

CURRICULUM VITAE



JOHN A. ARMSTRONG

PMP, CCM, PMI-SP, PSP

John Armstrong is a degreed engineer with approximately 2 decades of experience in the construction industry as an expert witness, general contractor, subcontractor, and owner's representative. He is highly skilled in project and program controls, claims avoidance and preparation, risk management, schedule auditing, cost estimating, enterprise-level planning for owners, schedule development for contractors, and contract and change management. John provides expert witness services relating to damage quantum, standard of care for contractors, and forensic delay analysis arising during construction. John is also experienced in providing litigation, arbitration, mediation, and alternative dispute resolution support for attorneys.

YEARS OF EXPERIENCE:

- 20 years

ACADEMIC QUALIFICATIONS:

- Bachelor of Science, Construction Engineering, Purdue University

AFFILIATIONS & CERTIFICATIONS:

- Project Management Professional (PMP), Certificate #1934045, PMI
- Certified Construction Manager (CCM), Certificate #6471, CMAA
- PMI Scheduling Professional (PMI-SP), Certificate #1981449, PMI
- Planning & Schedule Professional (PSP), Certificate #1720, AACE

John has worked on complex projects and programs, including residential, infrastructure, education (K-12, community college, university), correctional facilities, technology, and healthcare. He has provided lead scheduling, cost estimating and engineering, change and claims management, project controls, expert testimony, and contract/change management services for over 170 construction projects totaling over \$14 billion. John's experience with project delivery methods includes design-bid-build, CMAR/CMGC, design-build, lease-leaseback, and more.

John is also an expert in construction claims and time extension requests across various markets and sectors. John has provided these services for a full spectrum of clients, including construction owners, attorneys, and contractors. These services include estimating cost to repair, damage quantum and forensic analysis of time extension requests. John has testimony experience in depositions, hearings, and mediations.

John is also a contributing author on the update of AACE International Recommended Practice 29R-03 "Forensic Schedule Analysis." John was also the lead researcher and primary author of the technical paper Assessing Accuracy of Estimated Activity Durations in Construction CPM Schedules, which is to be published by the American Society of Civil Engineers ("ASCE") Construction Research Congress 2020, published in March 2020.

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DETAIL OF PROFESSIONAL EXPERIENCE

Refer to the section titled **DETAILED PROJECT LISTING** for additional information regarding responsibilities and duties performed in each of these roles.

November 2020 to Present	Principal <i>Other Roles with Firm: Director, Senior Director</i> Civic CM (Civic CM) Phoenix, AZ
April 2018 to November 2020	Associate <i>Other Roles with Firm: Senior Scheduler and Senior Claims Manager</i> Rider Levett Bucknall Ltd. (RLB) Phoenix, AZ
January 2018 to April 2018	Area Superintendent Hensel Phelps Construction Co. (HP) Phoenix, AZ
July 2015 to January 2018	Corporate Project Controls Manager <i>Other Roles with Firm: Schedule Manager, Scheduler</i> Kitchell CEM, Inc. (KCEM) Phoenix, AZ
February 2014 to June 2015	Project Controls Manager <i>Other Roles with Firm: Scheduler</i> J. Banicki Construction, Inc. (JBICI) Tempe, AZ
May 2006 to February 2014	District Contract Administration Manager <i>Other Roles with Firm: Project Contract Administration Manager, Lead Estimator, Project Engineer, Design-Build Manager, Scheduler, Field Engineer</i> Kiewit Infrastructure Co. (KIC) Phoenix, AZ
Other Experience 2004 – 2005 2003	Impact Drilling & Blasting, Inc. M.A. Mortenson Construction Co.



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DETAILED PROJECT LISTING

COMMERCIAL & INDUSTRIAL

Office	Northrop Grumman	Project Flight	Provide prospective baseline and schedule updates. Prepare prospective delay analysis.	Arizona, USA	RLB
Office	Google	Pacific Shores Enhanced Sitework	Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis.	California, USA	RLB
Office	Google	Pacific Shores Building 1900 TI	Prepare retrospective/forensic delay analysis.	California, USA	RLB
Office	Google	Pacific Shores Building 1600 TI	Prepare retrospective/forensic delay analysis.	California, USA	RLB
Office	Google	Pacific Shores Building 1300 TI	Prepare retrospective/forensic delay analysis.	California, USA	RLB
Office	Google	Pacific Shores Building 1900 CEC & Auditorium	Prepare retrospective/forensic delay analysis.	California, USA	RLB
Office	Google	Pacific Shores Building 1700 TI	Provide technical analysis of schedule submissions.	California, USA	RLB
Office	Google	Pacific Shores Building 1200 TI	Provide technical analysis of schedule submissions.	California, USA	RLB
Office	Google	620 National TI	Provide technical analysis of schedule submissions.	California, USA	RLB
Office	Google	Block31 TI	Prepare retrospective/forensic delay analysis. Calculate productivity and inefficiency damages.	Seattle, USA	RLB
Office	Intuit	Mountain View 22 Office	Prepare baseline schedule. Prepare retrospective/forensic delay analysis. Provide technical analysis of schedule submissions.	California, AZ	Civic CM
Office	Camelback Development	One Camelback	Prepare retrospective/forensic delay analysis. Calculate productivity and inefficiency damages. Prepare expert report.	Arizona, USA	Civic CM

EDUCATION

Community College	MiraCosta CCD	Program Management, Measure MM Bond Program	Prepared and updated master program schedules and feasibility studies. Manage and oversee risk management program.	California, USA	KCEM
Community College	Solano Community college	Program Management, Measure Q Bond Program	Updated master program schedules.	California, USA	KCEM
Community College	South Orange County CCD	New Science Building at Saddleback College	Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	California, USA	KCEM
University	California Polytechnic State	New Dining Hall Facility	Prepared schedule feasibility study.	California, USA	KCEM

