



JAMES S. DIELSCHNEIDER



James S. Dielschneider is the Managing Director of European and Asia Operations of Long International, Inc. He provides onsite investigation, analysis, presentations, and expert witness testimony regarding engineering and construction disputes involving project, program, and construction management issues. Mr. Dielschneider testifies in arbitrations, High Court, and US Courts. He serves as a mediator, and arbitrator of complex design, procurement, and construction disputes.

Mr. Dielschneider's dispute testimony includes: program, project, design and construction management, programming, quantity surveys, cost estimates, budgeting, estimating errors, scheduling, defective design, late drawings, errors and omissions, contractor approval problems, procurement delays, substitutions, changes, unforeseen conditions, constructability, change orders, resource allocation, safety constraints, interference of construction work, costs of acceleration of work, revenue loss, profit loss, overpayment, productivity loss, equipment standby costs, delays, acceleration, time extensions, quality control, final acceptance problems, rework, and impacts of these problems on construction projects and ongoing facilities operations.

He has over 40 years of international management, design, construction, and consulting experience involving electrical power plants, waste treatment plants, water systems, sewer systems, roads, highways, bridges, rail, tunnels, utilities, airports, moorage facilities, oil refineries, environmental remediation, electronic manufacturing plants, research facilities, hospitals, universities, high rise office buildings, school facilities, hotels, recreation facilities, parks, retirement centers, dams, and other large, complex projects costing up to US\$1 billion. Mr. Dielschneider has presented seminars, provided training, and published numerous articles on project management, construction management, multiple project scheduling, project planning and control systems, and mediation. He authored a book on construction planning and scheduling. This capability is founded on the actual performance of planning, programming, quantity surveying, estimating, scheduling; the management of programs, projects, design, procurement, and construction; and the direct field management of construction crews and subcontractors.

EDUCATION

B.S. (with honors), Civil Engineering, Construction Engineering Specialty, University of California, Berkeley, California, 1962

B.S., Business Administration, University of Oregon, 1956

PROFESSIONAL REGISTRATIONS

Registered Civil Engineer, California (No. 17565)

Registered Professional Engineer, Washington (No. 14554)

Registered Professional Engineer, Oregon (No. 6092)

(All registrations inactive while working internationally)

PROFESSIONAL AFFILIATIONS

Construction Management Association of America, Member, Past President of the Northern California Chapter and one of the founders

Project Management Institute, Program and Asilomar Committees

Western Council of Construction Consumers

Building Industry Council Board



American Arbitration Association, Arbitrator
Design Build Institute of America
American Bar Association, Associates Committee of the Section of Dispute Resolution
Professional Services Management Association
American Society of Civil Engineers
Bay Area Bioscience Center
German American Chamber of Commerce
Phi Beta Kappa, National Scholastic Honorary
Chi Epsilon, National Civil Engineering Honorary
Tau Beta Pi, National Engineering Honorary
California Honor Students' Society
(All affiliations currently inactive while working internationally)

TECHNICAL EXPERIENCE

Representative international technical experience includes:

- Construction claims preparation, analysis, defense, and negotiation of settlements.
- Development of project management plans and procedures.
- Management of planning, design, estimating, scheduling, bidding, procurement, construction, and startup.
- Management of engineers, architects, quantity surveyors, schedulers, and construction field personnel.
- Identification and systematic evaluation of major design and construction problems and their cause/effect relationship on cost and schedule overruns.
- Management performance assessments and recommendation of solutions, improvements, and changes.
- Deposition and expert witness testimony.
- Project cost and schedule control, including resource allocation, trends analysis, optimization, leveling, and corrective action development and implementation.
- Preparation, analysis, estimating, scheduling, evaluation, and negotiation of change orders.
- CPM schedule analyses of planning, changes, updating, management, impacts of late drawings, late and incorrect procurement and delivery, construction delays, disruption, interference, acceleration, and loss of labor productivity.
- Contract/entitlement analysis.
- Speaker and author of numerous articles on the subject of project management, construction management, and project cost and schedule control. Authored a book on construction planning and scheduling for training contractor's field management.
- Development of numerous computerized database management systems.
- CPM schedule analyses of the impacts of delays, disruption, acceleration, and loss of labor productivity.
- Contract and entitlement analysis.
- Direct and indirect damages assessments.
- Management of construction project control procedures, acquisition for projects, and the organization, analysis, and reporting of project cost, schedule, procurement, and resource utilization information.
- Oversight and preparation of construction project order-of-magnitude, factored, and detailed capital and operations cost estimates.



