



EDUCATION

- B.S. Construction Engineering, Purdue University

EXPERIENCE

23 Years Total

REGISTRATIONS & CERTIFICATIONS

- Arizona Registrar of Contractors, KB-1 General Residential & Commercial Contractor (ROC 356162)
- Project Management Professional (PMP), PMI #1934045
- Certified Construction Manager (CCM), CMAA #6471
- PMI Scheduling Professional (PMI-SP), PMI #1981449
- Planning & Scheduling Professional (PSP), AACE #1720

AFFILIATIONS

- AACE International, Arizona Section. Secretary, 2016 to 2017 and 2019 to 2020
- AACE International, Arizona Section. President, 2020 to 2021
- AACE International, Region 5. Regional Director, 2021 to 2023

John Armstrong is a degreed engineer with over 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, construction defect, standard of care for contractors and owners, and forensic delay analysis arising during construction. John is also experienced in providing litigation, arbitration, mediation, and alternative dispute resolution support for attorneys.

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 scheduling, cost estimating and engineering, change/claims management, and project controls, expert testimony 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 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.

Expert Witness Testimony

IMCO General Construction, Inc. v. City of Spokane (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. v. City of Spokane (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.

Kertel Communication, Inc. dba Sebastian Enterprises, Inc. v. A.R. Mays Construction, Inc. (Superior Court of California, County of Kings)

Deposition testimony in dispute between prime contractor and subcontractor on a casino project in Fresno, California for delays and damages. 2020.

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

Standard Construction Company, Inc. v. Ringo Canyon Granite, LLC; Magma Flood Control District; et al. (Arizona Superior Court)

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. v. Showprop Lexington III (Private Arbitration)

Deposition testimony in dispute between prime contractor and owner on an entertainment project in Lexington, Kentucky for delays and damages. 2023.

J. Cumby Construction Co. v. Old Republic (Arbitration)

Arbitration testimony in dispute between prime contractor and surety on a raw water project in Tupelo, Mississippi for delays and damages. 2024.

Tofel Dent Construction, LLC v. Master's Plan Construction, LLC dba Bar None Plumbing (Arbitration)

Arbitration testimony in dispute between prime contractor and subcontractor on a hotel project in Phoenix, Arizona for delays and damages. 2024.

Aspire on Fillmore, LLC v. BFL Projects, Inc. (Litigation)

Deposition testimony in dispute between prime contractor and owner on a multi-family residential project in Phoenix, Arizona for delays and damages. 2025.

Robert and Danielle Knox v. Nanke Signature Group, LLC (Arbitration)

Arbitration testimony in dispute between prime contractor and owner on a single-family residential project in Prescott, Arizona for delays and damages. 2025.

L.P.R. Construction Co. LLC v. Fleming Construction Group LLC (Litigation)

Deposition testimony in a dispute between a second tier and first tier subcontractor on a metal fabrication facility in Mesa, Arizona for delays and damages. 2026.

Testimony Summary

CASE	TESTIMONY	DATE	LOCATION
IMCO General Construction, Inc. v. City of Spokane	Deposition	2018	Spokane, WA
IMCO General Construction, Inc. v. City of Spokane	Arbitration Hearing	2019	Spokane, WA
Kertel Communication, Inc. dba Sebastian Enterprises, Inc. v. A.R. Mays Construction, Inc.	Deposition	2020	Fresno, CA
Standard Construction Company, Inc. v. Ringo Canyon Granite, LLC; Magma Flood Control District; et al.	Deposition	2023	Arizona
A.R. Mays Construction, Inc. v. Showprop Lexington III	Deposition	2023	Lexington, KY
J. Cumby Construction Co. v. Old Republic	Arbitration Hearing	2024	Tupelo, MS
Tofel Dent Construction, LLC v. Master's Plan Construction, LLC dba Bar None Plumbing	Arbitration Hearing	2024	Phoenix, AZ
Aspire on Fillmore, LLC v. BFL Projects, Inc.	Deposition	2025	Phoenix, AZ
Robert and Danielle Knox v. Nanke Signature Group, LLC	Arbitration Hearing	2025	Prescott, AZ
L.P.R. Construction Co. LLC v. Fleming Construction Group LLC	Deposition	2026	Mesa, AZ

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

Professional Experience

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

Project Experience

Firm abbreviations refer to the Professional Experience section above. Projects are grouped by market sector and project type.

COMMERCIAL & INDUSTRIAL

Office

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

Storage Facility

- **Beloat Storage** – SBL, Arizona, USA. Perform site investigation. Evaluate contractor standard of care. Identify construction defects. Calculate damages. Prepare expert report. (Civic CM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

EDUCATION

Community College

- **Program Management, Measure MM Bond Program** – MiraCosta CCD, California, USA. Prepared and updated master program schedules and feasibility studies. Manage and oversee risk management program. (KCEM)
- **Program Management, Measure Q Bond Program** – Solano Community college, California, USA. Updated master program schedules. (KCEM)
- **New Science Building at Saddleback College** – South Orange County CCD, California, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (KCEM)
- **Planetarium** – Orange Coast College, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (KCEM)
- **Recycling Center** – Orange Coast College, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (KCEM)
- **Criminal Justice Training Center** – Golden West College, California, USA. Provide technical analysis of schedule submissions. (KCEM)
- **Program Management, Measure M Bond Program** – San Bernardino CCD, California, USA. Updated master program schedules. (KCEM)
- **Program Management, Measure E Bond Program** – Yosemite CCD, California, USA. Updated master program schedules. (KCEM)
- **San Bernardino Valley College Gymnasium & Stadium** – San Bernardino CCD, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. (KCEM)
- **Crafton Hills College New Crafton Center** – San Bernardino CCD, California, USA. Prepare retrospective/forensic delay analysis. (KCEM)
- **Program Management, Measure CC Bond Program** – San Bernardino Community College District, California, USA. Prepared and updated master program schedules. Draft scheduling specifications. Audit contractor submitted schedules. (Civic CM)
- **Innovative Learning Campus** – Pima JTED, Arizona, USA. Provide prospective baseline and schedule updates. (Civic CM)
- **Learning Resource Center** – West Valley College, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (Civic CM)
- **Child Development Center** – Meritt College, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (Civic CM)

