J. Paul Silvestri, Jr.

J. Paul Silvestri, Jr., is a recognized construction professional. From craftsman to chief executive officer, Mr. Silvestri possesses over 39 years of experience in the execution of major heavy civil engineering projects, and 19 years experience advising public agencies on construction issues and management reviews relative to program financial status, schedule, safety, and claims relating to heavy civil engineering programs. Mr. Silvestri is a graduate of Stanford University with a Bachelor of Science Degree in Civil Engineering.

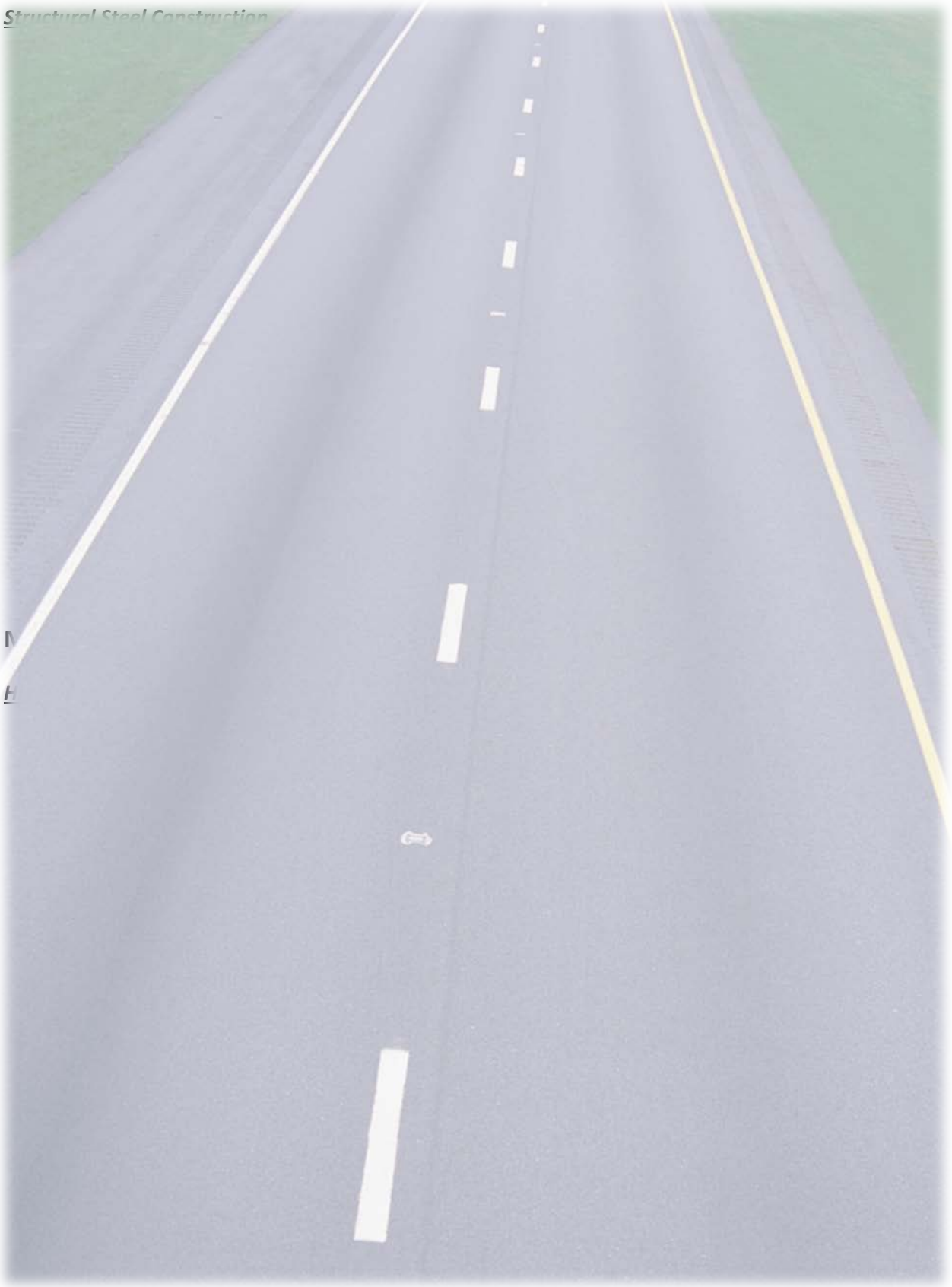
Mr. Silvestri's experience centers around heavy civil engineering construction programs with particular emphasis on estimating, construction engineering, and management. He has been responsible for estimating and construction operations that in current dollars would be in excess of several billion dollars.

