



THE HOLLOWAY CONSULTING GROUP, LLC  
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**JAMES STEVEN (STEVE) HOLLOWAY, GC**

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**POSITION**

Founder/Managing Member, The Holloway Consulting Group, LLC, 1997-Present

**EXPERIENCE SUMMARY**

Over the last 40+ years, Mr. Holloway has worked on a wide range of engineering, procurement, manufacturing, and construction projects, both in the U.S. and abroad, with an aggregate value of over \$50 billion. From 1974 to 1984, he worked on a series of large industrial projects, first with Fluor Corp., and then with M.W. Kellogg (KBR), Bechtel Power, Fluor Mining & Metals and ARAMCO, where he has progressed through positions in project controls, project engineering and project management. From 1985 to 1990, he worked for Heery Program Management and Stolte, Inc. in construction management and general contracting on a wide variety of commercial projects across the U.S.

His experience as construction adviser, consultant and expert witness began in 1990 with Kellogg Corp. and, following the Kellogg/Peterson merger, was a Partner and Vice President in Peterson Consulting's (now Navigant's) multi-practice area Denver office. He left Navigant in 1997 to form The Holloway Consulting Group, LLC (Holloway) to provide advisory, consulting and expert witness services in construction disputes and claims; construction defects; GC/CM standard of care; design professional liability and standard of care; construction insurance defense; surety claims; cost audits and accounting; government contract disputes; construction advisory services, and other related matters.

Holloway's consulting clients have included Kiewit, Turner, PCL, Washington Group, ch2m, U.S. Army Corps of Engineers, J.A. Jones, Bovis, Hensel Phelps, Jacobs, BASF, East West Partners, Intrawest, Vail Resorts, University of Colorado, Rutgers University, AIG, CNA, Zurich, Travelers and numerous other construction industry entities.

Mr. Holloway has consulted on 250+ contract disputes wherein he analyzed entitlement, causation and/or damages issues. He has participated in numerous settlement conferences and mediation; provided fact and expert witness testimony in arbitration and litigation; and has been qualified and accepted as an expert in numerous technical areas before various courts and panels.

He has served as a private mediator and arbiter, and has lectured and spoken before the AGC, ABC, CLE, Colorado Defense Lawyers Association, Colorado Bar Association, Denver



## THE HOLLOWAY CONSULTING GROUP, LLC

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Bar Association, Construction Superconference and other industry groups on engineering, construction, contracts, financial and disputes topics.

Mr. Holloway is regarded by many in the construction industry as one of our nation's leading entitlement/causation/damages experts.

### CONSTRUCTION EXPERIENCE SUMMARY BY TIMEFRAME

#### **Fluor (EPC), M.W. Kellogg (EPC), Bechtel (EPC), Parsons/Gilbane (PM), and ARAMCO (Owner/PM)**

##### **1974-1984**

Polyethylene unit; Louisiana  
Ammonia Production Units and NG pipelines; Louisiana and Oklahoma  
IMC Herbicide Production unit; Texas  
Grand Gulf Nuclear Power Station; Mississippi  
Shale oil recovery/synthetic fuels; Colorado  
Shell Crude Oil Refinery Upgrade Project; Louisiana  
Strategic Petroleum Reserve, DOE; Louisiana and Texas  
Grupo México Copper Smelter and Mine, Sonora, Mexico  
Alcoa Bauxite Mine and Alumina Smelter; Jamaica  
On-shore Gas/oil separation units (GOSP); Eastern Province, Saudi Arabia  
On-shore natural gas pipelines; Eastern Province, Saudi Arabia  
On-shore Crude Gathering and Trunkline Pipelines; Eastern Province, Saudi Arabia  
SCADA microwave communications network; Eastern Province, Saudi Arabia  
Off-shore oil production platforms/pipelines; Eastern Province, Saudi Arabia  
Crude Storage Facilities; Eastern Province, Saudi Arabia

#### **Heery Program Management (CM/PM), and Stolte, Inc. (GC)**

##### **1985-1990**

Bakersfield (California) Memorial Hospital  
Folsom Prison, California  
Tehachapi Prison, California  
Vista County Jail, California  
Milpitas (California) Correctional Facility  
Richard J. Donovan Prison, California  
Metro Dade Police Headquarters Facility, Dade County, Florida  
Tarrant County Criminal Courts Facility, Fort Worth, Texas  
V.A. Hospital, Texas  
Delta Terminal Expansion, Dallas-Ft. Worth Airport



