



Construction Claims Experts—Experience Matters

Long International provides expert engineering and construction claims analysis and expert testimony, project management consulting, and insurance claims analysis services to the engineering and construction industry worldwide. Our staff of over 60 professionals have extensive U.S. and international experience on large, complex projects incorporating conventional-phased, fast-track, or EPC turnkey concepts. Long International's consultants include chemical, mining, civil, mechanical, and electrical engineers, and program, project, and construction management professionals. Our experts have earned advanced degrees, professional engineering licenses, and project management professional certifications.

Our senior personnel have on average over 35 years of experience working for major oil and chemical companies, manufacturing companies, power generation companies, public owners, international engineering and construction companies, mechanical and electrical contractors, construction consulting firms, banks, insurance companies, and financial institutions. Our experts have managed, designed, and built projects, and managed the cost and schedule control functions of projects. We have analyzed claims involving disputed change orders, schedule delay, acceleration, time extensions, liquidated damages, loss of productivity, defective specifications, procurement problems, deficient project management performance, property damage, advance loss of profits, delayed start-up, and business interruption damages. We assign senior-level consultants with extensive engineering and construction experience to perform these analyses and testify in mediation, arbitration, litigation, or other ADR forums.

Please visit our website at long-intl.com for a complete listing of our personnel.



Richard J. Long, P.E., PEng.
Founder



Mr. Long has over 50 years of U.S. and international consulting experience involving construction contract disputes analysis and resolution, arbitration/litigation support and expert testimony, project management, engineering/construction management, cost and schedule control, and process engineering. As an internationally recognized expert in the analysis and resolution of complex construction disputes for over 35 years, Mr. Long has served as the lead expert on over 300 projects having claims ranging in size from US\$100,000 to over US\$2 billion. He has testified in mediation, deposition, and court as well as U.S. and international arbitration. His expert consulting experience includes refineries, petrochemical and chemical plants, LNG projects, offshore oil and gas facilities, power plants, oil sands and oil shale facilities, metallurgical projects, and commercial and industrial buildings. He has presented and published numerous articles on claims analysis, entitlement issues, CPM schedule and damages analyses, cumulative impact claims, and claims prevention.

Before forming Long International, Mr. Long was senior vice president, contract administration for a major electrical and mechanical contractor. In this role, he had corporate-wide responsibility for technical management and oversight of the preparation and resolution of construction claims. In addition, he was responsible for the development, training, and implementation of project management policies and procedures to ensure that profit, cost, schedule, scope, quality, and safety objectives were achieved.

For 13 years, Mr. Long managed the construction claims practices of two large consulting firms. Prior to his consulting career, Mr. Long gained 13 years of project management and process engineering experience on petroleum refining, oil shale, synfuels, mining, and power generation projects with Tosco, Fluor, and Conoco.

EDUCATION

M.S., Chemical and Petroleum Refining Engineering, Colorado School of Mines, 1974

B.S., Chemical Engineering, University of Pittsburgh, 1970

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Colorado (No. 25050)

Licensed Professional Engineer, Newfoundland and Labrador (No. 09209) and Ontario (No. 100524699)

PROFESSIONAL AFFILIATIONS

AACE International

American Institute of Chemical Engineers

Project Management Institute

Society of Construction Law

Andrew Avalon, P.E., PSP
Chairman and CEO



Mr. Avalon has over 35 years of engineering, construction management, and claims consulting experience. He is an expert in the preparation and evaluation of construction claims, insurance claims, schedule delay analysis, arbitration/litigation support, and dispute resolution. He has prepared more than 30 CPM schedule analyses, written expert witness reports, and testified in deposition, mediation, and arbitration. He has analyzed construction schedules for owners and contractors to determine the causes of construction delays and to equitably allocate responsibility for delay-related costs. He has developed "cause and effect" analyses and presentations for time extensions and delay damages. In addition, Mr. Avalon has published numerous articles on CPM schedule delay analysis and entitlement issues affecting construction claims. He is a contributor to AACE[®] International's Recommended Practice No. 29R-03 for Forensic Schedule Analysis. Mr. Avalon is a registered Professional Engineer with U.S. and international experience in petrochemical, oil refining, oil sands, gas-to-liquids, LNG, commercial, educational, medical, correctional facility, transportation, dam, wharf, wastewater treatment, hydroelectric, coal, and nuclear power projects.

Mr. Avalon specializes in preparing detailed schedule analyses and apportioning responsibility for delays, disruption, and acceleration impacts. He is skilled at contract analysis, claims preparation, claims defense, and the negotiation of settlements. Mr. Avalon has served as a Project Manager on numerous claims ranging in size from US\$100,000 to over US\$1 billion. Before joining Long International, Mr. Avalon held construction management and project controls positions including Senior Scheduler, Contract Administrator, Project Manager, and Senior Consultant.

EDUCATION

B.S., Mechanical Engineering, Stanford University, 1984

B.A., English, Stanford University, 1984

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Florida (No. 55137)

Registered Professional Engineer, Colorado (No. 25802)

Planning and Scheduling Professional (PSP-00193)

PROFESSIONAL AFFILIATIONS

AACE International

Florida Engineering Society

National Society of Professional Engineers

Project Management Institute



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Rod C. Carter, CCP, PSP
President

Mr. Carter has over 20 years of experience in construction project controls, contract disputes and resolution, mediation/arbitration support, and litigation support for expert testimony. He has experience in entitlement, schedule, and damages analyses on over 30 construction disputes ranging in value from US\$100,000 to US\$7 billion, related to oil and gas, heavy civil, nuclear, environmental, chemical, power, industrial, commercial, and residential construction projects.

Mr. Carter has experience in document discovery and the development of internet-based document repository databases. He is proficient in the use of Primavera Project Planner software, and has extensive experience in performing retrospective CPM delay, time extension, and acceleration analyses and assessing the schedule impact of RFIs, change orders, and other events to engineering and construction works. Mr. Carter specializes in loss of productivity, cumulative impact, and quantum calculations, and has had a lead role in assessing damages on more than a dozen major disputes.

In addition, Mr. Carter has developed cost and schedule risk analysis models using Monte Carlo simulations to address the uncertainty of estimates and claims. He has testified in two arbitrations as an expert in construction scheduling and damages, and has presented expert findings to an international arbitral tribunal.

EDUCATION

B.S., Civil Engineering,
University of Colorado at
Boulder, 1996, with honors,
emphasis in Structural
Engineering and Construction
Management

PROFESSIONAL REGISTRATIONS

Certified Cost Professional
(No. 29897)
Planning and Scheduling
Professional (No. 19895)

PROFESSIONAL AFFILIATIONS

AACE International
American Society of Civil
Engineers



Scott M. Francis, P.E., PSP
Vice President

Mr. Francis has over 20 years of experience in project management, contract disputes analysis and resolution, CPM schedule preparation, execution, and analysis, productivity analysis, contract administration, design engineering, construction management, and government contracting. He is proficient in the use of Primavera Project Planner (P3) as well as Primavera Project Management (P6). Mr. Francis' experience includes projects valued over US\$3 billion in the chemical, oil and gas, refinery, power, utility, and commercial sectors. He provides schedule development and assurance services, cost estimating, and claims analysis services on projects for both owners and contractors. Specific responsibilities include CPM development and reviews, CPM schedule delay and acceleration analyses, document database development, change order impact analysis, issue identification, correlation of impacts to schedule activities, productivity evaluations, claims preparation, damages quantification, and arbitration/litigation support.

