

International Experts in Claims Analysis, Dispute Resolution, and Project Management for Process, Oil & Gas, Pipeline, Power, Industrial, Infrastructure, and Building Construction Projects



LONG INTERNATIONAL

Construction Claims Experts – Experience Matters

Long International provides expert engineering and construction claims analysis and expert testimony, project management consulting, and insurance claims analysis services to the engineering and construction industry worldwide. Our staff of over 45 professionals has extensive U.S. and international experience on large, complex projects incorporating conventional-phased, fast-track, or EPC turnkey concepts. Long International's consultants include chemical, mining, civil, mechanical, and electrical engineers, and program, project, and construction management professionals. Our experts have earned advanced degrees, professional engineering licenses, and project management professional certifications.

Our senior personnel have on average over 35 years of experience working for major oil and chemical companies, manufacturing companies, power generation companies, public owners, international engineering and construction companies, mechanical and electrical contractors, construction consulting firms, banks, insurance companies, and financial institutions. Our experts have managed, designed, and built projects, and managed the cost and schedule control functions of projects. We have analyzed claims involving disputed change orders, schedule delay, acceleration, time extensions, liquidated damages, loss of productivity, defective specifications, procurement problems, deficient project management performance, property damage, advance loss of profits, delayed start-up, and business interruption damages. We assign senior-level consultants with extensive engineering and construction experience to perform these analyses and testify in mediation, arbitration, litigation, or other ADR forums.

Please visit our website at www.long-intl.com for a complete listing of our personnel.



Richard J. Long, P.E.

Founder & Chief Executive Officer



Mr. Long has over 40 years of U.S. and international experience involving construction contract disputes analysis and resolution, arbitration/litigation support and expert testimony, project management, engineering/construction management, cost and schedule control, and process engineering. As an internationally recognized expert in the analysis and resolution of complex construction disputes for over 30 years, Mr. Long has served as the lead expert on over 300 projects having claims ranging in size from US \$100,000 to over US \$2 billion. His project experience includes refineries, petrochemical and chemical plants, offshore oil & gas facilities, power plants, oil sands and oil shale facilities, and commercial and industrial buildings. He has testified in court as well as U.S. and international arbitration. Mr. Long has presented and published numerous articles on the subjects of claims analysis, entitlement issues, CPM schedule and damages analyses, cumulative impact claims, and claims prevention.

Before forming Long International, Mr. Long was Senior Vice President, Contract Administration for a major electrical and mechanical contractor. In this role, he had corporate-wide responsibility for technical management and oversight of the preparation and resolution of construction claims. In addition, he was responsible for the development, training, and implementation of project management policies and procedures to ensure that profit, cost, schedule, scope, quality, and safety objectives were achieved. Mr. Long also managed for thirteen years the construction claims practices of two large construction claims consulting firms. Prior to his consulting career, Mr. Long gained thirteen years of project management and process engineering experience on petroleum refining, petrochemical, oil shale, synfuels, mining, and power generation projects with Tosco, Fluor, and Conoco.

EDUCATION

M.S., Chemical and Petroleum Refining Engineering, Colorado School of Mines, 1974
B.S., Chemical Engineering, University of Pittsburgh, 1970

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Colorado (No. 25050)

PROFESSIONAL AFFILIATIONS

AACE International
American Institute of Chemical Engineers
Project Management Institute
Society of Construction Law

Andrew Avalon, P.E., P.S.P.

President



Mr. Avalon has over 30 years of engineering, construction management and claims consulting experience. He is an expert in the preparation and evaluation of construction claims, insurance claims, schedule delay analysis, arbitration/litigation support, and dispute resolution. He has prepared more than thirty CPM schedule delay analyses and testified in deposition, mediation, and arbitration. In addition, Mr. Avalon has published numerous articles on the subjects of CPM schedule delay analysis and entitlement issues affecting construction claims and is a contributor to AACE® International's Recommended Practice No. 29R-03 for Forensic Schedule Analysis. Mr. Avalon is a registered Professional Engineer with U.S. and international experience in petrochemical, oil refining, oil sands, gas-to-liquids, LNG, commercial, educational, medical, correctional facility, transportation, dam, wharf, wastewater treatment, coal, and nuclear power projects.

Mr. Avalon provides CPM scheduling, claims management, and dispute resolution services to the construction industry. He specializes in preparing detailed schedule analyses and apportioning responsibility for delays, disruption, and acceleration impacts. He is skilled at contract analysis, claims preparation, claims defense, and the negotiation of settlements. Mr. Avalon has served as a Project Manager on numerous claims ranging in size from US\$100,000 to over US\$1 billion. Before joining Long International, Mr. Avalon held construction management positions including Senior Scheduler, Contract Administrator, Project Manager, and Senior Consultant. In these roles, he had responsibility for preparation of project schedules, analysis of change orders, and resolution of construction claims.

EDUCATION

B.S., Mechanical Engineering, Stanford University, 1984
B.A., English, Stanford University, 1984

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Florida (No. 55137)
Registered Professional Engineer, Colorado (No. 25802)
Planning & Scheduling Professional (PSP-00193)

PROFESSIONAL AFFILIATIONS

AACE International
Florida Engineering Society
National Society of Professional Engineers
Project Management Institute



www.long-intl.com

Construction Claims Experts – Experience Matters



Steven J. Bieniewicz
Senior Principal

Mr. Bieniewicz has over 40 years of experience in engineering, project management, project planning and scheduling, cost engineering, construction claims/dispute resolution, project performance audits, and corporate management. He has over 25 years of construction claims and contract dispute resolution experience including issue entitlement evaluation; schedule delay, time extension, and acceleration analysis; damages analysis; attorney support; and expert witness testimony on a large number of complex construction projects.

Mr. Bieniewicz is recognized as an expert in the development of schedule delay and cost overrun analyses for construction projects, including offshore oil & gas, LNG, oil refinery, power plant, hospital, commercial building, highway, rail, airport, and wastewater treatment plant projects. He has worked on over 100 claims ranging in size from US \$50,000 to over US\$2 billion. Before joining Long International, Mr. Bieniewicz had been a Principal in four consulting companies that focused on construction claims and project management.

Prior to entering the consulting field, Mr. Bieniewicz had direct experience on a number of construction projects including nuclear and fossil power plants, wastewater treatment plants, hospitals, and commercial buildings. As a Senior Project Manager for a contractor, he had complete management responsibility for several projects including hospitals and commercial buildings. As a Planning and Scheduling Engineer, he developed and maintained project schedules on a wide variety of projects.

