

**STEVEN S. PINNELL, P.E.**

Civil Engineer and Construction Manager

**EDUCATION**

M.S.C.E., Construction Management, Stanford University, 1965

B.S., Civil Engineering, University of Arizona, 1964

**PROFESSIONAL REGISTRATION**

Civil Engineer, Oregon certificate number 7745

**EXPERIENCE**

Mr. Pinnell has over 30 years of experience in the management of engineering and construction projects. He has worked as a contractor's superintendent, estimator and project engineer and as a resident engineer, designer and project manager for consulting engineers. His work experience includes projects in the San Francisco Bay area, Alaska, Korea, Chile and the Pacific Northwest.

In 1975 he formed Pinnell Engineering in Portland, Oregon, to specialize in project management services to contractors, project owners, and public works agencies. As a Construction Consultant he has helped contractors with a wide range of on-site and corporate management issues including estimating, scheduling, cost accounting, jobsite management, contract administration, productivity improvement, claims and dispute resolution. As a Construction Manager he has planned and supervised the design and construction of manufacturing facilities, commercial and institutional buildings, and a wide range of civil works. As a Public Works Management Consultant his experience includes federal, state and municipal agencies with a focus on productivity improvements, organizational structures, training, program management systems, and implementation of large capital construction programs.

Mr. Pinnell is the developer and co-author of PMS80, a powerful project management software program. He has helped many organizations computerize and has developed computerized management systems for contractors, public works agencies and manufacturers that integrate mainframe or PC accounting software with database management and project management software. He has also worked with the U.S. Army Corps of Engineers Research Laboratory in developing data exchange standards for transfer of information between different software programs.

Mr. Pinnell is the author of, *HOW TO GET PAID For Construction Changes*, a comprehensive guide on preparing and negotiating change orders and claims, without damaging partnering efforts or on-going business relationships. He has lectured and authored numerous papers on project management, contract methods, contract administration, and construction dispute resolution. He has prepared quantity takeoffs, priced and negotiated millions of dollars worth of change orders on public and privately funded construction projects. He has analyzed and prepared detailed claim documents substantiating multi-million dollar disputes, and has testified as an expert witness in state and federal courts and before arbitration panels on a wide range of construction projects. Mr. Pinnell is a member of the American Arbitration Association. Recent assignments range from a \$40,000 claim by a second tier subcontractor on a school remodel to a \$30 million three-way dispute between the owner, engineer and contractor on a large hydroelectric project in California, and a \$125 million deinking plant in Pennsylvania. He is also a trained mediator and partnering facilitator.

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Mr. Pinnell's areas of special expertise include critical path scheduling, value engineering, cost control, construction productivity, project and program management organization, construction claims, dispute resolution, program management, and computerized project management systems.

In addition to being the managing principal of his consulting firm, Mr. Pinnell personally manages many of the firm's projects. These have included:

### **Scheduling**

- ◆ Rescheduling of the mechanical contract on the \$280 million Wyodak Power Station and establishment of a project tracking and reporting system for the mechanical, electrical and civil contracts.
- ◆ Scheduling a \$6 million fast-tracked design and construction effort for Crown Zellerbach's Camas Paper Mill.
- ◆ Preparation of a move-in schedule for the City of Portland, Oregon's 400,000 square foot, public service office building.
- ◆ Master schedule for the planning, permits, design and construction of Mentor Graphics \$60 million headquarters office campus, Wilsonville, Oregon.
- ◆ Construction scheduling of over 100 other projects ranging in size from under \$100,000 to over \$100 million.

