



## **CURTIS W. FOSTER**



Mr. Foster, a Principal with Long International, has a background that spans over 30 years of involvement in design, construction, and dispute resolution on over US\$ 5 billion of projects. This experience includes 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.

Mr. Foster has significant experience in management, design, and field engineering on marine petroleum and power 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. A significant amount of his project experience was at various locations around the world. 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 to ensure conformance with design documents.

Mr. Foster has broad experience in project management, project control (estimating, scheduling, and cost engineering), and engineering (field and project) in various industries. This extensive experience is utilized to the benefit of his client on both dispute-related assignments and on project management consulting engagements.

### **EDUCATION**

Georgia Institute of Technology – Bachelor of Civil Engineering (1979)

### **PROFESSIONAL AFFILIATIONS**

American Society of Civil Engineers

Association for the Advancement of Cost Engineering International



## **PROJECT EXPERIENCE**

Mr. Foster has served in various capacities on more than 70 construction claims ranging in size from \$250,000 to over \$500 million. Descriptions of specific engagements include the following:

- Analysis of EPC schedules for a \$2.7 billion LNG facility in Angola. Verified the schedule work scope against contract requirements. Evaluated schedule metrics, reviewed schedule logic, and assessed the reasonableness of the critical path.
- Evaluation of delays and cost overruns on an insulation manufacturing facility in Alberta, Canada. Analysis of schedule and cost data in support of the Owner's \$28 million counterclaim against the EPC contractor's \$20 million claim.
- Performed an analysis of various contractor's delay and change order claims on behalf of the owner on a major Gasoline Optimisation Project, including modifications to an existing FCCU unit, a new alky-acid unit, an isomerization unit, a new heavy naphtha hydrotreater and continuous catalytic regeneration Platformer unit, and offsites facilities modifications. Claim evaluations included an assessment of the integrity of the contractor's baseline and schedule updates, preparing alternative impact analysis of delays allegedly caused by scope changes as well as concurrent delays caused by the contractor, reviewing cost support for the change order amounts, and participation during negotiations to achieve settlement of the change order claims.
- Analysis of delays to the construction of an LNG terminal in New Brunswick, Canada, on behalf of an insurance company. The marine cargo insurance claim was filed as a result of materials being lost overboard at sea in severe weather while being shipped to the site.
- Analysis of EPC schedules for an \$880 million coal-fired power plant. Evaluated schedule metrics, reviewed schedule logic, and assessed the reasonableness of the critical path.
- Analysis of a \$50 million loss for property damage and business interruption resulting from cracking to a reactor vessel at a glycol process plant facility in Alberta. Prepared deposition questions and assisted loss adjusters and counsel for Underwriters with cost and schedule analyses.
- On behalf of the owner, analysis of schedule delay claims by the prime contractor on an LNG facility being constructed in Angola.
- As a result of a potential insured event, evaluated whether other causes of schedule delay to the construction of a nuclear power plant in Canada would have caused delay to the project.
- On behalf of the Owner, evaluated labor productivity issues and increased costs associated with the construction of a cement plant in Texas under a reimbursable contract.
- On behalf of the Owner, evaluated a piping contractor's claim associated with increased piping quantities for the construction of a cement plant in Florida.
- Provided schedule quality assurance services regarding a Gas Supply Expansion Project in Nigeria. Evaluated schedule metrics and appropriateness of the critical path of the baseline schedule.

Other representative projects have included:

- 300 MW Combined Cycle Power Plant
- Boiler Fuel Conversion – 200 MW Power Plant
- 250 MW Combined Cycle Power Plant
- 40,000 BPD Offshore Drilling/Production Rig
- Poultry Processing Plant



- Railway Electrification Project
- Polyester Chip Manufacturing Plant
- Prototype Gold Ore Processing (ROTP) Facility
- 150 Unit Luxury Apartment Complex
- Manufacture of Spent Nuclear Fuel Storage Containers
- Natural Gas Plant Repair
- 550 MW Combined Cycle Power Plant
- Boiler Component Manufacturing Project
- 100 Unit – Nursing Home/Assisted Living Facility
- 2 – 30 Cell Air Cooled Condensers

## **PROFESSIONAL EXPERIENCE**

### **Long International, Inc.**

*Atlanta, Georgia (2006 to Present)*

As a Principal with Long International, Mr. Foster provides construction claims analyses related to construction means and methods, technical issues, schedule delays, productivity losses, and the quantification of damages. Other duties include proactive CPM scheduling and schedule assurance services, cost control and monitoring services, and property damage and business interruption claims analyses.

