



Christopher J. Sullivan

PRINCIPAL CONSULTANT

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EDUCATION

MASTER OF BUSINESS
ADMINISTRATION
TEMPLE UNIVERSITY
Philadelphia, Pennsylvania

BACHELOR OF SCIENCE
CHEMICAL ENGINEERING
NORTHEASTERN UNIVERSITY
Boston, Massachusetts

EXPERTISE

CONSTRUCTION CLAIMS
& DISPUTES

CONTRACT EVALUATION

CLAIMS PREPARATION
& ANALYSIS

DAMAGE ASSESSMENT

FORENSIC DEFECT EVALUATION

REMEDIATION/
REPAIR RECOMMENDATIONS

STANDARD OF CARE

CONSTRUCTION MANAGEMENT

CHANGE ORDER
PREPARATION & ANALYSIS

PROJECT ADMINISTRATION

SCHEDULE DELAY CLAIMS
& EXPERT ANALYSIS

EXPERT TESTIMONY

Representative Experience

Air Separation Unit Project, Domestic

Evaluated design, procurement, and construction issues and advised claim negotiation strategies regarding the construction of a \$10 million air separation unit in Texas. Principal issues included design changes, schedule delays, labor overruns, labor productivity impacts, late equipment and material deliveries, bid errors, and force majeure impacts.

Power Plant Project, Domestic

Performed a windows schedule delay analysis and labor productivity impact evaluation regarding the construction of two (2) heat recovery steam generator (HRSG) units for a \$325 million combined cycle power plant in California. Primary issues included late and defective design documents and materials, late predecessor work, restricted site access, performance issues, and liquidated damages. Analysis and conclusions presented in an expert report for arbitration.

Liquefied Natural Gas (LNG) EPC Contract, International

Provided contract analysis and risk evaluation for a \$1.4 billion liquefied natural gas (LNG) liquefaction plant in West Africa. Analyzed contract documents and consulted relative to risk management strategies.

Pipeline Operations and Maintenance Trend Study, Domestic

Prepared a cost analysis and trend study regarding operations and maintenance (O&M) costs for an interstate natural gas pipeline system in the southern United States. Evaluates O&M cost trends related to labor, services, materials, and equipment.

Military Housing Privatization Projects, Domestic

Analyzed construction costs and provided an independent verification of completion estimates for construction work associated with several military housing privatization projects throughout the United States.

Ultra Low Sulfur Diesel (ULSD) Revamp Project, Domestic

Analyzed impacts to construction work and quantified resulting labor productivity losses and monetary damages regarding a \$26 million ultra low sulfur diesel (ULSD) revamp project in California. Primary issues included defective engineering and construction documents; late and defective predecessor work; late materials; acceleration; and failure to properly plan, schedule, and manage the project. Testified at bench trial.

Natural Gas Pipeline Installation Project, Domestic

Analyzed schedule delays and quantified damages regarding the installation of a 20-inch natural gas pipeline in Texas. Primary issues included permit delays, differing site conditions, and scope changes. Presented analysis to client for claim negotiation and settlement purposes.

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Representative Consulting Experience

Offshore Oil & Gas Platform Repair Project, Domestic

Evaluated platform repair options and costs following an allision with a marine supply vessel off the coast of Texas. Issues included economic viability and depletion of the various oil and gas wells. Assessment of the value of the platform prior to the allision. Analysis presented in an expert report for litigation purposes.

Subsea Pipeline Repair Estimate, Domestic

Evaluated subsea pipeline damage caused by an anchor wire off the coast of Louisiana. Evaluating various repair options and assessed the extent of the damage. Estimated the cost to repair and recommission the pipeline. Prepared an expert report for litigation purposes.

Ultra Low Sulfur Diesel (ULSD) Project, Domestic

Analyzed an \$8 million claim regarding delays, disruptions, late equipment and material delivery, changes, and labor productivity impacts to an ultra low sulfur diesel (ULSD) project in Oklahoma. Evaluated contemporaneous construction schedules in comparison with claimed delay impacts. Presented analysis and conclusions to client for claim negotiation and settlement purposes.

Power Plant Project, International

Provided forensic boiler defect analysis and damage quantification regarding a barge-mounted power plant in the Dominican Republic. Evaluated faulty design and operating issues, the accumulation of slag, and the diminished value of the boiler system. Testified on findings and conclusions.

Aeronautics Manufacturing Facility Project, Domestic

Analyzed and quantified schedule delays, disruptions, and labor productivity impacts to the mechanical construction work at a state-of-the-art aeronautics manufacturing facility in Texas. Primary issues included scope growth, material/equipment defects, interference, late predecessor work, late equipment delivery, and acceleration. Testified on project delays, disruption, and labor productivity impacts.

Pipeline Inlet Facility Project, Domestic

Analyzed schedule delays and monetary damages regarding the construction of a natural gas pipeline inlet facility at a power plant in Texas. Primary issues included differing site conditions and scope changes. Presented analysis to client for claim negotiation and settlement purposes.