EDUCATION

B.S., Electrical Engineering, Northeastern University, 1974

M.B.A., Finance, Virginia Commonwealth University, 1978

PROFESSIONAL AFFILIATIONS

American Bar Association, Associate
American Council of Engineering Companies, Associate



Harold E. Buddemeyer
Senior Principal

Mr. Buddemeyer has over 40 years of experience in all aspects of program and construction project management and construction disputes. His experience includes construction and property damage/business interruption claims analysis, preparation, defense, and negotiation of settlements on projects including refineries, offshore oil & gas, petrochemical plants, heavy civil and mining projects, oil sands facilities, nuclear, coal and gas-fired power plants, and building projects. Mr. Buddemeyer's project experience includes project cost/schedule control, systems and procedures development and implementation, program planning, as well as capital and operating cost estimating and economic analysis during the design, construction, and start-up phases of a diverse cross section of projects.

Mr. Buddemeyer has over 30 years of construction contract disputes consulting experience. In this regard, he has been responsible for entitlement and issue analysis; change order analysis; labor productivity analysis; cost and damages analysis; schedule delay and impact analysis; claim report preparation and rebuttal; negotiation and mediation assistance; the organization, development and maintenance of document databases; and assistance to counsel during discovery, and depositions and interrogatory preparation. Mr. Buddemeyer's claims and project management experience includes the successful completion of engagements for private sector owners, transit agencies, universities, sureties, financial institutions, law firms, architectural firms, and contractors. Mr. Buddemeyer has testified in U.S. and international arbitration.

EDUCATION

Professional degree program, majored in Applied Mathematics and Operations Research, minored in Chemical and Petroleum Refining Engineering, Colorado School of Mines (1965-1970)

PROFESSIONAL AFFILIATIONS

AACE International



Ronald E. Downing
Senior Principal

Mr. Downing has 40 years of experience in the management of power, process industrial and environmental construction projects, and in the analysis and preparation of construction claims. His project management experience includes estimating, contract administration, and the development and implementation of project control systems (cost, schedule and quality) for ongoing projects. His construction claims experience includes claims evaluation, analysis, and expert testimony related to construction means and methods, technical issues, schedule delays, productivity losses, and the quantification of damages.

Mr. Downing's process/industrial project experience includes conversion of a coke oven quenching system, complete rebuild/upgrade of a continuous annealing line, installation of three air separation plants, Flue Gas Desulfurization (FGD) systems, numerous bulk material handling systems, and major process piping installations. This experience has involved all facets of the construction process including foundations, structural erection, equipment erection, and piping installation, and includes new construction as well as repair/renovation work within operating plants. His power plant project experience includes coal, waste coal, waste to energy, and geothermal technologies for both public utilities and independent power producers.

As a Lead Analyst, he has performed numerous analyses that have played a key role in the successful evaluation and negotiation of over US\$500 million in claims arising from power, industrial, and commercial projects in the U.S. and Canada. Mr. Downing's practical and broad-based experience in the performance of delay/disruption studies, labor productivity analyses, damage quantification, and other litigation support activities has been frequently utilized to identify the "root cause" of problems.

EDUCATION

B.S., Education, Florida State University, 1972

A.S., St. Johns Community College, 1969



Curtis W. Foster
Senior Principal

Mr. Foster has over 35 years of involvement in design, construction, and dispute resolution on process/industrial, power, environmental, commercial, and transportation projects. He is skilled in the areas of contract management, cost management, estimating, scheduling, earned value performance measurement, and field engineering. He has had a significant role in the development of integrated project management procedures for various firms involved in the design and construction of facilities. His claim-related efforts include analyses of cost (estimated, bid, and actual), schedule (delay and acceleration), and disruption (labor inefficiency and productivity) for a wide range of projects in the U.S. and internationally, including refining, power, oil sands, and LNG projects.

Mr. Foster has significant experience in management, design, and field engineering on marine petroleum projects, including offshore platforms (for oil collection, separation, storage, and pumping), pipelines, and receiving/export facilities. His experience with power projects includes gas-fired combined-cycle cogeneration facilities, waste-burning facilities, and other facilities burning various fuels. Mr. Foster also has hands-on project management experience on commercial projects, including hospitals and mid-rise condominiums. His duties on these projects included contract administration (including change order management, schedule review, and estimating), and field inspection.

Mr. Foster has broad experience in project management, project control (estimating, scheduling, and cost engineering), and engineering (field and project) in various industries.

EDUCATION

B.S., Civil Engineering, Georgia Institute of Technology, 1979

PROFESSIONAL AFFILIATIONS

AACE International
American Society of Civil Engineers



James E. Kelley, Jr., P.E.
Senior Principal

Mr. Kelley has over 40 years of field construction and consulting experience. He has developed substantial consulting expertise on heavy civil, highway, tunneling, and bridge construction projects in the determination and allocation of construction delay/impact damages, analyses of highly complex cause/effect relationships and the determination of root causes of problems, and the systematic interpretation of defectively intertwined contractual terms and conditions.

Mr. Kelley has assisted clients in over 375 engagements throughout the United States and in several foreign countries. His clients have included construction contractors and subcontractors, design professionals, private and public owners of construction, real estate developers, mining company owners/operators, manufacturers, insurance and surety companies, utilities, attorneys, and financial institutions. Mr. Kelley's services have included construction arbitration and litigation support, construction planning, program/project management advisory services, operations/organizational analyses and performance/productivity enhancement, and strategic planning.

Since 1976, Mr. Kelley has testified on over 40 occasions in a variety of forums, including federal and state courts, arbitrations, boards of contract appeals, public hearings, and alternative forms of dispute resolution. In addition, he has served as an arbitrator on several occasions, as a chairman of a dispute review board, and as an independent neutral.

EDUCATION

B.S., Civil Engineering, Purdue University, 1964

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Pennsylvania, 1969, (No. 014872E)

Registered Professional Engineer, Virginia, 1976, (No. 8722)

PROFESSIONAL AFFILIATIONS

American Arbitration Association

American Society of Civil Engineers



Robert J. Lane
Senior Principal

Mr. Lane has over 40 years of experience working in or consulting for the engineering and construction industry. More than half of this time has been involved in the resolution of construction-related claims and disputes. He has expertise in project-related estimating, cost control and scheduling, retrospective schedule analysis, productivity analyses, and quantum/damages analyses. Mr. Lane has also worked in the areas of contract administration, claims management, and overall project and construction management.

Mr. Lane has significant background in the application of the Primavera scheduling systems to proactively develop and update project schedules and/or to retrospectively analyze the impact of various events to a project schedule, including evaluations of entitlement to time extensions, acceleration costs, liquidated damages, and delay-related costs. He has utilized these and other scheduling tools on major construction projects in the U.S. (Lower 48 and Alaska) as well as internationally.

Mr. Lane's construction claims and property damage and business interruption experience includes refineries, petrochemical plants, offshore oil & gas facilities, pipe-lines, power plants, transportation projects, compressor and pumping stations, loading/off-loading and storage facilities, oil sands operations and synthetic crude oil processing facilities, and commercial and industrial buildings.

