

## Stephen F. Delaney

Stephen F. Delaney  
Principal at  
SF Delaney Consulting

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### Education

- B.S., Construction, Arizona State University, 1991

### Professional History

- SF Delaney Consulting
- Navigant Consulting, Inc.
- Deloitte Financial Advisory Services LLP.
- Navigant Consulting, Inc.
- Barrington Consulting, Inc.

### Professional Associations

- Associate Member of the American Society of Civil Engineers

Stephen F. Delaney is a Principal – Owner of SF Delaney Consulting providing capital project advisory and claims and disputes services. Mr. Delaney has over 19 years of experience consulting to the construction and engineering industries. He specializes in high level assessments and detailed evaluations of construction contract claims and disputes including, project delay and disruption analysis, forensic schedule analysis, claims management, and project oversight. His experience encompasses a wide range of construction, engineering, government contract, and software development projects, large and small scale, and has extensive international experience. He has performed a variety of roles for clients including, evaluation of contractor claims, schedule analysis and assessments of project delays, productivity and inefficiency analysis, re-forecasts of project completion, contract administrative process evaluations, project risk assessments, change order evaluations, project status assessments and reporting, capital program/project audits, evaluations of project controls, and expert witness services. Mr. Delaney has testified as an expert in Arbitration proceedings.

## Claims and Disputes Experience

### Highway/Bridge and Transportation

- **Caltrans On-Call Claims Management Services** - Evaluated contractor claims and performed project delay analyses on over 20 separate highway and bridge construction projects ranging in size from \$2 to \$150 million. Work included bridges, interchanges and separations/connectors, on/off ramp reconfigurations, highway widenings including UC and OC's, seismic retrofit projects, pump stations, and retaining walls. Performed schedule delay analyses, change order impact analyses, disruption and inefficiency assessments, schedule oversight including baseline and schedule update reviews, and offered claim strategy and claims management guidance.
- **Cypress Freeway Interchange Rebuild** - Evaluated project delays to the completion of a highway interchange project that included CIDH piles, orthotropic steel box, steel beam and cast-in-place concrete structures, ramp reconfiguration and highway widening.

- **Highway I-680/Route 24 Interchange** - Assisted with evaluation of project delays resulting from numerous subsurface drainage and sewer design modification and their resultant impacts on contractor productivity, project phasing and contract completion.
- **Highway I-680 Overpass and Monument Blvd Ramp Reconfiguration** - Evaluated ROW delays and change order impacts to the construction of a highway overpass and ramp configurations.
- **Interstate 80 Enterprise Blvd Widening and Ramp Reconfiguration** - Performed a schedule delay analysis and evaluated project delays resulting from a slope failure, design changes and a change in construction methods that occurred during construction of an overpass abutment.
- **Arroyo Seco Bridge Seismic Retrofit** - Performed a schedule analysis and quantification of delays to the seismic retrofit of a historical bridge structure that included carbon fiber wrap columns production impacts.
- **Interstate 210 Highway Widening and Seismic Retrofit** - Evaluated contractor claims of delays related to design changes and differing site conditions. Evaluated the impact of design changes on contractor's execution of the work. Performed an independent project delay analysis, evaluated productivity impacts and testified at arbitration.
- **Interstate 880 Thornton Avenue Pumping Plant** - Assessed delays to the construction of pumping plant resulting from unforeseen soil conditions and its impact on construction of a soil nail wall and tub structure. Evaluated the impact of design changes and delays to the overall completion of the highway widening project.
- **Jamestown Bridge Pre-Cast Box Girder Construction** - Performed a detailed review and schedule delay analysis of off-site construction and heavy-lift operations of pre-cast concrete box girder sections. Performed a detailed review of design changes, resource limitations, and their impact on fabrication and erection.

#### Port

- **Port Container Terminal and Cranes** - Evaluated the impact of late delivery of two large state-of-the-art container ship off-loading cranes on the opening of a new \$110 million wharf and cargo terminal in Southern California.

#### Power Generation

- **Nuclear Reactor Refurbishment and Re-start (Two Reactors)** - Assisted in the evaluation and due diligence process to assess a contract manager's re-forecast of cost and schedule on a 3.8 billion dollar nuclear power plant re-start project. Evaluated the integrity of the project schedule and its usefulness for managing the project. The project schedule had over 130 thousand activities and tens of thousands of open ends and constraints. Created a schedule model, identified schedule risks and performed a probabilistic "monte-carlo" schedule analysis to forecast the completion date of the project.

- **600-MW Power Generation Facility, Indonesia** - Evaluated project delays to construction of a \$1.8 billion 600-mw power generating facility located in Indonesia. The project included two steam turbine generators and support systems; extensive earthwork, docks, coal and ash handling facilities, seawater canals, and roadwork.
- **Peaking Power Plant Commissioning** - Assisted attorney in identifying and quantifying start-up and commissioning delays on a two unit peaking power generating plant in Southern California.

#### Steel Making Plant

- **Continuous Cast Steel Production Plant** - Evaluated claims on a on a \$4.5 billion steel making plant project located in Brazil. Evaluated the steel design, fabrication, and erection contractor's claims of impacts, delays and disruption, and the associated costs. Also assisted the owner with evaluating change orders and inefficiency claims of foundation contractor and detailed design engineering firm stemming from pile design changes and pile driving production delays.

#### Industrial Processing Plants

- **Metals Extraction Plant** - Performed an overall project status evaluation of a processing plant designed to extract zinc from thermal brine exiting four existing power plants. The project was a design-build project involving scale-up from an existing pilot plant to a fully operational industrial plant. Performed a schedule analysis that included quantification of delay, identification of causation and assessment of responsibility.
- **PET Resin Production Plant** - Assisted in a construction project status review, project issue development and schedule delay analysis on two separate \$68 million PET resin processing plants under construction in the Netherlands and Argentina.
- **Caffeine Production Facility** - Prepared a detailed as-built schedule for use in identifying and quantifying project delays to a design-build \$42 million caffeine production facility. The project involved a pilot plant scale-up to a full production caffeine producing facility.

