



ANAMARIA I. POPESCU, PHD, P.E., PMP, PSP
MANAGING DIRECTOR

BERKELEY RESEARCH GROUP
8400 East Crescent Parkway
Greenwood Village, CO 80111
856.448.3464 - Direct

apopescu@thinkbrg.com

PROFESSIONAL HISTORY

- Berkeley Research Group 2016-
- FTI Consulting 2014-2016
- Hill International 2011-2014
- CPM Consulting 2001-2011
- Aerie Networks 2000-2001
- Enron Broadband Services 2000
- Enron Engineering and Construction Company 1999-2000
- Spars International/McDermott Engineering 1998-1999
- Carter & Burgess 1996-1997
- City of Austin Electric Utility Department 1994-1996

EDUCATION

- Ph.D., Civil Engineering, University of Texas at Austin, 1998
Thesis: [Improvements to Construction Delay Analysis Techniques](#)
- M.S., Civil Engineering, University of Texas at Austin, 1994
Thesis: [Crew Synchronization in Construction on Linear Type Projects](#)
- B.S., Civil Engineering, University of Texas at Austin, 1993

LICENSES AND CERTIFICATIONS

- Professional Engineer (PE): Texas & Colorado
- Project Scheduling Professional (PSP)-AAACEI
- Project Management Professional (PMP)-PMI
- AAA Construction Arbitrator, Roster of Neutrals

PROFESSIONAL ASSOCIATIONS

- Chairman-Society of Construction Law North America

LANGUAGES

- Fluent Romanian
- Intermediate Spanish

Dr. Popescu is a Managing Director of Berkeley Research Group (BRG) Construction Practice. She is a construction arbitrator with the AAA and a licensed Professional Engineer with more than 26 years of experience in project management, construction claims, delay analysis, productivity loss, damages, project controls, and contract management. Dr. Popescu's project experience includes power generation, pipelines, petrochemical and process plants, oil and gas production platforms (on-shore and off-shore), mining, water treatment plants, airports, telecommunications, and commercial construction in Australia, Canada, United States, Mexico, South America, South Africa, and China. Her expertise as well as her doctoral thesis focus on forensic schedule analysis.

Dr. Popescu provided program/project management and project control services for projects ranging from \$500,000 to \$50 billion. As an Expert Witness, she has written numerous expert reports that led to successful settlements as well as testified in international and local arbitration hearings and dispute review board proceedings on delay, productivity loss and damages. She has also taught seminars and courses on scheduling, effective project controls, and dispute avoidance in the United States and internationally.

Her software skills include Microsoft Project, Primavera Project Planner (P3), Primavera P6 Enterprise, and Acumen FUSE. She was a co-author of the forensic schedule analysis recommended practice published by AAACEI. She speaks fluent Romanian (native) and intermediate Spanish. She is the chairman for the Society of Construction Law Section in North America.

PROJECT EXPERIENCE BY INDUSTRY

Oil, Gas, & Pipeline Projects

- Shell / Arrow Energy Coal Seam Gas (CSG)/Liquefied Natural Gas (LNG) Project, Queensland, Australia - For a multibillion-dollar CSG/LNG program, she developed an integrated program schedule for the upstream (CSG production drilling in Surat and Bowen basins), midstream (CSG pipelines for Surat and Bowen basins), and downstream (two-train LNG plant, tunnel construction) scopes of work. She devised a standardized work breakdown structure (WBS) and developed project controls procedures. She modified Shell's project management standards to appropriately integrate with the corporate culture of Arrow's management team.
- OGC LNG "Export & Narrows" Natural Gas Pipelines, Queensland, Australia Developed two expert reports in response to a contractor's Building and Construction Industry Payments Act (BCIPA) claim on a 550-km natural gas pipeline. This project was the midstream portion of the multibillion-dollar Queensland Curtis Liquefied Natural Gas (QCLNG) Program.