Mr. Francis' project experience includes the successful completion of projects for the U.S. Navy, general contractors, EPC contractors, owners, and design engineering firms. Additionally, he has evaluated claims on various projects valued over US\$3 billion.

EDUCATION

B.S., Civil Engineering,
Colorado State University, 1997

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer,
Colorado (No. 39084)
Registered Professional Engineer,
Washington (No. 40814)
Planning and Scheduling
Professional (No. 01762)



**Eric J. Klein,
Ph.D., P.E., PMP**
Vice President

Dr. Klein has over 20 years of industrial experience as a Technical Leader, Project Manager, and Consultant in engineering, procurement, and construction (EPC), manufacturing, and research and development (R&D) environments. He is skilled in corporate leadership and has significant experience leading cross-functional teams to design, build, commission, start up, and test chemical processing systems in the power generation and semiconductor manufacturing industries. He possesses project management experience for multimillion-dollar capital projects including earned value management, risk management, contract and scope of work negotiation, technical project proposals, cost estimating, change control, requests for information (RFI), change order management, design management, and equipment procurement oversight. He has experience reviewing drawing packages and performing quantum cost analysis for LNG projects. Prior to joining Long International, Dr. Klein held the positions of Chief Technology Officer, Vice President of Chemical Systems, Director of Chemical and Process Engineering, Staff Technologist, and Senior Process Engineer.

EDUCATION

Ph.D., Chemical Engineering,
University of Colorado, 2000
M.E., Chemical Engineering,
Stevens Institute of Technology,
1997
B.E., Chemical Engineering,
Stevens Institute of Technology,
1995

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer,
Colorado (No. 52404)
Project Management Professional
(No. 2164131)

PROFESSIONAL AFFILIATIONS

American Institute of Chemical
Engineers
International Society of Automation



Curtis W. Foster
Senior Principal

Mr. Foster has over 40 years of experience in design, construction project management, and construction disputes. His experience includes oil and gas, mining, refining, processing, storage facilities, industrial, power, environmental, high-voltage power transmission, commercial, and transportation projects. He is skilled in contract management, cost management, estimating, scheduling, earned value performance measurement, and field engineering. Mr. Foster had a significant role in the development of integrated project management procedures for various firms involved in facilities design and construction. His claim-related efforts include analyses of cost (estimated, bid, and actual), schedule (delay and acceleration), and disruption (labor inefficiency and productivity) on a wide range of domestic and international projects.

Mr. Foster has significant experience in management, design, and field engineering on marine petroleum and power projects, including offshore platforms (for oil collection, separation, storage, and pumping), pipelines, and receiving/export facilities. His experience with power projects includes coal-fired power generation, gas-fired combined-cycle cogeneration facilities, waste-burning facilities, and other facilities burning various fuels. Mr. Foster also has hands-on project management experience on commercial projects, including hospitals and mid-rise condominiums. His duties on these projects included contract administration (including change order management, schedule review, and estimating), and field inspection.

Mr. Foster has broad experience in project management, project controls (estimating, scheduling, and cost engineering), and field and project engineering in various industries.

EDUCATION

B.S., Civil Engineering, Georgia
Institute of Technology, 1979

PROFESSIONAL AFFILIATIONS

AACE International
American Society of Civil
Engineers



Michael Harris
Senior Principal

Mr. Harris has over 35 years of construction project and claims management experience. His comprehensive consulting and management background includes risk evaluation and managing and resolving complex claims and contract disputes on major U.S. and international construction projects. Mr. Harris' experience spans a wide range of industries including power, water, petrochemical, industrial, commercial, healthcare, federal government, and general structures.

Mr. Harris has extensive expertise in key construction disciplines including project design, project management, construction management, contract management, risk and claims analysis, on-site risk management, claims resolution, claims avoidance management, cost management, and expert witness report preparation and testimony. In addition to his extensive project execution background, he has considerable experience in various types of dispute resolution forums such as arbitration, litigation, and mediation proceedings in North America, Europe, the Middle East, and the Far East. Also, he has operated as a mediator and arbitrator on various projects.

EDUCATION

Diploma, Arbitration, College of
Estate Mgmt. of Reading, U.K.

RIBA Chartered Architect,
University of Plymouth, U.K.

B.A., Architecture & Diploma
Architecture, Univ. of Plymouth

PROFESSIONAL REGISTRATIONS

Chartered Architect, RIBA, U.K.
Chartered Institute of Arbitrators
Project Management Professional
(No. 3198097)

PROFESSIONAL AFFILIATIONS

Chartered Inst. of Arbitrators, U.K.
Dispute Board Federation,
Geneva, Switzerland
Royal Institute of British
Architects, U.K.
Project Management Institute
GCC Arbitration Center –
Expert Witness List
British Inst. of Management, U.K.
Bahrain Society of Engineers

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Douglas A. Kage, P.E.
Senior Principal

Mr. Kage has over 35 years of experience in the areas of construction claims, project control, project management, construction management, and engineering design services. He has expertise in cost evaluation, entitlement analysis, calculation of damages, and schedule delay analysis. While serving in various senior project management capacities, Mr. Kage worked on domestic and international EPC projects worth several billion dollars. He has served as Project Manager for design projects and studies in the power generation and telecommunications industries. During more than 14 years as a project control professional, Mr. Kage managed the project control departments for two different businesses, supervised 40 project control professionals, and developed an estimating department. He has directed the purchasing, warehousing, and distribution of millions of dollars of materials for construction projects and has managed a construction management field office. Mr. Kage also had pivotal involvement in process improvement initiatives, re-engineering efforts, and quality improvement programs. He brings extensive industry experience to the topics of industry practice and standard of care and has authored several expert reports on the topic of damages.

EDUCATION

M.S., Engineering Management studies, University of Kansas (all course work exclusive of thesis project completed), 1981–1988

M.B.A., University of Kansas, 1987

B.S., Civil Engineering, University of Colorado, 1979

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Colorado (No. 23815)

PROFESSIONAL AFFILIATIONS

AACE International



S. Andrew McIntosh
Senior Principal

Mr. McIntosh has 50 years of engineering, construction, and energy and management consulting experience. He has extensive international greenfield and brown-field project development and project management experience in diverse areas such as oil and gas, including refinery, pipelines, and offshore projects, LNG, petrochemical and ferrous metallurgy. Mr. McIntosh has been involved in projects ranging in value from US\$20 million to US\$1.8 billion. He has provided expert analysis of technical issues and their causes and effects related to project management performance on multibillion-dollar EPC projects. In addition, Mr. McIntosh has extensive experience in the development of project management and project execution plans and procedures, stage-gate processes for project development, and the analysis and resolution of engineering and construction claims involving disputed change orders, schedule delay, and loss of productivity claims. More recently, he completed expert analysis of technical issues, and the causes and effects of an EPC contractor's project management performance on a major LNG project.