University

- **New Dining Hall Facility** – California Polytechnic State University, San Luis Obispo, California, USA. Prepared schedule feasibility study. (KCEM)
- **New Residence Hall/Dorm** – California Polytechnic State University, San Luis Obispo, California, USA. Provide technical analysis of schedule submissions. (KCEM)
- **Ross-Blakley Hall Renovation** – Arizona State University, Arizona, USA. Provide prospective baseline and schedule updates. Prepare prospective delay analysis (KCEM)
- **Armstrong Law Library** – Arizona State University, Arizona, USA. Provide prospective baseline and schedule updates. Prepare prospective delay analysis. (KCEM)
- **Spruce Residence Hall** – Colorado School of Mines, Colorado, USA. Provide technical analysis of schedule submissions. Calculate damages. Audit change order requests. (RLB)
- **Parking Garage 1** – Colorado School of Mines, Colorado, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (RLB)
- **Recital Hall** – University of California Davis, California, USA. Provide prospective schedule updates. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (KCEM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

- **Innovation & Wellness Center** – Queen's College, Ontario, CA. Prepare retrospective/forensic delay analysis. (RLB)
- **Grand Challenges** – University of Arizona, Arizona, USA. Assist in pull planning sessions and other Lean Construction initiatives. (Civic CM)
- **Theater District Living and Learning Center** – University California San Diego, California, USA. Assist in pull planning sessions and other Lean Construction initiatives. (Civic CM)

K-12

- **Gila River Crossing School** – Gila River Indian Community, California, USA. Provide technical analysis of schedule submissions. Manage and oversee risk management program. (RLB)
- **Tolleson High School Case Study** – Arizona School Facility Board, California, USA. Prepare case study. (RLB)
- **Ames High School** – Ames Community School District, Iowa, USA. Updated master program schedules. (KCEM)
- **Program Management, Measure H Bond Program** – Cupertino USD, California, USA. Updated master program schedules. (KCEM)
- **AMS Glendale Charter School** – Academy of Math and Science, Arizona, USA. Provide prospective schedule updates. Prepare prospective delay analysis. (RLB)
- **Leon Group El Derado Tenant Improvement** – Leona Group, Arizona, USA. Provide prospective baseline & schedule updates. (RLB)
- **Building E & G Construction** – Empower College Preparatory, Arizona, USA. Provide prospective baseline and schedule updates. (RLB)
- **Merzano K-8 School Design** – Waltz Construction, Arizona, USA. Prepared schedule feasibility study. (RLB)
- **High School Fine Arts Center** – Mount Vernon School District, Washington, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (RLB)
- **Casa Blanca Community School** – Gila River Indian Community, Arizona, USA. Prepared and updated master program schedules and feasibility studies. Provide technical analysis of schedule submissions. Calculate damages. (RLB)
- **Jordan High School Phase 1c, 1d, 2a and 4** – Long Beach Unified School District, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (Civic CM)

Vocational

- **SB1022 Classroom and Vocation Training Center at Claybank** – Solano County, California, USA. Prepare retrospective/forensic delay analysis. (KCEM)

Research Center

- **Millbrae Adrian Science Park** – Longfellow Development, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (Civic CM)

ENTERTAINMENT, RECREATION & HOSPITALITY

Sports

- **Facility and Stadium Construction** – Phoenix Rising Soccer Club, Arizona, USA. Provide a prospective baseline schedule. (KCEM)
- **Legacy Sports Park** – Legacy Sports, Arizona, USA. Prepared master program schedule and baseline schedule. Manage and oversee risk management program (RLB)

Hotel

- **Camelback Inn** – Marriot Hotels, Arizona, USA. Provide technical analysis of schedule submissions. (RLB)
- **Ke Kilohana** – Howard Hughes, Hawaii, USA. Provide technical analysis of schedule submissions. (RLB)
- **Hyatt House** – Hyatt, California, USA. Provide technical analysis of schedule submissions. (RLB)
- **Hyatt Place** – Hyatt, California, USA. Provide technical analysis of schedule submissions. (RLB)
- **Hyatt Oceanside Resorts** – Hyatt, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Manage and oversee risk management program (Civic CM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

- **Daxton Hotel** – Woodward Born Ventures, LLC, Detroit, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (RLB)
- **Hilton Grand Fiesta Americana Renovation** – Hilton Grand Vacations, Cabo San Lucas, MX. Prepared master program schedule. (RLB)
- **Choctaw Casino & Resort Expansion** – Choctaw Nation, Oklahoma, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Manage and oversee risk management program (Civic CM)
- **Springhill Suites Avondale** – Vitua 99th Hotel LLC, Arizona, USA. Prepare retrospective/forensic delay analysis. Prepare expert report. Testify in arbitration. (Civic CM)
- **Phoenician Hotel** – The Phoenician, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Prepare expert report. (Civic CM)
- **Remi Hotel** – Premium Point, Arizona, USA. Identify construction defects. Calculate damages. Prepare expert report. (Civic CM)

