



RICHARD E. HUSSEY



Mr. Hussey is a Senior Executive Consultant with Long International and 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

M.B.A. 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

TECHNICAL EXPERIENCE

Representative U.S. and international technical experience includes:

- Development of project execution plans and schedule implementation
- Development of engineering and procurement plans, project control systems, detail engineering and construction schedules
- Review of bid package and contracts, negotiations, execution, approval, and post-award contract management
- Preparation of change orders, data collection, analysis, review, and approval
- Negotiations of change orders concerning errors, scope growth, out-of-sequence work, delay, and disruption
- Facilitator and instructor for earned value management systems, and physical progress measurement workshops



PROFESSIONAL EXPERIENCE

Mr. Hussey has served as a Design Engineer, Field Project Engineer, Project Controls Manager, Senior Planner, and a Senior Schedule Engineering Consultant. Representative projects include the following:

Offshore and Onshore Oil and Gas Development, LNG, and Pipeline Projects

- Senior Scheduling Engineering Consultant. Reviewed the A/R project execution plan and schedule for a US\$37 billion modular onshore oil and gas project located in Kazakhstan. Analyzed and evaluated the contractor's schedule and provided a list of adjustments prior to Cost and Schedule Risk Assessment and final investment decision. Actively participated in the schedule ranges and metrics used in the Cost and Schedule Risk Assessment.
- Senior Scheduling Engineering Consultant. Engaged by the owner prior to the purchase of an onshore portion of a US\$15 billion modular LNG project located in Kitimat, Western Canada. Assessed and evaluated the contractor's schedule, and provided a list of adjustments to the schedule for management review and approval.
- Senior Scheduling Engineering Consultant. Reviewed the A/R estimate and schedule for the US\$30 billion Wheatstone modular onshore LNG project, and offshore, upstream, and multiple infrastructure projects located in Western Australia. Analyzed and evaluated each contractor's schedule, and provided a list of schedule adjustments including engineering productivity, duration, and HUC carryover. Performed a mid-project and 80 percent project complete management review during execution. Actively participated in the schedule ranges in the Cost and Schedule Risk Assessment.
- Senior Scheduling Engineering Consultant. Reviewed the A/R schedule for the US\$37 billion modular onshore Gorgon LNG project, and an offshore upstream and infrastructure project located in Western Australia. Reviewed three separate contractors' schedules. Reviewed and evaluated each contractor's schedule and provided a list of adjustments due to logistics, duration, and HUC carryover. Performed annual schedule review updates with partners. Actively participated in the schedule ranges used in the Schedule Risk Assessment.
- Senior Scheduling Engineering Consultant Coordinator. Reviewed the schedule for an AU\$47 billion non-operated, modular onshore LNG project, and an offshore upstream and infrastructure project located in Western Australia. Provided an independent assessment of the schedule with recommended schedule contingencies significantly greater than operator. Recommendations provided the impetus to change the scope and location for this project.
- Senior Schedule Engineering Consultant. Assessed the A/R schedule for the US\$5 billion non-operated offshore formal Partners' Estimate and Schedule Review for an oil and gas platform located in North West Shelf, Western Australia. Recommended adjustments to schedule and provided input to the ranges for the Cost Schedule Risk Assessment.
- Project Planning Manager for a gas-to-gas project in New Zealand and a modularization project with fabrications in Japan. Performed execution including engineering, procurement, fabrication, construction, and HUC.
- Project Controls Manager for a subsea pipeline and facilities project in Thailand. Responsible for budgets, procurement, contracting, costs and commitments, schedules, reporting, and change management.
- Project Controls Manager at the module fabrication yards for a North Slope Alaska Project. Oversaw all budgets, costs and commitments, schedules, reporting, and change management.
- Project Field Engineer for a refinery and chemical facilities in the U.S.; Project Heavy Lift Engineer for international LNG projects including projects located in Arun, Indonesia, and Oran, Algeria; Project Field Engineer for an oil sands project in Canada.



Infrastructure and Other Projects

- Project Controls Manager for business line. Responsibilities included proposals, operating plans, multiple project budget establishment, execution plans, reports, cash flows, financial status reports, and staffing plans.
- Project Controls Manager/Field Engineer for the Air Force Augmentation Program Contract for the UNHCR in Kosovo. Responsible for all commercial business in country and contracts to build refugee camps.
- Project Field Engineer assigned to FEMA Technical Assistance Contract – Katrina Recovery Project. Led technical/commercial team.

