

MARK TUCKER ELLIOTT

VN Services, Inc. / VN International, LLC

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Principal & Vice President of Project Delay & Cost Analysis

Mr. Elliott has built an exceptional level of professional expertise over his 30 year career, working on more than 170 projects in 21 states and 6 countries. His practice is centered on helping clients to resolve delay and disruption related disputes, both domestically and internationally. His skills have been called upon in a wide range of industries for projects varying in complexity and budget, including power & alternative energy, environmental, military, automotive, manufacturing, metals, chemicals, petroleum, educational, transportation, health care, office buildings and hospitality. His clients include contractors, subcontractors, attorneys, local and federal governments, and regulatory authorities.

Mr. Elliott brings to his specialty a deep grounding in 'dirty boots' real world project management experience honed over the last 30 years. As a member of the VN senior management team, he acts as an internal consultant on complex project management issues and has been instrumental in developing VN's growth outside of North America, which includes forensic delay analysis on projects in Iraq and VN's owner's representative services on a new \$100 million Shams Rotana Luxury hotel in Baghdad, Iraq.

VN Services / VN International

Principal / VP Project Delay & Cost Analysis

Cleveland, Ohio

1998 – Present

Mr. Elliott is a partner at VN Services and has management responsibilities for both VN Services and VN International. He also oversees the activities of the Project Delay & Cost Analysis group including:

- Delay and claims analysis (both assertive and defensive) from preparation through negotiation, mediation, arbitration or litigation
- Provides neutral services for facilitation of issues while projects are underway to help maintain progress and the smooth functioning of project management teams
- Project management consulting/owner's representation services to improve the processes being used on projects reducing the risk of disputes including regular review of project documentation, meeting attendance, and production of periodic project status reports
- Organization and analysis of project documentation
- Collection and analysis of project labor and financial records
- Overseeing preparation of claim exhibits such as Critical Path Method (CPM) schedules, spreadsheets, charts, and project documents
- Expert Witness, advocate and advisor in negotiation, mediation, arbitration, and litigation
- Examples of workshops & seminars given:
 - Change Orders: The Implications to Project Management
 - Claims and Disputes
 - Documentation and Claims Workshop
 - Fundamentals of Construction Contracts
 - Managing Complex Construction Law Issues
 - Managing Construction Projects in Alabama/Maryland/Illinois
 - Project Documentation and Scheduling

About VN Services and VN International **First to arriveThe last to leave**

VN Services, founded originally in 1982 as the Vail Network Company, continues to be recognized as one of the industry's leading experts in all phases of construction planning, management and control. Under the leadership of Founder and CEO Robert Vail, the company launched VN International in 2009 to serve clients outside of North America. Both firms specialize in Project Management support, Owner's Representation, and Claims/Dispute Avoidance and Resolution. VN is dedicated to addressing and protecting both the operational and strategic needs of its diverse customer base throughout the project lifecycle without loss of continuity and control – from design concept to project close out.

Key Philosophy and Scope of Expertise

Mr. Elliott's goal is to assist clients in the planning, organizing, controlling and implementation of their project management processes as well as the resolution of disputes and claims so that costly problems can be avoided and projects can be profitable. His vast experience providing expert reports and analyses has allowed him to achieve a strong reputation as an advocate, advisor and expert witness for his clients; thus helping them understand their strengths, weaknesses and risks, and guiding them in determining the best course of action toward a satisfactory resolution. If disputes continue, Mr. Elliott provides support on behalf of his clients in negotiation, mediation, arbitration, and litigation.

Highlights of Tucker Elliott's Career Prior to VN

Morrison Knudsen Corporation

Cleveland, Ohio

Senior Project Controls Engineer

1988 - 1998

- Coordinator of planning for the Eastern Region Environmental and Government Groups
- In-house consultant for project planning and scheduling
- Provided scheduling support for project proposals including acquisition of a security clearance for proposed work with the U.S. Department of State
- Sent to various field locations encountering problems with project controls requirements
- Organized project controls resources to support environmental cleanup projects in the U.S. for the Navy South Div ERAC Program
- Liaison with the Navy South Div Program Management Office and collected progress data from offices/sites on U.S. Navy bases
- Provided pre-project planning for Chernobyl Nuclear Power Plant Stabilization Project
- Provided planning and tracking services for demilitarization projects in Ukraine including the destruction of nuclear missiles
- Project Controls for MK's construction planning of the Westinghouse AP600 Advanced Light Water Reactor Project
- Co-authored a "Scheduling Principles and Guidelines"
- Supervisor of Project Planning for the MK/DuPont partnership Sigma Group; responsibilities included scheduling of all engineering projects, management of a sophisticated drawing control system for tracking all drawings, and providing scheduling interface with owner and construction teams

Cleveland State University

Cleveland, Ohio

Research Assistant

1985 - 1988

- Provided qualitative and statistical analysis of survey data for the Northeast Ohio Center for the Advancement of Labor/Management Cooperation
- Assisted with research questionnaire design, analysis, report writing, and case studies
- Published and edited articles in the NOCALMC Newsletter

