



Peter Hughes

Specialist Consultant

Areas of Expertise

- Risk Management
- Contract Negotiation
- International Negotiations
- Project Development
- Engineering / Construction Law
- Insurance Management
- Business Process Management
- Business Unit and Team Development
- Strategic Planning
- Project/ Team Management
- Claim and Litigation Management
- Quality Assurance and Control
- Energy Policy and Energy Project Development
- Technology Licensing and Intellectual Property

Background

Mr. Hughes is a Pegasus Global Holdings, Inc. Specialist Consultant. He has worked on a wide range of projects both domestically and internationally, including power and petroleum, water, wastewater, federal, transportation, environmental, and retrofit & clean fuels projects. Drawing upon his 40 plus year's industry experience, Mr. Hughes is involved in all aspects of Pegasus Global Holdings, Inc. risk management and management consulting engagements.

Mr. Hughes as an Engineer and a Lawyer, and has experience at many program and project levels. He has provided the legal, risk management framework, contract negotiation, project development, process management, project and team management, and Insurance management for projects and organizations. Mr. Hughes provides significant engineering, Management and Legal expertise making him an integral part of our Risk management division.

Mr. Hughes has experience in the development of design/build alliance management and documentation and for legislation. He provided counsel and lobbying support on pending federal legislation and regulations, particularly energy, environmental, labor and international business matters. His experience in Project Delivery business / project development, minimizing claims and litigation brings a unique blend of disciplines to the table in our Management Consulting division.

Prior to joining Pegasus-Global, as a Specialist Consultant, Mr. Hughes' engagement experience includes: Vice President & Chief Counsel of CH2M HILL Constructors, Inc., where he provided the legal and risk management framework for a new CH2M HILL start-up organization as part of the startup team. The Integrated Project Delivery business (DB, DBO, EPC, project development) is now a successful \$1.5B a year operation, with minimal claims and litigation. Mr. Hughes was engaged in international and domestic project development for water, wastewater, federal, transportation, and environmental projects, and design/build alliance management and documentation. His projects included water and wastewater treatment plants in Halifax, Nova Scotia; Auckland, New Zealand; Seattle, Tacoma, Tampa, Phoenix, Stockton, and San Diego; Southern California Edison contract operations for transmission lines to be sold to State of California; US Army utility privatization at Fort Campbell, Kentucky; City of San Jose and Calpine Energy offsite utility services contract for the Metcalf Energy Center; desalination projects in the United Arab Emirates; and Masdar City program management in Abu Dhabi.

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Prior to that, Mr. Hughes was Counsel to the President of Bechtel Civil Company, the operating company performing engineering, procurement, construction, & project management services for telecommunications, transit, highway, aviation, hydro, & civil infrastructure projects. He was responsible for delivery of all legal and insurance services (including contract negotiation and claims and litigation management) to Bechtel Civil, including Program Management for the BART Extensions Program (a program of five heavy-rail transit extensions, each at \$600-800M, San Francisco Bay Area Rapid Transit); project development of port projects in U.S. & New Zealand, transportation projects in Canada, & a utility company in Thailand. He formed joint associations in Japan, Thailand, and Laos; and managed the claims recovery on six contracts clustered in a failed business line.

For another division of Bechtel, Mr. Hughes provided Legal services for refinery projects and petroleum and gas production projects in UK, Eire, Norway, Egypt, Saudi Arabia, Qatar, Malaysia, and Indonesia. He retained and supervised local counsel in these countries, registered branches of international operating subsidiaries (in consultation with the International Tax Department), and formed new local companies. He established programs to minimize the incidence of local taxes, formed joint ventures with French and Norwegian partners, and established joint companies with Indonesian and Malaysian companies. He created and maintained a complete set of *pro forma* international contracts.

Mr. Hughes, again for a Bechtel division, provided all legal services to 16 power generating station projects, both fossil and nuclear, run from Bechtel's San Francisco and Houston offices, and was counsel to the Vice President & Manager of the Houston office. He negotiated nuclear and coal-fired power station construction contracts, including takeover of WPPSS contracts, and he successfully negotiated international nuclear technology and services contracts in Tokyo with Hitachi Ltd. and Mitsubishi Heavy Industries, Inc.

Mr. Hughes has also served with the U.S. Army Reserve and Maryland National Guard, between 1968-1974. He held summer positions with engineering experience with San Diego Gas & Electric, National Steel & Shipbuilding, General Dynamics/Convair, and Procter & Gamble. He has held positions with Legal Aid Society of Alameda County and Kenyon & Kenyon, New York: Law Clerk, Intellectual Property.

He has worked on numerous domestic and international engagements (*see attached Representative Engagement Experience*).

