



AREAS OF EXPERTISE

- *Construction & Project Management*
- *Engineering / Standard of Care Issues*
- *Claims Prevention / Management*
- *Forensic Analysis*
- *Cost & Damages*
- *Disruption / Productivity Analysis*
- *Planning, Scheduling & Delay*
- *Dispute Resolution / Expert Testimony*
- *Mediations & Negotiations*
- *Risk Auditing*
- *Risk Management*
- *Business & Contracting Strategy*
- *Management Training*
- *Operation Audits*

BACKGROUND

Mr. Nikain is the President and a Principal of The Nielsen-Wurster Group, Inc. He is actively involved in all Nielsen-Wurster's Divisions globally with extensive hands-on experience solving problems and challenges facing Organizations and Corporations.

In Nielsen-Wurster's Management Consulting Division, Mr. Nikain has performed analyses and audits of project and executive management, performance and effectiveness for a variety of entities, including multinational corporations and public / quasi-public agencies. Clients have included owners, contractors, project teams and other construction and engineering groups throughout the process, power (nuclear and fossil), manufacturing, transportation and other industries.

Mr. Nikain's Risk Management expertise includes project and overall risk profiling, industry benchmarking and best practices assessments, risk management training, risk auditing, and claims prevention and management. He has led Nielsen-Wurster engagement teams in detailed analyses of procurement strategy, contracting approaches, cost risk assessments, schedule risk identifications, and assistance in development of risk mitigation plans and strategies.

Mr. Nikain has served as an Engagement Director and Lead Expert on numerous Dispute Resolution engagements, performing analyses and testifying on claims of various complexities and sizes, including multitude of claims with values of over Billion Dollars. He has managed comprehensive analyses on schedule delay, disruption, acceleration, early completion; productivity and inefficiency; time, resource and cost impacts; differing site conditions; workmanship; change orders; causation and responsibility; damage quantification and calculation; design process; construction inspection; shop drawing reviews; project controls; management performance and other issues. As a Lead Expert, Mr. Nikain has presented expert witness testimony on the foregoing issues internationally in AAA and ICC arbitrations and other formal legal proceedings.

He has hands-on experience in a broad spectrum of project types (*see attached Representative Engagement Experience*). Representative examples of Mr. Nikain's expert testimony and lead engagement roles include the following:

- **Lead program evaluator and analyst on construction and overall construction management claims on a large billion-dollar processing facility.** Mr. Nikain evaluated delays that resulted in project extensions and cost impacts, analyzed the overall labor productivity and inefficiency impacts

in the construction programs, and evaluated the cause and extent of the disputes and responsibility for damages relating to the changed conditions.

- **Testifying expert on a \$126 million claim on a billion dollar petrochemical / liquefied natural gas (LNG) plant with numerous schedule delay and labor productivity issues.** Mr. Nikain's analysis and expert testimony included presentation of various delay analysis findings, causes of labor inefficiencies and damages quantification. Mr. Nikain has analyzed the issues relating to other petrochemical facilities of comparable size and complexity.
- **Testifying expert on claims relating to a \$1.3 billion combined cycle power plant; analysis of issues of design progress, resulting delays and inefficiencies.** Analysis included evaluation of overall progress, assessment of changes during the early design and engineering phases, assessment of the changes to the field construction activities, and quantification of damages resulting from changes.
- **Project Manager of the claims analysis team and one of the lead testifying experts on a \$25 million claim relating to a steel mill production facility.** The analysis and testimony presented by Mr. Nikain included identification and quantification of the impact of changed conditions to labor productivity and related delays on the project. Mr. Nikain has analyzed and evaluated several other steel milling facilities.
- **Project Manager and testifying expert on claims exceeding \$30 million on a heavy roadway and bridge construction project.** Analysis and testimony related to contractor claims against an owner for change order impacts and overall disruptions that changed the nature of the work. Analyses included design issues, schedule delay and others.
- **Lead expert in the analysis of delays, project management issues, labor productivity and efficiency, and other engineering and control issues on prison and detention facility.** Issues analyzed include evaluation of performance of multi-prime contractors, coordination issues, and impacts of ineffective and inefficient design packages and related damages.
- **Participation in mediations and negotiator on multiple cases relating environmental and nuclear cleanup sites.** Claims analysis included evaluation of changed conditions, delays, disruptions, and assessment of labor pool quality and performance given the extent and nature of project events.
- **Participation and negotiations relating to multi-million dollar claims, analysis of early completion, schedule and disruption claims asserted in heavy civil construction projects.** Issues analyzed include inadequate surcharge issues, right-of-way, underground utility conflicts and constructability issues.

