

McLaughlin & McLaughlin



CONSULTING SERVICES.....

Program / Project Development, Planning, and Management

McLaughlin & McLaughlin Project and Dispute Consulting LLC

Austin, Texas

916 719-5160

www.mclaughlinandmclaughlin.com

www.projectprofessionals.org

McLaughlin & McLaughlin

Program and Project Management

The consulting firm of McLaughlin and McLaughlin provides high quality services in project development, planning and management. These high quality services are provided on a worldwide basis to national and international clients. Large and complex projects are the typical focus of these services.

McLaughlin and McLaughlin Consulting Services are used by many types of organizations. These organizations include worldwide / international owners, contractors, governments and law firms. Often, services are rendered on location (project or client) throughout the world. Services on location continue for as long as the need requires work at this location or presence.

McLaughlin and McLaughlin's services are provided by the principals in the firm. As such, clients benefit from responsive and quality advice, deliverables, support and (above all) expertise provided by the source of this expertise and experience.

Regarding project development, planning and management, McLaughlin and McLaughlin has completed frontend development and planning on several large and complex programs / projects over the past ten years. These include oil and gas as well as process industry and "high tech" projects with a total investment exceeding one billion US dollars. (USD)

McLaughlin and McLaughlin Consulting Services follow best practices and standards. Our ways of working are at the leading edge / state-of-the-art in this service area. Providing services as lead instructor for many and varied training organizations, base practices are recognized, constantly updated and presented on a frequent basis.

As a speaker before many prominent trade organizations, Mr. McLaughlin provides advanced and contemporary insights into program and project management practices and lessons learned.

Please see M&M website for additional information and particulars. Further, please see our blog (www.projectprofessionals.org) for informative writings and to get a sense of M&M professionalism.

When contacting McLaughlin and McLaughlin, you may be assured that you will communicate with a principal. If McLaughlin and McLaughlin is not the optimum fit for your need, we will do our best to provide a professional / quality referral.

We look forward to serving you and / or your organization in the near future.