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EDUCATION

	University, San Luis Obispo California				
University	Polytechnic State University, San Luis Obispo	New Residence Hall/Dorm	Provide technical analysis of schedule submissions.	California, USA	KCEM
Community College	Orange Coast College	Planetarium	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	California, USA	KCEM
Community College	Orange Coast College	Recycling Center	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	California, USA	KCEM
Community College	Golden West College	Criminal Justice Training Center	Provide technical analysis of schedule submissions.	California, USA	KCEM
University	Arizona State University	Ross-Blakley Hall Renovation	Provide prospective baseline and schedule updates. Prepare prospective delay analysis	Arizona, USA	KCEM
University	Arizona State University	Armstrong Law Library	Provide prospective baseline and schedule updates. Prepare prospective delay analysis.	Arizona, USA	KCEM
Community College	San Bernardino CCD	Program Management, Measure M Bond Program	Updated master program schedules.	California, USA	KCEM
University	Colorado School of Mines	Spruce Residence Hall	Provide technical analysis of schedule submissions. Calculate damages. Audit change order requests.	Colorado, USA	RLB
University	Colorado School of Mines	Parking Garage 1	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	Colorado, USA	RLB
K-12	Gila River Indian Community	Gila River Crossing School	Provide technical analysis of schedule submissions. Manage and oversee risk management program.	California, USA	RLB
K-12	Arizona School Facility Board	Tolleson High School Case Study	Prepare case study.	California, USA	RLB
University	University of California Davis	Recital Hall	Provide prospective schedule updates. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	California, USA	KCEM
K-12	Ames Community School District	Ames High School	Updated master program schedules.	Iowa, USA	KCEM
Community College	Yosemite CCD	Program Management, Measure E Bond Program	Updated master program schedules.	California, USA	KCEM
Community College	San Bernardino CCD	San Bernardino Valley College Gymnasium & Stadium	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis.	California, USA	KCEM

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EDUCATION

Community College	San Bernardino CCD	Crafton Hills College New Crafton Center	Prepare retrospective/forensic delay analysis.	California, USA	KCEM
K-12	Cupertino USD	Program Management, Measure H Bond Program	Updated master program schedules.	California, USA	KCEM
K-12	Academy of Math and Science	AMS Glendale Charter School	Provide prospective schedule updates. Prepare prospective delay analysis.	Arizona, USA	RLB
K-12	Leona Group	Leon Group El Derado Tenant Improvement	Provide prospective baseline & schedule updates.	Arizona, USA	RLB
K-12	Empower College Preparatory	Building E & G Construction	Provide prospective baseline and schedule updates.	Arizona, USA	RLB
University	Queen's College	Innovation & Wellness Center	Prepare retrospective/forensic delay analysis.	Ontario, CA	RLB
K-12	Waltz Construction	Merzano K-8 School Design SB1022	Prepared schedule feasibility study.	Arizona, USA	RLB
Vocational	Solano County	Classroom and Vocation Training Center at Claybank	Prepare retrospective/forensic delay analysis.	California, USA	KCEM
K-12	Mount Vernon School District	High School Fine Arts Center	Prepare retrospective/forensic delay analysis. Calculate damages.	Washington, USA	RLB
K-12	Gila River Indian Community	Casa Blanca Community School	Prepared and updated master program schedules and feasibility studies. Provide technical analysis of schedule submissions. Calculate damages.	Arizona, USA	RLB
K-12	Long Beach Unified School District	Jordan High School Phase 1c, 1d, 2a and 4	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	California, USA	Civic CM
Community College	San Bernardino Community College District	Program Management, Measure CC Bond Program	Prepared and updated master program schedules. Draft scheduling specifications. Audit contractor submitted schedules.	California, USA	Civic CM
University	University of Arizona	Grand Challenges	Assist in pull planning sessions and other Lean Construction initiatives.	Arizona, USA	Civic CM
University	University California San Diego	Theater District Living and Learning Center	Assist in pull planning sessions and other Lean Construction initiatives.	California, USA	Civic CM
Community College	Pima JTED	Innovative Learning Campus	Provide prospective baseline and schedule updates.	Arizona, USA	Civic CM
Community College	West Valley College	Learning Resource Center	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	California, USA	Civic CM
Research Center	Longfellow Development	Millbrae Adrian Science Park	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	California, USA	Civic CM

ENTERTAINMENT, RECREATION & HOSPITALITY

Sports	Phoenix Rising Soccer Club	Facility and Stadium Construction	Provide a prospective baseline schedule.	Arizona, USA	KCEM
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ENTERTAINMENT, RECREATION & HOSPITALITY

Hotel	Marriot Hotels	Camelback Inn	Provide technical analysis of schedule submissions.	Arizona, USA	RLB
Hotel	Howard Hughes	Ke Kiloana	Provide technical analysis of schedule submissions.	Hawaii, USA	RLB
Music Venue	Madison Square Gardens	Las Vegas Sphere	Prepared and updated master program schedules and feasibility studies. Provide technical analysis of schedule submissions. Calculate damages. Audit change order requests. Manage and oversee risk management program	Nevada, USA	RLB
Broadcasting & Data Center	Fox Sports	Project Gryphon	Prepared and updated master program schedules and feasibility studies. Manage and oversee risk management program	Arizona, USA	RLB
Hotel	Hyatt	Hyatt House	Provide technical analysis of schedule submissions.	California, USA	RLB
Hotel	Hyatt	Hyatt Place	Provide technical analysis of schedule submissions.	California, USA	RLB
Convention Center	City of Sacramento	Sacramento Convention Center	Provide technical analysis of schedule submissions.	California, USA	RLB
Hotel	Hyatt	Hyatt Oceanside Resorts	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Manage and oversee risk management program	California, USA	Civic CM
Hotel	Woodward Born Ventures, LLC	Daxton Hotel	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Detroit, USA	RLB
Convention Center	City of Denver	Colorado Convention Center Expansion	Prepared and updated master program schedules and feasibility studies. Provide technical analysis of schedule submissions. Manage and oversee risk management program	Colorado, USA	RLB
Theatre	City of Sacramento	Sacramento Community Theatre	Provide technical analysis of schedule submissions. Manage and oversee risk management program	California, USA	RLB
Casino	Tohono O'odohom Gaming Enterprise	Desert Diamond West Valley Resort	Provide technical analysis of schedule submissions. Prepared and updated master program schedules and feasibility studies.	Arizona, USA	RLB
Park	Town of Gilbert	The Strand Water Park	Prepared and updated master program schedules and feasibility studies. Provide prospective baseline and schedule updates.	Arizona, USA	RLB
Park	Clark County	Sunset Pickleball Court	Prepared and updated master program schedules.	Nevada, USA	RLB
Park	Clark County	Lewis Family Park Renovation	Prepared and updated master program schedules.	Nevada, USA	RLB
Hotel	Hilton Grand Vacations	Hilton Grand Fiesta Americana Renovation	Prepared master program schedule.	Cabo San Lucas, MX	RLB
Casino	Yavapai-Apache Nation	Cliff Castles Casino & Hotel	Prepare retrospective/forensic delay analysis. Provide expert witness disclosure. Calculate damages.	Arizona, USA	RLB

