Jim Jetton, PE

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# Education

University of Tennessee | Knoxville, TN - Bachelor of Science in Civil Engineering, 2000 Union University | Jackson, TN - Master of Business Administration, 2005

# Experience - Abbreviated

US Bureau of Reclamation, Value Analysis Division | Denver, CO Estimating Process Review Program Manager, 2020 - 2025

Design, Estimating, and Construction Oversight Program Manager, 2021 & 2024

US Bureau of Reclamation, Estimating Services Group | Denver, CO Senior Cost Estimator/Civil Engineer, 2015 - 2019

Cost Estimator/Civil Engineer, 2012 - 2015

US Army Corps of Engineers, Cost Engineering Center of Expertise | Walla Walla, WA Cost Estimator/Civil Engineer, 2010 - 2012

US Army Corps of Engineers, Cost Engineering Group | Memphis, TN Cost Estimator/Civil Engineer, 2008 - 2010

Mendrop~Wages, LLC | Ridgeland, MS Project and Office Manager, 2007 - 2008

City of Germantown | Germantown, TN

City Engineer/Assistant Director of Community Development, 2006 - 2007 Capital Improvements Program Manager, 2005 - 2006

Engineer, 2003 - 2005

Tennessee Department of Transportation | Memphis, TN Operations Specialist, 2002 - 2003

Graduate Transportation Associate, 2001 - 2002

# Skills

Technical: I am a subject matter expert in cost estimating, value analysis, and cost risk analysis for heavy civil works projects. I am versed in construction document review and interpretation, identifying significant risks and fatal flaws.

Leading: I support executive leadership, radiating the corporate culture. I am a sought-after resource for guidance in solving complex organizational, programmatic, and project issues.

Facilitating: I establish a team culture, communicate the expectations, and fuel engagement. I frequently facilitated design, estimating and construction oversight reviews, value studies, and cost risk identification meetings.

Presenting: I am clear, concise, and prepared for the audience. Forums included executive leadership teams, management briefings, project manager workshops, and various conferences.

Training: I engage the individual or audience, instilling energy and passion. I have successfully trained over six hundred staff.

# Experience - Expanded

Bureau of Reclamation, Value Analysis Division | Denver, CO Estimating Process Review Program Manager, 01/2020 to 03/2025

* Developed, maintained, and implemented the Estimating Process Review Program (EPR) Charter and Program Management Plan. The Strategic Plan within the Charter states:
	+ The EPR Program will provide a vehicle for communication, consistency, transparency, and accountability in estimates throughout the agency.
* Led an executive committee and working groups on the tasks identified in the Program Management Plan: Communication Strategy, Benefit Risk Modeling, Peer Review Strategy, Benchmarking Strategy, Evaluate Reclamation Programs, Cost Risk Modeling, Cost Estimating Training, Documentation of Benefit Estimation, Evaluate Discount Rate Used, Conservative Designs & Estimates, Accounting Structure Consistency, Reclamation Manual Directives and Standards, and Program Closeout.
* Report to the senior advisor and deputy commissioners on the performance and progress of the EPR Program.
* Led cost risk identification meetings, developed cost risk models, and reported results with recommendations to leadership.
* Facilitated value analysis studies.
* Led Design, Cost Estimating, and Construction Oversight Reviews.
	+ These reviews are a corporate process providing independent oversight for major agency projects focusing on design, cost estimating, and construction to support successful project accomplishment, ensure high quality, maintain credibility with users, customers, and stakeholders and sustain the agency’s credibility.
	+ The oversight review process provides agency leadership with an understanding of the project’s technical/cost risks and uncertainties along with recommendations for reducing those uncertainties where necessary.
* Train staff in cost estimating, value analysis, departmental and agency policies.
* Led the development and implementation of a one-page executive summary that is required for all agency cost estimates.
* Wrote chapters of the cost estimating handbook.
* Provide support as a subject matter expert to:
	+ Reclamation Leadership Team
	+ Budget Review Committee
	+ Regional Leadership Teams, Planning Groups, and Project Management Teams
	+ Value Program Strategic Planning
	+ Project Management Advisory Team
	+ Capital Investment and Repair Needs Working Group
	+ Build America Buy America Act Team
	+ Bipartisan Infrastructure Law and the Inflation Reduction Act
	+ Secretary’s Indian Water Rights Office
	+ Design Build Contracting
	+ Reclamation Law Administration Division
* Offer on-call support to all agency employees for cost estimating means, methods, use and interpretation.

