



Areas of Expertise

- Arbitrator
- Management Consulting
- Corporate Governance
- Risk Management
- Risk Assessment
- Prudence Analysis and Audits
- Performance Audits
- Project Management Audit
- International Contracting
- Trend Evaluations / Analytics
- Industry Best Practices
- Contract Administration
- Executive Management
- Financial /Investment Funds
- Mergers and Acquisitions
- Feasibility Studies / Reviews
- Compliance Review / Audits
- Strategic Planning
- Engineering & Construction Management
- Project / Program Management
- Project Control Systems
- Project and Program Estimating
- Change Management
- Standard of Care
- Claims Prevention
- Claims Analysis / Negotiation
- Instruction and Training
- Design – Build Consulting
- Damages Calculation
- Fraud / Abuse / Waste

Professional Background

Dr. Nielsen is the Chairman and President of Pegasus Global Holdings, Inc. He provides strategic direction to the firm's operations, as well as direction and participation on engagements throughout its Risk Management, Management Consulting and Strategic Consulting business areas. Dr. Nielsen has served as an Engagement Director and Primary Team Member on wide-ranging, complex engagements involving the entire project delivery process – cradle to grave – in the following industries: power; oil and gas / petrochemical; process; transportation; infrastructure; and buildings. He has worked on behalf of private and public sector clients globally. With an extensive background in engineering, construction and project management, including project controls, he has advised Board committees, Owners, Engineers, and Contractors relative to Execution Management, Corporate Governance and Enterprise Risk Management issues. He has also presented expert witness testimony in legal proceedings around the world and served as a chairman and member on dispute review boards, as well as, an arbitrator and mediator on dispute matters.

On Management Consulting engagements, Dr. Nielsen leads a variety of audits and assessments of executive and operational management process, performance, prudence and related project-specific and corporate issues. His Management Consulting experience includes comprehensive project management, design and development, management evaluations, change management, contract negotiations, administration, feasibility studies, partnering, value engineering, project management instruction and training.

Dr. Nielsen serves as a senior member on Risk Management engagements, leading and undertaking risk audits, evaluations and assessments of project-specific and corporate risks. Further drawing upon his extensive Dispute Resolution experience, Dr. Nielsen also consults on claims prevention, management and negotiation. As a global innovator in the development and application of Risk Management techniques, he has developed and led training and instructional programs for a variety of private, multinational and public agency clients.

On Strategic Consulting engagements, Dr. Nielsen leads many evaluations and training for private firms, government entities, financial/investment funds, etc. with respect to such wide ranging issues as mergers & acquisitions, markets, and project specific issues. He also provides many investment fund managers and analysts with strategic advice.

His engagement experience also includes pre-design work, bidding and bid solicitation, procurement, estimating (conceptual through bid and change), constructability reviews, schedule resource loading and activity evaluation, code and permitting process, due diligence studies, overhead calculations, quality assurance and control, startup and operations, commissioning, testing and maintenance.

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.

Dr. Nielsen 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; L.A. Metro Rail Operations Management System, California, North America at \$6.5 billion; Consortium Contractor, Marine Facility, Europe at \$6 billion; Guri Dam and Hydroelectric Complex, Venezuela at \$4.5 billion; Xiaolangdi Dam, China at \$3.5 billion; Parramatta Rail Link Project, New South Wales, Australia at \$2.7 billion; Sound Transit Project, Washington, North America at \$2.6 billion; Melbourne Citylink Project, Victoria, Australia at \$2 billion; Siemens PEMEX-Cadereyta project at \$1.6 billion; Milwaukee Water Pollution Abatement program, Wisconsin, North America at \$1.5 billion; United Rail Group Tender Risk Review, New South Wales, Australia at \$1.3 billion; Seminole Fossil Fuel Plant, Florida, North America at \$1.2 billion; Rockport Works Steel Mill Facility, Rockport, Indiana, North America at \$1.1 billion; Refinery Upgrade and Pipeline Project, North America at over \$1 billion; International LNG Terminal, North America at \$1 billion; HBJ Pipeline Project, India at \$1 billion; Murrin Murrin Nickel-cobalt Project, Western Australia at \$1 billion; Vancouver Island Highway Project, British Columbia, Canada at \$1 billion; Mounds Laboratory U.S. Dept of Energy, Ohio, North America at \$1 billion and multiple nuclear power plant projects each costing well over \$1 Billion.

Dr. Nielsen's career has included a variety of project and corporate management positions, including previously as Chairman and a Principal of The Nielsen-Wurster Group, and earlier as Chairman of Nielsen-Wurster ESB, Inc., an international power and process plant management consulting and Software Company and Chairman of Nielsen-Wurster Asia-pacific Pty. Ltd., an Asia-Pacific firm located in Melbourne, Australia, specializing in management consulting, risk management, and dispute resolution

Dr. Nielsen has extensive experience in the analyses involving issues of management, engineering, construction, controls, scheduling (delay, acceleration, early completion and disruption), productivity, lost revenue / business interruption, change order, differing site conditions, causation and responsibility, cumulative impact, costs, damages, termination, fraud and others. His experience includes overall management and project management, standard of care, evaluation of errors and omissions, measured mile analysis, cost-to-complete calculations, technical issue evaluations and forensic engineering. He also has extensive experience in the review and analysis of asbestos abatement and related issues.

Dr. Nielsen has performed numerous engagements on engineering and construction projects in over 60 countries. Representative examples of his experience are listed in the attached Representative Engagement Experience.

Prior to founding Nielsen-Wurster, Dr. Nielsen served as a project engineer and project manager on process and building projects. At MBM, an international construction management firm, Dr. Nielsen served as Vice

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President of Construction Consulting Services, where he led the development of the United States Government's Construction Management Control System (CMCS) and managed their global consulting division.

At Wood and Tower, Dr. Nielsen served as the Project Manager for the development of the most widely used construction cost and time estimating system and data banks, the CBC System, now owned by McGraw-Hill. He also performed in various project management positions on infrastructure, process and building projects.

