

FREDERICK D. LAZAR

4600 Summerlin Rd., C2509, Ft Myers FL 33919
Cell: 702-271-4373 • email: chaosfdl@gmail.com

PROFESSIONAL EXPERIENCE

Michels Corporation – New York/Wisconsin • May 2016 – January 2019

Regional Manager Northeast Operations

Completed assignment to re-establish Michels Division 21 heavy civil construction presence in the northeast; facilitated 2 year early completion of \$250M Mill Basin Bridge Construction JV project; oversaw profitable East Side Access cut/cover project; revised on-going business model; led bidding program to capture new construction projects; supported cooperative effort with Tunneling and other Michels Divisions on major projects; supported corporate-wide effort to capture mega-heavy civil joint venture projects. Reversed unprofitable bottom line trend, oversaw new project capture and execution, Division re-staffing, re-structure and mentoring. Co-originator/member of corporate major heavy civil projects Infrastructure Committee.

Problems-2-Solutions - Seattle, WA/Ft Myers, FL • 2011 – May 2016

Principal/Independent Consultant

Senior Project Management Advisor

Michels Corporation

Brought in to guide senior and field managerial, finance, technical and scheduling for turn around, acceleration and successful on-time completion of a single bore 3000' EPM TBM-driven tunnel project, a key element of the LA River reservoir program; to lead negotiations with public agency Owner; and, to direct project team oversight of subcontractors.

JCM N125 (JayDee/Coluccio/Michels J/V)

Brought in to advise senior and field management strategy with Owner negotiations and provide oversight to change management of \$330 million twin bore (tunnel) light rail project (Univ. of Washington to Northgate) using 3 EPB (Earth Pressure Balance) TBMs (Tunnel Boring Machines) at average underground depth of 80' to 100+'. Addressed management and technical aspects of safety, Differing Site Conditions (DSC) and financial issues.

MJC J/V (Michels/JayDee/Coluccio J/V)

Provided senior management and technical counsel for construction of a single bore 20,000' long tunnel under San Francisco Bay with an EPB TBM. Developed costs for additional compensation along with presentation/briefing technical documents and negotiating strategies in response to a differing site condition (DSC) under a critical structural element along the tunnel route. Developed technical and negotiating approach for Project Manager to reduce a downside financial exposure for MJC estimated at \$1 billion to a cost recovery/mitigation valued at several hundred thousand dollars.

Corporate Management Advisor – [Major international construction corporation]

Brought in to analyze managerial, financial and competitive effectiveness of the civil construction division of a major international and domestic construction corporations. Identified strategic changes to increase effectiveness, including detailed paths forward, in confidential report to top corporate management.

Deputy Project Manager/Change Manger/Negotiator - JCM U230 (JayDee/Coluccio/Michels J/V)

Direct a \$165 million twin bore (tunnel) light rail project (Capitol Hill Station to Pine Street Stub Tunnel) using EPB (Earth Pressure Balance) TBM (Tunnel Boring Machine) at average underground depth of 80-100'. Strategically positioned negotiations with Owner, developed and presented additional compensation packages, pursued subcontractor expediting and coordination of multi-prime contractor agreements. Senior project negotiator.

- Generated close to \$3 million in additional revenue while completing project with no outstanding claims.

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Obayashi Construction Company - Las Vegas, NV • 2007 – 2010

Contract Administration Manager

Recruited as the first core member of the turnaround team for the international showcase Hoover Dam Bypass - Colorado River Bridge (O'Callaghan-Tillman Memorial Bridge) project. Provided management, financial, technical and executive support to Project Manager and all Project Directors. Mentored international junior engineering staff.

Directed revenue projections and invoicing submitted to Owner. Reported project financial status to the head US branch office. Managed federal and local government reporting requirements. Developed cost projections for selected key subcontractors, permanent material groups, and for loaded schedule submissions.

Created and re-negotiated contracts with subcontractors and suppliers. Negotiated with Owner (FHWA) on contractual and additional cost items, and with subcontractors/suppliers regarding entitlement and quantum for cost escalation values. Managed contractual terms and field operations related to specialized coating materials. Selected and coordinated specialty subcontractors. Provided support in-field for steel and concrete operations. Ensured quality control for critical specialized steel coatings.

- Successfully turned around and completed project on revised schedule with no outstanding claims.
- Co-created a specialized coating for steel with specialty subcontractor that received the SSPC Major Project Award for 2010; entire Project received ENR's Best Project Award.
- Directed sale of over \$2.5 million of surplus equipment and material at project wind-down

Fafnir Associates, Ltd. / Problems-2-Solutions - Seattle, WA/New York, NY • 2001 – 2007

Principal / Independent Consultant

New York, NY (2004–2007); Supported the branch and corporate office on a multi-year engagement with Frontier-Kemper/Shea/BuM on a \$160 million complex rock tunnel/showcase subsurface/above-ground station final segment of a DBOM (Design-Build-Operate-Maintain) light rail system in New York (2004–2007). Analyzed and presented additional costs to the Owner. Negotiated with the Owner/Construction Manager/Subcontractors. Created presentations for the CM to the Owner and reviewed project close out operational requirements.