Mr. McIntosh also provided expert advice to foreign governments on major LNG project development and natural gas monetizing strategies from natural gas offshore fields as well as from associated gas from offshore oil producing fields. Before joining Long International, he served as President of the Natural Gas Company of Trinidad and Tobago and was a Senior Operations Advisor, Vice President – Operations, and Vice President – Technical Services for several international energy companies.

EDUCATION

B.S. (Honors) Mechanical Engineering – University of West Indies, 1971

Certificate in Petroleum Engineering – Oil & Gas Consultants' Institute, 1993



William L. Reeves, P.E.
Senior Principal

Mr. Reeves has over 45 years of U.S. and international consulting and project execution experience involving the design, engineering, procurement, project management, construction, construction management, start-up, and commissioning of industrial and utility steam and power cogeneration systems. Mr. Reeves has experience with construction contract and change order dispute analysis and resolution, cost and schedule control, and arbitration/litigation support and expert witness report and testimony. His project experience includes steam and power generation projects firing conventional fossil fuels, biomass, and waste fuels utilizing conventional and emerging technologies including Low NOx and Ultra Low NOx burners, pulverized coal systems, stokers, bubbling fluidized beds, circulating fluidized beds, and several first-of-a-kind new technologies. Mr. Reeves also has experience with fired and waste heat recovery steam generators operating from low pressure to supercritical and steam temperatures up to 1000°F, combustion turbine generators, steam turbine generators, natural gas and oil fired engine generators, material handling systems, water treatment systems and instrumentation and controls. Mr. Reeves has provided expert testimony in court and has presented and published numerous articles on the subjects of the design, engineering, procurement, construction, and operation of steam and power systems.

EDUCATION

B.S., Chemical Engineering, University of Akron, 1973

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Ohio (No. 47903), Tennessee (No. 2970) and North Carolina (No. 009399)

PROFESSIONAL AFFILIATIONS

American Boiler Manufacturers Association



Ronald J. Rider, M.B.A.
Senior Principal

Mr. Rider has over 30 years of comprehensive construction experience and expertise from more than 100 projects in the areas of project management and dispute resolution. He excels in project estimating, critical path method (CPM) schedule analysis, CPM schedule recovery analysis, project cost and schedule control, project billing and payment analysis, change order pricing and resolution, contract administration, project closeout, and dispute resolution services. 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 various software programs including Primavera Project Planner (P3 v.3.1 and P6 v.17), Safran Project, Microsoft Project, Acumen Fuse, Schedule Analyzer Pro, Schedule Analyzer Forensics, and Summation iBlaze software products.

Mr. Rider specializes in his ability to combine his project management capabilities along with problem solving competencies to produce effective dispute resolution services. Mr. Rider's experience includes petrochemical plants, oil refineries, offshore oil and gas facilities, LNG 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

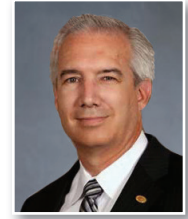
B.S., Construction Management, Colorado State University, 1987

PROFESSIONAL AFFILIATIONS

AACE International (No. 34665)

Project Management Institute (No. 1996935)

American Institute of Constructors, Former Rocky Mountain Chapter President (No. 3804A)



Stephen P. Warhoe, Ph.D., P.E., CCB, CFCC
Senior Principal

Dr. Warhoe has over 35 years of experience in project controls, project and risk management, construction management, and construction dispute avoidance and resolution. He has experience planning, controlling, and managing construction projects valued at over US\$4 billion. Dr. Warhoe is a recognized construction and testifying expert on project management, delay, productivity loss, damage assessment, and project controls.

As recognition for his expertise and respect in the project controls field, Dr. Warhoe was elected president of AACE International from 2008 to 2009 and was made an Honorary Life member in 2019. He was the primary author or co-author on three of AACE's Recommended Practices relating to 1) the change management process, 2) identification of the elements necessary for practitioners to demonstrate entitlement to a change order request or claim, and 3) demonstrating entitlement to cumulative impact claims. He is currently the Vice President of AACE's Technical Board.

EDUCATION

Ph.D., Strategy, Project & Program Management, Skema Business School, Paris, France, 2012

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

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

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, Colorado (No. 29909)

CERTIFICATIONS

Certified Cost Professional, AACE International, No. 01430

Certified Forensic Claims Consultant, AACE International, No. 12

PROFESSIONAL AFFILIATIONS

AACE International:

- Association Technical Director, 2020–Present
- Technical Board Member, 2010–Present
- Honorary Life Member, 2019
- Association President, 2008–2009

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Garrett J. Brown
Principal

Mr. Brown has 30 years of progressive work experience related to various aspects of engineering, procurement, and construction. Key work experience includes planning and team management, project cost and schedule controls, change order management, including change order pricing and resolution, subcontract management, and arbitration/litigation experience related to construction claims. Mr. Brown also has expertise in the development and implementation of process improvements to increase business unit and project workflow efficiency. He has performed schedule delay and loss of productivity analyses, and has evaluated change orders for scope growth, and project time and cost impacts. His project experience includes combined cycle power plants, oil refineries, petrochemical facilities, materials handling amenities, coke handling facilities, water storage facilities, and above ground storage tanks. Mr. Brown is proficient with the use of the scheduling programs Oracle Primavera Project Planner P6 and Primavera P3 3.1. He is well versed in the use of all Microsoft software products including Excel, Word, PowerPoint, Access, Visio, and Project. Other software experience includes SAP, Hard Dollar 12.1 (Estimating and Cost Management), ARIS Business Process Modeler, and Acumen Fuse – CPM Schedule Forensics.

EDUCATION

M.B.A. Program (partially complete), Regis University, 2002
B.S., Civil Engineering, Washington State University, 1994

PROFESSIONAL REGISTRATIONS
Engineer-in-Training, State of Washington, 1994

CERTIFICATIONS

Lean Six Sigma – Green Belt Certification, 2008

PROFESSIONAL AFFILIATIONS
Association of Business Process Management Professionals

Business Process Mgmt. Institute
Project Management Institute (No. 7262686)

AACE International (No. 405697)



Jeremy M. Connell, Pr. Eng.
Principal

Mr. Connell has over 40 years of business, project management, operations, alliance, and claims management experience in all aspects of international and domestic capital projects and programs. His project management experience includes greenfield and brownfield project assignments ranging from multiple small programs and projects to large-scale projects worth over US\$10 billion. He has managed all stages of project execution from conceptual, Pre-FEED, and FEED studies through the various stage-gate approval processes, early and detailed engineering, construction, commissioning, startup, and project handover phases. Mr. Connell is an accomplished leader who has often advised clients on whether to proceed with or defer projects based on economic, market, and political conditions. His credentials are built on his diverse expertise, providing an impeccable professional training by top-tier management companies such as Fluor, Jacobs, Shell, Sasol, Anglo American Corporation, and Suncor. Mr. Connell's industry experience includes mining, metallurgical/materials handling, chemicals, synfuels, refining, food and beverage, packaging, utilities and infrastructure projects. As part of Long International's project management, engineering, and construction analysis team, he performed a detailed analysis of change order, delay, and disruption issues on a major LNG project in Australia.

