LONG INTERNATIONAL

PETER F. FRANCO, P.E.

Peter F. Franco, P.E., is a Senior Executive Consultant with Long International and has over 40 years of experience on large international projects ranging in size from US$100,000 to over US$1 billion. He is a heavy civil engineering and construction professional recognized for his expertise in project management and corporate strategy. He performs standard of care analyses, constructability reviews, contract issue resolution, claims management, dispute resolution, corporate strategy development, and business process improvement services.

Mr. Franco has provided claims management on behalf of a government agency contractor, in which he developed and presented multiple ($10M+) claims for compensation and compensable time extensions. His efforts positioned the client for favorable monetary settlements by presenting articulate and compelling arguments that forced the owner to negotiate, rather than continue its practice of summarily rejecting claims.

During his prior employment with a global heavy civil construction company, he leveraged his experience with profitably managing numerous transportation and infrastructure projects to serve as director of corporate strategy and business process improvement. He spearheaded numerous corporate improvement projects, including: implementation of a new Enterprise Resource Planning (ERP) system; development of governance, risk management and compliance models; and implementation of workable corporate policies and processes to manage projects and control risk.

Notable among the projects he has managed is the largest project ever let at its time ($250M) by the New York State Department of Transportation for reconstruction of the Brooklyn Queens Expressway interchange with the Grand Central Parkway in Woodside, Queens, New York. He also managed the design and start of construction of a section of the $1B Air Train light rail service for JFK Airport in Jamaica, Queens, New York, a design-build project for the Port Authority of New York and New Jersey with multiple stakeholders including airport operations and airport tenants.

EDUCATION

M.S., Civil Engineering, Columbia University School of Engineering and Applied Science, New York, New York, 1977
B.S., Civil Engineering, Columbia University School of Engineering and Applied Science, New York, New York, 1976

PROFESSIONAL REGISTRATIONS

Registered Professional Engineer, New York (No. 058678)
Registered Professional Engineer, New Jersey (No. 28513)

PROFESSIONAL AFFILIATIONS

Association for the Advancement of Cost Engineering International
American Society of Civil Engineers
American Concrete Institute
Deep Foundations Institute

TEACHING AND SEMINARS

Corporate Presentation, Skanska USA Civil Northeast, Profitability Enhancement Program, 2001, 2002, and 2004
Honorarium Instructor, Columbia University School of Engineering and Applied Science, Construction Project Management Course, "Project Management," 2001 and 2002
Presentation and tour, The Moles Student Day Tour, 2001

CERTIFICATIONS

Prosci Change Management
Lean Six Sigma White Belt
Lean Six Sigma Green Belt (in training)

TECHNICAL EXPERIENCE

Representative U.S. technical experience includes:

- Project Management – Design/Build and Conventional Bid-Build Projects
- Claims/Dispute Resolution
- Project Administration/Operations
- Constructability/Value Engineering
- Troubleshooting
- Corporate Policy and Process Improvement
- IT and Software Solutions, Enterprise Resource Planning (ERP) Systems
- Corporate Change Management

PROJECT EXPERIENCE

Project Manager – Reconstruction of the Brooklyn Queens Expressway from Broadway to 25th Ave. in the City of New York for the New York State Department of Transportation (NYSDOT) – $250 Million: Directed reconstruction of approximately one-mile-long section of BQE Expressway and Interchange in Queens, New York. The project included replacement of thirteen highway and four CSX railroad bridges, three miles of retaining wall construction, utilities, and three interchanges. Foundation types include drilled shafts up to 10 ft. diameter and driven piles. Retaining walls consist of cantilevered reinforced concrete and permanent soldier pile and lagging-concrete composite walls. Steel bridges consist of rolled sections, plate girder, integral pier and girder construction, and a truss bridge. Concrete bridges consist of precast post-tensioned box beam and precast girder construction. Pavement is constructed of unreinforced concrete in accordance with NYSDOT "Modified European" design. During the course of the project, there were many design changes and consequential impacts to the schedule. Successfully managed efforts to obtain compensation for all significant additional costs. Change orders amounted to $35M of the total payment, including $10M in delay compensation and $1M in value engineering savings. Achieved six-month time saving and reduction of impact to travelling public by developing and promoting major roadway staging change requiring approval of NYSDOT and three community boards.