- FPSO, Brazil - Dr. Popescu reviewed the change order, productivity and schedule delay claims for a major contractor in Brazil in the construction of an FPSO for the largest oil and gas owner in Brazil in preparation of ICC arbitration. Dr. Popescu also advised the contractor on appropriate methodologies in order to demonstrate entitlement to the cost overruns, change orders and extension of time claims previously submitted.
- PEMEX Oil Production Platforms, Gulf of Mexico - Dr. Popescu performed an audit of 14 fixed leg oil production platforms in the Bay of Campeche, Gulf of Mexico for the largest oil and gas owner in Mexico. The audit was conducted to determine the primary sources of the cost overruns for the fabrication, transportation and installation of these 14 fixed leg platforms for a total cost over \$1.5 Billion.
- Amoco "King Complex" Oil Production Platform Spar, Gulf of Mexico - Dr. Popescu provided planning services to a \$650 million oil platform project while working for an engineering, procurement, construction, and installation firm. She drafted monthly progress reports relying on earned value principles. Dr. Popescu also devised a coding system to facilitate the integration of subcontractor schedules into a master-level schedule based on the WBS. In addition, she developed a risk management procedure to manage schedule and cost contingency on the project.
- British Petroleum "Holstein" Gulf of Mexico: Performed a delay analysis of a \$100 million cost overrun claim resulting from mismanagement, delays, and rework by an engineering, procurement, and construction (EPC) contractor for the the largest offshore oil and gas production platform, spar, in the world.
- McDermott "Devil's Tower" Offshore Production Platform (\$760 million)-Performed detailed schedule analysis and wrote expert report for Federal Court on the construction of the deepest offshore spar in the world.
- ENRON Engineering and Construction Company/Chinese Government Joint Venture, Shu-Han Natural Gas Pipeline, China - Dr. Popescu wrote and negotiated engineering, procurement, and construction (EPC) contract terms for a 1,000-kilometer pipeline (\$1 billion) in China with Chinese government officials that spared the company from entering into a detrimental partnership.
- REX Natural Gas Pipeline, North America - Dr. Popescu performed a schedule and change order audit, including a schedule analysis, causation analyses, and schedule integrity review on the largest natural gas pipeline in North America (\$6 billion).
- ENRON Mozambique Gas Pipeline, Africa - Dr. Popescu performed schedule and cost optimization (including life cycle analysis) for a 900-kilometer pipeline (\$500 million) in South Africa using crew size, labor versus equipment, seasonal implications (rainy vs. dry season), and productivity factors (overtime effects) as variables in this analysis.
- British Petroleum Coal bed Methane Gas Field Drilling Project, Durango, CO. - Dr. Popescu established the scheduling system for a \$2 billion coal bed methane gas field for the execution of 100 wells over 10 years. She also developed the work breakdown structure (WBS), project controls procedures, progress measurement criteria, and contract specifications. She devised, implemented, and resource loaded the master schedule using Primavera Enterprise software.
- HESS Corporation- Marcellus Shale Gas Field Development, PA. - Dr. Popescu developed a fully integrated schedule with input from 30 team members for a gas field development project. As part of this process, she led an integrated planning session; produced a schedule basis with documented critical paths and their assumptions, a baseline of the level 3 schedule, a work breakdown structure (WBS), standardized reports, and updating procedures and standards; and performed remote and face-to-face schedule updates. In addition,

Dr. Popescu conducted training sessions with project schedulers and created schedule integration links with other teams both internal and external to the company.

- Kinder Morgan Gas Storage Terminal Expansion Project, Canada - Dr. Popescu assessed the validity of the EPC contractor's submitted claims for damages associated with delay and productivity losses on a tank farm expansion project in Edmonton, Canada. In addition, she evaluated impacts associated with disruption and delay on the project and developed a causation database apportioning the delay among the parties. She also conducted joint presentations with the contractor and owner to assist them in successful resolution of the contractor's claims.
- Sino Iron Ore Pipeline, Western Australia - Dr. Popescu was engaged to provide independent expertise regarding delays to the construction of three parallel pipelines for an iron ore processing plant and iron mine. She is preparing an independent report for submittal to federal court that quantifies the subcontractor's entitlement to an extension of time (EOT) for three individual claims related to late delivery of pipe, defective pipe, and cease work directions from the general contractor.

