



STEPHEN P. WARHOE, P.E., CCM, CCE, CFCC



Mr. Warhoe is a Senior Executive Consultant with Long International. He has a proven background in the planning, control, and management of multiple major design and construction projects. With over 25 years experience in the project controls field, he is a recognized expert in the area of schedule delay analysis, project controls and construction dispute avoidance and resolution. 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. Additionally, with his extensive experience in schedule and cost control, he continually demonstrates his value to clients having planned and controlled multibillion-dollar budgets and schedules. He is also skilled in the negotiation, evaluation, and administration of contractor, consultant, vendor, and service contracts.

EDUCATION

Ph.D. Candidate, Project Management, Skema Business School, Lille, France

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

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

PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

Professional Engineer, Colorado, #29909

Certified Construction Manager (CCM), Construction Management Association of America

Certified Cost Engineer (CCE), AACE International, #01430

Certified Forensic Claims Consultant (CFCC), AACE International, #12

PROFESSIONAL AFFILIATIONS

Association for the Advancement of Cost Engineering (AACE), Association President, 2008-2009

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

Project Management Institute (PMI)

System Dynamics Society (SDS)

TEACHING EXPERIENCE

Adjunct Professor, Masters in Project Management, Skema Business School, Paris, France,

“Cost Engineering Topics,” 2009 to 2011

Adjunct Professor, International Masters degree in Business Administration program, Tongji University, Shanghai, China, “Topics in Project Management and Cost Engineering,” 2011 to present

TECHNICAL EXPERIENCE

Representative U.S. and international technical experience includes:

- Construction claims preparation, analysis, defense, and negotiation of settlements.
- Development of project and risk management plans and procedures for complex, mega projects.



- Management of commercial and heavy construction projects, including program and project management, and the management of major domestic and international engineering and construction contractors as the owner's representative.
- Identification and systematic evaluation of major engineering and construction problems and their cause/effect relationship on cost and schedule overruns.
- Management of project performance measurements and assessments.
- Deposition and expert witness testimony.
- Speaker and author of numerous articles on the subject of construction claims, project cost and schedule control, change order management, and project management.
- Development of computerized database management systems.
- CPM schedule analyses of the impacts of delays, disruption, acceleration and loss of labor productivity.
- Contract/entitlement analysis.
- Direct and indirect damages assessment.

PROJECT EXPERIENCE

As an expert in program/construction management and claims and disputes resolution consultant, Mr. Warhoe has worked on numerous projects in the U.S. and internationally; representing owners, designers, contractors and insurance underwriters.

Representative Project and Construction Management Experience

- Managed 20 capital improvement projects simultaneously, on average, with a budget of approximately US\$ 40 million, for the Coors Brewing Company in Golden, Colorado and Memphis, Tennessee.
- Represented the Malaysian government as a construction manager and project controls expert overseeing 21 civil and process projects, cumulatively valued over US\$1 billion on the Kuala Lumpur International Airport, a green-field mega civil construction program, valued at over US\$3.6 billion.
- Developed and implemented all program management level processes and procedures for a US\$4.3 billion floating bridge and freeway replacement in the Seattle area for the Washington State Dept. of Transportation.
- Developed and implemented risk management processes and procedures for a US\$4 billion tunnel/freeway design and construction program for the Washington State Dept. of Transportation in Seattle, Washington.
- Managed a US\$25 million nationwide construction management Indefinite Delivery/Indefinite Quantity (ID/IQ) contract with the U.S. National Park Service.
- Construction manager on a US\$13 million middle school construction for the Poudre School District in Fort Collins, Colorado.
- Program and construction management consultant for the Clark County School US\$1 billion school construction program in Las Vegas, Nevada. Duties included evaluation of claims and disputes received by school district from construction contractors and advising district management on construction management issues.