PROFESSIONAL EXPERIENCE

Long International, Inc.

San Francisco, California Area (July 2019 to Present)

As a Senior Executive Consultant with Long International, Mr. Hussey 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.

Chevron U.S.A., Inc.

San Ramon, California (2001 to 2018)

During his career with Chevron, Mr. Hussey held the following roles:

Planning and Scheduling Subject Matter Expert for the Chevron/Texaco/Caltex Merger Team and the Chevron/Unocal Merger Team in the Program Management Office. Responsible for the development and implementation of merger plans and schedules, and led the creation and execution of the integrated schedule. Mr. Hussey also coordinated and led multiple organizational teams to achieve merger requirements stipulated by the Federal Trade Commission, and Security Exchange Commission approval cycles.

Planning and Scheduling Subject Matter Expert for the Chevron Project Resource Company concerning Estimate and Schedule Assurance Reviews for Major Capital Projects. Performed reviews through to decision phase gates, from basic design to preliminary design, and preliminary design to final investment decision, to the go ahead for detailed engineering and construction. In addition, Mr. Hussey provided schedule recommendations for the formal Estimate Schedule Assurance Reviews and risk ranging for Cost Schedule Risk Assessment engagements.

Cost and Scheduling Lead for the Future Growth Project located in Kazakhstan. The project involved new port facilities, a cargo transportation project, and the CATRo Offloading Facility to be used for the offloading of the modules from the Caspian Sea to the jobsite. Mr. Hussey coordinated the expertise of in-house and partners' technical and cost engineering specialists during the two separate contractors' estimate and schedule reviews. He evaluated each contractor's estimate and schedule, and provided a list of adjustments including quantity growth, logistics, materials movement, and the associated impacts to costs and duration of the schedule. Mr. Hussey actively participated by including costs for an additional dredging season in the Caspian Sea during the construction phase to be included in the ranges, and challenged the competing metrics used in the Cost and Schedule Risk Assessment.

Cost and Schedule Lead for the Future Growth Project for Power Generation for the additional power requirements of the base business at the Tengiz site. Reviewed the execution plan and assessed the additional cost and schedule impacts to provide GE Frame 9 – GTG Modules and facilities. Moreover, Mr. Hussey



coordinated the expertise of in-house and partners' technical and cost engineering specialists during the contractor's estimate and schedule reviews. He also provided the cost/schedule ranges for the Cost Schedule Risk Assessment.

Planning and Scheduling Lead for the Richmond Modernization Refinery Project. Established an integrated schedule system with the owners' teams, and multiple engineering and construction entities of all EPC deliverables. The integrated schedule included all activities such as obtaining environmental and building permits, process safety management, reliability management, and systems completions to start-up.

Bechtel Corporation

San Francisco, California (1974 to 2001)

Mr. Hussey was responsible for the development of engineering and procurement plans, project control systems, detail engineering, and construction schedules. He also created project execution plans, and implemented schedules. He reviewed bid packages and contracts, conducted negotiations, and oversaw execution, approval, and post-award contract management. In addition, he prepared change orders, and performed data collection and analysis. Mr. Hussey was involved in change order negotiations concerning errors, scope growth, out-of-sequence work, delay, and disruption. He also was a facilitator and instructor for earned value management systems, and physical progress measurement workshops.

Mr. Hussey also served as Project Controls Manager, and was involved in the following international projects: a gas-to-gas project in New Zealand, a modularization project with fabrications in Japan, module fabrication yards for the North Slope Alaskan Project and a subsea pipeline and a facilities project in Thailand. He also served as a Project Field Engineer for U.S. refinery and chemical facilities, and for a Canadian oil sands project. In addition, Mr. Hussey was a Project Controls Manager/Field Engineer for an UNHCR program, a disaster relief effort, and a Project Heavy Lift Engineer for international LNG projects.

SPEAKING ENGAGEMENTS

“Challenges of FEED on the Future Growth Project,” CEPDEP Forum, June 2012.

“Impact of Bulk Quantity Growth on Major Capital Projects,” CEPDEP Forum, June 2011.

“On to the Final Investment Decision – Major Capital Projects,” CEPDEP Forum, June 2009.