Power Generation & Transmission Projects

- Medupi and Kusile Coal Fired Supercritical 4800 MW Power Plants, South Africa-Dr. Popescu was the designated testifying scheduling expert to testify in Japanese Arbitration on the two largest coal fired power plants in the world at 4800 MW each. Cost at completion of both plants totals approximately \$13 Billion. BRG was hired by one the JV partners, Mitsubishi Heavy Industries, to determine the reasonableness of the schedule developed by both JV partners (MHI and Hitachi) using resource leveling algorithms projecting final completion dates and therefore the development of the cash flow for completion. The claim amount was \$5 Billion. The claim was successfully negotiated and settled prior to testimony and shortly after BRG's expert report was submitted.
- 500kV HVDC Transmission Line, Manitoba, Canada-Dr. Popescu was the designated testifying delay expert in Canadian arbitration retained to perform a delay and acceleration analysis on the construction of a 700km transmission line for the contractor (RPC Limited Partnership) consisting of ROW Clearing, foundation and erection of 1520 towers, and conductor and OPGW stringing with a total project original value of \$200M. Case settled in mediation.
- Confidential Hydroelectric Generating Facility, Canada (ongoing) - Dr. Popescu is the designated delay expert retained to review all contractor claims for the owner on this 864 MW hydroelectric program valued at over \$12 Billion in Eastern Canada including spillway construction, substations, transmission line, power generation facility including turbine and generator installation.
- Hydroelectric Generation Facility, Canada. Performed a delay analysis on a \$26 million claim involving delay, disruption, and acceleration during the excavation works on a hydroelectric dam project in Canada for the civil works contractor. Wrote a report that was used in negotiation and settlement purposes.
- CFB Power Generation Facility, Colombia - Dr. Popescu performed a schedule analysis, investigated the causation of delay and disruption and contributed to the final expert report (written in Spanish) on a 164 MW coal fired power plant in Colombia, South America in behalf of the contractor, a Chinese multi-billion dollar corporation.
- British Petroleum Hydrogen Power Plants, CA & TX - Dr. Popescu developed the project controls systems for the engineering, procurement, and construction of a \$1.5 billion hydrogen power plant. She devised the work

breakdown structure (WBS), created an integrated project schedule, and established the earned value reporting system. She developed project controls procedures including management of change. Duties also included detailed monthly updating and progress measurement, periodic analysis of both schedule and cost trends and changes, and reporting to upper management on potential risks.

- 500 kV Transmission Line, BC, Canada - Dr. Popescu performed a time impact analysis on the construction of a 500 kV high voltage transmission line that spanned 247 kilometers across the mountain ranges of British Columbia which included over 600 towers. A detailed causation analysis was performed to determine responsibility for delays to the construction of this \$700 million dollar project. A productivity analysis was also performed to determine disruption and acceleration costs of the contractor. A detailed analysis of permitting and ROW access issues, tower delivery, tower designs, and foundation construction activities was performed.
- Circulating Fluidized Bed (CFB) Power Plant, LA - Dr. Popescu performed a schedule analysis and causation analysis for a coal CFB power plant valued at \$1 billion.
- Cogeneration Power Plant, AK - Dr. Popescu analyzed a \$24 million claim involving delay and disruption on a cogeneration power plant project. She also assessed the integrity of the contractor's contemporaneous project schedules and delay analyses, and assisted counsel with depositions of key project personnel.

Industrial & Process Plants

- Confidential Petrochemical Plant, Texas - Provided a phase 1 evaluation of potential cost recovery in a Risk Review session with upper management for the JV between JGC and Fluor.
- Eastman Chemical Polyethylene Terephthalate (PET) Plants, Argentina and The Netherlands - Dr. Popescu conducted a critical path method (CPM) delay analysis, performed a change order analysis, and calculated delay damages associated with the construction and commissioning of two PET plants in Argentina and The Netherlands for international arbitration proceedings.
- Coker Production Facility, Venezuela - Dr. Popescu prepared a mechanical contractor's \$20 million claim for delay, additional work, labor disputes, and loss productivity regarding a delayed coker project. She also conducted a detailed schedule analysis in support of the contractor's entitlement to a time extension and delay damages.
- Boseto Copper Refinery, South Africa - Dr. Popescu was engaged to provide independent expertise for a Dispute Adjudication Board (DAB) hearing involving delays to the construction of a copper processing plant and copper mine. In doing so, she prepared an independent report that quantifies the engineering, procurement, and construction (EPC) contractor's entitlement to an extension of time (EOT) for individual claims using a time impact analysis method. Dr. Popescu developed this report based on the requirements specified in the FIDIC contract for submission to the DAB, including interpretation for critical path delay, force majeure, and concurrency.
- Ingenia Polymer Production Facility, TX - Dr. Popescu testified in a AAA arbitration hearing as a scheduling expert whose client was the owner of a \$20 million polymer production facility. The dispute revolved around the termination of the contractor for workmanship issues, material mismanagement, inadequate project controls, misinterpretation of contract documents and lack of manpower and equipment
- Ethanol Plant, Colombia - Dr. Popescu performed a delay and causation analysis on an ethanol production facility in Colombia on behalf of the Owner, Bioenergy, a subsidiary of Ecopetrol. In addition, she performed a detailed site visit and walk through to determine the amount of progress achieved both at the time of

