

Curriculum Vitae

Anwar Hafeez is a nationally known and respected engineer and construction project manager, who has personally supervised over \$1,400,000,000 of major construction projects over the past thirty-five years. His most notable projects include the San Diego Convention Center, Los Angeles Central Library, Los Angeles International Airport (LAX) Expansion for the 1984 Olympics, Washington DC Subway System (WMATA), Raddison Flagship Hotel for the West Coast in Manhattan Beach, CA, Armed Forces Medical University in Bethesda, MD, and Walter Reed Army Hospital Barracks.

For most of his career he has served as the "man in charge" of overall project budgets, CPM schedules, subcontractor supervision and claims and change order resolution. In over past thirty years, Mr. Hafeez has pursued, evaluated and successfully settled over \$175,000,000 in construction claims and change orders, offering a unique depth of experience in construction claims and dispute resolution.

In 1994, after successfully completing the construction of the Los Angeles Central Library – including restoration of a 1920's landmark structure adjoining a new eight story expansion wing, Mr. Hafeez founded **SDC & Associates, Inc.** as a San Diego based construction consulting firm specializing in construction claims analysis, time extension analysis, CPM scheduling, construction management, training, dispute resolution, expert witness and litigation support.

Mr. Hafeez is now a sought-after litigation expert and alternative dispute resolution specialist, having served as a panelist on a Dispute Review Board and, most recently, as a Certified Arbitrator and Mediator for cases of the California Contractor's State License Board as well as private disputes.

Mr. Hafeez has served as a partnering facilitator on two Caltrans projects on with the comments from Caltrans stating that this was the best partnering meeting we have been to.

Mr. Hafeez is active in numerous trade associations including Associated General Contractors, American Subcontractors' Association, Associated Builders and Contractors, National Electrical Contractors Association, Southern California Contractors Association, San Diego Regional Economic Development Corporation, Contracting Opportunities Center of Southwestern College, Construction Specifications Institute and Dispute Review Board Foundation. He is a member of the American Bar Association (ABA) Construction Industry Forum, the American Arbitration Association, Conflicts Resolution Center International, California Disputes Resolution Council, Southern California Mediation Association, Forensic Expert Witness Association and Forensics Consultants Association of San Diego.

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REPRESENTATIVE FIELD CONSTRUCTION PROJECT MANAGEMENT ASSIGNMENTS

- ❖ Project Manager for Tutor-Saliba at Los Angeles Central Library. This unique 600,000 square foot, \$138,000,000 project had very complicated and intricate finish work and included historical renovation of the existing 1922 library edifice, historical preservation and refurbishing of numerous artifacts and murals, structural steel, reinforced concrete and new construction of an eight story annex with over 146 subcontractors. This high-profile project required over 1,200 shop drawings and over 4,000 RFIs (Requests for Information) and 1,900 change orders (totaling \$28,000,000) all of which were successfully negotiated with the City of Los Angeles without litigation. When the project opened on schedule, October 3, 1993, the Mayor of Los Angeles closed down Fifth Street for a gala star-studded five-hour celebration and grand opening.
- ❖ Project Manager for Tutor-Saliba-Perini at San Diego Convention Center, a structure often compared with the Sydney Australia Opera House and the site of the 1996 Republican National Convention. This lump sum, joint-venture, extremely complex world-class structure of concrete (140,000 cubic yards) and steel (10,000 tons) included 1,750,000 square feet of finish work, a 110,000 square foot tent roof structure outdoor exhibition area (the world's largest tent structure), temporary and permanent dewatering system for the below-sea-level parking structure, sheet piles and post-tensioned concrete. As the general contractor's onsite manager in charge of the entire project, Mr. Hafeez successfully negotiated \$27,000,000 in change orders after the contractor filed a claim followed by a lawsuit. Following exhaustive technical interrogatories and document discovery, insiders generally credit Hafeez's performance in a six-week video-taped deposition with convincing opposing counsel to settle the matter in an amount equal to Tutor-Saliba/Perini's original offer.
- ❖ Project Manager for the Los Angeles Raiders Luxury Suites at the LA Coliseum. After months of bid preparation and subcontractor and supplier procurement, this "Guaranteed Max" Tutor-Saliba project was cancelled after three and one-half weeks of construction due to NFL-related and City-related negotiation conflicts. The experience gave Mr. Hafeez unique insight into bidding, project costing, procurement and owner negotiations.
- ❖ Project Manager for the Radisson Plaza Hotel and Golf Course in Manhattan Beach, California. This Guaranteed Maximum Contract Tutor-Saliba project consisted of a nine-story post-tensioned concrete hotel structure including all finish work on a tight schedule to complete Radison's Flagship hotel on the West Coast. The project opened on time.
- ❖ Construction Management and Project Manager for Bechtel Construction, Inc. for the \$300,000,000 Los Angeles International Airport (LAX) Expansion Project in preparation for the 1984 Los Angeles Olympics. As an owner's representative, the projects included the International Terminal, Terminal One, multi-story parking structures, the Central Utility Plan, and a complete second level roadway infrastructure (the airport had previously been all on one ground level). Work consisted of coordination of numerous general contractors, subcontractors, suppliers, architects, engineers, consultants and airlines. Work included feasibility studies,

