

ETTA R. PULCE

INFRASTRUCTURE & CAPITAL PROGRAM EXECUTIVE
PROGRAM STRATEGY | GOVERNANCE | ORGANIZATIONAL
TRANSFORMATION | ALTERNATIVE DELIVERY

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EXECUTIVE PROFILE

Infrastructure and capital-program executive with 25+ years of progressive experience spanning field construction, engineering and design, construction management, major-program delivery, executive governance, and infrastructure advisory.

Career experience encompasses multi-billion-dollar rail and transit programs, design-build highways and bridges, municipal public works, utilities, alternative delivery, program controls, risk and change management, and organizational performance. Brings the perspective of an engineer and builder together with the strategic and business orientation of an executive advisor—connecting technical execution with governance, commercial considerations, organizational capability, and executive decision-making.

Trusted to operate across organizational boundaries, align owners, consultants, contractors, technical disciplines, and stakeholders, and translate complex schedule, cost, risk, delivery, and organizational information into actionable decisions. Increasingly focused on enterprise and major-program leadership mandates where infrastructure experience can be applied not simply to deliver individual projects, but to strengthen how organizations govern, integrate, scale, and execute complex capital investments.

LEADERSHIP & INFRASTRUCTURE CAPABILITIES

Major Program & Portfolio Leadership

Program strategy • Executive governance • Portfolio oversight • Multidisciplinary integration • Performance management • Executive decision support

Infrastructure Strategy & Organizational Transformation

Operating models • Organizational readiness • Governance design • Delivery modernization • Cross-functional alignment • Capability development

Alternative & Integrated Delivery

Design-Build • Progressive Design-Build • CMAR/CMGC • Procurement readiness • Preconstruction strategy • Owner/designer/contractor integration

Risk, Commercial & Performance Strategy

Enterprise and program risk • Change management • Claims and disputes • Schedule recovery • Cost and performance analysis • Corrective-action strategy

Client, Stakeholder & Growth Leadership

Executive client relationships • Public agencies • Strategic pursuits • Business-development support • Stakeholder alignment • Market and organizational growth

Digital & Integrated Capital Delivery

Primavera P6 • PMIS • Power BI • Executive dashboards • Portfolio reporting • Schedule analytics • Lean • Advanced Work Packaging • Integrated Concurrent Engineering

EXECUTIVE & PROGRAM LEADERSHIP IMPACT

- Guided executive and program leadership on governance, delivery strategy, organizational readiness, schedule performance, risk, and decision-making across multi-billion-dollar transportation programs.
- Integrated agencies, consultants, contractors, designers, technical disciplines, and stakeholders around common program objectives in complex matrixed delivery environments.
- Developed executive reporting and strategic analyses translating schedule, cost, claims, technical, stakeholder, and delivery complexity into actionable leadership decisions.
- Supported alternative-delivery programs from pursuit and preconstruction through execution, applying experience in Progressive Design-Build, Design-Build, constructability, cost reconciliation, risk, claims, schedule performance, and delivery integration.
- Advanced program performance through Lean practices, Advanced Work Packaging, Integrated Concurrent Engineering, schedule analytics, program controls, and digitally enabled decision support.
- Led public-works construction and design assignments involving contract administration, change negotiation, progress payments, PS&E, utility and drainage infrastructure, cost estimating, agency coordination, construction management, and project closeout.
- Built leadership perspective from direct field and engineering experience on major heavy-civil infrastructure through progressively broader responsibility for programs, organizations, clients, and executive outcomes.

PROFESSIONAL EXPERIENCE

Independent Infrastructure & Design Advisory

Los Angeles, California | 2024–Present

Provide independent advisory, planning, and design coordination for capital improvements while remaining engaged in infrastructure strategy, governance, and delivery issues.

Apply experience developed across major infrastructure programs to frame client objectives, assess delivery considerations and risk, coordinate stakeholders, and translate development and infrastructure requirements into practical implementation approaches.

Current independent work complements a broader professional focus on infrastructure governance, organizational capability, digital delivery, and executive-level capital-program strategy.

Mott MacDonald Group, Inc.

Principal Project Manager — January 2023–March 2024

Senior Project Manager — March 2020–December 2022

Progressed through senior leadership assignments supporting major Los Angeles County Metropolitan Transportation Authority rail programs.

East San Fernando Valley Light Rail Transit Program — approximately \$2 billion | Progressive Design-Build

Served in a specialist consulting role supporting development and delivery of a major light-rail program.