EDUCATION

M.B.A., Business Management and Administration, Pepperdine University, 1983

B.S., Construction Management/Engineering, Purdue University, 1973

A.S., Architectural Engineering, Purdue University, 1971

PROFESSIONAL AFFILIATIONS

AACE International

Project Management Institute

Construction Claims Experts – Experience Matters



S. Andrew McIntosh
Senior Principal

Mr. McIntosh has over 40 years of engineering, construction, onshore and offshore oil & gas operations and management consulting experience. He has extensive international greenfield and brownfield project development and execution experience in diverse areas such as refinery, petrochemical, offshore oil & gas, LNG, oil & gas pipelines, and ferrous metal projects ranging from US\$20 million to US\$1.8 billion.

Before joining Long International, Mr. McIntosh served as President of The Natural Gas Company of Trinidad and Tobago. He also served as a Senior Operations Advisor, Vice President – Operations, and Vice President – Technical Services for several international energy companies.

As President of The National Gas Company of Trinidad and Tobago, Mr. McIntosh inspired leadership of the most profitable state corporation in Trinidad and Tobago, which had revenues of US\$ 3.0 billion, 850 employees, 4.4 Bcf/d natural gas transmission capacity, and 1000 km of pipeline infrastructure, including the Western Hemisphere's largest (56 inch dia.) natural gas pipeline. He initiated major transformational changes to organizational structure, completed a new Strategic Plan for the 2011-2015 period, conducted negotiations of all major upstream and downstream gas contracts and new Projects, and was a Member of the Board of Directors of the Petroleum Company of Trinidad and Tobago.

Mr. McIntosh has extensive experience in the development of Project Management and Project Execution Plans and Procedures, Stage-Gate processes for Project Development, and the analysis and resolution of engineering and construction claims involving disputed change orders, schedule delay, and loss of productivity claims.

EDUCATION

B.S. (Honors) Mechanical Engineering – University of West Indies, 1971

Certificate in Petroleum Engineering – Oil & Gas Consultants Institute, 1993



Philip R. Moncrief, P.E.
Senior Principal

Mr. Moncrief has over 40 years of U.S. and international consulting experience involving engineering and construction, contract disputes, project management, project development, engineering/construction management, and process engineering. As an internationally recognized expert in the engineering and construction industry, he has managed large projects and had profit and loss responsibility for the engineering and construction operations of four major engineering-construction companies. He has published two books and has been a guest lecturer at the University of Colorado and Texas A&M University in their Construction Management Programs, and is a frequent presenter of project management topics to industry forums and seminars.

Mr. Moncrief has wide experience in refining, petrochemical, chemical, pipeline, terminals, LNG, and other projects including waste treatment facilities. His knowledge and experience includes process design, overall facility design, project management, procurement, and construction of numerous facilities throughout the world. His experience with these projects includes conceptual development, estimating of project cost, economic analysis, scheduling, contracts, marketing, analysis of engineering and construction claims, and all areas of facility management and operations.

Before joining Long International, Mr. Moncrief held engineering and management positions with Technip, Bechtel, Davy McKee, and Fluor Corporation.

EDUCATION

M.B.A., Pepperdine University, 1979

M.Ch.E., Chemical Engineering, Rice University, 1968

B.A., Chemical Engineering, Rice University, 1967

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Texas (No. 34489), California (No. 3121), Colorado (No. 39020), and Oklahoma (No. 23800)



W. Tom Thweatt
Senior Principal

Mr. Thweatt has over 40 years of engineering, construction, and management consulting experience in major U.S. and international refining, chemical, petrochemical, offshore oil & gas development, pipeline, infrastructure and thermal/hydroelectric power generation projects ranging from US\$40 million to US\$1.8 billion. He has worked extensively in projects that were executed by multi-national joint ventures on both the owner's and the contractor's sides. Mr. Thweatt has participated directly in claims negotiations and settlement agreements in excess of US\$100 million, evaluated claims involving disputed change orders, defective engineering and construction, project management performance, delay and disruption, and testified in international arbitration.

Before joining Long International, Mr. Thweatt served as Vice President and Director of Engineering for Techint, S.A., a major EPC contractor based in Buenos Aires, Argentina. Before relocating to South America, Mr. Thweatt served as Senior Vice President, Worldwide Operations, for the Parsons Energy and Chemicals Group Inc. He had profit and loss responsibility for engineering, procurement, construction, estimating and project controls for all proposals and projects. Mr. Thweatt has held senior management and engineering positions with Badger B.V., ABB Lummus Global, and M.W. Kellogg.

EDUCATION

B.S. Mechanical Engineering, University of Texas at Austin, 1971

Duke University Executive Advanced Management Program Multiple short courses on technical and administrative management topics

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Texas (No. 39307, inactive)

PROFESSIONAL AFFILIATIONS

American Society of Mechanical Engineers

National Society of Professional Engineers



Stephen P. Warhoe
Ph.D., P.E., CCP, CFCC
Senior Principal

Dr. Warhoe has over 30 years experience in the project controls field. He is a recognized expert in retrospective CPM schedule delay analysis and construction dispute avoidance and resolution. Dr. Warhoe also specializes in system dynamics and wrote his Ph.D. dissertation on the subject: "Applying Earned Value Management to Design-Bid-Build Projects to Assess Productivity Disruption-A System Dynamics Approach." During his career, Dr. Warhoe has planned and controlled multibillion-dollar budgets and schedules. The recognition for his expertise and respect in the project controls field culminated with his election as the president of AACE International during 2008–2009. He is also skilled in the negotiation, evaluation, and administration of contractor, consultant, vendor, and service contracts.

EDUCATION

Ph.D., Project/Program Management, Skema Business School, Lille, France, 2012

M.B.A., Colorado State University, Denver, 1993

B.S., Civil Engineering, University of Colorado, Denver, 1986

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Colorado (No. 29909)

CERTIFICATIONS

Certified Construction Manager, Construction Management Association of America

Certified Cost Professional, AACE International, No. 01430

Certified Forensic Claims Consultant, AACE International, No. 12

PROFESSIONAL AFFILIATIONS

AACE International, Association President, 2008–2009

Construction Management Association of America (CMAA), Past Chapter President, Colorado Chapter

Project Management Institute System Dynamics Society



Rod C. Carter, CCP, RSP
Principal

Mr. Carter has nearly 20 years of experience in construction project controls, contract disputes and resolution, mediation/arbitration support, and litigation support for expert testimony. He has experience in entitlement, schedule, and damages analyses on over thirty construction disputes ranging in value from US\$100,000 to US\$2 billion, related to oil & gas, heavy civil, nuclear, environmental, chemical, power, industrial, commercial, and residential construction projects.

Mr. Carter has experience in document discovery and the development of internet-based document repository databases. He is proficient in the use of Primavera Project Planner software, and has extensive experience in performing retrospective CPM delay, time extension, and acceleration analyses and assessing the schedule impact of RFIs, change orders, and other events to engineering and construction works. Mr. Carter specializes in loss of productivity, cumulative impact, and quantum calculations, and has had a lead role in assessing damages on more than a dozen major disputes.