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ENTERTAINMENT, RECREATION & HOSPITALITY

Casino	Picayune Rancheria of Chukchansi Indians	Chukchansi Gold Resort & Casino	Prepare retrospective/forensic delay analysis. Provide expert witness disclosure. Testified in a deposition. Calculate damages.	California, USA	Civic CM
Convention Center	City & County of Denver	Colorado Convention Center Expansion	Provide technical analysis of schedule submissions. Prepared and updated master program schedules and feasibility studies. Manage and oversee risk management program	Colorado, USA	Civic CM
Convention Center	State of Hawaii	Honolulu Convention Center Roof Replacement	Prepared feasibility studies.	Hawaii, USA	RLB
Sports	Legacy Sports	Legacy Sports Park	Prepared master program schedule and baseline schedule. Manage and oversee risk management program	Arizona, USA	RLB
Master Planned Community, Hotel, Winery	Maha Guernoc	Napa Valley Resort & Maha Farms	Prepared master program schedule.	California, USA	RLB
Hotel	Choctaw Nation	Choctaw Casino & Resort Expansion	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Manage and oversee risk management program	Oklahoma, USA	Civic CM
Entertainment Center	Krikorian Theaters	Lx Live	Prepare retrospective/forensic delay analysis. Calculate damages. Prepare expert report.	Kentucky, USA	Civic CM
Casino	Gila River Indian Community	Santan Casino	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Arizona, USA	Civic CM
Casino	Tohono O'odham Nation	Far West Casino	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Arizona, USA	Civic CM

ENVIRONMENTAL, & WATER/WASTEWATER

Water & Waste Water Treatment	City of Tucson	Ina Road WWTP	Provide technical analysis of schedule submissions. Provide prospective baseline and schedule updates. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages.	Arizona, USA	KIC
Water & Waste Water Treatment	City of Phoenix	Union Hills Water Treatment Plant Rehabilitation	Provide technical analysis of schedule submissions.	Arizona, USA	KIC
Water & Waste Water Treatment	City of Phoenix	Deer Valley Water Treatment Plant	Provide technical analysis of schedule submissions. Calculate damages.	Arizona, USA	KIC
Environmental Restoration	US Army Corps of Engineers	Tres Rios Environmental Restoration Phase 3A	Provide prospective baseline & schedule updates. Prepare prospective delay analysis. Calculate damages. Audit change order requests.	Arizona, USA	KIC
Water & Waste Water Treatment	California Department of Rehabilitation	Mule Creek WWTP Expansion	Provide technical analysis of schedule submissions. Prepare prospective delay analysis.	California, USA	KCEM

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ENVIRONMENTAL, & WATER/WASTEWATER

			Calculate damages. Audit change order requests.		
Water & Waste Water Treatment	Department of General Services	Pleasant Valley State Prison WWTP	Provide technical analysis of schedule submissions. Calculate damages. Audit change order requests.	California, USA	KCEM
Water & Waste Water Treatment	City of Spokane	IMCO v City of Spokane - WWTP	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Provide expert witness disclosure. Deposed and testified in hearing for the matter.	Washington, USA	RLB
Dam/Levee	Pend Oreille County, Washington	Box Canyon Upstream Fish Passage Facility	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Washington, USA	RLB
Dam/Levee	Magma Flood Control District	Erosion Control Project	Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. Prepare and submit expert witness disclosure.	Arizona, USA	Civic CM
Dam/Levee	US Army Corps of Engineers	Lake Isabella Dam Safety Modification Project, Phase II Dams & Spillway	Claims assistance and advisory.	California, USA	Civic CM
Water & Waste Water Treatment	King County, WA	Georgetown Wet Weather Treatment Station	Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. Audit change order requests.	Washington, USA	Civic CM
Waste Water Pump Station	King County, WA	Sunset-Heathfield Pump Station	Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. Audit change order requests. Provide support in mediation.	Washington, USA	Civic CM
Water & Waste Water Treatment	Centennial Water District	Marcy Gulch	Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts.	Colorado, USA	Civic CM
Dam/Levee	Foster City, CA	Foster City Levee Improvements	Provide prospective baseline and schedule updates.	California, USA	Civic CM
Irrigation Water Pump Station	Metropolitan Water District of Southern California.	CRA Pump Plants 6.9kV Power Cable Replacement	Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. Prepare and issue expert report for matter (Baker v MWD).	California, USA	Civic CM
Water & Waste Water Treatment	City of Chattanooga	Moccasin Bend Waste Water Treatment Plant EQ Basin, Blower and Warehouse Replacement	Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. Prepare and issue expert report for matter (Crummy v City of Chattanooga).	Tennessee, TN	Civic CM
Water & Waste Water Treatment	Knoxville Utility Board	Jonas Pump Station and Force Main	Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts.	Tennessee, TN	Civic CM

