



## **MICHAEL T. GUNTER, P.E., EVP**



Mr. Gunter is a Principal with Long International and has more than 35 years of experience in the petroleum refining, LNG, midstream, chemical/petrochemical, pipeline, power, and consulting industries. Mr. Gunter has held positions in executive leadership, project management, engineering and maintenance management, mechanical engineering, and consulting. Through his professional experiences, Mr. Gunter has developed a thorough expertise of all stages of project development and execution including the management of engineering, procurement, contracting, construction, project controls, and commissioning. Since joining Long International, Mr. Gunter has performed analysis and prepared expert reports involving construction and contract disputes on various major petroleum refinery, chemical/petrochemical, and LNG projects.

Before joining Long International, Mr. Gunter was a Vice President, Project Director, Engineering Director, Maintenance Director, Turnaround Director, Senior Project Manager, and Mechanical Engineer for two large U.S. domestic owner/operators in the petroleum refining and midstream business sectors. Early in his career, he was a Mechanical Engineer for a power generation operator and employed in a large coal-fired facility. Mr. Gunter relies on his experience in the management of engineering, procurement, and construction projects and engineering and maintenance of major industrial facilities to perform financial analysis, delay analysis, causation and damages analysis, and technical analysis; evaluate project management and construction management standard of care; and prepare associated expert reports.

### **EDUCATION**

B.S., Mechanical Engineering, Texas Tech University, 1986

### **PROFESSIONAL REGISTRATIONS**

Registered Professional Engineer, Texas (No. 72955)  
Chartered Engineer (Retired), Australia (No. 6209817)  
Earned Value Professional, AACE International (No. 00843)

### **PROFESSIONAL AFFILIATIONS**

AACE International  
Project Management Institute

### **TECHNICAL EXPERIENCE**

Representative technical experience includes:

- Project execution management and standard of care evaluation
- Mechanical completion and commissioning technical evaluation
- Project delay and disruption identification and assessment
- Project maintenance and preservation program valuation
- Executive-level leadership and strategic planning in the petroleum refining and midstream sectors
- Major industrial project management, including front-ending loading, execution planning, funding, engineering, procurement, contracting, construction, commissioning support, and closeout



- Petroleum refining sector capital program oversight and management at both the corporate and local refinery site levels, including budgeting, funding administration, and spending management
- Petroleum refinery routine and turnaround maintenance leadership
- Petroleum refinery engineering leadership, including process, process control, electrical, mechanical integrity, quality assurance laboratory, and projects
- Detailed understanding of project controls as applied to refinery EPC projects and turnarounds
- Major project procurement oversight, including major process equipment procurement on an international scale, purchase of commodities and fabricated components, vendor surveillance, and delivery logistics
- Major project contracting, including engineering and construction, as well as RFP development, technical and commercial proposal analysis, contract management, and closeout
- Construction program management including safety, execution, field engineering, quality assurance, and project controls
- Human resource management including personnel development, performance management, discipline, recruiting, and hiring
- Department expense budget development, control, and management
- Internal and external stakeholder management

## **CONSULTING EXPERIENCE**

As a recognized expert in project, construction, engineering, and maintenance management, Mr. Gunter has performed analyses and prepared subsequent reports involving construction and contract disputes on various petroleum refinery, chemical/petrochemical, and LNG projects. Representative consulting experience includes:

- Principal Consultant – Analyzed various technical issues affecting the achievement of mechanical completion and commissioning for a new petroleum refinery in southeast Asia. In conjunction with the lead commissioning expert and other technical experts, prepared multiple expert reports utilized in the arbitration proceedings for the associated disputes between the contractor and the owner/operator. Prior to the preparation of the expert reports used in the arbitration proceedings, investigated and developed preliminary expert reports that the client used to develop its claims defense and counter-claims pursuit strategies.
- Principal Consultant – For a new chemical plant in the Caribbean, conducted an analysis of whether the contractor had achieved mechanical completion on the date that it claimed or whether the defects in the works that the owner organization identified justified that the contractor had not achieved mechanical completion in accordance with the contract. Prepared an associated preliminary expert report that was used for negotiation purposes between the contractor and owner organizations.
- Principal Consultant – Along with a schedule delay expert, performed a preliminary and independent analysis of the EPC contractor's schedule delay and extension cost claims for an LNG project in the U.S. culminating in a mediation session. Prepared multiple documents and reports representing preliminary and independent assessments of the contractor's claims.
- Senior Executive Consultant – As part of a Project Management Team, conducted a Phase 1 and Phase 2A analysis of an EPC contractor's project management performance on an LNG project in Australia. Developed an extensive project management database of issues experienced on the project and utilized this information to develop a Phase 1 report and an updated key issues and impacts report for Phase 2A. Also, correlated certain issues to schedule delays that the Schedule Delay Team identified.



