



**POWER PLANTS AND CO-GENERATION FACILITIES
PROJECT EXPERIENCE**

Type of Project	Description of Services Provided	Project Location
Biomass Power Plant	On behalf of the bank who provided funding for the projects, performed an analysis of operating performance problems and cost overruns for the lending bank on a cattle manure-fueled power plant and several agricultural waste-fueled power plants.	California
Coal/Gas-Fired Conversion to Natural Gas Only	Assisted with the preparation of the contractor's delay claim for late delivery of owner supplied piping and equipment; extensive rework on improperly fabricated superheat panels; unrealistic, overzealous and extra-contractual inspections and QA/QC demands by owner personnel; extensive additional work associated with the electrical scope; late and incomplete submittal of necessary design information; and, excessive changes to design data subsequent to Issue for Construction drawings, particularly for the electrical work.	Florida
Coal-Fired Power Plant	Prepared the detailed schedule for a 500 MW coal-fueled power plant.	Arizona
Coal-Fired Power Plant	On behalf of the owner, performed an 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.	Arkansas
Coal-Fired Power Plant	Performed schedule delay expert witness services, including providing testimony during arbitration hearings, with respect to a \$30 million dispute between an electrical power generator and a consortium of power distributors. Issues involved the analysis of concurrent delay.	Canada
Coal-Fired Power Plant	Performed schedule delay expert witness services with respect to a \$34 million dispute between an electrical power generator and a consortium of power distributors. Issues involved the analysis of concurrent delay. Services included performing a delay analysis with respect to a forced outage resulting from an alleged <i>force majeure</i> event. Schedule impacts were identified and quantified that resulted from accelerating the start of planned outage work moved by the power plant operator to be in parallel with necessary work associated with the forced outage. Testimony was provided that addressed impacts to the outage affected by moving the start of planned outage work to be performed concurrently with forced outage work.	Canada



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Coal-Fired Power Plant	Assisted the general contractor in \$2 million dispute with the owner of a 200 MW Power Plant in New Brunswick regarding increased labor costs associated with late delivery of owner supplied equipment, late design information, and defective design information. Case was settled during negotiation on terms favorable to client.	Canada
Coal-Fired Power Plant	On behalf of the mechanical contractor, prepared a \$1 million claim involving the installation of new Low NO _x and boiler reheater facilities on a power plant project.	Indiana
Coal-Fired Power Plant	Provided claims analysis, cost and schedule analyses, and rebuttal report preparation services regarding insurance claims related to defective flue gas desulfurization systems on four coal-fired power plant projects.	Indiana, Ohio
Coal-Fired Power Plant	Performed an audit of the reclamation procedures and costs of a western coal producer/supplier for a major central U.S. power company.	Montana
Coal-Fired Power Plant	The project centered on the contract to design and build a 663 MW sub-critical pulverized coal fired plant addition to an existing brown field facility. This was a full EPC contract involving multiple stakeholders including a joint venture between the major contracting entities and power island suppliers. Management of team engaged to provide risk management and claims avoidance advisory and training services to the on-site project teams. Services also included claims avoidance management both on a term and “as required” basis to facilitate early settlement of project problems and avoid lengthy disputes. The project was completed with no major claims or dispute issues.	Nebraska
Coal-Fired Power Plant	On behalf of the mechanical contractor, performed an analysis of an \$11 million claim against an engineering and construction contractor involving the installation of new pollution control equipment on a power plant project.	Tennessee
Coal-Fired Power Plant	Retained by a Texas utility and power company to evaluate contract terms and conditions, and to participate in an evaluation and risk analysis of a contractor’s technical and commercial proposals for construction of a multi-million dollar bag house retrofit project for a coal-fired power plant. Work also included a review of the contractor’s cost estimate and trade-offs between acceptable financial risks and contract incentives.	Texas



