



UNITED STATES OF AMERICA  
NUCLEAR REGULATORY COMMISSION  
ATOMIC SAFETY AND LICENSING BOARD

In the Matter of

ENTERGY NUCLEAR OPERATIONS, INC.,  
ENTERGY NUCLEAR PALISADES, LLC,  
HOLTEC INTERNATIONAL, and HOLTEC  
DECOMMISSIONING INTERNATIONAL,  
LLC

(Palisades Nuclear Plant and Big Rock Point  
Site)

Docket No(s). 50-255-LT-2  
50-155-LT-2  
72-007-LT  
72-043-LT-2

ASLBP No. 22-974-01-LT-BD01

Hearing Exhibit

Exhibit Number:

Exhibit Title:

## **Title: Project Controls Director / Project Manager / Portfolio Expert**

### **Education and Training**

#### **University of Maine**

Bachelor of Science in Business Management and Accounting, 1982

Project Management Professional (PMP) – 2017  
People Leadership Program  
Primavera Project Planner (P3 & P6)  
JD Edwards / Prolog / Oracle / SAP  
Cost & Progress Software  
Primavera Risk / @Risk (Monte Carlo Analysis)

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Mr. Allen Goulette has experience in project management and operations delivering cradle-to-grave integrated project controls (cost/schedule/risk) for large Industrial EPC contractors. As Project Controls Director & Project Manager, he has helped develop processes and set priorities and strategic plans to effectively utilize resources to work toward common goals. He accurately forecasts multi-project costs and progress and provides strategies to help mitigate cost over-runs by focusing on early detection of issues and effective solutions to mitigate problems before they arise. He has performed effective change management programs measuring both internal and external change and the influencers of the change including cost/benefit analysis and risk analysis. As a risk analyst, he has remarkable success helping identify potential risks, and developing mitigation strategies. A resolute and dependable professional with strong leadership and problem-solving abilities that served well in jobs over the U.S., South America, Canada, and Europe.

- Project Management / Controls on large Industrial project's (\$100M to \$2.2 Billion)
- Portfolio Management & Reporting on multiple projects
- Managing complex, multi-discipline projects through all Design / Build phases
- Cost, Risk, Scheduling & Change Management
- Responsible for Process
- Project Prioritization & Strategic Planning

## **Project Experience**

### **Holtec Decommissioning International, Camden, NJ**

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#### **Project Controls Director / Decommissioning Nuclear Power / Portfolio Expert**

2018 - Current, New Jersey- Projects- (Indian Point, Oyster Creek, Pilgrim, Palisades)

Project Controls best practices to assure required integration, support, and reporting requirements. Assure project control best practices followed from conceptual stages, detailed decommissioning cost control, estimates, Risk, and project forecasting. Estimate and development of Target cost estimate and cash flow requirements. Development of WBS, project controls systems, policies, and procedures. Manage owner expectations and personnel in reviews and analysis of project documentation, contractual reporting requirements and change management. Managing and tracking a cost portfolio of over two billion dollars. Ensure stringent standards of cost reporting are accurate, auditable, and well-organized meeting government reporting requirements.

### **SNC-Lavalin –Constructors, Bothell, WA**

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#### **Project Controls Director**

2015 - 2018, Home Office & Various US & Global Project Locations

Coordinating, training, and directing project control staff. Developing yearly budget and managing staffing requirements to support large industrial design build (E-P-C) projects. Write policies, procedures, and work instructions to guide portfolio project controls staff. Developed, maintained, and analysed financial position on projects; provided cost projections and performed Monte Carlo risk analysis. Also, maintained schedules using Primavera P6; performed Earned Value analysis and prepared monthly financial reports and analysis for Executive Management utilizing CPI, SPI, and Key Performance indicators to help predict financial implications.

### **SNC-Lavalin –Constructors, Newark, NJ**

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#### **Project Controls Director / Project Controls Manager**

2013 - 2015, Newark Energy Center Project JV, Newark, NJ

Ensuring completeness of progress deliverables as compared to the baseline; supported contract negotiations and final settlement; met with Client to discuss progress, contractual obligations, schedule, and areas of concern and mitigation plans if required. Monitored project schedule, budget, and scope of work and forecast costs going forward. Provided financial forecasting as well as overall cost variances and projections and prepared financial monthly reports for Executive Management. Analysed CPI, SPI, and Key Performance indicators to help predict financial implications. Approved Purchase Orders, requisitions and invoices of vendors and contractors. Also responsible for leading risk planning and mitigation meetings and providing status and progress reviews to executive team and client and advised executive team of potential problems and concerns. Additionally, monitored contract compliance; developed estimates.

## **SNC-Lavalin –Constructors, Bothell, WA**

### **Senior Project Control Engineer / Cost Engineer**

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2004 – 2013, (Home Office & Various US & Global Project Locations)

Managed a team of Project Control Engineers performing trade contract forecasting of project risk and cost, cash flow and cancellation curves to client monthly. Performed trending of all major subcontracts for productivity and cost to identify and report variances to forecast; progress and performance tracking (EVM) for engineering, construction, and commissioning. Provided monthly budget shifts and forecast quantity and dollar cost variances. Provided Client and Management monthly reporting on cost and schedule status. Maintained cost schedules and updated P3 schedules weekly. Provided invoice analysis, coding and tracking of all direct and indirect project costs.

## **NorthStar Communications Group, Birmingham, AL**

### **Lead Project Controls Engineer**

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2003 – 2004, Nextel Wireless Project

Cost analysis for south and midsouth regions on Nextel wireless projects. Assist lead engineers in the development of work estimates. Performed analysis and performance calculations for contract service level agreements that tracked major milestones and penalties for invoices to the customer. Developed management reports for status of lease, site acquisition and construction milestones of all work in progress. Created potential change orders affecting project scope, schedules, and costs. Assisted Regional project controls manager in creating the monthly financial report for the south region, including labor and variable cost overhead schedules, forecasting construction, site acquisition, lease costs to go, and revenues. Provide final closeout reporting.

## **National Energy Production Company (NEPCO), Redman, WA and El Dorado, AR**

### **Project Controls Engineer**

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2001 - 2004, Redmond, WA and El Dorado, AR

Worked with all jobsite personnel to coordinate the update and forecasting of all respective schedule related activities and cost control functions. Cost control activities include forecasting and tracking labor, material, overhead, and subcontract dollars, budget/estimate breakdown and comparison, and processing of back-charges and change orders.

Home Office duties were to coordinate the monthly update, forecast and integration of field information to produce all related schedule and cost documents. Along with project specific schedules, overall company job status schedules reviewed monthly. Close coordination with engineering, purchasing, field project control engineers and start-up personnel to achieve required deliverables.

**Goulette' s IGA Supermarket, Dover Foxcroft, ME**

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**Vice President / Owner**

1982 - 2001, Dover Foxcroft, Maine

Owned and operated two grocery stores, overseeing all aspects of operations and management of a workforce of over one hundred.