In addition, Mr. Carter has developed cost and schedule risk analysis models using Monte Carlo simulations to address the uncertainty of estimates and claims. He has testified in two arbitrations as an expert in construction scheduling and damages, and has presented expert findings to an international arbitral tribunal.

EDUCATION

B.S., Civil Engineering, University of Colorado at Boulder, 1996, with honors, emphasis in Structural Engineering and Construction Management

PROFESSIONAL REGISTRATIONS

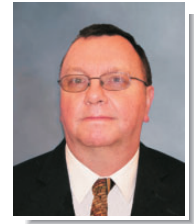
Certified Cost Professional (No. 29897)

Planning & Scheduling Professional (No. 19895)

PROFESSIONAL AFFILIATIONS

AACE International

American Society of Civil Engineers



Michael Harris
Principal

Mr. Harris has over 30 years of construction project and claims management experience. His comprehensive consulting and management background includes risk evaluation, managing, and resolving complex claims and contract disputes on major construction projects throughout the U.S. and globally for a wide range of industries including the power, water, petrochemical, industrial, commercial, healthcare, and general building sectors.

Mr. Harris has extensive expertise in key construction disciplines including project design, project management, construction management, contract management, risk and claims analysis, on-site risk management, claims resolution, claims avoidance management, cost management, and expert witness reporting and testimony. As well as his extensive project execution background, he also has considerable experience in various types of dispute resolution forums such as arbitration, litigation, and mediation proceedings in North America, Europe, the Middle East, and the Far East. Mr. Harris has also been appointed as a mediator and arbitrator on various international projects.

EDUCATION

Diploma, Arbitration, University of Reading, UK

RIBA Chartered Architect, University of Plymouth, UK

BA Architecture & Diploma Architecture, University of Plymouth

PROFESSIONAL REGISTRATIONS

Chartered Architect, RIBA, UK

Chartered Institute of Arbitrators

PROFESSIONAL AFFILIATIONS

Chartered Institute of Arbitrators, UK

Dispute Board Federation, Geneva, Switzerland – Board Member

Royal Institute of British Architects, UK

Project Management Institute

GCC Arbitration Center – Expert Witness List

British Institute of Management, UK

Bahrain Society of Engineers

Construction Claims Experts – Experience Matters



Douglas A. Kage, P.E.
Principal

Mr. Kage has over 30 years of experience in the areas of construction claims, project control, project management, construction management, and engineering design services. He has experience in cost evaluation, entitlement analysis, calculation of damages, schedule delay analysis, and brings extensive industry experience to the topics of industry practice and standard of care.

Mr. Kage has served as project manager for design projects and studies in the power generation and telecommunications industries. In addition, while serving in various senior project management capacities, Mr. Kage has had experience on several billion dollars of EPC project work, both domestic and international. During more than 14 years as a project control professional, Mr. Kage has managed the project control departments for two different businesses, supervising 40 project control professionals. He also developed an estimating department. He has managed the purchasing, warehousing, and distribution of millions of dollars of materials for construction projects and has managed a construction management field office. He has also had pivotal involvement in process improvement initiatives, re-engineering efforts, and quality improvement programs.

EDUCATION

M.S., Engineering Management (33 of 39 hours completed), University of Kansas

M.B.A., University of Kansas, 1987

B.S., Civil Engineering, University of Colorado, 1979

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Colorado (No. 23815)

PROFESSIONAL AFFILIATIONS

AACE International



Richard L. (Dick) Kelley, P.E.
Principal

Mr. Kelley has nearly 40 years of U.S. and international experience in the oil and gas exploration and production industry. Mr. Kelley has held leadership roles in the development of facilities from concept through operations phases. He has managed aspects of projects ranging in value from US \$35 million to US \$2 billion, which included natural gas processing plants (NGL and LNG) as well as onshore and offshore oil and gas production facilities. His core areas of expertise include: integration of multi-discipline technical and commercial team performance; application of stage-gate project management processes; and preparation, negotiation and administration of engineering, construction, operation, and utility contracts. Mr. Kelley has also provided depositions and court testimony as the owner's representative in two U.S. natural gas royalty litigations and an International Chamber of Commerce EPC contract arbitration.

Mr. Kelley began his professional career with Amoco Production Company as a process engineer, initially focused on design, start-up, and operation of new cryogenic Natural Gas Liquids (NGL) recovery plants. He then moved into project engineering functions and project management roles. His most recent roles for British Petroleum (BP) were Director of Tangguh Liquefied Natural Gas (LNG) Phase 2 expansion in Indonesia and Construction Manager for the In Amenas Gas Project in Algeria.

EDUCATION

B.S., Chemical Engineering, University of Houston, 1976

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Texas (No. 54125)

PROFESSIONAL AFFILIATIONS

American Institute of Chemical Engineers – Senior Member

Project Management Institute



Truman D. King, P.E.
Principal

Mr. King has over 40 years of experience in engineering, procurement, and construction operations in the mining, oil & gas, refining, and real estate development industries. He has successfully completed assignments in the U.S., Middle East, and Europe.

Mr. King was a Senior Project Manager for Worley Parsons, where he managed the Front End Engineering Design and acquisition of Process Design Technology for a US\$500 million expansion of an oil refinery in the UAE to produce clean diesel fuel. He has also managed oil & gas, refining, power distribution, marine, and other engineering projects, and provided analysis and resolution of contractor's claims.

Mr. King has extensive knowledge of the owner's and contractor's project management responsibilities on EPC turnkey projects. He has successfully analyzed claims involving mismanagement, defective engineering, delay, disruption, and disputed change orders on a wide variety of U.S. and international projects, including refineries, petrochemical plants, gas-fired, nuclear, and geothermal power plants, offshore oil & gas facilities, and heat recovery steam generators. He has provided project management consulting services for improvement of project management systems and controls for a 2,200 BPSD natural gas to ultra-low sulphur diesel project.

EDUCATION

B.S., Mining Engineering, Colorado School of Mines, 1971
Graduate studies at the Colorado School of Mines, 1973-74

M.S. program, including Slurry Pipeline Transportation, Rapid Excavation and Tunneling, and Management of Mining Operations.

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Colorado (No. 13871)

PROFESSIONAL AFFILIATIONS

Project Management Institute



Ronald J. Rider, MBA
Principal

Mr. Rider has over 25 years of project management and dispute resolution experience involving over 85 projects in the U.S. and internationally. Mr. Rider's experience includes developing and monitoring CPM schedules; preparing recovery schedules; analyzing delay, time extension, and acceleration claims; project cost control; project estimating; analysis of project billings and payments; change order pricing and resolution; contract administration; project close-out, and dispute resolution.