termination of the previous contractor and the amount of progress achieved by the newly appointed contractor.

- Ethanol Plant with HV Transmission and MV Distribution Systems, Peru - Dr. Popescu performed a delay and causation analysis on an ethanol production facility and its corresponding electrical transmission and distribution system constructed in Peru. This included performing a linear schedule analysis to determine the contractor's delay apportionment. She also co-authored the expert report for ICC arbitration. A productivity analysis of pole delivery, ROW access construction was performed.
- Paper Mill Brownfield Expansion, Brazil - Dr. Popescu performed a delay and causation analysis, a change order analysis and acceleration and productivity analysis on behalf of an international contractor for the \$190M expansion of an existing Paper Mill in Brazil in preparation of ICC arbitration. She wrote three expert reports as well as testified in ICC arbitration on the matter in Sao Paulo, Brazil in regards to delay analysis, acceleration and productivity claims, deductive change orders, punch list and warranty items.
- Rio Tinto Alcan Yarwun Aluminum Refinery, Queensland, Australia - Dr. Popescu evaluated alleged delay events contained in a progress claim submitted by the contractor. She also performed a detailed schedule analysis and developed an expert report to submit with findings on delay entitlement.
- BHP Billiton-Global Project Services Mining Sector- Procedure Review and Checklist Development Conducted a thorough review of all BHP Governance documentation associated with Major Capital Projects in the Mining Sector. Developed standardized progress metrics/KPI's for use in project reviews. Modified and enhanced the existing project controls review guidelines and checklists to ensure the guidelines are updated to align with BHP's gate passage requirements.

Water Treatment Plants

- Adelaide Desalination Plant, Victoria, Australia - Dr. Popescu was brought on as an expert witness for an adjudication hearing in Federal court involving the construction of a \$1.8 Billion desalination plant in Southern Australia. She published an independent report that quantified the subcontractor's entitlement to an extension of time (EOT) and allocated delay responsibility by performing causation research and calculating delay damages
- Northern Water Treatment Plant, Chinchilla, Queensland, Australia - Dr. Popescu created an as-built validation database to correlate actual progress against planned activities. She performed a monthly critical path analysis, coding and documenting issues for correlation with delayed activities, and prepared monthly client reports documenting the contractor's progress and key performance issues.
- Chino Desalination Plant, CA - Dr. Popescu performed a "windows" schedule delay analysis on a \$20 million expansion of a desalination plant in defense of a contractor's claim for entitlement of an extension of time (EOT) and delay damages. She determined total amount of EOT allowable to contractor and corresponding delay costs and prepared an expert report that led to successful claims settlement.

Airports, Universities, Hospitals and Commercial Buildings

- Luxury Hotel Renovation, Hawaii-On behalf of the contractor, developed an expert report and rebuttal report for arbitration regarding delay entitlement of a contractor in the renovation of a luxury hotel in Hawaii. Deposition testimony given on two separate occasions.
- City of Miami Gardens Municipal Complex-Miami, FL:- Designated testifying expert for the engineering firm on the \$50M municipal complex in Florida which consisted of 4 main buildings: the City Hall;

Parking Garage; the Mechanical Building; and the Police Building. Performed a window delay analysis to determine and quantify concurrent delays caused by the Owner, Engineer and Contractor. Prepared a detailed causation analysis and expert report that was used in settlement negotiations.