- Senior Executive Consultant – Evaluated an EPC contractor’s maintenance and preservation program for a major petroleum refinery expansion project in South America. The owner organization delayed the project, and the EPC contractor required an independent evaluation and critique of the impacts to an extended program. Co-authored an expert report that the client used to reach a settlement on the additional costs to administer the extended maintenance and preservation program.

## **INDUSTRY EXPERIENCE**

Mr. Gunter has led major projects, capital programs, and maintenance and engineering organizations for owners/operators in the petroleum refining, midstream, and power generation industries. Representative roles and projects include the following:

### **Petroleum Refinery, LNG, Midstream Facilities, and Pipelines**

- Vice President of Major Projects – Held executive responsibility for the Stage II and Stage III development of a US\$450 million project to interconnect and modify a previously company-owned refinery in Los Angeles, California to a newly acquired and adjacent refinery. The project was challenging for not only the technical scope and complexity but also for the difficulty with permitting and public affairs in the California political environment.
- Vice President of Major Projects – Led the development, cost estimate, and evaluation of a project to construct a technically challenging waxy crude oil pipeline from the Uinta basin in eastern Utah into the Salt City Refining Center. Separately and similarly led the development and evaluation of a pipeline project to deliver crude oil across the Cook Inlet of Alaska to the Kenai Peninsula. Both pipeline projects presented significant technical, construction, and operational risks. Ultimately, the decision was made to abandon both projects following the Stage III gate review.
- Vice President of Major Projects – Held executive responsibility for the EPC execution of a major modification project at the US\$600 million Salt Lake City Refinery, which included a new FCC gas plant and extensive modifications to the FCC catalyst section, crude unit, diesel hydrotreater and utilities, and logistical systems.
- Vice President of Major Projects – Held executive responsibility for the execution planning, engineering, and contracting for a major rebuild of a refined-products wharf adjacent to the Martinez Refinery located in the San Francisco Bay. The project was especially challenging due to environmental permitting and wildlife protection concerns as well as a complex construction plan and contracting strategy.
- Vice President of Major Projects – Held executive responsibility for a US\$50 million diesel hydrotreater expansion project at the Mandan, North Dakota Refinery.
- Vice President of Major Projects – Held executive responsibility for the development and execution of a major crude oil gathering project in the North Dakota Bakken oil fields. The project included approximately 50 miles of gathering lines, 125 LACT units, and associated pump station and tank facilities. The project was completed on an ultra-fast-track basis to support commercially attractive delivery of crude oil to the market. The project was also complicated by its remoteness and heavy competition for scarce local construction resources.
- Vice President of Major Projects – Held executive responsibility for the oversight of a joint venture to engineer and construct a new rail car unloading facility in the Pacific Northwest that would have provided an outlet for North Dakota Bakken crude oil to the U.S. west coast. The project was met with significant public and governmental opposition. The joint venture partner held direct responsibility for project execution.
- Vice President of Major Projects – Held executive responsibility for the development and funding of a US\$250 million Environmental Protection Agency (EPA) consent decree program to install flare gas



recovery facilities at four different refineries. After the consent decree was finalized, the window for project execution and startup presented significant challenges. This was coupled with the desire to standardize the design and synergize the execution across all sites for cost effectiveness. All projects were delivered on time and at a cost well below their funded value.