Registrations / Certification

- Certified Project Management Professional (PMP) #0028-84
- Licensed Attorney, Commonwealth of Virginia, Inactive.
- Private Pilot
- Professional Member of the Royal Institution of Chartered Surveyors, Faculties of Project Management and Risk Management (MRICS) #1177397
- Certificate of Director Education, NACD
- Member of ICDR Panel of Arbitrators
- Member of AAA Commercial and Construction Panel of Arbitrators

For Profit Boards

- Pegasus Global Holdings, Inc., 2000 - Present
- The Nielsen-Wurster Group, Inc., 1976 - 2008
- Unionville Vineyards (Partner), 1986 - 2008
- Nielsen-Wurster Asia-Pacific Pty. Ltd., 2001 – 2008
- Unionville Aviation, 1987 – 2005
- Nielsen-Wurster ESB, 1986 - 1989

Non-Profit Boards

- Life Support, 2008 – Present
 - Chairman, 2009-Present
- Construction Institute, 2004 - 2009
- Board Alternate to the Construction Industry Institute Board of Advisors, 2007 – Present
- Civil Engineering Forum for Innovation (CEFI), Member of Corporate Advisory Board, 1994 - 2000

Awards

- Pan American Academy of Engineering, Elected in 2008

Education and Courses

Education

- Ph.D., Infrastructure Systems (Civil) Engineering, Kochi University of Technology, Kochi, Japan
- J.D., George Washington University Law School, Washington, D.C.
- B.S.E., Mechanical, Princeton University, Princeton, New Jersey

Arbitration Training

- Arbitrator II Training (Advanced Case Management Techniques), American Arbitration Association
- Award Writing, American Arbitration Association
- Managing Cases, American Arbitration Association
- Chairing an Arbitration Panel, American Arbitration Association
- Construction Industry Arbitration Workshop, American Arbitration Association

- International Training for Dispute Resolution, American Arbitration Association, International Symposium in Advanced Case Management Issues
- Neutrals' Retreat, American Arbitration Association
- Neutrals' Retreat, American Arbitration Association
- Neutrals' Retreat, American Arbitration Association
- The Dispute Review Board Administration and Practice Workshop, The Dispute Review Board Foundation
- Caltrans, CA Dispute Review Board Administration and Practice Workshop

Arbitration Panels

- American Arbitration Association (AAA)
- International Centre for Dispute Resolution (ICDR)
- Association for International Arbitration (AIA)
- International Chamber of Commerce (ICC)
- United Nations Commission on International Trade Law (UNCITRAL)

Industry Research

- Construction Industry Institute Research Team RT 260-Reimbursable Contract, 2008 – Present
- Deutsche Bank, Economic and Market Dynamics with respect to oil & gas, power and infrastructure sectors, 2007 - Present
- Kochi University of Technology, Future of the Engineering and Construction Industry in Japan and China and the challenges that Both Face, 2005

Memberships

- American Association of Engineering Societies
 - Vice Chair of International Activities Commission, 1998 - 2001
- American Bar Association
 - Member of Construction Litigation Committee, Inception - Present
 - Member of Public Contract Law Committee, 1970 - Present
- American Nuclear Society, 1984 - Present
- American Society of Civil Engineers, 1970 - Present
 - Member, International Activities Committee, 2003 - 2005
 - Chair of National Research Policy Committee, 1996 - 1998
- Association for the Advancement of Cost Engineering (AACE) International, 1970 - Present
- Civil Engineering Forum for Innovation, 1994 - 2004
 - Corporate Advisory Board, 1994 - 2000
- Construction Institute, 2003 - Present
 - Member of the Board of Directors, 2004 - 2009
- Construction Industry Institute, 2002 - Present
 - Corporate Advisory Board Alternate, 2007 - Present
- Dispute Review Board Foundation, 1990 - Present
- Inter-Pacific Bar Association, 1990 - Present
 - Member of Major Projects Committee, 1992 - Present
 - Vice Chair of Major Projects Committee, 1997 - 2001, 2008 - 2010
- International Bar Association, 1999 - Present
 - Member of Committee "T", Construction, 1999 - Present
- Japan Society of Civil Engineers (JSCE), 2005 - Present

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- National Association of Corporate Directors, 2007 - Present
- Order of the Engineer, 2004 - Present
- Project Management Institute, 1980 - Present
- Royal Institution of Chartered Surveyors, 2003 - Present
- Society for Social Management Systems, 2004 - Present
- Society of Petroleum Engineers, 2008 - Present

Publications and Presentations

Dr. Nielsen is a prolific writer and speaker globally, having authored 4 books and chapters of books, over 200 papers, 30 peer-reviewed journal articles and nearly 125 public speaking (including over 75 keynote addresses) engagements regarding Management and Strategic Issues, Management Audits (Prudence, Compliance and Performance); Program and Project Risk Management; Arbitration, Mediation, and Dispute Review Boards; Dispute Resolution, and other topics (*see attached Technical Papers and Presentations*).

Authored Books and Book Chapters

- “Endangered Species, The Japanese Construction Industry,” Eiko-Sha, Tokyo, Japan, January 2008
- “Anticipating Problems: Project Risk Assessment and Project Risk Management”, Chapter 6, Collaboration Management, New Project and Partnership Techniques, edited by H. Shaughnessey, John Wiley & Sons, 1994
- “Damages: The Cost Impact from Failures”, Failures Handbook, Albert Dib, Editor, Clark Boardman, 1985
- Construction Cost Management, Techniques and Applications, American Institute of Architects, 1972, American Society of Civil Engineers, 1974

Management and Strategic Issues

Invited, Keynote and Featured Presentations

- “Trends in the Construction Industry” to the U.S. Law Firm Group Construction Committee, Buffalo, NY, October 23, 2009
- “The Oil & Gas Service Sector: Good Prospects for the Medium to Long Term”, *9th Annual Deutsche Bank Oil & Gas Conference*, London, UK, September 24, 2009
- “A Management System for Infrastructure Construction, Meeting the Needs of the Next Two Decades,” *International Symposium on Social Management Systems, Annual Conference for the Society of Social Management Systems*, Kochi, Japan, March 5-8, 2009
- “The Challenge to Sustainable Power Infrastructure Development in a Multinational Environment,” XXXI UPADI Convention, Brasilia, Brazil, December 1, 2008
- “Near and Mid Term Economic Impacts from Global Economic Conditions on the O&G Services Sector,” 2008 Deutsche Bank Oil & Gas Conference, London, United Kingdom, September 25, 2008
- “Integration of Social Science & Engineering,” International Symposium on Social Management Systems, Annual Conference for the Society of Social Management Systems, Kochi, Japan, March 7, 2008
- “Infrastructure Construction in 2008 Global Public and Private Sectors” Seminar, *Gearson Lehman Group Institute*, New York, New York, December 18, 2007
- “Current Risk Management Issues in the Oil & Gas Industry,” *2007 Deutsche Bank Oil & Gas Conference*, London, United Kingdom, September 27, 2007
- “Observations Regarding Global Oil & Gas Construction, Projects and Contractors-The Changing Picture of Execution Risk,” *Shell Construction Law Workshop*, London, United Kingdom, January 31, 2007