Project Manager – Implementation of Computerized Accounting, Payroll and Cost Control System for Company and Subsidiaries: Utilized extensive experience in project controls and procedures to supervise the implementation of a new system for accounting and cost control for the company, known as the Construction Management System ("eCMS") by Computer Guidance Corporation. Led the effort to educate users, convert setup and historical data from the old accounting and payroll systems into the new one, and transfer operations to the new system. The most challenging aspects of this project were not technical, as expected, but rather overcoming the personal and psychological resistance that arises when you change the way people do their jobs. Overall, approximately 36 users in eight departments converted to eCMS. In spite of heavy resistance on the part of some employees, successfully went live with the system with no major adverse impacts to operations.

Project Manager – New York Airport Access Program ("AirTrain") with Howard Beach Light Rail System for the Port Authority of New York and New Jersey – $1 Billion Design, Build, Operate and Maintain Contract: Managed design and start of construction of approximately four miles of light rail system, including three passenger stations, and the operations, maintenance, and storage facility building and yard. Responsibilities included interaction with three divisions of the Port Authority and their tenants, New York City Transit, New York State Department of Environmental Conservation (the guideway traverses a wetlands area), New York Department of Environmental Protection and the architect/designer for the project. Successfully overcame immense challenges of finding common ground among these groups' divergent needs to manage timely completion of section design, enhanced constructability, and commencement of construction on schedule.

Project Manager – JFK Redevelopment Program, Redeveloped Roadway Network – Construction Contract No. 6 for the Port Authority of New York and New Jersey – $30 Million: Managed redevelopment of the "Green" Parking area in JFK International Airport. The project included reconfiguration of existing roadways, including utilities, overhead sign structures, a toll plaza, and foundations for a future parking garage. This project was very challenging in that its schedule was integrated with that of construction of a major new terminal at the airport. Despite numerous design changes and disruptions caused by the other project, met all schedule interim and final completion milestones, and successfully negotiated $9M in change orders.

Project Manager – Rehabilitation of Route I-678 Viaduct – Contract No. 3 for the New York State Department of Transportation – $45 Million: Managed rehabilitation of approximately one-mile of the Van Wyck Expressway viaduct structure and a seven-ramp interchange with the Long Island Expressway in Queens, New York. The project included 600,000 sq. ft. of concrete deck rehabilitation, replacement of 25,000 ft. of existing steel bridge rail with concrete parapet, structural steel and bearing repairs, concrete pier repairs, new bridge drainage and subsurface drainage improvements. Despite being bid in a very competitive market, and with a very aggressive schedule, realized bid margin on this project.

Project Manager – Rehabilitation of Four Bridges on Route I-495 – Contract E for the New York State Department of Transportation – $3 Million: Managed rehabilitation of two roadway bridges and replacement of two pedestrian bridges over the Long Island Expressway in Queens, New York. Proposed and obtained approval by the NYSDOT and New York City Department of Transportation (NYCDOT) to fabricate and erect the two, 109 ft.-long pedestrian bridges preassembled. In addition, proposed and obtained approval by the NYSDOT, various New York City agencies and the City University of New York Queens College campus to close the roadway bridge adjacent to Queens College, and compress all the necessary repair work into one stage during the summer months, rather than two as required under the original contract. These

changes resulted in substantial cost savings to the project along with diminished inconvenience to the college student body and the traveling public.