- Vice President of Major Projects – Held executive responsibility for integrating the capital program of a newly acquired west coast refinery into the corporation’s overall capital portfolio.
- Vice President of Major Projects – Held executive responsibility for funding and general oversight of a US\$15 million EPA consent decree project at a divested refinery in Kapolei, Hawaii. The oversight presented a unique situation since the corporation no longer owned the facility and/or managed the resources yet remained responsible for project delivery through a binding commitment with the U.S. EPA.
- Project Director – Oversaw a US\$2.5 billion refinery expansion project, which included a grassroots hydrocracker, delayed coker light ends recovery, and amine and sour water stripper units, plus associated upgrades to utilities and logistics systems. The project was fully funded and in Stage IV execution with engineering and equipment procurement substantially complete and construction in the early stages when company management decided to postpone the project indefinitely. The project developed strategies and procedures for the long-term maintenance and preservation program for the process equipment and materials and, where justifiable, renegotiated terms for extended warranty terms due to the indefinite postponement of the project. The project was eventually and successfully completed under the leadership of other company project leaders utilizing the original execution plan, funding, and prior completed works.
- Project Director – Responsible for the overall management of a more than US\$700 million petroleum refinery expansion/modification and ULSD program, which included a new mild hydrocracker/hydrotreater, new and expanded sulfur plants, and utility and logistics systems upgrades in a Houston refinery. As the Project Director, oversaw all aspects of the project from Stage II selection through engineering, procurement, contracting, and construction execution and turn over for pre-commissioning and commissioning by the operating organization. The project was especially challenging due to two consecutive hurricanes along the Gulf Coast and heavy refining project and turnaround workloads, the combination of which created severe staff and craft shortages and significantly elevated short-term compensation rates. As a direct result of commercial misalignment with the EPC contractor, the successful management of construction punch list closure was also a significant challenge for the project.
- Project Director – Managed a US\$60 million ULSD-driven revamp and expansion of a hydrotreater and the addition of diesel product storage facilities in a Texas City Refinery. As the Project Director, was responsible for all aspects of the project from Stage II development through execution and turn over for pre-commissioning and commissioning.
- Project Manager – Responsible for the overall management of a more than US\$400 million petroleum refinery reconfiguration and expansion project, which included a grassroots delayed coker unit. As Project Manager, also oversaw all aspects of the project including the initial funding request, preliminary and detailed engineering, procurement, construction management, project controls reporting, and transition from construction to pre-commissioning and commissioning. The project was completed on schedule and substantially under budget. The project was executed under a negotiated EPCM agreement with targets for cost and schedule performance and associated bonus and penalty measures. The EPCM contractor and the owner equally enjoyed the cost savings on the delivered project. The delayed coker unit was commissioned within one week of mechanical completion.
- Turnaround Director – Led the planning of a US\$90 million FCC complex turnaround at a Delaware City refinery including efforts to finalize the planning, funding, and pre-event execution activities for the event. The refinery was shut down and marketed for sale just as the turnaround was scheduled to begin.
- Senior Project Manager of Major Projects – Led the parallel construction execution of a US\$60 million flare gas recovery project at a Salt Lake City refinery and a US\$15 million emissions monitoring project.



Both projects were completed ahead of the schedule agreed to with the EPA and under the formally authorized budget.

