



## Stephen P. Lechner

Independent Advisor  
Program Governance, Controls and Regulatory Matters  
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### Qualifications

University of Illinois, Urbana

- Bachelor of Science, Civil Engineering, 1980
- MBA, 1982

AACSB International Bridge Program, Washington University, St Louis, Missouri, 2016

### Sample Projects

- power generation facilities (fossil, hydro and nuclear)
- gas and electric transmission and distribution facilities
- advanced metering initiatives (AMI)
- airports
- rail projects
- pipelines
- LNG facilities
- highways
- hospitals and care facilities
- research and medical laboratories
- oil refineries
- sports facilities
- museums
- schools/training facilities
- prisons
- hospitality/gaming facilities
- major IT implementations
- manufacturing plants
- environmental remediation projects
- maintenance programs

Stephen Lechner is one of the world's leading experts on governance and controls associated with the design, development and delivery of major capital projects and programs. He has also advised numerous public utilities on rate cases, reasonableness reviews and project cost recovery and testified in multiple regulatory proceedings. In these proceedings, his opinions and recommendations have been widely adopted and relied on by public utilities, judges and regulatory commissions. Over the past 34 years, he has helped his clients and their customers save billions of dollars through enhanced program governance, process improvements and successful dispute avoidance and resolution.

Steve has been retained by project owners, contractors and government entities as an expert on cost, schedule, performance, risk and regulatory issues related to major capital projects and other programs throughout the world. His consultation has involved:

- the analysis and development of corporate governance structures and control environments for capital projects and programs;
- prospective and retrospective analysis of cost and management reasonableness;
- assessments of project management control tools and procedures;
- detailed analysis of project performance and risk management; and
- assessments of economic impacts related to disputes and regulatory requirements.

Steve has participated in numerous reasonableness reviews, dispute mediations and settlement negotiations, has acted as an arbitrator and has submitted expert evidence on the reasonableness of procurement and project management approaches, as well as delay, productivity and cost accounting issues in various jurisdictions around the world.

### Job History

July 2016 to present	Independent Advisor, Larkspur, California
October 2002 to June 2016 (retired)	Principal, PricewaterhouseCoopers (PwC) Advisory Services, San Francisco, California
July 2001 to September 2002	Partner, PwC Corporate Finance and Recovery, Melbourne, Australia
January 2000 to June 2001	Director, PwC Corporate Finance and Recovery, Melbourne, Australia
November 1997 to December 1999	Director, PwC Financial Advisory Services, San Francisco, California
September 1996 to October 1997	Independent Consultant (construction, environmental and energy consulting), Larkspur, California
1990 to August 1996	Vice President, Peterson Consulting, San Francisco, California
1982 to 1990	Consultant, Peterson Consulting, Chicago, Illinois and San Francisco, California

### Seminars and Teaching Experience

Steve has designed, developed and instructed numerous courses, seminars and professional workshops on capital project governance practices, cost modelling techniques, project cost and schedule controls, cost accounting, estimate contingencies, project risk