EDUCATION

B. Eng., Electrical Engineering, Univ. of Pretoria, So. Africa, 1982

PROFESSIONAL REGISTRATIONS
Reg. Prof. Engineer, Eng. Council of South Africa (No. 20180446)

CERTIFICATIONS

OSHA Safety Training (40 hrs), 2014; Compliance and Ethical Leadership, SAI Global (Fluor University), 2008–2017

Courses at Jacobs College: Bus. Leadership, 2007; Const. Mgmt., 2006; Proj. Managers, 2000; and Management Leadership, 2000

CTL Associates: Controlling Construction Costs, 2001



Larry R. Dysert,
CCP, CEP, DRMP
Principal

Mr. Dysert has over 40 years of experience working in or consulting for the engineering and construction industry. He is a recognized expert in project estimating from conceptual through detailed execution, cost engineering, project cost/schedule control, risk analysis, and project benchmarking. Mr. Dysert developed and implemented cost estimating, project controls, and risk analysis applications for a variety of companies in addition to developing and implementing both conceptual and detailed cost estimating databases. He has supported organizational development in estimating, projects controls, and risk management through the development and implementation of procedures and training. In addition, Mr. Dysert has worked in the areas of contract management and dispute resolution. His industry experience includes refining, chemicals, petrochemicals, oil sands, synfuels, LNG, gas plants, pipelines, power, mining, manufacturing, photochemical, film sensitizing, semiconductor, and similar industrial facilities. Mr. Dysert has utilized his experience on major construction projects in the U.S., Canada, Brazil, Chile, Venezuela, U.K., France, Germany, Saudi Arabia, Australia, and Indonesia.

EDUCATION

B.A., Economics, University of California, San Diego, 1977

CERTIFICATIONS

Certified Cost Professional, CCP (No. 01510)

Certified Estimating Professional, CEP (No. 00001)

Decision and Risk Management Professional, DRMP (No. 00010)

PROFESSIONAL AFFILIATIONS
AACE International:

- Vice-President of the Technical Board, 2016–2020
- Chair of the Technical Board, 2000–2003 and 2005–2016
- Recipient of the AACE International Award of Merit and the AACE International Total Cost Management Award
- Honorary Life Member
- Fellow



Keith D. Hornbacher, M.B.A.
Principal Consultant

Mr. Hornbacher is a Principal Consultant and a Schedule and Cost Risk Analyst affiliated with Hulett & Associates, LLC. For over 30 years, Mr. Hornbacher has implemented quantitative schedule, cost, and integrated cost-schedule risk analysis, while ensuring project scheduling best practices are in place. He has conducted many risk analyses to quantify risks and evaluate their implications for project cost and schedule. In the process, he has performed many schedule assessments. He has experience applying Risk Drivers to large, multi-year projects leading to proactive risk mitigation planning for better project results.

Mr. Hornbacher is starting his fifteenth year as Affiliated Faculty in Organizational Dynamics Graduate Studies at the University of Pennsylvania, where he presents seminars and clinics on managing project risk, uncertainty, and the unexpected.

EDUCATION

M.B.A., Minnesota State University, 1982

B.S., Iowa State University, 1963

PROFESSIONAL AFFILIATIONS

AACE International: member, contributor, and author

University of Pennsylvania, School of Arts and Sciences, Organizational Dynamics Graduate Studies, recently Affiliated Faculty

Geisinger Commonwealth School of Medicine, Adjunct Assistant Professor in Graduate Studies

Project Management Institute (PMI), member, contributor, leadership, and presenter roles

American Society for Quality (ASQ), contributor and presenter

Institute of Industrial and Systems Engineers (IISE), Life Member

Institute of Electrical and Electronics Engineers (IEEE), presenter and workshop contributor

International Cost Estimating and Analysis Association (ICEAA), member and workshop presenter

International Council on Systems Engineering (INCOSE), Past Director–Northstar Chapter, presenter



Jerry L. Jackson, P.E.
Principal

Mr. Jackson has more than 40 years of engineering, project programming, project budgeting, scheduling and execution, land entitlement, and asset management experience. He has expertise with project feasibility assessments, design team engagement and management, project tendering and award, contract negotiation and award, project closeout and asset management after completion. His project experience encompasses domestic and international projects in transportation, commercial, industrial, and residential buildings, water, and marine. Mr. Jackson has been involved in projects valued at upwards of US\$18 billion. More specifically, Mr. Jackson was instrumental in the design, construction, development and management of the multibillion dollar, manmade island, The Pearl-Qatar, located in Doha. In addition, he has provided cost-to-complete claim analysis, construction defect analysis and project feasibility analysis. Throughout his career, Mr. Jackson has been involved in leading the resolution of numerous contract disputes and change orders. With a goal of claims avoidance transitioning into expensive litigation, he stresses strong documentation and persistent negotiation along with respectful discussions to create win-win solutions. Drawing on his experience with large and mega projects and the unique challenges of large contracts and claims, he has successfully negotiated contracts of up to US\$500 million and change orders and claim settlements of almost US\$75 million.

EDUCATION

B.S. Civil, Structural, Geotechnical Engineering, Texas Tech University (Cum Laude), 1981

PROFESSIONAL REGISTRATIONS
Registered Professional Engineer, Texas (No. 58615)

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS
American Society of Civil Engineers (ASCE)

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Pete D. Luan, PMP
Principal

Mr. Luan is a Capital Project Advisor with over 40 years of experience. During his career, he has served as an Engineer, Project Manager, Construction and Development Manager and a Project Execution Consultant in the upstream and downstream energy industry. Mr. Luan has expertise in major offshore and onshore oil and gas developments including natural gas processing, LNG, refining, petrochemical, and chemical projects. In addition, he has held key roles in a significant number of major/mega projects, and has an excellent understanding of major/mega and LNG project challenges in foreign locations based on his involvement with assignments and projects in Argentina, Azerbaijan, Bolivia, Cameroon, Canada, Denmark, Egypt, Korea, Malaysia, Nigeria, Norway, Russia, Thailand, the United Arab Emirates, the United Kingdom, Venezuela, and Vietnam.

Mr. Luan has also worked with C-level management to completely revamp project delivery systems for energy firms that resulted in project cost and schedule improvements. Moreover, he served as an advisor to C-level management for major oil and gas, petrochemical and refining projects in most of the countries listed above. Mr. Luan has conducted execution assessments on numerous megaprojects. He has participated in numerous cost and schedule risk analysis assessments of international major projects and facilitated mitigation of these risks.

EDUCATION

M.S., Mechanical Engineering, Rice University, 1973

B.S., Mechanical Engineering, Rice University, Magna Cum Laude, Phi Beta Kappa, 1972

PROFESSIONAL REGISTRATIONS
Project Management Professional (No. 209524)

PROFESSIONAL AFFILIATIONS
AACE International

Society of Petroleum Engineers
Project Management Institute



Sherard A. McIntosh
Principal

Mr. McIntosh has 23 years of experience in the engineering and construction (E&C) industry working for a major licensor of refining technology and E&C contractor. Mr. McIntosh has served as a leader in diverse roles spanning technology licensing, research and development, engineering, project management, organizational management and business development. His experience covers the entire project life cycle from conceptual design, technology package, FEED, detailed engineering, construction, commissioning, and start-up services. He has developed strategic, technical, and commercial plans for major oil and gas technology projects including biofuels, ammonia plants, refineries, and petrochemical complexes. Mr. McIntosh has extensive refinery process design experience, especially in the design of Fluidized Catalytic Cracking (FCC) units and Resid FCC (RFCC) units, including specification and selection of catalysts and catalyst handling systems, utilities and offsites, process piping, flue gas systems, waste heat boilers, feedstock handling systems, process filters, refractory selection and installation, as well as other technical expertise related to refineries.