Mr. Rider is highly skilled in cost and labor hour variance modeling, impact identification and analysis, retrospective CPM schedule delay preparation and evaluation, concurrent delay assessments, project acceleration analysis, productivity loss analysis, and damages verification and quantification. He is proficient in the use of Primavera scheduling software (P3 and P6), Microsoft Project, Safran Project, Claim Digger, and Summation Blaze software packages. He has performed retrospective CPM schedule delay analyses (As-Planned Impacted, As-Built But-For, Windows, and Time-Impact methodologies), delay quantification, and responsibility assessment.

Mr. Rider's experience includes petrochemical plants, oil refineries, offshore oil & gas facilities, power plants, commercial buildings, highway and transit projects, hospitals, and airport projects ranging in size from US\$50,000 to US\$2 billion.

EDUCATION

M.B.A., University of Colorado, 1995

B.S., Construction Management, Colorado State University, 1987

PROFESSIONAL AFFILIATIONS

American Institute of Constructors

Associated Builders and Contractors

Associated General Contractors

Colorado Contractors Association

Honorary Construction Society



Richard W. Jolk, Ph.D., P.E., CMA
Senior Technical Consultant

Dr. Jolk is an internationally recognized expert in the mineral industries with over 38 years of U.S. and international experience in mineral property valuation, mine design, process development, facilities construction, and operations. Dr. Jolk assists mineral property owners, stakeholders, engineering houses, construction firms, and financial institutions with the valuation, appraisal, development, construction, and operations of mining projects worldwide. Dr. Jolk brings leadership and management skills in mine valuation, feasibility analysis, mineral property appraisal, mine and process design, metallurgical testing, project design/build, mine and plant operations, environmental compliance, and reclamation operations for closure. His skills stem from providing decades of operations and maintenance management and/or engineering services for many major mining projects.

EDUCATION

Ph.D., Mining and Earth Systems Engineering – Environmental Minor, Colorado School of Mines (CSM), 2007

M.S., Environmental Engineering – Reclamation/Water/Wastewater, CSM, 1993

E.M., Engineer of Mines, Mineral Economics/Mine Valuation, CSM, 1986

B.S., Metallurgical Engineering, Extractive Metallurgy/Mineral Processing, CSM, 1978

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Colorado (No. 24448)

Certified Mineral Appraiser, International Institute of Mineral Appraisers (No. 2010-1)

PROFESSIONAL AFFILIATIONS

AACE International

International Institute of Mineral Appraisers

Project Management Institute
Society of Mining Engineers



J. Mark Landrum, P.E.
Senior Technical Consultant

Mr. Landrum has over 35 years of U.S. and international experience in project management, engineering/construction management, process/facilities engineering, process technology licensing, plant operations, and oil & gas facility commissioning. His experience has included work for owners, project developers, lenders, insurance companies, government agencies, EPC and EPCM firms, and equipment suppliers on natural gas processing/ treating, syngas conversion, petroleum refining, petrochemical, power/cogeneration, LNG, underground gas storage, spent catalyst metals recovery, biofuels, and infrastructure projects.

He is recognized as an expert in gas-to-liquids, coal-to-liquids, and cryogenic gas processing technologies. He has experience involving construction claims preparation and analysis, arbitration/litigation support, expert testimony, project feasibility studies, energy market analysis, project management performance, front-end engineering design, project schedule development, and construction management. He has served as lead technical expert on more than 15 arbitration/litigation matters related to the duty of the engineer and design professional, construction claims, loss of production income, gas contracts, safety incident investigation and root cause analysis, and equipment failures in oil & gas facilities.

EDUCATION

B.S., Chemical Engineering, Texas A&M University, 1979

M.B.A., Finance, Virginia Commonwealth University, 1978

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Texas (No. 78584)

PROFESSIONAL AFFILIATIONS

American Institute of Chemical Engineers

Gas Processors Association – Houston Chapter

Marine Technology Society
Rice Global E&C Forum

Construction Claims Experts – Experience Matters



Roger D. Asper, FICCP
Senior Executive Consultant

Mr. Asper has over 35 years of experience in engineering, construction management, and claims consulting. He has served as an Executive Advisor, Technical Advisor, Senior Project Manager, Claims Manager, and Senior Construction Claims Consultant with extensive experience advising public and private organizations in the resolution of construction disputes and as an expert witness in trial, arbitration, and mediation. He is an expert in the preparation and evaluation of construction claims, schedule delay analysis, project and contract management, dispute resolution and avoidance, project controls, disruption and productivity analysis arbitration/litigation support. Mr. Asper has international experience in airport, transportation, commercial, educational, medical, petrochemical, oil refining, pipeline, and power projects. His consulting expertise is based on a broad range of hands-on construction experience including multi-billion dollar (US\$) industrial projects in the United States, the Middle East (Kuwait, Qatar, Saudi Arabia, UAE) and various parts of Central America and South Africa.

EDUCATION

Harvard Business School ,
Project Management Course,
2016

Louisiana State University,
Graduate Courses in
Engineering and Business,
1979-1980

B.A., Business Administration,
Wichita State University,
Wichita, Kansas, 1981

B.S., Engineering, United States
Military Academy, West Point,
New York, 1972

PROFESSIONAL AFFILIATIONS

Chartered Institute of Building,
Incorporate Member

Institute of Construction Claims
Practitioners, Fellow Member

AACE International

Society of Construction Law
(Gulf Chapter)



Douglas A. Bassett
P.Eng, PMP, FCIP
Senior Executive Consultant

Mr. Bassett has over 35 years of Canadian and international consulting experience involving construction project management, leadership, governance, and review. During his career, Mr. Bassett has been involved in all types of oil and gas energy projects with a primary focus on oil sands and refinery facilities, offshore fixed and floating drilling and production facilities, and conventional on-shore production facilities. Mr. Bassett's accomplishments include serving as project leader on Canada's first offshore development production platform, project leader in a successful alliance to develop a major oil sands mine, and governance leader of project approval reviews for oil sands and offshore mega projects. He is an Instructor of Project Management at the School of Business, SAIT Polytechnic.

Mr. Bassett has testified as an expert witness in Canadian arbitration and as a fact witness in court. During his time as a loss adjuster serving international energy underwriters, he supported counsel on numerous litigations.

EDUCATION

Diploma, Marketing and
International Business, Saint
Mary's University, 1993

B. Eng., Civil Engineering,
Carleton University, Ottawa,
Ontario, 1979

PROFESSIONAL AFFILIATIONS

Association of Professional
Engineers and Geoscientists
of Alberta

Society of Petroleum Engineers

Project Management Institute

CERTIFICATIONS

Professional Engineer, Alberta

Project Management Professional

Applied Project Management
Certificate of Completion, SAIT
Polytechnic, 2013

Certificate, Professional Management,
PEGG, University of
Calgary, 2009

Fellow Chartered Insurance Professional
(FCIP) Claims, Insurance
Institute of Canada, 2006

Certificate, Investigations,
Mount Royal College, 2004



James M. Bolin
Senior Executive Consultant

Mr. Bolin has nearly 35 years of experience in all aspects of project and construction management, pre-construction planning, and project cost/schedule controls. His qualifications include claims and change order analysis and resolution, preparation of fixed-cost proposals and budget baseline planning, site management and coordination, prime and subcontract development and administration, materials expediting and procurement, and critical path method (CPM) delay analysis, schedule development, progressing and reporting. This diverse expertise has been obtained through involvement on numerous project types, including: oil production facilities, pipelines, pump stations, water and wastewater treatment plants, mineral processing facilities, water storage, hydroelectric plants, hospital/medical, transit, airports, communications, and environmental remediation. The value of these projects has ranged from US\$50,000 to US\$360 million.