- “Observations Regarding Public, Private, Partnership from Around the World,” Practical Strategies for Successful International Projects, São Paulo, Brazil, November 20 - 21, 2006
- “Risks Must Be Managed More Than Ever in Today’s Oil & Gas Industry,” *Deutsche Bank Global Oil & Gas Conference* 2006, London, United Kingdom, September 28, 2006
- Keynote Speaker, “Is Ethics Dead in Project Control Management?,” *Second Annual PMI College of Scheduling Conference*, Scottsdale, Arizona, May 22 - 24, 2005
- “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
- Moderator, “Risks and Challenges to the Successful Execution of Major Offshore Projects,” Offshore Technology Conference-Innovation Without Limits, Houston, Texas, May 3 - 6, 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
- “Risk and Legal Perspective-ASCE: In Tune or Out of Touch on Construction Site Safety?” American Society of Civil Engineers (ASCE) Nashville 2003 Civil Engineering Conference & Exposition, Infrastructure Track; ASCE Construction Institute, Committee on Safety, Nashville, Tennessee, November 13, 2003
- “The Benefits and Challenges in the Globalization of Project Management Knowledge and Usage,” Japan Society of Civil Engineers’ First International Symposium on Construction and Project Management, Tokyo, Japan, October 16 - 17, 2003
- “Energy Development and Risk,” *Alternative Energy and Environmental Futures*, Boston University, Boston, Massachusetts, April 10, 2002
- “The Ubiquitous Requirement of Performing to High International Standards,” Proceedings, *The Second Civil Engineering Conference in the Asian Region*, Tokyo, Japan, April 16 - 18, 2001
- “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
- “Trends and Evolving Risks in Design-Build, BOT and BOOT Projects,” ASCE / ICE Triennial Conference, Session IV: Pitfalls in International Engineering and Construction: What to Watch For, Philadelphia, Pennsylvania, October 17-20, 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
- “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
- “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
- “Contract Administration,” West Virginia Division of Energy, Charleston, West Virginia, March 1991
- Co-program Leader and Panelist, “Project Construction, Financing, and Management,” and Paper on “Project Risk Management,” *Alternative Power in New England-Opportunities and Risks*, Farmington, Connecticut, November 1989
- Seminar Leader and Primary Presenter, “CM for 84” Conference, Construction Management Association of America, Madison, Wisconsin, May 31 - June 2, 1984
- “Managing Risk on CM Projects,” Proceedings of CM Forum 84 Conference, Construction Management Association of America, Madison, Wisconsin, May 31, 1984
- “Risks and Liabilities of Specifications,” co authored with M.J. Nielsen, American Society of Civil Engineers, Specialty Conference on Specifications and Inspection Manual, New Orleans, Louisiana, March 1982

- “CPM Network-Based Management Information Systems,” *Building Research Advisory Board Conference*, National Academy of Engineering, Washington, D.C., July 1975
- “Construction Cost Management,” two day presentation at Arizona Society of Architects Professional Development Seminar, March 1975
- “Construction Cost Management,” Professional Development Seminar Manual, Arizona Society, American Institute of Architects, April 1975
- “Management Control Systems in the Construction Industry,” *Building Research Institute Fall Conference Proceedings*, November 1973

Publications

- “European Oil Services,” *Pit Stop*, Contributing Author, Deutsche Bank, AG, London, United Kingdom, August 2009
- “European Oil Services,” *Pit Stop*, Contributing Author, Deutsche Bank, AG, London, United Kingdom, April 2009
- “Infrastructure Boom: Potholes Ahead,” *Business Week*, January 6, 2009, go to <http://www.pegasus-global.com/> and click on Archive.
- “Oil Service Contracts – Re-positioning the ‘Risk’ Pendulum,” Contributing-Author, Deutsche Bank, AG, London, United Kingdom, April 24, 2008
- “European Oil Services,” *Pit Stop*, Contributing Author, Deutsche Bank, AG, London, United Kingdom, May 27, 2008
- “Applying Risk Management Techniques to Global Growth in Sustainable Infrastructure Projects,” co-authored with Lia Nielsen, *Proceedings of the 4th Civil Engineering Conference in Asia Region*, ACCEC, Taipei, Taiwan, June 26, 2007
- “European Oil Services”-*Pit Stop*, “Eyes Wide Open”, Deutsche Bank, AG, London, United Kingdom, May 23, 2007
- “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
- “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
- “Risk Management Lessons from Six Continents,” *Journal of Management in Engineering*, Volume 22, No. 2, pp. 61, April 2006
- “The Ubiquitous Requirement of Performing to High International Standards,” co authored with P. Galloway, published Proceedings, *The Second Civil Engineering Conference in the Asian Region*, Tokyo, Japan, April 16 - 18, 2001
- “Trends and Evolving Risks in Design-Build, BOT and BOOT Projects,” *The International Construction Law Review*, Volume 14, Part 2, April 1997
- “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
- “Multiple Jeopardies,” *Cogeneration & Resource Recovery*, Volume 8, No. 3, April 1990
- “Combining PURPA, Prudence and Avoided Cost Rate Design; A New Cost Engineering Environment,” co-authored with P. Galloway, *American Association of Cost Engineers 9th Annual Mid-Winter Symposium Transactions*, San Francisco, California, February 1987; Reprinted, *Cost Engineering*, Volume 31, No. 1, p. 16, January 1989