Mr. Silvestri previously served as a technical advisor to the congressionally appointed National Surface Transportation Policy and Revenue Commission. He currently serves on Technical Advisory, Peer Review, Expert Review Panels and Management Committees, as well as Dispute Review Boards related to heavy civil engineering projects.

Mr. Silvestri offers exceptional experience in highly complex construction. He has provided expert construction and design support on many of the largest projects in the United States and his experience on mega projects is unparalleled. Working within an accelerated schedule, multi-tasking, advanced coordination, process streamlining, and efficiency are his hallmarks. Mr. Silvestri has achieved great success meeting tight delivery schedules by being committed to both the project and Owner. Given his exacting standards, one can be confident in the assurance of quality, accuracy, and successful on-time delivery.

Heavy Civil Engineering Projects

P.O. Box 2890, Napa, CA 94558-0537
707-257-8994



Florida Department of Transportation – I-95 Freeway
Jupiter, Florida

Florida Department of Transportation – I-95 Freeway
Palm Beach, Florida

Florida Department of Transportation – I-95 Freeway
Miami, Florida

Florida Department of Transportation – I-75 Palmetto Expressway
Hialeah, Florida

California Toll Bridge Authority – Richmond-San Rafael Bridge Approaches
Richmond, California

Caltrans – San Rafael Urban Viaduct for Route 101
San Rafael, California

High Speed Rail Construction

San Francisco Bay Area Rapid Transit District (BARTD) – *Multiple Projects Listed Herein*
Oakland, California

Portal Structure Lake Merritt
Oakland, California

San Francisco Municipal Railway – Subway Station at Castro Street
San Francisco, California

San Francisco Municipal Railway – Temporary Shoofly at Outer Market Street
San Francisco, California

HEAVY CIVIL ENGINEERING CONSTRUCTION

Bank of Denver - Carmount Dam and Spillway
Steamboat Springs, Colorado

State of Maryland, Seneca Water District
Seneca, Maryland
This project included the development of a complete water storage and handling facility, including earth fill dam, diversion tunnels, shafts, water pumping plants, and access roads.

United States Corps of Engineers
Jacksonville District
Rehabilitation of Guajuactua Dam, Spillway, and Diversion Tunnel in the Commonwealth of Puerto Rico.

United States Bureau of Reclamation – Granite Reef Water Transportation Project
Arizona
Santa-Gila Canal Pumping Plant

Reconstruction of the Yerba Buena Tunnel at the mid-span of the San Francisco-Oakland Bay Bridge. Work included lowering the existing upper deck to provide for one-way traffic on both the lower and upper decks.

Virginia Department of Transportation
Newport News, VA
Construction of Sand Islands for a subaqueous interstate highway tunnel crossing of Hampton Roads.

DESIGN/CONSTRUCTION ENGINEERING

Boston's Central Artery Project
Member of the Design Team and Chairman of the Constructability Committee for the design of the I-90/I-93 multi-level interchange.

Minnesota Department of Transportation
Member of the design team for a precast concrete segmental bridge consisting of eleven 330-foot spans. This bridge is an Interstate Highway crossing the St. Croix River between Minnesota and Wisconsin, near Stillwater, Minnesota. The St. Croix River is considered one of the most environmentally sensitive, as well as scenic and wild rivers in the United States.