Seattle, WA (2001–2004); Collaborated with legal firms and consultants supporting West Coast and Pacific Northwest general contractors and Owners to resolve disputes and obtain additional compensation.

- Created advanced interactive computer presentations for entitlement and quantum, schedule analysis, executive mentoring and design analysis/identification of factors for errors/omissions.

Stanislaw-Ashbaugh, LLC - Seattle, WA • 2000

Construction Consultant

Recruited to help reduce litigation through use of dispute avoidance or Alternative Dispute Resolution (ADR) methods. Prepared supporting documentation and presentations for mediations, arbitration, and litigation.

- Designed a computer simulation for thermal transference that was accepted by the CoE (US Corps of Engineers) and calculated complex quantum values for interacting time and task impacts.

Fafnir Associates, Ltd. / Problems-2-Solutions - New York, NY • 1985 – 1999

Principal / Independent Consultant

Assisted clients with individual or multiple projects ranging in size from \$15 million to over \$300 million. Provided services including pre-construction contract analysis, job-site interventions to reduce contractor-Owner disputes, dispute resolution between contractors and subcontractors, development of customized measures of productivity, detailed interactive critical path schedule analyses, and executive coaching and intern recruitment.

Cayuga Construction Corporation – New York NY • 1974 - 1999

Co-Owner, Executive Board Member, Special Projects Officer, Chief Administrative/Financial Officer

Supervised/administered multiple single company and joint venture civil infrastructure projects in NYC Metro region. Project volume from \$8 million to \$100 million. Co-authored a contractual means for construction companies to defer recognizing taxable income for multiple years that was approved by the IRS. Led a team to the Dominican Republic at the request of its President to analyze and recommend strategic infrastructure reconstruction options following two devastating hurricanes.

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EDUCATION~ CERTIFICATIONS ~ PROFESSIONAL AFFILIATIONS

- MS – fields: Management, Finance, Public Policy, Statistics
 - New York University, New York, New York
- MPA – International Development Administration – area: Sub-Saharan Africa
 - New York University, New York, New York
- BA - Government
 - Cornell University, Ithaca, New York
- FEMA Emergency Management Institute
 - Incident Command System IS-00100.b
 - Continuity of Operations IS-00546.12
 - National Incident Management System IS-00700.a
 - Emergency Management for Senior Officials IS-00908
- OSHA 10 and 30
- Enclosed Space Training
- Dispute Review Board Foundation Certificates
 - Board Member -- 1998
 - Board Chair -- 2000
 - Practice/Procedures/Facilitation Best Practices -- 2011
 - DRB Preparation/Presentation Best Practices -- 2019
 - [Qualified for FDOT -- 2013]
- Emergency Preparedness Subcommittee Seattle/Tacoma Chapter
 - Society of American Military Engineers

PUBLICATIONS & PRESENTATIONS

Dispute Avoidance:

- Project Partnering - Increasing the Likelihood of Win/Win Outcomes, Published by ASCE, Author.
- Project Partnering - New Benefits from Peering Inside the Black Box, Published by ASCE, Author.
- Project Partnering and DRBs - Running in Parallel not in Competition, Published by DRB Foundation, Author.
- 5 Tips to Making Project Partnering Work, Presentation Seminar, Presenter.

Construction (General):

- Crucial Importance of Contractor's Contemporaneous Documentation, Presentation Seminar, Presenter.
- Pro's and Con's of Design Build Contracting, Presentation Seminar, Presenter.
- New Directions in Technology and Infrastructure, Report to National Infrastructure Committee, Co-Editor.
- How Contractors Make a Profit - Knowing the Market and Yourself, Presentation Seminar, Presenter.
- Creating and Running Successful Cross-Function Teams in Construction, Proprietary Training Guide, Author.

Rapid and Mass Transportation:

- Some Potential Effects of Work Rules and Fringe Benefits on Personnel Costs for Rapid and Mass Transit Operators, Published by Urban Research Center, Author.
- Optimal Operating Costs for Rapid and Mass Transit Operators, Published by Urban Research Center, Author.

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- Criteria for Selection and Identification of Important Factors to Rapid and Mass Transit Operators, Published by Urban Research Center, Author.
- Projections of Annual Total Rapid Transit Expenses by 2005 - The Impact of Increased Ridership and the Need to Control Fixed Costs, Published by Urban Research Center, Author.

Long-Range Social/Technological Forecasting:

- Futures Research as an Aid to Government Planning in Canada, Published by The Institute for the Future, Co-author.
- Some Considerations Concerning Bankruptcy Reform, Published by The Institute for the Future, Co-author.
- Social and Technological Developments by 1985 and Their Impact on Time/Money Budgets, Published by The Institute for the Future, Co-author.
- Some Considerations Concerning No-Fault Insurance, Published by The Institute for the Future, Cited.
- STAPOL: Simulation Game Manual (and Appendix), Published by The Institute for the Future, Cited.