Representative Claims and Disputes Resolution Experience

- Representing commercial general liability insurance underwriters for a major EPC firm relative to significant rework that the EPC firm was required to perform concerning its earlier construction of eight scrubber units located at four coal-fired power plants in the central United States. Duties included review and evaluation of EPC firm's cost and schedule reports for its rework efforts on behalf of the underwriters.
- Assisted in cost analysis concerning disputed design and construction cost over-runs for the initial construction and ensuing Three Mile Island retrofit work, for a multi-billion dollar nuclear power plant located in central Ohio.
- Representing the owner, led negotiations of over \$7 million in changes disputed by the general contractor on a \$7 million renovation on a steel manufacturing plant in Pueblo, Colorado.
- Provide construction management and dispute resolution expertise concerning the major renovation and upgrade of a meat processing plant in southwest Oklahoma. Represented the owner concerning disputes it had with design/builder on work performance and compliance with performance specifications. Analysis included a review of the contractor's CPM schedule and payment applications.
- Evaluated CPM schedule delay and damage analyses submitted by general contractor, and performed separate CPM schedule delay, productivity and damage analyses regarding the construction of a plant to manage used deicing fluid at the Denver International Airport. Damage analysis included evaluation of contractor's expended costs, base bid estimate, delay analysis, and change orders. *Testified in Deposition.*
- Evaluated schedule delay analysis submitted by contractor concerning additions and modifications to Washington State SR-518. Evaluated project baseline CPM schedule and updates and reconciled with state inspection reports, along with contractor's narrative delay claim. Submitted a report to State's executive management with recommendations.
- Performed CPM schedule delay, productivity and damage analyses in support of contractor's claim relative to construction of luxury condominium units in Telluride, Colorado.
- Developed CPM schedule delay analysis on behalf of developer in dispute with contractor that was terminated for convenience relative to multi-unit apartment complex in Denver, Colorado. *Arbitration Testimony.*
- Performed construction performance analysis and CPM schedule delay analysis for general contractor disputing services provided by its glass sub-contractor on the construction of an engineering classroom building on the University of Colorado campus in Boulder, Colorado. *Arbitration Testimony.*
- Performed contract evaluation, CPM schedule delay and cost analyses, representing the architect-engineer, concerning a dispute with the Crawford county commissioners for the design and construction management of a jail in central Ohio.
- Representing an Italian general contractor, assisted in the CPM schedule delay analysis for the construction of two hospitals in Kuwait.
- Assisted in the cost analysis of the post-fire reconstruction of the MGM Grand hotel, Las Vegas, Nevada.
- Assisted with the CPM schedule and productivity analyses relative to the construction of a major oil and gas management facility for the Kuparuk oil field near Prudhoe Bay, Alaska.



PROFESSIONAL EXPERIENCE

Long International, Inc.

Bainbridge Island, Washington (August 2010 to Present)

Mr. Warhoe provides a variety of dispute resolution services, including but not limited to change order analysis, cost and damages analyses, schedule delay and acceleration analyses, productivity analysis, and review of bids, estimates, and contract documents.

Baillie & Associates

Seattle, Washington (July 2006 to June 2009)

Served as Senior Consultant to the Washington State Department of Transportation regarding \$4 billion+ SR-520 Bridge Reconstruction projects. Set program controls performance standards and developed management processes and procedures. Recruited, hired, and trained all project team members. Developed, reviewed, negotiated, and approved all consultant contracts. Delivered executive reports, presentations, and training sessions to senior management and project staff.

URS Corporation

Denver, Colorado (July 2002 to June 2006)

Performed as Regional Manager for its Claims & Dispute Resolution Practice, and oversaw the corporate regional construction projects. Managed all aspects of construction services division's dispute resolution services encompassing a nine-state region. Directed business development and marketing for construction management and disputes practice divisions. Mr. Warhoe was the company's primary testifying expert for Rocky Mountain region on issues of delay and damages related to construction project disputes. Additionally, he analyzed and wrote comprehensive and cogent expert reports pertaining to delay disputes, leading a profitable office with 20-25 direct staff reports.

PEAC, LLC/CDI

Denver, Colorado (September 1998 to June 2002)

As a Senior Project Manager for the Coors Brewing Company, planned and managed all phases of all building, plant infrastructure and utility projects at Coors' plants in Golden, Colorado and Memphis, Tennessee. Reviewed process flow diagrams, P&ID's, and electrical single line diagrams. Led and coordinated several highly motivated project teams including design consultants, construction contractors and corporate project engineering and construction staff. Led, negotiated and competitively bid construction contract procurements. Negotiated all changes to contracts. Delivered presentations to and interfaced regularly with executive management. Prepared expert delay, productivity, and damage analyses as an independent consultant, supporting another claims and disputes firm. Additionally provided litigation support including expert testimony concerning construction disputes.