Mr. Nikain's engagement experience also includes the following: assessment of overall project management and administration issues; underground storm and sewer pipe installation, and the related dewatering requirements; asbestos abatement programs and claims review; pre-design work; construction management; resource loading and evaluation; bidding and bid solicitation; procurement activity; value engineering; contract negotiations; startup and operations; project close-out; commissioning, testing and maintenance.

Mr. Nikain is highly proficient in a broad range of computer software including Critical Path Method (CPM) scheduling packages (Primavera and Artemis), CAD, and spreadsheet and database applications. He is also an experienced computer programmer and has developed the Window Analysis program used at Nielsen-Wurster for schedule delay analysis.

Prior to joining Nielsen-Wurster, Mr. Nikain was a Project Manager at New Jersey Transit, where he managed repairs, modifications, design, construction coordination, scheduling, invoice approval and change orders, and reviewed contractor claims and requests. He also prepared plans, specifications and cost estimating for a variety of environmental projects such as asbestos abatement, hazardous waste management, and the removal, disposal, replacement and remediation of underground fuel storage tanks. Prior to his employment at New Jersey Transit, Mr. Nikain worked with Lefrak Organization as the Assistant Manager and Superintendent of a large apartment complex, where he was responsible for subcontractor management, including the carpentry, electrical and mechanical labor force. He also performed numerous hands-on repairs and modifications with respect to residential and fire code compliance, and worked closely with government and state agencies in planning, specifications and construction permitting and compliance.

REGISTRATIONS

- Professional Engineer in the following US locations:
 - » Alabama #24609
 - » Connecticut #00018861
 - » Delaware #9013
 - » Florida #44890
 - » Kansas #13618
 - » Kentucky #17685
 - » Louisiana #0032766
 - » Michigan #6201054258
 - » Minnesota #45676
 - » Mississippi #15243
 - » Missouri #2006036494
 - » Nevada #16106
 - » New Jersey #GE35298
 - » New Mexico #18033
 - » New York #072282-1
 - » Ohio #E-57082
 - » Pennsylvania #PE-042068-R
 - » South Carolina #21144
 - » Utah #98-366887-2202
 - » Virginia #0402 043297
 - » West Virginia #17157
- Professional Engineer in the following countries:
 - » Australia #2589859
 - » Canada, Province of Alberta #M77328
- Other Registrations:
 - » Certified Forensic Claims Consultant
 - » Certified Planning and Scheduling Professional
 - » Certified Project Management Professional #2747

AWARDS

- Who's Who in America
- Who's Who in Science and Engineering
- Who's Who of Business Leaders

EDUCATION AND COURSES

Education

- M.S.C.E., Structures, Rutgers University, New Brunswick, New Jersey
- B.S.C.E., Rutgers University, New Brunswick, New Jersey
- Executive Management Training, Management Essentials, Stern School of Business, New York University
- Executive Education, Managing Conflict and Creating Consensus, Darden School of Business,

University of Virginia

TECHNICAL PAPERS AND PRESENTATIONS

Mr. Nikain has authored and presented technical papers and articles on construction management and project controls (*see attached Papers and Presentations*).