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Coal-Fired Power Plant	Prepared a detailed schedule for a two unit “hybrid” power plant consisting of fluidized bed boilers, steam turbines, combustion turbines, and heat recovery units. Also developed multi-currency project cost systems to report consistent financial information in U.S. dollars while individual contracts fluctuated in multiple currencies.	Thailand
Coal-Fired Power Plant	Developed the detailed schedule and project control system for a 2x400 MW coal fueled power plant. Created and maintained an accounting and reporting system to track the financial participation of four consortium partners.	Virginia
Coal-Fired Power Plant	Provided schedule delay, loss of productivity, extra work, and damages testimony in State Court of West Virginia regarding a \$3 million claim on a \$100 million Waste Coal Power Plant. The testimony resulted in a jury award slightly greater than client’s settlement offer.	West Virginia
Cogeneration Power Plant	Provided analysis in defense of a \$7.1 million claim brought by the mechanical erection subcontractor for increased scope, delay, extended overheads, and lost productivity on a \$189 million simple cycle cogeneration plant.	Connecticut
Cogeneration Power Plant	Prepared an entitlement analysis and a preliminary analysis of schedule and damages associated with delays and disruptions experienced by an insulation subcontractor during the construction of a cogeneration project.	Florida
Cogeneration Power Plant	Provided schedule delay, loss of productivity and damages deposition testimony regarding a \$7.5 million claim on a \$100 million cogeneration power plant. The case was settled prior to the start of the trial.	Kentucky
Combined Cycle Power Plant	On behalf of the owner, furnished CPM scheduling services for a 2x1 combined cycle power plant in San Jose.	California
Combined Cycle Power Plant	Developed contractor’s \$21 million delay and disruption claim against the owner of 4x2 combine cycle power plant in Romoland. The scope of work included a detailed CPM Schedule analysis to determine delay and acceleration responsibility.	California



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Combined Cycle Power Plant	Assisted insurance company against claim by the EPC contractor on a project involving the design, procurement and construction of a new 550 MW combined cycle power plant. The contractor claimed that an insured accident caused over \$30 million in impact costs including 6 months of project delay and loss of labor productivity and increased support costs in attempts to accelerate to overcome delays. Performed a schedule delay analysis to demonstrate that actual impact of insured accident was negligible and concurrent with delays caused by the EPC contractor. Case was settled just prior to hearings.	Connecticut
Combined Cycle Power Plant	Prepared the detailed schedule for a multi-block combined cycle conversion project.	Indonesia
Combined Cycle Power Plant	Performed an analysis of a contractor's \$9 million delay and disruption claim against the owner of 4x2 combined cycle power plant in Eunice. The scope of the work included a detailed CPM Schedule analysis to determine delay and acceleration responsibility.	Louisiana
Combined Cycle Power Plant	Performed an analysis of a contractor's delay and disruption claim against the owner of 2x1 combined cycle power plant in Boston. The scope of the work included a detailed CPM Schedule analysis to determine delay and acceleration responsibility.	Massachusetts
Combined Cycle Power Plant	Provided schedule delay, loss of productivity and damages deposition testimony regarding a \$60 million claim on a \$300 million combined cycle power plant. The case was settled successfully in arbitration.	Massachusetts
Combined Cycle Power Plant	Assisted supplier of air-cooled condensers in preparing and presenting \$6 million claims for project delay and loss of labor productivity on a project involving the design, supply and construction of two (2) - thirty cell air-cooled condensers to support a new 500 MW combined cycle power plant. Delays, disruptions and interferences were caused by lack of progress in overall project and the directed acceleration of supplier's efforts when defendant EPC contractor knew the client's work was not on the project critical path.	Massachusetts
Combined Cycle Power Plant	Provided Claims Prevention Training Seminar for a contractor that manufactures and installs heat recovery steam generators on power plant projects.	Minnesota



