



James T. Highfill

Vice President

Mr. Highfill has thirty years of continuous construction industry experience, including forensic disputes/litigation support, trusted advisor oversight/risk management of active projects, and direct employment with major general contractors. Mr. Highfill has been retained to provide consulting and testifying expert services for major construction projects. He is an expert at identifying the causes of delays and impacts to construction projects through forensic analysis, as well as utilizing this experience to identify and manage potential risks on active projects.

His work experience includes developing and managing schedules in excess of 25,000 activities, including cost and resource loading. Mr. Highfill has a deep understanding and full appreciation of the critical issues of effective communication, organization, and efficient data management in the management of large, complex schedules.

Mr. Highfill's responsibilities have encompassed a wide variety of construction management and claims analysis services including: project record evaluation and analysis, evaluation of project delay and impact, analysis of resources and productivity, quantification of damages, forward scheduling, cost and time evaluations, conceptual estimating, and extensive "hands on" CPM scheduling.

From prior roles, Mr. Highfill brings a depth of direct experience with CPM scheduling, cash flow projections, estimating, changes in scope, coordinating and administering contracts, monitoring performance, cost engineering, and field production time studies. He has analyzed the construction of highways, dams, power plants, correctional facilities, military facilities, multi-family housing developments, educational facilities, hotels, casinos, arenas, convention centers, parks and recreation facilities, and airports, among others.

His field experience in heavy road construction required an applied knowledge and understanding of estimating, scheduling, field operations, materials testing and transportation, field crew management, paving operations, site investigation, and accounting procedures.

Mr. Highfill began his career with the Army Corps of Engineers, preparing plans and specifications, earthwork estimates, drainage/erosion control design and cost analysis involving marinas, road relocations, and recreational support facilities.

Education

North Carolina State University
1981 BS Civil Engineering

Professional Associations

Project Management Institute,
College of Scheduling

Professional Experience

David Pattillo & Associates, Inc. - (Present) Vice President of David Pattillo & Associates, a firm dedicated to meeting the ever-changing needs of clients seeking the most comprehensive construction management services. Mr. Highfill heads up numerous engagements for both on-going and completed projects which require forensic analysis.

Navigant Consulting, Inc. (2005-2010) Associate Director, Director Construction Practice Assignments included providing disputes resolution services on power, mixed-use, and heavy construction projects. Also included extended on site scheduling and claims management services for a \$4.0B steel manufacturing facility.

A. W. Hutchison & Associates, LLC (1993-2005) Provided construction management services on active projects as well as analysis of project records and delay analyses on completed projects. Advised extensively on forward scheduling, cost and time evaluations, conceptual estimating, and analysis of resources for major construction projects. Analyzed the engineering and construction aspects of highway, dam, power plant, correctional and educational facility, multi-family housing development, hotel, casino, arena, and airport projects.

Guy F. Atkinson Company (1990-1993) Primary assignment as on site schedule manager for cogeneration power plant construction at the University of North Carolina - Chapel Hill. Duties included coordination with owner, engineer, and subcontractors, managing scheduling team and other senior staff in schedule delay analysis and research, including participation in post construction alternative dispute resolution process.

Dillingham Corporation (1988-1990) Primary assignment as Sr. Office Engineer responsible for assisting with Project Engineering duties, coordination with owner, engineer, and subcontractors, including managing project controls team, monitoring field operations, and claim issue identification and documentation.

J. A. Jones/Metric Construction (1981-1988) Began career as Office Engineer, evolved to Project Engineer with the Heavy/Highway Division. Project assignments included the construction of major dams and earthworks at the Bath County Pumped Storage Project (24 mil cubic yards), the Bad Creek Pumped Storage Project (16 mil cubic yards). Assignment also included construction of concrete dam, structures, and power generation facilities at the Tallassee Hydroelectric Project.

US Army Corps of Engineers (1979-1981) Cooperative Education program in Wilmington NC district, Civil Section, Design Branch. Assisted engineers in the design of roadways, dams, jetties, marinas, and recreational facilities.