- Oversight and preparation of construction project cash flow, return on investment, and interest calculations.
- Economic analyses, risk and sensitivity analyses, range estimating, and contingency/management reserve calculations.
- Technical business investigations, analysis, management interviews, technology evaluations, financial forecasts, and international currency exchange analysis and recommendations.
- Presenter of numerous training seminars in construction project planning and scheduling.
- Contracts preparations, reviews, negotiations, and contract management.
- Development of program and project management plans and procedures.
- Development and maintenance of project control systems standards and procedures.
- Development of dependable standards and training to establish a construction project management profession.
- One of the founders of the Construction Management Association of America.
- Member of the Board of Directors of engineering, construction, and technical companies.
- Design of buildings, water systems, waste water systems, roads, dams, and bridges.

PROJECT EXPERIENCE

As an internationally recognized expert in the analysis and resolution of complex construction disputes, Mr. Dielschneider has evaluated claims and assessed the performance of owners, architects, engineers, contractors, and subcontractors on numerous types of projects. Representative projects include the following:

Cogeneration and Energy Conversion Plants

- Planned, organized, mobilized, set up procedures, trained staff, developed the master schedule plan, developed reporting system, and analyzed claims and change orders for a \$200 million major program with multiple contracts requiring intensive scheduling and coordination. The Hyperion Energy Recovery System in Los Angeles, California, was a 3-year project including steam turbines, five buildings, extensive site piping, gas turbines, fluidized bed boilers, and other complex machinery. Twenty-one contractors worked on this massive project.
- Performed an on-site review of a remote cogeneration, steam generation and power plant for investors considering the feasibility of taking over the plant and operating it for a profit. Reviewed quality, operations, maintenance, contracts for sale of electrical power, contracts for sale of steam, financial strength, and forecasts for receiving manufacturing plan that purchases the steam, review gas supply contracts, strength of supplier, and forecasts for the future supply of gas.

Electric Power Generation Plants

- Participated in a construction contractor's planning to construct a major dam, powerhouse, and tunnel. Specific review of tunnel design, construction sequencing, materials disposal and relation to other phases of the dam and powerhouse. Prepared the construction schedule and cost reports for the \$63 million Lost Creek Dam and Powerhouse. This major dam and powerhouse with underground tunnel is on the Rogue River in Oregon.
- Developed cost and schedule control systems for the mechanical and electrical subcontractor on the Boundary Dam Powerhouse. This major Underground Power Generation Plant project is located deep underground in a large rock excavation on the Pend Oreille River at Metaline Falls, Washington.
- Responsible for preparing the construction schedule for the eight added power generation Units No. 15 to 22 in The Dalles Dam Powerhouse, Columbia River.