Before joining Long International, Mr. McIntosh served as director of KBR's Mexico operations, headquartered in Monterrey, Mexico, and has significant international experience working in countries such as Argentina, Australia, Bahrain, Brazil, Colombia, France, Hungary, Israel, Saudi Arabia, South Africa, Spain, Sweden, Trinidad and Tobago, the United Kingdom, the United States, and Venezuela.

EDUCATION

B.S. (Honors) Chemical Engineering, University of the West Indies, 1996



Matthew A. Muse,
M.B.A., P.E., PMP
Principal

Mr. Muse has 25 years of project management experience, including contract analysis, delay analysis, dispute resolution, subcontractor management, risk management, budgeting, change control, critical path schedule preparation, earned value reporting, and cost forecasting. He has analyzed construction schedules for owners and contractors to determine the causes of construction delays and to equitably allocate responsibility for delay related costs. His project experience spans various industrial sectors including energy, combined cycle, coal, nuclear power plants, utilities, as well as automotive body, paint, and assembly facilities. Mr. Muse is proficient in the use of Primavera P6 and P3, Microsoft Project, Oracle and SAP financials, Prolog and Prism cost reporting, Hard Dollar estimating and cost control. Prior to joining Long International, Mr. Muse held positions as a Field Engineer, Project Manager, Project Controls Analyst, Project Controls Manager, District Project Controls Manager, and Director of Project Controls.

EDUCATION

M.B.A., Marquette University, Milwaukee, Wisconsin, 2011

B.S., Civil Engineering, Michigan Technological University, Houghton, Michigan, 1997

PROFESSIONAL REGISTRATIONS
Registered Professional Engineer, Texas (No. 143572)

Project Management Professional, 2012

Safety Trained Supervisor, 2007
Engineering in Training – State of Michigan, 1997

PROFESSIONAL AFFILIATIONS
Project Management Institute

Board of Certified Safety Professionals

AACE International



Sean P. Pellegrino, P.E.
Principal

Mr. Pellegrino has more than 40 years of experience in all aspects of engineering, project planning and execution, and project management consulting for onshore and offshore oil and gas projects. His extensive and varied professional experience in the oil and gas industry includes responsibilities for the full project life cycle. Mr. Pellegrino has supported, managed, consulted and acted as an expert witness for some of the largest, most complex projects in the oil and gas industry. His responsibilities and experiences include conceptual business case assessment, planning, contract development and award, execution, administration, claims avoidance/assessment, project commissioning, startup, and closeout. His oil, gas, LPG and LNG project experiences include onshore/offshore, upstream/downstream, and domestic/international projects with increasing size and complexity. Project scopes ranged from multimillion-dollar domestic projects to multibillion-dollar international projects. Mr. Pellegrino has worked extensively on international joint venture major capital projects from the owner's side. Mr. Pellegrino co chaired the Construction Industry Institute initiative for the development and implementation of Advanced Work Packaging for construction. Through this work and by the adoption of the construction industry, Advanced Work Packaging is now a recognized industry best practice.

EDUCATION

M.S., Engineering Management, University of Houston, 1999

B.S., Mining Engineering, University of Pittsburgh, 1981

PROFESSIONAL REGISTRATIONS
Registered Professional Engineer, Texas (No. 81606)

Project Management Professional (No. 4589) (inactive)

Certified Mediator in Negotiation/Conflict Resolution (1999)

PROFESSIONAL AFFILIATIONS
Construction Industry Institute
Construction Users Roundtable



R. Neal Rich, P.E.
Principal

Mr. Rich has 40 years of experience in all aspects of electric power system design, installation, operation, and maintenance. His expertise includes distribution, sub-transmission, and transmission systems upwards to 500 kV and generation and industrial plant distribution systems of 34.5 kV down to 480 VAC. Mr. Rich previously led the General Electric Company (GE) Group in the development of substation and large EPC projects. In addition, he held a leadership position at a national protective relaying and substation EPC firm that specialized in protection and control and acted as a sales/application engineer to support advanced relaying, metering, and communication equipment and systems.

Mr. Rich has worked internationally and has been a project manager and lead engineer on many electric air and gas insulated substations and other specialized power projects such as static var compensator, cycloconverter, series compensation, harmonic filters, battery energy storage systems, and generation projects of many technologies. His clients have included large municipal and investor-owned utilities, generation and transmission cooperatives, independent power producers, large industrials, contractors, and consultants. Mr. Rich's electrical expert services are all power related and have principally been associated with generation facilities.

EDUCATION

Professional Employee Management, General Electric Co., Crotonville, NY, 1989

B.S., Electrical Engineering, University of Mississippi, 1981

PROFESSIONAL REGISTRATIONS
Licensed Professional Engineer: AR, CA, CO, CT, GA, HI, ID, KS, KY, LA, ME, MA, MS, NE, NJ, NM, NY, NC, ND, OR, SC, TN, TX, UT, VA, WA, WV, WI, WY

PROFESSIONAL AFFILIATIONS
Institute of Electrical and Electronic Engineers (IEEE), Senior Member
IEEE Power Engineering Society

Construction Claims Experts – Experience Matters



Roger D. Asper, FICCP
Senior Executive Consultant

Mr. Asper has over 35 years of experience in engineering, construction management, and claims consulting. He has served as an Executive Advisor, Technical Advisor, Senior Project Manager, Claims Manager, and Senior Construction Claims Consultant, and has guided public and private organizations in the resolution of construction disputes. He is an expert in the preparation and evaluation of construction claims, dispute resolution and avoidance, schedule delay analysis, project and contract management, project controls, disruption and productivity analysis, and arbitration/litigation support. Mr. Asper has been an expert witness in trial, arbitration, and mediation. He has international project experience in the transportation, commercial, educational, medical, petrochemical, oil refining, pipeline, and power industries. His consulting expertise is based on a broad range of hands on construction experience including multibillion U.S. dollar industrial projects in the United States, the Middle East (Kuwait, Qatar, Saudi Arabia, UAE), and various parts of Central America, and South Africa.

EDUCATION

Harvard Business School, Project Management Course, 2016

Louisiana State University, Graduate Courses in Engineering and Business, 1979–1980

B.A., Business Administration, Wichita State University, Wichita, Kansas, 1981

B.S., Engineering, United States Military Academy, West Point, New York, 1972

PROFESSIONAL AFFILIATIONS

Royal Institute of Chartered Surveyors, Member

Chartered Institute of Building, Incorporate Member

Institute of Construction Claims Practitioners, Fellow Member

AACE International (Past Member)

Society of Construction Law (Gulf Chapter) (Past Member)



James E. Bortz, P.E.
Senior Executive Consultant

Mr. Bortz has over 25 years of process engineering and project management experience including budgeting, cost estimating, cost control, schedule preparation, schedule analysis, change control, change order analysis, and all aspects of contractor management. Moreover, Mr. Bortz has expertise with plant design, construction, and operation, constructability reviews, expert analyses, litigation support, and dispute resolution. His industry expertise includes oil, gas, energy, chemical, paper mill, and biofuels projects. Prior to joining Long International, Mr. Bortz held positions as a Senior Project Manager, Senior Process Engineer, Engineering and Maintenance Manager, and Senior Production Engineer with engineering, chemical, biofuels, and paper companies, including ENGlobal, Harris Group, Range Fuels, Tronox, International Paper, Arizona Chemical, and Dow.