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FEDERAL

Tactical Infrastructure	US Army Corps of Engineers	O-11/O-14/O-15/O-16/O-21 Tactical Infrastructure and Border Fence	Provide prospective baseline and schedule updates. Prepare prospective delay analysis. Calculate damages. Audit change order requests.	Texas, USA	KIC
Military	US Army Corps of Engineers	Combat Aviation Bridge Infrastructure, Wheel Army Air Base	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Hawaii, USA	KIC
Military	US Naval Facilities Engineering Command	Yuma Marine Corps Air Station F-35 B Joint Strike Fighter Base	Provide prospective baseline and schedule updates. Prepare prospective delay analysis.	Arizona, USA	KIC
Military	US Army Corps of Engineers	Phase VI Housing Project, Malmstrom Air Force Base, J. Talcott Construction v. Garco Construction	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Provide expert witness disclosure. Calculate damages. Audit change order requests.	Washington, USA	RLB
Federal Office Building	US General Services Administration	Edith Green-Wendell Wyatt Federal Building Domestic Water System Replacement	Prepared master program schedules and feasibility studies.	Oregon, USA	RLB

HEALTHCARE

Multiple	University of California Davis Medical Center	Program Management	Provide technical analysis of schedule submissions. Prepared master program schedules and feasibility studies.	California, USA	KCEM
Outpatient	University of California San Diego	Outpatient Pavilion Medical Office	Provide technical analysis of schedule submissions.	California, USA	KCEM
Hospital	UC Health	Tower 3 at Anschutz Campus	Provide technical analysis of schedule submissions.	Colorado, USA	RLB
Hospital	UC Health	Greeley Hospital & Ambulatory Care Center	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Colorado, USA	RLB
Hospital	UC Health	Memorial Hospital Expansion	Provide technical analysis of schedule submissions.	Colorado, USA	RLB
Hospital	UC Health	Highlands Ranch Hospital	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Colorado, USA	RLB
Hospital	UC Health	Steadman Inverness Sports Medicine Facility	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Colorado, USA	RLB
Hospital	UC Health	Longs Peak Ambulatory Care Center	Provide technical analysis of schedule submissions.	Colorado, USA	RLB

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HEALTHCARE

Hospital	UC Health	Longs Peak Hospital Medical Center	Provide technical analysis of schedule submissions.	Colorado, USA	RLB
Hospital	UC Health	Cook Street Tenant Improvement	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Colorado, USA	RLB
Hospital	UC Health	Eastview MOB	Provide technical analysis of schedule submissions.	Colorado, USA	RLB
Hospital	Department of General Services	Napa State Hospital Kitchen	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages.	California, USA	KCEM
Hospital	Department of Accounting & General Services	Hawaii State Hospital New Patient Facility	Provide technical analysis of schedule submissions.	Hawaii, USA	RLB
Hospital	Maricopa County Integrated Health System	Valleywise	Assist in pull planning sessions and other Lean Construction initiatives. Provide prospective baseline and schedule updates	Arizona, USA	Civic CM
Hospital	US Department of Veteran Affairs	Louisville Hospital	Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages.	Kentucky, USA	Civic CM

POWER, INDUSTRIAL & MINING

Power	BHP	Jansen Substantiation and Transmission Line Phase 1	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages.	Saskatchewan, Canada	Civic CM
Power	Capital Power	Genesse Repowering Project	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages.	Alberta, Canada	Civic CM
Manufacturing	Northrop Grumman	Project Flight	Provide prospective baseline and schedule updates. Prepare prospective delay analysis.	Arizona, USA	RLB
Manufacturing	Roche-Ventana	Central Utility Plane	Provide project controls oversight.	Arizona, USA	RLB
Manufacturing	Roche-Ventana	Manufacturing Plant	Provide project controls oversight.	Arizona, USA	RLB
Mining	Freeport McMoRan	Bagdad Flotation	Provide technical analysis of schedule submissions. Provide prospective baseline & schedule updates.	Arizona, USA	KIC
Oil & Gas	Exxon/Imperial Oil	Mildred Lake Mine Replacement	Provide prospective baseline and schedule updates. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Provide technical analysis of schedule submissions. Calculate damages. Audit change order requests.	Alberta, CA	KIC

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POWER, INDUSTRIAL & MINING

Semi-conductor	Intel	1274 Base Build	Provide prospective baseline and schedule updates.	Arizona, USA	HP
Semi-conductor	Intel	1272 Base Build	Provide prospective baseline and schedule updates.	Arizona, USA	HP
Semi-conductor	Intel	1274 Tool Install	Provide prospective baseline and schedule updates.	Arizona, USA	HP
Semi-conductor	Intel	1272 Tool Install	Provide prospective baseline and schedule updates.	Arizona, USA	HP
Semi-conductor	Intel	Conveyance Project	Provide technical analysis of schedule submissions.	Arizona, USA	RLB

JUSTICE & CORRECTIONS

Prison	California Department of Rehabilitation	Mule Creek Infill	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Calculate damages.	California, USA	KCEM
Prison	California Department of Rehabilitation	Mule Creek Electrical Upgrade and Backup	Provide technical analysis of schedule submissions. Prepare prospective delay analysis.	California, USA	KCEM
Prison	California Department of Rehabilitation	California Institute for Men Healthcare Facility Improvement Project	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages.	California, USA	KCEM
Prison	California Department of Rehabilitation	California Institute for Women Healthcare Facility Improvement Project	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages.	California, USA	KCEM
Prison	California Department of Rehabilitation	Richard J Donovan Correctional Facility Healthcare Facility Improvement Project	Prepare retrospective/forensic delay analysis. Calculate damages.	California, USA	KCEM
Jail	Kern County	Kern County Justice Facility	Provide technical analysis of schedule submissions. Prepare prospective delay analysis.	California, USA	KCEM
Jail	Santa Barbra County	Santa Barbra North Branch Jail	Provide technical analysis of schedule submissions. Prepare prospective delay analysis.	California, USA	KCEM
Juvenile	County of Los Angeles	Camp Vernon Kilpatrick Replacement Project	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis.	California, USA	KCEM
Juvenile	San Luis Obispo County	Juvenile Hall Expansion	Provide technical analysis of schedule submissions.	California, USA	KCEM
Courthouse	Judicial Council of California	Yuba City Courthouse	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	California, USA	KCEM
Courthouse	Judicial Council of California	Santa Barbra Courthouse	Provide general scheduling feasibility services.	California, USA	KCEM
Courthouse	Judicial Council of California	New Sacramento Courthouse	Provide general scheduling feasibility services.	California, USA	KCEM

