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EDUCATION

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| MS, Civil Engineering | University of California, Berkeley, 1984 |
| MS, Business Administration | Boston University, 1980 |
| BS, Civil Engineering | United States Military Academy, West Point, 1977 |

SUMMARY

Mr. Fink has more than 40 years of experience in the construction industry. He is a licensed Professional Engineer with testifying experience in both arbitration and mediations. He experience spans project management, scheduling, inspection and coordination on residential and housing, education, transportation, hotel and hospitality, federal, courts and corrections, water and wastewater, healthcare and energy projects. He is an expert in schedule delay analysis and has worked with both owners and contractors to dispute construction claims and prepare requests for additional time and compensation. He has coordinated, designed, and implemented management information systems on numerous billion-dollar programs, including one that was awarded the New York City Mayor's Technology Award in 2002.

PROFESSIONAL EXPERIENCE

Residential and Housing

- **Cobble Hill Condominiums, Brooklyn, NY:** Provided an expert report at arbitration for a general contractor in a \$14 million claim by the developer on a condominium conversion. Identified critical delay responsibility associated with the delay and quantified a counterclaim against the developer for this \$30 million construction project.
- **Troop Dormitory, Ft Devens, MA** Provided an expert report, schedule delay analysis and expert testimony at mediation to support the Department of Justice in a \$4M claim against the Army Corps of Engineers. Identified more than 25 project delays, with responsibility and time assigned for each delay. The delay analysis successfully countered the contractor's claim, leading to a settlement of less than 15% of the claim amount.
- **Empire Condominium Board, New York, NY:** As Project Executive oversaw a team and coordinated the contractor's efforts to complete the construction project under a New York State Attorney General Agreement. On behalf of the Condominium Board, helped to resolve \$3 million in project deficiencies to include extensive exterior repairs. Provided cost-to-complete estimates for ongoing renovation work.

- **Co-op City, Bronx, NY:** Using the baseline and update schedules, daily reports, and contract correspondence, assisted the general contractor in demonstrating legitimate delay activities to prevent the owner from assessing interim liquidated damages. Developed and evaluated seven delay issues. Defended the general contractor from a subcontractor lawsuit for inefficiency and interference, and recovered more than \$1 million for the general contractor utilizing delay analysis and assignment of delays.
- **Osborne Retirement Community, Rye, NY:** As Project Executive coordinated the construction phase of this 54-unit apartment complex, 26 duplex homes and skilled nursing facility and the design of the renovation of 82 existing apartments. The nine-month construction phase required tight scheduling and coordination of work effort. The one and two bedroom apartments, along with a new pool were part of an overall \$80 million expansion to the facility.

Education

- **Lincoln School, North Bergen, NJ:** Provided expert report and expert witness testimony in deposition. The project involved the construction of a three story building addition and miscellaneous improvements to the school, an existing public school. Construction dispute was \$3 million and the total construction value was \$8 million.
- **New York School Construction Authority, Queens, NY:** Re-constructed change orders and developed cost damages on behalf of a general contractor on a \$5.2 million New York City public high school project. Provided expert reports used for settlement purposes with the NYC School Construction Authority and New York City Law Department.
- **Westchester County School District, NY:** Constructed as-built schedule through interviews and review of more than 45,000 documents on a \$40 million school expansion and renovation project on behalf of the School District. Other activities included creation of an as-planned verses as-built schedule analysis, identification and development of key project impacts, allocation of delay responsibility, quantification of cost damages, and production of comprehensive expert report.
- **Bronxville School, Bronxville, NY:** Provided an expert report for this high school project involving a terminated contractor and responding bonding company. The dispute primarily concerned the causes of and costs associated with the project's 26-month delay in achieving substantial completion. The Board of Education of the Bronxville School asserted that it was within its contractual rights to terminate the contractor and contended that nearly the entire delay to the completion of the project was the responsibility of the contractor. The total construction value was \$25 million.
- **School District, Paterson, NJ:** Provided expert report on behalf of this New Jersey School District, which terminated the construction manager for cause on a school renovation project. As a result of the expert report, the client successfully settled the construction claim. The expert report was based on analysis of the job performance of the construction manager and given in support of a lawsuit filed by the school district. Also included was a review of the construction claims and change orders filed by the four contractors, involving extensive document review and schedule analysis, as well as developing negotiation strategies to resolve the change orders and claims.

