

RICHARD P. HELPER

**Project Management
Project Reviews
Project Controls
Commercial Resolutions**

Education

B.S. Civil Engineering,
Tri-State University, 1981

Certifications

PMP
PSP
CCM (not current)

Total Years' Experience

35+
Mining and Metals
Power Generation
Oil & Gas

Companies

RPH Consulting, Ltd. /
RPH Construction Services, Ltd.
2007 - Present
Aker Kvaerner
1994 – 2007
JS Alberici
1992 – 1994
Songer Corporation (Kvaerner)
1989 – 1991
CRSS Constructors (Jacobs)
1986 - 1988
US Air Force
1983 – 1987

Published Works

AACE – Author; Technical Paper
PM-2337
CII - Primary Author for RS-143
Craft Productivity Publication
CII - PT 214 Tradeoff Between
Cost and Schedule

Over 35 years' experience on new and retrofit power, oil & gas and manufacturing projects. Career built on positions of progressive growth from scheduling and cost engineering, to project engineering, proposal management and project management and operations management. Over 20 years' dispute resolution experience.

Experience

RPH Consulting, Ltd.

Client: Michigan Potash Company LLC

2016-Present

\$650MM USD Fertilizer Plant

Consulting Services – Managed owner's consultant during FEP phase of salt and potash facility. Ensured consultant developed technical and commercial documents that met owner and industry standard FEP3 requirements. Developed project execution portion of owner's CapEx submission for equity and lender partner participation.

Client: Matrix Service Company

2012-2016

Operations Improvements

Consulting Services – Developed proposal, project management and project execution processes tailored to facilitate client's growth from mid-sized specialty contractor to large, complex EPC general contractor. Deliverables included an EPC project template, handbooks, manuals, forms/reports, gated review process with checklists and training courses.

Client: Matrix Service / TransCanada Pipelines LLC

2013-2014

\$150 Million USD Oil Terminal Project

Consulting Services – Developed and implemented integrated project controls system for new oil terminal construction project. System required to be compliant with Bechtel requirements. Trained client's project controls personnel in quantity management, scheduling, cost management and change management.

Client: Severstal North America, Inc. / Severstal Dearborn, LLC.

2007-2013

\$1.2 Billion USD Cold Mill Modernization Program

Program Management – Provided management consulting services to owner client for \$1.2 Billion USD Modernization program. Services included Scope Development, CapEx Budgeting, Program/Project Master Planning, Project Execution Planning, Contract Management and Project Management.

Project Management. Provided planning consulting services for new \$468MM USD Pickle Line and Tandem Cold Mill project. Deliverables included EPC Estimate, Resource Loaded CPM Master Schedule, Project Execution Plan and Project Controls System. Developed commercial agreement documents and exhibits for installation general contract. Managed buy out phase of general contract. Provided Project/Site Management services as owner's representative for installation/construction phase of project. Scope of Work included underground utilities, foundations, structural steel

RPH CONSULTING, LTD.

An EPC Project Consulting Services Company

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RPH CONSTRUCTION SERVICES, LTD.

Project Management Services for the EPC Industry

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building, MHI/Hitachi process line, BOP equipment, piping, electrical and instrumentation.

Project Management. Provided planning consulting services for new \$285MM USD Hot Dipped Coating Line project. Deliverables included EPC Estimate, Resource Loaded CPM Master Schedule, Project Execution Plan and Project Controls System. Provided Project/Site Management services as the owner's representative for installation and construction phase of project. Scope of Work included underground utilities, foundations, structural steel building, CMI/EFCO process line, BOP equipment, piping, electrical and instrumentation.

Project Management. Provided planning consulting services for new \$185MM USD HPH Batch Annealing/Temper Mill. Deliverables included EPC Estimate, Master Schedule, Project Execution Plan and Project Controls Systems. Developed commercial agreement documents and exhibits for OEM and BOP Engineering Contracts.

Project Management. Provided planning consulting services for new \$280MM USD Continuous Annealing Line project designed to produce AHSS, UHSS and TRIP products. Deliverables included EPC Estimate, Resource Loaded CPM Master Schedule, Project Execution Plan and Project Controls Systems. Developed commercial agreement documents and exhibits for OEM and BOP Engineering Contracts.

Project Management. Provided planning consulting services for 2007 BOF shutdown projects. Projects included new 1.5 MM CFM bag house emissions system, relines of BOF Vessels, Vessel cone replacement and transfer car rail/support replacement. Managed owner's contractors during the construction phase.

Client: Constellation Energy
2009

Hillabee Power Center

Provided management consulting services for owner client on Combined Cycle Power Plant Project. Services included auditing installation contractor's costs, developing a change order status report and providing cost at completion forecast. Prepared a financial settlement proposal for owner's use in closing out contractor.