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JUSTICE & CORRECTIONS

Courthouse	Judicial Council of California	Yolo County Courthouse	Provide general scheduling feasibility services.	California, USA	KCEM
Courthouse	Judicial Council of California	Modesto Courthouse	Provide general scheduling feasibility services.	California, USA	KCEM
Courthouse	Coconino County	Flagstaff Courthouse	Provide general scheduling feasibility services.	Arizona, USA	KCEM
Re-entry Facility	Stanislaus County	Re-Entry and Enhanced Alternatives to Custody Training (REACT) Facility	Provide technical analysis of schedule submissions.	California, USA	KCEM
Prison	Utah Department of Corrections	New Draper Prison Complex	Prepared master program schedules and feasibility studies.	Utah, USA	KCEM
Courthouse	US General Services Administration	Tacoma Union Station & Eastern Washington District	Provide general scheduling feasibility services.	Washington, USA	RLB
Courthouse	US General Services Administration	James M. Fitzgerald US Courthouse & Federal Building	Provide general scheduling feasibility services.	Alaska, USA	RLB
Prison	Wayne County (MI) Sherriff Office	Wayne County Justice Facility	Prepared owner transition schedule.	Michigan, USA	Civic CM
Prison	US Federal Bureau of Prisons	Federal Bureau of Prisons	Prepare retrospective/forensic delay analysis. Calculate damages. Issue expert report for matter (Harris v. West Point).	Arizona, USA	Civic CM

MUNICIPAL & STATE

Office	Department of General Services	Grass Valley DMV	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages.	California, USA	KCEM
Office	Department of General Services	Inglewood DMV	Prepared master program schedules and feasibility studies.	California, USA	KCEM
Other	Department of General Services	California State Fire Marshal Maintenance Facility	Provide technical analysis of schedule submissions. Prepared master program schedules and feasibility studies. Calculate damages.	California, USA	KCEM
Other	Department of General Services	California State Fire Marshal Training Facility	Provide technical analysis of schedule submissions.	California, USA	KCEM
Office	Department of General Services	O Street Office Building	Prepared master program schedules and feasibility studies.	California, USA	KCEM
Other	Department of General Services	Facility Management Division, Program Manager	Prepared master program schedules and feasibility studies.	California, USA	KCEM
Parking Garage	Town of Gilbert	Historical District Parking Garage	Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Calculate damages. Audit change order requests.	Arizona, USA	RLB

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MUNICIPAL & STATE

Library	County of San Bernardino	Apple Valley Branch Library Repairs	Provide prospective baseline and schedule updates.	California, USA	KCEM
Fire Station	City of San Rafael	Fire Station 52	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	California, USA	KCEM
Fire Station	City of San Rafael	Fire Station 57	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	California, USA	KCEM

RESIDENTIAL

Multi-family	Civana	Civana Resort	Provide prospective baseline and schedule updates.	Arizona, USA	RLB
Multi-family	Region of Peel	Mayfield West Complex	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	Ontario, CA	RLB
Single-Family	Waltz Family	Waltz Residence	Provide prospective baseline and schedule updates.	Arizona, USA	RLB
High Rise Condos	Brookfield Properties	Lilia Waikiki	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Hawaii, USA	RLB
High Rise Condos	Howard Hughes	Ward Village Block N-East (Aalii)	Provide technical analysis of schedule submissions.	Hawaii, USA	RLB
Multi-family	APCHA	Burlingame Low Income Housing	Calculate damages.	Colorado, USA	RLB
Multi-family	RCS Park Place & Park Place 1 Developer	Park Place	Prepare retrospective/forensic delay analysis. Provide expert witness disclosure. Calculate damages.	Arizona, USA	Civic CM
Assisted Living	Diversified Design & Construction	La Posada	Provide prospective baseline and schedule updates.	Arizona, USA	Civic CM
Multi-family	Related Group	Manor Scottsdale	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Arizona, USA	Civic CM
Multi-family	Related Group	Town Chandler	Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis.	Arizona, USA	Civic CM
Multi-family	Wildpine	Wildpine Residence	Performed forensic schedule analysis. Calculate damages. Prepare expert report.	Ottawa, Canada	Civic CM
Single Family	Panayis Family	Panayis v. Santorini Homes	Calculate damages. Prepare expert report.	Arizona, USA	Civic CM
Single Family	Knox Family	Knox Residence	Calculate damages.	Arizona, USA	Civic CM
Single Family	Kothari Family	Kothari v. Ausi Master Builders	Performed forensic schedule analysis. Calculate damages.	Arizona, USA	Civic CM

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TECHNOLOGY

Data Center	Charles Schwab	South Mountain Server & Electrical Upgrade	Prepared master program schedules and feasibility studies.	Arizona, USA	RLB
Data Center	VELCO	New Haven Backup Controls & Secondary data Center	Prepared master program schedules and feasibility studies.	Vermont, USA	RLB
Data Center	Meta	Mesa Arizona Facebook Data Center	Provide prospective schedule updates. Calculate earned revenue analyses. Performed forensic schedule analysis. Calculate damages. Audit change order requests.	Arizona, USA	RLB