- **School District, Mt Lakes, NJ:** For this New Jersey School District, evaluated more than \$500,000 in change orders and construction claims to identify parties responsible for each delay. Negotiated settlement with all parties, including the contractor, engineer, and construction manager.
- **USMA Dining Facility Renovation, West Point, NY:** As scheduler, provided comprehensive scheduling and cost control services for the \$30 million renovation of the dining facilities at West Point. The original plan called for 5 phases and a small temporary facility for swing space. Working with the owner, the construction duration was reduced by six months by increasing the size of the temporary facility to accommodate all food preparation and storage needs. This revision reduced the inconvenience to staff and cadets as well as solving the safety questions over asbestos abatement and ongoing construction in a mess hall. The temporary facility provided 13,000 meals per day during construction. The renovation to this 200,000 square foot food processing facility includes furnishing and installing \$5 million of new kitchen and bakery equipment, \$7 million in mechanical upgrades, \$3 million in electrical upgrades, an upgrade of the fire sprinkler system, installation of new elevators, asbestos and lead abatement, demolition and site work. The project took advantage of partnering between the contractor, owner and client to effectively communicate, work together as a team and resolve issues.
- **Columbia University, New York City, NY:** As Project Executive guided a team of project managers, construction inspectors, and schedulers in the management of Columbia University's construction program. During the two year involvement, created a management information system, which organized program wide master schedules, identified and resolved problems on construction projects, and put systems in place to bring projects in on schedule and within budget.
- **Special Olympic Games, Southern Connecticut State University, New Haven, CT:** As Project Manager, organized ten construction contracts to upgrade university facilities to meet fire, life safety and handicap access codes for the Special Olympic World Games. Projects included student dormitory renovations, mechanical system upgrades and auditorium and gymnasium renovations. Responsibilities included construction inspection, schedule development and updating, change order analysis and negotiation. All projects were required to meet extremely tight deadlines.
- **PS 135 Design-Build, Queens, NY:** Provided project management and scheduling services on the \$9 million NYCSCA project. The project included the construction of a two-story school building with an elevator, kitchen, serving area, food storage areas, bathrooms, and classrooms. The superstructure system consists of piles and caps, structural slab, steel skeleton, precast floor panels and masonry. As the project progressed, we identified any delaying factors and made recommendations for mitigation of the delays.
- **Transportable Classroom Construction, Queens, NY:** Project Manager for the design-build of transportable classrooms at eleven schools located in Queens, New York for the New York City School Construction Authority. This high priority program, initiated by the mayor in January, requires tight management to coordinate the design and construction for use of the classrooms by August. Design services involved siting of each unit, designing and coordinating with local authorities for utility connections, and production of bid documents. Bid phase services includes managing the solicitation and award of the contracts. Construction services includes contract administration and management, contractor oversight, quality assurance testing and owner coordination.
- **PS 123 School Renovation, Queens, NY:** Scheduler producing the baseline and monthly schedule updates on this School Construction Authority project. The project involved complete asbestos

abatement, masonry repair, roof work, window and door replacement, new plumbing work, boiler installation, painting, and sitework. The project requires continuous coordination with the school personnel to insure uninterrupted student teaching.

- **PS 135 Design Build Renovation, Queens, NY:** Scheduler producing the baseline and monthly schedule updates on this School Construction Authority project. The project entails the construction of a two-story school building consisting of an elevator, kitchen, serving area, food storage areas, bathrooms, and classrooms. The superstructure system consists of piles and caps, structural slab, steel skeleton, precast floor panels, and masonry. As the project progresses, updated the schedule, identified any delaying factors, and made recommendations for mitigation of the delays.