EDUCATION

B.S., Chemical Engineering, Colorado State University, 1991

PROFESSIONAL REGISTRATIONS
Registered Professional Engineer, Colorado (No. 45896)

Registered Professional Engineer, Illinois (No. 062.067823)

PROFESSIONAL AFFILIATIONS
American Institute of Chemical Engineers



Brent T. Brewder, PMP
Senior Executive Consultant

Mr. Brewder 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
AACE International
Project Management Institute



Lance C. Clarke
Senior Executive Consultant

Mr. Clarke has over 24 years of experience in managing and leading multibillion-dollar mega projects in the hydroelectric, oil sands, and offshore oil and gas industries. He is skilled in procurement and logistical operations including risk analysis, negotiations, contract relationship management, dispute resolution, project finance, insurance, project execution strategy, and organizational development. Prior to joining Long International, he served as deputy project director for Nalcor Energy where he managed the CAD\$10 billion Lower Churchill Project, a major hydroelectric development located in Labrador, Canada.

EDUCATION

Bachelor of Commerce, Memorial University of Newfoundland, 1994

PROFESSIONAL AFFILIATIONS

Senior Member, Canadian Electrical Utilities Project Mgmt. Network, 2008–2017

Partner Voting Representative, Maritime Link Joint Devel. Committee, 2012–2016

Labor Advisory Comm., Newfoundland Constr. Assoc., 2014

Owner Representative, Owners' Labor Group, Constr. Sector Council, 2010–2014

Vice President, Purchasing Mgmt. Assoc. of Canada, Newfoundland, 1998

PROFESSIONAL INDUSTRY TRAINING

Media and Emergency Response Training, 2002–2016

Constr. Law Forum, Princeton University, Princeton, NJ, 2009

Insurance and Risk Mgmt. Training, The Risk Mgmt. Society, Las Vegas, NV and Aberdeen, Scotland, 2002 and 2009

Mega Project Devel., Indep. Proj. Analysis, Ashburn, VA, 2007

Petro-Canada Leadership Program, Memorial Univ., St. John's, NL & Calgary, AB, 2000–2006

Constr. Claims Mgmt. Seminar, Las Vegas, NV, 2004

Level III CPR, Purchasing Mgmt. Assoc. of Canada, St. John's, NL, 1994–1999



John R.J.G. Dowse, LLB (Hons), MInstCES, MCIArb, FPD
Senior Executive Consultant

Mr. Dowse has over 40 years of experience in the construction field. His experience includes 18 years working in contracting organizations, at all levels from the board room to the construction site, and 22 years in advisory, consulting, dispute resolution, and expert roles. Mr. Dowse has worked on diverse projects in Canada, the Caribbean, India, the Middle East, Sri Lanka, the U.K., and the U.S. He has advised contractors, subcontractors, architects, engineers, and owner/employers on projects worth up to several billion dollars in value. Mr. Dowse has served as a testifying expert and has presented evidence on both quantum and delay issues. In addition, he is experienced with dispute resolution, inclusive of formal and alternative procedures, and has performed the role of an advocate.

EDUCATION

Postgraduate Diploma, Legal Practice – Bar Vocational Course, Manchester Metropolitan University, 2003

Bachelor of Laws, Nottingham Trent University, Nottingham Law School, 2001

PROFESSIONAL REGISTRATIONS
Barrister of the Middle Temple of England & Wales (Non-Practicing)

PROFESSIONAL AFFILIATIONS
Chartered Institute of Arbitrators

Chartered Institute of Civil Engineering Surveyors

Society of Construction Arbitrators

Society of Construction Law

Fellow, Prime Dispute

Past member of the Contracts & Dispute Resolution Panel (Chartered Institute of Civil Engineering Surveyors)

Past Executive Member of Council (Chartered Institute of Arbitrators for the Caribbean Region)

Former education faculty member (Chartered Institute of Arbitrators)



Peter F. Franco, P.E.
Senior Executive Consultant

Mr. Franco has over 40 years of experience on large projects ranging in size from US\$100 million to over US\$1 billion. He is a heavy civil engineering and construction professional recognized for his expertise in project management and corporate strategy. Mr. Franco provides standard of care analyses, constructability reviews, contract issue resolution, claims management, corporate strategy development, business process improvement services and expert witness testimony. Mr. Franco has managed some notable projects during his career, such as the US\$250 million reconstruction of the Brooklyn Queens Expressway Interchange with the Grand Central Parkway in Woodside, Queens, New York. He also oversaw the design and start of construction of a section of the US\$1 billion Air Train light rail service for JFK Airport in Jamaica, Queens, New York, and a design-build project for the Port Authority of New York and New Jersey. The project involved multiple stakeholders including airport operations and airport tenants.

EDUCATION

M.S., Civil Engineering,
Columbia University School of
Engineering and Applied Science,
New York, New York, 1977

B.S., Civil Engineering,
Columbia University School of
Engineering and Applied Science,
New York, New York, 1976

PROFESSIONAL REGISTRATIONS
Registered Professional Engineer,
New York (No. 058678)

Registered Professional Engineer,
New Jersey (No. 28513)

PROFESSIONAL AFFILIATIONS
AACE International

American Society of Civil
Engineers

American Concrete Institute

Deep Foundations Institute



Richard E. Hussey
Senior Executive Consultant

Mr. Hussey has over 40 years of engineering, procurement, construction, and project management consulting experience. He has extensive experience with onshore and offshore oil and gas development, LNG, oil sands, petrochemical, refinery, pipeline, and other infrastructure projects valued up to US\$54 billion. Mr. Hussey has utilized his expertise for major capital projects in Algeria, Australia, Brazil, Canada, Indonesia, Japan, Kazakhstan, New Zealand, Nigeria, Philippines, South Korea, Thailand, United Kingdom, and the U.S. He has worked extensively on projects that were executed by multi national joint ventures on the owner's side. Mr. Hussey has been the schedule assurance lead on over 100 reviews including mega and giga projects totaling over US\$200 billion. He has served as a Senior Scheduling Engineering Consultant for Chevron U.S.A., Inc. and as a Project Field Engineer and Project Controls Manager for Bechtel Corporation. He has in-depth experience related to the execution of modular projects including design, engineering, procurement, logistics, fabrication, construction, hook-up, and commissioning.