Music Venue

- **Las Vegas Sphere** – Madison Square Gardens, Nevada, USA. 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 (RLB)

Broadcasting & Data Center

- **Project Gryphon** – Fox Sports, Arizona, USA. Prepared and updated master program schedules and feasibility studies. Manage and oversee risk management program (RLB)

Convention Center

- **Sacramento Convention Center** – City of Sacramento, California, USA. Provide technical analysis of schedule submissions. (RLB)
- **Colorado Convention Center Expansion** – City of Denver, Colorado, USA. Prepared and updated master program schedules and feasibility studies. Provide technical analysis of schedule submissions. Manage and oversee risk management program (RLB)
- **Colorado Convention Center Expansion** – City & County of Denver, Colorado, USA. Provide technical analysis of schedule submissions. Prepared and updated master program schedules and feasibility studies. Manage and oversee risk management program (Civic CM)
- **Honolulu Convention Center Roof Replacement** – State of Hawaii, Hawaii, USA. Prepared feasibility studies. (RLB)

Theatre

- **Sacramento Community Theatre** – City of Sacramento, California, USA. Provide technical analysis of schedule submissions. Manage and oversee risk management program (RLB)

Casino

- **Desert Diamond West Valley Resort** – Tohono O'odham Gaming Enterprise, Arizona, USA. Provide technical analysis of schedule submissions. Prepared and updated master program schedules and feasibility studies. (RLB)
- **Cliff Castles Casino & Hotel** – Yavapai-Apache Nation, Arizona, USA. Prepare retrospective/forensic delay analysis. Provide expert witness disclosure. Calculate damages. (RLB)
- **Chukchansi Gold Resort & Casino** – Picayune Rancheria of Chukchansi Indians, California, USA. Prepare retrospective/forensic delay analysis. Provide expert witness disclosure. Testified in a deposition. Calculate damages. (Civic CM)
- **Santan Casino** – Gila River Indian Community, Arizona, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (Civic CM)
- **Far West Casino** – Tohono O'odham Nation, Arizona, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (Civic CM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

Park

- **The Strand Water Park** – Town of Gilbert, Arizona, USA. Prepared and updated master program schedules and feasibility studies. Provide prospective baseline and schedule updates. (RLB)
- **Sunset Pickleball Court** – Clark County, Nevada, USA. Prepared and updated master program schedules. (RLB)
- **Lewis Family Park Renovation** – Clark County, Nevada, USA. Prepared and updated master program schedules. (RLB)

Master Planned Community, Hotel, Winery

- **Napa Valley Resort & Maha Farms** – Maha Guernoc, California, USA. Prepared master program schedule. (RLB)

Entertainment Center

- **Lx Live** – Krikorian Theaters, Kentucky, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Prepare expert report. (Civic CM)

Hotel & Casino

- **Viejas Casino & Resort** – Viejas Casino & Resort, California, USA. Prepare retrospective/forensic delay analysis. Prepare expert report. (Civic CM)

Restaurant

- **Scottsdale Beach Club** – Scottsdale Beach Club, Arizona, USA. Identify construction defects. Calculate damages. Prepare expert report. (Civic CM)

ENVIRONMENTAL & WATER/WASTEWATER

Water & Waste Water Treatment

- **Ina Road WWTP** – City of Tucson, Arizona, USA. Provide technical analysis of schedule submissions. Provide prospective baseline and schedule updates. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages. (KIC)
- **Union Hills Water Treatment Plant Rehabilitation** – City of Phoenix, Arizona, USA. Provide technical analysis of schedule submissions. (KIC)
- **Deer Valley Water Treatment Plant** – City of Phoenix, Arizona, USA. Provide technical analysis of schedule submissions. Calculate damages. (KIC)
- **Mule Creek WWTP Expansion** – California Department of Rehabilitation, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Calculate damages. Audit change order requests. (KCEM)
- **Pleasant Valley State Prison WWTP** – Department of General Services, California, USA. Provide technical analysis of schedule submissions. Calculate damages. Audit change order requests. (KCEM)
- **IMCO v City of Spokane - WWTP** – City of Spokane, Washington, USA. 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. (RLB)
- **Georgetown Wet Weather Treatment Station** – King County, WA, Washington, USA. Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. Audit change order requests. (Civic CM)
- **Marcy Gulch** – Centennial Water District, Colorado, USA. Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. (Civic CM)
- **Moccasin Bend Waste Water Treatment Plant EQ Basin, Blower and Warehouse Replacement** – City of Chattanooga, Tennessee, TN. Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. Prepare and issue expert report for matter (Crumby v City of Chattanooga). (Civic CM)
- **Jonas Pump Station and Force Main** – Knoxville Utility Board, Tennessee, TN. Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. (Civic CM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

Environmental Restoration

- **Tres Rios Environmental Restoration Phase 3A** – US Army Corps of Engineers, Arizona, USA. Provide prospective baseline & schedule updates. Prepare prospective delay analysis. Calculate damages. Audit change order requests. (KIC)