- Austin Bergstrom International Airport, TX-East Runway Construction and Environmental Remediation and Demolition Projects: As Assistant Project Manager for the construction of a new airport in Austin Texas for Carter Burgess (the EPC contractor), Dr. Popescu was involved in the construction of the East Runway (\$33 million) at the airport. Works comprised the building of the second runway and taxiway, along with the runway lighting systems and markings. In addition, she performed schedule delay analysis on the contractor's time impacts and recommended a course of action to the Construction Manager in preparation for a multimillion-dollar claim from the general contractor that was successfully disputed by the owner. She also reviewed requests for information (RFIs), change orders, progress payments, and schedules, as well as wrote monthly progress reports. She also was in charge of the environmental remediation and demolition of existing buildings and roadways (\$26 million) after the Air Force base closed in preparation for the construction of the new airport. Works also included the construction of a storm water drainage system, including detention ponds.
- Miami International Airport American Airlines Terminal Construction- Miami, FL: Preparation of a windows schedule analysis on the \$900M Miami International Airport North Terminal Development Project including performing a detailed issue analysis and delay impact allocation among the responsible entities on the project. Wrote an expert report on the findings that helped resolve the settlement negotiations between American Airlines, Miami Dade County and the contractors.
- Advanced Science Research Center City University of New York, NY- Acting as the owner's representative in review of contractor claims for the Dormitory Authority of New York (DASNY) in the construction of a \$373M Advanced Science Research Campus for the City University in Manhattan. Her tasks also included performing detailed schedule analysis of the contractor's EOT requests, reviewing and analyzing recovery schedules and acceleration proposals, leading negotiations in resolving claims, and participating in monthly status meetings with the contractor and the owner.
- Sugarland Regional Hospital, TX.- For a \$70 million hospital construction project, Dr. Popescu conducted a schedule analysis and wrote an expert report that assisted the client in settling with the contractor.
- Sisters of Mercy Retirement Facility Renovation, CA -Dr. Popescu conducted a time impact analysis (TIA) on an ongoing retirement facility renovation project in order to request a time extension and the associated general condition and subcontractor costs. She then presented the findings to the client and owner.
- Harkin's Movie Theatre, Denver, CO- For the construction of a large movie theatre in East Denver, Dr. Popescu performed an impacted as-planned analysis for a subcontractor, prepared an expert report with her findings and gave deposition testimony in preparation for the arbitration hearing.

Telecommunication Projects

- Aerie Network Services, National Fiber Network Project, United States, Director of Project Management - Working for a startup broadband services firm, Dr. Popescu developed, tracked, and forecasted schedule- and cost-related metrics for construction of a 20,000-mile nationwide fiber network. She hired and managed

personnel, selected and implemented Primavera Enterprise software, and devised procedures that provided the startup company with a fully functional program management department. In addition, Dr. Popescu created a cost reduction database that identified \$50 million in savings for a network build, which allowed upper management to raise additional money from investors.

- Enron Broadband Services, Bandwidth Trading Platform - National Network Project, United States, Program Manager - Dr. Popescu managed the engineering, procurement, and construction (EPC) of telecommunication network systems (including long-haul, fiber-optic facilities) throughout the United States for the Enron Broadband trading network (\$1 billion).