EDUCATION

MBA Certificates – Construction/
Project Management/Project
Control, Golden Gate University,
1984

Bechtel Master's Certificate,
BMC, of Project Management,
Golden Gate University, 1976

Certificate of American
Management Association,
Golden Gate University, 1975

B.S. Civil Engineering, University
of California, Berkeley, 1974

PROFESSIONAL REGISTRATIONS
Registered Professional Civil
Engineer, California (No. 34954)

PROFESSIONAL AFFILIATIONS
American Society of Civil
Engineers



Kenney W. McNabb, M.B.A.
Senior Executive Consultant

Mr. McNabb has more than 30 years of experience related to the design and build of industrial chemical manufacturing facility projects, projects to execute complex cross functional corporate initiatives, and projects to navigate and execute acquisitions/divestitures and subsequent transitions. He has expertise in manufacturing projects including all phases of engineering, project planning, functional coordination, procurement, and construction. Mr. McNabb is also proficient with industrial control systems, automation, and integration of plant floor to business systems. He has performed owner due diligence evaluations of acquisition targets, corporate restructuring for industrial automation modernization, and forensic analysis of contractor performance. Moreover, he is experienced with the selection of appropriate contracting strategies, contract development (project, engineering, procurement, construction, transition services, continuing services), contract administration, claim analysis, risk prioritization, constructability, turnover and commissioning. Facets of this work include contract analysis, control estimates, unit price and lump sum estimates, cost variance analysis, rigorous change order management, overhead and indirect cost analysis, and the evaluation of bid error claims.

Mr. McNabb has lived and worked in five countries on four continents and was personally involved in the planning, execution, contract negotiation, and resolution of project problems. He has been involved with projects ranging in size from small plant-support improvements to world scale international facilities, both wholly owned and joint venture. In addition, he has expertise negotiating settlements of cost, damages, and schedule claims as part of day-to-day project management, to close out projects, and as part of arbitrations.

EDUCATION

M.B.A., Global Executive,
Duke University, 2003

B.S., Electrical Engineering,
University of Tennessee,
cum laude, 1988



Scott R. O'Brien, P.Eng.
Senior Executive Consultant

Mr. O'Brien has more than 25 years of experience in the successful development and leadership of renewable and offshore oil megaprojects valued at more than \$35 billion. Most recently, he served as the Project Manager for the Muskrat Falls Project, a CAD\$5.5 billion, 824 MW hydroelectric generating facility. Mr. O'Brien has led efforts in all aspects of project development and delivery, including safety management, quality management, problem definition and solutions development, cost and schedule management, stewardship reporting, regulatory reporting, industrial relations and labor management, change and interface management, and construction execution and delivery. Mr. O'Brien has also led the resolution of complex construction disputes, and led organizations in preparation for dispute resolution.

Mr. O'Brien has worked with several integrated energy companies, including the Hibernia, Terra Nova, White Rose, and Hebron Energy Projects, and has extensive experience in management of offshore and onshore construction programs.

EDUCATION

M. Eng., Ocean Engineering
with a specialization in marine
geotechnical engineering,
Memorial University of
Newfoundland, St. John's, NL

B. Eng., Civil Engineering,
Memorial University of
Newfoundland, St. John's, NL

PROFESSIONAL REGISTRATIONS
Registered Professional Engineer,
NL, Canada

PROFESSIONAL AFFILIATIONS
Canadian Electrical Utilities
Project Management Network
(CEUPMN), 2019–Present

CAN/CSA ISO 13628 Harmoni-
zation Subcommittee on Offshore
Structures (Past Member)

Member – Joint Industry Project
on FPSO Mooring System
Integrity (Past Member)

Project Leader – Joint Industry
Project on Alternative Wellhead
Protection Systems (Past Member)



Todd W. Pickett, CCP, CEP
Senior Executive Consultant

Mr. Pickett has over 40 years of experience working in or consulting for the engineering and construction industry. He is a recognized expert in project estimating from conceptual through detailed execution, cost engineering, project cost and schedule control, risk analysis, and project benchmarking. Mr. Pickett has been involved with a wide variety of industries and projects including refining, chemicals, petrochemicals, oil sands, synfuels, gas plants, pipelines, power, manufacturing, photochemical, film sensitizing, and similar industrial facilities. He has utilized his experience on construction projects in the U.S., Canada, Mexico, Brazil, United Kingdom, France, Saudi Arabia, Australia, and China.

Mr. Pickett has been an active member of AACE International for over 25 years and served as Chair of the AACE International Technical Board. He is the primary author of an AACE International Recommended Practice, and is a contributor to more than 12 other recommended practices.

EDUCATION

Computer Science Course Work,
Monroe Community College,
Rochester, New York, 1993–1995

Certified Journeyman,
Electrician Apprentice Program,
Eastman Kodak Co., 1983

Electrical Engineering Course
Work, Rochester Inst. of Technol-
ogy, Rochester, NY, 1974–1976

CERTIFICATIONS

Certified Cost Professional, CCP
(No. 01877)

Certified Estimating Professional,
CEP (No. 00009)

PROFESSIONAL AFFILIATIONS
AACE International:

- Technical Board Member,
Director At-Large, 2020–Present
- Chair of the Technical Board,
2016–2020
- Technical Board Member,
Dir. of Professional Practice
Guides and SIGs, 2006–2016
- Fellow to AACE Internat., 2012
- Recipient of the AACE
Internat. Total Cost Mgmt.
(TCM) Excellence Award



Suzanne C. Sapp

Senior Executive Consultant

Ms. Sapp has over 27 years of experience in manufacturing, process control/automation, leadership, technical report writing, and claim analysis. During her career, Ms. Sapp has held roles of Engineer, Project Manager, Personnel/Chemical Operations Unit Manager, and Consultant. Throughout her career, Ms. Sapp has been consistently rated as a top performer. At GE, she progressed quickly through several roles of increasing leadership. In her Fortune 100 manufacturing leadership roles, she built and led teams of all sizes, developed and implemented new global organizational structures and methodologies, and continued to provide technical emergency support and backup for GE Plastics globally. Ms. Sapp is also highly proficient in cost analysis, escalation and delay calculations, technical writing, claims preparation, database development, and technical issue analyses.

EDUCATION

B.S., Biological Systems Engineering, Minor in Biology, Virginia Tech, 1996, with honors

PROFESSIONAL REGISTRATIONS

Engineer in Training Certification (1996)

CERTIFICATIONS

Six Sigma Black Belt Training
Six Sigma Green Belt Certification
Electrical On-or-Near Certification
Essentials of Human Resources Management Certificate
GE New Manager Development Course and Certification
GE Personnel Relations Leadership and Certification
GE Crisis Manager Training and Certification
ABS Consulting Train the Trainer Course and Certification
OSHA 40-Hour Training and Certification

PROFESSIONAL AFFILIATIONS

Alpha Epsilon Honor Society, American Society of Agricultural and Biological Engineers



Feng Shen, PSP

Senior Executive Consultant

Mr. Shen has over 25 years of experience in the development and management of major construction project control procedures and techniques including budget, cost, and schedule. He has evaluated impacts on cost and schedule and has negotiated hundreds of change orders. Mr. Shen also has expertise in planning, pre-construction, construction, commissioning, and close-out phases. He has worked on multibillion-dollar projects in China, Israel, the U.S., and the U.A.E. in the nuclear, commercial, and transportation industries. Moreover, Mr. Shen has knowledge of investment assessment and management, asset valuation, and various investment instruments and has comprehensive knowledge of VDC/BIM and software tools. Mr. Shen served as the co-founder and later President of the AACE International China Section. He received the AACE International TCM Excellence Award in 2018.

