

SUMMARY

Experienced in all phases of the business, project, and construction management for upstream & midstream oil, gas, products, and energy-related projects. Accomplished at working within complex, integrated work environments with multi-discipline and multi-cultural staffs to ISO, US, and various foreign standards, practices, procedures, and specifications in a variety of geopolitical climates on small, large, and mega-projects.

Background includes over 26 years experience, the last 17 years on international assignments, in the management, engineering, design, planning, construction, and start up & commissioning of upstream & midstream oil, gas, and energy related facilities, LNG plants, pipelines, fuel storage and distribution systems, including onshore, near-shore and offshore marine facilities and structures; economic analysis and strategic planning and execution of energy projects in North, Central, and South America, the Caribbean, the Middle East, Central Asia, China, Russia, the Far East, and Africa.

EXPERIENCE

Independent Consultant working for multi-national organizations, companies and institutions, including major oil & gas operators and EPC contractors
2001 – Present

Currently consulting for multi-national oil and gas companies in the upstream & midstream energy sector on a domestic and international basis. Areas of expertise include both technical (engineering and construction) and commercial (contracts, finance packages, etc.) aspects gained while working with integrated multi-national oil and gas companies, partnerships and joint ventures as a solution integrator and key source of expertise.

Skills and credentials include extensive construction and engineering experience; developing contracting strategies, project & construction management training, contract negotiations, independent project assessments (including risk assessments; constructability reviews, construction readiness reviews, operations readiness reviews), dealing with regional and local problems such as high inflation, anticipating for the affects of devaluation and unstable economies, currency and political risk evaluations, partner and subcontractor selections, security, field development planning, project execution development and troubleshooting, feasibility studies, conceptual and detailed cost estimates, tender preparation and evaluations, risk management.

Also providing assistance in the gathering and preparation of data to make informed, tactical commercial decisions that will deal effectively with a company's key objectives, capabilities/limitations, risks, and other issues commonly encountered in foreign operations.

Participation in large or mega major capital projects since 2001¹ include:

- Angola LNG Project; Angola LNG Ltd (Chevron); Angola; 2008; Nearshore/Onshore Pipeline Construction Manager
- Escravos Gas Project, Phase 3A (EGP3A); ChevronTexaco; Nigeria; 2007; Construction Coordinator, Onshore/Offshore Pipelines
- West Salym Project; Parsons E&C / Shell (Salym Development Company); Russia (W. Siberia); 2004; Pipeline & Terminal Construction Manager
- Sakhalin 1, Phase 1 Development Project, EPC-2; Exxon Neftegas Ltd; Russia (Sakhalin Island); 2002; Export Pipeline Construction Coordinator
- Alaska Gas Producers Pipeline Project; Alaska Gas Producers Pipeline Team (ExxonMobil, BP, Phillips); 2001; Joint Venture Construction Advisor, single point of contact

Clients have included: Repsol, Chinese National Offshore Oil Company (CNOOC), Chevron, Angola LNG Ltd, Goldman-Sachs, Boardwalk Partners, Branford Castle, Guidepoint Global Advisors, ExxonMobil, Shell, Parsons E&C, Alaska Gas Producers Pipeline Team (BP, Phillips, and ExxonMobil), Select Equity Group, Network Oil & Gas Ltd, Cumming Company, confidential major investment bank, Willbros International, and Willbros Engineering.

¹ For a full listing of all projects, and complete details, which I have been involved in the past 15 years, including those shown in this CV, regardless of scale, please see my website – www.oil-gas-consulting.com or alternatively send a request by email to greglamberson3@yahoo.com.