- “Second-Guessing the Engineer,” co-authored with P. Galloway, *Civil Engineering*, American Society of Civil Engineers, November 1985
- “Failure Proof Your Projects,” co-authored with P. Galloway, *Consulting Engineer*, June 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
- Monthly issues of the *Construction Cost Report*, December 1973 - November 1983
- “A Project Management Case Study, The Raul Leoni Dam, Guri Final Stage Venezuela,” Proceedings of 1983 American Society of Civil Engineers Spring Convention, Philadelphia, Pennsylvania, May 1983
- “Schedule Control for PCM Projects,” co-authored with P. Galloway, *Journal of the Construction Division, Proceedings of the Society of Civil Engineers*, Volume 107, No. C02, June 1981
- “Legal Implications of Professional Project Management,” co authored with M.J. Nielsen, American Society of Civil Engineers Specialty Conference on Project Management Manual, San Diego, California, February 1981
- “Bid Mistakes,” co-authored with M.J. Nielsen, *International Construction*, November 1980
- “Contract Management and Claim Prevention,” co-authored with M.J. Nielsen, *Journal of Community Management*, January 1980
- “Quantitative Tools for Assessing the Impact of Energy Price Increases on Construction Costs,” *Quarterly Cost Focus*, Second Quarter 1975
- “Reducing Facility Construction Costs,” *Klimer's Reports*, October 1975
- “Tax Considerations in Building Design,” AIA Journal, September 1973
- “Life Cycle Cost-What, When & How,” BAC Journal of Continuing Education, September 1973
- “Construction Cost Management, Techniques and Applications,” *Textbook for American Institute of Architects and American Society of Civil Engineers Continuing Education*, 1972
- “Construction Cost Management and the Computer,” *The Valuation Consultant*, November 1972
- “Estimating and Cost Analyses Made More Useful with New Computerized Systems,” Florida Builder, October 1971
- “Management Firms: Watchdog of Construction Costs,” Building Design and Construction, July 1971

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
- “International Project Risk Ratings and Emerging Trends in Project Management,” Clayton Utz Major Projects Conference 3, Sydney, Australia, April 16, 2002
- “Conception to Birth of a Project,” Infrastructure 2000, San Francisco, California, June 7, 2000
- Moderator, “Minimizing Risks on International Projects by Developing and Maintaining Effective Project Documentation,” Worldwide Infrastructure Partnerships, New York, New York, June 24, 1998
- “Privatization and the Use of IVHS in the 1990s,” co-authored with P. Galloway and M. Ramey, ASCE Transportation Conference on IVHS, San Diego, California, October 1995
- “Preparing a Project Control Specification,” co authored with P. Galloway, Proceedings of Eleventh Annual Project/2 Utility Users Group Conference, Birmingham, Alabama, November 17 -19, 1986
- “The Value of Earned Value,” Eleventh Annual Project /2 Utility Users Group Conference, Birmingham, Alabama, November 18, 1986
- “New Directions in Project Control for the Utility / Construction Industries,” 8th Annual Mid Winter Symposium, New Orleans, Louisiana, February 13, 14, 1986
- “Improving Estimating Procedures to Avoid Costly Bidding Mistakes,” Engineering News Record Conference on “Construction Contracting: How to be Successful and Avoid Losses”, January 1979

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- “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
- “The Construction Economics,” *National Aeronautics and Space Administration Facilities Conference*, Lyndon B. Johnson Space Center, Houston, Texas, November 1, 1974
- “Computer Based Control Systems for Construction Management,” *Engineering News Record’s Costec II Conference*, April 1973
- “Computerized versus Manual Take-off,” *Engineering News Record’s Costec Conference*, November 1972
- “Construction Cost Control,” two-day AIA and ASCE Continuing Education seminar, presented eight times in 1974, 1973 and 1972

Management Audits (Prudence, Compliance and Performance)

Invited, Keynote and Featured Presentations

- “The Challenge to Sustainable Power Infrastructure Development in a Multinational Environment,” XXXI UPADI Convention, Brasilia, Brazil, December 1, 2008.
- “Utilities Serving Our Needs: U.S. Experience in Serving its Communities,” National Engineering Forum Energy, Water and Telecommunications, Cooma, NSW, Australia, April 21, 1999
- “The Multi-Billion Dollar Issue Facing the Nuclear Power Industry: Decommissioning Versus Life Extension,” The Future of the U.S. and International Environmental Industry, Washington, D.C., November 10 - 12, 1997
- “Trends and Evolving Risks in Design-Build, BOT and BOOT Projects,” ASCE / ICE Triennial Conference, Session IV: Pitfalls in International Engineering and Construction: What to Watch For, Philadelphia, Pennsylvania, October 17 - 20, 1996
- Keynote Address, “Delivery of the Project from the Deep Pocket’s Perspective,” *Project Management Institute, Southern New England*, Hartford, Connecticut, October 26, 1988
- Interview with Kris R. Nielsen, President, *The Advisory*, July 3, 1986
- “Electric Utility Capital Project Prudence Issues,” *National Association of Regulated Utility Commissioners Annual Meeting*, Hartford, Connecticut, May 1985

Publications

- “New Day for Prudence,” co-authored with Patricia Galloway and Charles Whitney, *Public Utilities Fortnightly*, Dec. 2009, p. 48-52.
- “Multiple Jeopardies,” *Cogeneration & Resource Recovery*, Volume 8, No. 3, April 1990
- “Combining PURPA, Prudence and Avoided Cost Rate Design; A New Cost Engineering Environment,” co-authored with P. Galloway, *American Association of Cost Engineers 9th Annual Mid-Winter Symposium Transactions*, San Francisco, California, February 1987; Reprinted, *Cost Engineering*, Volume 31, No. 1, p. 16, January 1989
- “Outages Different Regulatory Technical Standards,” American Association of Cost Engineers, 10th Annual Mid Winter Symposium Transactions, Phoenix, Arizona, February 1988
- “Preparing for the Utilities’ Future-Managing the Prudence Issues,” co-authored with P. Galloway, *Electric Potential*, Volume 2, No. 4, July - August 1986
- “Preparing for 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, New Orleans, Louisiana, February 1986
- “Calculating Utility Prudence Issue Costs,” *1985 American Association of Cost Engineers Annual Convention Transactions*, Denver, Colorado, July 1985
- “A Project Management Case Study, The Raul Leoni Dam, Guri Final Stage Venezuela,” Proceedings of 1983 American Society of Civil Engineers Spring Convention, Philadelphia, Pennsylvania, May 1983

- “Legal Implications of Professional Project Management,” co authored with M.J. Nielsen, American Society of Civil Engineers Specialty Conference on Project Management Manual, San Diego, California, February 1981