Bureau of Reclamation, Estimating Services Group | Denver, CO Senior Cost Estimator/Civil Engineer, 11/2015 to 12/2019

* In addition to the tasks identified below for Cost Estimator/Civil Engineer, served as a senior construction cost estimator with the Estimating Services Group (Group) of the Technical Service Center (TSC).
* Met with clients and TSC team leads to prepare service agreements establishing labor and non-labor costs for large civil work cost estimating tasks.
* Assigned work to the Group, establish priorities and overall objectives.
* Performed detailed planning, organizing, directing, and analyzing of staff for the accomplishment of cost estimate technical functions and objectives.
* Performed reviews of Group estimates to ensure adherence to the various acquisition regulations, Reclamation Manual Directives and Standards, and appropriate cost estimating methodology.
* Promoted Group culture, quality and efficiency through consistent training and mentoring of staff.
* Serves as a technical cost estimating expert on Value Analysis Studies and Design Estimating and Construction (DEC) Review Teams.
* Performed reviews of sensitive and complex estimates from engineering consulting firms under contract with Regional or Area Offices.
* Developed the most difficult and intricate cost estimates at all levels of project development for water resources facilities and large civil works projects.
* Prepared and administered training to other Reclamation Regions, Area Offices and personnel.
* Regularly acted as group manager during the manager’s absence ranging from a couple of days to a couple of weeks.
* Attended Dam Safety Office change management meetings. Engaged the Dam Safety Office in exploring the use of risk based contingency to promote better accuracy and consistency in cost estimating products.
* Developed draft guidance for risk based contingency cost risk analysis.
* Made recommendations to management for program and process improvement utilizing various tools, methods, procedures, and guidance documents.
* Provided feedback to management on individual and Group performance.
* Served as a resource for Regional and Area Office staff in assistance with cost estimating technical, process, and programmatic questions.

Bureau of Reclamation, Estimating Services Group | Denver, CO Cost Estimator/Civil Engineer, 06/2012 to 11/2015

* Served as construction cost estimator with the Estimating Services Group (Group) of the TSC.
* Prepared construction cost estimates for unique and complex heavy civil works projects at the preliminary, appraisal, feasibility, percent design, prevalidation, Independent Government Cost Estimates (IGCE), and contract modification levels levels.
* Served as lead estimator directing the performance of other at grade or lower grade engineers for the development of all types of water resource facility and large civil water resources construction.
	+ Facility construction included but was not limited to dams, spillways, outlet works, pumping plants, pipelines, levees, canals, fish facilities, power plant components, buildings, tunnels, utilities, roads, and bridges.
	+ This lead responsibility included planning the estimate approach, organizing the estimators’ efforts, tracking progress in relation to schedule and labor budget, ensuring adherence to technical quality, and in the delivery of an understandable product to the client.
* Actively trained and mentored new employees in the cost estimating method, Group’s methods and practices, and all steps necessary to complete a quality cost estimate.
* Ensured that new employees were developing professionally and were acclimating well to the Group.
* Served as a resource to the Group’s estimators for cost estimating and software application questions.
* Supported contracting officers in the solicitation, contract negotiation and award of construction contracts.
* Analyzed and evaluated bids or proposals received in response to solicitations.
	+ Compared and contrasted the bids or proposals to the IGCE.
	+ Developed price analysis for use by the contracting officer to support contract award.
* Prepared construction cost estimates for construction modifications and change orders.
* Provided peer reviews for at grade and lower grade estimators ensuring adherence to quality and schedule.
* Reviewed construction cost estimates prepared by Bureau of Reclamation regional offices or project offices.
* Reviewed construction cost estimates prepared by consulting engineers and other federal agencies.
* Reviewed construction plans and specifications providing comments to engineering designers.
* Prepared construction schedules based off construction cost estimates, logic sequences, and construction methodology.
* Prepared labor budgets for the development of client service agreements. Reviewed the scope of work and estimated the resource and schedule needs for the work.
* Finalized cost estimate files for documentation and for future reference in summary databases and in detailed structure.
* Analyzed project risks and identified mitigation measures.
	+ Facilitated cost risk analyses brainstorming sessions with multi-disciplined project teams.
	+ Developed and ran cost risk models to support contingency development.
	+ Developed steps and guidelines for the implementation of cost risk analysis.
	+ Served as a technical expert to regional, project and program offices for identification and evaluation of project risks to be modeled by other parties.
* Willingly accepted additional work, often under short suspense, to support the Group’s needs.
* Served as a technical expert on value engineering studies.
* Developed, reviewed and/or commented on cost estimate sections of reports to including planning studies, white papers, and memorandums.
* Developed and maintained a quality professional relationship with the Group’s clients, stakeholders, and other TSC groups.