Dam/Levee

- **Box Canyon Upstream Fish Passage Facility** – Pend Oreille County, Washington, Washington, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (RLB)
- **Erosion Control Project** – Magma Flood Control District, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. Prepare and submit expert witness disclosure. (Civic CM)
- **Lake Isabella Dam Safety Modification Project, Phase II Dams & Spillway** – US Army Corps of Engineers, California, USA. Claims assistance and advisory. (Civic CM)
- **Foster City Levee Improvements** – Foster City, CA, California, USA. Provide prospective baseline and schedule updates. (Civic CM)

Waste Water Pump Station

- **Sunset-Heathfield Pump Station** – King County, WA, Washington, USA. Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. Audit change order requests. Provide support in mediation. (Civic CM)

Irrigation Water Pump Station

- **CRA Pump Plants 6.9kV Power Cable Replacement** – Metropolitan Water District of Southern California., California, USA. Prepare retrospective/forensic delay analysis. Calculate damages and calculate inefficiency/disruption impacts. Prepare and issue expert report for matter (Baker v MWD). (Civic CM)

Raw Water Intake

- **Raw Water Intake Facility** – Northwest Mississippi Regional Water Supply District, Mississippi, USA. Prepare retrospective/forensic delay analysis. Prepare expert report. Prepare expert report. Testify in arbitration. (Civic CM)

FEDERAL

Tactical Infrastructure

- **O-11/O-14/O-15/O-16/O-21 Tactical Infrastructure and Border Fence** – US Army Corps of Engineers, Texas, USA. Provide prospective baseline and schedule updates. Prepare prospective delay analysis. Calculate damages. Audit change order requests. (KIC)

Military

- **Combat Aviation Bridge Infrastructure, Wheel Army Air Base** – US Army Corps of Engineers, Hawaii, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (KIC)
- **Yuma Marine Corps Air Station F-35 B Joint Strike Fighter Base** – US Naval Facilities Engineering Command, Arizona, USA. Provide prospective baseline and schedule updates. Prepare prospective delay analysis. (KIC)
- **Phase VI Housing Project, Malmstrom Air Force Base, J. Talcott Construction v. Garco Construction** – US Army Corps of Engineers, Washington, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Provide expert witness disclosure. Calculate damages. Audit change order requests. (RLB)

Federal Office Building

- **Edith Green-Wendell Wyatt Federal Building Domestic Water System Replacement** – US General Services Administration, Oregon, USA. Prepared master program schedules and feasibility studies. (RLB)

Laboratory

- **National Ice Core Laboratory** – National Science Foundation / US Geological Survey, Colorado, CO. Provide prospective baseline and schedule updates. (Civic CM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

HEALTHCARE

Multiple

- **Program Management** – University of California Davis Medical Center, California, USA. Provide technical analysis of schedule submissions. Prepared master program schedules and feasibility studies. (KCEM)

Outpatient

- **Outpatient Pavilion Medical Office** – University of California San Diego, California, USA. Provide technical analysis of schedule submissions. (KCEM)

Hospital

- **Tower 3 at Anschutz Campus** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. (RLB)
- **Greeley Hospital & Ambulatory Care Center** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (RLB)
- **Memorial Hospital Expansion** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. (RLB)
- **Highlands Ranch Hospital** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (RLB)
- **Steadman Inverness Sports Medicine Facility** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (RLB)
- **Longs Peak Ambulatory Care Center** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. (RLB)
- **Longs Peak Hospital Medical Center** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. (RLB)
- **Cook Street Tenant Improvement** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (RLB)
- **Eastview MOB** – UC Health, Colorado, USA. Provide technical analysis of schedule submissions. (RLB)
- **Napa State Hospital Kitchen** – Department of General Services, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages. (KCEM)
- **Hawaii State Hospital New Patient Facility** – Department of Accounting & General Services, Hawaii, USA. Provide technical analysis of schedule submissions. (RLB)
- **Valleywise** – Maricopa County Integrated Health System, Arizona, USA. Assist in pull planning sessions and other Lean Construction initiatives. Provide prospective baseline and schedule updates (Civic CM)
- **Louisville Hospital** – US Department of Veteran Affairs, Kentucky, USA. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)
- **New Tower** – UNM Medical, New Mexico, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)
- **Laundry & Sterile Renovations** – Jerry L. Pettis Memorial Veterans Hospital, California, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Prepare expert report. (Civic CM)

POWER, INDUSTRIAL & MINING

Power

- **Jansen Substantiation and Transmission Line Phase 1** – BHP, Saskatchewan, Canada. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)
- **Genesee Repowering Project** – Capital Power, Alberta, Canada. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)
- **Sunzia** – Pattern, New Mexico & Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)
- **Intermountain Power Project** – Pattern, California, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

Manufacturing

- **Project Flight** – Northrop Grumman, Arizona, USA. Provide prospective baseline and schedule updates. Prepare prospective delay analysis. (RLB)
- **Central Utility Plant** – Roche-Ventana, Arizona, USA. Provide project controls oversight. (RLB)
- **Manufacturing Plant** – Roche-Ventana, Arizona, USA. Provide project controls oversight. (RLB)
- **NGOES Manufacturing Plant** – ArcelorMittal, Alabama, USA. Provide prospective baseline and schedule updates. (Civic CM)
- **Main Process and Finished Goods Building** – CMC, Arizona, USA. Prepare expert report. (Civic CM)

Mining

- **Bagdad Flotation** – Freeport McMoRan, Arizona, USA. Provide technical analysis of schedule submissions. Provide prospective baseline & schedule updates. (KIC)

