



## JACK L. DIGNUM M.A., CFCC

Senior Vice President, Chief Operating Officer and Principal

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### Areas of Expertise

- Management Consulting
- Corporate Governance
- Risk Management
- Risk Assessment and Audits
- Entitlement
- Prudence Analysis and Audits
- Project Management Training
- Industry Best Practices
- Risk Management Training and Instructional Programs
- Project Delivery and Constructing Methodologies
- Compliance Review / Audits
- Project Management Standard of Care
- Project Control System
- Damages Calculation
- Claims Prevention
- Disruption / Productivity

### Professional Experience

Mr. Dignum is a Senior Vice President, the Chief Operating Officer and a Principal of Pegasus Global Holdings, Inc. Drawing upon 30 years of experience in project management and controls, project risk management and contract disputes, Mr. Dignum is extensively involved in all aspects of Pegasus' Management Consulting and Risk Management services. Having held senior positions with both owner and contractor organizations in private and public environments, he is fully knowledgeable and experienced with the roles and tasks needed to ensure successful completion of complex projects throughout the building, power, process, infrastructure and transportation industries.

Mr. Dignum has expertise in Management Consulting formal management compliance reviews and audits; contract formation, negotiation and compliance; project management system design and development; project control system development, implementation and use; and organization of project management teams and structures. Mr. Dignum has performed project prudence audits, progress assessments, change management and control functions, and has consulted on critical issues and Lessons Learned. He has led project management teams, including project management and controls formation, implementation and results assessment, and analyzed schedules, delay and cost impacts. He has developed extensive project management training programs for a variety of audiences (owners, contractors, engineers and constructors) in private, multinational corporations as well as local, state and federal government agencies.

Mr. Dignum's Risk Management experience includes the design, development and implementation of a project risk management program for a large, international EPC contractor; development of several risk management techniques, tools and systems addressing risk identification, quantification, avoidance and mitigation plans; risk element integration into standard project control tools; and project specific risk profiling. He has led risk management teams in projects in North America, Australia, Europe, Asia and South America for both owner and contractor clients ranging in value from \$500,000 to over \$12 billion. Mr. Dignum has taught numerous training courses in every aspect of risk management in the construction industry.

Megaprojects, by industry definition, are very large investment projects that attract a high level of public attention or political interest because of substantial direct and indirect impacts on the community, environment and budgets. They are generally defined as major infrastructure projects that cost more than \$1 billion.

Mr. Dignum has significant global experience with megaprojects costing several times this minimum definition. He has been a member of and led teams on engagements such as Crossrail Project, London, United Kingdom at £10 billion; Consortium Contractor, Marine Facility, Europe at \$6 billion; Washington public Power Supply Nuclear Plant, Washington, North America at \$24 billion; Comanche Peak Steam Nuclear Electric Station Units 1 and 2, Texas, North America at \$9 billion; Parramatta Rail Link Project, New South Wales, Australia at \$2.7 billion and Zimmer Nuclear Power station Ohio, North America at \$1.2 billion.

Mr. Dignum was Senior Vice President, the Chief Quality Officer and a Principal of The Nielsen-Wurster Group, Inc. where in the Dispute Resolution Division, he has led and participated in myriad dispute resolution engagements, with claims ranging from \$50,000 (differing site condition issues under mediation) to \$1.5 billion (federal court litigation on a nuclear power plant). As an Engagement Director, Mr. Dignum oversees Dispute Resolution analyses and evaluations performed by Nielsen-Wurster's interdisciplinary teams. He has worked on a wide range of issues involving management standard of care, schedule delay, disruption, change orders, productivity and inefficiency, acceleration, early completion, causation / responsibility, measured mile, damage calculations, cumulative impact, termination and fraud. As a specialist in project management standards of care, project controls, contract formation, causation and damages, he also serves as an active project team member. Mr. Dignum has prepared expert witness reports for international arbitrations (AAA, ICC, and SIAC) on claims involving breach of contract, project management standards, contract formation, scheduling, cost controls, labor productivity and other issues.

Prior to joining Pegasus, Mr. Dignum served as Senior Contracts Director of the Americas at Kvaerner E&C, a major multinational engineering, procurement and construction (EPC) firm, where he directed, designed, implemented and presented Kvaerner's E&C Risk Awareness Initiative to project management personnel. He was responsible for resolving and managing international claims and disputes, including the analysis of dispute and claim positions and the engagement of legal and expert assistance. Mr. Dignum also held previous positions of Manager of Subcontracting and Project Controls Manager while at Kvaerner, and as Project Manager and Contracting Manager at private construction claims consulting firms. Mr. Dignum was Division Chief for a Federal Health and Human Resources regional grant-in-aid program, where he was responsible for operations, management and supervision of division staff; consultation with state government divisions and officials on program initiation and operations; fiscal management and oversight of federal funding; project planning and operations; drafting and enforcement of federal regulations; and consultation on federal program legislation.

Mr. Dignum has rendered his expertise both in the public as well as private sectors. His experiences include working as a Project Manager for the State of Colorado and as Division Chief, US Department of Health, Education and Welfare, Region VII, Denver, Colorado. Mr. Dignum has managed all AOA Title 3 programs in six state regions. He has conducted program and performance audits as required by federal legislation. He has shown his expertise in Development Program Planning and Management System and trained state personnel in use and implementation of that system. Mr. Dignum also taught two summer seminars at the University of Southern California in Project Planning, Management and Evaluation. He has participated in redrafting of the enabling act in 1978 in Washington, D.C.

### Registrations / Certifications

- Certified Forensic Claims Consultant (CFCC)
- Certificate of Director Education, NACD

**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**

**Conference Presentations/ Teaching/ Instruction**

- “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

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

**Publications**

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

# JACK L. DIGNUM

## 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

<i>Jack L. Dignum</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Nuclear	Zimmer Nuclear Power Plant, Moscow, United States (Ohio)

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Industry	Type	Project Name
<b>Power</b>	<b>Nuclear</b>	Comanche Peak Nuclear Power Station, United States (Ohio)
<b>Power</b>	<b>Nuclear</b>	Washington Public Power Supply System, United States, (Texas)
<b>Power</b>	<b>Nuclear</b>	Hanford Nuclear Station, United States, (Washington)
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Analope Valley Power Station, United States (Colorado)
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Delayed Coker Plant, Venezuela
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Laramie River Power Station, United States (Wyoming)
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Rabigh Power Station Engineering and Construction, Saudi Arabia.
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Sacramento Municipal Utility District Power, United States, (California)
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Combined Cycle Peaking Station, United States, (California)
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Paiton Units 7&8, Indonesia (Jakarta)
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Dearborn Power Plant, United States (Michigan)
<b>Power</b>	<b>Cogeneration / Combined Cycle / Fossil Fuel</b>	Scherer Fossil Power Plant, United States (Georgia)
<b>Power</b>	<b>Hydroelectric</b>	Dam and Hydroelectric Power Plant, Brazil.
<b>Infrastructure / Transportation</b>	<b>Roadways</b>	Sunshine State Skyway Bridge Replacement, United States (Florida)

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Industry	Type	Project Name
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).
Infrastructure / Transportation	Other	Fiber Optic Cable Upgrade, United States
Infrastructure / Transportation	Other	Fish Barrier Project (FBP) United States (Washington)
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)

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Industry	Type	Project Name
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