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Combined Cycle Power Plant	Performed schedule delay and damages analyses and prepared an expert's report for the subcontractor performing the cooling tower design and construction on a combined cycle power plant project.	New Jersey
Combined Cycle Power Plant	Assisted the mechanical contractor for a 300 MW combined cycle power plant in a \$7 million dispute with the EPC contractor over additional costs associated with delays, disruptions and loss of productivity arising from: 1) changes in the scope of work, 2) late delivery of EPC contractor-supplied materials and equipment, and 3) late delivery of necessary design information.	New Jersey
Combined Cycle Power Plant	Provided scheduling support to estimating team on the \$250 million Poletti 500 MW Power Plant Project. Developed pre-bid schedule over 12-month period and multiple proposals through contract award. This project required extensive analysis including resource leveling through the use of resource histograms.	New York
Combined Cycle Power Plant	Performed an analysis of a contractor's delay and disruption claim against the owner of 4x2 combined cycle power plant in Athens. The scope of the work included a detailed CPM Schedule analysis to determine delay and acceleration responsibility.	New York
Combined Cycle Power Plant	Performed an analysis of a contractor's \$8 million delay and disruption claim against the owner of 2x1 combined cycle power plant in Redding. The scope of the work included a detailed CPM schedule analysis to determine delay and acceleration responsibility.	Pennsylvania
Combined Cycle Power Plant	Performed an analysis of a contractor's delay and disruption claim against the owner of 3x1 combined cycle power plant in Philadelphia. The scope of the work included a detailed CPM schedule analysis to determine delay and acceleration responsibility.	Pennsylvania
Combined Cycle Power Plant	Performed an analysis of a contractor's \$8 million delay and disruption claim against the owner of 4x2 combined cycle power plant in Fairfield. The scope of the work included a detailed CPM schedule analysis to determine delay and acceleration responsibility.	Texas



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Combined Cycle Power Plant	Performed an analysis of a contractor's \$22 million delay and disruption claim against the owner of 3x1 combined cycle power plant in Baytown. The scope of the work included a detailed CPM schedule analysis to determine delay and acceleration responsibility.	Texas
Electrical Substation	On behalf of the contractor, analyzed schedule delays on a naval facility electrical substation project including: outage delays, switchgear design deficiencies, SCADA design deficiencies, and ground mat deficiencies.	Washington
Electrical Transmission Lines	The project centered on the installation of a 230 kV transmission line: 24 miles underground and 3.5 miles overhead, through an extremely diverse and environmentally sensitive and challenged series of districts. The major infrastructure subcontractor alleged major delay and disruption impacts caused by the main contractor. Engaged to provide claim support services to the main contractor against the subcontractor's claims. A defense position paper was prepared involving CPM analysis, disruption analysis, and contract entitlement to rebut the subcontractor's Expert Report which ultimately resulted in mediation proceedings and a series of settlement negotiations. Also claims avoidance training and lessons learned reviews were given to the main contractor construction team to facilitate improved management of future similar projects.	California
Electrical Transmission Lines	On behalf of the power company, performed an analysis of labor productivity costs associated with repair of damaged electrical transmission lines following Hurricane Rita.	Louisiana
Fossil Fueled Power Boiler Erection	The EPC contractor designed and supplied two 300 MW Circulating Fluidized-Bed (CFB) boilers to replace the oil and gas fired boilers, as well as boiler islands on two units. Engaged to prepare a schedule delay analysis related to a claim filed for an equitable adjustment of the contract price on behalf of the EPC contractor, against the owner. The project team later made a presentation for mediation to the owner on the EPC contractor behalf.	Florida
Fuel Gas Desulphurization Unit	Analysis of allegedly defective installations of fiberglass linings in flue gas desulfurization scrubbers in several power plants in the U.S.	Ohio



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Fuel Gas Desulphurization Unit	The EPC contractor installed a wet type fuel gas desulphurization unit to an existing power facility utilizing combustion turbine scrubbers. The project involved coordination or works around existing operating plant and a tight site with regard to construction and storage space facilities. Prepared defense for the main contractor from sub-contractor and critical vendor supplier claims involving delay and disruption impacts and the application of liquidated damages. The project also suffered from prime contract delays caused by owner interference and local labor regulations and rules instigated by the owner post contract signing that severely impacted the main contractor's ability to manage the subcontract craft workers. Provided CPM schedule, cost, and change order analyses to support the main contractor's claims against the owner.	Ohio
Gas Turbine Generator	On behalf of the equipment supplier/contractor, assessed remaining work to be completed on four power plant projects that were in various stages of progress, and developed schedules and cost estimates to complete the remaining work.	Algeria
Gas Turbine Generator	Provided dispute resolution services for a general contractor in defense of \$2.5 million in assessed liquidated damages by the owner of a power plant. 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 on a new power plant project. 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.	Colorado
Gas-Fired Combined Cycle Power Plant	Analysis of a \$50 million delayed start-up claim on a 500 MW power plant. Evaluated project delays and cost impacts related to the Heat Recovery Steam Generator (HRSG) collapse.	Connecticut