Federal

- **Troop Dormitory, Ft Devens, MA:** Provided an expert report, schedule delay analysis and expert testimony at the mediation to support the Department of Justice in a \$4M claim against the Army Corps of Engineers. FAI identified more than 25 project delays, with responsibility and time assigned for each delay. The delay analysis successfully countered the contractor's claim, leading to a settlement of less than 15% of the claim amount.
- **Dormitory, Langley Air Force Base, Norfolk, VA:** Provided an expert report in response to a \$3.5M claim filed by the general contractor on a new 18-unit (72-person) dormitory facility. Provided guidance to the client on negotiation strategies. The total construction value was \$10 million.
- **U.S. Department of State, Overseas Building Operations, Beijing Embassy, Beijing, China:** As Claims Analyst on an eight building, \$150M embassy program, responsibilities included scheduling and project controls. Mr. Fink also reviewed and assisted with the negotiations of a \$3.5 million claim, which was resolved in favor of the government.
- **Barracks Building 3000, Fort Lee, VA:** Scheduling manager on the installation of temporary barracks modular buildings and the renovation of a two-story barracks building. This included sitework, demolition, site utilities, and installation of twelve temporary modular buildings with all associated systems. The total construction value was \$17 million.
- **Barracks Building 705 Renovation, Ft. Eustis, Norfolk, VA:** Schedule manager on the renovation of existing troop barracks and provision of temporary facilities for swing space. The total construction value was \$7 million.
- **Stony Lonesome Housing Area Expansion, West Point, NY:** As scheduler, provided comprehensive scheduling and cost control services for the design and construction of 118 new modular housing units with site utilities, associated access roads, and recreational athletic fields. Included in this \$22 million project was the lead and asbestos abatement during the demolition of 67 units of housing at a separate location.
- **Ft Ritchie Base Closure Program, Ft Ritchie, MD:** Ft Ritchie is a 3200-acre military base, which is being closed due to the 1995 Base Closure program. As program manager, supported the installation commander through the development and management of a comprehensive project management control system. Closure of the base requires relocation of all personnel and missions to other installations, environmental restoration of effected areas on the installation and disposal of military

property no longer required for use. These actions must be sequenced to insure that the installation will be completely closed by October 1, 1998, to meet congressional mandates. Worked closely with over 35 different organizations involved with this base closure to include other installations, higher headquarters and the local redevelopment authority. Through structured interviews, experience with the process and a thorough understanding of the government policies and procedures, developed a comprehensive master schedule of over 5000 activities, which synchronized closure actions. As the base closure progressed, identified schedule slippage and areas of concern, working with the appropriate party to bring the schedule back in line. Largely as a result of the control program, the closure of Ft Ritchie completed significantly ahead of schedule and is considered one of the Army's success stories with the complicated base closure process.

- **Western Supply Distribution Center, Stockton, CA:** As Claims Manager defended the U.S. Army Corps of Engineers against a \$2M claim for delay and inefficiency by the steel subcontractor. Using the contractor's resource-loaded schedule and daily reports, demonstrated that the contractor used fewer man-hours than planned, therefore sustaining no inefficiency. Claim was withdrawn.
- **Barracks Building 3000, Fort Lee, VA:** Scheduling manager on the installation of temporary barracks modular buildings and the renovation of a two-story barracks building. This included sitework, demolition, site utilities, and installation of twelve temporary modular buildings with all associated systems. The total construction value was \$17 million.
- **Barracks Building 705 Renovation, Ft. Eustis, Norfolk, VA:** Schedule manager on the renovation of existing troop barracks and provision of temporary facilities for swing space. The total construction value was \$7 million.
- **Jacob K. Javits Federal Building Plaza Renovation, New York, NY:** Project Executive on the demolition and reconstruction of the existing plaza. Intent of project was to replace damaged waterproofing by exposing the existing structure, provision of a temporary waterproofing membrane to protect the structure, development of 100% construction documents for a new waterproofing system, repairs as needed to the existing structure, and construction of a new above grade plaza. Project logistics required constant coordination with the Department of Homeland Security and the GSA day care facility. This 50,000-square-foot plaza was funded in its entirety by the American Recovery and Reinvestment Act of 2009 (ARRA). The total construction value was \$18 million.