constructability reviews, CPM scheduling, acceleration analysis, claims analysis, negotiation of numerous change orders and claims, litigation support for the City of Los Angeles, and frequent formal and informal reporting to the Department of Airports regarding progress and status of work as well as problem resolution. All projects were completed before the 1984 Los Angeles Olympics.

- ❖ Senior Contract Administrator, Washington, D.C. Metro for on \$400,000,000 of projects for Bechtel Construction, Inc. For first two years negotiated change orders without any dollar limitations on numerous contracts including claim analysis, litigation support, schedule analysis, audit support, and contract close-outs. Largest single change order I negotiated was for \$5.5M.

Resident Engineer for Bechtel Construction, Inc. on eight contracts for the Washington DC Metro subway system on \$80,000,000 of contracts. Contracts included aboveground subway stations, cut-and-cover tunnels, parking lots, building, start-up sections of the subway and one cost-plus contract. Responsibilities included Quality Control (QC) inspections, contract administration, payment requisitions, all correspondence, coordination between contractor and owner and with public and private agencies, issuance and negotiation of change orders, CPM schedule monitoring, shop drawing approval, constructability review and troubleshooting.

- ❖ Project Engineer for US Navy Medical University, Bethesda (MD). Responsible for all phases of a \$40,000,000 multi-faceted project including CPM scheduling, cost analysis, change orders, materials procurement, subcontractor coordination, shop drawing review and approvals for the Frank Briscoe Company, general contractors and subcontractors.
- ❖ Project Engineer for Savoy Construction Company in the building of the Walter Reed Army Medical Center Barracks in Washington, DC. A \$10,000,000 six-story reinforced concrete building for the US Army Corps of Engineers. Responsible for all phases of construction.
- ❖ Director of Testing Laboratory for Savoy Construction Company. Founded and directed the testing laboratory with responsibility for \$100,000,000 in projects producing a laboratory profit of \$100,000 per year. On two occasions our laboratory analyses triumphed over OSHA slope stability citations.
- ❖ Chief Engineer for Froehling and Robertson, Inc. on many multi-million dollar projects including AAA Worldwide Headquarters, Boy Scouts of America Headquarters, Bulk Mail Center, Falls Church Water Treatment Plant, and many apartment buildings.
- ❖ Graduate Research Assistant for Lehigh University project for the Pennsylvania Department of Highways to devise a better design criterion for design of highways.
- ❖ Civil Engineer for Noon Qayom & Company (Pakistan) in conducting triangulation-cum-traverse survey on the Karachi Steel Mill and construction management of a \$20,000,000 Pakistan Machine Tool Factory.

REPRESENTATIVE LITIGATION AND ARBITRATION EXPERIENCE & APPEARANCES AS EXPERT WITNESS

Has served as an Arbitrator, Mediator and Expert Witness on numerous construction disputes, such as listed below:

- ❖ Northstar v. City of Las Vegas 2007 re: Washington Buffalo Park Project – prepared delay and disruption costs; gave deposition
Result: Scheduled for mediation.
- ❖ Mission Valley v. Roel Construction 2006 re: Park Laurel Condominium Towers Project – prepared delay and disruption costs; helped in medication
Result: Settlement favorable to our client after mediation.
- ❖ CPE v. St. Agnes Hospital 2005 re: Expansion of Hospital Project – prepared time extension analysis, delay and disruption costs; testified in two depositions and arbitration
Result: Settlement favorable to our client after arbitration.
- ❖ Robinson Construction v Festus/Crystal City Sewage Treatment Commission 2005 re: Wastewater Treatment Facility Improvements – prepared time extension analysis, delay and inefficiency costs. Helped in mediation.
Result: Settlement favorable to our client after mediation.
- ❖ Builders Plus v United Technology 2005 re: United Technology Project – prepared time extension analysis and delay costs.
Result: Settlement favorable to our client prior to litigation.
- ❖ LAS v. Caltrans, California 2005 re: Route 110 – prepared time extension analysis and costs. Made presentation before Dispute Review Board. Caltrans found partial merit
Result: Settlement favorable to our client in arbitration.
- ❖ Brunton Enterprises, Inc., d/b/a/ Plas-Tal Manufacturing Co. v City of Los Angeles 2004 re: Nitrogen Oxide Emission Reduction System at the Los Angeles International Airport in the City of Los Angeles, California – reviewed documents and prepared declaration.
Result: Settlement favorable to our client prior to litigation.
- ❖ Echo Pacific v San Diego Unified School District 2004 re: Modernization at Bell Junior High project – prepared time extension analysis and delay costs.
Result: Settlement favorable to our client after mediation.
- ❖ Comfort Zone v County of San Diego 2004 re: Spring Valley Library project – prepared time extension analysis and delay costs.
Result: Settlement favorable to our client prior to litigation.
- ❖ ICE v. Corps of Engineers, Seattle Division 2004 Picatinny, New Jersey re: Aquatic Park, – prepared time extension analysis, acceleration and delay costs. Qualified as an expert in delay and disruption analysis in Board of Contract Appeals hearing and testified during the hearings.

- Result: Board of Contract Appeals held in October 2004, Entitlement for Merit for client - remanded to quantum determination.
- ❖ Comfort Zone v San Diego Unified School District 2004 re: Miramar Ranch Elementary School Modernization project – prepared time extension analysis, delay and inefficiency costs.
Result: Settlement favorable to our client after mediation.
 - ❖ Comfort Zone v Lakeside School District 2003 re: Tierra del Sol School Modernization and Renovation project – prepared time extension analysis, delay and inefficiency costs.
Result: Settlement favorable to our client after mediation.
 - ❖ LAS v. Caltrans, California 2003 re: Route 10 – prepared time extension analysis and costs. Made presentation before Dispute Review Board. Caltrans has found merit
Result: Settlement favorable to our client after Dispute Review Board.
 - ❖ C&L v. Summit Construction, California 2003 re: Doubletree Hotel – prepared time extension analysis, acceleration analysis and costs.
Result: Settlement favorable to our client after Mediation.
 - ❖ City of Los Angeles v. D&M Construction, California 2002 re: LA Zoo – prepared estimated and actual costs including extended overhead costs plus depositions for a False Claims lawsuit.
Result: Settlement favorable to our client.
 - ❖ EMAE v City of Carson, California 2002 re: Scott Park Improvements – prepared claim for defective plans and specification; not-to-exceed time & material directive; soils report prior to bid not available; prepared and presented PowerPoint at mediation.
Result: Settlement favorable to our client.
 - ❖ Fashion Institute for Design and Merchandising v Turner Construction, California, 2000 re: Fashion Institute for Design and Merchandising – preparing expert witness documents for whether proper project management procedures were used by the general contractor.
Result: Settlement favorable to our client.
 - ❖ AMD v. San Bernardino City Unified School District, California, 2000, re: Richardson Intermediated School and San Bernadino High School – prepared Cardinal Change claim and prepared CPM delay analysis due to change orders issued by the owner. Presented PowerPoint presentation to the School District’s attorney & consultant.
Result: Settlement favorable to our client.
 - ❖ MAI v. U. S. Bureau of Reclamation (BOR), Arizona, 2000, re New Ranger Station and Helicopter Pad – wrote expert witness report regarding BOR’s allegation that performed defective survey work. Before, going to litigation BOR settled with our client MAI based on my report. Result: Settlement favorable to our client.
 - ❖ MAI v. U. S. Bureau of Reclamation (BOR), Arizona, 2000, re Santacruz Riverbank Project – prepared Request for Equitable Adjustment regarding non-payment of all of the contract work quantities by BOR’s. Attended meetings with BOR to resolve this matter.
Result: Client decided not to pursue litigation.