### **Claims and Construction Dispute Resolution**

- ◆ Estimating, negotiating and settling over \$5 million in claims and extra work on the North Bonneville Second Powerhouse Grading Contract for the Harry Claterbos Company of Astoria, Oregon. This included a \$1 million acceleration claim.
- ◆ Analysis of a \$5 million construction claim, preparation of an as-built schedule and cost/time impact analysis on the \$25 million Durham, Oregon sewage treatment plant for Watkiss & Campbell, Attorneys-at-Law, Salt Lake City.
- ◆ Claim review, litigation support, preparation of exhibits and three days testimony and cross examination for Tri-Met's Hillsboro Transit Center.
- ◆ Claim review and testimony before arbitration panel for Olympia & York on their KOIN Tower project in Portland, Oregon.
- ◆ Claim analysis, preparation of as-built schedules, negotiation and court testimony on numerous contract disputes for architects, engineers, owners and contractors.

### **Construction Management and Project Management Services**

- ◆ Value engineering studies of the Omark Corporate Headquarters in Portland, Oregon, the U.S. Army Corps of Engineers' Stewart State Park in southern Oregon, a highway intersection in Washington County, Oregon and other projects.
- ◆ Project management consulting for Northwest Natural Gas on their \$4.5 million Miller Station expansion in Mist, Oregon.
- ◆ Project coordination during construction for the renovation of the Multnomah School in Portland, Oregon, into a multi-use community center, for the City of Portland.

**Public Works Management Consulting**

- ◆ An engineering work management study of the Survey Division, City of Portland, in joint venture with Arthur Young & Company.
- ◆ Development and implementation of a project management system for the County Engineer's office at Multnomah County, Oregon, including revision of the computerized cost accounting system and preparation of a manpower management system. Implementation of computerized program management systems for King County, Washington and Alameda County, California.
- ◆ Development of procedures manuals for project management, program management and scheduling for contractors, public works agencies and industrial facilities management organizations.

**Training**

Mr. Pinnell has taught seminars for wide variety of organizations including the American Management Association, AT&T Bell Laboratories, Boise Cascade, Bonneville Power Administration, Freightliner, Howard S. Wright Construction, Kaiser Foundation Hospitals, Oregon State Highway Division, Pacific Power and Light, SPT Telecom (Prague, Czech Republic), Tektronix, the Bureau of Land Management, and the U.S. Army Corps of Engineers. He has been an adjunct lecturer at Portland State University, an adjunct associate professor at the University of Portland, and guest lecturer at numerous schools including the University of Washington, the Technical University of Budapest, (Hungary), and Oregon State University.

- ◆ Teaching of 15 university courses and over 100 seminars on project management, critical path scheduling, value engineering, estimating, specifications and contracts, and claims.

**Prior Experiences**

Prior to establishing his own consulting firm, Mr. Pinnell had a wide range of experience in design, engineering management, and construction including:

- ◆ Project Manager, Design Engineer and Resident Engineer on feasibility studies, utilities predesign and consulting, sewage collection and pumping station design, oil spill studies, surveying, and construction management services with CH2M Hill from 1972 to 1975. Also firm-wide coordinator for critical path scheduling and value engineering.
- ◆ Marine and Concrete Construction Specialist advising the Chilean Port Authority on construction of an Agency for International Development financed, deep water port at Concepcion, Chile, with McCreary Koretsky Engineers from 1970 to 1972.
- ◆ Estimator, Project Engineer, and Superintendent on wharf and piledriving projects in the San Francisco Bay area and Cook Inlet, Alaska with Pomeroy-Gerwick Construction and Santa Fe International from 1968 to 1969.
- ◆ Project Engineer on construction of two sections of the San Francisco Bay Area Rapid Transit (BART) subway with Massman Construction Company from 1967 to 1968.
- ◆ Lieutenant, U.S. Army Corps of Engineers from 1965 to 1967 in Ft. Belovor, Virginia, Korea and Fort Ord, California.