McLaughlin & McLaughlin

PROJECT MANAGEMENT SERVICES

PROGRAM MANAGEMENT / PROJECT MANAGEMENT

PROJECT PLANNING

CONTRACTING / CONTRACT ADMINISTRATION

Contracting Strategy / Approach

Bidding

Change Order Preparation

Time Administration

Price Administration

RISK MANAGEMENT

PROJECT CONTROLS

Scope Management

Technical Baseline Analysis

Planning and Scheduling / Programming

Cost Baselines and Management

Cost Estimating

PROJECT ASSESSMENTS, AUDITS and REVIEWS

Status and Forecast

Recovery Plans

CONSTRUCTION MANAGEMENT

CHANGE MANAGEMENT

Baselines – Technical / Design

Baselines – Execution Scope

Changes / Alterations

Time Analysis

Schedule Acceleration

Scope Assessment

COST MANAGEMENT / ANALYSES

Cost Estimate Analysis

Change / Alteration Costs and Pricing

Cost-to-Complete

Financial Audit / Status / Performance

McLaughlin & McLaughlin

Project Development / Management Recent / Major Engagements

Project	Facility	Size	Scope of Services
Program Execution Plan (Canada)	<u>Upgrader/Refinery – Expansion</u>	11 figure (investment)	<u>Program Management Team</u> Program Management Plan Program Management Execution Manual Strategies and Processes
Carbon Monoxide Plant (Germany & Saudi Arabia)	<u>Chemical & Industrial Complex</u>	9 figure (investment)	<u>Project Management Advisor</u> Progress Assessment Completion Planning Progress Reporting
Utility and Offsites Project (Canada)	<u>Upgrader/Refinery - Expansion</u>	9 figure (investment)	<u>Project Management Advisor</u> Progress Assessment Progress Reporting
Hydrogen Production Plant (Canada)	<u>Upgrader/Refinery – Grass Roots</u>	9 figure (investment)	<u>Project Manager</u> Lump Sum Turnkey Strategy Contracting / RFP Capital Cost Estimate
Sulphur Recovery, Gas Treatment, Flare Facilities (Canada)	<u>Upgrader/Refinery – Grass Roots</u>	9 figure (investment)	<u>Project Manager</u> Engineer Procure Construct Strategy Contracting / RFP
Data Center Program (US & Europe)	<u>Worldwide Data Centers</u>	9 figure (investment)	<u>Program Manager</u> Program Development
Remediation Program – Consent Decree (Puerto Rico)	<u>Pharmaceutical Production Plant</u>	9 figure (investment)	<u>Program Manager</u> Program Development
Fluid Flow Hydrogen Desulphurization System (FFHDS) (California)	<u>Refinery - Operating</u>	8 figure (investment)	<u>Project Manager</u> Design & Procurement
Capital Investment Program (Texas)	<u>Chemical Plant - Operating</u>	8 figure (investment)	<u>Program Management Advisor</u> Capital Program Assessment Management System
Integrated Natural Gas Project (Spain / Algeria)	<u>LNG - Grass Roots</u>	10 figure (investment)	<u>Program Management Advisor</u> Master Project Execution Plan

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REPRESENTATIVE CLIENTS

Owner

ADP
Air Liquide
Air Products and Chemicals, Inc.
Allied Signal Corporation
ARAMCO Affiliates
Army and Air Force Exchange Service
ARCO Affiliates
AT&T
Bahrain Petroleum Company
Bell Atlantic
Bellcore
BP
BTR PLC
Canadian Natural Resources Limited
Chevron
COMDISCO
Consumer's Union
Dallas / Fort Worth Int. Airport
ECOPETROL
Enichimica, SPA
EXXON Affiliates
FMC Corporation
GlaxoSmithKline
Hartz Mountain Industries
Henkel Corporation
Hoffmann-LaRoche, Inc.
Liz Claiborne
Loral Skynet
Martindale-Hubbell
Merrill Lynch
Mobil Research and Development Corporation
National Starch & Chemical
Newark Beth Israel Medical Center
Newmont Mining Corporation
NYNEX
Pacific Gas & Electric
Paine Webber
Pennwalt Corporation
Petroleos de Venezuela, S.A.
Quaker Chemical Company
Repsol YPF
Rohm and Haas Company
Mel Simon & Associates
SmithKline Beecham Corporation
Smud
Solomon Brothers
Tampa Electric (TECO)
UNOCAL
Wakefern Foods

Legal

Arent Fox Kitner Plotkin & Kahn
BakerBotts
Bright & Brown
Cook Brown
Drinker Biddle & Reath
DuFour & Associates
Fabyanske, Westra, Hart & Thomson
Greve, Clifford, Wengel & Paras
Higgs, Fletcher & Mack LLP
Keating Chambers
Livingston Law Firm
Nelson, Kinder, Mosseau & Saturley, PC
Pillsbury Madison & Sutro LLP
Porter & Cable LLP
Speechly Bircham LLP
Stoel Rives LLP
Terrence M. O'Connor, Attorney at Law
Vinson & Elkins RLLP

Contractors

Air Liquide
Bagby Drywall
Crawford & Russell, Incorporated
Fire Security Systems, Incorporated
Fluor Daniel, Incorporated
Foster Wheeler Energy Corporation
Lurgi Inc.
Lurgi GmbH
Morse Diesel
Parsons
The Shaw Group Inc.
Shaw Group UK Limited
Stone & Webster Engineering Corporation
Suntech, Incorporated
Unity Electric
Weekly Brothers
Zachry Construction Corporation

Government

Los Angeles County
SEPTA
U.S. Army Corps of Engineers
U.S. Army Legal Services Agency
U.S. Department of Energy

Consultants

Barrington Consulting Group
Ockman & Borden
Pathfinder, L.L.C
Spire Consulting Group
Triad Consulting Engineers

MC LAUGHLIN & MC LAUGHLIN
AUSTIN, TEXAS

NAME

GEORGE T. MC LAUGHLIN PMP®

**POSITION /
TITLE**

PRINCIPAL

EDUCATION

- **Executive MBA**, Wharton School/University of Pennsylvania, 1981
- **MS/Engineering**, The Catholic University of America, 1975
- **BS/Engineering**, United States Naval Academy, 1965