- ❖ MAI v. Greyrock, Arizona, 2000, re Santacruz Riverbank Project – prepared expert witness report. Prepared counterclaim report - cost & CPM time extension delay analysis against MAI's supplier who had filed a lawsuit for non-payment by MAI.
Result: Litigation took place in March 2001 – Settlement not favorable to our client.
- ❖ MAI v. U. S. Bureau of Reclamation (BOR), Arizona, 2000, re Santacruz Riverbank Stabilization – prepared Request for Equitable Adjustment regarding defective specifications regarding compaction of soils – this included a CPM time extension delay analysis and cost preparation.
Result: Client decided not to pursue litigation.
- ❖ H[x] v. K[y], California, 1999, re Metropolitan Transit Authority Red Line subway project. Prepared delay, acceleration, extended overhead and backcharge costs. Prepared time extension analysis. Helped attorneys with interrogatories. Result: Settlement favorable to our client.
- ❖ Cali v. GSA, California 1999, re Ronald Regan Federal Courthouse Project in Santa Ana, prepared time extension analysis, delay and inefficiency costs for acoustical ceiling subcontractor. Case sent to mediation with the general contractor and GSA.
Result: Settlement favorable to our client.
- ❖ M[x] v. C[y], California, 1999, re construction of pre-manufactured operations building in San Diego, adjacent to a California freeway and a Marine AFB, provided expert time extension analysis, delay costs and expert witness in arbitration conducted by Office of Administrative Hearing.
Result: Settlement favorable to our client.
- ❖ C[x] v. K[y], California, 1998, re Travis AFB squad operations buildings, provided expert opinion and preparation of the expert witness for deposition testimony regarding industry standards for conditions precedent to granting of beneficial occupancy and calculation of extended overhead due to general contractor from a supplier.
Result: Settlement favorable to our client.
- ❖ H[x] v. N[y], California, 1998, re US District Court case re Onizuka Air Force Base installation of high voltage 12 KVA underground system, provided expert opinion (Rule 26) and preparation of the expert witness for trial regarding differing site conditions issues; evaluation of backcharges and industry standards for conduct of project management.
Result: Settlement favorable to our client after litigation.
- ❖ WMATA v. Lane Construction, Washington D.C., 1996-1998, Disputes Review Board Member on the Naylor Station & Line Project. Conducted numerous Disputes Review Board meetings on the jobsite with the owner and the contractor.
Result. Prevented all claims on project.
- ❖ WCTS, Inc. v. Tutor-Saliba-Perini, Inc., California, 1998-2000, re Metropolitan Transit Authority Red Line subway project, provided expert witness at deposition in preparation of trial regarding extra work ordered by the owner causing the subcontractor to be inefficient and delayed. Subcontractor claiming entitlement against general contractor for compensation for additional work.
Result: Case dismissed by the judge due to expiration of subcontractor's license.

- ❖ *Amelco Mechanical v. Anning-Johnson, California, 1998, re University of California Long Beach Project, provided expert witness at mediation regarding damage to waterproofing on two tanks. General contractor alleged poor workman ship and the subcontractor counter-claimed for costs of repairing the waterproofing damaged by another subcontractor. Also, provided expert witness written evaluation of the General contractor's alleged costs and delays.
Result. Settlement favorable to our client.*
- ❖ *BIW v. TSP, California, 1994-1998, re San Diego Convention Center, provided deposition testimony and was slated to provide expert witness testimony at new trial regarding final release and payment requested by BIW after close of project.
Result: Client won first trial; opponent appealed and won right to new trial; parties settled on eve of trial.*
- ❖ *H. K. Concrete v. C. W. Driver, 1996, California, re University of Santa Barbara, provided claim preparation and expert witness testimony in an arbitration case involving allegations that the General Contractor deliberately misled the subcontractor at the time of bid on concrete quantities and also caused delays to the project.
Result: Client request denied.*
- ❖ *WCTS v. MTA, California, California, 1995, re Metropolitan Transit Authority Red Line subway project. Provided case preparation and formal 6-hour presentation including third-party expert witness to Authority's three-person Dispute Review Board regarding subcontractor claiming entitlement for compensation for differing site conditions under MacArthur Lake and resultant change in excavation construction method.
Result: Client request denied.*
- ❖ *White Office Systems v. Library Bureau, New York, 1994, re Los Angeles Central Library, provided expert for AAA arbitration regarding electrical requirements of specifications and contract.
Result: Settlement favorable to our client.*
- ❖ *TSP v. PSD, 1989-1992, California, provided case preparation; six (6) weeks of depositions that was videotaped; answered interrogatories; preparation of claim for the San Diego Convention Center Project. Went to mediation.
Result. Settlement favorable to our client.*
- ❖ *TSP v. PSD and insurance company, 1989, California, provided case preparation, cost preparation, delay preparation and expert testimony on the San Diego Convention Center Project regarding storm drain break mediation.
Result: Settlement favorable to our client.*
- ❖ *City of Los Angeles (Department of Airports) v. few contractors, California, 1983-1985, provided case preparation and answered interrogatories for the Department of Airport attorneys for the LAX Airport Expansion Project regarding numerous subjects.
Result. Settlement favorable to our client.*
- ❖ *Kasler Construction and Malcolm Drilling v. City of Los Angeles (Department of Airports), California, 1983-1985, as construction managers provided case research, case preparation, cost and schedule analysis and litigation support on Superior Court claims and counterclaims for the Department of Airport attorneys for the Los Angeles International Airport (LAX) Expansion Project regarding differing soils.
Result. Settlement not favorable to our client.*

