



RONALD J. RIDER, MBA



Ronald J. Rider, a Principal with Long International, has over 25 years of comprehensive construction experience and expertise from over 90 projects in the areas of project management and dispute resolution services. Mr. Rider excels in providing clients with quality service in project estimating, developing and monitoring critical path method (CPM) schedules, project cost control, project billings and payments, change order pricing and resolution, contract administration, CPM schedule recovery, project close-out, and dispute resolution of project problems. 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, and damages verification and quantification. He is proficient in the use of Primavera Project Planner (P3 v.3.1 and P6 v.7.0), Safran Project, Microsoft Project, Claim Digger, and

Summation iBlaze software products.

Mr. Rider specializes in his ability to combine his project management capabilities along with problem solving competencies resulting in effective dispute resolution services. 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, AIC (Former Rocky Mountain Chapter President)

Associated General Contractors of America, AGC

Associated Builders and Contractors, ABC

Colorado Contractors Association, CCA

Honorary Construction Society

National Electrical Contractors Association

Rocky Mountain Surety Association

TECHNICAL EXPERIENCE

Representative U.S. and international engineering and construction technical experience and expertise includes:

- Corporate strategy, leadership, and marketing
- Project estimating, quantity takeoffs, and pricing of the project scope
- Project planning, start-up, and buyout
- Activity-based costing (ABC) for scope budgeting and cost control
- CPM schedule development and proactive monitoring
- Project billing and payment implementation
- Change order pricing and negotiations
- Request for information (RFI) and change order (CO) process management
- Successful demonstration of project issues that may or may not affect the project schedule
- Installed quantity and progress verification and monitoring
- CPM recovery schedule preparation and implementation



- Contract administration and subcontractor management
- Effective resolution of project problems and unapproved changes
- Job cost and labor hour variance modeling and analysis
- Impact identification based on contemporaneous project records
- Document discovery, research, and computerized database coding
- Retrospective CPM schedule delay (As-Planned Impacted, As-Built But-For, Window, and Time-Impacted methodologies) analysis and delay quantification
- Impact correlation (RFIs, changes, late equipment, third party interference, weather, strikes, etc.) to schedule activities and cost accounts
- Concurrent delay assessment
- Contractual entitlement evaluation
- Lost productivity quantification and analysis
- Extended project overhead and home office overhead cost quantification
- Acceleration cost isolation and analysis
- Calculation of project damages based on total cost, modified total cost, specific issue pricing, and measured mile methodologies
- Graphical and oral presentation of results, conclusions, and opinions
- Engineering and construction claim/Expert Report preparation, documentation, defense, and negotiated settlement
- Interrogatory preparation and response
- Arbitration proceedings and litigation support

PROJECT EXPERIENCE

Mr. Rider has extensive experience on a wide variety of project management and dispute resolution projects for owners, engineers, architects, general contractors, subcontractors, attorneys, and sureties on over 85 projects spanning the last twenty-four years. Representative experience includes the following projects:

Oil Refinery, Petrochemical and Chemical Plants, Industrial, and Offshore Oil & Gas Production Facilities

- Supplied dispute resolution services in support of a chemical company who was defending against \$150 million in impact claims made by a European EPC contractor on Polyethylene Terephthalate (PET) plants in Spain, Netherlands and Argentina. Participated in the document discovery, research, organization and coding of over 500,000 project records into an internet-based document repository. Assisted in answering interrogatories and prepared questions for fact witness depositions. Scrutinized the entitlement of alleged critical path schedule delays due to late and continuous changes, technology changes, late turnover package approvals, weather impacts, and slow agency reviews potentially affecting 5,000 schedule activities. Developed a comprehensive delay allocation model used to quantify as well as document critical path and concurrent delays affecting the schedules. Correlated issues to schedule activities. Employed retrospective CPM schedule delay analysis methodology to correctly calculate entitled delay for compensable costs as well as consider concurrent delays due to approved change orders, fact-based project issues, and weather impacts as supported by project records. Utilized retrospective CPM schedule delay analysis methodology to correctly calculate entitled time extension and proper assessment of liquidated damages. Based on the findings, the contractor's claims were grossly overstated and unsupported in which the owner enjoyed a favorable settlement at a small fraction of the total dispute.