TRANSPORTATION

Rail	Valley Metro Rail	Line Section 1	Provide prospective schedule updates. Calculate damages.	Arizona, USA	KIC
Rail	Valley Metro Rail	Central Mesa Light Rail Extension	Provide prospective baseline and schedule updates.	Arizona, USA	KIC
Rail	Valley Metro Rail	Rail Repair & Maintenance	Provide prospective baseline and schedule updates.	Arizona, USA	KIC
Rail	Valley Metro Rail	Emergency On-call Rail Response	Prepared master program schedules and feasibility studies.	Arizona, USA	KIC
Rail	New Mexico Department of Transportation	Rail Runner II	Provide prospective baseline and schedule updates. Calculate damages. Audit change order requests.	New Mexico, USA	KIC
Rail	Bay Area Rapid Transit	Berryessa Extension	Provide technical analysis of schedule submissions.	California, USA	KIC
Rail	Utah Transit Authority	Draper Light Rail Extension	Provide technical analysis of schedule submissions. Calculate damages. Audit change order requests.	Utah, USA	KIC
Rail	Amtrak	Carlsbad Double Track Project	Provide prospective schedule updates. Calculate damages. Audit change order requests.	California, USA	KIC
Aviation	City of Phoenix	Phoenix SkyHarbor International Airport Terminal 4 South Apron Replacement	Provide prospective schedule updates.	Arizona, USA	JBCI
Aviation	City of Phoenix	Phoenix SkyHarbor International Airport Terminal 4 North Apron Replacement	Provide prospective baseline and schedule updates.	Arizona, USA	JBCI
Highway	Arizona Department of Transportation	Cordes Junction Flame Straightening	Provide prospective baseline and schedule updates.	Arizona, USA	JBCI
Highway	Arizona Department of Transportation	I-10 3rd to 3rd Deck Park Tunnel Drainage Improvement	Provide prospective baseline and schedule updates.	Arizona, USA	JBCI
Highway	Coconino County	Mund's Wash Bridge Repair	Provide prospective baseline and schedule updates.	Arizona, USA	JBCI

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TRANSPORTATION

Aviation	City of Phoenix	Deer Valley Airport Acute Angle Connectors	Provide prospective baseline and schedule updates.	Arizona, USA	JBCI
Aviation	City of Flagstaff	Flagstaff Westplex Taxi Lanes Reconstruction	Provide schedule updates.	Arizona, USA	JBCI
Aviation	City of Mesa	Phoenix-Mesa Gateway Airport 30L Runway Reconstruction and Detention Basin	Provide prospective baseline and schedule updates. Provide prospective baseline and schedule updates. Calculate damages.	Arizona, USA	JBCI
Aviation	Los Angeles World Airports	Los Angeles International Airport New Face of Central Terminal	Provide prospective baseline and schedule updates.	California, USA	JBCI
Streets	City of Sedona	SR 89A Reconstruction	Provide prospective baseline & schedule updates.	Arizona, USA	JBCI
Aviation	City of Sedona	Sedona Airport Apron A Reconstruction	Provide prospective baseline and schedule updates.	Arizona, USA	JBCI
Aviation	City of Phoenix	Phoenix SkyHarbor International Airport East Air Cargo Reconstruction	Provide prospective schedule updates. Provide prospective baseline & schedule updates.	Arizona, USA	JBCI
Aviation	City of Phoenix	Phoenix SkyHarbor International Airport East Hold Bay Reconstruction	Provide prospective schedule updates. Provide prospective baseline & schedule updates.	Arizona, USA	JBCI
Streets	Yavapai County	Poland Creek Deck Reinforcement Project	Provide prospective baseline and schedule updates.	Arizona, USA	JBCI
Streets	Yavapai County	Wet Beaver Creek Bridge	Provide prospective baseline and schedule updates.	Arizona, USA	JBCI
Streets	City of Chandler	Arizona Ave Reconstruction	Provide prospective baseline and schedule updates. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	Arizona, USA	RLB
Streets	City of Chandler	Ocotillo Road Improvements	Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	Arizona, USA	RLB
Streets	City of Avondale	CDBG Central Ave to 3rd Street Roadway Improvements	Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	Arizona, USA	RLB
Highway	Arkansas DOT	ARDOT Project No. CA0608 I-630 Baptist Hospital – University Av. (Widening)	Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	Arkansas, USA	RLB
Highway	Oklahoma Transit Authority	Gilcrease Expressway	Provide a prospective baseline schedule.	Oklahoma, USA	RLB
Rail	Ontario/Metrolinx	Hurontario LRT	Prepared schedule feasibility study.	Ontario, CA	RLB

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TRANSPORTATION

Facility	Butte County Association of Governments	Butte Regional Transit Operations Center Maintenance/Transit Facility	Provide technical analysis of schedule submissions.	California, USA	KCEM
Rail	Union Pacific Rail Road	UPRR Toyah Subdivision	Provide technical analysis of schedule submissions.	Texas, USA	KIC
Highway	Arizona Department of Transportation	ADOT I-10, I-17 Split to SR 202L	Provide prospective baseline and schedule updates.	Arizona, USA	RLB
Utilities	Town of Queen Creek	Cloud Road Water and Sewer Replacement	Prepare retrospective delay analysis. Calculate damages. Audit change order requests.	Arizona, USA	RLB
Aviation	City of Phoenix	Phoenix SkyHarbor International Airport Sky Train Stage 2 Fixed Facilities	Prepare retrospective/forensic delay analysis. Calculate damages.	Arizona, USA	RLB
Streets	Town of Gilbert	ST0960 Recker Road Improvements	Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests.	Arizona, USA	RLB
High-Speed Rail	Brightline	Florida High-Speed Rail	Prepare retrospective/forensic delay analysis.	Florida, USA	Civic CM
Bridge	City of Los Angeles	6 th Street Viaduct Replacement	Prepare retrospective/forensic delay analysis.	California, USA	Civic CM
Utilities	City of Chandler	Water Main Replacement WA1912.401	Provide technical analysis of schedule submission.	Arizona, USA	Civic CM
Highway	Arizona Department of Transportation	Lindsay Road Interchange	Prepare retrospective/forensic delay analysis. Prepare baseline schedules. Prepare schedule updates.	Arizona, USA	Civic CM
Utilities	City of Mesa	Mesa Drive Phase II Improvements 8 th Ave to Main Street	Prepare retrospective/forensic delay analysis. Calculate damages.	Arizona, USA	Civic CM
Light Rail	Valley Metro Rail	South Central Light Rail Extension	Prepare retrospective/forensic delay analysis. Calculate damages.	Arizona, USA	Civic CM
Highway	Arizona Department of Transportation	SR 89A Oak Creek Canyon	Prepare retrospective/forensic delay analysis. Prepare baseline schedules.	Arizona, USA	Civic CM
Highway	Arizona Department of Transportation	I-10 Broadway Curve	Prepare retrospective/forensic delay analysis. Prepare baseline schedules.	Arizona, USA	Civic CM
Highway	California Department of Transportation	I-15 Express Lanes	Prepare retrospective/forensic delay analysis. Calculate damages.	California, USA	Civic CM
Highway	Arizona Department of Transportation	US 95 Rifle Range Road to Wellton-Mohawk Canal	Prepare retrospective/forensic delay analysis. Prepare baseline schedules.	Arizona, USA	Civic CM
Highway	California Department of Transportation	I-5 Oso Parkway Widening	Prepare retrospective/forensic delay analysis. Calculate damages.	California, USA	Civic CM

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PROFESSIONAL ASSOCIATIONS

- AACE International, Arizona Chapter. Section Secretary, 2016 through 2017.
- AACE International, Arizona Chapter. Section Secretary, 2019 through 2020.
- AACE International, Arizona Chapter. Section President, 2020 through 2021.
- AACE International, Region 5 (Arizona, Texas, Colorado, Utah). Regional Director, 2021 through 2023.