#### Refinery

- **Refinery Upgrade, Delayed Coker Unit and Offshore Module Construction** - Evaluated progress and delays impacting the construction of refinery modules constructed offshore in Venezuela for delivery to and installation at an existing refinery on an island in the Caribbean. Assisted in determining overall project delays to a \$1 billion dollar delayed coker unit addition to an existing refinery.

#### Detention Center

- **Large Scale Urban Detention Center** - Led claim disputes team in preparing detailed issue files to identify and support causes of delay to the construction of a \$135 million high security detention center that had experienced a myriad of delays and cost overruns. Reviewed claims of delay and disruption, notices of delay and schedule fragnets, and investigated claims of contractor over-billing.

**Commercial/Special Use**

- **National Guard Armory** - Retained to evaluate project status and contractor delay claims on an armory facility located in Southern California. Evaluated the contractor's claims, performed an independent schedule analysis, quantified delays, and assessed responsibility for those delays.
- **University Dormitory Project** - Prepared a schedule delay analysis for a \$52 million University dormitory design-build project that had experienced numerous delays. Analyzed project schedules, conducted a detailed review of project records and developed issue files in support of findings.
- **Courthouse Renovation** - Evaluated project delays to a \$15 million courthouse renovation project that experienced numerous changes and unforeseen conditions. Analyzed project delay's and contract changes, quantified project delays and determined causation for mediation.
- **High School Performing Arts Center** - Analyzed design changes that impacted construction. Prepared a schedule analysis to determine the impact of design issues on completion of the project.
- **Middle School Gymnasium and Classroom Building** – Evaluated claims of delay and performed a project delay analysis to identify impacts to project completion.
- **University Medical Center** - Performed an initial assessment of project delays to construction of an UC medical building.
- **New Hospital** - Evaluated contract changes to determine scope and payment and potential overlap with contract claims for additional costs.

**Software/IT Development**

- **Telecommunications Network Operations Center** - Played a lead role in an overall project status evaluation and delay assessment on a \$150 million telecommunications network operations center project located in the Middle East. Performed a detailed evaluation of delay issues and project schedules, identifying owner caused impacts to construction, IT infrastructure and equipment, and software development, while providing strategy for recovery of delay damages.
- **Loyalty Rewards Program Software Development** - Evaluated program issues and impacts on a \$40 million credit card industry rewards program software development project that resulted in program delays and ultimate termination of the contractor. Performed a schedule analysis to quantify program delays and determined responsibility for those delays.

**Government Contracts**

- **Carrier Based Stealth Attack Aircraft (FSED)** - Led a team of consultants tasked with quantifying delays on large government contract for a beyond state-of-the-art stealth carrier-based attack aircraft. The Navy terminated the \$6 billion FSED contract due to ongoing delays. The contractor claimed damages of \$3 billion for wrongful termination. Coordinated

fact gathering and issue development as well as schedule analysis focused on tool development and manufacturing.

- **Satellite Scanner Imager Component** - Performed a delay analysis and detailed project document review to identify delivery issues and causes of delay to the design and manufacture of a scanning imager assembly component and its impact on the overall delivery of an advanced meteorological imager satellite.
- **FMS Aircraft Refurbishment** - Performed a program delay and impact analysis to a FMS aircraft revitalization and modernization program. Identified and quantified program delays and impacts resulting from a third party interference with vendors and suppliers. Performed a detailed review of program documentation to identify and evaluate major program issues impacting A/C delivery

### Contract Administration Evaluations

- **New Benicia Bridge, SFOBB East Span Skyway and Single Anchor Suspension Span** - Performed detailed contract administrative process evaluations and project status assessments on three major bridge structures for a highway toll authority. Projects ranged in size from \$800 million to \$ 1.5 billion and involved large and complex change orders, project delays, and a myriad of disputes. Evaluated the Department of Transportation's process and procedures related to the management and oversight of construction contract change orders, notice of potential claims, requests for contract time, payment process, capital outlay support costs, and project risk.
- **Toll Road (Highway) Projects** - Evaluated a toll authority's processes and procedures for performing and updating its estimated project costs on a \$600 and \$900 million highway projects. Project costs had more than doubled on both projects prior to breaking ground. Performed a forensic review and analysis of the projects estimating processes and history.
- **Office Buildings including Laboratory and Data Centers** - Performed an internal audit of an internet networking technology firm's capital construction procurement and management processes. Evaluated internal processes and procedures related to project governance, budgeting, accounting, project management, reporting, and cost monitoring and controls.
- **Unified School District Projects** - Performed an evaluation of a large unified school district's contract administrative processes, procedures, and practices around estimating and tracking of costs, and materials procurement.

### Construction Project Status Assessments

- **School Buildings, Churches, and Assembly Halls** - Evaluated the status of six ongoing Diocese construction projects and estimated cost to complete, and the cost of suspension and remobilization of work force. Reviewed contracts, payment applications, declarations and performed site visits to evaluate status and condition of sites. Assessed the feasibility of

terminating projects, including safeguarding and securing the property and public, and provided a breakdown of work left to complete.

- **Residence Inn Project** - Assisted contractor in re-working its project schedule during construction of a residence inn. Worked directly with the project engineers and superintendents to develop a more detailed and accurate depiction of the tasks and timing of the work and developed a project schedule that provided a clear picture of the project status and a tool to track and manage the work effectively.