**EXPERIENCE:
PROJECT
MANAGEMENT**

- **World-Wide Data Center Program - Program Manager**, managed initiation, strategic planning, alternative analysis and Front End Loading including site selection, facility and infrastructure design and EPC contractor selection. Coordinated information technology strategy consultants, concept design consultants and numerous owner entities for replacement of world-wide data centers for a global pharmaceutical company. Utilized structured capital Project Delivery Process consistent with corporate leadership expectations.
- **Oil Sands Upgrader – Project Manager of Sulphur Recovery and Hydrogen Projects –** Developed and issued Request for Proposal for both Sulphur and Hydrogen projects. Sulphur contracting strategy was lump sum engineer, procure, construct and Hydrogen was lump sum turnkey. Prepared cost estimate for Hydrogen project.
- **Oil Sands Downstream Program Management -** Developed a comprehensive Program Management and Execution Plan and Manual. This program management manual documented current practices and established programmatic-level bases for areas where existing practices presented opportunities for upgrading.
- **High Technology Office and Laboratory Complex - Project Manager -** Managed conceptual design, detailed engineering, procurement, construction, and startup phases of mechanical and controls / automation scope of work.
- **Program Execution Planning – Program Management -** Provided overall Program Management for development of master plans for roughly 100 Regulatory Consent Decree projects for a major international pharmaceutical company. Master Plans defined schedule, manpower and cost. Provided initial startup for an owner Project Management Office (PMO).
- **\$1.6 Billion Natural Gas Pipeline Project** Conducted extensive management review and assessment regarding the properness of all aspects of this major capital investment. Work included analysis of As-Planned and As-Built schedule.
- **\$750 Million Pharmaceutical Launch Facility** Conducted review and analysis of alteration (changed work) orders (approximately 1000) to determine responsibility for overruns.
- **\$2 Billion Natural Gas Processing Plant** Conducted review of project schedule for the execution of this project which was nearing completion of the basic / conceptual design. The scheduled duration and sequencing of startup as well as other matters were in dispute.
- **\$7 Billion Heavy Crude Extraction Project** Conducted project management review and assessment of all aspects including planning and scheduling.

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AUSTIN, TEXAS

POSITIONS HELD

- **MCLAUGHLIN & MCLAUGHLIN**, Austin Texas 1992 to present **PRINCIPAL**
- **WEM, INC**, Sacramento, California 1991 to 1992 **PRESIDENT**
- **THE ATMOS GROUP**, Kenilworth, New Jersey 1987 to 1991 **PRESIDENT**
- **PATHFINDER, INC.**, Cherry Hill, New Jersey 1981 to 1986 **VICE PRESIDENT** (1984 to 1986) **GENERAL MANAGER** (1981 to 1983) **PRINCIPAL ASSOCIATE** (1981)
- **SELBY BATTERSBY & COMPANY**, Philadelphia, Pennsylvania 1979 to 1980 **MANAGER - MARINE CONSTRUCTION**
- **NUCLEAR INSTALLATION SERVICES COMPANY**, Cherry Hill, New Jersey 1978 to 1979 **PROJECT MANAGER / CONTROLLER**
- **UNITED STATES NAVY**, 1965 to 1978 **COMMANDER**

REGISTRATION

- **GENERAL CONTRACTOR, California** "B" No. 776808
- **Project Management Professional (PMP[®])** – No. 215340
- **Association for the Advancement of Cost Engineering International (AACEI)** – Member
- **College of Performance Management** – Member and Speaker
- **American Bar Association** – Member – Construction Forum Member
- **Project Management Institute (PMI)** – Member and Speaker- Communities of Practice (8) – Construction Industry; Consulting, Earned Value Management; Energy, Oil Gas and Petrochemical; Legal Project Management; Project Risk Management; Scheduling and Troubled Projects