Airports

- Analysis of an engineering and construction contractor's \$13 million claim at Tom Bradley International Airport, Los Angeles. The project experienced delays of over double the contract specified time and construction claims of over \$13 million. The contractor was terminated on this major change to the International Terminal. Disputes included errors in as-built plans, access to the work, changes, inadequate schedule, excessive RFIs, acceleration, delays, disruptions, impacts, lack of timely responses, interference with subcontractors, safety, security interference, over-inspection, obstruction, improper acts and omissions, inadequate contract administration, loss of profit, extended field office overhead, extended home office overhead, delay in payment, improper and late notices, breach of contract, and wrongful termination. This project involved the organization of thousands of documents and assessments of alleged delays and disruption impacts identified in change orders, correspondence, meeting minutes, disruption notices, monthly progress reports, and CPM updates. The scope of work also included a detailed CPM schedule analysis and the quantification of damages.
- Analysis of a project involving the addition of floor space and utilities for added food concessionaires on the Mezzanine deck overlooking the Departure Level in Bradley International Terminal in LA Airport. The project scope included: reconfiguration of foundations and reinforcement of steel structures on three levels below new floor space; demolition of existing and addition of new utility systems including fire/life/safety, water, sewer, power, HVAC, and multiple open grill exhaust systems; installation of additional toilets, two new escalators, a new elevator, a new Grand Stair case, reconfiguration of international security screen areas, and fountains/landscaping; and, extensive refinishing of floors, handrails, lighting, walls, and ceilings in a highly stylized art-deco motif.
- Performed extensive services for the City of Los Angeles Department of Airports and the Los Angeles City Attorney's office. This included analysis of general contractor's performance and efficiency, the planned schedule, adjustments to the schedule for changes, evaluation of the cause and responsibility for delays, and determination of the time and cost impact of changes. Performed detailed reviews of schedule, costs, tendering, bidding, design, management, component design, procurement, manufacturing, and installation, changes, correspondence, site conditions, defects, progress photographs, jobsite meeting records, and interviewed key persons in construction, oversight, engineering, and architecture. Selected, organized, and managed consulting employee support staff of six. Prepared expert witness testimony. Created and managed the detailed preparation of exhibits and site movie for a jury trial.
- Prepared the site movie to be easy to understand by a jury with limited education. Site movie presented actual site examples of: high risks to construction workers due to inadequate management and lack of site safety provisions; disorganized construction storage and work areas; lack of planning; insufficient work force; and avoidable damage to adjacent tenant improvements. Analyzed alternatives and advised lawyer and owner to optimize resolution.
- Scheduled the deep excavations and paving to coordinate with continued flight operations when the runways for the Portland International Airport were strengthened.
- Analyzed, coordinated, and scheduled the construction with fully ongoing passenger and flight operations during complete rebuilding of Portland International Airport Terminal. This project included the complete rebuilding of the front access to the terminal, the baggage handling system, ticket counters, airplane access, concessions, and access of the public through the terminal. The front of the terminal was removed and new access roads were built. The baggage handling conveyors and rooms were completely relocated and resequenced with different access from the airplane apron. An entirely new concessions area, including shops, restaurants, news, and magazine stores were built and the old ones demolished. Mitigated impacts and potential damages between the public, contractors, subcontractors, tenants, and suppliers.
- Planned the construction sequence and scheduled the construction of a new Army Aviation facility hanger at McNary Field, Oregon. Trained contractors, subcontractors, and major suppliers to coordinate and schedule their work to complete the project on time with optimal cooperation for accessing the site, use of lay down areas, and sharing of construction work areas.



- Planned, organized, and prepared the John Wayne Airport Program management, cost, schedule, and document control procedures. This program included the complete rebuilding of the airport main terminal, baggage handling, concessions, ticketing, waiting areas, jet ways, passenger access, baggage claim, ramps, access roads, rental parking, visitor parking, traffic signaling including airplane taxiways, aprons, fueling, control tower, and related aircraft maintenance facilities in Newport Beach, California. Assisted other program management teams to effectively use these procedures in managing, planning, designing, bidding, and construction.

University and School Educational Facilities

- Provided Program Management consulting for an eight-year, \$98 million renovation program for a major school district, Portland, Oregon. Project included 48 schools and other facilities. Duties included overall project planning and sequencing, research for available contractors, packaging, and sequencing of construction packages to obtain maximum local city and regional participation. Optimized minority contractors' participation. Provided direct project management of several school renovation projects, including Holiday Center for Handicapped Children, Chapman, Skyline, and Couch schools. Performed scheduling and reporting of overall design and construction program. Resolved problems regarding design and construction delays. Implemented solutions for on-time completions to support timely start of school sessions.
- Provided Multiple Building Project and Construction Management dispute resolution services for a high school near Sacramento, California. Reviewed issues of scheduling, scope of work for the grading and road contractor, survey information, grades, elevations of finished work, interface with following building contractor, suitability of design of road, and subsequent adjacent concrete walkways. Reviewed construction documents, requests for information, change orders, job site management, quality of drawings, constructability of drawings, owner and agency approvals, project schedule, construction costs, change order costs, and numerous other project correspondence and documents. Provided expert witness testimony in pretrial mediation. Assisted lawyer to settle the dispute. Provided oversight, quality control, and approval for remedial work agreed in the settlement.
- Provided mediation services for a \$7 million dispute regarding accuracy, completeness, and professional standards of contract documents, delays, cost overruns, scheduling, and budgeting for construction of a university recreation and event center at San Jose, California. Settled dispute between owner and contractor.
- Mediated a dispute between architects and engineers and the University of California, Berkeley, for the construction of a \$6 million addition to Cory Hall building, including micro-fabrication labs, a new cooling tower, and extensive mechanical systems. Issues included as-built conditions, conditions survey, design preferences, owner's provision of access and information, and operational concerns. Retained by both the university and the architect to mediate a settlement. Mediation was successful.
- Assumed the responsibility as construction project manager for the \$27 million Recreation and Events Center at San Jose State University. The facility included a 5,500-seat arena, a stage, sound system, and competition size pool. Responsibilities included staffing the project with construction management and inspection personnel, implementing controls over cost, schedule, and change orders, meeting with designers to correct design problems, negotiating cost control procedures for additional work, cost estimating and preparation of a new project budget, cash flow forecasting for financing the project, resolution of design and contractor relations to speed up the project and reduce the cost, negotiating settlement of contractor claims, and documenting project for settlement of dispute with designers. Managed the construction and the final inspection changes required by a sudden change of fire marshal official. Managed and achieved the successful completion of the entire project.