MEMBERSHIPS

- American Concrete Institute
- American Society of Civil Engineers
- Association for the Advancement of Cost Engineering (AACE) International
- Association of Iron and Steel Technology
- Construction Industry Institute
- Construction Specifications Institute
- Expert Witness Institute
- Institution of Engineers, Australia (MIEAust)
- National Council of Examiners for Engineering and Surveying (NCEES)
- National Society of Professional Engineers
- Project Management Institute
- Society of American Value Engineers

REPRESENTATIVE ENGAGEMENT EXPERIENCE

DR:	Dispute Resolution	RM:	Risk Management	MC:	Management Consulting
Other:	Project Management, Engineering Design, Construction Supervision				

Industry	Type	Project Name	DR	RM	MC	Other
Infrastructure / Transportation	Other	Bid Support Services, United States (Florida)	•			
	Airports	Guam International Airport, Guam	•			•
		Kuala Lumpur International Airport, Malaysia	•		•	•
		Toronto Airport, Terminal 3 Expansion, Canada	•			
	Bridges	Post Tensioned Segmental Bridge United States (Texas)	•			
		New Smyrna Beach Bridge, United States (Florida)	•			
		Williamsburg Bridge, Reconstruction of South Roadways and Transit Sections, United States (New York)	•			
		Hillsborough Avenue Bridge, United States (Florida)	•			•
		Creve Coeur Lake Memorial Bridge, United States (Missouri)		•		
		Longport Bridge, United States (New Jersey)	•			
		Fuller Warren Bridge Project, United States (Florida)	•			
		Bridge at Carpenter's Creek, United States (Florida)	•			
		Route 7-Rutgers Street Bridge, United States (New Jersey)	•			
		Houston Ship Channel Cable-Stayed Bridge, United States (Texas)	•			•
	Roadways	Shawnee Mission Parkway, United States (Kansas)	•			•
		North Shore Expressway, United States (Pennsylvania)	•			

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Infrastructure / Transportation	Roadways	Mid-County Expressway (Blue Route I-476), United States (Pennsylvania)	•			
		Interstate Highway Section 600, United States (Pennsylvania)	•			
		Wildwood Weigh Station, United States (Florida)	•			
		Interstate 95, United States (Florida)	•			•
		Mercer Street Reconstruction, United States (New Jersey)	•			
		Interstate 75, United States (Kentucky)	•	•		
		Veteran's Expressway, United State (Florida)		•		
		US Route 340: Charles Town By-Pass, United States (West Virginia)	•			
		Interchange of I-635 & I-35, United States (Kansas)	•			
		Kenton County Lexington-Covington Road, United States	•			
		Mississippi Highway 43 Project, United States (Mississippi)	•			
		Highway Construction and Reconstruction Projects, United States (West Virginia)	•			
		151st Street Bridge Project, United States (Kansas)	•			
		State Highway 54, United States (Florida)		•		
		Craggs Highway Project, United States (Florida)	•			

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Infrastructure / Transportation	Port	Delta Port, Canada (British Columbia)	•			
	Rail	Southern New Jersey Light Rail Transit System, United States (New Jersey)	•			
		Don Mills Station, Sheppard Subway, Canada	•			
		Fort Campbell Railroad Connector Project, United States		•		
		Bayview Subway Station, Canada		•		
		Railroad Guideway Project, United States (Pennsylvania)	•			
		Elevated Reconstruction Project, United States (Pennsylvania)	•			
Buildings	Correctional Facilities	Western Connecticut Correctional Center, United States	•			
		Stafford Creek Correctional Facility, United States (Washington)	•			
	Educational Facilities	Ramapo State College, United States (New Jersey)	•			
		Douglas College Student Center, United States (New Jersey)		•		
		Princeton University, United States (New Jersey)			•	
		Los Angeles Board of Education School Program, United States (California)		•		
		Rondout Valley School District, United States (New York)	•			
		Thomas Edison College Renovation, United States (New Jersey)	•			

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Buildings	Educational Facilities	Churchill School Project, United States (New York)	•			
		King's Fork High School, United States (Virginia)	•			
		New Jersey City University Fine Arts Building, United States (New Jersey)	•			
		New Jersey School Construction Corporation, United States (New Jersey)	•			
		Croton Harmon Union Free School District, United States (New York)	•			
	Medical / Hospitals	Kodiak Health Care Facility, Kodiak, United States (Alaska)	•			
		Centrastate Medical Center, United States (New Jersey)		•		
		University Of Medicine and Dentistry, United States (New Jersey)		•		
		Medical Arts Building at Overlook Hospital, United States (New Jersey)	•			
	Resorts / Casinos / Hotels /	Bellevue Stratford Hotel, United States (Pennsylvania)	•			
		Grand Pequot Tower at Foxwood Casino, United States (Connecticut)	•			
		Hilton Hotel at Needham's Point, Barbados	•			
	Apartments / Condominiums / Housing	Glen Brook Townhomes, United States (Pennsylvania)		•		
		Wyndhurst at Plainsboro, United States (New Jersey)	•			
		Fishman Residence, United States (Connecticut)	•			