ADDITIONAL PROJECTS

Fafnir Associates, Ltd. / Problems-2-Solutions (2001 – 2007)

- BCCI Whitman College>Emerick Construction ~ Additional work.
- CEC, Inc.>Shoreline School District ~ Defective design, time delay.
- CEC, Inc. ~ Executive mentoring, trust analysis.
- Covello Group Contra Costa County Tamalpais Juvenile Detention Facility>[GC] ~ Entitlement for GC termination, development and entitlement for replacement quantum.
- Frontier-Kemper/Shea/BuM JV Hudson Bergen Light Rail>NJT ~ Additional/changed work, defective design, site access denial, time delay.
- Korsmo Construction Company, Inc. Ballou Jr. High School>[SD] ~ Site access denial, loss of productivity, time delay.
- Korsmo Construction Company, Inc. KCFD 26>KCFD 26 ~ Changed work, defective design, time delay.
- Northwestern Electric>Kent School District ~ Site access denial, defective design, time delay.

Stanislaw-Ashbaugh, LLC

- [GC] >CAL DOT Facility Management ~ Additional/changed work, site access denial.
- [GC]>Private land developer ~ DSC, additional work, defective design, time delay.
- [SC]>[GC] ~ Site access denial, productivity loss, time delay.
- Arctic Glass Elmendorf AF Base Hospital>CoE ~ Defective design, changed work, time delay.
- CEC, Inc.>Shoreline School District ~ Defective design, time delay.
- Olympia Gas, Co. (pipeline explosion) ~ Threat analysis, contract analysis.
- Tutor-Perini Red Line Rail Project (LA)>Caltrans ~ Schedule Analysis.

Fafnir Associates, Ltd. / Problems-2-Solutions (1985 – 1999)

- Cayuga-Caycon I-95>MD DOT ~ Additional changed work and site access denial.
- Cayuga-Caycon-Turner J/V>PVSC ~ Additional work, defective design, DSC.
- Cayuga-Crimmins Bowling Green>NYCTA ~ Additional/changed work, time delay.
- Cayuga-Crimmins Second Avenue>NYCTA ~ Fraud, DSC, additional work, time delay.
- Modern Continental LIE Rehabilitation>NYC DOT ~ Job-site intervention, dispute resolution.
- Perini Corp Coney Island Sewage Treatment Plant>NYC EPA ~ Changed work, time delay.
- Perini Corp Rte 9A Rehabilitation>NYS DOT ~ Pre-construction analysis, partnering.
- Perini/Bombardier/Raytheon J/V Hudson Bergen Light Rail ~ Subcontractor dispute resolution.
- Perini/Grow/Kiewit J/V Water Tunnel No 3>NYC EPA ~ Claims assessment and strategy.
- Perini/Kiewit J/V 59th Street Bridge Rehabilitation ~ Instruction re: productivity measures.
- Perini/O&G J/V Williamsburg Bridge Rehabilitation>NYC DOT ~ Additional work, create productivity measures, recruit interns, vendor dispute resolution, establish time impacts.

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- Perini/Redondo J/V *Tren Urbano Miramar/Bayamo* Section ~ Management support, financial analysis, contract analysis.
- Slattery-Skanska 21st Avenue Subway Construction>NYCTA ~ Productivity analysis.
- Thalle Rte 9A Realignment>NYS DOT ~ Site access denial, schedule analysis.
- [GC] Throgs Neck Bridge Cable Rehabilitation/Replacement ~ Additional work, time delay.

Cayuga Construction Corporation

- Maryland Department of Transportation - Major expansion of I-95 over Amtrak Yards including high viaduct that was first use of epoxy-coat rebar.
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- New York City Transit Authority - Major rehabilitation and expansion of key 60th IRT (Lexington Avenue) subway station without any interruption in service.
 - New York City Transit Authority - Major showcase rehabilitation and expansion of NYC's busiest subway station, Bowling Green, using pinpoint blasting of a new mezzanine level under an operating system and historical reconstruction of Bowling Green Park.
 - New York City Transit Authority - Construction of deep substation in heart of NYC financial district at Hanover Square.
 - New York City Transit Authority - Construction of ½ mile 100' deep cut/cover Section 13 of new Second Avenue Subway line using lagging and educator dewatering.
 - Port Authority NY/NJ - Construction of deep foundation and subway link for Four World Trade Center.
 - Port Authority NY/NJ - Construction of deep foundation and subway link for Five World Trade Center.
 - Passaic Valley Sewerage Commission - Construction of influent pumping station with second largest paired shaft/flygt screw pumps in the US.
 - Passaic Valley Sewerage Commission - Construction of \$100 million standalone oxygenation plant.
 - Passaic Valley Sewerage Commission - Construction of \$40 million multi-tank settling system.
 - World Financial Center - Construction of foundations and relieving platform.