Oil & Gas

- **Mildred Lake Mine Replacement** – Exxon/Imperial Oil, Alberta, CA. 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. (KIC)

Semi-conductor

- **1274 Base Build** – Intel, Arizona, USA. Provide prospective baseline and schedule updates. (HP)
- **1272 Base Build** – Intel, Arizona, USA. Provide prospective baseline and schedule updates. (HP)
- **1274 Tool Install** – Intel, Arizona, USA. Provide prospective baseline and schedule updates. (HP)
- **1272 Tool Install** – Intel, Arizona, USA. Provide prospective baseline and schedule updates. (HP)
- **Conveyance Project** – Intel, Arizona, USA. Provide technical analysis of schedule submissions. Audit contractor claims. (RLB)
- **Rio Rancho** – Intel, NM, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)
- **WWE** – TSMC, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Prepare expert report. (Civic CM)
- **Base-build** – Samsung, Texas, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)

JUSTICE & CORRECTIONS

Prison

- **Mule Creek Infill** – California Department of Rehabilitation, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Calculate damages. (KCEM)
- **Mule Creek Electrical Upgrade and Backup** – California Department of Rehabilitation, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. (KCEM)
- **California Institute for Men Healthcare Facility Improvement Project** – California Department of Rehabilitation, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages. (KCEM)
- **California Institute for Women Healthcare Facility Improvement Project** – California Department of Rehabilitation, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. Calculate damages. (KCEM)
- **Richard J Donovan Correctional Facility Healthcare Facility Improvement Project** – California Department of Rehabilitation, California, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (KCEM)
- **New Draper Prison Complex** – Utah Department of Corrections, Utah, USA. Prepared master program schedules and feasibility studies. (KCEM)
- **Wayne County Justice Facility** – Wayne County (MI) Sheriff Office, Michigan, USA. Prepared owner transition schedule. (Civic CM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

- **Federal Bureau of Prisons** – US Federal Bureau of Prisons, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Issue expert report for matter (Harris v. West Point). (Civic CM)

Jail

- **Kern County Justice Facility** – Kern County, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. (KCEM)
- **Santa Barbra North Branch Jail** – Santa Barbra County, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. (KCEM)
- **Brooklyn Correctional Facility** – NYC Design & Construction, New York, USA. Provide prospective baseline and schedule updates. (Civic CM)

Juvenile

- **Camp Vernon Kilpatrick Replacement Project** – County of Los Angeles, California, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Prepare retrospective/forensic delay analysis. (KCEM)
- **Juvenile Hall Expansion** – San Luis Obispo County, California, USA. Provide technical analysis of schedule submissions. (KCEM)

Courthouse

- **Yuba City Courthouse** – Judicial Council of California, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (KCEM)
- **Santa Barbra Courthouse** – Judicial Council of California, California, USA. Provide general scheduling feasibility services. (KCEM)
- **New Sacramento Courthouse** – Judicial Council of California, California, USA. Provide general scheduling feasibility services. (KCEM)
- **Yolo County Courthouse** – Judicial Council of California, California, USA. Provide general scheduling feasibility services. (KCEM)
- **Modesto Courthouse** – Judicial Council of California, California, USA. Provide general scheduling feasibility services. (KCEM)
- **Flagstaff Courthouse** – Coconino County, Arizona, USA. Provide general scheduling feasibility services. (KCEM)
- **Tacoma Union Station & Eastern Washington District** – US General Services Administration, Washington, USA. Provide general scheduling feasibility services. (RLB)
- **James M. Fitzgerald US Courthouse & Federal Building** – US General Services Administration, Alaska, USA. Provide general scheduling feasibility services. (RLB)
- **Modesto Courthouse** – Judicial Council of California, California, USA. Perform retrospective delay analysis. (Civic CM)

Re-entry Facility

- **Re-Entry and Enhanced Alternatives to Custody Training (REACT) Facility** – Stanislaus County, California, USA. Provide technical analysis of schedule submissions. (KCEM)

MUNICIPAL & STATE

Office

- **Grass Valley DMV** – Department of General Services, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. (KCEM)
- **Inglewood DMV** – Department of General Services, California, USA. Prepared master program schedules and feasibility studies. (KCEM)
- **O Street Office Building** – Department of General Services, California, USA. Prepared master program schedules and feasibility studies. (KCEM)

Other

- **California State Fire Marshal Maintenance Facility** – Department of General Services, California, USA. Provide technical analysis of schedule submissions. Prepared master program schedules and feasibility studies. Calculate damages. (KCEM)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

- **California State Fire Marshal Training Facility** – Department of General Services, California, USA. Provide technical analysis of schedule submissions. (KCEM)
- **Facility Management Division, Program Manager** – Department of General Services, California, USA. Prepared master program schedules and feasibility studies. (KCEM)

Parking Garage

- **Historical District Parking Garage** – Town of Gilbert, Arizona, USA. Provide technical analysis of schedule submissions. Prepare prospective delay analysis. Calculate damages. Audit change order requests. (RLB)

Library

- **Apple Valley Branch Library Repairs** – County of San Bernardino, California, USA. Provide prospective baseline and schedule updates. (KCEM)

Fire Station

- **Fire Station 52** – City of San Rafael, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (KCEM)
- **Fire Station 57** – City of San Rafael, California, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (KCEM)