- Defended an owner of a refinery project in Trinidad from \$25 million in alleged delay and disruption damages claimed by a Canadian EPC contractor. Evaluated the contractor's entitlement to alleged delays caused by the owner's change orders. Assessed concurrent delays caused by contractor-caused delays to engineering, procurement, and construction phases of the project. Prepared retrospective CPM schedule analyses to quantify alleged delays to the critical path of each monthly update of the project schedule. Critiqued opposing Expert's Report regarding project facts and alleged critical path delays which was instrumental in a favorable settlement for the owner.
- On behalf of the owner, analyzed and assessed the reasonableness of an EPC contractor's schedules as part of an assessment of a \$138 million delay and disruption claim involving a gas plant project in Saudi Arabia. Performed a detailed CPM retrospective schedule analysis on 36 monthly windows using a Time-Impact Analysis (TIA) for both owner-caused and contractor-caused impacts. Also performed an as-built but-for schedule analysis for each of the 36 monthly windows for analyzing concurrency as well as compensable delay. The work involved correction of the contractor's baseline and schedule updates, assessment of impacts allegedly due to change orders, welding defects, late drawing deliveries by the owner, and contractor performance problems. The dispute was resolved prior to arbitration.
- Assisted in the preparation of a mechanical contractor's \$20 million claim for delay, additional work, labor disputes, and loss of productivity regarding a delayed coker project at the Cerro Negro oil upgrading project in Venezuela. Assisted counsel in the preparation of its briefs and technical support in preparation for expert witness testimony at the ICC arbitration hearings in Geneva, Switzerland.
- Defended an owner against a \$75 million claim by a South Korean contractor on an oil terminal project in Asia, including assessment of CPM schedules for delay entitlement, change order impact, and associated damages. Performed a Time-Impact Analysis schedule analysis study that included both owner-caused and contractor-caused impacts in order to calculate a basis for allocating alleged productivity costs.
- Analyzed a contractor's claims for delay and disruption allegedly resulting from work associated with removal of lead-containing paint from the process plant modules and platforms of an offshore oil production facility installed in the Gulf of Mexico. Assisted with the development of a detailed CPM based, multi-window schedule analysis in defense of the claim.
- On behalf of the owner, performed a detailed windows schedule analysis in defense of a contractor's \$87 million delay and disruption/loss of productivity claim resulting from alleged design changes to a semi-submersible hull and mooring system project which was fabricated in Norway and installed in the Gulf of Mexico.
- Analyzed construction erection sequencing activities and prepared a CPM schedule delay analysis in support of an EPC contractor's delay analysis in an ICC arbitration case involving a chemical plant in Jordan.
- As part of ongoing project management services for the owner, performed analyses of the EPC contractor's CPM schedules for scope and logic problems associated with a major petrochemical facility off the coast of West Africa.
- Evaluated a claim by the Operator of a chemical storage facility associated with delays and cost overruns caused by scope changes and Hurricane impacts. Operator alleged that the cost of the facility significantly increased as a result of owner-caused changes and impacts from Hurricanes Katrina and Rita, and that the owner agreed to compensate the Operator for the Hurricane impacts. The owner alleged that the Operator mismanaged the project, and that the delays and cost increases were primarily caused by other problems not related to the Hurricanes.
- Analyzed the reasonableness of alleged contractor claims totaling \$19 million related to change orders, delays and disruptions associated with the construction of a MDI Chemical plant in Texas.



- Analyzed alleged change order and delay claims totalling \$85 million submitted by a South Korean EPC contractor on the construction of a 1,200 foot compliant-piled tower (CPT) offshore production facility fabricated in Texas and South Korea.
- Assessment of a Korean contractor's \$75 million delay and acceleration claim on an oil terminal project in Russia. Assessed the contractor's CPM schedules, change orders, increased staffing claims, and the owner's counterclaims.
- Prepared a detailed CPM schedule delay analysis of a contractor's contemporaneous CPM schedule updates on an insulation manufacturing plant project in Canada.
- 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.
- On behalf of the owner, performed an analysis of the quantum aspects of a contractor's \$130 million delay and changed conditions claim involving the relocation of a \$700 million natural gas processing plant project site in Algeria after construction had commenced because of the discovery of unfavorable soil conditions. The owner counterclaimed delay damages because the plant was completed late. Issues involved alleged increased quantities for earthworks and pipelines in the new site location, subcontract labor man-hours and costs, engineering and construction management man-hours and costs, and associated delay, productivity loss, and other costs, and whether the contractor has sufficient documentation to support its claims. The owner alleged bid error by the contractor and inadequate and incorrect quantum calculations to support its claimed costs. Assessed the reasonableness of recorded project costs and supported the preparation of an expert report and rebuttal expert report, which were submitted in ICC arbitration in Paris, France. The owner received a favorable award.
- 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.
- Evaluated the owner's project management and cost and schedule control procedures for performing major capital projects in Trinidad. Prepared stage gate project development procedures, and developed cost and schedule control procedures.