General Manager – Aker Kvaerner

Claims Development and Management

2007 - 1996

Claims Development. Developed claims for numerous capital/small capital projects (\$5 - \$50MM USD) including the following:

- Managed the development of a \$25MM (USD) claim resulting from delays/acceleration on a \$125MM Combined Cycle Power Plant located in California. Claim was presented in Mediation.
- Developed forensic schedule to support a \$32MM claim resulting from delays, impacts and damages incurred on \$140 MM (CAN) 4400Ton/Year Sulphur Acid Plant located in Ravensthorpe, Australia. Project was taken as an EPC, lump sum by a Canadian subsidiary and included analysis of engineering, procurement and construction delays and impacts incurred in multiple countries. Contract based on Australian law.

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- Managed the development of a \$30MM multiple contractor claim resulting from delays and impacts incurred on a \$120MM 550MW Combined Cycle Power Plant project in Pennsylvania.
- Managed the development of a \$20MM claim resulting from delays and impacts incurred on a \$120MM Combined Cycle Power Plant in Michigan
- Developed a \$5MM claim resulting from delays and impacts incurred on a \$24MM Hot Dipped Galvanizing Line Upgrade in Indiana
- Developed a \$3MM claim resulting from impacts incurred on a \$7MM Billet Mill in Ohio.

Aker Kvaerner Global Project Execution Model 2004

N & S Americas PEM Representative. One of seven team members on an international team responsible for developing common project execution, project management and tendering methodologies (PEM) for use on Oil & Gas and Engineering & Construction EPC projects. Responsible for implementing methodologies in companies located in N & S America, China, Malaysia, Singapore and India.

Lead international team in conducting project reviews on 1100MW Coal Fired Power Plant construction project.

Lead internal team in conducting project reviews on 550MW Combined Cycle Power Plant.

Aker Kvaerner Songer Corporate University 2004/2005

Instructor. Developed and instructed in-house training courses for Planning, Scheduling, Subcontract Management and Contract Administration.

Project Manager – Aker Kvaerner

Project and Proposal Management, 2003-1996

***Portlands Energy Centre, Ontario Power Generation/TransCanada, Toronto, Ontario
2003***

Project/Proposal Manager. Managed the development of an EPC proposal for a 2 x 2 Combined Cycle, 550 MW Natural Gas fired power plant located in downtown Toronto. AKS was a consortium partner with Black & Veatch. The proposal was valued at \$550MM CDN and was awarded to the AKS/BVC consortium.

Orion Project, Kinder Morgan Power Company, Jackson, Michigan 2000 - 2003

Project Manager. Single point responsibility for marketing, proposal development, project management and closeout of 7 x 2 Combined Cycle, 540 MW Natural Gas fired power plant. Scope of work included BOP equipment procurement, construction, start up and commissioning.

72" Galvanizing Line Upgrade, National Steel Corp., Portage, Indiana 1997

Project Manager. Upgrade of automotive galvanizing line. Project was awarded based on innovative construction approach resulting in minimal outage time. Substantial portion of work was executed during operations.

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#1 Blast Furnace Reline, Wheeling-Pittsburgh Steel Co., Steubenville, Ohio 1996

Project Manager. Repairs on oldest operating Blast Furnace in the U.S. after year long labor strike. Intangible repairs included replacement of Tuyere and Bosh carbon block linings. Scope of work included upgrades to Gas Scrubber system and miscellaneous structural and mechanical repairs throughout the facility.

Slab Caster Rebuild, AK Steel, Middletown, Ohio 1995

Assistant Project Manager. Modified twin strand DeMag slab caster. Innovative process included isolating strands during operation and mini outages in preparation of major outage. Each strand was modified to integrate Voest segments in lieu of DeMag roll pairs while the other strand was operational.

Continuous Cast Direct Billet plant, Republic Engineered Steels, Canton, Ohio 1994 - 1995

Assistant Project Manager. Construction/installation of Danieli Vacuum Tank Degasser, Ladle Refining Facility, Continuous 4-Strand Billet Caster, Itam Walking Beam Reheat Furnace and 5-stand Rolling Mill with Walking Beam Cooling Bed.

Project Manager/Engineer/Field Superintendent

- Chrysler, Sterling Heights Assembly Plant; retool, paint shop upgrade
- Fabricate & Erect Coke Breeze Handling System, National Steel Corp., Ecorse, MI
- "A" Blast Furnace repairs - National Steel Corp., Granite City, IL
- "J" Blast Furnace Reline - Bethlehem Steel Corp., Sparrows Point, MD
- Q-BOP Installation - Geneva Steel, Provo, UT
- Construct 130,000SF Assembly Plant Addition, Ford Motor Company, Wayne, MI