Conference Presentations

- “Dealing with Risks on Nuclear Waste Sites,” The Environmental Superconference, Washington, D.C., April 28 - 29, 1999
- “Effect of Current State Regulatory Environment on Outage Management,” 6th Annual Project /2 Outage Symposium, Cambridge, Massachusetts, June 29 - July 1, 1987
- “Utilities Forced Delays-Controllable or Uncontrollable,” co authored with P. Galloway, American Association of Cost Engineers Annual Convention, Chicago, Illinois, June 1986
- Presenter, “Prudence Issues in the Outage Arena,” PSDI Project 2 Users Conference, Cambridge, Massachusetts, May 1986
- Co-presenter, “Prudence Concepts,” *American Association of Cost Engineers*, Ramapo Section, April 1985
- “The Prudence Management Audit: A New Challenge For the Civil Engineer,” co authored with P. Galloway, American Society of Civil Engineers Spring Convention, Denver, Colorado, April 1985

Program and Project Risk Management

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

Arbitration, Mediation & Dispute Review Boards

Invited, Keynote and Featured Presentations

- “Practical Thoughts Regarding International Arbitrations,” Practical Strategies for Successful International Projects, São Paulo, Brazil, November 20 - 21, 2006
- “Current Trends in Entitlement in Construction Disputes on Major International Projects,” Current Trends in Construction Law, International Project Management and Dispute Resolution: The South and Central American Project, São Paulo, Brazil, June 5 - 6, 2006
- “Contract Administration Needs in the New Concept of Dispute Review Boards,” 2003 Special Lecture Series, Kochi University of Technology, Kochi, Japan, November 21, 2003
- “Thoughts from the Dispute Review Board (DRB) World,” as part of “A New Era in Job-Site Dispute Resolution: Dispute Review Boards,” *University of Kentucky / Dispute Avoidance and Resolution Task Force (DART) Seminar on Charting the Course to the Year 2000 - Together!*, Lexington, Kentucky, October 16 - 19, 1994
- “Partnering-Application on International Projects,” *Proceedings of the American Society of Civil Engineers Saudi Arabia Section First Regional Conference and Exhibition on Advanced Technology in Civil Engineering*, Manama, Bahrain, September 18 - 20, 1994
- “The Alternative Disputes Resolution Process,” Construction Disputes-Analysis and Management, Winnipeg, Canada, November 1 - 5, 1993
- Presenter, “Partnering,” Kentucky Department of Transportation, Bowling Green, Kentucky, June 17 - 18, 1993
- “Project Risk Management-Preventative Medicine for Your Project,” *Resolving Disputes in Construction Contracts through ADR Techniques*, Geneva, Switzerland, November 12 - 13, 1992

Conference Presentations

- “Panel Discussions Re: Issues Related to DRB Hearings,” The Dispute Review Board Foundation, Inc. Annual Meeting and Conference, Minneapolis, Minnesota, October 4, 1997
- “Avoiding Lengthy and Costly Litigation by Negotiation Resolution Methods,” co authored with P. Galloway, American Society of Civil Engineers Spring Convention, Denver, Colorado, April 1985

- “Risks and Liabilities of Specifications,” American Society of Civil Engineers Specialty Conference, San Diego, California, February 1981

Dispute Resolution

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

Teaching & Training

- Visiting Professor, Project Management, Harbin University, Harbin, Heilongjing, 2004 - Present
- Visiting Professor, Department of Infrastructure Systems Engineering, Kochi University of Technology, Kochi, Japan, 2003 - Present
- "Claims Identification & Management," Foster Wheeler Law Department Conference, Warren, New Jersey, October 23 - 24, 2001
- Co presenter, "Contract Administration, Management Claim Analysis and Project Risk Management," In-house Training Course, PT, Wijaya Karya, Jakarta, Indonesia, January 23 - 27, 1995
- Co-presenter "Project Manager nei settore delle costruzioni" *SINNEA University*, Bologna, Italy, May 25 - 27, 1994
- "Contract Administration," Masters Degree Course, SINNEA, Istituto Di Studi Per La Cooperazione E La Piccola E Media Impresa, Bologna, Italy, September 25, 1992
- "Construction Law," *Iona College Facility Management Program for Minority Contractors*, 1981 and 1980
- Visiting Professor, "Construction Cost Management," Columbia University, New York, New York, 1978 - 1979
- Visiting Professor, "Cost Management," Polytechnic University, Brooklyn, New York, 1978-1979
- Four guest lectures annually from 1974 through 1982, "Construction Management and Construction Law," *Columbia University Graduate School of Architecture*
- Guest Lecturer "Construction Management," *School of Professional Studies, Pratt Institute*, November 21, 1973

<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Nuclear	BASF / Fina Steam Cracker, United States (Texas)
Power	Nuclear	INEEL Spent Nuclear Fuel Storage Project, United States (Idaho)
Power	Nuclear	Kewaunee Nuclear Plant Replacement Steam Generator, United States
Power	Nuclear	Cooper / Lincoln Electric, United States (Iowa)
Power	Nuclear	Salem and Hope Creek Nuclear Power Plants, United States (New Jersey)
Power	Nuclear	Texas Utilities Stockholder Litigation, United States (Texas)
Power	Nuclear	Nine Mile Power Plant, United States (New York)
Power	Nuclear	Palo Verde Power Plant, United States (Arizona)
Power	Nuclear	Washington Public Power Nuclear Plant, United States (Washington)
Power	Nuclear	Cooper Nuclear Station, United States (Iowa, Nebraska)
Power	Nuclear	Marble Hill Nuclear Generating Station, Indiana (Madison)
Power	Nuclear	Diablo Canyon Units 1 & 2, United States (California)
Power	Nuclear	Indian Point Nuclear Power Plant Unit 3, United States (New York)
Power	Nuclear	Wolf Creek Nuclear Generating Station, United States (Kansas)
Power	Nuclear	Vogtle Nuclear Generating Station, United States (Georgia)
Power	Nuclear	Vogtle Nuclear 3 & 4 , United States (Georgia)
Power	Nuclear	Pilgrim I Nuclear Power Plant, United States (Massachusetts)
Power	Nuclear	Millstone Unit 3, United States (Connecticut)
Power	Nuclear	Millstone Unit 3, United States (Connecticut)
Power	Nuclear	Palo Verde Audit, United States (Arizona)

