



## **BRENT T. BREWDER, PMP**



Mr. Brewder is a Senior Executive Consultant at Long International. He has over 20 years of experience in the planning, control, and management of U.S. and international design and construction projects. He has been involved in power, industrial, defense, infrastructure, residential, and commercial building projects ranging from several million to over US\$1 billion. Mr. Brewder has experience in analysis, dispute resolution, and negotiations of major construction claims including the evaluation of entitlement, causation, and damages following industry recommended practices established by AACE International and other recognized standards. He has in-depth knowledge of management processes and the necessary tools to successfully execute complex major capital projects. Mr. Brewder has expertise with P6 and MS Project software as well as various project management information systems including Oracle Project Management, JD Edwards, Prolog, and integration of cost/schedule controls systems. He is proficient with project risk management system implementation and Monte Carlo simulations to account for cost and schedule risks. Mr. Brewder is a certified Project Management Professional (PMP) with the Project Management Institute.

### **EDUCATION**

B.A., Business Administration, Washington State University, 2000  
Emphasis in Finance and Marketing

### **PROFESSIONAL REGISTRATIONS**

Project Management Professional (No. 2275043)

### **PROFESSIONAL AFFILIATIONS**

Association for the Advancement of Cost Engineering International  
Project Management Institute

### **TECHNICAL EXPERIENCE**

Representative U.S. and international technical experience includes:

- Project management plans and procedures formulation
- CPM schedule development, regular progress updates, baseline analysis, and schedule delay analysis including As-Planned vs As-Built, Windows, and Time Impact methodologies
- Project cost control systems development and implementation
- Earned value management systems development and implementation
- Risk management, Monte Carlo analysis, and mitigation strategy development
- Change order preparation, analysis, and review
- Construction claims preparation, analysis, and settlement negotiation
- Construction damages calculations employing total cost, modified total cost, A/B estimate, measured mile, inefficiency claims, cumulative impact claims, and time-related damages
- Identification and systematic evaluation of major engineering and construction problems and their cause/effect relationship on cost and schedule overruns



- Development support of numerous project management information systems including evolution of P3 to P6, SmartPlant Construction, and Prolog Construction Management, among others

## **PROJECT EXPERIENCE**

Mr. Brewder has more than 20 years of construction management experience. His experience includes specialized knowledge in project controls, schedule, cost, change, risk management, control, and analysis. He has been involved in numerous claims and settlement negotiations. Representative projects include the following:

### **Power and Process Plant Projects**

- On behalf of an engineering contractor, developed a project engineering CPM schedule using pull planning/lean construction techniques on a 400MW 2-on-1 combined cycle power plant in the northeastern U.S. Advised the owner of issues and risks concerning the construction schedule.
- On behalf of an EPC contractor, developed the project CPM schedule, budget, earned value progress curves, and risk register on a 720MW 2-on-1 combined cycle power plant in the southern U.S. Reviewed initial contracts and supported negotiations with suppliers and subcontractors. Analyzed original budget and baseline schedule risks using Monte Carlo analysis. Employed pull planning/lean construction techniques for baseline schedule development.
- On behalf of an EPC contractor, formulated the project CPM schedule, budget, earned value progress curves, and risk register on a 725MW 2-on-1 combined cycle power plant in the northeastern U.S. Reviewed contracts and supported negotiations with suppliers and subcontractors. Managed project controls team and risk/change management processes. Analyzed cost and schedule risks using Monte Carlo analysis. Developed and implemented risk mitigation strategies due to delays and cost overruns caused by trade stacking.
- On behalf of an EPC contractor, evaluated construction progress, schedule delays, management performance, and project risk on a 400MW combined cycle power plant in Tunisia that was significantly delayed and experienced major quality issues and cost overruns. Worked with corporate executives and the project team to develop mitigation strategies, replace underperforming management, and negotiate with the major equipment supplier and Tunisian government for an interim start up arrangement to meet local demand in exchange for an extension of time. Changed execution strategy from bulk installation to priority-based system turnovers.
- On behalf of EPC joint venture contractors, managed project controls, construction planning, and risk management on a 160MW geothermal power plant in New Zealand. Developed project management policies and procedures for an integrated team of joint venture staff. Analyzed baseline CPM schedule and progress updates and analyzed project costs, progress, productivity, and rate of production. Provided foreign exchange cash flow and risk analysis for hedging strategy of the five primary currencies on the project. Reviewed contracts and supported negotiations among suppliers and subcontractors. Reviewed and analyzed claims from subcontractors and supported negotiations.
- On behalf of an EPC contractor, reviewed and analyzed project performance, risks/opportunities, schedule, and claims on several projects that were related to a coal-fired supercritical power plant in central Canada. Analyzed turnover sequence of the various projects and related schedules to support negotiations with owner/operator for non-compensable schedule relief caused by owner's and contractor's concurrent delays. Worked with the contractor's project team to help change from bulk installation to a priority-based system turnover.
- On behalf of an EPC contractor, developed the project CPM schedule, budget, earned value progress curves, and risk register on a 200MW combined cycle power plant in Alaska. Reviewed initial contracts and