Power Plant Projects

- Provided dispute resolution services to a general contractor in support of \$50 million of impacts against a turbine/generator manufacturer on a new power plant project in Texas. Worked directly with the general contractor's field and office staff to research contemporaneous project records in support of project issues and impacts. Analyzed the delays stemming from hundreds of late change orders, late and inadequate responses to RFIs, wet and muddy conditions, filter house fire, land ate and incomplete delivery of materials and equipment by the turbine/generator manufacturer. Utilized retrospective CPM schedule delay analysis methodology to successfully demonstrate and quantify impacts to the critical path for a 2,500 activity schedule. Applied retrospective CPM schedule delay analysis methodology to correctly calculate entitled time extension as well as prove constructive project acceleration. An amicable settlement for the contractor was achieved.
- Engaged in dispute resolution services for a general contractor in defense of \$2.5 million in assessed liquidated damages by the owner of a power plant project in Colorado. Evaluated contemporaneous project records to identify project impacts. Identified and quantified critical path delays and lost productivity impacts caused by the late delivery of equipment and materials, late responses to RFIs, and last minute changes by the owner's turbine/generator supplier. Used retrospective CPM schedule delay analysis methodology to demonstrate delays caused by the identified impacts. CPM schedule delay analysis successfully supported general contractor's defense against owner's assessment of liquidated damages against general contractor. General contractor and owner ultimately reached a negotiated settlement.



- Prepared a schedule analysis and claim on the assembly of turbine generators on a hydroelectric power plant project. Participated in mediation to resolve the dispute.
- Analyzed the reasonableness of an EPC contractor claims totaling \$40 million regarding a lump-sum contract to design and build a gas-fired power plant in Illinois. Assessed the EPC contractor's contemporaneous project schedules and delay analyses in support of its entitlement to a time extension and delay damages.
- Analyzed delays and loss of productivity impacts caused by late delivery of equipment by the turbine/generator manufacturer on a new power plant project in Colorado. The schedule analysis also supported the contractor's defense of liquidated damages assessed by the owner because of delays caused by the turbine/generator manufacturer.

Commercial, Educational, Medical and Industrial Buildings, Airports, Correctional Facilities, Highways, Subway, Wastewater Treatment Plants, and Convention Centers

- On behalf of Denver Public Schools (DPS), provided CPM schedule and cost analysis and dispute resolution services that defended against unsubstantiated general contractor claims that exceeded \$3 million. Participant in the DPS dispute resolution team that resulted in the successfully negotiated settlement of all general contractor claims at a significantly reduced amount.
- Provided scheduling and dispute resolution services for an electrical subcontractor on the Alaska Native Medical Center in Anchorage, Alaska. Furnished CPM schedule assistance to onsite project management team for the completion of remaining electrical work. Assembled productivity data based on certified payroll information in order to demonstrate productivity loss due to project problems. Assisted the general contractor in CPM schedule delay analysis to demonstrate cause/effect impacts caused by the third party agency. Evaluated and quantified the impacts from over a 1,000 late RFIs, hundreds of design changes, winter weather impacts, and impacts from other contractors. Assisted in the development of a \$5 million claim for the recovery of schedule delays and increased costs caused by numerous design problems.
- Prepared an Expert Report regarding the construction manager's entitlement to payment for extended overhead costs associated with the construction of a detention facility in Colorado.
- Prepared an electrical subcontractor's claim for delays, extra work, and loss of productivity on the installation of fire alarm, security, and communications systems for the Federal Bureau of Prisons Project in Beaumont, Texas. The contractor's increased costs resulted from delays, changes, field work orders, rework, loss of productivity, and acceleration to the Division 17 installation work. Prepared an expert report and assisted counsel in the defense of the opposing expert's deposition, which resulted in a successful settlement of the dispute.
- Prepared a CPM schedule analysis of alleged contractor claims associated with construction upgrades to the London Underground Subway system in support of an ICC arbitration.
- Furnished CPM scheduling services for the electrical subcontractor on the \$66 million McCormick Place Convention Center Expansion Project in Chicago, Illinois. Worked with the subcontractor's field staff to develop and monitor a resource-loaded completion schedule that tracked the remaining electrical activities. Updated schedules with job cost and certified payroll information. Correctly calculated the critical path on the electrical work and analyzed impacts from other contractors. Performed productivity studies and provided resource and cost projections used for cash flow and cost-to-complete purposes. Assisted the onsite project management team in the successful closeout of the project.