Education and Courses

Education

- JD Boalt Hall School of Law, University of California, Berkeley
- Bachelor of Science in Mechanical Engineering (Energy Conversion Systems), San Diego State College, CA.

Bar Admissions

- Supreme Court of California, 1971
- US Supreme Court, 1976

Affiliations

- World Economic Forum: Engineering & Construction Risk Institute, Inc. (“ECRI”)
 - Organizer
 - Director
 - Assistant Secretary
- Colorado Bar association

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- Arapahoe County Bar Association
- State Bar of California
 - Corporate Law Departments Committee, 1981, 1989-1992
 - Northern California Chair 1991-1992
 - Business Law Section Executive Committee, 1992-1995
- American Bar Association
 - Section of Business Law
 - Public Utilities Section
 - Forum of the Construction Industry
 - Chair, Division 11 Steering Committee (corporate Counsel), 2002-2003
- Bar Association of San Francisco
 - Corporate Law Departments Section Chair, 1980
- American Society of Mechanical Engineers
- Rotary Club of the Denver Tech Center

Technical Papers and Presentations

Mr. Hughes has authored and presented numerous technical papers and articles on various topics related to Environmental, Risk Management and Global Construction issues (*see attached Technical Papers and Presentations*).

Program / Project Risk Management

Presentations / Publications

- “Risk and Opportunities for the E&C Companies in Program Management,” *ECRI Sponsors Meeting*, Essen, December 2008.
- “Risk Allocation in Integrated Project Delivery,” *FIDIC Annual Meeting*, Copenhagen, September 2004.
- “Risks and Their Rewards,” *a chapter in ACEC’s Design-Build-Operate Project Delivery Handbook*, 2004
- “Getting It Right: Organizing Complex Projects to Allocate Risk and Minimize Dispute,” ABA Forum on the Construction Industry Fall Program 2001 [Program Organizer and Co-Chair]
- “Avoiding Icebergs: Using Risk Management to Prevent Titanic Problems – Front-End Alignment: Putting the Project on the Road to Success – The Constructor’s Perspective” ABA TIPS & Forum on the Construction Industry Joint Meeting, New York City, January 1999.

Program / Project Management

Presentations / Publications

- “Delivering Heavy Construction – Design/Build,” *ABA Forum on the Construction Industry Winter Meeting*, San Francisco, January 2007.
- “Design/Build from the Engineer’s Perspective,” *HWEA - Hawaii Water Environmental Association*, Honolulu, February 2006.
- “Design/Build/Operate for the Cedar River Water Treatment Plant, Seattle Public Utilities,” *ABA Public Contracts Section Spring Program*, Portland, Oregon, May 2004.
- “Water Projects: What Made the Project a Success or Failure?” *International Bar Association, Section on Energy & Natural Resources Law*, San Francisco, May 2004
- “Value Based Contracting - It’s Not Just Price Anymore” *ABA Forum on the Construction Industry, Fall Meeting*, Washington, DC, Oct. 2003
- Design/Build/Operate Contracts for Water & Wastewater Projects,” *a chapter in Design/Build for the Public Sector*, Aspen Publications, 2003

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- “Why Are Design/Build/Operate Infrastructure Projects So Slow to Develop?” *The Construction Superconference*, San Francisco, Dec. 2001
- “Anti-Indemnity Statutes: An Old Problem Raises Its Ugly Head Again” *Under Construction, The Newsletter of the ABA Forum on the Construction Industry*, March 2000, p.4
- “Build-Operate-Transfer Contracts: Today’s Promise for Developing our Infrastructure with Private Capital,” *The Construction Superconference*, San Francisco, Dec. 1997
- “Design/Build Contracting,” *ABA Annual Meeting*, New Orleans, 1994 (Public Contracts Section)
- “Computers and Lawyer Productivity” BASF Law Practice Management Section
- “Quality Management for California Attorneys,” BASF First Annual Small Firm Management Symposium, 1993
- “Quality Management for California Attorneys,” California State Bar Section Education Institute, Coronado, 1992
- “The Joys of International Contracting,” BASF Corporate Law Departments Section, 1991
- “The Joys of International Contracting,” National Contract Management Association Western Region Symposium, 1988
- “Law Office Financial Management,” Association of Legal Administrators, 1987

Leadership / Ethics / Professionalism

Presentations / Publications

- “What Engineering & Construction Firms Need to Know (and Should Do) Before They Start to Practice Internationally” *Annual Meeting of Invited Attorneys, Victor O. Schinnerer Company*, May 2009
- “Small Is Beautiful – Maybe? The Stockton Story,” *Water Committee, International Bar Association Annual Meeting*, Chicago, September 2006.
- “Construction Contracts: Forms and Substance - The Array of Essential Contract Documents beyond Design and Construction Agreements,” *ABA Forum on the Construction Industry Fall Program*, Tampa, September 2004.
- “Attributes of a Winning Team” *Design-Build Institute of America’s Design-Build for Transportation Conference*, Denver, April 2001