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### ORGANIZATIONS -- PAST AND PRESENT

American Arbitration Association  
American Society of Civil Engineers  
Associated Builders & Contractors  
Associated General Contractors  
Consulting Engineers Council of Oregon  
Dispute Review Board Foundation  
Professional Engineers of Oregon  
Society of American Military Engineers  
Society of American Value Engineers

### PUBLICATIONS

- ◆ *HOW TO GET PAID For Construction Charges*, Published by McGraw-Hill, August 1998
- ◆ "Dispute Management Programs: Partnering, Claims Management and Dispute Resolution, *PMI '94 Proceedings*, 25th Annual Seminar/Symposium, co-author with Jeffrey S. Busch.
- ◆ "Bottom Line Management", *Daily Journal of Commerce*, a column on contractor issues published in both Portland, OR and Seattle, WA
- ◆ "The Contractor's Dispute Management Program", *Daily Journal of Commerce Magazine*, Portland, Oregon, July 1993. Co-author.
- ◆ "Jobsite Management: Making Projects An All-Around Success", *Daily Journal of Commerce Magazine*, Portland, Oregon, July 1993.
- ◆ "Construction Scheduling Disputes: Proving Entitlement", *The Construction Lawyer*, Volume 12, Number 1, January 1992, a journal of the American Bar Association Forum on the Construction Industry.
- ◆ "Project Scheduling In Construction Cases", part of Oregon State Bar continuing education seminar, July 1991.
- ◆ "Project Management in a Multi-project Environment", *The Military Engineer*, July 1990.
- ◆ "Software Can Aid Public-Works Management," *American City & County Magazine*, July 1988.
- ◆ "From Engineer to Entrepreneur: Developing Managers Within A Matrix Structure", paper delivered at the Fall 1982 Convention of the American Society of Civil Engineers.
- ◆ "Micro-Computer Project Management System," Symposium Paper at the First International Conference On Computers In Civil Engineering at New York City, May 1981.
- ◆ "Easier, Better Method of Construction Scheduling," *Pacific Builder & Engineer Magazine*, February 23, 1981.
- ◆ "Construction/Engineering Management: A Comparison," the *Journal of Professional Activities*, American Society of Civil Engineers, October 1980.
- ◆ "Critical Path Scheduling: An Overview and a Practical Alternative," *Civil Engineering Magazine*, July 1980.
- ◆ "Turnkey Contracts for Sewage Treatments Plants?," *Civil Engineering Magazine*, January 1974, p. 86.

### PRESENTATIONS AND SPEECHES

See separate list of training experience, publications and presentations.

**STEVEN S. PINNELL**

**PRESENTATIONS AND SPEECHES (Partial List)**

- CH2M Hill -- "Value Engineering,"  
In-house seminars and instruction, 1974-75
- Construction Surety Underwriters, Oregon Section --  
"Construction Management," luncheon speech, 1975
- University of Portland, Graduate School of Business --  
"Critical Path Scheduling," lecture for Business 532, 1976
- AMR International, Inc., Construction Management Seminar --  
"Scheduling," lecture, 1976
- American Water Works Association, Pacific Northwest Conference --  
"Matrix Management: A Blend of Functional Departments and Project Teams,"  
speech, 1978
- American Society of Value Engineers, Portland Chapter --  
"Use of computers in Project Management and Value Engineering," dinner speech,  
1980
- Associated General Contractors, Oregon Section Annual Convention --  
"Proof of Claims with CPM Schedules," seminar, 1981
- American Management Associates, Basic Project Management Seminar --  
"Scheduling," lecture, 1981
- First International Conference on Computers in Civil Engineering, New York City --  
"Micro-Computer Project Management System," presentation of paper, 1981
- American Public Works Associations, management seminar in Seattle, WA --  
"Project Management Systems for Public works," presentation of lecture, 1981
- American Management Associations, Basic Project Management Seminar, San Francisco,  
California, -- 4 days, 1981
- Associated General Contractors, Supervisor Training Program, Portland, Oregon --  
"CPM and Claims," lecture, 1982
- Marylhurst College, Planning Course -- "Project Planning," lecture, 1982
- Professional Engineers of Oregon, 1982 State Convention --  
"The Engineer in Business and Management, speech, 1982