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Gas-Fired Combined Cycle Power Plant	The project involved disputes between the owner, main contractor, and joint venture power island equipment supplier regarding damage to the combustion turbine (CT) caused by through projectiles in the power stream. The multi-party dispute involved both contract and insurance claims for delay, disruption, liquidated damages, and direct damage reparation works to the CT start-up operations. Management of claims team engaged to consult on both the contract and the insurance claims for the main contractor which involved delay, disruption, and damages analyses for a series of settlement negotiations and mediation. Ultimately the completion of the damaged CT works had to be factored into the process and the plant restored to full operational capability. Settlement talks were ultimately successful and formal litigations proceedings were avoided.	Oregon
Gas-Fired Combined Cycle Power Plant	On behalf of the owner, reviewed the EPC contractor's \$12 million <i>force majeure</i> delay claim due to heavy rain and flooding. Provided schedule delay analysis services related to the 404 MW Combined Cycle Gas Turbine Power Plant Project. Scope of work included review and analysis of the EPC contractor's extension of time claim and preparation of the client's response.	Pakistan
Gas-Fired Combined Cycle Power Plant	EPC design build of a 500 MW gas fired power plant. The project was significantly delayed and disrupted due to local unavailability of labor resources despite union agreements to provide the required manpower for construction. Prepared a <i>force majeure</i> claim based on lack of available local labor and other resources. This involved considerable research into area and regional labor usage, related area and regional construction facilities, and union services interfaces. A heavily researched paper was submitted to the client including supporting CPM analysis and contract entitlements to facilitate settlement negotiations. The main contractor was successful in recovering additional monies and avoiding liquidated damages.	Rhode Island



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Gas-Fired Combined Cycle Power Plant	The project centered on disputes between the major contractor and the mechanical/electrical subcontractor on alleged delay and disruption impacts during the construction of a 380 MW power facility due to alleged late information, delayed procurement, and changes. Project completion was significantly delayed and the subcontractor claimed the contractor caused the negative schedule impacts, subsequently submitting a request for an equitable adjustment (REA) and filing for arbitration. Team Leader engaged to consult on the main contractor's defense of the claim both during the contract execution works and the post completion arbitration events. This involved day-to-day contract administration, claims preparation, and overall management of claims team, outside counsel and experts.	Singapore
Gas-Fired Combined Cycle Power Plant	EPC design build of a 280 MW gas fired combined cycle power expansion to a refinery brown field site. Managed and directed contract administration and claims procedures team, as well as defending and negotiating a series of owner/subcontractor claims against EPC contractor. Dispute management also included preparation of a major <i>force majeure</i> weather impact claim.	United Kingdom
Gas-Fired Heat Recovery Generator	On behalf of the piping manufacturer, performed an analysis of the fabrication of piping components as an element of the fabrication and erection of Heat Recovery Steam Generators including the identification of aspects of the delay resulting from the actions of the various parties included in the project. Prepared an Expert Report which led to settlement of the matter.	Thailand and Florida
Gas-Fired Power Plant	Performed an analysis of contractor's \$0.9 million delay and disruption claim against the owner of 1x1 peaker power plant in Yuba City. The scope of the work included a detailed CPM schedule analysis to determine delay and acceleration responsibility.	California
Gas-Fired Power Plant	Testified regarding damages on behalf of a HRSG manufacturer on a gas-fired power plant project. Analysis work and testimony related to the independent analysis and rebuttal of significant cost overruns alleged by the prime contractor for schedule delays and changes.	Kentucky



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Gas-Fired Power Plant	Retained by a HRSG manufacturer on a three-train gas-fired power plant project. Visited the construction site and assessed the impact of delays related to HRSG rework, and the effects of concurrent delays resulting from prime contractor completion work, and delayed owner startup and commissioning activities.	Michigan
Gas-Fired Power Plant	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. 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. Performed schedule quality assurance reviews of the contractor's contemporaneous schedules to correctly quantify project delay and disruption. Worked closely with the contractor to resolve problems contained within its contemporaneous schedules such as open-end activities, overuse of constraints, unexplained suspension periods on activities, incorrect as-built dates, missing as-built dates, and missing logic links.	Texas
Gas-Fired Power Plant and Heat Recovery Steam Generators	On behalf of the owner, performed an analysis of change orders, delays, acceleration, and loss of productivity impacts associated with the relocation of an existing gas-fired turbine generator and the construction of a new heat recovery steam generator in an existing industrial plant. This project involved the defense against the contractor's claim and preparation of the owner's liquidated damages counterclaims. Testified in mediation, which resulted in a successful settlement of the dispute.	Alaska