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500 unit single-family development, Orange County, California  
300 unit apartment complex, San Francisco  
"The Tower", 36-story high-rise, Burbank, California  
Merrill Lynch Headquarters Building, Boston, Massachusetts  
Mission Inn Hotel, Riverside, California  
Sheraton Palace Hotel, San Francisco, California  
Disney's Grand Floridian Resort Hotel, Disneyland, Florida  
Ritz-Carlton Hotel, Marina del Rey, California  
Ritz-Carlton Hotel, Dearborn, Michigan  
Holiday Inn, Torrance, California  
Ramada Renaissance, Irvine, California  
Embassy Suites, Irvine, California  
Animal Sciences Research Building, University of Michigan  
Directors Guild of America Headquarters Building, Santa Monica, California  
St. Charles Hospital, New Orleans  
USC Medical Center, Los Angeles, California  
Motion Picture and Television Fund Hospital, Calabasas, California  
New High School, North Palm Beach, Florida  
Magnet High School, Los Angeles  
Various Low-Rise and Mid-rise Office Buildings  
New Concrete Bridge, Coeur d'Alene, Idaho

**Principal**

**Kellogg Corp. (Construction Consulting/Expert Witness)**

1990-1993

Tertiary CO2 recovery unit; Midland, Texas  
Natural Gas pipeline and gas compression (India), equipment manufacturing, New York.  
Gas Transmission Compressor Stations; India  
On-shore Gas/oil separation units (GOSP); California  
Beverly Hills Civic Center, California  
Combined Cycle Co-generation; New Jersey, West Virginia  
Military Air Base Reconstruction, Post Desert Storm, Kuwait  
Veterans Administration Hospitals (U.S. and international locations)  
LACTC Light Rail and Subway construction, Los Angeles  
Nuclear Power Generation; Perry  
Harold Washington Public Library, Chicago  
Belle Casinos, Tunica, Mississippi  
Belle Casinos; Biloxi, Mississippi  
Harrods Casino, LA



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**Partner**

**Kellogg/Peterson Consulting Group (Construction Consulting/ Expert Witness)**

1993-1997

20th Street/High Occupancy Vehicle Lane Project, Denver  
Combined Cycle Co-generation; Connecticut (2), Texas  
DOD project; California  
Hoover Dam Visitors Center and Parking Structure  
Defense industry projects; Missouri and California  
Hamilton County Courthouse, Cincinnati, Ohio  
Coors Field, Denver  
Pepsi Center, Denver  
Biblioteca Latinoamericana, San Jose, California  
Water Pipeline, Tampa  
San Diego Airport International Terminal  
DIA Terminal "A" construction  
DIA baggage handling system  
Open pit mine and Radioactive material disposal; Idaho  
Town Hall, fire/damage/rebuild; Silverton, Colorado  
Microbiology Research and Development Building (MCDB), University of Colorado, Boulder

**Founder/Managing Member**

**The Holloway Consulting Group, LLC (Construction Consulting/Expert Witness)**

1997-Present

Ritz-Carlton Hotel and Casino, Lake Las Vegas (5-Star)  
Hampton Inn, Garden Grove, California  
Westin Monache Resort Hotel, California (\$75M, 4-Star)  
Hotel Park City, Utah  
Hampton Inn, Arizona  
Holiday Inn Express, DIA; Denver  
Days Inn, DIA; Denver  
Ramada Inn, DIA; Denver  
Grand Summit Lodge, Colorado  
Arrabelle Resort Condo/Hotel, Vail  
Vail Four Seasons Hotel (\$150M)  
Chalets at the Lodge at Vail  
Gore Creek Place, Vail  
Edgewater Hotel (\$70M, 4-Star), Wisconsin  
Uranium Tailings Cell, Utah  
Wetlands Effluent Treatment and Discharge System, Louisiana, ConAgra