	<p>Project locations incorporate a wide range of geographical and geopolitical locations, including United States (lower 48 and Alaska), Canada, China, Qatar, Kuwait, Bangladesh, Indonesia, Saudi Arabia, Russia, Argentina, Bolivia, Nigeria, Chad, Cameroon, and Angola; on facilities, pipelines, and systems ranging to over 4,000 Km's in length and to \$16 billion TIC.</p>
<p>Willbros West Africa, Inc. 2000 – 2001</p>	<p>Construction Manager for the Chad Development Project, Onshore Pipeline Joint Venture Team. Responsible for the front end development of the overall construction management and execution planning for a joint venture of Willbros-Spie Capag (WSJV). Single point of contact for resolving all construction related issues, including logistics, equipment utilization, environmental mitigation, field engineering, complete execution planning for construction, pre-commissioning, and turnover documentation.</p> <p>The project was performed under the auspices of World Bank financing and was an EPC consisting of 1,070 km of a 250,000 BPD 30" products pipeline, with terrain ranging from arid plains, tropical rain forests, and mountains, from southern Chad to the west coast of Cameroon, including a CP system, 48 mainline valve settings, 32 major road crossings and 11 major river crossings. Project was for Exxon-Mobil (Esso), Chevron, and Petronas, Chad and Cameroon.</p>
<p>Parsons Energy and Chemical Group 1997 - 2000</p>	<ul style="list-style-type: none"> Construction Manager for the Cuiaba Gas Pipeline Project. Responsible for client construction management and oversight for the installation of 626 km of a 265 MMSCFD, 18" gas pipeline through extremely remote, environmentally sensitive areas, including 3 major (directionally drilled) and 4 minor (conventional) river crossings, terrain ranged from plains, the wetlands of the Pantanal, mountains, and rainforests. <p>Included in the work scope were metering stations, future compressor station sites, mainline valve settings, launchers/receivers, CP, SCADA, and pipeline pre-commissioning and commissioning. Project was for Enron Development Corp/Shell Joint Venture (GasOriente Boliviano S.A / GasOriente do Mato Grosso LAD.), Brazil and Bolivia.</p> <ul style="list-style-type: none"> Field Engineering Manager for the Cerro Negro Upstream Project. Responsible for complete field engineering, and construction support for an EPC, grass roots 120,000 BPD Central Production Facility (CPF) in a logistically challenged area; 90 kilometers of heavy crude and diluent pipelines, gas sales and receipt pipeline and water injection pipelines, all with intelligent pigging capabilities; required infrastructure (i.e. internal/external roads, water supply, power supply, electrical distribution, etc.); logistics and heavy lift planning; well pads and associated facilities; manifolds and interconnecting piping and flow lines; coordination for the permitting of pipeline and power transmission routes and CPF land use; testing and pre-commissioning of pipelines and facilities; alliance agreement and contractual negotiations, integration and implementation with the prime construction sub-contractor for a \$50 MM construction sub-contract; planning, organization, and interface with multi-discipline, multi-cultural engineering and construction staffs; and client interface. Project was for Exxon-Mobil/PDVSA joint venture (Operadora Cerro Negro, S.A.), eastern Venezuela.
<p>Raytheon Engineers & Constructors, Inc. 1997</p>	<p>Project Manager for the Gas Recovery Feasibility Study. Project included gas flow measurements, gas analysis, reservoir analysis, future gas production projections, design of a gas recovery and transmission/distribution system, and a gas marketing strategy. The project deliverables included a project financing package and an EPC-type FEED Bid Package.</p> <p>The study covered roughly 6,000 wells producing a total of approximately 300 mmscfd in three separate fields, including one offshore field, with associated facilities. Project was for the US Trade Development Association (USTDA) in conjunction with Venezuelan State owned PDVSA Gas, Lake Maracaibo area and western Venezuela.</p>
<p>Willbros International, Inc. 1992 – 1997</p>	<ul style="list-style-type: none"> Operations Manager for a major international pipeline engineering and construction firm's Latin American operations. Assignment duration was four years. Primary responsibilities included: project team organization, management of multiple projects in technically and logistically

