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PROFESSIONAL EXPERIENCE:

2006 – Present Principal, Stantec Consulting Inc., Edmonton, Alberta, Strategic Management Practice Currently on American Arbitration Association's commercial mediation and arbitration panels, The U S Institute for Environmental Conflict Resolution panel, CPR Institute's Construction Panel, a member of AAA's New England Construction Advisory Council, and a member of the Building Futures Council.

1995-2006 Principal, Adaptive Consulting Team, Portland, ME Selected clients include American Arbitration Association, Siemens Transit, Kiewit Construction Company, Tren Urbano (San Juan, P.R.), Bechtel, Parsons/Brinkerhoff, Massachusetts Highway Department, Massachusetts Port Authority, DPIC Companies, New York City Transit Authority, Railworks Inc., RailAmerica, NYDOT, Port Authority of NY & NJ, NYC Transit Authority, Maine Turnpike Authority, law firms, insurance companies, and governmental entities. He was the facilitator selected for a complicated Brownfield Redevelopment Plan in 1997, and is an experienced EPA XL Project Convenor.

He is a repeat guest lecturer at MIT graduate Civil Engineering Program (1997&1998), and at Suffolk University Law School, and Husson College. He has presented papers at the Conference on International Law in Salzburg, Austria, the 1998 Latin American Conference of the International Bar Association in Rio De Janeiro, Brazil, the WTS Annual Conference in San Diego, and the American Society of Civil Engineers Annual Conference, Boston. He is an experienced mediator, arbitrator, international mediator, and facilitator, and has worked on individual projects as large as \$2 Billion.

1990-1995 Director, Bureau of General Services, State of Maine

- 258 employees, five operating divisions, (listed below):

1. Division of Professional Services - including setting policy on RFP's and their administration, approving and signing contracts for all architectural and engineering work on state-owned buildings; assuring code compliance (except within the University system); approving and signing all letters of intent, plans and specifications for construction work, and maintaining copies of same for future repair reference; overseeing the administration of all contracts for all construction; approving and signing all change orders; setting standards for space allotment in state-owned, and leased buildings; setting standards for furnishings and space design for all state-owned buildings; and approving and signing all repair requests for all state-owned buildings; overseeing the administration of bond funds in asbestos mitigation and energy conservation; and approving and signing all contracts, expenditures, and change orders required therein. Additionally, the director is the ultimate arbiter of contract disputes.

2. Risk Management Division - including setting policy on the use and limits of the fund, administering of the fund itself, approving and signing all payments from the fund, approving of all clients protected by the fund, and negotiation of settlements against the fund.

3. Division of Housekeeping and Custodial Services - including setting policy on the amount and frequency of cleaning services and waste removal for all state-owned buildings, and setting standards for floor coverings in state-owned offices.

4. Property Management Division - including setting energy policy on the 58 buildings in the Augusta Complex, maintaining and repairing all structures, operating all mechanical and electrical systems, operating the Delta security system 24 hours a day, operating the repair center and

warehouse, negotiating purchases of utilities for these properties, including electricity, oil, sewer and water, maintaining the grounds, including lawn mowing and snow & ice removal, and overseeing re-assignment of space within state-owned buildings; and operation of the state's Central Motor Fleet, which includes some 2000 vehicles.

5. Space Management Division - including setting policy regarding the leasing of space for state agencies, working with agencies to assign work stations, approving and signing all leases on behalf of any state agency, entering into all negotiations for leased property for the state, and reporting to the Governor and legislature on the status of all leases, and the status of the internal service fund that funds administration of leases.

6. Division of Purchases - including setting policy regarding contract advertisement, award, and appeals procedures for all goods and services for all state agencies, ruling on appeal requests, overseeing the administration of several internal service funds, including the print shop and postal center, and the disposition of surplus property.

* Annual Budgets: \$9 million salaries, \$35 million operations, \$400 million plus in total annual procurement, \$223 million in approval or regulatory.

1983 - 1990 General Sales Manager, Blue Rock Industries, Westbrook, ME 04102

- Sales force of 23 - construction, government sales.
- P & L responsibility for an operating division.
- Supervised entry into the retail business.
- Managed all corporate advertising.
- Sales increased over 100% from 1983 to 1989.

Principal Owner, Small Business

- Sold industrial lubricants to construction/government accounts.

National Sales Manager Amp Special Industries, Valley Forge, PA

- Established Dealer Sales network.
- P & L for 60 products, sales force of 18.
- Created marketing and advertising tools.
- Pioneered use of sales/warehouse vehicles for in-factory sales.

District Sales Manager Scott Paper Company, Philadelphia, PA

- District Sales Manager for the Container Division.
- Directly supervised 36 salespeople, Maine to Florida.

Marketing Representative, Armstrong Cork Company, Lancaster, PA

- Building Materials, Insulation, Gaskets, Adhesives

Additional Overall Construction Experience Detail: Sales engineering/marketing of various building materials to the construction industry, including fiberglass, polystyrene, & polyurethane building insulation materials, low and high temperature pipe insulation, wall and ceiling paneling, floor coverings, insulation-displacement electrical connectors, and construction lubricants.

Companies represented included Armstrong Cork Co., Scott Paper Co. and Amp Inc.. Summer construction (high school & college) on various projects in Philadelphia area, including general labor, rough carpentry, masonry, electrical, mechanical, and operation of heavy equipment (backhoe & dozers).

EDUCATION:

- B. S. Degree, West Chester University, West Chester, PA,;
- Professional Football - Played in several professional leagues.
- Associate, Chartered Institute of International Arbitrators, London, England, March, 1997.
- Commissioned Officer, U. S. Naval Reserve; served honorably during the Vietnam conflict as shipboard Damage Control Assistant. Responsibilities included oversight of fire and flood suppression systems and personnel, general shipboard maintenance and repairs, and maintenance of vessel watertight integrity. Engineering responsibilities for both steam turbine and diesel plants.

BUSINESS ORGANIZATIONS:

- American Arbitration Association national mediation, arbitration commercial panels, since 1991.
- American Arbitration Association's Construction Advisory Council.
- Board, SPIDR New England.

- Building Futures Council Member.
- Dispute Review Board Foundation Member.

Awards:

- **AGC Marvin Black Excellence in Partnering – 2003, 2004**