- Senior Project Manager – Led the development, funding, and EPC execution of a US\$85 million FCC wet gas scrubber project at a Salt Lake City refinery, which was completed on budget and on time. The project included a grassroots wet gas scrubber, upgraded CO boiler blower, expanded water treatment facilities, and extensive modifications to the distributed control system. The project also necessitated an FCC shutdown for final connection. Served as the Shutdown Leader to institute the final connection of the FCC wet gas scrubber along with the completion of other refinery maintenance and small project scope items that could not be completed with the unit on line.
- Senior Project Manager of Major Projects – Oversaw the Stage II – Phase II and Stage III development of a US\$60 million Tier III gasoline project at a Salt Lake City refinery. The project included expansion of a gasoline hydrotreater, additional finished gasoline tankage, and modifications to a rail car loading vapor recovery system.
- Senior Project Manager of Major Projects – Led the EPC execution of a US\$60 million EPA consent-decree flare gas recovery project at a Mandan, North Dakota refinery. The project was completed ahead of the agreed upon schedule and substantially below the formally authorized budget. The project scope nominally included three parallel flooded-screw compressors, knockout drums, and amine treatment facilities.
- Senior Project Manager of Major Projects – Oversaw the scope development, funding, detailed engineering, and procurement for a US\$30 million FCC regenerator revamp project at a Mandan, North Dakota refinery. The project nominally included a new regenerator head, cyclones, overhead flue gas line and flue gas slide valve and, separately, the detailed engineering and procurement for a US\$30 million cooling tower replacement project.
- Senior Project Manager – Managed the execution of an environmental remediation project in North Dakota resulting from a large crude oil pipeline spill. Led efforts to validate previously selected mediation strategies and developed plans and schedules for an alternate plan for executive management review and approval, which was selected for forward execution.
- Project Manager – Responsible for the development, execution planning, funding, and EP execution of a US\$40 million FCC modification project at a Houston, Texas refinery. The project scope included a new reactor head and cyclones, new reactor riser, and wye with the construction scope executed during a large, plant-wide refinery turnaround. Led the engineering resources and supported field activities during the turnaround event.
- Project Manager – Led the scope development, execution planning, funding, engineering, procurement, contracting, construction, and turnover of a project to provide new petrochemicals loading dock topside facilities located on the Houston, Texas Ship Channel. Unique challenges were to plan and to execute the cutover from the existing to the new loading facilities during a brief shutdown of the petrochemicals process units.
- Project Manager – Oversaw the development, execution planning, funding, architectural and engineering design, and contracting of a new quality assurance laboratory for a Houston, Texas refinery. A commercial general contractor was selected to provide construction management services.
- Project Engineering Manager – Oversaw the development, planning, funding, contracting, construction execution, and turn over for commissioning of a new US\$30 million depentanizer unit project in a Houston, Texas refinery.
- Project Manager – Led the development, engineering, funding, and EP execution of a US\$80 million FCC modification project at a Houston, Texas refinery. The project scope included the addition of a catalyst cooling system, replacement of the stainless-steel expander flue gas line, new slide valves, and additional slurry heat exchangers. The connection into the existing process was accomplished during a major refinery





turnaround. Provided engineering and technical support to the broader turnaround program during the window of the turnaround event.

- Engineering Director – Responsible for leadership and oversight of the technical functions of a refinery including ongoing operations, turnarounds, projects, and reliability initiatives. The process, electrical, process controls/instrumentation, mechanical reliability, and project engineering groups, as well as the quality control laboratory and mechanical inspection organizations, reported to this position. The Houston refinery led the Valero Corporation in safety, environmental, reliability, and cost stewardship performance. Managed and directed a staff of approximately 35 direct employees.
- Maintenance Director – Managed the routine and turnaround maintenance activities at a Houston refinery. Provided direct leadership and oversight to the annual maintenance budget, turnaround planning and execution, prioritization of the routine maintenance work, and management of the personnel, work processes, and continuous improvement. The reliability engineering and inspection groups also reported to the position. Specifically provided oversight to the planning and execution of significant turnarounds of a hydrocracker unit and a crude unit. Managed and directed a routine maintenance work force of approximately 80 direct employees plus an additional 120 contracted staff members.
- Responsible for the overall management and execution of the routine capital program for the Texas City and Houston refineries. Capital program responsibility began with annual budget preparation and preliminary and detailed engineering and continued through procurement and construction. Annual capital budget ranged from US\$10 million to US\$50 million per year. Managed the refinery in-house drafting/design and engineering document control functions.

## **Coal-Fired Power Generation Facilities**

- Provided project engineering support for the engineering, procurement, fabrication, and construction of a project to upgrade and replace a rail car dumping facility.
- Delivered project engineering support to install a new automated firewater protection system in a cable routing room.
- Provided mechanical engineering and inspection support for the maintenance and reliability of two 600 MW coal-fired power generating units. Engineering and inspection included a broad range of mechanical equipment including boilers and large and small rotating equipment, such as steam turbines, pumps, generators, pulverizers, crushers, ball mills, blowers, fans, and conveyors.
- Delivered acceptance of mechanical equipment associated with a newly constructed 450 MW coal-fired power generating unit. Utilized vibration analysis to assess base equipment health and installation and to establish baseline vibration levels.
- Provided mechanical engineering support to the pre-commissioning and commissioning of a newly constructed 450 MW coal-fired power generating unit. Assigned specifically to develop the plan and monitor the progress of a high-pressure flush of the lube oil system for the primary steam turbine/generator train. Supported the initial chemical clean and steam blow of the boiler and associated feed and pre-heat systems.