TriMet – Portland, Oregon
Rail/Bus cable stayed bridge. Responsible for the conceptual construction cost estimate and preliminary constructability assessment for the construction of the Willamette River Bridge. Member of the design team for preliminary design the first rail/bus/auto cable-stayed bridge constructed in the United States.

Minnesota Department of Transportation

Ohio Department of Transportation

- Member of the design team for the Portsmouth, Ohio, cable-stayed crossing of the Ohio River
- Member of the design team for the Ironton-Russell cable-stayed crossing of the Ohio River
- Member of design teams for the reconstruction of the 670/I-70/I-71 roadways and interchanges in Columbus, Ohio
- Member of the feasibility team for the Cleveland Interstate Inner Belt Reconstruction Program
- Member of the final design team for the I-75 Dayton Total Urban Reconstruction Program

Nevada Department of Transportation

Member of the design team for Interstate l-80/I-580/U.S. 95 interchange in Reno.

Connecticut Department of Transportation

Member of the design team for the construction of I-95, New Haven Harbor Crossing "Q" Bridge. Total reconstruction of the first extruded bridge in the United States.

Maryland Department of Transportation

Member of the general engineering consultant team for the construction of the Woodrow Wilson Bridge over the Potomac River.

Wisconsin Department of Transportation

Marquette Interchange

Mr. Silvestri served as the Technical Advisor to the Secretary of Transportation for both design and construction of the $810 million Marquette Interchange in downtown Milwaukee. Marquette ranks as one of the most exceptional mega intersection highway programs delivered in the United States to date. Mr. Silvestri was a member of the preliminary and final design team for the total reconstruction of I-43/I-794 Marquette Interchange, providing value engineering, constructability assessment and reviews, cost estimating, construction staging/traffic phasing, change management team, executive partnering, and budget analysis. This interchange and the adjacent freeways of I-43, I-94, and I-794 are the cornerstone of the southeastern Wisconsin freeway system. The project included a five-level system interchange, reconstruction of 4.4 miles of interstate highway, 28 ramps, more than 60 bridges (totaling 2.1 million square feet of bridge deck), and five miles of retaining walls. The project also included reconstruction of numerous local streets.

Zoo Interchange

Mr. Silvestri served in many facets of the $1.5 billion Zoo Interchange mega project. His responsibilities included constructability assessments and review, construction staging/traffic phasing, schedule development, issue and risk management, partnering and dispute resolution, construction cost estimate

US-41/441 Total Reconstruction
For this $450 million total reconstruction project, Mr. Silvestri's review responsibilities included establishing an approach and priorities for the design contract, construction contract matrix/ sequence, design schedule and strategy, geotechnical investigation, right-of-way procurement, railroad coordination, structure type selection, structure geometric modifications, context sensitive design, and construction staging/traffic phasing.

I-94 Corridor
As Technical Advisor to the Secretary of Transportation, Mr. Silvestri was responsible for the performance of both peer and constructability reviews on the $1.9 billion I-94 Corridor project in Kenosha, Racine, and Milwaukee counties. The scope of services for this phase of the project included an Environmental Impact Statement (EIS) and preliminary plans (60%) for the I-94 mainline reconstruction/improvements, with up to five new and seven existing service interchanges, as well as the three-level Mitchell Interchange. Involvement included technical advisor, executive partnering, corridor quality plan, corridor details and specifications, entire corridor construction staging schedule, and monthly corridor manual updates.

The I-94 north-south corridor is approximately 35 miles in length, from the Wisconsin-Illinois border, through Kenosha and Racine Counties, and into Milwaukee County, including the 1.5-mile airport spur. The Mitchell Interchange included unique construction methods and prequalification of specific contracts.