<p>Willbros International, Inc. 1992 – 1997 (con't)</p>	<p>challenged areas, economic analysis of a wide variety of projects, including swamp, offshore and onshore pipelines and flow lines and related facilities and stations, heavy transportation for drilling rigs, operation and maintenance of oil field installations, marine engineering and heavy civil construction, platform installations, port and harbor facilities, pilings, contract negotiations and risk management. Predominately in Venezuela with additional responsibilities in the Caribbean, Central and South America.</p> <ul style="list-style-type: none"> • Construction Manager for the feasibility study of the Yamal Field Development Project - Baydartszkaya Bay Crossing. Project consisted of 62 kilometers of five parallel 52" x .831" WT offshore pipelines; beach interface approach; 6 kilometers of eight parallel 48" x .831" WT insulated pipelines on VSM's; and launchers and receivers. Project was for Gasprom - South Kara Sea, Tjumen Province, Russia. • Project Manager for the Yemen LNG Plant Feasibility Study. Consisted of analyzing two separate routes, 400 kilometers each of 36"x .656" WT pipe with compressor stations totaling 142,000 HP; gas receipt and tie-in to a CPF at the Mar'ib field; custody transfer; main line valves and launcher/receivers; construction execution plan; testing and commissioning plan with procedures for introduction of process gas. Project was for Enron Development Corporation - Yemen. • Project Manager for the evaluation and study of the Production Facilities Expansion - West Kuwait Project. Consisted of detailed engineering, design, and construction of 250 kilometers of 8" to 24" crude oil, gas, condensate and fuel gas pipelines; slug catcher; Central Mixing Manifold (CMM); cathodic protection system; pig traps; and related electrical, civil and ancillary works. Project was for Kuwait Petroleum Company - Kuwait.
<p>Eagle Pipeline Contractors Eagle Pipeline Contractors (cont) 1990 - 1992</p>	<p>Operations Manager, responsible for day to day operations and overseeing the management and execution of all projects undertaken by a US based pipeline contractor. Key areas of concentration included; project management; client interface; economic analysis and evaluations for the construction of oil, gas, and petroleum products pipelines, pump stations, meter stations, storage facilities, and terminals; and contract negotiations. Various locations throughout USA.</p>
<p>Willbros-Butler Engineers 1988 - 1990</p>	<p>Project Engineer for the Systems Integrating Contractor for the Southwest Asia Petroleum Distribution Operational Project (SWAPDOP). Specifically the Inland Petroleum Distribution System (IPDS). The goals of this project were to identify, select, modify and, if necessary, redesign commercially available equipment to provide the U.S. Army with a tactical petroleum and water distribution system that can be rapidly deployed worldwide to meet the fuel and water requirements of military forces deployed in forward theaters of operation.</p> <p>Assisted in the preparation of the operational system test plan and conducted operational testing of the system. Oversaw a major test of the system that was successfully conducted in a realistic simulated theater of operation. Included the preparation of O&M manuals, and storage and transportation plans. Additionally, assisted with the annual training of active and reserve U.S. Army units that were responsible for installation and operation of the system. System was used successfully in Kuwait, Saudi Arabia, and Somalia.</p>
<p>Various US and Canadian Contractors 1983 - 1988</p>	<p>Worked for various US and Canadian based pipeline contractors, including Bannister, Majestic Contractors, Majestic Wiley, Henkels & McCoy, Worthy Brothers, on projects throughout the US in a variety of capacities, including Construction manager, field superintendent, foreman, office manager, operator and laborer.</p>

EDUCATION

BS, Industrial Engineering and Technology, East Central University, Oklahoma, USA, 1983
MBA, Robert Kennedy College, Switzerland, focus on international business, 2005

Courses and seminars:

- Energy Economics (MIT)
- Project Management Process (Parsons Corporation)
- Project Financing and Capital Program Planning (Raytheon)
- International Operations Management (Raytheon)
- Constructability and Value Engineering Applications (Raytheon)
- Contractual Risk Management (Willbros Group)
- Construction Law and Claims Preparation (Willbros Group)
- ISO standards (Willbros Group)
- Construction Excellence 2005 (Exxon-Mobil)
- Business Conduct and Ethics Code 2008
- Various Operational Excellence (OE) modules completed (Chevron)
- Construction Safety (OSHA)
- Incident/Root Cause Analysis investigations, including TapRoot; 5-Why; and Why-Tree (Certified Facilitator)