US Army Corps of Engineers, Cost Engineering Center of Expertise | Walla Walla, WA Cost Estimator/Civil Engineer, 05/2010 to 05/2012

* As a member of the Cost Engineering Branch and Directory of Expertise routine work involved planning, directing, coordinating, and preparing mechanical, electrical, and heavy civil construction cost estimates.
* Estimates included but were not limited to plant and equipment for operation of civil works locks and dams, hydroelectric powerhouses, flood control structures, fish hatcheries and passages, recreational developments, public buildings, roadways, bridges, drainage, utilities, concrete, steel and earthwork.
* Served as team leader and lead estimator coordinating and directing the work of other estimators to complete estimates for in-house and contracted work involving construction, architect-engineer services, operational services, and maintenance services for the Walla Walla District, multiple Districts in the Army Corps of Engineers, Department of Energy, and other agencies.
* Worked within regional and national teams preparing construction cost estimates through all stages of project development starting at the planning stage (reconnaissance and appraisal cost estimates), through the design memorandum stage (feasibility cost estimates and total project cost summaries), through the engineering and design stage (percent design cost estimates and IGCE).
* Performed site visits to investigate conditions and circumstances in order to assess the impacts to constructability and how those impacts are realized in the project cost.
* Determined the length of time required for each phase of construction up to the completion of work.
* Determined construction crew structure including labor and equipment, the determination of production rates and any necessary use of unique construction methods and equipment.
* Tracked and evaluated trends on material types, prices, labor, and other construction costs as well as new developments in construction methods.
* Resolved questions and problems in the construction plans and specifications.
* Developed and maintained relationships with suppliers and manufacturer representatives to obtain price quotes and product availability.
* Furnished review comments on plans and specifications during the planning and design phase of projects.
* Calculated all quantities for varying types of civil, mechanical, and electric engineering work. These quantities were used in the development of the construction cost estimates.
* Identified risk within a project a varying stages of project development.
	+ Assigned weight values to cost risk factors to evaluate impacts to project cost and schedule.
	+ Advised other districts on the use of cost risk analysis.
	+ Facilitated cost risk analysis team meetings and brainstorming sessions.
	+ Developed cost risk analysis simulation models.
* Provided National Agency Technical Reviews.
	+ The peer reviews focused on the cost estimating method, details in developing costs to include crew makeup – material costs – equipment usage – production rates, if the scope of work was adequately covered by the design and cost estimate, appropriate contingency and escalation rates were used, all non-contract costs were identified and estimated appropriately, and all regulations were followed.
	+ These review approvals were required prior to a project being able to move forward for funding.
* Tested unique software for use by the national organization prior to implementation.
	+ This included Micro Computer Cost Estimating Software (MCACES) MII and the Cost Estimating Database (unit price, cost estimate depository) for use by all US Army Corps of Engineer cost estimators.
	+ The Cost Estimating Database had implementation issues, and I was selected to troubleshoot the software, provide user feedback, direct the software programmers, develop a user guide for cost estimators, and advised the National Chief Cost Engineer who then advised Congress of the implementation progress.
* Mentored and trained new employees and rotational engineers.