Presentations, Seminars and Workshops Presented

- Lessons Learned – Large & Complex Industrial Projects
- Project Management & Project Work Management Process
- Project Management (many clients, levels and industries)
- Project Definition Rating Index (PDRI)
- Changes, Claims and Pricing
- Geothermal Power Plant Startup
- Cost Engineering, Management, Estimating, & Control
- Strategic Planning of Capital Ventures
- Contracting (development and administration), Contracting Pitfalls
- Planning and Scheduling
- Independent Project Reviews (diagnostic techniques)
- Project Controls
- Project Management for Environmental Projects
- Claims and Disputes – Contract Baselines, Time & Progress Management, Schedule and Delay Analyses

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Training Presentations

George T. McLaughlin

2015

“Project Management Professional (PMP) Examination Preparation.” Real Estate Development Firm. Austin. Austin, Texas; several dates and subjects

“Project Management Professional (PMP) Examination Preparation.” Project Management Institute (PMI) Austin. Austin, Texas; several dates and subjects:

- Scope Management
- Cost Management
- Procurement and Contracting Management
- Risk Management
- Stakeholder Management
- Communications Management

2014

“Project Management Professional (PMP) Examination Preparation.” Project Management Institute (PMI) Austin. Austin, Texas; several dates and subjects

“Project Management Fundamentals.” TransCanada. Edmonton, Alberta. 28-30 May 2014.

2013

“Project Management Professional (PMP) Examination Preparation.” Project Management Institute (PMI) Austin. Austin, Texas; several dates and subjects

“Project Management Fundamentals & Project Work Management Process Training.” Agricultural Chemicals Company. Calgary, Alberta. 29 October through 1 November 2013.

2010

“Baselines – Project Controls in Developing and Executing Large & Complex Projects.” International Engineering and Construction Contractor. Frankfurt, Germany. April 2010.

“Time Management - Project Controls in Developing and Executing Large & Complex Projects.” International Engineering and Construction Contractor. Frankfurt, Germany. April 2010.

“Changes, Claims and Pricing - Project Controls in Developing and Executing Large & Complex Projects.” International Engineering and Construction Contractor. Frankfurt, Germany. April 2010.

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“Baselines, Time Management, Changes, Claims and Pricing (three courses, repeats) – Project Controls in Developing and Executing Large & Complex Projects.” International Engineering and Construction Contractor. Frankfurt, Germany. April 2010.

2009

“Planning and Scheduling, Schedule Analyses, Delay and Disruption, Pricing Delay and Disruption.” International Engineering and Construction Contractor. Frankfurt, Germany. June 2009.

Prior Periods

Lessons Learned – Large & Complex Industrial Projects
Project Management & Project Work Management Process
Project Management (many clients, levels and industries)
Project Definition Rating Index (PDRI)
Changes, Claims and Pricing
Geothermal Power Plant Startup
Cost Engineering, Management, Estimating, & Control
Strategic Planning of Capital Ventures
Contracting (development and administration)
Contracting Pitfalls
Planning and Scheduling
Independent Project Reviews (diagnostic techniques)
Project Controls
Project Management for Environmental Projects

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Speaking Engagements

George T. McLaughlin

(2009 - 2015)

2015

“Project Management using Standard Project Control Tools.” Association for Advancement of Cost Engineering (AACE-International) Central Texas Section, Austin, Texas; 13 January 2015.

2014

“Lessons Learned - Earned Value in Recent Large and Complex Industrial Construction Projects.” College of Performance Management, EVM World 2014 Conference. San Antonio, Texas. 21 May 2014.

“Project Management using Standard Project Control Tools – Large and Complex Projects.” College of Scheduling, EVM World 2014 Conference. San Antonio, Texas. 23 May 2014.

“Claims Avoidance through Effective Cost Engineering” (panel presentation material). Association for Advancement of Cost Engineering (AACE) Annual Meeting, Energy Industry Track. New Orleans, Louisiana. 16 June 2014.

“Project Management using Standard Project Control Tools.” Project Management Institute (PMI) Austin. Austin, Texas; 23 September 2014.

2013

“Lessons Learned in Large and Complex Industrial Projects.” Project Management Institute (PMI) Austin. Austin, Texas. February 16, 2013.