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Buildings	Apartments / Condominiums / Housing	Belmont Country Club Housing Development, United States	•			
		Park Towers at Hughes Center, United States (Nevada)	•			
		Sterling Village Apartments, United States (Utah)	•			
	Laboratories	Agricultural Science and Industry Facility, State College, United States (Pennsylvania)		•		
		Princeton Plasma Physics Lab, United States (New Jersey)	•			
	Offices	Office Complex, United States (New York)	•			
		DGS Public Works Projects, United States (Pennsylvania)		•		
		Thomas F. Eagleton Courthouse, United States (Missouri)	•			
		Avalon Properties	•			
		Eastbridge Landing Project, United States (New York)		•		
		One Mellon Bank Center, United States (Pennsylvania)	•			
		42nd Street Development Project, United States (New York)	•			
		Hartz Mountain Industries Hanover Square Office Building, United States	•			

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Buildings	Other	Gold's Gym, Point Pleasant Beach, United States (New Jersey)	•			
		Bayfront Park Miami, United States (Florida)	•			
		Bottling Plant, United States (Swissvale, Pennsylvania)	•			
	Shopping Centers	Seatac / Meridian Shopping Village, United States		•		
		Peddlers Village Shopping Center		•		
	Entertainment	Miller Park Stadium, United States (Wisconsin)	•			
		Rutgers Stadium, United States (New Jersey)	•			
		37 Arts Theatre Complex, United States (New York)	•			
Environmental	Asbestos	Asbestos Matters, United States	•			
	Hazardous Waste	Industrial Facility Cleanup, United States (New Jersey)	•			
	Landfill	Heleva Landfill, United States (Pennsylvania)	•			
	Other	TA-35 Los Alamos National Laboratory, United States (New Mexico)	•			
		DOE Site, United States (Tennessee)	•			
Industrial / Process	Manufacturing	Sparrows Steel Point Plant, United States (Maryland)	•			
		Rockport Works Steel Mill Facility, United States (Indiana)	•			
		Steel Plant and Building, United States (Alabama)	•			•
		Tailings Modernization Project, United States (Utah)	•			

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Industrial / Process	Manufacturing	Steel Plant, United States (Alabama)	•			
		Grande Victoria Steel Making Facility, Brazil	•			
		Tuscaloosa Steel Corp. Facility, United States (Alabama)	•			
		Lime Facility, United States (South Carolina)	•			
		Mini-Mill, United States (Iowa)	•			
		Hadded DRI Plant, Saudi Arabia	•			
		Caster Building and Hot Strip Mill Facility, Sault Ste. Canada	•			
		Steel Continuous Galvanizing Project, United States (Michigan)	•			
	Chemical / Petrochemical	PET Production Plants, Holland, Spain, Argentina	•			
		Ethylene Plant, United States (Louisiana)	•			
		Yanpet Ethylene Plant, Saudi Arabia	•			
		Petrochemical Plant, Saudi Arabia		•		
		C4 Plant, United States (Texas)		•		
		LNG Gas Plant, Canada (British Columbia)	•			
		Herbicide Chemical Production Facility, Brazil	•			
		Garyville Plant, United States (Louisiana)		•		

