

Roger C. Smith

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Chief Operating Officer / Chief Financial Officer

Innovative, detail-oriented senior-level manager with over 21 years experience obtaining and managing multi-million dollar public and private sector projects, including bridges, water/waste water plants, industrial site development and highway projects. Demonstrated success in contract negotiation and project management. Solid organizational skills, with proven track record of boosting profits through careful cost analysis, risk assessment, project estimating and financial management.

Other Strengths and Abilities

- * Develops innovative strategies to create competitive advantage and increase employees' input to projects
- * Accurate, meticulous estimating procedures – no bids lost due to errors
- * Strategic planning and field operations
- * Contract negotiation, modification and review
- * Visualizes, plans, organizes and executes projects
- * Development of cost accounting systems
- * Excellent interpersonal and communication skills
- * Conceptualizes and disseminates complex projects into manageable segments for accurate cost estimates
- * Financial analysis, planning and review, with expertise in budget and cost management
- * Administration and field staff management
- * Vendor and subcontractor assessment and selection
- * Creates scope letters for general contractors
- * Employee motivation, mentoring and training
- * Customer relations and sales (not afraid to cold-call)

Outstanding mathematical and technical acumen, with a high level of computer and business software expertise

PROFESSIONAL HISTORY

2011 – Present, Senior Estimator, Northern Industries, Inc.

San Leandro, CA

- Estimates bids ranging from \$2.5M-\$100M for company specializing in heavy civil projects

Key Accomplishments

- Created database of subcontractors and suppliers to facilitate competitive bidding
- Secured numerous projects through utilizing personal business contacts
- Served as key member of team that created new procedures for job cost system
- Created and developed codes for tracking work within job cost system and for estimating purposes

2008 – 2011, Vice President, A.E. Smithers Construction, Inc.

Wolstrum, CA

- Oversaw all areas of heavy/civil construction company that employed up to 75 people:
 - * Managed three field superintendents and seven accounting/administrative personnel
 - * Directly supervised an estimating and project management staff of six people
 - * Analyzed project costs every week and prepared project “cost to complete” each month
 - * Assessed risk for projects proposed for bid as well as for work on projects under contract
 - * Selected projects for bidding, assigned projects to estimators, reviewed all estimates
 - * Reviewed, negotiated and modified contracts/subcontracts, and served as primary client contact
 - * Continually searched for new technology and innovative equipment

Key Accomplishments

- Saved client company \$500k on one project through reprocessing & re-use of existing materials
- Oversaw development of innovative means and methods for grading and installation of synthetic surfaced athletic fields, reducing man-hours by 35% and giving company a major competitive advantage
- Synthetic surfaced athletic fields became a highly profitable company specialty as a result
- Implemented use of GPS to accurately capture earthwork quantities, resulting in “real time” labor and equipment costs for managing each project as well as accurate production rates for more competitive estimates

2005 – 2008, Chief Estimator / Marketing Director, College Construction Co., Inc. Windsor, CA

- Controlled all aspects of projects, including risk assessment, project selection for bidding, contract/subcontract negotiation, and project close-out for general engineering construction firm
- Supervised an estimating & project management staff of six
- Served as primary client contact

Key Accomplishments

- Increased profitability from 11% to 34% in 3 years while maintaining consistent annual revenue of \$24+ million per year through prudent project selection, accurate estimating, meticulous cost management and an aggressive asset conservation and management program.
- Consistently outbid much larger competitors for projects through superior cost estimating, including a \$12 million expansion project for Kaiser Permanente in Sacramento, CA
- Procured major projects as Marketing Director through the development of profitable relationships

2001 – 2003, Project Manager, Parnum Paving, Inc. / Granite Construction Co. Ukiah, CA

- Managed major road construction projects; supervised staff; administrated contracts; provided cost / revenue analysis and forecasts; oversaw project engineering; negotiated change orders; and liaised between Caltrans / governmental agencies and property owners

Key Accomplishment

- Managed \$17 million project that widened Highway 101 near Hopland, CA

2000 – 2001, Project Manager, Bradbury Stamm Construction Albuquerque, NM

- Oversaw projects for a construction company specializing in municipal infrastructure upgrades

Key Accomplishment

- Assumed management of an Albuquerque / Bernalillo County \$8 million+ infrastructure project and saw it through to completion, overcoming the fact that over 35% of the labor budget had been spent on only 13% of work completed on the project. *Scope of work included 25' deep excavations, 12" – 96" RCP Storm Drain, 8" – 48" Sanitary Sewer, 4" – 12" Potable Water; Roadway Excavation/Grading; and Asphalt Paving

1995 – 1999, Vice President, Structural Specialties, Inc. Hutchinson, MN

- Estimated and managed projects, negotiated contracts, managed field operations, and procured material and equipment for a bridge construction company

Key Accomplishments

- Increased revenues from \$3 million to \$7 million annually, and profits by 22%, in 4 years through providing highly accurate project estimates
- Developed a cost / accounting system that accurately captured project costs and quantities of work, providing crucial data for competitive and successful estimates
- Managed over \$2 million in company assets

1992 – 1995, Lead Estimator, Kiewit Pacific Co. Concord, CA

- Lead Estimator for a variety of multi-million dollar public works / private development projects (up to \$62 million) for CalTrans, BART, PG&E, Shell Oil, WME and other clients
 - * Trained and orientated new engineers, and supervised earthwork take-off department
 - * Scheduled project, planned work activities and reviewed contracts
 - * Researched, acquired and implemented new technologies, and provided project cost analysis

Key Accomplishments

- Completed a \$5.6 million, 7-week / 1.6 million cubic yard earthwork project ahead of schedule
- Supervised \$15.8 million wastewater pumping and chlorination / de-chlorination facility

1991 – Senior Estimator, Ghilotti Bros, Inc. San Rafael, CA

- Estimated CalTrans, public works and private development projects worth up to \$10 million

Key Accomplishment

- Managed all aspects of project estimates, from take-off through bid close-out

1987 – 1991 Engineer / Estimator, Ames Construction Co. Burnsville, MN

- Estimated and managed projects for the company's Arizona Division
 - * Responsibilities included preparation and negotiation of change orders and supplemental agreements; contract negotiation / administration; material purchasing; bid preparation; cost analysis; progress billing; and claims

Key Accomplishments

- Managed construction of a 260-acre lined pond for Palo Verde Nuclear Plant, Wintersburg, AZ
- Served as project manager for company's work on the Lake Roosevelt Bridge Project
- Estimated and managed five water/waste water facilities projects
- Key player in virtually every facet of company business conducted in Arizona

1985 – 1987, Engineer, Lunda Construction Co. Black River Falls, WI

- Worked on multi-million dollar projects for a bridge construction company
 - * Created change orders and supplemental agreements, scheduled projects, arranged purchasing, provided cost analysis, and ensured timely delivery of necessary materials

Key Accomplishments

- Coordinated with the U.S. Army Corps of Engineers, MN DOT, environmental agencies, county and city agencies, and subcontractors and suppliers to complete a \$13 million bridge project on time and under budget
- Performed CPM scheduling for an accelerated \$17 million Mississippi River bridge project and a \$10 million hydroelectric power plant project

Education

- Dual B.S. Degree – Business Administration / Finance and Construction Engineering – Mankato State University, Mankato, MN
 - * Major areas of study included business administration; finance; real estate; insurance; and construction engineering / management
- Specialized studies: CPM planning and scheduling; microcomputer applications; laser applications; construction labor law; construction claims and construction litigation