US Army Corps of Engineers, Cost Engineering Group | Memphis, TN Cost Estimator/Civil Engineer, 01/2009 to 04/2010

* Prepared cost estimates for all stages of project development. This included reconnaissance, appraisal, feasibility, percent design level cost estimates as well as IGCE.
* Provided cost estimates for and assisted in the evaluation of value engineering proposals analyzing construction costs and methods.
* Typical projects involved channel clearing, channels, levees, dikes, revetments, dredging, outlet structures, pumping stations, roads, bridges, and utilities.
* Utilized plans, specifications, survey data, soils data, preliminary design reports, finding of facts for contract modifications, Engineer Manuals and Regulations, equipment specifications, labor regulations, and cost manuals as they apply to the preparation of cost estimates for heavy civil construction projects.
* Provided support, guidance, and alternate approach to other District elements during planning, design, and construction of projects. This included participation in project delivery teams, reviewing plans and specifications at the Independent Technical Review (ITR) and Biddabillity – Constructability – Operability – Environmental (BCOE stages) of project design.
* Identified alternates and recommended changes in design for reason of economic analysis, constructability, biddability, and operability, and funding restrictions. Weighed the cost of alternate approaches and impacts to construction schedules.
* Made determination of construction method, type and amount of equipment required, classification and number of workmen, materials and supplies required, and quantity determinations.
* Maintained records and cost estimating databases for prevailing labor rates, sources of available materials, current pricing, and practices for guidance in cost estimating.
* Reviewed construction records on completed projects to determine production rates and costs related to the methods of construction.
* Administered the relocation program for the district.
	+ Relocations covered any utility, roadway, or bridge infrastructure in conflict with proposed projects.
	+ Coordination with infrastructure owners, development of formal relocations agreements, execution of contract requirements, and certification during design and construction were all elements in the relocation process.
	+ Conferred with other district teams including legal, real estate, project management, civil design, construction, and the executive offices in the development and execution of the relocation agreements.
	+ Developed and maintained respect and trust with the utility, roadway and bridges owners and stakeholders.

Mendrop~Wages, LLC | Ridgeland, MS Project Manager, 07/2007 to 12/2008

* Led operations for a regional satellite branch office.
* Responsible for the complete engineering and business management of assigned projects.
	+ This included scope, schedule, and budget development at project initiation, project resource allocation during implementation, and insurance of delivery of the quality product.
	+ The engineering management of a project included performing engineering study and design tasks or assigning engineering design tasks to team members with the ultimate responsibility for and providing an engineering stamp for the work.
	+ The business management of a project included determining the resource requirements to accomplish the project tasks and goals, budget analysis and tracking, resource allocation and performance review, and maintaining contact with the client.
* Aside from the specific tasks involved in project management, being a leader within the organization was essential to being successful in the position.
	+ This included establishing guidelines and operating procedures, determining the strengths/weaknesses/opportunities/threats affecting the organization, and evaluating organization performance to ensure quality and profit.
* Regular consultation to clients acting as a member of the client's organization.
	+ This included acting as a city engineer, strategic and comprehensive planner, economic development analyst, construction manager, and financial analyst.
* Projects ranged from residential and commercial developments, state departments of transportation, water resources improvements, potable water improvements, and large-scale economic developments projects.
	+ Served in multiple roles in the management of the Toyota Motor Manufacturing Facility in Blue Springs, MS for the State of Mississippi.
* Marketed the firm to potential clients and ensured positive relations with existing clients.
	+ Developed proposals for professional engineering and surveying services.