Expert Witness Appointments and Testimony

- **2019 Dispute Review Board Hearing (Bogota, Colombia)- Testifying Expert in Delay Analysis.**
Testified in a DRB hearing regarding delays encountered in the construction of a Water Treatment Plant in Medellin, Colombia for the Consortium Owner of the Treatment Plant. Testified to the reasonableness of the delay analysis methodology employed by the contractor and explained the methodology used by BRG to determine concurrency and compensable delays.
- **2017 Confidential Arbitration Proceedings (Hawaii, USA)- Testifying Expert in Arbitration hearing** regarding the remodeling of a luxury hotel on Hawaii. Testified at depositions twice. Testimony given regarding the reasonableness of the delay analysis performed by the contractor in determining extension of time entitlement and if the termination was justified.
- **2015 & 2017-Poyry Tecnologia vs. Rigesa Celulose (Brazil)-ICC Arbitration-Mattos Filho-Designated Delay Testifying Expert in International Arbitration Proceedings** on the construction of a Paper Mill in the South of Brazil-Testified in ICC Arbitration in Sao Paulo, Brazil on three different occasions to the arbitration tribunal in 2015 and in 2017 on a \$100M claim regarding delay, disruption, acceleration and productivity loss for the contractor. Performed a delay analysis to determine if liquidated damages were justified and if the contractor accelerated their works to mitigate delay. In addition, testified in front of an independent expert panel, produced several expert reports and rebuttal reports.
- **2016-City of Miami Gardens and Skanska USA Building Inc. vs. URS Corporation Southern, URS Corporation and Mark W. Zimpelman (Miami, USA)- United States District Court for the Southern District of Florida (Case No.: 1:15-cv-23334-KMW)- Designated testifying expert, prepared expert report** in delay analysis findings on the construction of \$50M City Office Building Complex, settled prior to depositions.
- **2013-Sedgman South Africa Pty Ltd vs. Discovery Copper Botswana (Boseto Copper Project, South Africa)- Holding Redlich-Dispute Adjudication Board Hearing, Australia-Designated Delay Expert,** Testified in Dispute Adjudication Board Hearing and Produced Expert Report regarding delays arising from the construction of the \$700M Boseto copper processing facility at a copper mine in South Africa . Performed a windows delay analysis to determine entitlement for the contractor in recovery of delay costs and determination of concurrency of delays.
- **2013-Redline Contracting Pty LTD vs. MCC Mining (Western Australia)- Designated Delay Testifying Expert in Federal Court Proceedings** for the contractor, Redline, on the construction of 3 Iron Ore Pipelines at the Sino Iron Project in Western Australia valued at over \$250M. Prepared expert report regarding delay analysis findings. Case settled prior to hearing date.
- **2011-SMEC Australia and Hatch Associates Pty vs. McConnell Dowell Constructors Ltd (Adelaide Desalination Plant, Australia)-Baker McKenzie-Supreme Court of Victoria, Australia-Designated Testifying Expert on Delay and Disruption** in the engineering and construction of a \$1 Billion

desalination plant in South Australia, Prepared Expert Report regarding critical path delays to engineering and procurement for the designer. Case settled prior to hearing

- **2009-Deer Park Construction Associates, Inc. vs. Ingenia Polymers, Inc (Texas, USA)**- Jackson Walker LLP-AAA Arbitration (Case No. 70 110 0018708), Houston, Texas-Testified in AAA Arbitration Hearing on delay and disruption and was the designated Delay Expert, co-produced the Expert Report. Gave arbitration testimony in defense of the Owner in regards to delays to the construction of a polymer production facility valued at \$20M. The dispute revolved an affirmative claim by the contractor against the owner in regards to the termination for workmanship issues, material mismanagement and handling, inadequate project planning and scheduling, misinterpretation of contract documents including drawings and specifications, lack of manpower and equipment, and lack of job site water and drainage control. Dr. Popescu performed a schedule analysis to determine the amount of excusable non-compensable delay as well as to determine the owner's entitlement to liquidated damages.
- **2009-Medistar vs. St. Lukes (Sugar Land Hospital, Texas)**-Jackson Walker-Fort Bend County Court, Texas-Designated Delay Expert, Produced Expert Report regarding delays in the construction of a \$70M hospital on behalf of the contractor. Case settled prior to hearing.
- **2006-NCI vs. Harkins Theatre- Sherman & Howard- (Denver, CO)**- Provided sworn deposition and testified in an AAA Arbitration in a dispute revolving an affirmative claim by the contractor against the owner with regard to delays in construction of an \$100M entertainment complex. Testimony centered around owner and designer caused delays and the contractor's entitlement to delay damages.

Publications

- "Concurrent Delays: An Owner's Sword, Shield. Or Land Mine?," IADC Midyear Meeting, (2018)
- "The Great Debate: Is Cumulative Impact a Provable Reality?," AACE International, International Conference, New Orleans, LA (2014)
- "Practical and Legal Considerations for Recovery Schedules," ABA Forum on the Construction Industry (2014)
- "EOT Claims: Success Navigation through a Legal and Technical Minefield," AACE International Conference, Washington, DC (2013)
- "An Attorney's Guide to Forensic Schedule Analysis Techniques," Society of Construction Law Australia (2011)
- Coauthor, "RP29-03: Forensic Schedule Analysis Recommended Practice," AACE International, Versions 2007, 2009, and 2011
- "Total Float Distribution: A SANE Way to Manage Schedule Contingency," AACE International Annual Conference, Seattle, WA (2009)
- "The Windows Technique in a Crunch," AACEI Annual Conference, Seattle, WA (2009)
- "Using the Forensic Schedule Analysis Recommended Practice," AACE International Annual Conference, Houston, TX (2009)
- "Total Float Management: Renovating a Misused and Abused Approach," AACEI Annual Conference, Toronto, Ontario, Canada (2008)
- "How to Prove/Disprove 'Cumulative Impact' Claims," AACEI Annual Conference, Nashville, TN (2006)