- Integrated cross-disciplinary expertise, project-control processes, and delivery teams to establish clear approaches to complex program activities.
- Supported program leadership on governance, schedule performance, delivery risk, constructability, and risk-informed decision-making.
- Supported Independent Cost Estimate activities within the iterative Progressive Design-Build negotiation process.
- Developed approaches for early civil-design constructability review to identify, quantify, and communicate development conflicts and risk.
- Integrated Lean, Advanced Work Packaging, Integrated Concurrent Engineering, schedule analytics, and program controls to improve planning and delivery confidence.
- Supported contract pursuits, proposal development, staffing, recruitment, and organizational readiness for transportation opportunities.

Crenshaw/LAX Transit Project — approximately \$2.1 billion | Design-Build

Provided senior project-management and specialist consulting support during delivery of the major urban light-rail program.

- Managed design and administrative coordination across broad contract requirements and multidisciplinary interfaces.
- Developed executive correspondence addressing technically deficient rail-systems matters and contractor performance.
- Supported scope-change management, technical delivery, document controls, engineering reviews, and office engineering.
- Produced executive analyses and narratives supporting stakeholder, commercial, claims, risk, and legal discussions.
- Collaborated with senior leadership on transportation-practice planning while managing project staff and consultants against schedule, budget, and scope requirements.

Crystal's Drafting Services, LLC

Independent Manager | 2016–2018

Provided independent design, client, and permitting coordination for residential and small-scale commercial improvement projects.

- Developed design concepts and alternatives for residential and minor commercial renovations, including foundations, framing, roof and ceiling plans, cross-sections, and elevations.
- Translated client requirements and field conditions into AutoCAD-based design concepts and coordinated projects through municipal review.
- Conducted and verified field measurements, developed conceptual cost estimates, and managed client consultations.
- Coordinated with city review processes and clients to address permitting, design, and implementation requirements.

Engineering Resources of Southern California, Inc.

Senior Construction / Project Manager | 2004–2016

Led design, construction management, and public-works delivery assignments for municipalities and public agencies throughout Southern California.

- Managed construction contracts, negotiated change orders and progress payments, evaluated project-development costs, and helped define scopes, schedules, and consultant requirements.
- Directed coordination among agencies, consultants, contractors, and stakeholders to resolve technical, contractual, and delivery issues.

- Developed and reviewed plans, specifications, and estimates for roadway reconstruction, utilities, drainage, waterlines, bikeways, pedestrian improvements, traffic infrastructure, and municipal capital improvements.
- Led project administration, cost estimating, design coordination, construction support, quality review, and project closeout.
- Served concurrently in construction-management and design-leadership capacities, developing a practical owner/designer/contractor perspective on capital delivery.

Representative clients and programs included the Cities of Highland, South Gate, South Pasadena, Yucaipa and Buena Park; Riverside County Flood Control District; ESRI; and private development clients.

Moffatt & Nichol

Project Design Engineer | 2002–2004

Supported roadway, bridge, utility, and transportation-infrastructure design assignments in Southern California.

- Developed utility-relocation cost estimates for water and sewer infrastructure and supported ultimate roadway-realignment concepts within proposed highway right-of-way for the Highway 79 Realignment Project.
- Prepared roadway plans for the Eisenhower Drive Bridge Widening and Drainage Improvements in La Quinta, including conversion of a two-lane roadway to four lanes with bicycle facilities.
- Supported integrated roadway and bridge improvements involving bridge widening, curb and gutter, medians, retaining walls, pavement markings, lighting, landscaping, drainage, and associated civil infrastructure.
- Coordinated engineering considerations across roadway geometry, utilities, right-of-way, drainage, constructability, and cost.

HNTB

Project Engineer | 2001–2002

Supported major highway design and construction-delivery activities for State Route 210 in San Bernardino County.

- Developed preliminary engineering, independent plan checks, cost analyses, project estimates, and specifications.
- Developed traffic-control and construction-staging plans involving highway lanes, shoulders, ramps, frontage roads, and detours.
- Supported quality assurance and as-built documentation for highway construction.
- Applied contract standards and engineering criteria across complex freeway-design packages.

Washington Group International (subsequently URS / AECOM)

Construction Engineer | 1998–2001

Supported construction management and structural engineering for the approximately \$440 million Pasadena Blue Line Design-Build transit project.