City Engineer/Assistant Director of Community Development, 07/2006 to 07/2007

* Planed, directed, and coordinated the planning, design, construction, and inspection of all infrastructure improvements and capital improvement projects.
* Approved designs and construction plans for all residential developments, commercial developments, and City infrastructure improvements.
* Developed short and long-range engineering plans providing professional engineering advice and assistance on matters pertaining to the City's infrastructure systems, traffic, and equipment for public facilities and grounds.
* Planned, organized and directed all activities of the Engineering Division including civil and traffic engineering, construction inspection, GIS, plan review and record and map maintenance.
* Selected staff, assigned work, coordinated efforts, reviewed and evaluated the work of approximately twelve engineers, construction inspectors, technicians and support staff.
* Provided technical engineering guidance to the heads of various City departments, the City Administrator, and Mayor and Board of Aldermen.
* Assisted Department Heads in preparing specifications and bid proposal requests for capital improvement program projects.
* Presented the City's position and policies to other governmental jurisdictions, private firms and the general public on engineering matters.
* Coordinated the planning and engineering of interdepartmental capital improvement program projects to ensure that projects are planned, designed, and constructed in a technically competent, safe and economical manner and met the City's quality, time and cost standards.
* Oversaw the long-range planning, project development, construction and inspection of all public works projects.
* Arbitrated contractual disputes between the City and consultants or contractors involved in the design or construction of City development and capital projects.
* Responded to sensitive and difficult inquiries from the public, City Administrator, Mayor and the Board of Aldermen.
* Presented reports and recommendations to the Board and various Commissions on various engineering projects and issues.
* Approved the acquisition and easements of property for municipal projects.
* Prepared and administered the Engineering Division budget and monitored expenditures.
* Kept records and prepared reports of division activities.
* Conducted site inspections for quality assurance and quality control.
* Ensured adherence to federal, state, and city laws, codes, ordinances, regulations and standards pertaining to engineering projects.
* Communicated in writing, in person on a one-on-one basis and before groups for the purpose of convincing, justifying, defending and settling matters involving controversial issues.
* Worked cooperatively with the Board, City management, private firms, and the general public.
* Visualized the long-range planning needs of a suburban area providing leadership and direction to political officials and developers.

Capital Improvements Program Manager, 10/2005 - 06/2006

* Managed, developed, and coordinated Capital Improvements Program (CIP) activities to promote consistency and unification of the City's capital projects.
* Directed and oversaw all capital projects including program design and coordination, budget review and approval, and contract negotiation.
* Served as principal liaison regarding CIP projects with City departments and executive staff.
* Reviewed and evaluated all CIP applications, analyzed scope of work, cost estimates and timeline projections to determine if requests support City goals and met CIP policy criteria and guidelines.
* Evaluated personnel requirements for projects and assessed the City's ability to provide or the need to outsource.
* Recommended approval of funding to City Administrator and presented project proposals to various boards and commissions.
* Supervised and directed project staff assigned to manage departmental capital projects, outlining work plan, responsibilities and scope of authority.
* Reviewed plans, specifications and construction cost estimates and met with consultants to negotiate terms and conditions of contracts.
* Assembled and reviewed purchasing documents and worked with purchasing in the bidding process, coordinating efforts to streamline work processes and decrease turnaround times.
* Established design and construction schedules to define the development process of each project to ensure the project progresses on schedule.
* Maintained cash flow of projects to ensure that projects stay within the prescribed budget and payments are made timely.
* Interviewed and thoroughly reviewed firm qualifications and participated in the selection and fee negotiation of professional services.
* Managed consultant contracts to ensure adherence to scope, resolution of design conflicts, and adherence to budget constraints; accepted or rejected work performed under contract and negotiated changes as required.
* Prepared project designs and reviewed and monitored designs to ensure compliance with scope of project specifications.
* Inspected project sites to keep abreast of developing problems and to assist project managers with sensitive or time-critical decisions.
* Monitored and approved construction activities such as change orders and pay estimates.
* Reviewed status reports prepared by project staff and prepare project activity reports for executive staff review.
* Communicated CIP policy and provided instructional packets to be used by departments submitting project requests.
* Developed, maintained and improved CIP management policies and procedures to facilitate continuous improvement.
* Effectively scheduled design and construction projects and administered contracts to meet deadlines.
* Facilitated multiple projects and priorities.
* Worked collectively and independently to plan and organize projects.
* Prepared written reports and contract documentation.