URS Corporation

Denver, Colorado (October 1990 to September 1998)

As a Project Controls Manager, Mr. Warhoe focused on managing project controls for major environmental contracts out of the company's Denver and Seattle offices. Services provided include simultaneously managing the controls for two \$100 million+ federal environmental mitigation programs, as well as several other projects in various business sectors. Successfully, created and implemented the company's first Earned Value Management System used to manage the performance of both environmental programs.



CRSS, Inc.

Greenville, South Carolina and Los Angeles, California (July 1987 to October 1990)

Served as a Project Controls Engineer on numerous projects including the design of microchip manufacturing plants and amusement parks. Mr. Warhoe was responsible for developing and implementing a design performance management system for a multi-discipline design project, ensuring on time and under budget delivery.

Bechtel Western Power Company

Pottstown, Pennsylvania (January 1987 to July 1987)

As a Schedule Engineer, Mr. Warhoe was responsible for all civil construction scheduling associated with the construction of the Limerick Nuclear Generating Station located near Pottstown, Pennsylvania. He established use of Primavera scheduling software as a tool for the civil construction department. The construction work that was being scheduled included structural erection, major concrete structures, pipe penetration seals, carpentry, structural footings, and excavation.

Kellogg Corporation

Littleton, Colorado (November 1984 to December 1986)

As a Senior Claims Analyst, performed schedule and cost/damage analyses relative to various construction dispute and litigation matters. The projects included nuclear power plants, major hotels, airports, pipelines, hospitals, and manufacturing plants.

PUBLICATIONS, SEMINARS, AND SPEAKING ENGAGEMENTS

“Understanding the Effects of Rework and Change of Scope on Productivity and Project Performance Using Systems Thinking,” System Dynamic Society Annual Conference, Seoul, South Korea, July 2010.

“Schedule Specifications – Handle with Care,” Cost Engineering Magazine, January/February 2009.

“Is the Theory of Cumulative Impact a Provable Reality?” Cost Engineering Magazine, July 2007.

“Is the Theory of Cumulative Impact a Provable Reality?” AACEI Annual Meeting, Las Vegas, Nevada, June 2006.

“What Can Be Done to Avoid Claims? A Common Sense Approach to Avoid Claims for Project Managers,” City of Boulder, Colorado, January 2006.

“Construction Management: A Concept in Search of a Definition,” SuperConference, San Francisco, co-presenter, December 2005.

“Cumulative Impact Claims—Are they Real,” Colorado Bar Association, Denver, November 2005.

“Project Documentation—Use It or Lose It,” Los Angeles Bar Association, Los Angeles, co-presented with John Hanover, Esq., Peckar & Abramson, P.C., September 2005.

“Mitigate and Manage Adverse Weather Impacts,” URS Corporation’s Claims & Disputes Newsletter, February 2005.

“The Basics of Earned Value Management,” AACEI Annual Meeting, Washington D.C., June 2004.



“Understanding Risk to Mitigate Changes and Avoid Disputes,” AACEI Annual Meeting, Orlando, Florida, co-authored with Adam Winegard, URS Corporation, June 2003.

“Define Allowable Project Indirect Costs Early,” URS Corporation’s Claims & Disputes Newsletter, March 2003.

TESTIMONY EXPERIENCE

- 2004 City and County of Denver, Colorado (Denver International Airport) v. TechSites, Inc. Denver, Colorado. *Deposition.*
- 2003 Alliance Construction Solutions, Inc. v. GlassTech, Inc. Boulder, Colorado. *Arbitration testimony.*
- 2002 Del Norte Neighborhood Development Co. v. Stanisz Construction Co. Denver, Colorado. *Arbitration testimony.*
- 2001 City of Dayton, Ohio v. Excel Construction Co. District Court, State of Ohio; Columbus, Ohio. *Deposition.*