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Highline Canal Pedestrian Underpass, Denver  
Hwy. 93, Hoover Dam Bypass Bridge Collapse and Visitors Center Arbitration (\$75M)  
U.S. Postal Service Facility (TMS), Nashville, Tennessee  
Prado Dam, California  
WYDOT, U.S. highway 89, bridge structural steel, Retaining wall  
Ventura Freeway, Rose Avenue Rte. 101 Interchange, California  
Colorado Highway 83 Expansion Project, CDOT  
I-25 Sound Wall Project; CDOT  
Highway 5 Grading/Paving IDOT Project, Carlisle, Iowa  
Twin Steel, Eight Lane, Traffic and Pedestrian Bridges, Colorado  
Union Pacific Ebony Inter-modal facility; Memphis, Tennessee  
Lincoln Street Improvements, Wichita, Kansas  
County State Aid Highway 22 Improvements, Minnesota  
Denver Zoo Asian Tropics  
Slurry wall, Colorado  
Earthen/Concrete Dam, South Dakota  
Coyote Creek Golf Course construction, Colorado  
Kissing Camels Golf Course, Colorado  
Plum Creek Golf Course, Colorado  
Railway Spur construction; Colorado Springs Utilities  
DIA new runway construction  
Airport Runway Renovation, Ohio  
Private Airplane Hangars, Colorado  
Baltimore/Washington International Airport  
McCarran International Airport, Las Vegas  
MDI Production Plant; Louisiana  
Urethane/Formaldehyde Production Unit; Kentucky  
Natural Gas Pipeline and NGL plant; Illinois  
Surfactants Processing Unit; West Virginia  
Diester Monomer process unit (biodegradable plastics); Colorado  
Motor Fuel Debutanizer Plant; Colorado  
Gas compressor station, Colorado  
Fossil Fuel Power Generation Unit; Indiana  
NOX Scrubber Unit; Tennessee  
Condenser tube replacement; Tennessee  
Satellite telecommunications; Colorado  
Cement Manufacturing Plant, Missouri  
Waste water treatment facility, Parker, Colorado  
Municipal Sludge Treatment facility; Colorado  
Wastewater Treatment Plant Expansion, Colorado  
Terrebonne General Medical Center Remodel, Louisiana



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Iberia Medical Center, Lafayette, LA  
Aurora Medical Center, Colorado  
Children's Hospital, Denver  
University of Colorado Hospital  
Anschutz Center for Advanced Medicine, Colorado  
200 unit apartment complex, Lafayette, Louisiana  
343 unit apartment complex, Baton Rouge  
81 unit single-family development, Summit County  
250 unit single-family development, Colorado  
292 unit single-family, Highlands Ranch  
\$14 million Custom home, Vail  
\$5 million dual-family residence, Edwards  
\$2 million custom home renovation, Evergreen  
\$1 million custom home, Vail  
\$10 million custom home, Aspen  
\$1 million single-family residence, Denver  
\$1.5 million single-family residence, Colorado Springs  
\$2.7 million custom home, Basalt, Colorado  
\$500,000 Bed and Breakfast, Denver  
\$11 million, 220 unit apartment complex, Colorado  
\$13 million, 276 unit apartment complex, Colorado  
\$8 million, 175 unit apartment complex; Colorado  
\$10 million, 200 unit town home Project; Colorado  
100 unit town home Project; Colorado  
\$10 million apartment complex, Colorado  
\$15 million condominium project, Colorado  
300 unit apartment complex, Colorado Springs  
155 unit HUD Redevelopment Project, Denver  
16 story high rise condo renovation, Denver  
\$40 million luxury condominiums, Lake Tahoe  
90 unit single-family home development, Las Vegas, Nevada  
182 Unit condominium development, San Jose, California  
Assisted Living projects: Colorado (2) and New York (1)  
\$20M custom home, Naples, Florida  
229 unit single-family housing development, San Antonio  
Personal residence, historical preservation, Denver  
Super High-end Condos (\$300M), Las Vegas  
Residential development underdrain system replacement, Colorado  
New High Rise Apartment Buildings (2), San Francisco  
Adams Place Condominiums, Cincinnati, Ohio  
Enclave at Cedar Lodge apartment development, Baton Rouge