Project Manager – JFK Redevelopment Program, Redeveloped Roadway Network – Construction Contract No. 1 for the Port Authority of New York and New Jersey – $54 Million: Managed the first and largest of the roadway redevelopment projects at Kennedy Airport. The project included construction of five elevated roadways totaling 18,000 sy in area, consuming 3,400 tons of structural steel and 16,500 cy of concrete. Joining the new elevated roadways to existing airport roadways are approximately 12,000 lf of new approach roads, amounting to 47,000 sy of asphalt pavement. Approximately 91,000 cy of earth was moved for new roadway construction. Under the roadways a 26 ft wide by 750 ft long baggage handling tunnel was constructed. To provide utility services to the airport, there were 12,000 lf of new storm and sanitary sewers, 121,000 duct ft of new electrical and communication lines, and 3,000 lf of new thermal lines. Total utility excavation amounted to 30,000 cy.

During the life of the project, proposed and managed design of several major modifications to the traffic staging, which accelerated the project and reduced the number of detours of airport roadway traffic. Construction progressed with little disruption to one of the busiest airports in the world and was completed 10 months ahead of a 35-month schedule. These changes resulted in substantial cost savings as well as much-diminished impact to airport patrons.

Project Engineer – Long Island Expressway Improvement Project, EB and WB Collector Distributor Roads under Long Island Railroad, for the New York State Department of Transportation – $21 Million: Managed administration and coordination of construction of two roadway tunnels flanking the Long Island Expressway and passing under the four Long Island Railroad mainline tracks to Manhattan. The project was modified under Value Engineering to eliminate jacking of temporary beams and casting of temporary piers under the tracks. A prefabricated temporary railroad bridge system, supported by elements of the permanent structure, was substituted. This necessitated temporary closures of up to three railroad tracks at one time. Was personally responsible for the requisite precise scheduling and coordination with L.I.R.R. management. The completed tunnels averaged 170 ft in length, and required 25,000 cy of excavation, 5,500 cy of concrete and 1,050 tons of steel reinforcement. The project was completed by the original completion date—although engineering and approval of the Value Engineering proposal required seven months' time—and won the American Society of Civil Engineers' Construction Award.

Other Construction Projects: A $6 million pump station project for the New York City Department of Environmental Protection, Staten Island, New York; a $12 million bridge reconstruction and widening project with wetlands mitigation for the New York State Department of Transportation, Staten Island, New York; and a $21.5 million tunnel, bridge and foundation project for the Long Island Rail Road West Side Storage Yard Complex, New York, New York.

Design Engineering: Included work on projects for the New York City Transit Authority subways, New York State Department of Transportation bridges, Metropolitan Atlanta Rapid Transit Authority subways, Washington Metropolitan Area Transit Authority subways, Center City Commuter Rail Connection subways (Philadelphia), Niagara Frontier Transportation Authority (Buffalo, New York) and Massachusetts Bay Transportation Authority subways (Boston, Massachusetts). Highlights among design projects were: underpinning of the five-story Long Island Railroad Station, a major commuter rail transit hub in Jamaica, Queens, New York, in conjunction with construction of the new Archer Ave. subway and station; and underpinning of a five-story building on 63rd St. and Lexington Ave. in Manhattan, New York, to accommodate a new subway station entrance through the building's first floor and basement.

PROFESSIONAL EXPERIENCE

Long International, Inc.
New York City, New York Area (April 2017 to Present)

As a Senior Executive Consultant with Long International, Mr. Franco provides construction claims analyses including the evaluation of cause and effect of delays, and cost overruns. Other responsibilities include performing standard of care analyses, constructability reviews, contract issue resolution, claims management, and dispute resolution services.

Construction Management Consultant
Flushing, New York (January 2016 to Present)

Provide heavy civil construction project management advisory service to contractors, owners, and other stakeholders. Served as government client's confidential advisor, determining procurement approach feasibility for $20B+ program. Organized and managed multiple claims for New York City contractor, conforming in timely manner to rigorous dispute resolution process specified in contract. Analyzed multiple sources of project data and correspondence going back over 2 years, organizing and successfully positioning all claims for consideration under contract's demanding dispute resolution time provisions. Developed and presented multiple $10M+ claims for compensation and compensable time extensions. Positioned client for more favorable monetary settlements by presenting articulate and compelling arguments that forced owner to negotiate, rather than continue practice of summarily rejecting claims.