Chemical Plant Expansion Project, Domestic

Provided construction claims and litigation support regarding a \$350 million chemical plant expansion project in Louisiana. Primary issues included scope changes, schedule delays, labor productivity impacts, project management, and cost overruns.

Apartment Complex Project, Domestic

Analyzed design/construction defect issues and estimated remediation costs relative to a 350-unit apartment complex in Ohio. Primary issues included defective roofing installation and painting defects. Analysis presented in an expert report for litigation purposes.

Subsea Installation Project, International

Analyzed schedule delays, quantified damages, and provided mediation support relative to the installation of subsea production flow lines, power cables, and pipelines for a \$45 million subsea installation project in Equatorial Guinea. Primary issues included scope changes, schedule delays and disruptions, and liquidated damages. Analysis and conclusions presented at mediation.

Representative Consulting Experience

Gas Processing Plant Project, Domestic

Evaluated scope change, schedule delay, cost overrun, termination, and other technical issues relative to the construction of four (4) cryogenic gas processing plants in Louisiana. Also analyzed feed gas quality and composition and assessed operating problems due to the off-specification feed gas. Testified in numerous depositions and at trial.

Refinery Boiler Rebuild Project, International

Evaluated contractor termination issues, including late and defective engineering, shop fabrication errors, deficient material controls, defective project schedules, quality control problems, and lack of sufficient field supervision and turnover. Evaluated project schedules and identified defective and incomplete project schedule updates. Quantified damages including the cost to complete the project with the replacement contractors. Presented findings and conclusions in an expert report as part of the arbitration process.

Pipeline Construction Project, Domestic

Evaluated the surveying and drafting work on a 24-inch gas pipeline project in Louisiana. Audited contractor invoices and analyzed contractor schedule and performance issues. Issues included changes to the right-of-way and rerouting, scope changes, additional work, pipeline probing, construction restaking, and additional water crossings. Testified on findings and conclusions at the jury trial.

FPSO Topsides Module Fabrication Project, International

Evaluated cost increases and schedule delays for the fabrication of eight (8) topsides modules for a floating production storage and offloading (FPSO) vessel for an offshore Brazilian oil field development project. Issues included constructive changes to the structural steel drawings, late and defective engineering drawings, late equipment and material supply, acceleration, assessment of liquidated damages (LDs) for delay, and project extension costs. Analysis presented in an expert report for arbitration purposes.

Chemical Plant Construction Project, Domestic

Evaluated schedule delay and disruption issues for a \$20+ million chemical plant expansion project. Issues included scope changes and additional work, loss of labor productivity, unpaid contract work, defective engineering and excessive RFIs, and the assessment of liquidated damages (LDs) for delay. Analysis presented in an expert report for arbitration purposes.

Refinery Turnaround Construction Project, Domestic

Evaluated scope changes, additional work, and the associated increased costs for a \$25 million refinery turnaround project in Louisiana. Issues included a review of the scope changes and the timing of the changes, excessive changes, and interference. Quantified monetary damages and contract compensation due the contractor. Prepared rebuttal report outlining issues with the opposing expert's report. Analysis presented in an expert report for litigation purposes.

Cryogenic Gas Plant Construction Project, Domestic

Evaluated contractor claims for additional compensation on a cryogenic gas plant expansion project in Kentucky. Issues included scope changes, mismanagement issues, lack of material control, defective pipe spool fabrication, and the use of unskilled labor. Also reviewed and rebutted opposing expert's report. Analysis presented in an expert report for litigation purposes.

Gas Pipeline Compressor Station Upgrade Project, International

Evaluated contractor claims relative to payment for unpaid change orders and contract work and increased costs due to loss of labor productivity and extended home office overhead costs. Issues included failure to coordinate the project, insufficient site supervision, late and defective material supply, and differing site conditions. Presented analysis to client for claim negotiation and settlement purposes.

Representative Consulting Experience

Department Store Construction Project, Domestic

Evaluated contractor claims for additional compensation due to delays and disruptions associated with the construction of a new department store in Texas. Late pouring of concrete slabs on grade and at elevation with no schedule extension resulted in reduced site access, acceleration, trade interference, out-of-sequence work, and crew overcrowding. Presented analysis to client for claim negotiation and settlement purposes.

Rubberized Asphalt Mixing Plant, Domestic

Evaluated contractor claims for additional compensation on a rubberized asphalt mixing plant in Tennessee. Issues included excessive and late changes, delayed site hand-over, engineering and construction labor cost escalation, acceleration, and loss of labor productivity. Presented analysis to client for claim negotiation and settlement purposes.

Liquefied Natural Gas (LNG) Terminal / Marine Services, Domestic

Developed commercial and technical strategies for providing marine services for a LNG import terminal in Mississippi. Evaluated owner and LNG tanker requirements for safe and cost effective marine services. Evaluated new vessels versus rebuilds and leasing options.

Military Housing Construction Project, Domestic

Evaluated design and construction issues that resulted in increased costs for the construction of four (4) Unaccompanied Enlisted Personnel Housing (UEPH) buildings in Texas. This \$46+ million project included three-story buildings designed to include over 900 beds for military personnel. Issues included unforeseeable material cost escalation, late supply of utilities, defective drawings and specifications, additional work, and acceleration.