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Marina West Business Center, Pompano Beach, Florida  
Hurricane repair damages, Miami and south Florida  
Summit County School Program, Frisco, Colorado  
Colorado Springs School District No. 11, School Technology Program  
Wells High School/Valley Middle School, California  
Sciences Complex, Cameron University, Oklahoma  
Primary Pre-K 1 School, New Orleans  
High School, asbestos abatement, Colorado  
New North Elementary School, Woodbury, Minnesota  
Houston High School, Alaska  
University of Colorado, Folsom Field Stadium Expansion  
Rutgers' University Football Stadium Expansion  
McDonough 35 High School construction sitework, New Orleans  
Invesco Field at Mile High, Denver  
Staples Center, California  
Crawford County Justice Center, Ohio  
County Justice Center; Colorado  
East Canon City Prison Project, Colorado  
Trinidad Correctional Facility, Trinidad, Colorado  
Jail/detention facility, Nebraska  
Arapahoe County Detention Facility, Colorado  
Brighton Gardens, Assisted Living Projects, Colorado Springs and Lakewood, CO  
Nerman Museum, Kansas City, MO  
Multi-Plex theater; Colorado  
CIRI Casino, Lake Las Vegas  
GSA Building, Denver  
Cosmopolitan Club, Denver  
Fort Carson (CO) Commissary (\$20M)  
11<sup>th</sup> Ave. Place (office bldg.) (\$50M), Calgary, AB  
Hurricanes Katrina, Gustav, and Rita repair damages: Baton Rouge, New Orleans  
Harrah's Casino - Hotel, Louisiana  
Paragon Casino - Hotel, Louisiana  
AEP/SWEPCO 508-MW NGCC unit, Shreveport, La.  
ITER (International Thermonuclear Experimental Reactor), France  
Cellular telephone engineering/design/manufacturing; California  
Microprocessor/wafer manufacturing; Idaho



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**JAMES S. HOLLOWAY, CV**

**RULE 26 FRCP DEPOSITION, ARBITRATION AND TRIAL TESTIMONY**

- Martel v. Stolte, Inc., State Court of California, 1990, cite unavailable (Retained by Stolte).
- Hawker Siddeley Power Engineering Inc. v. O'Brien Co-generation, Texas 55th Judicial District, cite unavailable (Retained by O'Brien).
- Regional Transportation District v. Flatiron Structures Company, AAA Colorado, cite unavailable (Retained by RTD).
- Dick Corporation v. CRS Serrine Engineers, Inc., AAA, New Jersey, 1996, cite unavailable (Retained by Third Party Plaintiff Harris Mechanical).
- Swinerton & Walberg Company v. Golden Arms, AAA Colorado, cite unavailable (Retained by Third Party Architect Defendant).
- Robert Redpath v. Beck and Associates, District Court, Eagle County, CO. Colorado, 1998, cite unavailable (Retained by Beck).
- First Construction v. Swan Meadow LLC, District Court, Summit County, Colorado, Case No. 96CV142, Division R, 1998 (Retained by Swan Meadow).
- Cobb Mechanical Contractors v. H.E. Whitlock, et al, Division 1, District Court, Fremont County, Colorado, Case No. 95CV223, Division 1, 1998, (Retained by Cobb).
- Sundt/Colorado First v. Summit School District RE-1, Division R, District Court, Summit County, Consolidated Case No. 98 CV 6, Division R, Colorado, 1999 (Retained by Summit County Schools).
- SMC Mechanical Corporation v. Borden, Inc., District Court, Kentucky, No. 3:97CV-973-A., 2000 (Retained by Borden).
- Weekley Homes vs. Reliance National Indemnity Company and National Union Fire Insurance Company, District Court, Colorado Civil Action No. 00-N-58, 2000 (Retained by National Union).
- SOS Wireless Comm. v. Rockwell Collins, Inc., State Court of California No. 804428, 2001 (Retained by Rockwell Collins).





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- ACB, Inc., et al. v. Hodge Capital Company, et al, Garfield County District Court, Colorado, District Court Garfield County, Case No. 98-CV-107-A, 2001 (Retained by ACB).
- Gibbs Grading, Inc. v. City of Fort Lupton, Colorado, United States District Court Case No. 98-WM-689, 2000 (Retained by City of Fort Lupton).
- Conagra Poultry Company v. Wetlands Technologies, Inc. and T.C. Broome Construction Company, Inc., Western District of Louisiana, Nos. 95-1981, 2001 (Retained by Wetlands).
- Newco Electric Co., Inc. v. Cytec Industries Inc. and BE&K, United States District Court for the Northern District of West Virginia, Case No. 1:99-CV-194., 2001 (Retained by Cytec).
- Foster Wheeler Zack, Inc. v. Vogt-NEM, Inc., Kentucky (private arbitration), 2001 (Retained by Vogt-NEM).
- W.M. Brown Construction Corp. v. On The Hill Development, Inc, Colorado, AAA No. 771100013701MAVI, 2002 (Retained by On the Hill Development).
- Westra Construction, Inc. vs. South Washington County Schools, Minnesota AAA 651100024101, 2003 (Retained by South Washington County).
- Howa Construction, Inc. v. HPC Development, LLC, Utah AAA No. 77 Y110 00348 03 JISI, 2004 (Retained by Howa).
- Bateman-Merrick Group, LLC vs. Conoco Inc. and Elkhorn Construction, Inc., District Court, Adams County, Colorado, Case No. 02CV2684, 2005 (Retained by Bateman-Merrick Group, LLC).
- Kellogg Brown & Root, Inc. v. BASF Corporation, Division D, Twenty-Third Judicial District Court, State of Louisiana, No. 74,895, 2005 (Retained by BASF).
- SIMPLEXGRINNELL, L.P. v RESIDENT MANAGEMENT SYSTEMS, INC., Private Colorado Arbitration, 2005, (Retained by SIMPLEXGRINNELL, L.P.).
- Curtis Park Redevelopment, L.P. and Abo Copeland Architecture, Inc, Colorado, AAA 77 110 00254 03 MAVI, (Retained by Abo Copeland).
- Wolverine Supply, Inc. v Matanuska-Susitna Borough, Third Judicial District, Superior Court of Alaska, Case No. 3PA-03-1473 civil (Retained by the Defendant Matanuska-Susitna Borough).