Representative Projects

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- **International Airport South Terminal Expansion Project - Miami, Florida**

The South Terminal Expansion Project consisted of two concourses, with a combined total of 26 gates. The addition is seven stories tall and has a total floor area of 1.3 million square feet. Mr. Highfill was retained by the structural steel fabricator/erector to analyze events affecting the steel fabrication and erection schedules, including the release of work areas, design related changes, and revisions to erection sequencing.

- **Chemical Weapons Demilitarization Facility - Anniston, Alabama**

Estimated at \$260 million in construction cost, the project consisted of 8 major buildings and was designed to convey, dismantle and destroy an assortment of munitions. All buildings were designed with extensively reinforced blast walls, and require extensive robotic, electrical and computer controls. As a consultant, Mr. Highfill was part of a team charged with analyzing schedule recovery efforts required as a result of numerous design changes resulting from "lessons learned" in the design and construction of predecessor plants.

- **Fisher College of Business, Ohio State University - Columbus, Ohio**

Project involved a \$20.9 million contract for construction of three buildings to be part of the Fisher College of Business. Numerous omissions, inaccuracies, and conflicts in the design documents resulted in numerous changes and significantly delayed the project. Mr. Highfill was retained by the contractor to perform a schedule delay analysis, prepare an expert report, and provide expert testimony. The case was ultimately heard in the Ohio Supreme Court.

- **Bath County Pumped Storage Project - Virginia**

Mr. Highfill's first assignment as a contractor was on the Bath County Pumped Storage Station, a pumped storage hydroelectric power plant with a generation capacity of 2,772 megawatts. The station is located in the northern corner of Bath County, Virginia. The station consists of two reservoirs separated by about 1,260 feet (380 m) in elevation. It cost \$1.6 billion, and was constructed with 2,100 megawatts (MW) capacity. It went into operation in 1985 and is still the largest-capacity pumped-storage power station in the world. As a contractor, Mr. Highfill was responsible for project controls including scheduling and field production monitoring for heavy excavation and grading required to construct the project's two zone filled earth and rock dams. He was additionally charged with managing and coordinating critical subcontractors such as foundation grouting and geotechnical instrumentation.

- **Eastside Reservoir Project - Helmet, California**

The Eastside Reservoir is located near the city of Hemet in Riverside County, CA and is Southern California's largest water storage reservoir. It consists of three dams, a delivery pipeline, a pumping plant, recreational facilities and environmental reserves. The Eastside project is one of the largest earth/rock fill dam projects in U.S. history. This consulting assignment primarily focused upon analyzing and defending a \$130 million contractor claim associated with the West Dam, 1.7 miles long and comprised of 60 million cubic yards of zone-filled earth and rock materials, associated foundation treatment, and required earth and rock excavation. Mr. Highfill performed a detailed schedule and production delay analysis, including detailed review of planned means and methods, and logistics. Mr. Highfill presented his analysis in an expansive mediation format, and the dispute was settled favorably for the client.

- **St. Regis Hotel and Residences - Ft. Lauderdale, Florida**

The St. Regis Hotel and Residences located on Fort Lauderdale's beach front is a 750,000 square foot project that includes a 166-room hotel resort, 34 hotel condominium units, penthouse condominium residences, and 25 private residence club suites all in a 25-story tiered tower. As a consultant, Mr. Highfill was part of a team charged with analyzing and defending a \$30 million increased construction cost lawsuit filed by the developer against the operator. The assignment included, among other things, a schedule delay analysis, a design release/change analysis, and performance analysis of key subcontractors. The matter is currently awaiting legal ruling in the State of New York.

- **ThyssenKrupp Steel Plant - Mobile, Alabama**

The \$3.6 billion carbon steel facility includes a hot strip mill, cold rolling and hot-dip coating capacity for high-quality end products of flat carbon steel. The project also includes a 4 berth river terminal and storage yards to offload and handle raw steel slabs barged from Brazil. The facility will have an annual capacity of 4.3 million metric tons of end products at full production. The project also includes a stainless processing facility, and combined represents the largest private economic project in the United States. As a consultant, Mr. Highfill was assigned with providing his scheduling expertise to the owner client in developing and maintaining project schedules. He was also part of the owner claim management team charged with analyzing, defending, and resolving contractual disputes as they arose during the project. Mr. Highfill presented his analysis in mediation regarding dispute arising in the newly constructed River Terminal, which was settled favorably.