Through his proven experience in working for management consulting, engineering and construction companies, Mr. Bolin provides clients with superior analytical and problem solving skills that are effective in mitigating or resolving construction performance and contract related issues.

EDUCATION

B.S., Civil Engineering
Technology, University of
Southern Colorado, 1981

Professional degree program,
Mining Engineering major,
Colorado School of Mines,
1974-1979

PROFESSIONAL AFFILIATIONS

AACE International

CERTIFICATIONS

Class A Building Contractor's
License, City of Littleton,
Colorado, (No. A00111)

Class A-1 Building Contractor's
License (No. 17332)

Licensed General Contractor:
Pikes Peak Regional Building
Department, El Paso County,
Colorado

OSHA 40-Hour Hazardous
Waste Training

OSHA Site Supervisor's Training



John Cheek, CPE
Senior Executive Consultant

Mr. Cheek has over 40 years of experience in commercial and industrial construction. He is an expert in the evaluation of construction cost claims, schedule impact delay analysis, arbitration/mediation support, and dispute resolution. He has been involved with numerous commercial, institutional, and industrial projects in the U.S. and internationally. Mr. Cheek's claims and litigation support services include testimony in arbitration and mediation and assisting corporations, municipalities, developers, contractors, and insurers. His involvement has included petrochemical, wharf, wastewater, power government, resort, hospitality, educational, condominium, retail, medical, and industrial projects. He has prepared more than twenty cost estimate analyses, written expert report supplements and evaluations, and supported attorneys in depositions, mediations, and settlement negotiations.

Mr. Cheek has claim-related experience in analyses of cost (estimated, bid, and actual), schedule (delay and acceleration), and disruption (labor inefficiency and productivity) for a variety of projects. His extensive experience in contract negotiations, project management (project documentation and controls), predevelopment (team member selection, site selection, masterplanning, and program planning), preconstruction (estimating, scheduling, and cost engineering), and field operation management is utilized to the benefit of clients on both dispute-related assignments and on project management consulting engagements.

EDUCATION

Southern Technical Institute,
Civil Engineering Technology,
Surveying, and Construction,
1978

PROFESSIONAL REGISTRATIONS

Certified Professional Estimator

PROFESSIONAL AFFILIATIONS

AACE International

American Concrete Institute

Associated General Contractors,
Georgia

Glencastle Constructors Board
Member



Scott M. Francis, P.E.
Senior Executive Consultant

Mr. Francis has over 15 years of experience in various areas of project management, contract disputes and resolution, CPM schedule development and execution, contract administration, design engineering, construction management, and government contracting. He is proficient in the use of Primavera Project Planner (P3), as well as Primavera Project Management (P6). Mr. Francis provides schedule development and assurance services, cost estimating, and claims analysis services on projects for both owners and contractors. Specific responsibilities include CPM development and reviews, CPM schedule delay and acceleration analyses, document database development, change order impact analysis, issue identification, correlation of impacts to schedule activities, productivity evaluations, claims preparation, damages quantification and arbitration/litigation support.

Mr. Francis' project experience includes the successful completion of projects for the United States Navy, general contractors, and design engineering firms. He has evaluated claims on various projects including values over \$4 billion.

EDUCATION

B.S., Civil Engineering,
Colorado State University, 1997

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer,
Colorado (No. 39084)

Registered Professional Engineer,
Washington (No. 40814)

Planning & Scheduling
Professional (No. 1191),
2013-2015

PROFESSIONAL AFFILIATIONS

AACE International



Bruce E. Hallock, CFCC, PSP
Senior Executive Consultant

Mr. Hallock has over 40 years of experience in engineering, construction management, and claims consulting. Mr. Hallock has served as a Principal Contracts Engineer, Corporate Contracts and Risk Manager, Project Manager, Claims Manager, Commercial Manager, and Construction Claims Consultant with extensive experience advising public and private organizations in the resolution of construction disputes and as an expert witness in trial, arbitration, and mediation. He is an expert in the preparation and evaluation of construction claims, schedule delay analysis, arbitration/litigation support, and dispute resolution. Mr. Hallock has published and presented numerous technical papers and articles on construction management, engineering management, contract administration, project controls, scheduling, change management, and other topics. Mr. Hallock has international experience in airport, transportation, commercial, educational, medical, petrochemical, oil refining, pipeline, and power projects.

EDUCATION

Master's degree program, African
Studies, UCLA, Los Angeles,
California, 1973

B.A., History and Political
Science, University of Northern
Colorado, Greeley, Colorado,
1970

Electrical Engineering,
George Washington University,
Washington, D.C., 1963-1965

PROFESSIONAL REGISTRATIONS

Certified Forensic Claims
Consultant

Planning and Scheduling
Professional

PROFESSIONAL AFFILIATIONS

AACE International

Project Management
Institute

Construction Claims Experts – Experience Matters



Roger D. Javid
Senior Executive Consultant

Mr. Javid has over 30 years of experience on large international projects ranging in size from US\$100,000 to over US\$1 billion. Mr. Javid is an expert in project management, commercial management, development of project budgets, analysis and negotiation of EPC variation orders and amendments, management of project purchasing and contracting cycle, field supervision, project close-out, insurance claims, commercial awareness training, construction claims preparation, and settlement negotiations. He also has extensive experience with FIDIC contracts, Federal Acquisition Regulations, and USAID Acquisition Regulations. His project experience includes NGL/GOSP and LNG facilities, offshore platforms and pipelines, petroleum refineries, petrochemical facilities, telecommunication fiber loops, wastewater treatment plants, power generation facilities, and theme parks and resorts.

Mr. Javid is skilled at contract analysis, claims preparation, claims defense, and the negotiation of settlements. He has prepared both assertive and defensive claims for Owners, Contractors and Subcontractors including evaluation of project schedules, contract documents, and project records to determine the cause and effect of construction delays and cost overruns, attributing responsibility for cost and schedule impacts to the various contracting parties. Mr. Javid has prepared delay and quantum claims and successfully negotiated equitable adjustments with Owners, Contractors, and Subcontractors. Included in this process, he has directed internal claims teams and supported legal counsel.

Mr. Javid provides training to Owner and construction execution project teams in claim avoidance, including highlighting contract clauses which present risks or opportunities, obligations of the parties, notice requirements, change requirements, and claim requirements.