Disaster Recovery

- **NJ RREM Sandy Program Management (2013 to present):** As Program Manager, Mr. Fink designed and implemented the management information systems (MIS) for this \$1.2B housing repair program. As Program Manager, managed the CDBG-DR grant by the federal government that allocated funds for Renovation, Rehabilitation, Elevation and Mitigation (RREM) of more than 5000 homes. The RREM program covers the nine counties addressed in the CDBG-DR grant. The initial startup of administrative and operational activities required a thorough understanding of the program requirements, goals and an understanding of the CDBG-DR regulations and how these guidelines impact program protocols. Managed the drafting of program specific policies and procedures for the project as part of the program startup. Supervised the scheduling, document management, quality assurance, and systems integration with the client information systems. Interfaced weekly with the DCA CIO to insure effective program reporting and system integration with NJ DCA systems. Implemented a reimbursement program in response to revised HUD requirements.

- **NJ Landlord Rehabilitation and Repair Program Sandy Program Management (2013 to present):** As Program Manager, Mr. Fink designed and implemented the management information systems (MIS) for this \$70 million program to reimburse landlords for damage to small rental units. Developments of up to twenty-five units were eligible for these HUD grants. MBP was responsible for QA, schedule, document control, HUD/FEMA compliance, and the development and implementation of the management information system. The program involved more than 1,500 rental units. MBP prepared a plan for review and approval by DCA and implemented the approved plan throughout the course of the program. The initial startup of administrative and operational activities required a thorough understanding of the program requirements, goals and an understanding of the CDBG-DR regulations and how these guidelines impact program protocols. Managed the drafting of program specific policies and procedures for the project as part of the program startup. Interfaced weekly with the DCA CIO to insure effective program reporting and system integration with NJ DCA systems.
- **New York State Governor's Office of Storm Recovery (GOSR) (2013 to present):** As Project Executive coordinated the Initial Site Inspections on 1100 homes and the management of more than 8000 homes in Nassau, Suffolk and Westchester counties. Coordinated with GOSR to provide timely information and reporting on various aspects of the program. Insured work on homes met HUD requirements.
- **NYC Rapid Repair IT Support, New York, NY (2012 – 2013):** Mr. Fink designed and implemented the information management system for the New York City Rapid Repair Program, working with more than 15,000 homeowners to repair electrical, heat and water issues to allow the homeowners to move back into their homes after damage from Hurricane Sandy. He designed and oversaw the implementation of an information management system to track the repairs on each individual house. This electronic system accepted input from hand-held devices or other electronic inputs and utilized work flows for review and approval of contractor work and invoices. MBP also provided measures and statistics for managers to track progress and make needed adjustments as the program progressed. The total construction value was \$450 million.
- **Hurricane Andrew Recovery Office, Corps of Engineers, Miami, FL (1992 - 1992):** As Rescue Officer for the Corps of Engineers, coordinated FEMA and other disaster agencies for the \$600 million reconstruction of 45 schools and other renovations resulting from damage done by Hurricane Andrew. All but four schools were reconstructed in time for reopening for the school year. Followed up with the Chief of Engineers in Washington, DC to continue disaster planning and ESF-3 FEMA Coordination.

Program Management

- **U.S. Department of State, Overseas Buildings Operations, Rosslyn, VA (2002-2007):** Served as program manager to create scheduling policies and procedures for the ten-year embassy construction program. Coordinated with planning, real estate, design, and construction to capture business practices in generic schedules. Supervised the scheduling group in the implementation of the generic schedules to more than seventy project specific schedules, with a total construction value of \$8 billion.
- **Columbia University Design and Construction Program, New York, NY (1994-1996):** As Project Executive guided a team of project managers, construction inspectors, and schedulers in the management of Columbia's program. During the two year involvement, created a management

information system that organized program wide master schedules, identified and resolved problems on construction projects, and put systems in place to bring projects in on schedule and within budget.

- **Special Olympics World Games, Southern Connecticut State University, New Haven, CT (1991-1992):** As Program Manager, organized ten construction contracts to upgrade university facilities to meet fire, life safety and handicap access codes for the Special Olympics. Projects included student dormitory renovations, mechanical system upgrades, and auditorium and gymnasium renovations. Responsibilities included construction inspection, schedule development and updating, and change order analysis and negotiation. All projects meet extremely tight deadlines, completing prior to the Special Olympics.
- **Logan International Airport, Boston, MA (1991-1994):** As Information Manager, created a management information system that organized and reported on schedule, cost, budget, and critical project aspects for this 18-project construction program. Utilized a combination of Local Area Networks (LANs) and Wide Area Networks (WANs) to collect and distribute time critical information to decision makers.
- **GSA Region 11 Term Services Program San Francisco, CA (1988-1990)** Served as program manager for 35 rehabilitation and construction projects in Northern California under a term services contract for the GSA. Responsibilities included managing construction inspection, change order analysis and negotiation, contract interpretation, schedule monitoring and coordination with user agencies. Projects included office-building conversions, computer centers, and warehouses and involved interiors and exterior repairs, build outs and system modifications. One major project required the removal and replacement of 130,000 square feet of terra cotta siding on the 16-story U.S. Appraisers Building.