Hospital Construction Project, Domestic

Evaluated construction defects and project management/standard-of-care issues associated with a hospital parking garage in Texas. Issues included defective construction, deficient QA/QC programs, improper inspections, and insufficient site supervision. Analysis presented in an expert report for litigation purposes.

US Navy Vessel Construction Project, Domestic

Evaluated increased fabrication and construction costs for a new US navy vessel. Issues included changes to the propulsion system, engineering changes, and schedule delays.

Refinery Sulfur Recovery Project, Domestic

Evaluated contractor's claim for increased cost and schedule extension during the construction of a sulfur recovery unit in Washington. Issues included extensive owner changes, adverse weather, loss of labor productivity, engineering and construction labor cost escalation, and acceleration. Presented analysis to client for claim negotiation and settlement purposes.

Combined Cycle Power Plant Project, Domestic

Evaluated damages to the combustion gas turbine due to contamination in the natural gas feeding the unit. Identified and evaluated contaminants in the natural gas coming from various natural gas pipelines and assessed the formation of iron oxides/black powder and the impact on the air intake and combustion gas turbine systems. Prepared an expert report for litigation purposes.

Refinery Construction Project Audit, Domestic

Audited contractor's records, accounts payables, and other cost accounting documents on a refinery expansion project in Texas. Analyzed contractor's invoices and billing procedures to ensure compliance with the contract. Presented analysis to client for negotiation and settlement purposes.

Representative Consulting Experience

Power Plant Construction Project, Domestic

Evaluated contractor performance and cost issues following contract termination on a combined cycle power plant project in Alaska. Issues evaluated include schedule delays, change orders, incomplete engineering, equipment purchases not complying with contract requirements, and the cost to complete the project.

Hotel and Conference Center Construction Project, Domestic

Evaluated construction defects on an 800+ room luxury hotel/conference center in Florida. Issues included misapplication of stucco, water intrusion, and defective concrete work. Estimated repair costs and lost revenue for the hotel. Prepared an expert report for litigation purposes.

Liquefied Natural Gas (LNG) Terminal, Domestic

Provided project management assistance to the owner of a US Gulf Coast LNG terminal throughout the engineering and construction process. Analyzed contracts from a risk management and claims avoidance point of view. Reviewed contractor claims for additional compensation. Issues included scope changes, loss of productivity, and force majeure impacts.

Offshore Oil Field Development Project, International

Provided change order management assistance for an offshore subsea oil field development project in West Africa. Evaluated the cost and schedule impacts to changes in subsea valve manifolds and other subsea systems.

Tension Leg Platform (TLP) Fabrication Project, Domestic

Provided change order management assistance for the fabrication of topside modules and assembly of the TLP structure. Analyzed contractor claims for additional compensation and schedule delays involving issues such as late module delivery, extra work, and loss of labor productivity. Presented analysis to client for negotiation and settlement purposes.

Crude Oil Pipeline Oil Spill, International

Analyzed the maintenance and operation of a crude oil pipeline following a major oil spill and fire at a crude oil pumping station in Mexico. Evaluated pipeline design and operating pressures, as well as the integrity management systems in place to monitor pipeline systems.

Crude Oil Degassing Facility, Domestic

Evaluated contractor claims for additional compensation and a schedule extension for a crude oil degassing project for the Strategic Petroleum Reserve in Texas and Louisiana. Issues included design changes, differing site conditions, plant access, constructive changes to the contractor's means and methods, defective plans and specifications, labor productivity, over inspection, and site overhead and extension costs.

Pipeline Construction Project, Domestic

Provided project cost and schedule control assistance to the owner of a major natural gas pipeline project. Evaluated and reported on contractor costs, schedule, labor productivity, and potential claims issues.

Pipeline Construction Project, Domestic

Performed a contract risk analysis for the owner of a large natural gas pipeline construction project in Louisiana. Evaluated contract technical and commercial issues and provided claims avoidance and claims mitigation recommendations.

Subsea Pipeline Construction Project, International

Evaluated contractor claims for additional compensation and schedule extension for a new subsea pipeline in the Middle East. Issues included scope changes, force majeure impacts, and the quantification of project change orders. Presented analysis to client for negotiation and settlement purposes.

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Tension Leg Platform (TLP) Construction Project, Domestic

Assisted the owner in documenting and evaluating repair costs to an offshore tension leg platform (TLP) due to design and construction defects. Identified, tracked, and monitored repair costs, including offshore marine construction and support vessels in the Gulf of Mexico.

Subsea Pipeline Construction Project, Domestic

Evaluated contractor claims for additional compensation and a schedule extension for the construction and commissioning of a new subsea pipeline and tie-ins. Issues included delayed mobilization, vessel standby charges, construction defects, platform access, adverse weather, and operational imposed delays.

Refinery Turnaround Construction Project, Domestic

Evaluated contractor claims for additional compensation due to delays and additional work on a refinery turnaround project in Illinois. Issues included scope changes, trade interference, site access, acceleration, and a loss of labor productivity. Presented analysis to client for negotiation and settlement purposes.