supported negotiations with suppliers and subcontractors. Analyzed original budget and baseline schedule risks using Monte Carlo analysis.

- On behalf of an EPCM contractor, supported a special request by the owner to produce an integrated cost report with details of all approved, proposed, and forecasted changes on a 575MW combined cycle power plant in the northeast U.S. Analyzed cost and productivity trends and estimated cost of drawing revisions to develop budget change requests. Managed change requests and field work authorizations. Reviewed contracts and supported negotiations among suppliers and subcontractors. Performed a Monte Carlo risk analysis on the project schedule.
- On behalf of an EPC contractor, prepared and analyzed construction claims, planned mitigation of significant delay events, and managed closeout of project controls on an 875MW combined cycle power plant in central Canada. The plant construction was significantly delayed and experienced major cost overruns. Worked with the board of directors, corporate executives, and project management to develop high-level lessons learned regarding several major project failures. Reviewed numerous claims related to schedule delays and damages, overbilling of time and materials, and damages caused by improper direction by a vendor field engineer. Planned and monitored an emergency rebuild of a turbine damaged by blade rub. Prepared and managed the subsequent insurance claim.
- On behalf of an owner/operator/contractor, reviewed and analyzed the project schedule for risks and provided recommendations for mitigation on a refurbishment of an 800MW lignite-fired subcritical power plant at an existing and partially operational facility in the northern Czech Republic. Made recommendations to enhance management procedures, improved procedures for CPM scheduling, implemented an earned value management system, and enhanced expediting practices. Performed on-site inspections of major equipment for progress and adherence to specifications, quality, and change order management.
- On behalf of an EPC contractor, evaluated physical progress, costs, and contracts of a partially complete 460MW lignite-fired supercritical power plant in central Poland. Supported negotiations with the owner and previous contractor, evaluated personnel for acquisition by new contractor, developed project management policies and procedures for a multinational project team, and managed project controls and risk. Analyzed schedule and cost trends for forecasting and helped resolve complex issues related to the long suspension of work, unusual contract terms, and changes to the economic environment and workforce due to Poland's entry into the EU just prior to restarting construction. Analyzed various delays and developed mitigation plans.
- On behalf of an EPC contractor, supported development of a proposal for a 769MW CANDU steam generator replacement at a nuclear power plant in central Canada. Supported planning, cost development, and subcontractor selection of a complex replacement of a steam generator through a thick concrete encasement while minimizing contaminated debris to the greatest extent possible.
- On behalf of an EPC contractor, worked in project controls in increasing levels of responsibility on various combined cycle power plants throughout the south central U.S. Primarily responsible for earned value management system, schedule, and cost control during the engineering, procurement, construction, and commissioning phases of the projects.
- On behalf of an EPC contractor, developed proposal schedules and cash flow curves for various power plants, including CO<sub>2</sub> capturing, concentrated solar, nuclear, coal fired, and combined cycle, among others, throughout Europe, South America, UAE, Canada, and the U.S.
- On behalf of major international contractor(s), reviewed and supported the selection of a new project management information system to be implemented across all business units and projects worldwide. Participated in steering committees and testing for developers of various project management information systems to help develop systems that supported current and future construction needs. Included Primavera P6, Prolog, and SmartPlant, among others.