Courts and Corrections

- **Federal Courthouse, White Plains, NY:** As Project Executive coordinated the management of the design build contractor for this 155,000 square foot, seven story new federal courthouse. This project utilized phased construction with accelerated design and construction schedules. Initial services included a master project management plan and a master schedule. During the design phase, established cost and schedule control as well as design reviews. Construction phase services included inspection, schedule and cost control, and change order administration.
- **Radgowski Correctional Institution, Uncasville, CT:** As Project Manager, provided construction management services for the construction of this 400-bed medium security correctional center, formerly known as the Montville Correctional Facility. Supervised construction inspection, change order review and provided claims avoidance services.
- **Broome County Safety Facility, Binghamton, NY:** As Scheduling Manager supervised the completion of a master schedule and the creation of a project schedule coordinating four prime contractors. Following creation of the baseline schedule, supervised the monthly updates and pay requisitions.
- **U.S. Court of Appeals, San Francisco, CA:** As Claims Manager coordinated the defense of the General Services Administration (GSA) against a \$1M claim for delays and disruptions. Through evaluation of the contractor's original schedule, creation of an as-built schedule and review of the project

documentation, assignment for responsibility for each delay was established. A negotiating position for the GSA was developed and negotiation assistance provided. Claim was settled for \$230,000.

Transportation

- **Bayonne Bridge Navigational Clearance Program (2012 to present):** As Program Manager evaluated various management information systems against client requirements, selecting and implementing eBuilder. Actively involved in the workflow and business process implementation for the unique requirements of the Port Authority of New York and New Jersey in eBuilder. Assisted in the training of consultant and PANYNJ staff, as well as follow up for system adjustments to insure eBuilder was effectively meeting client and project team requirements.
- **Williamsburg Bridge Rail Shutdown, Brooklyn, NY:** As scheduling manager, supervised the hourly, resource and cost loaded baseline and weekly schedule updates on this \$129 million NYC Transit Authority / Department Of Transportation project. The project, which entails the shutdown and replacement of the rail structure currently in use, involves the removal and replacement of rail, steel girders, pile caps, and partial bridge structure. Involved in detailed planning during the year preceding the five-month shutdown of a major subway line servicing New York City and Brooklyn. During the shutdown, supervised the creation of an hourly schedule each night for as many as 12 cranes, utilizing staged lane closures. Assisted the project team in accomplishing all work in four months, allowing the contractor to receive full bonus.
- **West Side Highway, New York, NY:** Provided an expert report on a project involving the reconstruction of the Westside Highway. As a result of the encountered delay at Chamber N-45, contractor was forced to perform the work out of the contemplated sequence, in restricted work areas at different times of the year due to weather, all of which have contributed to the change in the character and nature of the work. Demonstrated that the contractor deserved his full bonus, despite finishing 11 months late. The total construction value was \$43 million.
- **Transportation Security Administration (TSA) Nationwide Security Upgrade (2002-2004).** As schedule manager, implemented a program wide and project specific scheduling system for the FAI created numerous generic baseline schedules, adapting these schedules for use at the 427 airports in the program. As the program progressed, FAI made any required logic changes to the schedules during a weekly update process. As new schedules were published, all team members were kept current on the schedule status, allowing adjustments to actions to occur to keep each airport on schedule.
- **New Jersey Department of Transportation Program Management, Trenton, NJ (1997-1998):** Served as Director of Scheduling and Project Controls for the restructuring and creation of policy and procedures for the \$2 billion NJDOT program. The assignment included creating a management information system for the scheduling and organization of over 200 highway and bridge projects as part of the 1997-2001 capital budget.
- **Bus Depot, Newark, NJ:** Provided expert testimony at arbitration between a general contractor and his terminated steel subcontractor at a Bus Depot Facility in Newark, NJ. The testimony was based on analysis of the job performance of the steel subcontractor and impact on the schedule by nonperformance and delays.