Gilbane Building Company
Senior Scheduling Engineer

Pontiac, Michigan
1984 - 1985

- Responsible for project scheduling and coordination on a \$400 million plant modernization for General Motors and two other smaller projects for GM
- Provided cash flow curves, staffing plans, trend analyses, ran weekly status meetings with the client, and assisted in monthly report writing
- Assisted in employee hiring, training and appraisals
- Helped develop use of personal computer technology for project management functions in field locations
- Beta tested Primavera Project Planner

Davy McKee Corporation
Project Planner and Scheduler

Cleveland, Ohio
1980 - 1984

- Duties included engineering, procurement, and construction (EPC) project planning and monitoring; responsible for creation and maintenance of detailed project schedules for active projects as well as producing schedules and manpower studies for proposed projects
- Worked on a variety of projects (all over \$100 million) primarily in the petrochemical and metals industries
- One year assignment to a \$6 billion petrochemical plant in Sumatra, Indonesia that included chemical plant facilities, shipping facilities, 2 villages, 1 school, and 1 health clinic

Education

Case Western Reserve University, Cleveland, Ohio - Degree: Bachelor of Science in Civil Engineering. Area of Concentration: engineering construction management, methods improvement, estimating & project controls

Cleveland State University, Cleveland, Ohio - Graduate courses in Consumer/Industrial Research Psychology

Continuing education and seminars:

- DRBF Dispute Review Board Training
- CDRS Arbitration Training
- Construction Law: Contracts to Claims
- Strategic Project Management
- Top Gun
- Record Retention in the Electronic Age
- AIA Documents
- Measuring Inefficiency on a Construction Project
- Project Management Certificate Program - Dr. H. Kerzner
- Project Management Institute Seminar/Symposium
- John S. Childers Continuous Improvement Seminar

Professional Affiliations

Dispute Review Board Foundation	2010 - Present
American Bar Association – Associate Member	2008 - Present
Project Management Institute (PMI)	1992 - Present
Master Builders Association of Western Pennsylvania	1999 - 2007
International Project Management Association	1995 – 1998

Publications

Co-authored “Scheduling Principles and Guidelines”
“Why Push Paper?” - BX Magazine

Job Listing Highlights for Tucker Elliott

PROJECT	OWNER	DESCRIPTION	STATE / COUNTRY
Baghdad Police College	Air Force Center of Engineering	Claims assertion for new \$14 million police training center	Iraq
Cleveland State University Administration Bldg.	Cleveland State University	Claims assertion for renovation of existing building, new annex and new building	OH
One World Trade Center	Port Authority of New York & New Jersey	Claim assertion for all verticle structural concrete and structural slabs for new Freedom Tower.	NY
Palmolive Landmark Building Residence	Palmolive Tower Condominiums LLC	Claim assertion for \$50 million conversion of office building to condominiums	IL
Miller Family Heart & Vascular Institute	Cleveland Clinic Foundation	New \$634million heart center claim assertion.	OH
Lansing Delta Twp. Assembly	General Motors Corporation	Claim assertion for steel erection & conveyor installation project	MI
Chicago Housing Authority	Chicago Housing Authority	Claim defense for public housing development	IL
Hudson, First and Main	Village of Hudson	Dispute resolution for \$12 million downtown revitalization project	OH
Midway Airport Terminal Expansion	Chicago Department of Aviation	Claim assertion for new terminal building at Midway Airport	IL
High School Expansion	Garfield Heights City Schools	Neutral services for new high school building	OH
Lyon Oaks County Park	Oakland County Parks & Recreation	New golf course clubhouse claim assertion	MI
Townplace Suites & Residence Inn	Marriott International Corp	Claim defense for new Marriott hotel.	OH
Ford Field Stadium Bid Package 6A	Hammes Co. and the Ford Motor Company	Contractor's representative services for new \$430 million football stadium for the Detroit Lions.	MI
17 Mile Rd., Drain & Branches	Macomb County Drainage Bd.	Claim defense for Macomb County project	MI
Detroit Service Center	Blue Cross Blue Shield	Claim assertion for new building for Blue Cross/Blue Shield	MI
Navy SouthDiv ERAC - Charleston	US Navy SouthDiv	Program management for Navy SouthDiv ERAC projects	SC
AP600 Advanced Lt. Water Reactor	Westinghouse Electric	Construction planning for advanced, nuclear power plant	PA
Plaju Aromatics Center	Pertamina (Indonesian State Oil Company)	Scheduling of \$6 billion addition of PTA plant, ship loading & infrastructure for existing facility	Indonesia
GMAD Willow Run	General Motors Corporation	Schedule for \$80 million modernization of GM auto assembly plant	MI
Chernobyl Unit 4 Bldg. Stabilization	Chernobyl Nuclear Power Plant	Scoping/planning structural investigation and stabilization design	Ukraine