“Lessons Learned - Earned Value in Recent Large and Complex Industrial Construction Projects.” College of Performance Management, EVM World 2013 Conference; Naples, Florida. May 30, 2013

“Construction Claims Strategies - Disruption in the Engineering and Construction Marketplace.” Construction Litigation Group. Houston, Texas. 26 July 2013

“Professional Services and Market Promotion.” Texas Wesleyan University, Fort Worth, Texas. 14 October 2013.

“Time and Progress Management - Using CPM and other Planning and Scheduling tools to achieve managerial objectives of projects.” Army Air Force Exchange Service (AAFES). Dallas, Texas, 23-Nov-2013.

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2012

“Lessons Learned – Earned Value Management in Recent Large and Complex Industrial Projects.” Association for Advancement of Cost Engineering (AACEI). Lake Tahoe, Nevada. 17 March 2012.

2011

“Project Controls Lessons Learned in Large and Complex Projects.” Project Management Institute (PMI), Scheduling Community of Practice. San Francisco, California. May 2011.

“Lessons Learned - Earned Value in Recent Large and Complex Industrial Construction Projects.” Project Management Institute (PMI) Earned Value Management (EVM) Community of Practice, EVM World 2011 Conference. Naples, Florida. 17 May 2011.

“Earned Value Management in Large & Complex Projects.” Association for Advancement of Cost Engineering (AACEI), Central Texas Section. Austin, Texas. September 2011.

2010

“Project Controls Lessons Learned in Large and Complex Projects.” Project Management Institute (PMI), College of Scheduling. Calgary, Alberta. May 2010.

“Project Controls in Project Development – PDRI.” Ecopetrol, SA. Bogotá, Columbia. December 2010.

2009

“Planning and Scheduling, Schedule Analyses, Delay and Disruption, Pricing Delay and Disruption.” International Engineering and Construction Contractor. Frankfurt, Germany. June 2009.

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Published Works

“Standard Form of Agreement between Design-Builder and Contractor, AIA Document A142™ – 2014, draft 12.23.13 Draft.” Review committee member.

McLaughlin, George T., “Lessons Learned - Earned Value in Recent Large and Complex Industrial Construction Projects.” *EVM World 2014, Fueling the Value of Project Performance, 30th Annual International Workshop.* San Antonio, Texas. 21-23 May 2014.

McLaughlin, George T., “Project Management using Standard Project Control Tools – Large and Complex Projects.” *EVM World 2014, Fueling the Value of Project Performance, 30th Annual International Workshop.* San Antonio, Texas. 21-23 May 2014.

McLaughlin, George T., “A View from the Field, Project Execution / Contracting Strategies Large and Complex Industrial Projects, Part 1 of 4 – Framing the Issue.” *THE DISPUTE RESOLVER, Division 1, ABA Forum on the Construction Industry, Volume III, Issue III, April 2013.*

McLaughlin, George T., “A View from the Field, Project Execution / Contracting Strategies Large and Complex Industrial Projects, Part 2 of 4 – Definition of the Issues with Legal Implications.” *THE DISPUTE RESOLVER, Division 1, ABA Forum on the Construction Industry, Volume III, Issue IV, May 2013.*

McLaughlin, George T., “A View from the Field, Project Execution / Contracting Strategies Large and Complex Industrial Projects, Part 3 of 4 – Impact on Claims, Disputes, and Resolutions.” *THE DISPUTE RESOLVER, Division 1, ABA Forum on the Construction Industry, Volume III, Issue V, June 2013.*

McLaughlin, George T., “A View from the Field, Project Execution / Contracting Strategies Large and Complex Industrial Projects, Part 4 of 4 – Preventive and Corrective Processes and Services.” *THE DISPUTE RESOLVER, Division 1, ABA Forum on the Construction Industry, Volume III, Issue VI, August 2013.*

McLaughlin, George T., “Lessons Learned from Recent, Large and Complex Construction Projects: A Compilation of Case Studies.” *San Francisco 2011 Conference Proceedings, May 1-4, 2011.* May 2011.

McLaughlin, George T., “Lessons Learned from Recent, Large and Complex Construction Projects: A Compilation of Case Studies.” *Calgary 2010 Conference Proceedings, May 2-5, 2010.* May 2010.