- **San Jose Transit Mall, San Jose, CA:** As Claims Manager assisting the City of San Jose in defending a \$26M claim for inefficiency and delays, coordinated the completion of an as-built schedule identifying owner and contractor delays. The project was complicated by utilities and basement encroachments. These efforts reduced the settlement to the contractor to \$3.1 million.
- **Metropolitan Transportation Authority Capital Improvement Program, New York, NY (1991-1994):** Served as Information System Manager on work as Independent Engineering Consultant the New York Metropolitan Transportation Authority (MTA) during the implementation of the MTA's second and third 5-year capital improvement programs. The programs include major transit infrastructure improvements and facility rehabilitation projects for the New York City Transit Authority, Metro-North Commuter Railroad and the Long Island Railroad.
- **34th Street Station Subway Rehabilitation, Manhattan, NY:** As scheduler, produced the baseline and schedule updates on this \$35 million New York City Transit Authority project. The project involves the complete rehabilitation of the 34th Street Station, to include new and refurbished elevators, stairs, refurbished express and local platforms, new paid passageways, new signal quarters, and reorganization of fare collection areas. The project, divided into seven phases, required close coordination with the Transit Authority to insure uninterrupted subway service through this major subway station serving Penn Station and the Long Island Railroad.
- **Goose Creek Bridge, Wantagh, NY:** As scheduler, provided the New York State DOT scheduling services on this critical bridge rehabilitation. The original bridge failed and was replaced with a temporary bridge under an emergency contract. The contract required completion of the southbound lanes, followed by the northbound lanes during the fall, winter and spring. This critical work must be completed prior to the summer beach season on the Wantagh Parkway access to Jones Beach. The contractor drove 54" concrete piles a total of 130 feet to protect against scour, which caused the original bridge to fail. Construction was complicated due to the considerable current at the bridge, which caused the damage to the original bridge. Analyzed the contractor's baseline schedule to insure proper planning of the project. Met with the contractor on a weekly basis to review progress on the project compared with the baseline. Based on the contractor's performance on the southbound lanes, FAI recommended that the NYSDOT allow the contractor to proceed to the northbound lanes prior to the summer season. With FAI's guidance, this work was completed three weeks early, providing the maximum number of traffic lanes for the summer beach season.
- **Harlem River Drive Resurfacing, Manhattan, NY:** As scheduler, provided scheduling and project control services on a critical highway resurfacing project on this freeway in Manhattan. This four-mile section is being resurfaced while maintaining traffic flow in both directions. Close coordination was required between ongoing projects to insure adequate availability for the considerable traffic using this major roadway. The detailed schedule coordinated daily movement of Jersey barriers and the hourly work activities. The contract for this fast-paced work featured a bonus and penalty clause.
- **Hempstead Turnpike Resurfacing, Hempstead, NY:** As scheduler, provided scheduling and project control services on a critical highway resurfacing project on this major thoroughfare on Long Island. The project includes a mandatory completion date for the project prior to the adjacent Goodwill Games. This three-mile section is being resurfaced while maintaining traffic flow in both directions. Close coordination was required between ongoing projects to insure adequate availability for the considerable traffic using this major roadway and access to numerous businesses along the turnpike. The detailed schedule

coordinated daily lane closures and hourly work activities. The contract for this fast-paced work featured a bonus and penalty clause.

