

ERIC GOULD

Co-Founder and Partner



Mr. Gould is a founding member and Partner of Modus Strategic Solutions, Inc., parent company to Modus Strategic Solutions Canada Company. Utilizing over 25 years of experience in the construction industry, Mr. Gould provides clients with project oversight and strategic consulting advice on complex, multi-year power generation and industrial construction projects. Mr. Gould has developed, prepared and delivered reports on large, complex infrastructure projects primarily in the utility sector to energy company's senior executives, boards of directors, governmental and quasi-governmental officials, project management personnel and other interested parties. Mr. Gould's experience makes him uniquely qualified to advise boards, project executives, construction managers, project teams, auditors, risk managers, project controls managers and professionals, and all others engaged in complex construction projects.

Past and Current Projects

Mr. Gould has tracked and consulted on the planning, development, procurement, construction and/or rehabilitation of over 18,000 MW of electric power in North America. He has experience with all types of power generation, including upgrades and rebuilding of nuclear and fossil power plants, new fossil (coal and natural gas) generation, alternative energy facilities, wind and solar generation and innovative co-generation facilities.

Mr. Gould has been engaged in some of the highest profile and largest construction projects completed in U.S. and Canadian utility industry. From the mid-1990's to 2011, Mr. Gould managed teams of consultants and reported to senior management on numerous projects, including Kansas City Power & Light's \$3 billion Comprehensive Energy Plan projects, the rebuilding of Ontario Power Generation's \$1 billion Pickering A Unit 1 nuclear reactor, multiple steam generator replacement projects, a \$1.45 billion ship building project, plant outages and upgrades, and numerous gas-fired co-generation facilities on the East Coast and Midwest of the U.S.

In the last three years, Mr. Gould has been engaged by owners and contractors on the first newly built nuclear station in North America in over three decades, the largest solar powered plant in the world and a client's comprehensive rehabilitation of multiple fossil units in the central US. Mr. Gould is currently leading Independent Oversight team from Burns & McDonald and Modus Strategic Solutions for our client's planning and preparation for the refurbishment of four nuclear units in Ontario, Canada.

Services Provided

Relying on this wealth of experience, Mr. Gould provides the following services:

- Preparing and providing reports (written and oral) of project's progress to boards, senior management, regulatory and governmental agencies.
- Investigation and reporting on the viability of proposed projects.
- Development of risk assessments, cost/benefit analyses and lessons learned/process improvements for planned and on-going projects.
- Providing key advice and reports to project owners for use in their decision-making, Sarbanes-Oxley Act compliance, external communications and other purposes.
- Providing construction managers with project controls and reporting regimes that have accurately tracked ongoing projects' schedule and budgetary status.
- Analyzing options for overcoming unforeseen and unknown technical, schedule and monetary issues during large construction projects and outages.
- Development of reporting tools that transparently identify projects' progress to senior management.
- Participation in claims avoidance, contract administration and alternative dispute resolution of contractor claims.
- Providing strategic advice with respect to project-related events for client's use in rate cases and other regulatory proceedings.

Mr. Gould's experience extends beyond utility construction. He has provided many of these same services on such diverse projects as industrial facilities, manufacturing plants, commercial facilities, sewage treatment plants, road construction, sporting facilities, ship construction and hospitals.

Project Oversight/Reporting

Mr. Gould regularly reports to companies' senior management and boards of directors regarding the viability and progress of major energy generation projects. He has extensive experience in reporting the status of ongoing generation projects to boards of directors, senior executives, regulators and other interested parties. Such reports of projects' progress document the status of the project highlight risks and concerns and provide mitigation strategies. Mr. Gould works daily with technical consultants, contractors, construction managers and engineers to evaluate and report on mitigation and avoidance of critical problems and report on such problems in a cogent manner. Mr. Gould also works closely with the client's project management teams to properly document issues and project progress. Such reports provide senior management with the necessary tools to understand and internally and externally communicate the status of multi-year, complex construction projects in a clear and straight-forward manner.

Project Controls/Risk Assessments

Mr. Gould's extensive knowledge of all phases of the design and construction process provides him with a unique understanding of the sufficiency of a project's plan and management. He has leveraged this knowledge in developing project controls methods and metrics for tracking projects' budgets and schedules, reports regarding project lessons learned, risk analysis/mitigation, project contingency review and claims avoidance. In addition, Mr. Gould also has extensive experience assisting clients on complex construction projects regarding identifying and quantifying changes in scope, delay impacts and cost variances.

Mr. Gould has developed risk assessments, lessons learned analyses and evaluations of projects in conjunction with industry best practices. He also has substantial experience in assisting in the vetting of contractors' bid proposals, including project estimates and schedules, and has participated in negotiation of contracts for large construction projects relating to scope, budget, schedule, project controls and contract administration issues. Mr. Gould has provided advice and helped develop contracting strategies.

Claims Avoidance/Alternative Dispute Resolution/Litigation

Mr. Gould has over two decades of experience in evaluating delay, disruption, loss of efficiency and acceleration claims, negotiating change orders and backcharges, and analyzing errors and omissions claims against architects/engineers. Mr. Gould has been an integral part of attorney-led litigation teams in the analysis of claims for the mediation, arbitration and litigation of dozens of construction disputes involving such projects as: construction of heat recovery steam generators, co-generation plants, electrostatic precipitators, sewage treatment facilities, research facilities, steel processing plants, pharmaceutical facilities, shipbuilding, and major sporting facilities. Mr. Gould has leveraged this experience in developing and assisting clients in project controls methodologies aimed at avoiding such disputes.

Regulatory and Governmental Consulting

Each of the services described above makes Mr. Gould uniquely qualified to assist clients in aspects of regulatory proceedings. Mr. Gould's services in this regard have included providing up-to-date reports and developing progress metrics used for tracking the progress of large projects for governmental and quasi-governmental agencies. Mr. Gould has collaborated with governmental officials tasked with performing fact-finding audits, and provided input to sections of published reports produced by government appointed panels concerning the viability of ongoing construction projects.

Mr. Gould participated in the factual strategy and development of a client's multiple rate cases that led to record-setting recoveries of construction costs into rate base. Mr. Gould assisted in the ongoing documentation and reporting of issues related to prudence and industry best practices while the project was in progress. Once the rate cases were filed, Mr. Gould developed expert and factual witness testimony based on his and his team's work on that project over the prior five years.

Past Positions and Education

Modus Strategic Solutions, LLC
Schiff Hardin LLP
Neal Gerber Eisenberg & Lurie

Co-founder and Partner (2011 to present)
Senior Construction Analyst (1989 – 2011)
Construction Paralegal (1987- 1989)

University of Michigan

Bachelor of General Studies

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