- Developed heavy-civil bridge falsework and structural construction details.
- Supported geometric design, retaining walls, lift drawings, construction estimating, materials and inventory management.
- Tracked daily quantities, schedule progress, and field construction activity.
- Worked at the interface of design and construction on a major urban rail program, establishing an early foundation in integrated transit delivery.

Kiewit Pacific Company

Construction Project / Field Engineer | 1996–1998

Began career in major heavy-civil construction and Design-Build delivery.

Interstate 15 Reconstruction — approximately \$1.2 billion | Salt Lake City, Utah

- Coordinated major utility-relocation activities and subcontractor bid reviews.
- Managed budgets, construction progress, field interfaces, and heavy-civil work packages within a large Design-Build transportation program.

San Joaquin Toll Road — approximately \$126 million | Orange County, California

- Coordinated field construction of retaining walls and bridge decks.
- Managed construction materials, field crews, safety coordination, and short-term work planning.
- Developed direct experience with the field realities of major infrastructure delivery that continues to inform executive-level program decisions.

SELECTED SIGNATURE PROGRAMS

East San Fernando Valley Light Rail Transit Program | Los Angeles

Approx. \$2B | Progressive Design-Build

Program governance • Preconstruction • ICE • Constructability • Risk • Schedule and performance • Integrated delivery • Organizational readiness

Crenshaw/LAX Transit Project / K Line | Los Angeles

Approx. \$2.1B | Design-Build

Program and design management • Rail systems coordination • Change and claims • Executive reporting • Risk • Multidisciplinary integration

Interstate 15 Reconstruction | Salt Lake City

Approx. \$1.2B | Design-Build

Heavy-civil construction • Utility coordination • Subcontractor procurement • Budget and progress management • Field integration

Pasadena Blue Line | Pasadena / Los Angeles County

Approx. \$440M | Design-Build

Transit construction management • Structures • Falsework • Field engineering • Schedule and quantity tracking • Design/construction integration

Southern California Municipal Capital Improvement Portfolio

Multiple public agencies | 2004–2016

Construction management • PS&E • Roadways • Water and sewer • Drainage • Bikeways • Pedestrian infrastructure • Contract administration • Change management • Agency coordination

Highway, Bridge & Roadway Design Portfolio

Southern California

State Route 210 • Highway 79 Realignment • Eisenhower Drive Bridge Widening • Yucaipa roadway and access improvements • municipal roadway rehabilitation

Engineering design • Bridge/roadway integration • Traffic handling • Utilities • Drainage • Cost estimating • Constructability • Agency coordination

CAREER PROGRESSION

Field Engineering & Construction

Heavy-civil Design-Build • Bridges • Utilities • Transit



Engineering & Design Leadership

Highways • Roadways • Structures • Utilities • Constructability



Construction & Project Management

Municipal capital programs • Contract administration • Change • Cost • Public-agency delivery



Major Program Leadership

Rail & transit • Alternative delivery • Governance • Risk • Program integration • Executive decision support



Enterprise Infrastructure Leadership

Program strategy • Organizational capability • Portfolio governance • Transformation • Client strategy • Growth

LEADERSHIP MANDATE

Focused on senior executive and advisory roles where infrastructure delivery experience intersects with enterprise strategy, organizational performance, and long-term growth.

Particular areas of interest include major-program and portfolio leadership; infrastructure and capital-project advisory; program governance and organizational transformation; alternative and integrated delivery; program-management practice and capability leadership; infrastructure operations; strategic client and market development; and digital capital-delivery transformation.

The continuing career objective is to apply deep delivery experience at broader organizational altitude—helping institutions establish the governance, leadership systems, operating capability, decision frameworks, and strategic alignment required to turn complex infrastructure investments into durable outcomes.

EDUCATION

Master of Science, Civil Engineering

University of Oklahoma | 2023

Master of Business Administration

Keller Graduate School of Management | 2006

Bachelor of Science, Civil Engineering

California State University, Long Beach | 1996

PROFESSIONAL CREDENTIALS

Project Management Professional (PMP®) — Project Management Institute

LEED® Green Associate — U.S. Green Building Council

Cal/OSHA 10-Hour

DIGITAL, ANALYTICAL & DELIVERY TOOLS

Primavera P6 • Program Management Information Systems (PMIS) • Power BI • Executive Dashboards • Portfolio Reporting • Schedule Analytics • Capital Performance Metrics • Microsoft Excel & Office • Bluebeam • Lean • Advanced Work Packaging • Integrated Concurrent Engineering