LANGUAGES

English
Spanish
Portuguese (basic)

PAPERS, PUBLICATIONS & MANUALS²

- “Managing Transitions on Major Capital Projects”, *Asian Power*, future edition in 2009.
- “Developing Optimum Contracting Strategies for Major International Projects”, *World Pipelines*, March 2009 issue
- “Project Management – Common Pitfalls & How to Avoid Them”, *Energy Today* magazine, a quarterly magazine covering the North American energy market (www.energytodaymagazine.com), Spring 2009 issue.
- “Fundamentals of Gas Pipeline Metering Stations”, *Pipeline & Gas Journal*, co-written with Mr. Saeid Mokhatab, January 2009 issue.
- “Managing Change – Manage Change on Major Projects”, *World Pipelines*, November 2008 issue
- “Managing Execution Risks in Oil and Gas Processing Industry’ EPC Projects”, co-written with Mr. Saeid Mokhatab. To be published in a future issue of *Hydrocarbon Processing*, awaiting publications details.
- “Basic Guide to Pipeline Compressor Stations”, *Pipeline & Gas Journal*, co-written with Mr. Saeid Mokhatab and Mr. Sidney Pereira dos Santos, June 2008.
- “Pipeline Systems - Control and Integrity Management”, *Journal of Pipeline Engineering*, co-written with Mr. Saeid Mokhatab and Mr. Sidney Pereira dos Santos, December 2007, Vol. 6, No. 4 edition.
- “Project Execution Risk: A Key Consideration for Upstream Energy Project Management”, *World Oil*, September 2007 issue; co-written with Mr. Saeid Mokhatab and Mr. D. Wood.
- “A Constructive Approach - Constructability’s Role in Upstream Project Execution”, *World Pipelines*, June 2007 issue

² For a PDF copy of articles written or for my Quarterly Newsletter, please contact me via email at greglamberson3@yahoo.com or via the “Contact Me” page of my website – www.oil-gas-consulting.com.

- Recognized contributor to Dr. Aurangzeb Khan, Assistant Professor, Dept. of Management Sciences, COMSATS Institute of Information Technology, Islamabad, Pakistan in providing material for the development of Project Management courses for post graduate students, 2006.
- "Don't Take the Risk – Manage It - Managing Execution Risk in Upstream Projects", *World Pipelines*, December issue, 2006
- Corporate Constructability Program. 2005, Developed and implemented a complete Constructability Program for a major international EPC contractor. Program is comprehensive covering all aspects of upstream EPC projects, including project-specific Constructability Plan template, checklists, charters, sample agendas, program maintenance & feedback mechanisms, dispute resolution, etc.
- International Project Management System (IPMS), 2004, proprietary system for internal use as a guide for managing complex energy projects worldwide, from initial project assessments and feasibility studies to hook up, commissioning, and turn over. IPMS utilizes a phased approach that defines minimum deliverables required at specific phases along the project timeline. System also includes a prescriptive review process for passing into the next phase of project planning and execution.
- Construction Managers Handbook (CMH), 2003, proprietary for internal use, provides guidance for the overall Construction Management aspects of the formation, organization, establishment, and management of project site work. The CMH guides the Construction Manager through the major segments of a construction project including mobilization, managing interfaces, transitions, construction implementation and demobilization.
- "Typical Hydrotest Water Intake and Discharge Mitigation Measure's", March 2002, published in ExxonMobil Global Share library system as an authoritative reference.
- "Guidelines for Preparing a Construction Execution Plan", February 2002, published in ExxonMobil Global Share library system as an authoritative reference.
- "Pipeline Construction", *Project Management Network Magazine*, January 2002 (credited contributor to Ken Silverstein – author)
- "Keys to Successful Execution of International Projects", Project Management Institute, Troubled Projects, Fall 2001, Volume 1, Issue 3