

RICHARD L. CURL
215 FRYE ROAD
PINEHURST, NC 28374

October 8, 1998

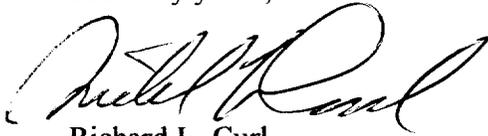
Mr Jimmie Laircey
State Construction Engineer
Florida Dept of Transportation
605 Suwannee Street, MS31
Tallahassee, Florida 32399-0450

Dear Mr Laircey:

I was much taken by your support of a proper process at the DRB Foundation Meeting in Chicago last week. I have some experience in FDOT work, having been CEO of Balfour Beatty during the final stages of our Ft Lauderdale I-95 work. Certainly we both could have used a good DRB on that one!

Having been a combatant on both sides, first as a Corps of Engineers Contracting Officer and then as a "hard money" contractor with Morrison-Knudsen and Balfour Beatty, I am truly an evangelical, "hard-core" DRB supporter. If you think I might be useful in that role with FDOT, I would enjoy working with you...particularly on large, complex projects where I believe I am uniquely qualified. I have enclosed a brief resume and if further information is required I will be happy to provide it.

Sincerely yours,



Richard L. Curl

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STATE CONSTRUCTION
ENGINEER'S OFFICE

RICHARD L. CURL

ACADEMIC BACKGROUND

- U.S. Military Academy, West Point -- B.S. (1956)
- University of Illinois -- M.S. Civil Engineering (1961)

PROFESSIONAL SOCIETIES/ORGANIZATIONS

- National Society of Professional Engineers
- Society of American Military Engineers
- Project Management Institute
- Dispute Review Board Foundation (Director)
- The Moles

EXPERIENCE SUMMARY

Mr Curl is a veteran of over 40 years in the engineering and construction industry, primarily in the heavy civil construction business. He is a retired CEO of an ENR top 100 construction firm who now performs selective consultive services, specializing in technical and contractual issues in the fields of underground, heavy highway, and marine construction and in the management of very large, complex projects. He currently serves on the Board of Directors of the Dispute Review Board Foundation and is a long-time supporter and practitioner of Alternate Dispute Resolution methods and techniques.

Mr Curl began his career in the U.S. Army Corps of Engineers where among his early assignments was the excavation of the NORAD complex in Cheyenne Mountain, Colorado. He rose to become a District Engineer of one of the Corps' most active Districts with construction of a major hydropower dam and four earth-fill dams underway. He held Contracting Officer authority for both Civil Works and Military Construction. Following a stint in the Office of the Science Advisor to the President, he was selected to supervise the fast-track construction of a complete airbase in the Negev Desert of Israel as part of the Camp David Peace Accords. His final assignment was as head of the \$22 Billion construction program planned for the deployment of the MX Missile System.

Mr Curl then joined the Morrison-Knudsen organization where he rapidly became MK's top Project Manager on International projects with a \$700 Million Gold/Copper project in Papua New Guinea and the \$2.1 Billion Cerrejon Coal Project in Colombia, S.A. to his credit. He also managed MK's Heavy Civil East Coast Division and headed MK's efforts to win, then execute the EPCM contract for the \$1.25 Billion Superconducting Super Collider project with its 75 miles of tunnels and other massive underground works.

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Mr Curl then accepted a position with Balfour Beatty Ltd., of London, U.K., to reorganize their American operations and establish their position in the U.S. Construction Industry. Mr Curl was appointed President and CEO of Balfour Beatty, Inc., with subsidiaries Balfour Beatty Construction, Inc., and Heery Engineering. Balfour Beatty Construction enjoyed growth and success in the heavy civil and highway business, rising to number 47 on the ENR rankings in Mr Curl's final year. Heery also continued its pattern of solid growth and expansion as a premier Design and Construction Management firm.

Mr Curl now resides in Pinehurst, North Carolina, and is an avid golfer.

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