## **PROFESSIONAL EXPERIENCE**

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

*Salt Lake City, Utah Area (August 2018 to Present)*

As a Principal with Long International, Mr. Gunter provides a variety of services including, but not limited to, claims preparation, schedule delay analysis, loss of productivity analysis, standard of care analysis, and arbitration/litigation support.



**Tesoro Corporation**

*Salt Lake City, Utah, and San Antonio, Texas (November 2012 to December 2017)*

As Vice President of Major Projects, Mr. Gunter was responsible for the development and execution delivery of all major projects in the petroleum refining and midstream business units. He also provided leadership to the overall refining capital program including budgeting, funding administration, project assurance, and the development and maintenance of project management standards and practices. Mr. Gunter separately served as the Senior Manager of Major Capital Projects for the Salt Lake City and Mandan, North Dakota refineries. In this role, he managed multiple major projects at each site through various stages of development, funding, and execution.

**Valero Energy Corporation**

*Houston, Texas; Texas City, Texas; Port Arthur, Texas; and Delaware City, Delaware (April 1990 to October 2012)*

Mr. Gunter had a 22-year career with Valero Energy in roles of increasing responsibility and varied scope. Initially, he served as a Mechanical Engineer and supported the petroleum refinery maintenance, reliability, and small project programs. His responsibilities progressed to capital program management of the Houston and Texas City Refineries including budgeting and execution oversight. Mr. Gunter managed major projects for the organization including a grassroots coker in the Texas City Refinery; a ULSD program for the Houston and Texas City Refineries, which included a grassroots mild hydrocracker and sulfur plant in Houston; and a mega project in the Port Arthur Refinery, which included a grassroots hydrocracker, gas plant, and coker and extensive modifications to other process units, utility, and logistics systems. With a substantial reduction in the corporation's capital program and especially major capital projects, Mr. Gunter transferred to the O&M side of the organization, first leading the planning of a major turnaround in the Delaware City Refinery and separately leading the maintenance and engineering organizations in the Houston, Texas Refinery.

**Lower Colorado River Authority (LCRA)**

*La Grange, Texas (July 1986 to March 1990)*

As a Mechanical Engineer in LCRA's Fayette Power Plant, Mr. Gunter provided mechanical engineering support to the maintenance and reliability of two 600 MW site units and the acceptance and commissioning support of one 450 MW coal-fired power generating unit. Mr. Gunter inspected and wrote repair orders for boilers, rotating equipment, and material handling equipment and provided engineering support to the maintenance and reliability of all mechanical equipment types. With a 450 MW unit under construction and commissioning, Mr. Gunter was accountable for equipment acceptance, which included baseline vibration analysis and commissioning support. Mr. Gunter supported the development, funding, engineering, and execution of small projects, including the replacement of a coal rail car dumping system and the addition of an automated firewater protection system in a cable routing room.

**EXPERT REPORT PREPARATION**

- 2020–2022 Analyzed various technical issues affecting the achievement of mechanical completion and commissioning for a project to construct a new petroleum refinery in southeast Asia. In conjunction with the lead commissioning expert and other technical experts, prepared multiple expert reports—primary, reply and joint—utilized in the arbitration proceedings.
- 2021 For a new chemical plant in the Caribbean, conducted an analysis of whether the contractor had achieved mechanical completion on the date that it claimed or whether the defects in



the works that the owner organization identified justified that the contractor had not achieved mechanical completion in accordance with the contract. Prepared an associated preliminary expert report that was used for negotiation purposes between the contractor and owner organizations.

2019–2020      Performed a preliminary analysis and evaluation of delay and disruption claims on an LNG project in the southeastern U.S. The client used these independent evaluations in pre-mediation discussions and negotiations.

2018–2019      As a member of the Project Management and Issues Team, performed detailed evaluations of project execution, delay, and disruption issues on a major Australian LNG project. Participated in the development of a Phase 1 expert report and the development of Phase 2 work products requested by the client. The Phase 1 and 2 information was used to develop and inform detailed claims strategies for the client.

2018              Evaluated and co-authored an expert report for an extended preservation and maintenance program on a major petroleum refinery project in South America. Due to owner-caused project delays, the EPC contractor assumed a more intensive and extended equipment preservation program. The client successfully used the expert report to negotiate additional compensation for its maintenance and preservation activities.