- ❖ WMATA v. Granite Construction, WMATA v. Morrison-Knudsen, WMATA v. Perini, WMATA v. Ball-Healy-Granite, Washington, DC, 1978-83, re Metro Rail construction projects, as construction managers provided litigation support, cost and schedule analysis for claims and counterclaims, case preparation, answered interrogatories; conducted negotiations.
Result: Settlement in all cases favorable to our client.

EDUCATION, CERTIFICATION, PROFESSIONAL AFFILIATIONS AND COMMUNITY SERVICE

EDUCATION:

<u>Level</u>	<u>School/College/University</u>	<u>Major</u>	<u>Years</u>
Undergraduate	Northwestern, MD	Math & Science	1963-64
Undergraduate	N.E.D. College, Pakistan	Civil Engineering	1964-68
Graduate	Lehigh University, PA	Civil Engineering	1970-71
Graduate	George Washington University Washington, D.C.	Engineering Administration	1981-82

Continuing Professional Education:

Professional	Bechtel Corporation	Effective Negotiating	1981
Professional	Bechtel Corporation	Supervisory Training	1980-81
Professional	University of Maryland	Effective Business Communication	1980
Professional	DRB Foundation	DRB Administration & Practice Workshop	1998
Professional	Institute of Construction Management	Arbitration Certification Program	1999
Professional	Institute of Construction Management	Mediation Certification Program	1999

❖ CERTIFICATION:

Certified Arbitrator

Institute of Construction Management, 1999
ArbitrationWorks® (contract with California Contractors State License Board)

Certified Mediator

Institute of Construction Management, 1999
ArbitrationWorks® (contract with California Contractors State License Board)

Dispute Review Board Member Training

DRB Foundation Administrative & Practice Workshop, 1998

Primavera Expedition Training by Kellar, 1990 and 1996

❖ **PROFESSIONAL AFFILIATIONS:**

American Bar Association (ABA)

Member, Dispute Resolution Section
Construction Industry Forum

American Arbitration Association (AAA)

Member

Forensics Consultants Association of San Diego (FCA)

Member (1997-Present)

Associated General Contractors (AGC – SD & CA)

Member
Education Committee, Member (1997-2001)
Trainer

American Subcontractors Association (ASA)

Board of Directors (1997-2006)
National Membership Committee, Member (1998-2006)
Trainer, Local and National

Associated Builders & Contractors (ABC)

Member
Education Committee Chairman, Member (1997-2000)
Trainer

National Electrical Contractors Association (NECA)

Member (1999-Present)
Trainer

Contracting Opportunities Center (COC) of Southwestern College (CA)

Trainer
Mentor

Dispute Review Board Foundation (DRBF)

Corporate Member (1995-2000)
Trainer

Conflict Resolution Center International

Member

California Dispute Resolution Council

Organizational Member

Southern California Mediation Association

Member

National Association of Women in construction (NAWIC)

Corporate Member (2000-Present)

Past President of San Diego Chapter (SDC Employee)

Presented seminars

National Society of Professional Engineers (NSPE)

Corporate Member (2003-Present)

❖ **COMMUNITY SERVICE:**

Christmas in April Project Participation with American Subcontractors Association (1998-Present)

McGill Center for Creative Problem Solving with California Western School of Law (1998-Present)

Board of Directors with the American Subcontractors Association (1997-2006)

San Diego Metropolitan Wastewater Department, Mega Construction Project Oversight Committee

Resource & Apprenticeship Subcommittee Member (1998-1999)

Monarch High School

Donating Project Management & Scheduling Services (2000-2001)

Lions Club – Encinitas Chapter

(2005)

Donating time and money to worthy causes.