US-41 Corridor Expansion
As Technical Advisor to the Secretary of Transportation, Mr. Silvestri provides management assistance for this $1.5 billion reconstruction mega program in Green Bay. He provides and leads the Corridor Manager

Maryland State Highway Administration
Member of the general engineering consulting team for the Inter County Connector. Responsibilities included program delivery strategy, constructability assessments, and construction cost estimate development. The project included highly sensitive environmental issues. Twenty miles of "Greenfield" freeway to interstate standards.

Indiana Department of Transportation
Member of the general engineering construction team for the Indiana Department of Transportation for total reconstruction of I-465 in Indianapolis.

Kentucky Transportation Cabinet
Member of the feasibility team for the I-75 Brent Spence Corridor and Ohio River Bridge Crossing in Cincinnati, Ohio.

Michigan Department of Transportation
Member of the preliminary design team responsible for preparing the roadway study and detailed engineering report for the rehabilitation of 6.7 miles of I-94 from I-96 to Conner Avenue to improve safety, mobility, pavement, and bridges. The report included design surveys; utility and drainage impacts; conceptual base plans, including horizontal and vertical alignments, preliminary geometry and preliminary typical cross sections; structure studies and railroad engineering and coordination; retaining wall design concepts; geotechnical analysis and pavement coring; construction staging, maintaining traffic concepts (including road and rail), and phasing; ITS concepts; noise abatement review; contamination investigation; constructability reviews; CSS Corridor Design Guidelines; and preliminary right of way plans.

United States Corps of Engineers – Folsom Dam
Member of the design team for the American River Bridge at Folsom Dam.

Missouri Department of Transportation
Highly technical cable-stayed bridge and approaches over the Missouri River. Scope included ATC approaches, construction contract matrix, project delivery strategies, and structure type selection for Mississippi and Illinois approaches to main span structure.
St. Louis, Missouri

SPECIAL ASSIGNMENTS

Broadway Bridge over the Arkansas River in Pulaski County
At the request of the Arkansas State Highway Commission, NCG performed a constructability, cost, and schedule analysis of the Broadway Bridge over the Arkansas River in Pulaski County. The analysis suggested alternatives to foundations, substructure, and superstructure of both the approach and river span designs. It also addressed possible contract special provisions and potential construction risks.

Northridge Earthquake
At the direction of the Caltrans Director, performed a construction assessment of the incentive/disincentive methods of contracting following the Northridge Earthquake.

Third Carquinez Straits Bridge
Performed construction engineering/constructability assessment for type selection comparison purposes of four alternative types with various options for each basic type (suspension, cable-stayed, arch and truss bridges).

San Francisco Oakland Bay Bridge East Bay Crossing
Performed construction engineering/constructability assessment, risk, VE, construction cost, type selection analysis, and management for both the seismic retrofit and replacement options.

Alameda Corridor Transportation Authority
Technical advisor relative to management and construction issues.

San Francisco International Airport Airfield Development Program
Member of the Technical Advisory Panel relevant to all construction issues, schedules, construction cost estimates, construction contract matrix, type selection, et al.

Alaska Department of Transportation
Responsible for the design and constructability analysis, construction schedules, and conceptual construction cost estimate for the Knik Arm Bridge.

PEER REVIEW BOARDS AND TECHNICAL ADVISOR ROLES

San Francisco Bay Area Rapid Transit District
Constructability Peer Review Board member for the extension of BARTD from Colma to the San Francisco International Airport. This was a FTA turnkey demonstration project.

City and County of San Francisco Municipal Railway
Member of the Peer Review Committee provided services to the public agency during construction to avoid construction delay and manage the added costs aspects of the project *during* construction rather than after. The total cost of this project was in excess of $150 million and consisted of twin 800-foot tunnels, cut and cover construction, trackway, and controls for rail turn around. The facility was being constructed along the Embarcadero of downtown San Francisco.

Massachusetts Bay Transportation Authority
For conceptual and preliminary engineering Russian Wharf Transit Way Tunnels immersed tubes and cut-cover segments. The Russian Wharf is a group of historic buildings founded on timber pile and granite block footings. Soils consist of variable mixed faced materials, including ash, silt, bay muds, interfacing with glacial till.