- Performed CPM scheduling, pay application, and dispute resolution services for the owner of the E-470 Public Toll Road Project in Denver, Colorado. Tracked and monitored the general contractor's 5,500 activity CPM schedule that was cost and resource loaded. Provided effective pay application payment services by verifying and approving work performed by the general contractor. Performed various special studies regarding disputed pay items as well as the calculations of projected future value of interest for disputed work. Successfully worked with the contractor's schedulers to develop an effective procedure for schedule updates and changes.
- Provided project management and control services for the contractor providing Fire Alarm and Voice Paging Systems work on Concourses A, B, and C, the Airport Office Building, and the Terminal Complex at the Denver International Airport (DIA). Assisted client in cost control monitoring, schedule interfaces, change negotiations, and problem resolutions on a \$12 million contract. Prepared financial and schedule analyses for the project and interfaced with the Project Management Team (PMT) for monthly pay applications and resolution of issues. Assisted in the client's successful settlement of \$6 million of outstanding changes with the owner due to unexpected changed conditions and third party contractor interference.
- Managed the project controls and provided cost and CPM scheduling services on a City of Las Vegas Traffic and Communication project. Assisted the project staff in developing and monitoring resource-loaded completion schedules for the remaining work. Performed retrospective CPM schedule analysis to prove change order impacts to the critical path of the project. Used activity-based costing techniques to appropriately allocate extended corporate and project overhead costs due to a 6-month suspension period. Performed productivity studies and provided resource and cost projects used for cash flow and cost-to-complete purposes. Successfully performed change order pricing and negotiations (\$750K) with the owner for numerous design impacts.
- Provided litigation support services for a \$3 million real estate development project in Cincinnati, Ohio. Created as-planned and as-built CPM schedules for delay and acceleration evaluations. Performed extensive analysis on weather delays, muddy conditions, and work access issues. Utilized retrospective CPM schedule analysis methodology to determine the amount of schedule slippage on a monthly basis. Used monthly pay applications and project photographs to verify project status and schedule progress. Created schedule delay visuals and spreadsheets for court room graphics which were instrumental in a successful ruling by the Arbitrator in favor of the client.
- Furnished litigation support services for the \$100 million John Wayne Airport expansion project in Orange County, California. Assisted in the creation of as-built CPM schedules to analyze and quantify project delay and acceleration issues. Used retrospective CPM schedule analysis methodology to determine the amount of schedule slippage. Evaluated concurrent delays relative to impacts to the critical path. Reviewed project documentation and change orders to determine the validity of delays as well as evaluate the causal linkage to schedule impacts and damages. Created color graphics for Arbitration.
- Provided dispute resolution services on a \$100 million Stanford University Hospital Modernization Project in Palo Alto, California. Performed document discovery and reviewed 200,000 project documents. Utilized R:Base to create a 40,000-row document database and cost allocation model. Developed a job cost/variance model used in computing compensable client damages. Determined the validity and entitlement for \$6 million outstanding change orders. Assisted in the development of graphic work products for mediation and assisted in the successful mediated settlement of all outstanding claim issues.
- Provided litigation support services on the \$75 million Kaiser Hospital complex in Riverside, California. Performed detailed quantity take-offs for earthwork, concrete foundations structures and slabs, metal deck, drywall, chemical fireproofing, marblecrete, glass curtain walls, and storefront. Created a 900 activity as-bid CPM schedule to determine a reasonable project schedule. Developed a 1,100 activity as-built CPM schedule and analyzed actual manpower distribution to evaluate lost productivity issues.



- Performed a retrospective CPM schedule delay analysis to determine schedule delays to the critical path as well as project acceleration on the City of Columbus' wastewater treatment plant Project "88." Participated in document research and discovery of 160,000 project documents. Created an as-built CPM schedule with over 1,600 activities in order to evaluate alleged delays and impacts. Determined the validity of 141 alleged contractor claim issues with a value over \$7 million. Scrutinized the cause and effect relationship between alleged impact issues and schedule delays. Assisted in damage calculations and manpower distribution analysis. Based on the teams' analysis of the facts, the City of Columbus successfully negotiated an equitable settlement of claims.
- Served as Lead Project Manager for dispute resolution services on the Federal Reserve Bank of Richmond in Charlotte, North Carolina. Analyzed contemporaneous contract documents and project records to determine entitlement regarding project issues. Performed a detailed CPM schedule analysis to determine schedule delay and acceleration. Analyzed and quantified cost data in support of the contractor's damages. Prepared a detailed equitable contract adjustment work product that resulted in a successful negotiated settlement.
- Provided litigation support services for the Dade County Public Schools in Miami, Florida in defense of a general contractor's claims. Worked directly with Dade County's counsel and consultants in the analysis and presentation of schedule delays and impacts on four elementary schools. Analyzed and quantified the impacts from change orders, RFIs and other alleged design problems potentially affecting the general contractor's schedule. Created convincing color schedule graphics used in jury trial.