<p style="text-align: center;">KRIS R. NIELSEN <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Power	Nuclear	Hanford, United states, (Washington)
Power	Nuclear	Perry 1 & 2, United States (Ohio)
Power	Nuclear	Bellefonte, United States (Tennessee)
Power	Nuclear	Turkey point 3 & 4, United States (Florida)
Power	Nuclear	Peach Bottom 1 & 2, United States (Pennsylvania)
Power	Nuclear	Satop 3 & 5, United States (Washington)
Power	Nuclear	Marble Hill, United States (Indiana)
Power	Nuclear	Calvert Cliffs, United States (MD)
Power	Nuclear	Maine Yankee, United States (Maine)
Power	Nuclear	Vermont Yankee, United States (Vermont)
Power	Nuclear	Prairie Island 2, United States (MN)
Power	Nuclear	Belene 1, Bulgaria
Power	Nuclear	UK Nuclear Decommissioning Agency, United Kingdom
Power	Nuclear	Waterford Unit 3, United States (Louisiana)
Power	Nuclear	Seabrook Power Plant, United States (New Hampshire)
Power	Nuclear	Connecticut Yankee Nuclear Plant, United States (Connecticut)
Power	Nuclear	Millstone Point Nuclear Power Plant, United States
Power	Nuclear	South Texas Nuclear Plant, United States (Texas)
Power	Nuclear	Trojan Nuclear Power Plant, United States (Oregon)
Power	Nuclear	Shoreham Nuclear Plant, United States (New York)
Power	Nuclear	Comanche Peak Steam Nuclear Electric Station, Units 1 & 2, United States (Texas)
Power	Nuclear	Clinton Nuclear Generating Station, United States (Illinois)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Reid Gardener 4, United States, Washington

<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Kansas City Light and Power, Iantan 1, United States (MO)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Scherer Fossil Power Plant, United States (Georgia)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sacramento Municipal Utility District Cogent Plant, United States (California)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Conoco Cogeneration Plant, United States (Texas)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Elsta Cogeneration Power Plant, Terneuzen, The Netherlands
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Newington Energy Combined Cycle Plant, United States
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Osborne Cogeneration Gas-Fired Power Plant, South Australia, (New South Wales)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Rabigh Project Combined Cycle Power Plant, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Ave Fenix Power Plant
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Omnibus Experts for Covert Power Plant, United States (Michigan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Princeton University Cogeneration Plant, United States (New Jersey)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Wolf Hollow Plant, United States (Texas)

<p style="text-align: center;">KRIS R. NIELSEN <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Northeastern Power Co., Reading Terminal, United States (Pennsylvania)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Dearborn Power Plant, United States (Michigan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Geothermal Plant, United States (California)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Spurlock I Fossil Power Generating Station, United States (Kentucky)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Red Hills Power Plant, United States (Mississippi)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton Units 7 & 8, Indonesia (Jakarta)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Indiana & Michigan Electric Breed Generating Station, Coal Boilers, Indiana (Sullivan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Marshall Islands Power Plant Demolition, United States Territory (Marshall Islands)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton Units 1 & 2, Indonesia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Shawnee Steam Plant, United States (Kentucky)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Consolidated Edison Generating Station, United States (New York)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Jeffrey Energy Center, United States (Kansas)

KRIS R. NIELSEN <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Cleveland Electric Illuminating Company, United States (Ohio)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Santa Rita Power Plant, Batangas, Philippines
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sultan Salahuddin Abdul Aziz Power Station
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Fossil Power Generating Plant, United States (Illinois)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Merilectrica Gas Turbine Plant, Colombia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	ISAB Energy S.r.L., Italy (Sicily)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Covert, United States(MI)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Jiangxi, China
Power	Cogeneration/ Combined Cycle/Fossil Fuel	JEA Northside, United States (Florida)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	PP9, Saudi Arabia
Power	Hydro-Electric	Guri Dam and Hydroelectric Complex, Venezuela
Power	Hydro-Electric	Casecnan Multi-Purpose Project, Philippines
Power	Hydro-Electric	Cirata II, Indonesia
Power	Hydro-Electric	Madeira River Project, Brazil
Power	Hydro-Electric	Bakun Hydroelectric Power Plant, Philippines

<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Other	Babcock Power, United States (Massachusetts)
Power	Other	First Energy, United States (Ohio)
Power	Other	Illinois Power Company, United States (Illinois)
Power	Other	CGE Ford Heights Power Plant, United States (Illinois)
Infrastructure / Transportation	Roadways	Texas Department of Transportation, United States (Texas)
Infrastructure / Transportation	Roadways	City Link, Australia (Melbourne)
Infrastructure / Transportation	Roadways	Texas Department Of Transportation Group 5 Matter, United States (Texas)
Infrastructure / Transportation	Roadways	State Highway U.S. 290 Travis County, United States (Texas)
Infrastructure / Transportation	Roadways	Houston Ship Channel Cable-Stayed Bridge, United States (Texas)
Infrastructure / Transportation	Roadways	Vancouver Island Highway, Canada
Infrastructure / Transportation	Roadways	Interstate 94, United States (Minnesota)
Infrastructure / Transportation	Roadways	U.S. Route 385, Brewster County, United States (Texas)
Infrastructure / Transportation	Roadways	Duluth Freeway / Lief Erikson Tunnel, United States (Minnesota)
Infrastructure / Transportation	Roadways	State Route 705 Connector (21st Street to Schuster Parkway), United States (Washington)
Infrastructure / Transportation	Bridges	Transcanada Highway Lions Gate Bridge
Infrastructure / Transportation	Bridges	Nairn Avenue Overpass Project, Canada (Manitoba)
Infrastructure / Transportation	Bridges	Baytown Bridge, United States (Texas)
Infrastructure / Transportation	Bridges	Interstate Highway Bridges, United States (Gary, Indiana)