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- Willbros Engineers, Inc. vs. MasTec North America, Inc. d/b/a MasTec Pipeline Company; US District Court for the Northern District of Oklahoma, CASE NO. 03-CV-436-K(M); (Retained by Plaintiff Willbros).
- Weitz Company v. Delta Drywall, et al; Colorado, Denver County District Court; Case Number 2005-CV-5103 (Retained by Defendant Delta Drywall).
- American Bridge Co. vs. Obayashi/PSM Corporation USA; Nevada, AAA Case No. 79110Y0014607 JOIB; (Retained by Plaintiff American Bridge Co.).
- City of Northglenn v. Integra Engineering, and Glacier Construction Company, Inc., District Court, Adams County, Colorado; Case No: 2009CV1468; (Retained by Integra).
- Denison Mines (USA) Corp v. KGL Associates, Inc., District Court San Juan County Utah; Civil No. 100700151; Deposition; (Retained by Denison Mines).
- Denison Mines (USA) Corp v. KGL Associates, Inc., District Court San Juan County Utah; Civil No. 100700151; Arbitration; (Retained by Denison Mines).
- Electro Tech Corporation v. Watts-Weitz, JAG File No. 2014-0390 (Retained by Electro Tech).
- J.H. FINDORFF & SON INC., vs. EDGEWATER HOTEL COMPANY, LLC, et al, AAA AAA Case No. 01-14-0001-9856. (Retained by Edgewater).

### SELECTED LECTURES

- Session Chair: Construction Superconference, December 2007, *Contract Documents That Lead to Changes, Change Orders and Disputes*.
- Colorado Bar Association, Construction Law Forum, April 2007, *Lessons Learned From \$20 Billion of Commercial and Industrial Contract Change Orders*.
- Session Chair: Construction Superconference, December 2006, *Much Ado About Daubert?*
- CLE International, Denver, September 1997, *Schedule and Damages Analysis in Contract Disputes*.
- CLE International, Denver, September 1996, *Multimedia in Litigation Involving Construction Damages*.
- Colorado Bar Association, Construction Law Committee, June 1996, *Use of Multimedia in Construction Contract Disputes*.
- CLE International, Denver, September 1995, *Multimedia in Litigation Involving Construction Damages*.



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**JAMES S. HOLLOWAY, CV**  
**PUBLICATIONS (PARTIAL LISTING)**

1. Chapter 6: *Contract Changes*, Construction Subcontracting: A Comprehensive Practical and Legal Guide, FORUM ON CONSTRUCTION LAW. ABA BOOK PUBLISHING. 2014.
2. Chapter 3: *Construction Documents That Lead To Changes, Change Orders and Disputes*, CONSTRUCTION LAW UPDATE, CONSTRUCTION LAW LIBRARY, ASPEN PUBLISHERS. 2006.
3. *Pitfalls in Cost-plus Contracts*, UNDER CONSTRUCTION, The newsletter of the ABA Forum on the Construction Industry, March 2003.
4. *Investigating Construction Defects*, CONSTRUCTION LAW QUARTERLY, Summer 2000.
5. *Damages*, A JOURNAL FOR PROFESSIONALS IN CAPITAL PROJECTS AND DISPUTE RESOLUTION 1997-1999 periodical.
6. *CPM Scheduling In Delay Claims—Introductory Concepts and Topics*, CONSTRUCTION LAW AND BUSINESS, January/February 2002.
7. *The Legal and Technical Framework of Equitable Adjustment Claims*, KC-News, December 1995.
8. *Time Impacted Analysis and As-planned Impacted Schedule Analysis*, K-C News, August 1995.
9. *As-built, But-for and Window Analysis Techniques*, K-C News, January 1995.
10. *Overview of Schedule and Damages Analysis Concepts and Techniques*, K-C News, July 1994.
11. *Creating the Leverage Necessary for Dispute Settlement*, KC-News, January 1992.
12. *Back to Basics*, KC-News, March 1992.