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Geothermal Power Plant	Performed schedule delay and damages analysis, prepared Expert Reports, and presented testimony in deposition for the design/build turnkey contractor in claims against the owner on two geothermal power plant projects in the Salton Sea area.	California
Geothermal Power Plant	Provided damages and schedule analysis and claims assistance for the electrical and instrumentation contractor on a geothermal power plant project.	California
Geothermal Power Plant	On behalf of the owner, performed an evaluation of the integrity of a contractor's schedule and analysis of delay and loss of productivity claims associated with the design and construction of a new geothermal power plant project. Performed schedule quality assurance review studies of the contractor's submitted Recovery Schedule compared to its Baseline Schedule. Identified and recommended resolution of hundreds of open-end activities, problems with constraints, and critical and near-critical path problems. Contractor alleged delays associated with late drawing comments by the owner, customs clearance problems, and scope of work changes, and that the contractor had to accelerate to overcome the delays. Issues involving the schedule being "at large" were also analyzed. On behalf of the owner, performed schedule quality assurance review studies of the contractor's submitted Recovery Schedule compared to its Baseline Schedule. Identified and recommended resolution of hundreds of open-end activities, problems with constraints, and critical and near-critical path problems.	Indonesia
Heat Recovery Steam Generation	Performed an analysis of the HRSG manufacturer's responsibility and liability for delays, scope of work changes related to increased piping quantities, and back charges from the general contractor on the installation of four waste heat recovery steam generators.	California
Heat Recovery Steam Generation	On behalf of the manufacturer of the heat recovery steam generators, performed an analysis of EPC contractor's \$35 million claim regarding a lump-sum contract to design and build a gas-fired power plant. Assessed the EPC contractor's allegations regarding the constructability of the heat recovery steam generators and the delay and disruption impact of those problems on its work.	Illinois



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Heat Recovery Steam Generation	On behalf of the manufacturer of the heat recovery steam generators, performed an analysis of a contractor's claim for delay, acceleration, scope of work changes, and loss of productivity on the installation of three waste heat recovery steam generators.	Louisiana
Heat Recovery Steam Generation	Provided a Claims Prevention Training Seminar for a U.S. contractor that specializes in the design and construction of heat recovery steam generators.	Minnesota
Hydroelectric Power Plant	Providing claims prevention and claims analysis, claims management, contract administration, and dispute resolution services on behalf of the owner of a CAD \$6.2 billion hydroelectric power and transmission line construction project.	Canada
Hydroelectric Power Plant	Providing construction claims management services for the owner of a hydroelectric transmission line project. The CAD \$4.6 billion transmission line project includes a 1,384 km, 500 kV HVDC transmission line, two new converter stations, and additional 230-kV transmission line interconnections.	Canada
Hydroelectric Power Plant	Providing construction claims management services for the owner of a hydroelectric power project. The CAD \$6.5 billion 1,550 MW Project involves the construction of four reservoir generating stations and a 150-km road.	Canada
Hydroelectric Power Plant	Provided a Claims Prevention Training Seminar for a hydroelectric power producing company in Canada.	Canada
Hydroelectric Power Plant	On behalf of the contractor, 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.	Colorado
Hydroelectric Power Plant	On behalf of the contractor, prepared a schedule delay analysis on the construction of a hydroelectric power plant. Delays were caused by site access delays, an increase in the structures and excavation quantities, structural steelworks delivery delays, and delays in the construction of a railway bridge.	Pakistan
Hydroelectric Power Plant	Provided entitlement analysis and evaluation for back charges, for a contractor, related to the supply of equipment for a hydroelectric power plant.	West Virginia