Skanska USA Civil, Inc. *(Ranked as Top 10 National Heavy Construction Contractor)*
East Elmhurst, New York (2006 to 2015)

Director, Strategy and Business Performance. Provided management, advisory and development efforts for multiple strategic projects. Supported corporate subsidiary integration goal and growth plan. Developed and implemented corporate standards and systems integration. Spearheaded numerous corporate improvement projects, including governance, risk and compliance model, shared service center for finance and accounting, standard estimating and cost code books and methodology, strengthening management control and reducing risks to corporate profitability. Influenced management to proceed with multimillion-dollar implementation of new tier-1 ERP system better suited for administration of a multibillion-dollar company by developing convincing business case and presenting to CFO. Served as subject-matter expert in heavy construction operations and business aspects of projects, guiding other SPG members and developing business cases that supported numerous performance-enhancing and practical projects. Supported resource management, policy, process and procedure improvements, coordinating development and implementation of various initiatives regionally by working closely with IT department and software vendors.

Project Manager, Common Processes & Procedures. Managed common accounting and business platform development and documentation, including policies, processes and procedures. Facilitated transition of 8 acquired companies into national corporate entity with singular branding. Managed and documented development of common policy manual for finance and accounting used by parent and subsidiary companies nationally. Promoted collaboration and achieved agreement among committee members composed primarily of financial executives with strongly held but disparate views through employment of strong communications and negotiating skills. Guided committee toward practical standards by utilizing prior knowledge and experience in field operations, estimating, finance and accounting and corporate software systems. Supervised development of and documented procedures manuals for various accounting functions utilizing corporate accounting software system. Facilitated standard process and procedure establishment at project level by

alerting management of urgent need. Developed standard contract forms used regionally in collaboration with legal department and other stakeholders.

Construction Project Claims Manager (concurrent assignment, 2008 to 2009). Assigned to company team to take over management from lead joint venture partner of $200M highway interchange project 40% over budget and one-year behind schedule. Generated change orders and payment for over 60 claims valued at $3M, and more significantly, multiple time extensions that offset all potential liquidated damages and resulted in early completion bonuses. Overcame previous exceedingly poor relations with prior project management team by establishing collaborative and fruitful working relationship with owner's project manager.

Skanska USA Civil NE, Inc. *(Formerly Slattery Associates)*
Whitestone, New York (1977 to 2006)

Construction Project Manager. Managed numerous heavy civil construction projects for major transportation projects for New York City subsidiary of global construction company. Directed largest contract to date for New York State Department of Transportation (NYSDOT) interchange reconstruction project with over 20 highway and railroad bridges and final cost of $250M after multiple design revisions. Overcame intense opposition by owner's representative by negotiating and winning compensation for $10M delay claim and all additional costs, extensions of time and value engineering that amounted to $35M of total; despite many design changes by owner, project final margin substantially exceeded original bid margin. Achieved six-month saving and related cost savings by developing and promoting major roadway staging change requiring approval of New York City Department of Transportation and 3 community boards. Saved $1M through development and promotion of unique support of excavation design change. Supervised implementation of new computerized accounting, payroll and cost control system for company and subsidiaries by utilizing extensive experience in project controls and procedures. Managed design and start of construction for section of $1B AirTrain project for JFK International Airport, Port Authority of New York and New Jersey, including 4 miles of light rail system, 3 passenger stations, car rental facilities for five companies and operations, maintenance, and storage facility building and yard. Completed design on time and on budget while managing exceedingly difficult negotiations with multiple stakeholders with opposing agendas. Predicted early in project that major scope changes imposed by owner would substantially impair margin and schedule.

Project Engineer. Managed and supervised heavy construction projects primarily in the transportation sector.

Design Engineer. Responsible charge for support of excavation, underpinning and street decking design for subway projects along East Coast.