RESIDENTIAL

Multi-family

- **Civana Resort** – Civana, Arizona, USA. Provide prospective baseline and schedule updates. (RLB)
- **Mayfield West Complex** – Region of Peel, Ontario, CA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (RLB)
- **Burlingame Low Income Housing** – APCHA, Colorado, USA. Calculate damages. (RLB)
- **Park Place** – RCS Park Place & Park Place 1 Developer, Arizona, USA. Prepare retrospective/forensic delay analysis. Provide expert witness disclosure. Calculate damages. (Civic CM)
- **Manor Scottsdale** – Related Group, Arizona, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (Civic CM)
- **Town Chandler** – Related Group, Arizona, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (Civic CM)
- **Wildpine Residence** – Wildpine, Ottawa, Canada. Performed forensic schedule analysis. Calculate damages. Prepare expert report. (Civic CM)
- **Paseo Vista Village Condos** – Paseo Vista Village Condos, Arizona, USA. Perform site investigation to identify defects. Calculate damages. (Civic CM)
- **Aspire on Fillmore** – Aspire, Arizona, USA. Evaluate standard of care for the GC. Perform site investigation to identify defects. Calculate damages. Prepare expert report. Testify in deposition. (Civic CM)

Single-Family

- **Waltz Residence** – Waltz Family, Arizona, USA. Provide prospective baseline and schedule updates. (RLB)

High Rise Condos

- **Lilia Waikiki** – Brookfield Properties, Hawaii, USA. Provide technical analysis of schedule submissions. Prepare retrospective/forensic delay analysis. (RLB)
- **Ward Village Block N-East (Aalii)** – Howard Hughes, Hawaii, USA. Provide technical analysis of schedule submissions. (RLB)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

Assisted Living

- **La Posada** – Diversified Design & Construction, Arizona, USA. Provide prospective baseline and schedule updates. (Civic CM)

Single Family

- **Panayis v. Santorini Homes** – Panayis Family, Arizona, USA. Calculate damages. Prepare expert report. (Civic CM)
- **Knox Residence** – Knox Family, Arizona, USA. Evaluate standard of care for the GC. Perform site investigation to identify defects. Calculate damages. Prepare expert report. Testify in arbitration. (Civic CM)
- **Kothari v. Ausi Master Builders** – Kothari Family, Arizona, USA. Performed forensic schedule analysis. Calculate damages. (Civic CM)
- **Red Lake Mountain Ranch** – Red Lake Mountain Ranch, Arizona, USA. Evaluate standard of care for the GC. Perform site investigation to identify defects at six residences. Calculate damages. (Civic CM)
- **Worker Residence** – Moe's Concrete, Arizona, USA. Prepare expert report regarding contractor standard of care and cost of repair. (Civic CM)

Multi Family

- **New Day Center** – United Methodist Outreach Ministries, Arizona, USA. Prepared expert report regard cost of repair. (Civic CM)

TECHNOLOGY

Data Center

- **South Mountain Server & Electrical Upgrade** – Charles Schwab, Arizona, USA. Prepared master program schedules and feasibility studies. (RLB)
- **New Haven Backup Controls & Secondary data Center** – VELCO, Vermont, USA. Prepared master program schedules and feasibility studies. (RLB)
- **Mesa Arizona Facebook Data Center** – Meta, Arizona, USA. Provide prospective schedule updates. Calculate earned revenue analyses. Performed forensic schedule analysis. Calculate damages. Audit change order requests. (Civic CM)
- **DC2** – QTS, Arizona, USA. Provide prospective schedule updates. Calculate earned revenue analyses. Performed forensic schedule analysis. (Civic CM)
- **DC3** – QTS, Arizona, USA. Provide prospective schedule updates. Calculate earned revenue analyses. Performed forensic schedule analysis. Calculate damages. (Civic CM)
- **DC4** – QTS, Arizona, USA. Provide prospective schedule updates. Calculate earned revenue analyses. Performed forensic schedule analysis. (Civic CM)
- **DC5** – QTS, Arizona, USA. Provide prospective schedule updates. Calculate earned revenue analyses. Performed forensic schedule analysis. Calculate damages. (Civic CM)
- **Goodyear Data Center** – Microsoft, Arizona, USA. Performed forensic schedule analysis. Calculate damages. Audit change order requests. (Civic CM)
- **New Data Center** – Google, Arizona, USA. Provide prospective schedule updates. Calculate earned revenue analyses. Performed forensic schedule analysis. (Civic CM)
- **San Antonio Data Center** – Microsoft, Arizona, USA. Performed forensic schedule analysis. Calculate damages. Audit change order requests. (Civic CM)
- **AZP3 Data Center** – Iron Mountain, Arizona, USA. Performed forensic schedule analysis. Calculate damages. Audit change order requests. (Civic CM)

TRANSPORTATION

Rail

- **Line Section 1** – Valley Metro Rail, Arizona, USA. Provide prospective schedule updates. Calculate damages. (KIC)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