Massachusetts Bay Transportation Authority
For conceptual engineering, draft E.I.R./E.I.S./M.I.S. for North-South RailLink Downtown Boston. Consisting of three (3) four-track rail stations at approximate elevation minus 110 – approximately 4,600 lineal feet of 31-foot diameter tunnel and 20,000 lineal feet of 40-foot diameter tunnel.

San Diego Metropolitan Transit District
For 5.8 miles of light rail guideway including tunnels, underground station, and 15,000 lineal feet of aerial guideways.

San Francisco Bay Area Metropolitan Transportation Commission
Alternative studies for placing rail and bicycle facilities on the west spans of the San Francisco/Oakland Bay Bridge.

Santa Clara Valley Transportation Authority
Co-chairman of the Peer Review Committee to extend the San Francisco Bay Area Rapid Transit District (BARTD) through downtown San Jose.

City and County of San Francisco
Municipal Railway – Peer review Chairman for preliminary engineering for the Central Subway in downtown San Francisco.

Washington State Department of Transportation
Mr. Silvestri was a founding member of Washington States' Department of Transportation team, which developed its cost estimate validation process (CEVP), and he continues to participate in the process.

Alaska Way Viaduct Replacement
Expert review panel for the Alaska Way Viaduct replacement. Involvement included evaluation of risk assessment, construction contract scope, access and logistics, program schedule, tunnel replacement, and recommended contractors indirect cost estimate.

I-5 Columbia River Crossing and Approaches
Delivery Method(s) Workshop. Evaluation of dividing the project into separate functional construction packages; evaluate and recommend the most suitable delivery methods (DBB, DB, GC/CM, etc.) to maximize project success and meet the project's financial cash flow; and evaluate and make recommendations on the most suitable procurement methods. Involvement also included CEVP studies, project management, review/provide input to workshop materials, review of draft recommendation report, peer review (construction), construction cost estimate, structure type selection, design, management assistance, and recommendations on foundations and construction methods. Deliverables included Construction Staging/Traffic Phasing, Constructability, Construction Risk Analysis, Construction Methods, and Construction Contract Matrix. The project consisted of total reconstruction of freeway and floating bridge across Lake Washington. The program was estimated to be in excess of $2.5 billion. Relevance relates to traffic volumes, extraordinary risk assessments, public relations management. This was one of Washington DOTs primary programs utilizing the CEVP risk assessment approach.

SR 520 Floating Bridge and West Side Corridor
Expert Review for the 520 Corridor in Seattle, WA. The project consists of total reconstructed freeway