PUBLICATIONS AND SPEAKING ENGAGEMENTS

- Presentation. Western Council of Construction Consumers. 2016. "Is Your Project Healthy? 5 Things Owners Should Ask Their Scheduler."
- Presentation. Western Council of Construction Consumers. 2017. "What is a Dashboard? Why is it Important for Me?"
- Presentation. American Public Works Association, Arizona Statewide Conference. 2017. "Protecting & Maximizing Your Cash Reserves."
- Presentation. Construction Management Association of America, Southern California Chapter. 2017. "Leveraging Streamlined Program and Project Controls."
- Presentation. AACE International, Arizona Chapter. 2019. "Selecting the Best Delay Quantification Technique For Your Claim."
- Presentation. Construction Management Association of America, CMAA 2019 National Conference and Trade Show. 2019. "Avoid and Resolving Construction Delays: 5 Essential Tips for Owners."
- Publication. *Construction Executive Magazine*. 2019. "The New Era of Project Scheduling: The Practical, the Possible and the Pitfalls."
- Presentation. Western Council of Construction Consumers. 2020. "Delays and Acceleration: How to Avoid Headaches."
- Presentation. AACE International, Arizona Section. 2020. "Using the Time Impact Analysis Methodology to Calculate the Most Accurate Extended Overhead Costs."
- Presentation. Construction Managers Association of America. 2020. "5 Essential Tips to Avoid and Mitigate Delays."

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- Presentation. Hawaii Bar Association. 2020. “Construction Schedule Contract and Specification Provisions.”
- Publication. *American Society of Civil Engineers, Construction Research Council of the Construction Institute. Construction Research Congress 2020.* 2020. “Assessing Accuracy of Estimated Activity Durations in Construction CPM Schedules.”
- Presentation. American Institute of Architects, Hawaii Chapter. 2020. “Avoiding Contract Disputed in the Age of COVID-19.”
- Presentation. Construction Managers Association of America. 2020. “Effective and Practical Risk Management Practices for Construction Projects.”
- Presentation. Western Council of Construction Consumers. “The Impact of Artificial Intelligence on Owners, Contractors, and Managing Claims.”
- Presentation. AACE International, Arizona Section. 2020. “The Impact of Artificial Intelligence on Owners, Contractors, and Managing Claims.”
- Presentation. Construction Managers Association of America. 2020. “The Impact of Artificial Intelligence on Owners, Contractors, and Managing Claims.”
- Presentation. American Public Works Association. 2021. “The Impact of Artificial Intelligence on Owners, Contractors, and Managing Claims.”
- Presentation. The Associated General Contractors of America. 2021. Supervisor Training Program Unit 3 “Scheduling and Planning.”
- Presentation. The Associated General Contractors of America. 2022. Supervisor Training Program Unit 3 “Claims and Change Orders.”
- Presentation. The Associated General Contractors of America. 2022. Project Management Development Program “Claims, Warranties, Defect, Liquidated Damages, and Constructive Acceleration.”
- Presentation. The Associated General Contractors of America. 2023. Supervisor Training Program Unit 3 “Scheduling.”
- Presentation. Western Winter Workshop. 2023. “The Impact of Artificial Intelligence on Owners, Contractors, and Managing Claims.”
- Presentation. The Arizona Bar Association, Construction Section. 2023. “The Impact and Risks of Artificial Intelligence in Construction Claims.”

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CONTINUING EDUCATION AND TRAINING