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Industrial / Process	Chemical / Petrochemical	Muskeg River Refinery Project, Fort McMurray, Canada	•			
		Chemical Plant, United States	•			
		FertiNitro Fertilizer Plant / Jose First Fertilizer Plant, Venezuela	•			
		Rio Polimerosa Ethylene Plant, Brazil	•			
		Ethylene Complex, Texas Gulf Coast, United States	•			
		Liquefied Natural Gas Plant, Malaysia	•			
		Coker Plant, Venezuela	•			
		Offshore Platform, Angola	•			
		Luberef Refinery Project, Saudi Arabia	•			
		Steam Cracker, Texas	•			
		Pipeline and Refinery Project, Mexico	•			
	Industrial	Linden Recycling Facility, United States (New Jersey)	•			
		Cement Facility Conversion, United States (Maryland)	•			
		Newfoundland Transshipment Terminal Project	•			
	Pharmaceutical	Bulk Pharmaceutical Plant, Singapore	•			
	Waste to Energy	Waste to Energy Plant, United States (Minnesota)	•			
	Wastewater	Waste Water Plant, Canada	•			
	Other	Consumers New Jersey Water Company Management and Operations Audit, New Jersey Board of Public Utilities, United States (New Jersey)			•	

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Power	Cogeneration	Cogeneration, United States (New Jersey)			•	
		University Cogeneration Plant, United States (New Jersey, Florida)		•		
		Cogeneration Plant, Lakewood, United States (New Jersey)	•			
		Marshall Islands Power Plant Demolition	•			
		Ave Fenix Power Plant, Argentina	•			
	Combined Cycle	Rabigh Project Combined Cycle Power Plant, Saudi Arabia	•			
		Co-Generator Dispute, Canada	•			
		Power Plant, Saudi Arabia	•			
		Power Project, Guanaharto, Mexico	•			
		East River Repowering Power Project, United States (New York)		•		
		Brighton Beach Power Plant, Canada	•			
		Bergen Point Power Plant	•			
	Fossil-Fueled	Red Hills Power Plant, United States (Mississippi)	•			
		Bay Shore Power Plant Project, United States (Ohio)		•		
	Gas / Turbine	Rio Negro Power Plants, Brazil	•			
	Hydro-Electric	Casacnan Multi-Purpose Project, Philippines	•			
		Hydroelectric Project, Nepal	•			
		Panda Energy Plant		•		

REPRESENTATIVE ENGAGEMENT EXPERIENCE

Industry	Type	Project Name	DR	RM	MC	Other
Power	Nuclear	Nine Mile 2 Nuclear Power Plant, United States (New York)			•	
		South Texas Project Units 1 & 2, United States (Texas)			•	
		Perry Nuclear Plant-Cooling Water Pipeline, United States (Ohio)	•			
		South Texas Project Nuclear Power Plant, United States (Texas)		•		
		Shoreham Nuclear Plant, United States (New York)	•			
		Texas Utilities Stockholder Litigation, United States (Texas)			•	
		Beaver Valley 2, United States (Pennsylvania)	•			
		Northwestern Energy, United States (South Dakota)		•		
		Cogeneration Project, United States (Louisiana)	•			
		Luannan Power Plant, China (Hebei Province)	•			
		Southern Illinois Power Boiler Erection, United States (Illinois)	•			
		Energy Savings Purchase Agreement, United States (New Jersey)			•	