- **Central Mesa Light Rail Extension** – Valley Metro Rail, Arizona, USA. Provide prospective baseline and schedule updates. (KIC)
- **Rail Repair & Maintenance** – Valley Metro Rail, Arizona, USA. Provide prospective baseline and schedule updates. (KIC)
- **Emergency On-call Rail Response** – Valley Metro Rail, Arizona, USA. Prepared master program schedules and feasibility studies. (KIC)
- **Rail Runner II** – New Mexico Department of Transportation, New Mexico, USA. Provide prospective baseline and schedule updates. Calculate damages. Audit change order requests. (KIC)
- **Berryessa Extension** – Bay Area Rapid Transit, California, USA. Provide technical analysis of schedule submissions. (KIC)
- **Draper Light Rail Extension** – Utah Transit Authority, Utah, USA. Provide technical analysis of schedule submissions. Calculate damages. Audit change order requests. (KIC)
- **Carlsbad Double Track Project** – Amtrak, California, USA. Provide prospective schedule updates. Calculate damages. Audit change order requests. (KIC)
- **Hurontario LRT** – Infrastructure Ontario/Metrolinx, Ontario, CA. Prepared schedule feasibility study. (RLB)
- **UPRR Toyah Subdivision** – Union Pacific Rail Road, Texas, USA. Provide technical analysis of schedule submissions. (KIC)
- **Florida High-Speed Rail** – Brightline, Florida, USA. Prepare retrospective/forensic delay analysis. (Civic CM)
- **South Central Light Rail Extension** – Valley Metro Rail, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)

Aviation

- **Phoenix SkyHarbor International Airport Terminal 4 South Apron Replacement** – City of Phoenix, Arizona, USA. Provide prospective schedule updates. (JBCI)
- **Phoenix SkyHarbor International Airport Terminal 4 North Apron Replacement** – City of Phoenix, Arizona, USA. Provide prospective baseline and schedule updates. (JBCI)
- **Deer Valley Airport Acute Angle Connectors** – City of Phoenix, Arizona, USA. Provide prospective baseline and schedule updates. (JBCI)
- **Flagstaff Westplex Taxi Lanes Reconstruction** – City of Flagstaff, Arizona, USA. Provide schedule updates. (JBCI)
- **Phoenix-Mesa Gateway Airport 30L Runway Reconstruction and Detention Basin** – City of Mesa, Arizona, USA. Provide prospective baseline and schedule updates. Provide prospective baseline and schedule updates. Calculate damages. (JBCI)
- **Los Angeles International Airport New Face of Central Terminal** – Los Angeles World Airports, California, USA. Provide prospective baseline and schedule updates. (JBCI)
- **Sedona Airport Apron A Reconstruction** – City of Sedona, Arizona, USA. Provide prospective baseline and schedule updates. (JBCI)
- **Phoenix SkyHarbor International Airport East Air Cargo Reconstruction** – City of Phoenix, Arizona, USA. Provide prospective schedule updates. Provide prospective baseline & schedule updates. (JBCI)
- **Phoenix SkyHarbor International Airport East Hold Bay Reconstruction** – City of Phoenix, Arizona, USA. Provide prospective schedule updates. Provide prospective baseline & schedule updates. (JBCI)
- **Phoenix SkyHarbor International Airport Sky Train Stage 2 Fixed Facilities** – City of Phoenix, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (RLB)

Highway & Bridge

- **Cordes Junction Flame Straightening** – Arizona Department of Transportation, Arizona, USA. Provide prospective baseline and schedule updates. (JBCI)
- **I-10 3rd to 3rd Deck Park Tunnel Drainage Improvement** – Arizona Department of Transportation, Arizona, USA. Provide prospective baseline and schedule updates. (JBCI)
- **Mund's Wash Bridge Repair** – Coconino County, Arizona, USA. Provide prospective baseline and schedule updates. (JBCI)
- **ARDOT Project No. CA0608 I-630 Baptist Hospital – University Av. (Widening)** – Arkansas DOT, Arkansas, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (RLB)

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

- **Gilcrease Expressway** – Oklahoma Transit Authority, Oklahoma, USA. Provide a prospective baseline schedule. (RLB)
- **ADOT I-10, I-17 Split to SR 202L** – Arizona Department of Transportation, Arizona, USA. Provide prospective baseline and schedule updates. (RLB)
- **6th Street Viaduct Replacement** – City of Los Angeles, California, USA. Prepare retrospective/forensic delay analysis. (Civic CM)
- **Lindsay Road Interchange** – Arizona Department of Transportation, Arizona, USA. Prepare retrospective/forensic delay analysis. Prepare baseline schedules. Prepare schedule updates. (Civic CM)
- **SR 89A Oak Creek Canyon** – Arizona Department of Transportation, Arizona, USA. Prepare retrospective/forensic delay analysis. Prepare baseline schedules. (Civic CM)
- **I-10 Broadway Curve** – Arizona Department of Transportation, Arizona, USA. Prepare retrospective/forensic delay analysis. Prepare baseline schedules. (Civic CM)
- **I-15 Express Lanes** – California Department of Transportation, California, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)
- **US 95 Rifle Range Road to Wellton-Mohawk Canal** – Arizona Department of Transportation, Arizona, USA. Prepare retrospective/forensic delay analysis. Prepare baseline schedules. (Civic CM)
- **I-5 Oso Parkway Widening** – California Department of Transportation, California, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)

Streets

- **SR 89A Reconstruction** – City of Sedona, Arizona, USA. Provide prospective baseline & schedule updates. (JBCI)
- **Poland Creek Deck Reinforcement Project** – Yavapai County, Arizona, USA. Provide prospective baseline and schedule updates. (JBCI)
- **Wet Beaver Creek Bridge** – Yavapai County, Arizona, USA. Provide prospective baseline and schedule updates. (JBCI)
- **Arizona Ave Reconstruction** – City of Chandler, Arizona, USA. Provide prospective baseline and schedule updates. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (RLB)
- **Ocotillo Road Improvements** – City of Chandler, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (RLB)
- **CDBG Central Ave to 3rd Street Roadway Improvements** – City of Avondale, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (RLB)
- **ST0960 Recker Road Improvements** – Town of Gilbert, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. Audit change order requests. (RLB)