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Nuclear Fuel Storage Containers	Assisted original principals in defending a \$6 million claim by the acquiring firm regarding a project that manufactured long term storage containers for spent nuclear fuel. The purchasing firm alleged that the principals of the original firm for misrepresented relevant financial information related to the project's progress and forecast costs at the time of the change in ownership. Assisted original principals in substantiating that actual performance of the work in progress was in fact consistent with projections and the only exceptions were due to a substantial change in the definition and allocation of overhead burdens, and other business decisions made by the acquiring firm subsequent to the transfer of ownership. Claim was settled prior to hearings and on terms very favorable to defendant client.	Massachusetts
Nuclear Power Plant	Performed a prudency audit of a large nuclear power plant including the evaluation of the justification and causes for scope and cost growth as well as the origin, components and reasonableness of \$1.3 billion of start-up and commissioning cost overruns.	Arizona
Nuclear Power Plant	On behalf of underwriters, as a result of a potentially insured event, evaluated whether other causes of schedule delay to the shutdown and refueling of a nuclear power plant would have caused concurrent delays to the project. Participated as a member of the Loss Adjuster's team of experts concerning a CAD \$140 million Property Damage claim and a CAD \$255 million Delayed Start-Up (DSU) claim. Evaluated Primavera schedules, analyzed opposing expert's reports, and provided support to loss adjusters, counsel, and underwriters at market meetings.	Canada
Nuclear Power Plant	On behalf of the Ontario Provincial government, evaluated delays to the restart of a power plant Unit at the Bruce Power Nuclear Electricity Generation Station located in northwest Ontario. The operator of the nuclear Unit suffered a <i>force majeure</i> outage and, as a result, was entitled to balancing payments from the Ontario government while the Unit was being repaired and restarted. The Provincial government was concerned that the delays that the Unit operator experienced were excessively long. Evaluated whether the operator managed the unit's outage schedule in the most efficient manner.	Canada



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Nuclear Power Plant	On behalf of the owner, conducted schedule delay and damages analyses pertaining to over \$2 billion in contractor claims and over \$2 billion of owner counterclaims concerning the design and construction of one of Europe's biggest nuclear reactor and turbine generator facilities. Reviewed the merits of outstanding change orders that were part of the contractors' claims. Assessed loss of productivity claims and time related damages. Provided expert testimony concerning delays and quantum during arbitration proceedings held at the International Chamber of Commerce.	Europe
Nuclear Power Plant	Provided damages analysis for the Federal Government on a major nuclear power plant litigation involving the investigation of damages resulting from alleged antitrust and racketeering activities by several major electrical contractors. Work included database research, discovery and deposition support, issues research, and incurred cost, schedule, productivity, and estimate analyses. Analysis emphasized the evaluation of both estimated and actual electrical commodity quantities, material unit costs, labor unit productivity rates, labor rates and extensions, and global estimate basis assumptions, adjustments, conditioning and productivity factor considerations. The cost evaluations also comprised numerous comparative analyses of project information against industry standards and other nuclear power plants.	Indiana
Nuclear Power Plant	On behalf of the owner, provided litigation support of a nuclear power plant project involving assessment of cost overruns, delays, inadequate QA/QC documentation, and defective electrical and instrumentation installations.	Louisiana
Nuclear Power Plant	Performed document research and database management, litigation and deposition support, technical problem/entitlement analyses, and cost, schedule, and labor productivity analyses on a \$500 million nuclear power plant litigation. The cost analysis focused on the detailed evaluation of base estimate, change order, actual, trend and forecast costs and man-hours for all construction disciplines. The cost analysis involved cause-effect analyses of cost and man-hour growth, labor productivity analyses, quantity growth analyses, and evaluations regarding the consistency or lack thereof between estimated and forecast man-hours, various production and construction factors, and the project schedule durations, logic, and the mechanical completion date.	Michigan