## **Residential and Commercial Buildings**

- On behalf of a prime contractor, reviewed and revised the project baseline CPM schedule to meet U.S. Army Corps of Engineers scheduling requirements on several facilities for the Israeli Defense Force in Israel. Analyzed CPM schedule and made recommendations regarding critical path and project schedule risks.
- On behalf of an owner, integrated into the owner's management team as the Project Controls Manager and Project Management Consultant on a 41-story condo/commercial tower in the Pacific Northwest U.S. Developed project management procedures, reviewed the contract, and managed the change process, claims, schedule reviews, and delay analyses. Improved documentation of issues and document retention procedures due to likelihood of a legal dispute. Formalized management processes to conform to contractual requirements. Reviewed and analyzed several delay claims using various methodologies given the unique circumstances around each claim. Reviewed and analyzed nearly 500 change requests and claims for entitlement/liability, causation, and costs/damages. Supported negotiations of several settlements and litigation efforts for unresolved disputes. Raised issues regarding contractor's failure to meet contractual requirements and supported owner in acquiring appropriate consultants to advise on quality, cost auditing, tax consulting, estimators, construction supervision, and expert witnesses.
- On behalf of the general contractor, prepared a claim and analyzed cost damages in preparation for potential litigation caused by the subcontractor's delay on an 80-story apartment/commercial tower in the north central U.S. Also reviewed the schedule mitigation plan, inspected and documented construction progress, and made recommendations to the project team for document retention and schedule maintenance in case of possible expert witness analysis at a later date.
- On behalf of the general contractor, reviewed the schedule, mitigation plan, document retention, and overall claim development for potential litigation of a delay caused by a subcontractor on a 100-story condo/hotel/commercial tower in the north central U.S. Made recommendations for documentation of the various aspects of the claim, retention of documents, and correspondence.

## **Missile Defense**

- On behalf of an EPCM contractor, served as a Certified Missile Defense Test Manager and Site Coordinator/Scheduler for a partially operational missile defense complex in central Alaska for the Ground-Based Midcourse Defense (GMD) program. Coordinated various projects on site among the U.S. Army Corps of Engineers and other contractors for the construction of the missile field, technological components, and civil infrastructure. Performed detailed scheduling for the EPCM contractor and classified scheduling of military assets for testing purposes.
- On behalf of an EPCM contractor, served as a Certified Missile Defense Test Manager and Lead Scheduler. Oversaw many schedulers across the world using the Open Plan enterprise scheduling tool and classified scheduling of military assets for testing purposes. Worked with program management and military command for the development and testing of the GMD Program.

## **PROFESSIONAL EXPERIENCE**

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

*Seattle, Washington Area (March 2021 to Present)*

As a Senior Executive Consultant, Mr. Brewder provides a variety of project management and dispute resolution services including schedule delay and acceleration analysis, change order analysis, and cost and damages analysis. In addition, he performs reviews of bids, estimates, and contract documents, and assists with claims preparation.



**Brewder, LLC**

*Seattle, Washington (April 2017 to March 2021)*

Mr. Brewder served as a Principal Consultant. He was involved with a range of project management and dispute resolution services including development of project management plans, project controls management, change order management, review, and analysis, schedule development, review, and analysis, schedule delay and acceleration analysis, contract review and compliance, and claims preparation.

**SNC-Lavalin, Inc.**

*Bothell, Washington (April 2006 to April 2017)*

As Senior Project Controls Engineer, Lead, and Manager, Mr. Brewder was responsible for development of project controls procedures and work instructions. Moreover, he developed and implemented CPM schedules, budgets, and earned value management systems for North American and overseas power projects. He also supported executive management in the resolution of complex issues regarding construction and commercial disputes. Mr. Brewder's other duties included claims reviews, analysis, and negotiation for dispute resolution. He was also involved with the quality steering committee and various task teams to review, evaluate, develop, and/or implement process improvements and project management software.

**Bechtel National, Inc.**

*San Francisco, California (October 2004 to April 2006)*

Mr. Brewder served as Senior Project Controls Engineer and Lead. In this role, he was responsible for program schedule management. His duties included leading a team of schedulers with integrated enterprise schedule using Open Plan Professional and site lead for missile field development. As a Certified Missile Defense Test Manager, Mr. Brewder was responsible for classified scheduling of military assets in conjunction with program management and military command. He was also involved with a task team to help Primavera evolve from P3 to what is now P6, which is loosely based on the Open Plan Enterprise Schedule software that was utilized for the GMD Program.

**NEPCO/SNC-Lavalin, Inc.**

*Bothell, Washington (August 2000 to October 2004)*

As a Project Controls Engineer, Mr. Brewder oversaw cost, schedule, and earned value management systems for North American and overseas power projects. He supported complex mitigation efforts to advance projects after the bankruptcy of the parent company and subsequent sale of NEPCO to SNC-Lavalin. Moreover, Mr. Brewder analyzed requirements for new projects and cash flows. He was also involved in addressing concerns from owners relating to project requirements, and participated in negotiations.