### **Revay & Associates USA Ltd.**

*Atlanta, Georgia (2001 to 2006)*

As a Senior Consultant, Mr. Foster was involved in all aspects of the consulting practice specializing in dispute resolution and litigation support. Specific responsibilities included client liaison, strategy formation, issue definition, performance of required analyses, coordination of technical tasks and assignments, design/preparation of demonstrative exhibits, and assistance in the preparation for expert testimony.

### **Hanscomb**

*Atlanta, Georgia (1999 to 2001)*

As a Senior Consultant, Mr. Foster was involved in all aspects of the consulting practice specializing in claims and litigation support. Specific responsibilities included project document review, schedule creation, review and analyses of existing schedules, development and management of project man-hour databases, performance of required analyses, design/preparation of demonstrative exhibits, and assistance in the preparation for expert testimony.



**Resolution Management Consultant**

*Atlanta, Georgia (1995 to 1999)*

As a Senior Consultant, Mr. Foster was involved in all aspects of the consulting practice specializing in project management support, dispute resolution, and litigation support. Specific responsibilities included establishing project documentation databases, performing contractor project report audits and project schedule update audits and reports, reviewing project documentation, defining issues, performing required analyses, coordinating technical tasks and assignments, designing and preparing demonstrative exhibits, and assisting in the preparation for expert testimony.

**GE Power Generation**

*Atlanta, Georgia (1993 to 1994)*

Mr. Foster was employed in 1993 in the project support office of GE Power Generation. In 1994, he transferred to Projects as a Field Piping Engineer for a Gas Turbine Combined Cycle Power project for International Paper in Selma, Alabama. His responsibilities included reviewing piping drawings, getting piping prefabricated and delivered to jobsite, working with craft labor to insure installation was performed according to plans and specifications, and implementing scope changes or engineering changes. His responsibilities grew to include instrumentation, freeze protection, and a Startup/Punch-out Engineer.

**Ford, Bacon & Davis Inc.**

*Atlanta, Georgia (1992 to 1993)*

Mr. Foster was employed in 1992 as a Project Controls Manager for this large engineering firm, which specialized in the pulp and paper and chemical industries. His responsibilities included preparing estimates and project schedules, and monitoring project progress and performance on various industrial projects.

**Tampella Power Inc.**

*Atlanta, Georgia (1990 to 1992)*

Mr. Foster was employed in 1990 as an Estimating Manager for this major equipment vendor specializing in the pulp and paper Industry. His responsibilities included preparing estimates and proposals for recovery boilers and evaporators.

**Simons Eastern Inc.**

*Atlanta, Georgia (1988 to 1990)*

Mr. Foster was employed in 1988 as an estimator for this large engineering firm specializing in the pulp and paper and chemical industries. His responsibilities included preparing conceptual estimates on paper machine line rebuilds and complete green field projects.

**Clark Kenneth Inc.**

*Atlanta, Georgia / Bethesda, Maryland (1984 to 1988)*

Mr. Foster was employed first as a Civil Estimator and then Chief Estimator, responsible for developing estimates and preparing proposals for design build waste-to-energy projects. This assignment entailed development of project scope, preparation of conceptual drawings, completion of the project cost estimate, acquisition of environmental impact studies, local community approval, and permits.



**Marvin M. Black Construction, Inc.**

*Atlanta, Georgia (1983 to 1984)*

Mr. Foster was employed in 1983 as Project Engineer. His responsibilities included estimating, scheduling, subcontractor management, preparation of project progress reports, general drawings and specification compliance, inspection, and punch-out. The projects included a 7-story luxury condominium, a multi-story frame construction apartment complex, and a 60-bed substance abuse hospital.

**McDermott International**

*Middle East, Louisiana, and Singapore (1978 to 1982)*

Mr. Foster was employed in 1978 as an Offshore Field Engineer for a two-year period on assignment in the Middle East Office, Dubai UAE. Responsibilities included ensuring structure location, drawing and specification compliance with the contract as well as implementing change order work and performing contract closeout {Client Satisfaction}. Projects included offshore structural platforms, oil/gas processing/pumping platforms, and undersea pipelines. He transferred to the Gulf of Mexico Offshore Division in 1980 and was assigned as an Offshore Construction Estimator. His responsibilities at this one-year assignment included preparing estimates for installation of offshore platforms and pipelines. This work entailed determining equipment requirements, estimating the time of construction, and obtaining quotations for any specialties {equipment rental or subcontractors}. Mr. Foster then transferred to the Far East Singapore Division in 1981 and was assigned as Proposals Manager for the Offshore Construction Group. His responsibilities included receiving RFQs from clients, distributing pertinent information to all involved departments, estimating the offshore Installation, coordinating efforts of the Fabrication, Legal and Insurance Departments, producing a complete and comprehensive proposal, obtaining management buy-off, and delivering the work to international clients on time.