TECHNICAL PAPERS AND PRESENTATIONS

Reference	Authored	Presented	REZA NIKAIN
1.		•	Moderator, “Delivering Value on Construction Projects.” Associated Owners and Developers (AOD) 2007 National Conference, Atlanta, Georgia, October 15-18, 2007
2.	•	•	“Forensic Scheduling-Selecting the Best Approach,” <i>2007 International Construction Superconference</i> , London, United Kingdom, May 20 - 22, 2007
3.	•	•	“Risk Allocation Issues and How to Solve Them,” <i>Transpo'07 DBIA's 9th Annual Design-Build in Transportation Conference</i> , Minneapolis, Minnesota, April 18 - 20, 2007
4.	•		Co-Authored with Harold Dorbin, “Risk Management Integration- Zone Defense is not for the Pros: The Project Schedule as the Playbook for your Project Risk Management Platform,” Fourth Annual PMI College of Scheduling Conference, Vancouver, Canada, April 15 – 18, 2007
5.	•		“Risk Management-A Value Added Proposition,” <i>Nielsen-Wurster Communiqué</i> , Princeton, New Jersey, March, 2007
6.		•	“Common Disputes on Light Rail Transit Projects and How to Resolve Them,” <i>Construction Superconference</i> , San Francisco, California, December 7 - 8, 2006
7.	•	•	“Seven Principles of Procurement,” <i>Department of Civil Engineering and Engineering Mechanics</i> , Columbia University, November 17, 2006
8.	•	•	Claims and Arbitration Seminar, <i>Black & Veatch Seminar</i> , Overland Park, Kansas, September 19, 2006
9.	•	•	“Inefficiency Claim Dynamics,” <i>Current Trends in Construction Law, International Project Management and Dispute Resolution</i> , The South and Central American Project, São Paulo, Brazil, June 5 - 6, 2006
10.	•	•	“Risk Management-Lessons Learned from Owner’s Consultant, Design-Build-Operate Team Member and Forensic Engineer,” <i>2005 Design-Build in Water / Wastewater Conference Design Build-From Fantasy to Reality</i> , Orlando, Florida, February 10, 2005
11.	•	•	“Challenges in Executing Risk Management-Owner’s Execution Perspective,” <i>Construction Superconference</i> , London, United Kingdom, 2004
12.		•	“Claims Prevention: Tools and Means,” <i>Panamerican Surety Association</i> , XVI International Seminar, Quito , Ecuador, May 4 - 7, 2003
13.		•	Moderator, “Profitable Kilowatts Need ARMOR,” <i>Developing Constructing Operating and Securing International Energy and Power Projects</i> , London Radisson SAS Portman Hotel, London, United Kingdom, November 6 - 7, 2002
14.		•	Panelist, “Project Management into the New Century,” <i>Construction Superconference</i> , The Fairmont Hotel, San Francisco, California, December 7, 2000

TECHNICAL PAPERS AND PRESENTATIONS

Reference	Authored	Presented	REZA NIKAIN
15.		•	Co-lecturer, "Introduction to Project Management and CPM Training," Charleston, West Virginia, February 2000
16.		•	Co-lecturer, "Advanced CPM Training," <i>West Virginia Department of Transportation</i> , Charleston, West Virginia, June 12 - 16, 1995
17.		•	Co-lecturer, "Introductory CPM Scheduling Using Primavera Project Planner," <i>West Virginia Department of Transportation</i> , Charleston, West Virginia, May 9 - 11, 1995
18.		•	Co-presenter, "Claims Training," <i>Texas Department of Transportation</i> , Austin, Texas, September 1994
19.	•		"What is Inefficiency and How is It Calculated?" <i>Texas Department of Transportation Claims Training</i> , Austin, Texas, September 1994
20.		•	Co-presenter, "Claims Defense and Liability," <i>University of Connecticut Health Center</i> , Hartford, Connecticut, October 1991
21.		•	Presenter, "Construction Schedule and Delay Analysis," <i>The Nielsen-Wurster Group, Inc.</i> , Hartford, Connecticut, July 1991
22.		•	Presenter, "Construction Schedule and Delay Analysis," <i>The Nielsen-Wurster Group, Inc.</i> , Princeton, New Jersey, May 1991
23.		•	Co-presenter, "Labor Inefficiency Evaluation," <i>Construction Disputes Avoidance Minimization and Resolution</i> , Princeton, New Jersey, November 1990
24.	•		"Loss of Efficiency Evaluation," <i>Construction Disputes-Avoidance, Minimization and Resolution Seminar</i> , Princeton, New Jersey, November 1990
25.		•	Co-presenter, "Construction Inefficiency," <i>Florida Department of Transportation</i> , Deland, Florida, November 1990
26.		•	Co-presenter, "CPM Schedule Monitoring and Control," <i>Pennsylvania Department of Transportation</i> , Harrisburg, Pennsylvania, August 1990
27.		•	Co-presenter, "The Application of CPM Scheduling for Ongoing Construction Monitoring and Delay Analysis," <i>Florida Department of Transportation</i> , Deland, Florida, May 1990
28.	•		"Comparison of Normal and Log-Normal Frequency Distribution for Estimating the Required Average Compressive Strength," <i>Rutgers University</i> , December 1988