

First in the company, nationwide, to be promoted to this position. Responsible for building company image and driving enhanced presence in the community. Thoughtfully created win opportunities, resulting in over \$325M of work closed. Created and led internal trainings to advance business acumen, preconstruction management skills, and leading external design phase project teams. Liaised directly with owners and consultants for the design phase and building process.

Additional responsibilities included:

- Advancing estimating practices to a full project preconstruction and design phase management strategy
- Creating and developing a Design Phase Management employment track, enabling growth opportunities for sophisticated aspiring professionals
- Managing a dedicated sales team covering all areas of business focus, directly responsible for higher education and commercial business development
- Advancing business development through industry thought leadership
- Enhancing company marketing presence through providing educational opportunities within the industry and within local universities
- Developing a suite of reporting and monitoring templates to track performance, i.e., 30-60-90 tools, Dashboards and Project Execution Document
- Project phase development and schedule control
- Building project pro-forma, through complete budget picture including design and build through to occupancy/ usage and warrantee
- Implementing and leading application of Target Value Budgeting strategies for company
- Managing a diverse internal team for project pursuit and design, including marketing, contracting and risk, estimating, superintendent/ field, and accounting
- Creating an intern development and mentoring program
- Drafting and leading the implementation of a company standard Design Phase or Preconstruction Services Agreement to ensure appropriate reimbursement of previously uncaptured services
- Forecasting project staffing needs and partnerships with leadership team to plan accordingly
- Realigning workflow to allow the design phase and preconstruction process to include contracting and risk management

M.A. MORTENSON COMPANY - Denver, Colorado

Chief Estimator (2012 to 2014)

Estimating Manager (2006 to 2012)

Drove departmental excellence to support aggressive corporate growth goals, overseeing a team that estimated approximately \$5B of project work annually. Set strategy for hiring promotion and professional development of Estimating Department. Served on the Denver Leadership Team and the National Chief Estimator Leadership team, setting corporate wide direction and standards. Oversaw early margin forecasting for all Denver projects.

Managed 16 direct reports, ensuring all aspects of the project were appropriately analyzed and reviewed; set schedules for timely completion of estimate reviews. Trained and mentored new estimators, encouraging career development and growth. Coordinated joint venture projects as liaison between Mortenson and the Preconstruction Departments of mechanical and electrical trade partners.

Additional responsibilities and activities included:

- Creation of the preconstruction department, primary trainer, and software advisor for the Shanghai Operating Group, including collaborative oversight of the launch of this strategic outpost
- Conducting cost index research to support corporate national index, a key driver for go/ no-go decisions on high-risk projects
- Forming and chairing a Communication Committee, developing a formal reporting structure and training program
- Creating a joint task force between the Communication and Subcontractors Committees to better serve primary audiences for each
- Evaluating and integrating new earthwork and model-based estimating software (AgTek, DProfiler, Assemble)
- Leader in subcontractor relationship management; created Annual Star Award Program
- Recipient of the Pinnacle and Exceptional Person Awards from the Vice President and General Manager

Preconstruction Manager (2004 to 2006)

Responsibility for the preconstruction process, from conception of a project to the buyout of subcontractors. Led the process and interaction with design partners, to include scheduling, estimating, and communication with project owners. Led LEAN research, development, and implementation in the Preconstruction Department.

Estimator II / Senior Estimator (2000 to 2004)

Developed and led an estimating team for projects ranging from \$250k to \$150M and with varying levels of complexity. Assisted project management team with planning, scheduling, and budgeting for field operations. Developed, prepared, and reviewed value analysis estimates. Monitored take-off, assessed risk and identified project opportunities as well as major areas for concentration of efforts. Prepared general conditions and schedule on projects. Prepared quantity survey of all building scopes of work, subcontractor pricing, and self-perform concrete estimates.

NEXERA CONSTRUCTION – Colorado Springs, Colorado

Project Manager (1998 to 2000)

Responsible for the full life cycle of projects from estimating to close out. The company primary focus was on internally developed properties using a prefabricated metal building platform.

INTERNATIONAL CONSULTING ENTERPRISES – Colorado Springs, Colorado

Scheduling Expert (1996 – 1998)

Analyzed critical path method schedules as they related to construction industry claims. The analysis work included as-planned vs. as-built, retrospective time impact, and collapsed as-built techniques.