Year	Provider	Topic
2023	Arizona Builders' Alliance	Claims Related to Supply Chain Interruptions Legal Seminar
2022	Arizona Builders' Alliance	Arbitration Legal Seminar
2021	Arizona Builders' Alliance	Delays and Disruptions Legal Seminar
2021	Arizona Builders' Alliance	Senior Executive Leadership Program
2021	Arizona Builders' Alliance	Unit 4 "Last Planner System" of the CM Lean Certification Course
2020	AACE International, AZ Section	Contractor's Practice Guide for Estimating Cost to Completion for Construction Projects
2020	AACE International, AZ Section	The Impact of Artificial Intelligence on Owners, Claims, and Expert Witness Reports
2020	AACE International, AZ Section	Lessons from the UK: How to Define Project Value Beyond Cost and Time
2020	AACE International, AZ Section	Addressing Restart Claims and Resuming Construction after COVID 19 Shutdown
2020	Western Council of Construction Consumers	Dialing in Accuracy for Early Stage Estimates
2020	Western Council of Construction Consumers	Project Cost Applications at Los Angeles World Airports
2020	Western Council of Construction Consumers	Owner Use of Data Analytics to Control Costs in Construction and Facilities Management
2020	Western Council of Construction Consumers	Transforming Sloppy Historical Cost Data Into a Pot of Gold
2020	Western Council of Construction Consumers	Effective Change Management Practices
2020	Western Council of Construction Consumers	Using Gamification Software to Visualize Data, Inform Decisions & Predict Future Risk
2019	AACE International Conference	(CDR-3167) Home Office Overhead - Which Formula Should You Use?
2019	AACE International Conference	(CDR-3250) Practical and Legal Challenges to the Implementation of the Time Impact Analysis Method
2019	AACE International Conference	(CDR-3110) Concurrency and Pacing - Does Intent Matter?
2019	AACE International Conference	(CDR-3173) Defending Against Loss of Productivity Claims
2019	AACE International Conference	(CDR-3254) Claims Avoidance in Infrastructure Megaprojects: A Process Framework for Design-Build Contractors
2019	AACE International Conference	(CDR-3214) Understanding and Applying the Elements of Constructive Acceleration
2019	AACE International Conference	(CDR-3178) Overhead Costs in Delay and Productivity Claims
2019	AACE International Conference	(CDR-3147) A New Role for Project Control Professionals on Dispute Boards
2019	AACE International Conference	(CDR-3162) Identifying the As-Built Critical Path Using Recommended Practice 29R-03
2019	AACE International Conference	(CDR-3260) Damages Without a Cause: Liquidated Damages Are a Penalty When Owners Recover Damages for Their Own Delay
2019	AACE International Conference	(CDR-3145) Perfecting the Fixed Perspective Windows Delay Analysis
2019	AACE International Conference	(CDR-3193) How to Best Prepare for and Navigate a Subcontractor Default Insurance (SDI) Claim
2019	2019 CPM Construction Conference	Using Artificial Intelligence Smarter
2019	2019 CPM Construction Conference	Reviewing, Inspecting, and Reporting MSP
2019	2019 CPM Construction Conference	Really Understanding MSP
2019	2019 CPM Construction Conference	Implications of Artificial Intelligence
2019	2019 CPM Construction Conference	Top Ten Issues to Confuse Schedulers
2019	2019 CPM Construction Conference	Latest on AACE 29RP-03
2019	2019 CPM Construction Conference	Intersection of CPM, Engineering and Law
2019	2019 CPM Construction Conference	I am hiring an expert - why you?
2019	2019 CPM Construction Conference	A Panel Discussion hosted by the AACEi Planning & Scheduling Subcommittee
2019	2019 CPM Construction Conference	Schedule Requirements for Federal Projects

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Year	Provider	Topic
2019	2019 CPM Construction Conference	Mock Trial - Judge Marshall Presiding
2019	2019 CPM Construction Conference	Ethics and the Expert
2018	Direct Action Everywhere	Kingian Nonviolence Workshop for Conflict Resolution
2017	Western Council of Construction Consumers	Blind Men and the Elephant: Stakeholders Perspective of Construction
2017	Western Council of Construction Consumers	Achieving Enterprise Project Controls
2017	Western Council of Construction Consumers	Leveraging The Technology of Today and the Future of Project Controls
2017	Western Council of Construction Consumers	Owners Panel: Lessons Learned + The Future of Project Controls
2017	Western Council of Construction Consumers	Minimizing Unforeseen Project Pain: Methodologies to Predict, Plan & Communicate
2017	Western Council of Construction Consumers	Risk Management in Alternative Project Management
2017	Western Council of Construction Consumers	Using BIM & Drones for 4D Project Management
2017	Western Council of Construction Consumers	30 Minutes to Help Project Teams Banish Claims Forever
2017	Western Council of Construction Consumers	T24 Commissioning/Sustainability/Acceptance Testing Requirements
2016	Construction Management Association of America (CMAA)	Simplifying Los Angeles' Complex Change Order Process in the Cloud
2016	Construction Management Association of America (CMAA)	Managing Big Projects Globally: The Lessons of Experience
2016	Construction Management Association of America (CMAA)	Lessons Learned from Troubled Projects: How to Triage a Troubled Project
2016	Construction Management Association of America (CMAA)	Legalities of Emails and Electronic Communications on a Project
2016	Construction Management Association of America (CMAA)	Embedding a Risk Mitigation Strategy Early in the Project Delivery Process
2016	Construction Management Association of America (CMAA)	Developing Trends in Construction Claims and Disputes
2016	Construction Management Association of America (CMAA)	Delay Analysis: Valuable Tool or Black Magic?
2016	Construction Management Association of America (CMAA)	Correcting Critical Cost and Schedule Impacts Through Early Project Definition and Alignment
2016	Construction Management Association of America (CMAA)	CM and the War for Talent: Are We in Denial?
2016	Western Council of Construction Consumers	3 Strike Approach to Project Controls
2016	Western Council of Construction Consumers	Contracting for the Means of Project Control
2016	Western Council of Construction Consumers	Pull Planning and Project Controls
2016	Western Council of Construction Consumers	Preplanning = Success: Its Not Difficult as You Think
2016	Western Council of Construction Consumers	Estimating Controls and Managing Your Contingency Risk

DEPOSITION, HEARING, & TESTIMONY EXPERIENCE

- IMCO General Construction, Inc., a Washington corporation, Claimant, v. City of Spokane, a political subdivision of the State of Washington, Respondent/Counterclaimant. In Private Arbitration. Deposition testimony in dispute between prime contractor and municipal owner on a wastewater treatment plant project in Spokane, Washington for delays and damages. 2018.
- IMCO General Construction, Inc., a Washington corporation, Claimant, v. City of Spokane, a political subdivision of the State of Washington, Respondent/Counterclaimant. In Private Arbitration. Arbitration testimony in dispute between prime contractor and municipal owner on a wastewater treatment plant project in Spokane, Washington for delays and damages. 2019.

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- Kertel Communication, Inc., dba Sebastian Enterprises, Inc., a California corporation, Plaintiff, v. A. R. Mays Construction, Inc., an Arizona corporation. Superior Court of the State of California, In and For the County of Kings. Deposition testimony in dispute between prime contractor and subcontractor on a casino project in Fresno, California for damages. 2020.
- Standard Construction Company, Inc. an Arizona corporation vs Ringo Canyon Granite, LLC, an Arizona limited liability company; Magma Flood Control District, a flood protection district; Kent Pace and Jane Doe Pace, husband and wife. Deposition testimony in dispute between prime contractor and vendor, as well as owner and owner representative on a flood control project. 2023.
- A.R. Mays Construction, Inc. and Arizona Corporation v. Showprop Lexington III. Private arbitration. Deposition testimony in dispute between prime contractor and owner on an entertainment project in Lexington, Kentucky for damages. 2023.