EDUCATION

M.B.A., University of Southern California, 1978

B.A., Law and Society, University of California, Santa Barbara, 1976

Steven W. Laskey, P.E.
Senior Executive Consultant

Mr. Laskey has over 35 years of experience in the U.S. and Australia. He has served as lead technical expert on more than 10 arbitration/litigation matters related to the duty of the engineer and design professional, construction contractor standard of care, construction claims, and equipment failures in oil & gas. His project experience includes refineries, oil & gas facilities, natural gas processing and conditioning plants, chemical plants, coal seam gas gathering and facilities, and commercial and residential buildings. He has testified in federal and state district courts.

Before joining Long International, Mr. Laskey was a Process Engineer, Field Construction Engineer, Project Engineer, and Project Manager for both a large domestic architectural and engineering firm and a major international engineering and construction company. As a Project Manager, he was responsible for all aspects of facility estimating, preparation and control of budgets and schedules, engineering, design, procurement, and construction. He has managed projects in the United States and Australia, where he resided in Brisbane, Queensland. Early in his career, he was an Operations Engineer and Measurement Engineer for the upstream subsidiary of a major U.S. oil company. Mr. Laskey relies on his experience in operations and the management of Engineering, Procurement, and Construction projects to perform financial analysis, delay analysis, causation and damages analysis, write expert reports, and testify for parties in litigation.

EDUCATION

B.S., Chemical Engineering, Texas A&M University, 1977

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Texas (No. 53346)

PROFESSIONAL AFFILIATIONS

Gas Processors Association, Rocky Mountain Chapter

Joy E. Pechet, PMP
Senior Executive Consultant

Ms. Pechet has nearly 30 years of experience in cost and schedule analysis, project controls, and claims preparation and negotiation for large domestic and international construction projects. Her expertise includes schedule delay analysis, loss of productivity studies, budget and cost variance analysis, and cash flow studies. She has prepared damage and lost profits analyses for breach of contract, business interruption, and wrongful termination disputes. In addition, Ms. Pechet has successfully evaluated and negotiated extension of time, loss of productivity, and acceleration claims for petrochemical, oil refining, coal and gas-fired power plants, commercial, educational, medical and correctional facilities, and large infrastructure projects throughout the world ranging in size from US\$100,000 to over US\$1 billion.

Ms. Pechet is an expert in delay claims, forensic planning, contract management, dispute resolution and avoidance, project controls, disruption and productivity analysis, Primavera software, and FIDIC contracts. She has prepared both assertive and defensive claims for owners, contractors and subcontractors, applying various delay claim techniques including Time Impact Analysis, Windows Analysis, Impacted-As-Planned, and Collapsed-As-Built to quantify delay. She has produced loss of productivity analyses to quantify the schedule impact.

EDUCATION

B.S., Civil Engineering, Massachusetts Institute of Technology, 1977

PROFESSIONAL REGISTRATIONS

Project Management Professional

Member of Chartered Institute of Arbitrators

Sean P. Pellegrino, P.E.
Senior Executive Consultant

Mr. Pellegrino has over 35 years of experience in all aspects of engineering, project management, project planning and execution, and project management consulting for onshore and offshore oil and gas projects. He has supported, managed, and consulted on some of the oil and gas industry's largest, most complex projects. His responsibilities and experiences include conceptual business case assessment, planning, contract development and award, execution, administration, commissioning and startup and close out of projects. His project experiences include onshore/offshore, upstream/downstream, and domestic/international projects with increasing size and complexity. Project scopes ranged from multi-million dollar domestic projects to the multi-billion dollar international projects. He has worked extensively on inter-national joint venture major capital projects from the owner's side. Mr. Pellegrino has extensive shipyard, fabrication yard, and construction site experience on projects. This experience includes managing and consulting with owner's project teams and engineering and construction contractors' project teams. His work experience includes both international onshore and offshore locations covering construction sites, shipyards, and fabrication yards all over the world.

EDUCATION

M.S., Engineering Management, University of Houston, 1999

B.S., Mining Engineering, University of Pittsburgh, 1981

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Texas (No. 81606)

Project Management Professional (No. 4589) (inactive)

Certified Mediator in Negotiation/Conflict Resolution (1999)

PROFESSIONAL AFFILIATIONS

Construction Industry Institute (CII)

Construction Users Roundtable (CURT)

Jamal F. AlBahar, Ph.D., PMP, AVS
Managing Director

Dr. AlBahar is the Managing Director of Long International's Dubai Operations in the United Arab Emirates, with services to Saudi Arabia, Kuwait, and Qatar. He provides construction claims, project and construction management, and cost and schedule control services on projects in the Middle East. Dr. AlBahar is a registered arbitrator in the Emirate of Dubai, United Arab Emirates, and the State of Kuwait. He was a full-time professor at Kuwait University, where he taught project management, contracts and specifications, construction management, construction methods, surveying, legal, social, and ethical aspects of engineering. Dr. AlBahar has taught seminars and presented papers on construction claims, project management, cost estimating and cost control, project planning, scheduling and control, contract administration, risk management, and value engineering.

EDUCATION

Ph.D., Civil Engineering, University of California, Berkeley, 1988

M.E., Civil Engineering, University of California, Berkeley, 1986

M.S., Civil Engineering, University of Michigan, Ann Arbor, 1984

B.S., Civil Engineering, Kuwait University, State of Kuwait, 1981

PROFESSIONAL REGISTRATIONS

Registered Project Management Professional, (No. 223516)

Registered Project Management Consultant

Registered Associate Value Specialist

PROFESSIONAL AFFILIATIONS

AACE International

American Arbitration Association

Construction Management Association of America

Construction Specifications Institute

Project Management Institute

Registered Arbitrator: Kuwait, Bahrain, & United Arab Emirates

Society of American Value Engineers

Charles P. Fournier, J.D., CCA
Managing Director

Mr. Fournier has over 15 years of experience with U.S. and international engineering and construction management and dispute resolution consulting, including construction contract disputes analysis, claims preparation, arbitration/litigation support, expert testimony, schedule control, commercial negotiation, risk assurance, and construction audit. He is a bilingual French-English construction advisory professional with extensive experience leading teams that solve client problems involving dispute resolution, claims negotiation, and performance audits. Mr. Fournier focuses his practice on owners, engineering firms, and contractors in the petroleum refining, petrochemical, oil and gas, power/cogeneration, mineral processing, industrial, building, and infrastructure market sectors worldwide.

As a recognized expert in the prevention, analysis, mitigation and resolution of complex construction disputes, Mr. Fournier has provided expert testimony, submitted expert reports, and prepared forensic scheduling analysis in resolution of claims arising from 40 construction projects, ranging from a \$175 million power plant upgrade at JFK International Airport in New York to a \$7 billion sour gas field development project in China. His project experience includes refineries, petrochemical plants, offshore oil & gas facilities, mine processing and export facilities, power and cogeneration plants, weapon systems, transportation, and industrial buildings. He has testified in international arbitration.