**HOLLOWAY CONSULTING GROUP'S EM@IL CONSTRUCTION REPORTER (PARTIAL LISTING):**

13. *Two New Tests in Home Office Overhead Claims.*
14. *Is the Contractor a Fiduciary of the Owner?*
15. *Determining the Final Cost Of The Work*
16. *Changes You Should Know About in AIA Document A201 General Conditions*
17. *Types of Construction Failures*
18. *Investigating Construction Defects*
19. *Limitation of Liability Clauses*
20. *Overview of Delay Analysis Terms and Concepts*
21. *Concurrency and Causal Events*
22. *The Role of Cost Estimates in Contract Disputes*
23. *Recovery in Terminated Contracts*



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24. *But-for Schedule Analysis Schedule*
25. *Window/Update Analysis*
26. *The Impacted As-planned Schedule Analysis*
27. *Time Impact Schedule Analysis*
28. *Total Cost and Modified Total Cost Damage Analysis*
29. *Supreme Court Signals End To Total Cost/Time Claims*
30. *How To Calculate A Settlement Offer*
31. *Craft Labor Productivity, Parts I/II*
32. *Contractor Claims in 2001*
33. *GC/CM Standard of Care*
34. *Acceleration*
35. *Cardinal Change*
36. *Constructive changes*
37. *Delay Mitigation*
38. *Defective Contract Documents*
39. *Schedule Compression, Parts I/III*
40. *Impossibility of Performance*  
*Lessons Learned in Construction Disputes, Parts I/II*
41. *Construction Scheduling, Chapters 1/4*
42. *Methods of measuring construction progress*
43. *Finding Change Orders in Your Clients Contracts*
44. *Defending Your Clients Against Labor Productivity Claims*
45. *Residential Disputes, Part I*
46. *GMP Contract Disputes: An Owner's Perspective*
47. *Finding Change Orders in Your Clients Prebid Job Conditions*
48. *Finding Change Orders in the Bid/Award Process*
49. *Finding Change Orders in Your Clients Plans and Specs, Parts I/III*
50. *Liquidated Damages*
51. *Comparative Analysis in Professional Liability Matters*
52. *Architect's Responsibilities*
53. *Should AIA Contracts be Revised?*
54. *Will Your Schedule Analysis Survive?*
55. *General Contractor Responsibilities*
56. *Common Mistakes in Construction Cost Estimating*
57. *Owner Responsibilities*
58. *Disputes in Fixed Price Contracts*
59. *Contract Interpretation, Part I/II*
60. *Change Order Discovery Checklist*
61. *Two Requirements for Entitlement to Home Office Overhead Costs*
62. *Subscriber Responses, Parts I/III*
63. *New Law on Eichleay Damages*



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64. *Subcontracting in the 2000's, Parts I/II*
65. *Mold I – Mold Might Be Gold, but . . .*
66. *Risks in Conceptual Estimating*
67. *Three Types of Change Order Costs*
68. *Mold II - Controlling Mold During the Construction Phase*
69. *The Current Status of Home Office Overhead Claims Under Federal Law*
70. *Labor Productivity Studies.*

### EDUCATION

Bachelor of Science, Building Construction, Northeast Louisiana University (Currently University of Louisiana, Monroe), 1973.

### LICENSES

California General Building Contractor's License #786241 (currently inactive).

### PROFESSIONAL AFFILIATIONS/ROLES

American Bar Association, Associate Member #00750298  
American Arbitration Association Commercial Panel  
ABA Forum on Construction  
Construction Owners Association of America  
Associated Builders and Contractors  
Associated General Contractors  
American Association of Cost Engineers International  
CLE International Teaching Certificate  
Mediator, Arbiter and DRB Member

Aug-17