Facility

- **Butte Regional Transit Operations Center Maintenance/Transit Facility** – Butte County Association of Governments, California, USA. Provide technical analysis of schedule submissions. (KCEM)

Utilities

- **Cloud Road Water and Sewer Replacement** – Town of Queen Creek, Arizona, USA. Prepare retrospective delay analysis. Calculate damages. Audit change order requests. (RLB)
- **Water Main Replacement WA1912.401** – City of Chandler, Arizona, USA. Provide technical analysis of schedule submission. (Civic CM)
- **Mesa Drive Phase II Improvements 8th Ave to Main Street** – City of Mesa, Arizona, USA. Prepare retrospective/forensic delay analysis. Calculate damages. (Civic CM)

Speaking Engagements & Publications

- **"Is Your Project Healthy? 5 Things Owners Should Ask Their Scheduler."** – Presentation, Western Council of Construction Consumers. 2016
- **"What is a Dashboard? Why is it Important for Me?"** – Presentation, Western Council of Construction Consumers. 2017
- **"Protecting & Maximizing Your Cash Reserves."** – Presentation, American Public Works Association, Arizona Statewide Conference. 2017
- **"Leveraging Streamlined Program and Project Controls."** – Presentation, Construction Management Association of America, Southern California Chapter. 2017
- **"Selecting the Best Delay Quantification Technique For Your Claim."** – Presentation, AACE International, Arizona Chapter. 2019
- **"Avoid and Resolving Construction Delays: 5 Essential Tips for Owners."** – Presentation, Construction Management Association of America, CMAA. National Conference and Trade Show. 2019. 2019
- **"The New Era of Project Scheduling: The Practical, the Possible and the Pitfalls."** – Publication, Construction Executive Magazine. 2019
- **"Delays and Acceleration: How to Avoid Headaches."** – Presentation, Western Council of Construction Consumers. 2020
- **"Using the Time Impact Analysis Methodology to Calculate the Most Accurate Extended Overhead Costs."** – Presentation, AACE International, Arizona Section. 2020
- **"5 Essential Tips to Avoid and Mitigate Delays."** – Presentation, Construction Managers Association of America. 2020
- **"Construction Schedule Contract and Specification Provisions."** – Presentation, Hawaii Bar Association. 2020
- **"Assessing Accuracy of Estimated Activity Durations in Construction CPM Schedules."** – Publication, American Society of Civil Engineers, Construction Research Council of the Construction Institute. Construction Research Congress. 2020. 2020
- **"Avoiding Contract Disputed in the Age of COVID-19."** – Presentation, American Institute of Architects, Hawaii Chapter. 2020
- **"Effective and Practical Risk Management Practices for Construction Projects."** – Presentation, Construction Managers Association of America. 2020
- **"The Impact of Artificial Intelligence on Owners, Contractors, and Managing Claims."** – 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
- **"Scheduling and Planning."** – Presentation, The Associated General Contractors of America. Supervisor Training Program Unit 3. 2021
- **"Claims and Change Orders."** – Presentation, The Associated General Contractors of America. Supervisor Training Program Unit 3. 2022
- **"Claims, Warranties, Defect, Liquidated Damages, and Constructive Acceleration."** – Presentation, The Associated General Contractors of America. Project Management Development Program. 2022
- **"Scheduling."** – Presentation, The Associated General Contractors of America. Supervisor Training Program Unit 3. 2023
- **"The Impact of Artificial Intelligence on Owners, Contractors, and Managing Claims."** – Presentation, Western Winter Workshop. 2023

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

- **“The Impact and Risks of Artificial Intelligence in Construction Claims.”** – Presentation, The Arizona Bar Association, Construction Section. 2023
- **“Increasing the Certainty of Damages in Construction Disputes.”** – Publication, Arizona Bar Association. Arizona Attorney. March. 2024
- **“What You Need to Know about Contracts and Liens.”** – Presentation, The Associated General Contractors of America. Contract Administrators Program. 2024
- **“Schedules, Delays, and Disputes.”** – Presentation, The Associated General Contractors of America. Supervisor Training Program Unit 4. 2023
- **“Claims, Warranties, Defect, Liquidated Damages, and Constructive Acceleration.”** – Presentation, The Associated General Contractors of America. Project Management Development Program. 2024
- **“Case Study in Loss of Productivity Dames.”** – Presentation, Construction Section of the Arizona State Bar Association. 2025
- **“Succeeding as a Leader and Motivating Your Team.”** – Presentation, The Associated General Contractors of America. Supervisor Training. 2025
- **“A Tale of Two (or more!) Methods: A Case Study Comparing Loss of Productivity Analyses.”** – Paper, AACE International. Supervisor Training. CDR-4828. 2026
- **“Collaboration of Conflict?” The Reality Behind CMAR and Design-Build”** – Presentation, Construction Managers Association of America. 2026
- **“A Tale of Two Reviews: Lessons from a Failed Scheduling Approach”** - Presentation, Construction Managers Association of America. 2026

Continuing Education & Training

YEAR	PROVIDER	TOPIC
2026	AACE International	AACE Annual Conference
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

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

YEAR	PROVIDER	TOPIC
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
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

John A. Armstrong, PMP, CCM, PMI-SP, PSP

Principal

YEAR	PROVIDER	TOPIC
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