EDUCATION

J.D., The George Washington University Law School, 2007

M.S., Engineering, Material Science, Ecoles Speciale Militaire de Saint-Cyr, France, 1994

B.S., Mathematics and Physics, Classes Préparatoires aux Grandes Ecoles d'Ingénieur, Saint-Cyr L'Ecole, France, 1991

PROFESSIONAL REGISTRATIONS

Certified Construction Auditor—National Association of Construction Auditors, License No. A13036

Planning & Scheduling Professional—AACE International, License No. 689-10 (2011-2014)



Rohit Singhal
Managing Director

Mr. Singhal is the Managing Director of Long International's India, South East Asia, and Middle East operations. Mr. Singhal has over 20 years of Indian and international consulting experience involving construction contract disputes analysis and resolution, arbitration/litigation support and expert testimony, project management, engineering/construction management, cost and schedule control, and process engineering. As an internationally recognized expert in the analysis and resolution of complex construction disputes for over 20 years, Mr. Singhal has served as the lead expert on numerous projects having claims ranging in size from US\$100,000 to over US\$200 million. His project experience includes refineries, petrochemical and chemical plants, onshore oil & gas facilities, power plants, infrastructure and commercial and industrial buildings. He has testified in court as well as Indian and international arbitration. Mr. Singhal has presented and published numerous articles on the subjects of claims analysis, entitlement issues, CPM schedule and damages analyses, cumulative impact claims, and claims prevention.

Earlier in his career, Mr. Singhal was Chief Executive Officer for a major engineering, procurement and construction contractor. In this role, he had responsibility for overall management and maintaining profit and loss account of the company in Middle East, South East Asia, and India. The company was one of the largest EPC contractors in the energy sector in India. Prior to this, he worked for more than 10 years for Shell in the Middle East as Corporate Functional Head for pipeline projects in Petroleum Development Oman. Mr. Singhal began his career with Southeast Asia's largest oil & gas consultancy, Engineers India Limited.

EDUCATION

B.E., Civil Engineering,
Indian Institute of Technology,
Roorkee, India 1996

PROFESSIONAL AFFILIATIONS

American Society of
Mechanical Engineer



David T. Hulett, Ph.D., FAACE
Principal

Hulett & Associates, LLC
Dr. Hulett is a Cost & Schedule Risk Analysis Partner affiliated with Long International. He is a Principal with Hulett & Associates, LLC (H&A), and has focused for the last 25 years on quantitative schedule risk analysis, integrated cost-schedule risk analysis, and project scheduling best practices. H&A clients are in oil and gas, aerospace, construction, pharmaceuticals, and transportation. They are located in the US, Canada, South America, South-East Asia, Europe, and the Middle East. H&A has pioneered the Risk Drivers approach to schedule risk and integrated cost and schedule risk analysis including specifying the requirements for Monte Carlo software to serve the needs of high-end risk analysis customers.

Dr. Hulett has experience in applying Risk Drivers to large multi-year projects leading to proactive risk mitigation planning for better project results. From these analyses, the client learns: the probability of achieving the cost and schedule with the existing project plan, the amount of time and cost contingency required to achieve a desired level of certainty, which priority risks drove the analysis results, and which risk mitigation actions address the risks.

Dr. Hulett has held strategic planning positions at TOSCO, an oil company, and at TRW in aerospace and defense. In the Federal government, Dr. Hulett managed offices in the Federal Energy Agency (FEA), the Department of Energy (DOE), and the Office of Management and Budget (OMB). He was also an economist with the Federal Reserve Board of Governors. Dr. Hulett was an Instructor in the Economics Department at Harvard University.

EDUCATION

Ph.D., Economics, Stanford
University, 1966

B.A., Special Program for
Public and International Affairs
(Woodrow Wilson School),
Princeton University, 1961

PROFESSIONAL AFFILIATIONS

Fellow of AACE International
International Cost Estimating
and Analysis Association
Project Management Institute



LONG INTERNATIONAL

CORPORATE HEADQUARTERS DENVER, COLORADO

Richard J. Long, P.E.
Chief Executive Officer

5265 Skytrail Drive
Littleton, Colorado 80123-1566 USA

(303) 972-2443 Telephone
(303) 200-7180 Facsimile
(303) 884-3060 Mobile

rlong@long-intl.com

CORPORATE OFFICE ORLANDO, FLORIDA

Andrew Avalon, P.E., P.S.P.
President

8633 Willow Kane Court
Orlando, Florida 32835-2541 USA

(407) 445-0825 Telephone
(407) 445-0821 Facsimile
(407) 404-2889 Mobile

aavalon@long-intl.com

ATLANTA, GEORGIA

Curtis W. Foster
Senior Principal

(678) 425-0910 Telephone
(770) 361-5044 Mobile

cfoster@long-intl.com

BOSTON, MASSACHUSETTS

Michael Harris
Principal

(816) 616-1237
Telephone & Mobile

mharris@long-intl.com

EUGENE, OREGON

Charles P. Fournier, J.D., CCA
Managing Director

(541) 255-4884 Telephone
(206) 643-1479 Mobile

cfournier@long-intl.com

HOUSTON, TEXAS

W. Tom Thweatt
Senior Principal

(281) 347-0983 Telephone
(281) 961-1740 Mobile

tthweatt@long-intl.com

PHOENIX, ARIZONA

Steven J. Bieniewicz
Senior Principal

(480) 454-2189 Telephone
(720) 273-4460 Mobile

sbieniewicz@long-intl.com

SEATTLE, WASHINGTON

Stephen P. Warhoe, Ph.D., P.E.,
CCP, CFCC – Senior Principal

(206) 451-4320 Telephone
(206) 484-0760 Mobile

swarhoe@long-intl.com

WILMINGTON, NORTH CAROLINA

Richard L. (Dick) Kelley
Principal

(919) 455-5032
Telephone & Mobile

rkelley@long-intl.com

COST & SCHEDULE RISK ANALYSIS PARTNER – HULETT & ASSOCIATES, LLC

David T. Hulett, Ph.D., FAACE, Principal

(310) 476-7699 Telephone
(310) 283-3527 Mobile

dhulett@long-intl.com
www.projectrisk.com

MIDDLE EAST – UAE, KUWAIT, QATAR & SAUDI ARABIA

Jamal F AlBahar, Ph.D., PMP, AVS
Managing Director

+9714 259 8585 / 259 8283 Telephone
+97150 650 6686 Mobile (UAE)
+965 9960 9049 Mobile (Kuwait)
+974 66 80 20 53 Mobile (Qatar)

jalbahar@long-intl.com

INDIA, SOUTH EAST ASIA & MIDDLE EAST

Rohit Singhal
Managing Director

+91-124-6500122 Telephone
+91-9650784555 Mobile

rsinghal@long-intl.com



www.long-intl.com