<p style="text-align: center;">KRIS R. NIELSEN <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Infrastructure / Transportation	Airports	Pan Am Maintenance Facility, United States (New York)
Infrastructure / Transportation	Airports	International Terminal, Detroit Metropolitan Airport, United States (Michigan)
Infrastructure / Transportation	Airports	KL International Airport, Malaysia (Selangor)
Infrastructure / Transportation	Telecommunication	Williams-Northern Line Layers, United States (Boston)
Infrastructure / Transportation	Telecommunication	Broadwing-El Paso Global Network, Inc., United States (Texas, Arizona, New Mexico, Nevada, California)
Infrastructure / Transportation	Telecommunication	Williams-Thoroughbred Telecommunication Technology, United States (Illinois, Indiana, Ohio, Pennsylvania, West Virginia, Virginia, Tennessee, Georgia)
Infrastructure / Transportation	Telecommunication	Williams-Weissker, United States (California)
Infrastructure / Transportation	Telecommunication	AT&T Broadband, United States (Illinois, Missouri, Michigan)
Infrastructure / Transportation	Rail	Toronto Transit Commission Subway Line Expansion, Canada (Toronto)
Infrastructure / Transportation	Rail	Rohr Transit Cars, United States (Washington, D.C.)
Infrastructure / Transportation	Rail	Federal Center; SW Station; Smithsonian Station; Capitol South, United States (Washington, D.C.)
Infrastructure / Transportation	Rail	United Group Rail-Citadis & X'trapolis, Australia (Melbourne)
Infrastructure / Transportation	Rail	Tri-Rail Segment 5-Double Tracking Project, United States (Florida)
Infrastructure / Transportation	Rail	Regional Fast Rail Project (RFRP), Australia (Victoria)
Infrastructure / Transportation	Rail	Spencer Street Station Redevelopment Project, Australia (Melbourne)
Infrastructure / Transportation	Rail	Parramatta Rail Link Project for the Director General of the New South Wales Department of Transport, Australia (New South Wales)

<p style="text-align: center;">KRIS R. NIELSEN <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Infrastructure / Transportation	Rail	SEPTA Rail Car Refurbishment, United States (Pennsylvania)
Infrastructure / Transportation	Rail	Northeast Highspeed Rail Improvement Program: Dispute Resolution Board Agreement, United States (New York)
Infrastructure / Transportation	Rail	Shaw Metro Station, United States (Washington)
Infrastructure / Transportation	Rail	Stamford Railroad Station Stamford, United States (Connecticut)
Infrastructure / Transportation	Rail	Port of Houston Authority, United States (Texas)
Infrastructure / Transportation	Seaport	Seattle Public Utilities (SPU) and SeaTran Management Audit, Seattle (City Of Seattle Transportation Audit), United States (Washington)
Infrastructure / Transportation	Seaport	Panama Canal Transfer Station, Panama
Infrastructure / Transportation	Seaport	Port of Seattle, United States (Washington)
Infrastructure / Transportation	Seaport	Lahad Datu Port Expansion, Malaysia
Infrastructure / Transportation	Seaport	Riofil / Manila South Harbor Pier 5 Extension, Philippines
Infrastructure / Transportation	Wastewater Treatment Plant	Milwaukee Water Pollution Abatement Program, United States (Wisconsin)
Infrastructure / Transportation	Wastewater Treatment Plant	West End Water Pollution Plant, Canada (Manitoba)
Infrastructure / Transportation	Wastewater Treatment Plant	Babylon Solid Waste Recovery Plant
Infrastructure / Transportation	Wastewater Treatment Plant	Rockland County Sewer District Treatment Plant, United States (New York)
Infrastructure / Transportation	Wastewater Treatment Plant	Bergen Point Wastewater Treatment Plant Outfall, United States (New York)
Infrastructure / Transportation	Other	Lief Erikson Tunnel, United States (Minnesota)

<p style="text-align: center;">KRIS R. NIELSEN <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Industrial / Process	Chemical / Petrochemical	PETROVIETNAM Phu My Fertilizer Project, Vietnam
Industrial / Process	Chemical / Petrochemical	PET Production Plants, Holland (Rotterdam); Spain (San Roque); Argentina (Buenos Aires)
Industrial / Process	Chemical / Petrochemical	Vitamin C Manufacturing Plant, United States (New Jersey)
Industrial / Process	Chemical / Petrochemical	Cevolution Carbon Fiber Plant, United States (Oklahoma)
Industrial / Process	Industrial Plants	ISAB Energy S.r.l. Integrated Gasification Combined Cycle Power Plant, Italy (Sicily)
Industrial / Process	Industrial Plants	Sperry Micro-Chip Manufacturing & Research Facility, United States (Minnesota)
Industrial / Process	Industrial Plants	GM Cadillac Assembly Plant, United States (New Jersey)
Industrial / Process	Industrial Plants	Caterpillar Assembly Plant, United States (Illinois)
Industrial / Process	Pharmaceutical	Vitamin B Manufacturing Plant, United States (New Jersey)
Industrial / Process	Pharmaceutical	Bulk Pharmaceutical Plant, Singapore
Industrial / Process	Pharmaceutical	Merck Bulk Pharmaceutical Plant, United States (New Jersey)
Industrial / Process	Oil / Gas	Minerva Gas Project
Industrial / Process	Oil / Gas	Combisa Cantarell EPC 22 Contract Claim Effort-Phase I, United States (Texas)
Industrial / Process	Oil / Gas	Lama NGL Project, Venezuela (Maracaibo)
Industrial / Process	Oil / Gas	Oman LNG Project, Oman
Industrial / Process	Oil / Gas	Altona Refinery Expansion, Australia (Melbourne)
Industrial / Process	Oil / Gas	INCO 92 Project, Gas Recompression Plants, Venezuela
Industrial / Process	Pipelines	GASYRG Pipeline (Willbros), Bolivia
Industrial / Process	Pipelines	Bombax Pipeline Project, Caribbean (Trinidad & Tobago)
Industrial / Process	Pipelines	HBJ Gas Pipeline, India

<p style="text-align: center;">KRIS R. NIELSEN <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Industrial / Process	Iron / Steel Manufacturing	NKK Steel Continuous Galvanizing Project, United States (Pennsylvania)
Industrial / Process	Iron / Steel Manufacturing	Pharmaceutical Production Plant, Singapore
Industrial / Process	Iron / Steel Manufacturing	Steel XX ROC Project, United States (Pennsylvania)
Industrial / Process	Iron / Steel Manufacturing	Murrin Murrin Nickel-Cobalt Refinery, Western Australia
Industrial / Process	Chemical	Urea & Phosphate Fertilizer Facility, United States (Ohio)
Buildings	Educational Facilities	Rutgers University Records Center, United States (New York)
Buildings	Educational Facilities	School District, College Stations, United States (Texas)
Buildings	Educational Facilities	Princeton University, United States (New Jersey)
Buildings	Educational Facilities	Plainsboro Middle School, United States (New Jersey)
Buildings	Resorts / Casinos / Hotels	Ritz Hotel & Casino, United States (New Jersey)
Buildings	Resorts / Casinos / Hotels	Phoenician Hotel and Resort, (United States) Arizona
Buildings	Resorts / Casinos / Hotels	Westin Hotel El Paso, United States (Texas)
Buildings	Resorts / Casinos / Hotels	Seasons On Mount Snow Resort, United States (Vermont)
Buildings	Resorts / Casinos / Hotels	Intercontinental Hotel, United States (Texas)
Buildings	Resorts / Casinos / Hotels	Hyatt Regency Hotel, United States (Missouri)
Buildings	Resorts / Casinos / Hotels	Maxwell's Plum Restaurant, United States (New York)