Arbitration / Mediation / Dispute Resolution

Presentations / Publications

- “Troubled Projects: The Stockton Experience,” *ECRI Sponsors Meeting*, Stockholm, June 2008
- “Integrated Delivery: Five Legal Challenges to Keep You up at Night,” *Design-Build Institute of America’s Transportation Futures Conference*, Miami, March 2002
- “Some Comments on Design Liability,” *British-Scandinavian Offshore Construction Contracts Seminar*, Bergen, Norway, 1985

Climate Change / Sustainability

Presentations / Publications

- “Green Building Challenges: the Masdar Experience,” ABA Annual Water Conference, San Diego, February 2009
- “Green Building Challenges: the Masdar Experience,” *World Economic Forum Industry Partnership Meeting*, New York, USA, October 2008.
- “Water: The Most Critical Resource for Development – The Water Crisis,” *World Economic Forum Industry Partnership Meeting*, London, May 2007
- “Global Opportunities and Threats for Middle Market Companies around the World,” *The Association for Corporate Growth Conference*, Denver, March 2008

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<i>Peter Hughes</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Infrastructure	Water/ Wastewater	Halifax Regional Municipality, Nova Scotia, water treatment plant D/B
Infrastructure	Water/ Wastewater	Del Webb water management system D/B, Phoenix, Arizona
Infrastructure	Water/ Wastewater	Manukau Wastewater Services LLC, D/B of new wastewater treatment plant and harbor remediation, Auckland, New Zealand.
Infrastructure	Water/ Wastewater	City of Tampa Hillsborough River water treatment plant, D/B (DBIA award winner).
Infrastructure	Water/ Wastewater	City of Seattle Cedar River water treatment plant, D/B/O.
Infrastructure	Water/ Wastewater	San Diego County Water Authority Twin Oaks membrane WTP D/B/O.
Infrastructure	Water/ Wastewater	Desalination projects in the United Arab Emirates.
Infrastructure	Water/ Wastewater	Desalination projects in and Masdar City program management in Abu Dhabi.
Infrastructure	Utility	Aquaculture Development and Relative Utilities, Thailand
Infrastructure	Utility	Southern California Edison contract operations for transmission lines to be sold to State of California, USA.
Infrastructure	Utility	City of Stockton long-term operations and D/B contract
Infrastructure	Utility	US Army utility privatization at Fort Campbell, Kentucky.
Infrastructure	Utility	City of San Jose and Calpine Energy offsite utility services contract, California.
Power	Geothermal	Geothermal Power Plant, Indonesia.
Power	Coal-Fired	Gulf State Utilities Nelson Unit 6, Lake Charles, Louisiana
Power	Coal-Fired	Houston Lighting & Power Parrish Unit 8, Houston, Texas
Power	Cogeneration / Combined-Cycle / Fossil-Fueled	Co-Generation Plant, New Mexico.
Power	Nuclear	Portland General Electric Trojan Nuclear Plant, Oregon

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Industry	Type	Project Name
Power	Nuclear	WPPSS, Washington, Takeover of 3 of 5 Nuclear Plants Construction
Power	Nuclear	Houston Lighting & Power Texas, takeover of Nuclear Power Plant EPC
Power	Nuclear	Hitachi Ltd and Mitsubishi Heavy Industries, Japan.
Transportation	Highway	6 year Study for FHWA on advance vehicle traffic management systems.
Transportation	Rail/ Transit	BART Extensions Program, San Francisco / Oakland, CA, USA.
Transportation	Port	Various Port projects in New Zealand and USA.
Transportation	Airports	McCarran Airport Expansion, Las Vegas, NV
Process	Refinery	Various Retrofit and Clean Fuel Projects, Western U.S Refineries
Process	Refinery	Saudi Aramco, Ras Tanura Refinery re-instrumentation, Saudi Arabia
Process	Refinery	Pertamina, Balikpapan Refinery, Kalimantan Timor (Borneo), Indonesia
Process	Off-shore Oil Production	Suez Oil Company, Zeit Bay Production Platforms, Egypt
Process	Off-shore Oil Production	Mobil Beryl 'B' Platform, UK North Sea
Process	Off-shore Oil Production	Conoco Hutton Tension Leg Platform, UK North Sea
Process	Off-shore Oil Production	Statoil Gullfaks 'B' & 'C' Gravity Base Platforms, Norway
Process	Gas Production	QGPC North Field Gas Project, Qatar (JV with Technip, Paris)
Process	Aluminum	Auginish Alumina Plant, Limerick, Ireland