

MARK CIRA, CPA, PMP

Project Controls and Finance



Mark Cira is an experienced consultant serving the energy, utility, and construction industries for more than 10 years. He has assisted clients with a variety of services from project oversight, earned value analysis, and risk management on large capital construction projects to financial modeling, benchmarking, and performance improvement initiatives addressing a variety of industry challenges. Cira has worked with many of the largest electric utilities in North America, as well as a number of water and gas utilities, on projects spanning all aspects of the value chain.

EXPERTISE

- ▶ Project Oversight
- ▶ Earned Value Analysis
- ▶ Risk Management
- ▶ Financial Analysis
- ▶ Project Controls

10+ YEARS OF EXPERIENCE

CONSTRUCTION CONSULTING

Cira's construction industry experience focuses on project oversight, project controls, earned value, and risk management. Cira has assisted clients with nearly all aspects of project management from initial planning to closeout. He has tracked project performance and contributed to project oversight reporting; performed detailed earned value analysis and cost reviews; analyzed project estimates and developed risk models. Cira has worked directly with the project management office and project controls teams to identify risks and provide independent, comprehensive reviews and recommendations. Representative projects include:

- ▶ **Nuclear Retrofit:** Supported the independent root cause analysis of cost and schedule overruns on the restart and return to commercial operation of OPG's Pickering A Unit 4. Aided the analysis of the schedules, budgets, and engineering and construction preparations for the return to service of the remaining 3 Pickering A units. Assisted in project oversight and the development of project controls for the construction phase of Pickering A's Unit 1 return to service. Roles included the participation in regular project meetings, monitoring cost, schedule, and construction progress, and drafting weekly status and recommendations reports to management and the board of directors.
- ▶ **Transmission:** Performed due diligence reviews and construction readiness assessments for transmission projects totaling \$500M and covering more than 300 miles. Performed evaluations of transmission construction organizations including the project teams' strengths and weaknesses, project controls processes and procedures, risk identification and tracking, and an assessment of overall construction readiness.
- ▶ **Coal-Fired Power Plant Construction:** Provided oversight for the engineering, procurement, and construction of a \$1.6B, 850 MW coal-fired power plant. Reviewed and provided recommendations to the project team and senior management for development of the initial project budget and schedule. Assisted in the development of project controls metrics to monitor engineering and construction progress, including budget and schedule status. Drafted weekly status and recommendations reports provided to senior management and the board of directors.
- ▶ **Wind Farm:** Supported project status and earned value reporting, as well as risk analysis on a \$166M, 100 MW wind farm.
- ▶ **Environmental Controls:** Performed project controls oversight and earned value monitoring for the construction of several retrofit Selective Catalytic Reduction systems and scrubbers on coal-fired power plants.



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MANAGEMENT CONSULTING

In addition to construction experience, Cira has assisted energy and utilities clients with an array of business issues. These projects have included business transformations, benchmarking, organizational redesign, cost reduction initiatives, and financial planning and modeling. Representative projects include:

- ▶ **Organizational Re-Design:** Assisted in the post-merger organizational re-design of one of the largest electric utility holding companies in North America. The project resulted in a significantly more aligned organizational structure as well as a reduction in organizational layers, larger spans of control, improved communications and accountability, and an increased ability to drive continuous improvement across the merged utilities.
- ▶ **Enterprise Cost Reduction:** Participated in several cost take out initiatives for large electric and water utilities, as well as the Department of Energy's National Nuclear Security Administration (NNSA), performing operations and staffing benchmarking and identifying opportunities to consolidate support functions, optimize the labor mix, create best operating practices, generate strategic partnerships, bundle contracts, and reduce procurement expenditures.
- ▶ **Benchmarking and Staffing Studies:** Supported numerous generation performance benchmarking and staffing studies, including fleet-wide operations improvement initiatives and continuous improvement programs.
- ▶ **Strategic Planning:** Developed numerous financial models to evaluate challenges facing the utility industry such as the cost effectiveness of fuel switching options, asset dispatch or retirement decisions, financial forecasting and revenue requirements.

EDUCATION

Bachelor of Science, Accounting – Iowa State University (2002)

Registered Certified Public Accountant (CPA) in the State of Illinois

Project Management Professional (PMP)