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- **Bachelor Officers Quarters Naval Air Station - Pensacola, Florida**

As a consultant, Mr. Highfill was retained by the contractor to perform a schedule delay analysis for the renovation of two low rise residence buildings for the U.S. Navy. The primary issues involved differing site conditions, design changes, and untimely decision making on the part of the Navy administrators. The matter was pursued through the contractual claims process, and following deposition and testimony before the Armed Services Board of Contract Appeals, the judges ruled in favor of the client.

- **Brickyard on Mill - Tempe, Arizona**

"The Brickyard" is downtown Tempe's first vertical, as well as horizontal, mixed-use project. As a consultant, Mr. Highfill was retained by the architect to perform a schedule delay in response to a lawsuit filed by the project developer. Mr. Highfill provided an expert report and deposition testimony.

- **TZ Osborne Wastewater Treatment Plant - Greensboro, North Carolina**

As a consultant, Mr. Highfill was retained by the owner to evaluate performance of the contractor hired to perform renovation and new construction for upgrades at an existing wastewater treatment plant, who was ultimately terminated and replaced. His analysis included overall contractual scheduling requirements, general scheduling deficiencies by the contractor, evaluation of contractor monthly schedule updates, and a critical path schedule delay evaluation. He prepared expert reports, and provided expert deposition and hearing testimony. The initial legal ruling was in favor of the owner, was upheld upon appeal, and resulted in an award to the owner in excess of \$16 million. This award stands as one of the largest construction awards in the state of North Carolina.

- **The University of North Carolina Cogeneration Plant - Chapel Hill, North Carolina**

The UNC Chapel Hill cogeneration concept involves the simultaneous production of electricity with the production of steam for use on the University campus. Steam is passed through a turbine which drives a 28 megawatt generator and is extracted and used again for heating, cooling, and other purposes. As a contractor, Mr. Highfill headed up the scheduling team responsible for detailed planning and scheduling for construction of the plant, including design/build elements. He was also simultaneously charged with developing a detailed as built schedule related to a claim for delay and disruption during construction and plant start up, including participation in multiple mediation sessions.

- **Southern New Jersey Light Rail Project - Trenton to Camden, New Jersey**

This project involved a \$615 million design, build, operate, and maintain contract for a 34-mile diesel light rail transit system extending from Trenton to Camden, New Jersey. The scope of work included approximately 34 route miles; 20 station stops; over 20 rail bridge/overpass structures (renovations, upgrades, replacements, and new bridges); over 50 grade crossings; an equipment, maintenance, and yard facility; and the supply of vehicles. Challenges included constructing the project within the Conrail right-of-way while accommodating existing freight traffic, as well as constructing the section of downtown Camden while maintaining and protecting street-level traffic. As a consultant, Mr. Highfill was retained to provide planning and scheduling assistance to the contractor, including preparation of requests for time extensions for owner related design criteria revisions, and utility conflicts/relocation issues.

- **Marina Inn at Grande Dunes - Myrtle Beach, South Carolina**

Project involved the construction of three mid-rise building resort facilities adjacent to the Intercoastal Waterway, including a marina. Configurations include hotel, condominium, and amenities buildings. As a consultant, Mr. Highfill was retained to analyze and defend a claim submitted by the general contractor. His work included a schedule delay analysis and evaluation of the performance of the general contractor. The matter was resolved favorably for the client at mediation.

Publications, Training, Seminars & Conferences

James T. Highfill



- NC/SC Bar Association Annual Conference Charleston SC September 2011, 2013.
- Construction Users Roundtable (CURT) Conference Atlanta, GA - October 2009.
- Mid-South Construction Law Conference University of Kentucky - September 2009 - Presentation "As Planned vs. As Built Schedule Analysis Methodology."