EDUCATION

M.S., Civil and Environmental Engineering, Massachusetts Institute of Technology, 1998

B.S., Construction Management Engineering, Tongji University, Shanghai, China, 1995

PROFESSIONAL AFFILIATIONS

- President, China Section Board (2009–Present)
- Co-Founder of AACE China Section
- Negotiated and finalized cooperation agreement among national construction associations and leading construction companies in China
- Led engineering team of more than 20 volunteers to translate AACE's knowledge and practices into Chinese
- Organized and conducted annual project management and project control conference and seminar in Beijing and Shanghai from 2010 to 2019
- Recipient of the 2018 AACE International TCM Excellence Award



Jamal F. AlBahar, Ph.D., PMP, AVS

Managing Director

Dr. AlBahar is the managing director of Long International's Middle East Operations based in Dubai. He has over 31 years of experience related to all aspects of project management, risk management, contract administration, construction claims, and dispute resolution throughout the Middle East. He provides strategic advice, leadership, and in-depth client relationship management with a strong eye for detail and commitment to quality. Dr. AlBahar is a registered arbitrator in the Emirate of Dubai, United Arab Emirates, and the State of Kuwait. He was a full-time professor at Kuwait University, where he taught project management, contracts and specifications, construction management, construction methods, surveying, and legal, social, and ethical aspects of engineering. Dr. AlBahar has taught seminars and presented papers on construction claims, project management, cost estimating and cost control, project planning, scheduling and control, contract administration, risk management, and value engineering.

EDUCATION

Ph.D., Civil Engineering, Univ. of California, Berkeley, 1988

M.E., Civil Engineering, Univ. of California, Berkeley, 1986

M.S., Civil Engineering, Univ. of Michigan, Ann Arbor, 1984

B.S., Civil Engineering, Kuwait University, State of Kuwait, 1981

PROFESSIONAL REGISTRATIONS

Registered Project Management Professional, (No. 223516)

Registered Proj. Mgmt. Consultant
Registered Value Management Associate (No. 20010408)

Registered Arbitrator: Kuwait and the United Arab Emirates
Chartered Institute of Arbitrators (MCIArb, No. 36346)

PROFESSIONAL AFFILIATIONS AND ASSOCIATIONS

AACE International
American Arbitration Association
Constr. Mgmt. Assn. of America
Construction Specifications Inst.
Project Management Institute
Society of Amer. Value Engineers



David T. Hulett, Ph.D., FAACE

Cost and Schedule

Risk Analysis Partner

Dr. Hulett is a Principal Consultant and Cost & Schedule Risk Analysis Partner affiliated with Long International. Dr. Hulett is also a Principal with Hulett & Associates, LLC (H&A), which serves worldwide clients in the oil and gas, aerospace, construction, pharmaceuticals, and transportation sectors. For over 30 years, Dr. Hulett has focused on quantitative schedule risk analysis, integrated cost-schedule risk analysis and project scheduling best practices. H&A pioneered the Risk Drivers approach as applied to schedule risk and integrated cost and schedule risk analysis. Moreover, Dr. Hulett was instrumental in adoption of this method for new and emerging Monte Carlo software to serve the needs of his high-end risk analysis customers. Dr. Hulett has experience in applying Risk Drivers and risk prioritization using iterative simulations to large multi-year projects leading to proactive risk mitigation planning for better project results.

Dr. Hulett has held strategic planning positions at TOSCO, an oil company, and at TRW in aerospace and defense. In the federal government, Dr. Hulett managed offices in the Federal Energy Agency (FEA), the Department of Energy (DOE) and the Office of Management and Budget (OMB). He was an economist with the Federal Reserve Board of Governors. Dr. Hulett was also an Instructor in the Economics Department at Harvard University.

EDUCATION

Ph.D., Economics, Stanford University, 1966

B.A., Special Program for Public and International Affairs (Woodrow Wilson School), Princeton University, 1961

PROFESSIONAL AFFILIATIONS

Fellow of AACE International
International Cost Estimating and Analysis Association
Project Management Institute
International Center for Complex Project Management

“Our clients expect expertise, experience, and credibility. We are proud of the reputation that we have earned for high-quality work products and cost-effective results.”

Richard J. Long, P.E., P.Eng.



LONG INTERNATIONAL

**CORPORATE HEADQUARTERS
DENVER, COLORADO**

10098 Whistling Elk Drive
Littleton, Colorado 80127-6109 U.S.A.

**Richard J. Long, P.E., P.Eng.
Founder**

(303) 972-2443 Telephone
(303) 884-3060 Mobile
rlong@long-intl.com

**Rod C. Carter, CCP, PSP
President**

(303) 463-5587 Telephone
(303) 463-5587 Facsimile
(720) 272-1730 Mobile
rcarter@long-intl.com

**Eric J. Klein, Ph.D., P.E., PMP
Vice President**

(720) 982-3813 Mobile
eklein@long-intl.com

**Scott M. Francis, P.E., PSP
Vice President**

(720) 936-1128 Mobile
sfrancis@long-intl.com

**Tanya V. Miller, M.B.A.
Director of Business Development/
Corporate Secretary**

(303) 993-5452 Telephone
(720) 638-8884 Facsimile
(720) 772-0068 Mobile
tmiller@long-intl.com

**REGIONAL
REPRESENTATIVES**

ATLANTA, GEORGIA

**Curtis W. Foster
Senior Principal**
(678) 425-0910 Telephone
(770) 361-5044 Mobile
cfoster@long-intl.com

BOSTON, MASSACHUSETTS

**Michael Harris
Senior Principal**
(816) 616-1237
Telephone & Mobile
mharris@long-intl.com

HOUSTON, TEXAS

**Sean P. Pellegrino, P.E.
Principal**
(832) 275-5811
Telephone & Mobile
spellegrino@long-intl.com

SEATTLE, WASHINGTON

**Stephen P. Warhoe, Ph.D.,
P.E., CCP, CFCC
Senior Principal**
(206) 451-4320 Telephone
(206) 484-0760 Mobile
swarhoe@long-intl.com

**CORPORATE OFFICE
ORLANDO, FLORIDA**

8633 Willow Kane Court
Orlando, Florida 32835-2541 U.S.A.

**Andrew Avalon, P.E., PSP
Chairman and CEO**

(407) 445-0825 Telephone
(407) 650-3399 Facsimile
(407) 404-2889 Mobile
aavalon@long-intl.com

**Denise G. Lanxton
Chief Financial Officer**

(407) 772-1500 Telephone
(407) 446-2281 Mobile
dlanxton@long-intl.com

**MIDDLE EAST CONTACT
UAE, KUWAIT, QATAR
AND SAUDI ARABIA**

**Jamal F. AlBahar, Ph.D., PMP, AVS
Managing Director**

+9714 259 8585 / 259 8283
Telephone
+97150 650 6686 Mobile (UAE)
+965 9960 9049 Mobile (Kuwait)
+974 66 80 20 53 Mobile (Qatar)
jalbahar@long-intl.com

**COST AND SCHEDULE
RISK ANALYSIS PARTNER**

Hulett & Associates, LLC
David T. Hulett, Ph.D., FAACE
(310) 476-7699 Telephone
(310) 283-3527 Mobile
projectrisk.com
dhulett@long-intl.com



long-intl.com