<p><b>Countries Worked</b></p> <ul style="list-style-type: none"> <li>• Australia</li> <li>• Canada</li> <li>• China</li> <li>• Colombia</li> <li>• Guatemala</li> <li>• Hong Kong</li> <li>• Peru</li> <li>• Philippines</li> <li>• South Africa</li> <li>• United States</li> </ul> <p><b>Publications</b></p> <ul style="list-style-type: none"> <li>• Chapter 26, "Construction Claims," <i>Litigation Services Handbook</i>, Fourth Edition, The Role of the Financial Expert, John Wiley and Sons, Inc., 2007. Updated in Chapter 28, <i>Litigation Services Handbook</i>, Fifth Edition, The Role of the Financial Expert, John Wiley and Sons, Inc., 2012.</li> <li>• "Managing Large Scale Capital Projects," <i>Utility Products</i>, September 2007.</li> <li>• "Methods of Analyzing Delay and Disruption on Construction Projects," <i>Construct</i>, ABA Section of Litigation, Winter 2006, Vol 15, No. 2.</li> </ul> <p><b>Personal Interests</b></p> <ul style="list-style-type: none"> <li>• Coaching and mentoring young professionals</li> <li>• Immersion travel</li> <li>• Cooking and fine wines</li> <li>• Weight training</li> <li>• Music</li> </ul>	<p>management, and delay and disruption damage theory and calculations. He has received outstanding student feedback on all courses he delivered. Sample courses include:</p> <p><b><i>Introduction to Program Governance and Controls (Internal PwC Training)</i></b></p> <ul style="list-style-type: none"> <li>• Two to three day courses instructing PwC professionals in a classroom setting</li> <li>• Courses included theory, case studies and other classroom activities</li> <li>• Training delivered in Chicago, IL, Dallas, TX and Buenos Aires, Argentina</li> </ul> <p><b><i>Using Contracts to Drive Contractor Performance, Johannesburg, South Africa</i></b></p> <ul style="list-style-type: none"> <li>• Two-day course instructing project controls professionals in a classroom setting</li> <li>• Lecture-based course with active classroom participation</li> </ul> <p><b><i>Utilities Internal Audit Roundtable (Chicago, IL, Portland, OR, Detroit, MI)</i></b></p> <ul style="list-style-type: none"> <li>• One-day workshop for public utility Internal Audit professionals</li> <li>• Interactive course addressing common issues facing major projects and techniques to identify issues and establish reasonable controls to enhance project performance</li> </ul> <p><b><i>Methods for Calculating Project Delay and Disruption Damages in Disputes</i></b></p> <ul style="list-style-type: none"> <li>• Regular presenter in major conferences on construction disputes</li> <li>• Delivered multiple sessions in the US, UK, Hong Kong, and Australia</li> </ul> <p><b>Testimony (excluding depositions and mediation proceedings)</b></p> <p><u>California Utilities' Applications for Approval of 2013 – 2014 Energy Efficiency Programs and Budgets (A. 12-07-001, et al).</u> Expert witness addressing performance-based, fixed price contracting practices for capital programs. California Public Utilities Commission, San Francisco, CA, 2015.</p> <p><u>PG&amp;E Gas Pipeline Safety Order Instituting Rulemaking (R.11-02-019).</u> Expert witness addressing the program management structure and approach for a multi-billion capital program related to PG&amp;E's natural gas infrastructure improvements. California Public Utilities Commission, San Francisco, CA, 2011.</p> <p><u>Nevada Power Company (d/b/a NV Energy) 2011 General Rate Case (Docket 11-06006).</u> Expert witness on the reasonableness of project management and related project costs associated with a large work and asset management system implementation. Public Utilities Commission of Nevada, Las Vegas, NV, 2011.</p> <p><u>PG&amp;E 2009 Rate Design Window Application (A. 09-02-022).</u> Expert witness on the incremental nature of estimated costs related to proposed dynamic pricing tariffs and the reasonableness of contingency calculations included in cost estimates, California Public Utilities Commission, San Francisco, CA, 2009.</p> <p><u>PG&amp;E SmartMeter™ Program Upgrade Application (A. 07-12-009).</u> Expert witness on the reasonableness of cost calculations, California Public Utilities Commission, San Francisco, CA, 2008.</p> <p><u>Mackie and Staff v Glengollan Village for the Aged.</u> Expert witness on cost issues, State Court of Victoria, Melbourne, Australia, 2007.</p> <p><u>Mirant v Ove Arup.</u> Expert witness on cost and scheduling issues, Technical and Construction Court, London, UK, 2006.</p> <p><u>PG&amp;E AMI Application (A. 05-06-028).</u> Expert witness on the reasonableness of cost calculations, California Public Utilities Commission, San Francisco, CA, 2005.</p> <p><u>GE Engine Services v Chartwell Aircraft Co., Inc.</u> Expert witness on scheduling issues, Arbitration, Los Angeles, CA, 2005.</p> <p><u>PG&amp;E Electric Restructuring Costs Account Application (A. 00-07-013).</u> Expert witness on cost accounting issues, California Public Utilities Commission, San Francisco, CA, 2004.</p> <p><u>PG&amp;E Tree Trimming OII Proceeding.</u> Expert witness on cost and program management issues, California Public Utilities Commission, San Francisco, CA, 1999.</p>
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