Water and Wastewater

- **Union City Wastewater Treatment Plant, Union City, CA:** As Claims Manager supervised the efforts to assist Flour Contractors, Inc. in obtaining \$3.4 million for delays and owner impacts. Developed and researched 33 issues and an as-built schedule that formed the basis for the award.
- **Aeration Tank Covers, Cedar Creek Water Pollution Control Plant, Wantagh, NY:** As scheduler, coordinated three prime contractors into one consolidated schedule for this \$15M project, which included the installation of aeration tank covers in six existing tanks, construction of an odor control building facility, the associated piping and ductwork, fans to move the air, and three scrubbers and other equipment necessary for the removal of odorous air from the tanks. Due to intense public interest, monthly reports are submitted to Nassau County for public distribution.
- **New Final and Aeration Tanks, Wantagh, NY:** As claims manager, provided schedule impact analysis for Nassau County on this expansion of the Cedar Creek Water Pollution Control Plant. The \$16 million project involved the construction of six new final settling tanks and the modification and upgrading of six existing aeration tanks. The project completed more than eight months beyond the contractual completion date. Reviewed the correspondence, project records, schedules, and interviewed the project participants to establish the responsibilities for each delay. The schedule impact analysis was conducted using the revised baseline schedule and inserting the appropriate delays resulting from actions by the four contractors and Nassau County. Expert report identified the responsibility of the resulting change in completion date of the project assigned to the party responsible for the delay.
- **Digester Rehabilitation, Wantagh, NY:** As Claims Manager, provided schedule impact analysis for Nassau County on this expansion of the Cedar Creek Water Pollution Control Plant. The project completed more than one year beyond the contractual completion date. Reviewed the correspondence, project records, schedules, and interviewed the project participants to establish the responsibilities for each delay. The project included the rehabilitation of two existing primary digesters, modifications of the Digester Control Building, rehabilitation of three sludge heat exchangers, replacement of four sludge circulating pumps, replacement of five recirculation gas compressors, plumbing, heating, electrical and HVAC systems associated with the modifications, and site work.
- **Central Hot & Chilled Water Systems, Cedar Creek Water Pollution Control Plant, Wantagh, NY:** As Claims Manager, provided schedule impact analysis for this \$18 million project that completed more than 350 days beyond the contractual completion date. Reviewed the correspondence, project records, schedules, and interviewed the project participants to establish the responsibilities for each delay. The project included the demolition of five engine generators, installation of four new hot water boilers, demolition of three steam boilers, installation of two new centrifugal chillers, site work as well as electrical systems, heating, plumbing, ventilation and air conditioning required for this work.
- **Addition of Aeration Tank No. 5, East Rockaway, NY:** As scheduler, provided development of the baseline schedule and monthly updates of the construction of Aeration Tank No. 5. This project included three general contractors, requiring integration of three schedules into one consolidated baseline. The project included extensive sheet piling and excavation, dewatering, importing and compaction of select fill, and a detailed concrete pour schedule. The new tank required an influent chamber, and installation

of an aeration and instrumentation and control systems. Additional modifications were made to the operations gallery, operations building, and the four existing aeration tanks.

Hotel and Hospitality

- **Sheraton Palace Hotel, San Francisco, CA:** As Construction Manager coordinated the design and managed the construction phase for upgrade and renovation of a 560 room, landmark status, turn of the century hotel. The project involved asbestos abatement, seismic improvement, complete mechanical and electrical system upgrades (including new elevators and a central plant), a new 50-meter Olympic pool, and complete architectural finishes. Worked with the San Francisco office of Skidmore, Owings & Merrill for three years during the design and construction phase. Estimating and negotiation reduced change orders by nearly \$9M. The hotel was originally constructed and opened to the public in 1875. (\$150 million)
- **Sheraton, Times Square, NY:** As Owner's Representative provided bid phase services and negotiated with multiple prime contractors on the mechanical renovations. Project involved upgrading the mechanical systems from two pipe to four pipe. Construction took place in 1750 guest rooms, the basement, roof levels and the back of the house, requiring extensive coordination with hotel management and the architect and engineer.
- **Four Seasons Hotel, New York, NY:** Brought in at the 50% point in construction of this \$230M hotel, resolved the schedule and cost issues disrupting the project progress. Project was brought back on schedule and completed within the original budget.
- **Brooklyn Historical Society, Brooklyn, NY:** Claims Manager on this renovation on the historical society. The contractor was responsible for all necessary electrical work per plans and specifications. All work was to be completed thirty-six weeks after the issuance of the notice to proceed. The project was not completed on time and the contractor submitted the claim in for equitable adjustment. The total construction value was \$2 million.
- **L'Enfant Plaza Hotel and Plaza Renovations:** As Project Manager, provided design and construction phase management services for identification and correction of water infiltration sources to retail space, parking garages and the hotel. FAI created a program master schedule to meet bank imposed deadlines for correction of the water infiltration problems. The design phase services include shortlisting A/E firms, RFP preparation, proposal evaluation, evaluation of the infiltration study, alternative selection, and management of the design process, to include preparing major portions of Division 1 of the specifications. Bid phase services include shortlisting construction contractors, responding to questions during the bid process, evaluations of bids, and selection of contractor. Construction phase services include management of the entire project, to include quality assurance, progress payment certification and coordination with the lender, testing, and coordination with the property owner.
- **Jacob K. Javits Federal Building Plaza Renovation, New York, NY:** Project Executive on the demolition and reconstruction of the existing plaza. Intent of project was to replace damaged waterproofing by exposing the existing structure, provision of a temporary waterproofing membrane to protect the structure, development of 100% construction documents for a new waterproofing system, repairs as needed to the existing structure, and construction of a new above grade plaza. Project logistics required constant coordination with the Department of Homeland Security and the GSA day