PROFESSIONAL EXPERIENCE

Long International, Inc.

Littleton, Colorado (September 1996 to Present)

As a Principal with Long International, Mr. Rider provides clients with CPM schedule delay and acceleration analysis, job cost variance modeling, change order impact analysis, issue identification, correlation of impacts to schedule activities, claims preparation and negotiations, and damages quantification. He has been involved in cause/effect linkage and productivity analysis, along with proactive CPM scheduling services, cost control and monitoring, process improvements, and training of client personnel in CPM scheduling.

Strategy, Inc.

Denver, Colorado (May 1997 to May 1999)

As a Claims Consultant, provided claims analysis and dispute resolution services for large and small capital projects. Specific responsibilities include job cost analysis, CPM schedule delay analysis, quantity take-off analysis, change order analysis, claims negotiations, and damage calculations. Notable projects include dispute resolution services on the Deer Island Wastewater Treatment Plant in Boston and the VA Medical Center in Sepulveda, California.

Fischbach and Moore, Inc.

Englewood, Colorado (April 1996 to May 1997)

As a Senior Project Controls Engineer, provided project control services in the areas of CPM scheduling, project cost and quantity control, problem identification, dispute resolution and training assistance. Other duties included project cost reporting, interfacing with customers, change order pricing and negotiations, management audits, process improvements, and computer application implementation.



Advanced Analytical Solutions, Inc.

Englewood, Colorado (June 1992 to March 1996)

As a Senior Consultant, provided assistance to clients involved in large or small capital projects in the form of project execution, CPM schedule development and delay analysis, cost control and monitoring, cost evaluations, problem solving, dispute resolution, computer applications, management and project audits, and project turnarounds.

Kellogg Corporation

Littleton, Colorado (February 1989 to May 1992)

As a Senior Technical Staff, provided clients with dispute resolution services in the areas of CPM schedule analysis and damages quantification. Specialized in the job cost variance modeling, retrospective CPM schedule delay analysis, change order impact analysis, quantity take-off analysis, productivity analysis, document research and discovery, and litigation support. Prepared fact-based written work products for client negotiations, mediations, and arbitrations and served as a team liaison with clients.

Walter Knestrick Contractors, Inc.

Nashville, Tennessee (October 1987 to January 1989)

Project Manager on eight projects with a total contract value over \$8 million. Estimated various offices, warehouses, commercial, and industrial construction projects. Prepared CPM schedules and job cost tracking reports upon award of a project contract. Obtained building and use-of-occupancy permits from city agencies. Responsible for monthly invoicing, writing subcontract agreements, and procurement of materials. Priced and negotiated change orders, resolved problems in the field. Coordinated communications and meetings between the owner, architect, general superintendent, and subcontractors.

The City of Englewood Engineering Department

Englewood, Colorado (Summers 1985, 1986 and 1987)

Directed inspection specifications for the City of Englewood's Paving District Nos. 30, 31, and 32. Performed asphalt, concrete, and soil material testing. Created as-built quantities and monthly pay estimate spreadsheet models. Acted as a liaison with homeowners and the City of Englewood to facilitate homeowner cost assessments as well as coordinate communication between the general contractor and the City. Responsible for daily reports and legal documentation.

PUBLICATIONS AND SPEAKING ENGAGEMENTS

"Schedule and Delay Analysis Methodologies," with Richard J. Long, P.E. and Andrew Avalon, P.E., P.S.P., Long International, AACE International's Professional Practice Guide to Forensic Schedule Analysis, Chapter 11: Method Implementation Protocol – Modeled/Subtractive/Single Simulation, 2008.

"Construction Claims Prevention Training Seminar," National Electrical Contractors Association, May 2006.

"Analysis of Concurrent-Pacing Delay," Presentation and Discussion at the AACE International's National Meeting, New Orleans, Louisiana, June 2005.

"Analysis of Concurrent-Pacing Delay," Lorman Construction Claims Seminar Presentation, Houston, Texas, February 2005.

"Improving Project Control," American Institute of Constructors – National Forum, April 1995.

"Project Documentation," American Subcontractors Association, March 1994.

"Multi-Prime Projects," *KC-News*, March 1991.

"Strikes – Recoverability of Damages," *KC-News*, September 1989.