- "Retrospective As-Built Schedule Development," AACE International Annual Conference, New Orleans, LA (2005)
- "Schedule and Delay Analysis Methodologies," Long International (2004)
- "Project Scheduling Enhancements for Avoiding Litigation," AACETransactions, Portland, OR (2002)
- "Project Delay Techniques for Avoiding Litigation," PMI Proceedings, Philadelphia, PA (1999)
- "The Window Delay Analysis Technique: The Clear Solution of the Coming Millennium," PMI Proceedings, Chicago, IL (1997)
- "Managerial Stress: The Construction Industry's Hidden Enemy," AACE Transactions, Vancouver, BC, Canada (1996)
- "Strategies for Project Duration Reduction," PMI Proceedings, New Orleans, LA (1995)
- "Crew Synchronization in Construction," AACETransactions, St. Louis, MO (1995)
- "Causes of Managerial Stress in Leadership Positions," PMI Student Paper Award Finalist (1994)

Seminars, Lectures and Workshops

- "Best Practices for Hot Tubbing in Arbitration"-Construction Superconference, CA (2019)
- "Contract Management Models and Risk Allocation: New Discussions"-IBDiC VII International Conference, Sao Paulo, Brazil (August 2019)
- "The Best Defense is a Good Offense: Keys to Effective Risk Mitigation, Contract Management and Dispute Resolution"-American Arbitration Association Construction Conference, NY (2017)
- "Primavera Scheduling Basics: A Survival Guide for Attorneys"-Colorado Bar Association, Denver, CO (2017)
- "The Best Defense is a Good Offense: Keys to Effective Risk Mitigation, Contract Management and Dispute Resolution"-Project Management Institute 19th Annual Symposium, Denver, CO (2017)
- Project Management Days-Technip, "The Best Defense is a Good Offense: Keys to Claims Prevention and Mitigation", Houston, Texas (2015)
- North East Cost Management Symposium by AACEI, "Claims Consultants Who Care: Perspectives on Achieving Equitable Outcomes and Minimizing Disputes," Philadelphia, PA (2014)
- "EOT Claims: Successful Navigation through a Legal and Technical Minefield", AACEI Annual Conference, Washington DC (2013)
- "Advanced Project Planning and Scheduling Methodologies," Project Management in Mining, Oil and Gas Conference, Brisbane, Queensland, Australia (2012)
- "EOT Claims: Avoiding the Traps or Taking Advantage of Them," Holding Redlich Attorneys In-House Seminar, Brisbane, Queensland, Australia (2012)
- "Forensic Schedule Analysis Techniques: Unveiling the Mystery Using the AACEI Recommended Practice 29R-03," ACES and AACE Joint Meeting, Brisbane, Queensland, Australia (2012)
- "An Attorney's Guide to Forensic Schedule Analysis Techniques," Society of Construction Law Australia Annual Conference, Brisbane, Queensland, Australia (2011)

- "Forensic Schedule Analysis Techniques: Unveiling the Mystery," AACE International Winter Workshop, Pebble Beach, CA (2011)
- "RP29-03: The 1st Forensic Schedule Analysis Recommended Practice," ABA Construction Law Section, Austin, TX (2010)
- "Forensic Schedule Analysis Techniques: Unveiling the Mystery," AACE International Spring Seminar, Palm Springs, CA (2010)
- "Schedule Manipulations," Lorman Seminars, Colorado Springs, CO (2009)
- "Baseline Schedule and Updates: Best Practices and Caveats," AACERMS Section, Denver, CO (2009)
- "Schedule Development and Control with Primavera Enterprise," The University of Houston (2008)
- "Schedule Time Control," Dynalectric Corporation, 3 Day Short Course, California (2007).
- "Tricks, Traps, and Ploys Used in Construction Scheduling in Colorado," Lorman Seminars, Colorado Springs, CO (2005)
- "Construction Claims Detection, Prevention, and Schedule Analysis in Texas," Lorman Seminars, Houston, TX (2005)