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Nuclear Power Plant	Performed an analysis of entitlement, schedule, and cost issues on litigation arising from the termination of a nuclear demolition contractor by the construction manager. Prepared an affirmative claim valued at \$2.3 million and rebutted the contractor's counterclaim valued at \$1.5 million.	Ohio
Nuclear Power Plant	Provided damages analysis for a nuclear reactor vendor to defend against claims alleged against the vendor by a nuclear power plant owner. The damage analysis focused on the evaluation of the basis for, and reasonableness of, numerous large claims for direct and time related damages resulting from alleged scope growth, labor inefficiencies, and schedule delays attributed by the owner to NSSS design and operational defects. The damage analysis comprised detailed evaluations of estimated and incurred time-related costs and the costs for all construction disciplines such as civil, structural, equipment, piping, electrical and instrumentation. Cause and effect analysis, WBS cost matrix analysis, and schedule analysis techniques were employed to evaluate and refute the alleged damages. Some of the alleged damages were found to be attributable to estimate errors and performance problems for which the owner was responsible, and remaining damages were found to be largely unsubstantiated or very excessive.	Ohio
Nuclear Power Plant	On behalf of the nuclear stem system licensor and supplier, performed an analysis of schedule delay, productivity loss, and direct damages totaling over \$1 billion allegedly resulting from problems related to hydrodynamic loads on a nuclear power plant reactor building. Developed a document database comprising hundreds of thousands of documents, and management technical experts providing the analysis of the design.	Ohio
Nuclear Power Plant	Assessed the management performance and analyzed cost overruns on the South Texas Nuclear Project. Presented testimony in the prudency hearings conducted by the Texas Utility Commission.	Texas



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Nuclear Power Plant	A government controlled nuclear management company required a third-party review and upgrade analyses of its bidding processes and contract conditions for the de-commissioning and new construction of nuclear power plants. Reviewed the contract/bidding documents and provide an independent risk management report covering best practices, PMBOK application, project success goals, and general procedures for upgrading contractor performance.	United Kingdom
Nuclear Waste Storage Facility	Developed CPM schedule on a U.S. Department of Energy nuclear waste storage facility construction project for an international heavy civil contractor.	Nevada
Power Supplier/EPC Contractor	The executive management of this EPC contractor desired to make its project financial forecasting more robust after suffering a number of project write downs. Having verified that this was more than an accounting exercise, the EPC contractor wanted an independent third party to evaluate its bidding and execution practices, benchmark them against industry practices, and develop an integrated project risk management/project governance system that executive management could rely upon. Engaged to evaluate the written procedures and practices of each of the four divisions against industry practices. After the steps required to make those procedures and practices more robust were defined, the team worked with the client to revise the procedures and adjust its practices to make the output of the bidding and execution processes more reliable and transparent to management. This work also involved developing a client custom project governance program to identify high-risk bids and projects during execution and define the tools/staff needed to address these high-risk situations.	California
Re-Powering of Power Plant	Analyzed delay claims and supporting documentation submitted by the contractor for the manufacture of four Heat Recovery Steam Generators (HRSGs) for the Bartow Repowering Project.	Florida



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Re-Powering of Power Plant	The mechanical subcontractor executed a contract with a power contractor to complete outage work and repowering of CFB Unit #1. The power contractor caused project delays and interferences that delayed the required work to a period outside of the specified outage period and resulted in a shortage of manpower. The mechanical subcontractor accelerated work to maintain the work planned for the outage period. This required additional coordination of utilities and steam blows and functional tests of fuel system, oil fired burners, CFB boiler, air ducts, flue gas system and stack, feed water systems, etc. Engaged to provide claims review services. Evaluated owner and contractor claims, including a review of the CPM schedule submittals. A schedule delay and productivity analysis was produced to determine responsibility for project delays. The claims team found that power contractor delays and interferences were primarily responsible for the acceleration effort and difficulties experienced by the mechanical subcontractor during the mechanical completion and operational testing phases of work.	Ohio
Resource Recovery Facility	Provided deposition testimony on schedule delay, loss of productivity, extra work, and damage claims of \$2 million on an FGD installation for a Resource Recovery Facility. The case was settled in mediation prior to a trial.	Maryland
Waste Shipping Facility	Provided an independent analysis and evaluated subcontractor change orders for the construction of the Building 440 Addition, TRU Waste Shipping Facility. In addition, prepared budget estimates for the construction of a Gas Generator Testing System and for the installation of the TRU waste container lid stands.	Colorado

The projects listed above were performed by our consultants in a lead/key expert role for Long International or for other consulting firms.