Hospitals and Medical Buildings

- Provided Construction Management expertise for a dispute at California Hospital Medical Center, Los Angeles, undergoing a \$40 million addition. Detailed onsite review of physical conditions. Analyzed plan, construction documents, change order logs, personnel management, quality of drawings, agency approvals, project photographs, project schedule, budget, cost overruns, and delays. Compared contractors' work procedures with other projects managed by Mr. Dielschneider. Created a document database and rows of binders of project documents for use during preparation and conduct of arbitration hearings. Prepared detailed notes, lists, and recommendations to assist the lawyers who had not previously conducted a construction dispute case. Prepared detailed notes, check lists, and document lists for discovery, pleadings, depositions, and cross examination of percipient and opposing expert witnesses. Prepared exhibits for arbitration use, prepared detailed trial notes for the use of the lawyer, and coached the lawyer on cross-examination questions during the arbitration. Provided expert witness testimony to the arbitration panel.
- Prepared the construction schedule for the major expansion of Albany, Oregon General Hospital. Provided monthly updates and reports.
- Prepared the construction schedule for the construction of Mercy Hospital, Roseburg, Oregon. Provided monthly updates and reports.
- Worked onsite in the field with the construction superintendents and prepared the construction schedule for the construction of the Bay Area District Hospital, Coos Bay, Oregon. Provided monthly updates and reports.
- Served as the single arbitrator for a major million-dollar dispute regarding responsibility for revenue and expense loss due to a six-month delay in construction of Sutter Delta Medical Center, Antioch, California. The dispute included numerous counterclaims for disruption, changes, unpaid billings, and unresolved changes.
- Prepared the overall construction schedule and provided initial on-site construction management for the construction of the major expansion of Providence Hospital, Phase III, in Portland, Oregon.
- Provided construction change order resolution on the \$260 million Palo Alto Medical Center, California, for the U.S. Department of Veterans Affairs. Analyzed and forecasted completion costs and responsibilities. Performed direct field condition reviews, estimated costs, negotiated, resolved, documented, and executed a large number of multi-million dollar change orders.
- Managed the planning, architectural design, engineering, cost estimating, schedule, bidding, construction, and quality control for a new community counseling and medical center in Hood River, Oregon.

Commercial, Multi-Use, Convention Centers and Shopping Malls

- Managed the planning, architecture design, engineering, cost estimating, project schedule, bidding, construction, and quality control for a major Convention Center. The complex included meeting rooms, parking, roads, water system, sewage system, electrical power, telecommunications, swimming pool, museum, site grading, landscaping, restaurant, bar, and hotel. Managed hiring, staffing, purchasing equipment and supplies, project completion, startup, partial opening, optimization of operations, and formal opening.