Engineer 1, 08/2003 - 09/2005

* Planed, reviewed, designed and inspected a variety of municipal civil engineering projects.
* Represented the City at various meetings and responded to citizen inquiries and complaints.
* Served as project engineer on commercial, subdivision, and capital projects.
* Reviewed detailed plans, specifications and estimates for various public works projects to ensure compliance with local, state and federal ordinances and regulations and established professional engineering design parameters.
* Prepared designs, specifications, and cost estimates for engineering projects involving roadways, drainage, sewer systems and traffic control.
* Participated in the preparation of contract documents; including scope of work, technical and material specifications, cost and work-hour estimates, and other documentation required for the preparation of engineering services contracts.
* Conferred with contractors concerning plans, specifications and quality of work performed; reviewed monthly progress payment requests and recommended payment of invoices; reviewed contractor claims, cost overruns and justifications to prepare change orders.
* Conferred with engineers, architects, contractors, consultants, developers, the general public, inspectors and public officials to plan and coordinate projects, providing engineering advice and guidance, and resolving problems.
* Provided direction and professional engineering support to technical and maintenance staff in the completion of field inspections.
* Reviewed, responded to, and resolved citizen inquiries or complaints regarding projects or municipal public work problems, prepared correspondence in response to citizen inquiries and complaints.
* Conducted field investigations and site inspections to collect data, observed markings and traffic signal operations.
* Attended Mayor and Board of Aldermen meetings, planning commission meetings, and other sessions to support appropriate engineering decisions.
* Kept records and prepared reports of activities.

Tennessee Department of Transportation | Memphis, TN Operations Specialist 2, 01/2002 - 07/2003

* Performed professional civil engineering work for constructing a structure or roadway.
* Applied professional level engineering principles in solving problems either through leading staff or assisting regional or statewide specialists in providing technical guidance.
* Assigned and supervised subordinate staff on construction projects.
* Oversaw survey of project sites.
* Discussed the project with landowners, utility representatives, and other individuals.
* Oversaw construction projects to ensure that construction projects were built according to plans and specifications.
* Checked plans, specifications and contracts for accuracy and completeness and calculated additional construction information.
* Coordinated the work of contractors and utility companies.
* Initiated payment to contractors based on work completed.
* Provided technical guidance to staff interpreting departmental and federal policy and procedures.
* Conducted laboratory and field tests on materials and documented findings to assure conformity to construction specifications

Tennessee Department of Transportation | Memphis, TN Graduate Transportation Associate, 01/2001 – 01/2002

* Rotated through roadway design, structural design, and operations assignments within the Department.
* Assisted in the preparation of a completed drawing of a roadway or bridge; compiled survey and design information; calculated areas, distances, volumes and other design parameters.
* Assisted design team to plan and design a roadway; check traffic surveys and other information for accuracy; compute horizontal and vertical dimensions of a project; calculate amounts of work and materials necessary to complete the project; determine the location and computed size of right of way necessary.
* Oversaw taking samples of concrete, asphalt or other material and conducted the appropriate tests to ensure compliance with specifications.
* Inspect contractor's work and the placement of traffic control and environmental protection devices.
* Designed elements of hydraulic systems to protect roadways the cost effectiveness of different hydraulic structure types.
* Studied standard specifications, test procedures, and other materials to assure construction specification compliance.

University of Tennessee | Knoxville, TN

Research and Laboratory Assistant, 01/2000 – 12/2000

* Assisted water resources professors in research and documentation.
* Developed bibliography for the effects of woody vegetation on earthen dams.
* Prepared information to be compiled in a best management practices manual for the National Pollution Discharge Elimination System.
* Coordinated with field experts in the collection of data.
* Maintained laboratory testing equipment for optimal performance.
* Prepared for classroom experiments.
* Established laboratories to be a productive environment.

Additional Information

* State of Tennessee Licensed Professional Engineer, License # 110142.
* State of Mississippi Licensed Professional Engineer, License # 18198 (expired)
* Bureau of Reclamation, Dam Good Leaders Program, 2019
* Bureau of Reclamation, Exploring Supervision at Reclamation, 2019
* Department of Defense Certified Cost Engineer, Certificate No. 0445 (expired 2016)
* USACE Walla Walla District Commander’s Coin, 2012
* USACE Walla Walla District New Employee of the Year 2011
* USACE Memphis District Commander’s Coin, 2010
* Leadership Germantown, Class of 2006
* Engineers Without Borders Spokesperson, 2005
* Boy Scouts of America, Eagle Scout, 1996
* Proficient in MS Word, Excel, Outlook, Project and PowerPoint
* Proficient in MCACES MII and InEight Hard Dollar cost estimating software
* Proficient in Palisade @Risk and Oracle Crystal Ball risk modeling software
* Experience with AutoCAD and MicroStation