DISPUTE REVIEW BOARD PARTICIPATION – PARTIAL LISTING ONLY

Owner	Project Details	Approximate Construction Cost	DRB Position
CALIFORNIA			
Bay Area Rapid Transit District (BARTD)			
	Concord Line Extension #1	$40 Million	Member
	Concord Line Extension #2	$35 Million	Member
	Pleasanton Extension	$25 Million	Member
Caltrans			
	Highway Construction – New Alignment/Reconstruction		
	• Granite Construction Co. – Eight (8) projects	± $250 Million	Member
	• Shimmick Construction Co. – Three (3) projects	± $35 Million	Member/ Chairman
	• Flatiron Constructors – Five (5) projects	± $40 Million	Member
	New structure for the Benicia-Martinez Bridge	$750 Million	Chairman
	Benicia-Martinez Bridge seismic retrofit of the existing truss bridge	$200 Million	Chairman
	Benicia-Martinez Bridge east and west approaches (3 contracts)	$120 Million	Chairman
	Devil's Slide Tunnel on Highway 1 South of San Francisco – one of the most complex SEM tunnel projects undertaken in the U.S. to date	$350 Million	Chairman
Caltrans/San Francisco Transportation Authority			
	Presidio Parkway Project (Doyle Drive) Public/Private Partnership Agreement Reconstruction of approximately 1.6 miles of existing US 101 from the south approach of the Golden Gate Bridge	$300 Million	Member
Los Angeles County Metropolitan Transportation Authority (LACMTA)			
	Two separate bridge structure contracts for the Pasadena Blue Line	$20 Million	Member
	Metro Gold Line Foothill Extension, Phase 2-A Alignment, Design-Build Project – Construction of the Los Angeles to Pasadena Metro Blue Line light rail project	$300 Million	Member
	Los Angeles I-405 design-build high occupancy vehicle (HOV) lane	$750 Million	Member
FLORIDA			
Florida Department of Transportation			
	Fort Lauderdale – Major segmental bridges crossing the Intra Coastal Waterway	$30 Million	Chairman
	Daytona Beach – Major segmental bridges crossing the Intra Coastal Waterway	$40 Million	Member
	Jupiter (Roosevelt Bridge) – Major segmental bridges crossing the Intra Coastal Waterway	$35 Million	Chairman
MASSACHUSETTS			
Commonwealth of Massachusetts Department of Transportation			
	Central Artery Tunnel – Four separate contracts:		
	• Interface of Boston's Central Artery and Logan International Airport	$200 Million	Chairman
	• Interface of submerged tunnel below the Fort Point Channel	$250 Million	Member
	• Completion of the Central Artery Tunnel contract of the Fort Point Channel ventilation structure	$20 Million	Member
	• Completion of the ITS and systems for the entire Artery	$150 Million	Member
NORTH DAKOTA			
North Dakota Department of Transportation			
	Replacement of Four Bears Bridge over the Missouri River	$35 Million	Member
	Replacement of the Liberty Memorial Bridge over the Missouri River	$40 Million	Chairman
	Fox River Bridge in Grand Forks, North Dakota	$25 Million	Chairman
	Drayton/NDH/Red River Bridge		Chairman
OHIO			
Ohio Department of Transportation			
	Maumee River Crossing Cable-Stayed Bridge and its approaches	$225 Million	Chairman

Owner	Project Details	Approximate Construction Cost	DRB Position
	Pomeroy-Mason Cable-Stayed Bridge Crossing of the Ohio River	$40 Million	Member
	Reconstruction of I-75 in Toledo, Ohio; Major bridge structures crossing the Maumee River	$110 Million	Member
SOUTH CAROLINA			
South Carolina Department of Transportation			
	Design/build contract for the Cooper River Cable-Stayed Bridge and its approaches	$150 Million	Member
WISCONSIN			
Wisconsin Department of Transportation			
	Marquette Interchange – Selected by Owner for DRB on two separate contracts	$810 Million	Chairman
	Mitchell Interchange – I-95 Collector-Distributor Lanes	$90 Million	Chairman
	Mitchell Interchange – I-94/I-43/I-894	$160 Million	Chairman
	McCleary Bridge	$8 Million	Member

Water/Wastewater DRBs

CALIFORNIA		
San Francisco Public Utilities Commission		
Hetch Hetchy Water System Improvement Program (Kiewit's Representative)		
• Crystal Springs Transmission System/Pump Plant	$115 Million	Member
• Lower Crystal Springs Dam Improvement	$15 Million	Member
• Harry Tracy Water Treatment Plant	$175 Million	Member
Santa Clara Valley Water District		
Water Treatment Plant Expansion	$25 Million	Member
Water Treatment Plant Expansion	$15 Million	Member
Flood Control Project	$10 Million	Member
Flood Control Project	$12 Million	Member
Ukiah Water District		
Wastewater Plant Expansion	$30 Million	Member
United States Bureau of Reclamation		
Construction of a fish screen facility on the Sacramento River	$8 Million	Member
NEVADA		
Southern Nevada Water Authority		
Six separate contracts involving pump plants and system trunk pipelines	± $60 Million	Chairman