REPRESENTATIVE SEMINARS & WORKSHOPS

In over 9-1/2 years, I have developed and presented the following seminars and workshops for various associations, contractors and public agencies.

1. "Greater Profits on Change Orders & Claims on Government Projects"
2. "Claims and Change Orders for Subcontractors"
3. "Initial Steps in Project Implementations "
4. "One CPM Schedule – 4 Divergent Perspectives"
5. "Effective Project Tracking & Management"
6. "Bidding Opportunities on the Internet"
7. "Cyberspace Technology – Cutting Edge Internet Construction Tools and the State of the Art in Interconnectivity"
8. "Claims & Change Orders: Types, Tips & Case Study"
9. AGC/DRBF CONFERENCE "Dispute Review Boards: How Owners & Contractors Can Save Millions" (with Cal Trans)
10. "Claims & Change Orders: Negotiation, Litigation & Alternative Dispute Resolution"
11. "Maximize Profits on Prevailing Wage Public Works Projects"
12. "Change Orders & Claims: The Basics"
13. "Change Orders & Claims: Advanced"
14. "Nail Down the Profits"
15. "Don't Be an April Fool: Claims for Subcontractors"
16. "Managing Prevailing Wage Jobs"
17. "CPM Scheduling Basics for Project Managers, Superintendents, Foremen and Owners"
18. ICM Certification Course "Dispute Review Boards and On site Neutrals" (Team taught this course with David Armstrong of the Institute of Construction Management)
19. "Techniques in Litigation Avoidance & ADR"
20. "Understanding Terms & Conditions: How to Avoid Claims & Litigation"
21. "Importance of Project Documentation"
22. "Project Closeout: Why is Closing Out the Job So Tough?"
23. "Advanced Seminar – Proving, Pricing & Defending Inefficiency Claims"
24. "Advanced Seminar – Proving, Pricing & Defending Delay Claims"
25. "Advanced Seminar – Proving, Pricing & Defending Differing Site Condition Claims"
26. "Construction Claims: How to Manage Construction Projects So Disputes are Completely Eliminated or Resolved Quickly"
27. "Project Management in the 21st Century"
28. Millennium Construction SuperConference, Fairmont Hotel, San Francisco "The Internet and the Construction Owner, Attorney and Contractor" (SDC-Led panel with FCC, the Gap, Farella Braun & Martel, and Watt, Tieder, Hoffar & Fitzgerald)
29. "Planning & Scheduling 101"
30. "Victorious Project Management"
31. "Scheduling for Profit"
32. "Pre-construction Planning"
33. "Project Management on the Internet"
34. "Arbitration and Mediation"
35. "Cost Codes & Timesheets"
36. "Basic Scheduling/Material Ordering & Controls"
37. "Advanced Claims: Proving & Pricing Differing Site Conditions Claims"
38. "Advanced Claims: Proving & Pricing Delay Claims"
39. "Constructive Acceleration – How to Calculate Delay Costs"

SEMINARS PRESENTED FOR CONSTRUCTION TRADE ASSOCIATIONS, INSTITUTIONS AND AGENCIES

- Associated General Contractors (AGC)
- American Subcontractors Association (ASA)
- American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE)
- Concrete Reinforcing Steel Institute (CRSI)
- Construction Financial Managers Association (CFMA)
- National Electrical Contractors Association (NECA)
- National Association Of Women In Construction (NAWIC)
- Associated Builders And Contractors (ABC)
- Contracting Opportunity Center (COC) - SOUTHWESTERN COLLEGE
- San Diego Water Authority (SDWA)
- San Diego State University (SDSU)
- University of California San Diego (UCSD)
- Disputes Review Board Foundation (DRBF)
- Fresno Builders Exchange (FBE)
- Florida Regional Air Conditioning Association (RACCA)
- Montana Department of Transportation (MDT)
- Metropolitan Water District (MWD)
- Institute of Conflict Management (ICM)