<p style="text-align: center;">KRIS R. NIELSEN <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Buildings	Apartments / Condominiums / Housing	645 First Avenue, United States (New Jersey)
Buildings	Centers / Arenas	State of Washington Col Gym, United States (Washington)
Buildings	Centers / Arenas	City of Ketchikan Civic Center, United States (Alaska)
Buildings	Centers / Arenas	San Diego Convention Center, United States (Washington)
Buildings	Centers / Arenas	Washington State Convention Center, United States (Washington)
Buildings	Centers / Arenas	United States Army Youth Activity Center, United States (Alaska)
Buildings	Centers / Arenas	Worcester Civic Center (Centrum), United States (Massachusetts)
Buildings	Stadiums	Yankee Stadium Third Tier and Related Expansion, United States (New York)
Buildings	Stadiums	Fresno Multipurpose Stadium (Grizzlies Stadium), United States (California)
Buildings	Stadiums	Kingdome Stadium, United States (Washington)
Buildings	Stadiums	Asphalt Green Sports Center, United States (New York)
Buildings	Medical / Hospitals	Alameda County Medical Center / Highland General Hospital, United States (California)
Buildings	Medical / Hospitals	University of Medicine and Dentistry, United States (New Jersey)
Buildings	Medical / Hospitals	Veterans Administration Hospital, United States (New Hampshire)
Buildings	Medical / Hospitals	Alameda-Mortenson Analysis, United States (California)
Buildings	Medical / Hospitals	City of Ketchikan Hospital, United States (Alaska)
Buildings	Medical / Hospitals	Colombo General Hospital, Sri Lanka (Colombo)
Buildings	Medical / Hospitals	University Medical Center, United States (Louisiana)
Buildings	Offices	One Summit Square Office Building, United States (Indiana)

<p style="text-align: center;">KRIS R. NIELSEN <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Buildings	Offices	Xerox World Headquarters, United States (New York)
Buildings	Offices	McConnell Securities Headquarters, United States (New York)
Buildings	Offices	Foreign Building Operations Overseas Handbook, United States (Washington)
Buildings	Offices	Seattle City Projects, United States (Washington)
Buildings	Offices	277 Park Avenue, United States (New York)
Buildings	Offices	United States Navy Mess Hall Galley, United States (Washington)
Buildings	Offices	United States GSA Federal Office Building Renovations, United States (Washington)
Buildings	Offices	Whatcom City Courthouse Addition Phase II, United States (Washington)
Buildings	Offices	Globe Plaza Office Building, United States (Washington)
Buildings	Offices	Andover Parkway Office Building, United States (Washington)
Buildings	Offices	IBM Office Complex, United States (New York)
Buildings	Offices	Trident Training Facility, United States (Washington)
Buildings	Offices	American Standard Office Building, United States (Oklahoma)
Buildings	Offices	Pitney Bowes Building, United States (Connecticut)
Buildings	Offices	Consolidated Edison Operation Center, United States (New York)
Buildings	Offices	General Services Administration, United States (New York)
Buildings	Offices	Post Office and Federal Building, Waycross, United States (Georgia)
Buildings	Offices	National Bank of Commerce, United States (Nebraska)
Buildings	Offices	Engineering & Administration Complex, United States (New York)

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Industry	Type	Project Name
Buildings	Offices	Seagram Office / Research Complex, United States (New York)
Buildings	Offices	Olefins Terminal Storage Complex
Buildings	Distribution / Storage / Warehouse	TRW Record Storage Complex, United States (New Jersey)
Buildings	Distribution / Storage / Warehouse	New Jersey State Food Distribution Center, United States (New Jersey)
Buildings	Distribution / Storage / Warehouse	New Jersey Record Storage Center, United States (New Jersey)
Buildings	Laboratory	Ta-35 Los Alamos National Laboratory, United States (New Mexico)
Buildings	Laboratory	Mounds Laboratory U.S. Department of Energy, United States (Ohio)
Buildings	Other	Hull Winery, United States (New York)
Buildings	Other	INEC-TSA Building Claim, United States (Idaho)
Buildings	Other	FedEx Hangar and Aircraft Maintenance Facility, Ted Stevens International Airport, United States (Alaska)
Buildings	Other	Mirror Fusion Test Facility, United States (California)
Buildings	Other	Great Adventure, United States (New Jersey)
Buildings	Other	New York Maritime Museum, United States (New York)
Environmental	Other	Foster Wheeler Asbestos Litigation, United States (New Jersey)
Environmental	Other	United States Navy Hazardous Flammable Warehouse, United States (Washington)
Environmental	Other	Transuranic Storage Area Retrieval Enclosure, United States (Idaho)
Other	Seminar / Training	Risk Management and Dispute Awareness Workshop, United States (Texas)
Other	Seminar / Training	University of Wisconsin-Madison Seminar, United States (Wisconsin)
Other	Seminar / Training	Identifying, Minimizing and Quantifying Project Risk, United Kingdom (London)

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Industry	Type	Project Name
Other	Seminar / Training	Sinna University Masters Course, Italy
Other	Seminar / Training	Project Risk Management Seminar: Panama Canal
Other	Seminar / Training	Partnering Seminar, United States (Kentucky)
Other	Seminar / Training	Office of Foreign Buildings Operations Handbook, United States (Washington)
Other	Seminar / Training	Claims Management Support; AKA: Fluor Daniel Corporate Claims Management, United States (California)
Other	Other	Professional Service Agreement Projects for Taisei Corporation
Other	Other	Japan Bank for International Cooperation, Japan
Other	Other	Shell Construction Law Workshop, United Kingdom (London)
Other	Other	Japan Ministry of Land, Infrastructure and Transport, Analysis of U.S. Public Construction Contracting Practice
Other	Other	Foster Wheeler Risk Management Outsourcing