care facility. This 50,000-square-foot plaza was funded in its entirety by the American Recovery and Reinvestment Act of 2009 (ARRA). The total construction value was \$18 million.

Healthcare

- **Naval Hospital, Portsmouth, VA:** For this hospital construction program, evaluated the contractor's \$22M delay claim, identifying Architect, Contractor and Owner delays through extensive analysis of the 3,000 activity schedule. Negotiated a settlement with the contractor for 10% of the claimed value on this \$350M, four-year construction project.
- **Skilled Nursing Facility, Suffolk, NY:** For this \$33M project, worked with the owner and contractor to recover six weeks in the schedule lost during the site and foundation work.
- **Mid-Hudson Psychiatric Center, Middletown, NY:** As Scheduling Manager supervised the development of a project schedule to coordinate the activities of five prime contractors on this renovation and phased new construction project. Services included baseline schedule development, monthly schedule and pay requisition updates and review of delay claim.

Industrial

- **Paul Miller Audi Showroom:** Provided an expert report evaluating the construction management services for the construction of a new 36,000-square-foot showroom, maintenance bays and office space. The project completion was delayed and costs ran significantly over budget. The total construction value was \$4 million.
- **San Jose Convention Center, San Jose, CA:** As Claims Manager, assisting the City of San Jose in defending a \$15M claim for inefficiency and delays, supervised production of an as-built schedule and negotiated with the general contractor to resolve the claim. These efforts reduced the settlement to \$1.6 million.
- **Northville Holtsville Terminal Remediation Brookhaven, NY:** As scheduler, provided program and project scheduling as well as cost control on this crucial petrochemical remediation project. The initial task required completion of a program schedule for client and regulatory approval. Included in this schedule are all permits and public agency submissions. Follow on tasks included preparation of a detailed construction schedule, complete with a detailed budget. During construction, this schedule will be used to closely monitor progress to insure timely completion of the project. The completion date is crucial to meet court directed clean up milestones.

Energy

- **Conrad B. Duberstein U.S. Bankruptcy Courthouse, Brooklyn, NY:** Project Executive on an energy upgrade program for this 598,268-gross-square-foot historic federal courthouse is occupied by the U.S. Bankruptcy Court, the Offices of the U.S. Trustee, the U.S. Attorney, and the U.S. Postal Service. The project consisted of providing energy savings/production by addressing demand control ventilation, replacing the existing chiller/heaters with new energy efficient chillers and boilers, installing variable frequency drives (VFDs) for the cooling towers, installing a 10-kilowatt photovoltaic array, re-lamping of existing fixtures, and intelligent lighting controls. This energy conservation and renewable energy generation project was funded under the American Recovery and Reinvestment Act of 2009. The project

obtained LEED Certification under the LEED EB: OM rating system. The total construction value was \$7 million.

PROFESSIONAL CERTIFICATIONS / REGISTRATIONS

Professional Engineering (P.E.) Civil - Virginia
Certified Construction Manager (CCM)
OSHA 10 Hour Course – Construction Safety & Health

PROFESSIONAL ASSOCIATIONS

Member, American Bar Association (ABA)
Member, Construction Management Association of America (CMAA)