High Technology Manufacturing and Industrial Buildings

- Provided project management of the major, multi-million dollar new Micro-Electronics and West Utility Buildings for Tektronix, Inc., Portland, Oregon. Services included design and construction schedules, project delivery methods, contractor selection procedures, claims avoidance, and problem solving. A cost audit and analysis was performed resulting in the successful termination of the mechanical contractor. Managed a rebidding and award. Consequently, the mechanical work was completed within the estimate rather than double the cost, as forecasted by the contractor.
- Provided expert engineer and construction services for an industrial facility, including buildings, grounds, and related facilities at Auckland, New Zealand. Conducted an onsite, detailed review of facility conditions, maintenance, damages, leaks, and repairs. Analyzed causes, responsibilities, schedule, and costs. Managed other experts. Prepared analysis and detailed report of remedial costs and responsibilities. Made recommendations regarding construction process, productivity, management, costs, and schedule. Provided expert testimony in High Court, Auckland, New Zealand, regarding the remedial costs and responsibilities.
- Performed a feasibility study of a manufacturing facility for the investors in a prefabricated housing company. Study included the options of transporting and re-using the materials from an existing building and building a new manufacturing building at a remote site near Boise, Idaho.

High-Rise Offices, Condominiums, Apartments, Hotels, and Restaurants

- Managed the preliminary and final due diligence review and reports for the \$300 million Tabor Center for Citicorp at Denver, Colorado. This project was located in a central business district location on 4½ acres and included a 32-story office tower, a 38-story office tower, a 428-room Westin Hotel, nearly two city blocks of retail space, and a 1,900-car underground parking structure. Performed onsite observations for three years. Prepared a complex cost analysis, allocating parking construction costs to hotel, offices, and shopping center in this major multi-use complex.
- Managed the preliminary and final due diligence review and report of the \$100 million twin towers located at 345 California in the financial District of San Francisco. This project included 48-story office towers, a Mandarin Hotel, 700,000 square feet of office/retail space and an underground parking structure. Performed monthly observations, cost and schedule reports, and forecasts.
- Provided feasibility evaluations and construction monitoring services on a \$32 million, 16-story first class Hyatt Regency convention hotel with 500 rooms, located in California's state capital. Managed review team to evaluate the code compliance, constructability, budget, and schedule. Discovered a "misallocation" of common area costs, such as elevator lobbies, fire provisions on each floor, etc. into tenant fit out and rental costs. This information provided the basis for the financial consortium to require the inclusion of costs in the project budget. Since a significant portion of the parking garage is used for public parking, some of the construction costs were shared with the Sacramento Redevelopment Agency. Managed the estimate of the costs to be allocated for public use. Observed the lack of experience of the developer on a large project of this scale. Advised the financing institutions to obtain additional collateral from the developer. The financial consortium followed Mr. Dielschneider's advice. When construction developed problems the authority to seize the collateral was used by the financial consortium to require the developer to bring the project back on schedule. Made on-site observations and prepared monthly reports showing construction progress and evaluation of requests for payment.
- Provided construction expert services regarding a delay of over eight months and construction claims of over \$4 million on a \$25 million high-rise apartment building in Auckland, New Zealand. Performed detailed review of schedule, costs, tendering, bidding, design, management, component design, procurement, manufacturing, and installation, changes, correspondence, site conditions, defects, progress photographs, jobsite meeting records, interviewed key persons in construction, oversight, engineering, and architecture. Provided advice regarding remedial work, costs, management, schedule, approach, risks, mitigation, negotiations, and settlement amounts, etc.



- Provided Construction Management Expertise services. Reviewed the construction on-site progress, management approach, project schedule, budget, and change order logs, and recommended methods to mitigate ongoing conflicts. Prepared and presented expert witness testimony at formal arbitration and provided construction dispute resolution and claims consulting services for an apartment complex dispute in San Francisco, California.
- Provided claims resolution services for Ramada Inns on a multi-million dollar remodel/addition. The addition encompassed over 200,000 square feet, 10 stories, and included over 400 guestrooms, restaurant, lounge, and meeting rooms/ballroom in Los Angeles, California. Mr. Dielschneider analyzed construction schedules, project management, and change orders. Organized and facilitated settlement conference with owner and contractor. Advised Ramada Inns of the most cost effective settlement of the dispute.
- Based on the outstanding claims resolution services provided by Mr. Dielschneider for Ramada Inns on several multi-million dollar Ramada projects, Mr. Dielschneider was asked to present training for the Ramada Inns facilities management staff. Prepared and presented extensive seminars in Memphis, Tennessee, USA. Training included: project, design and construction management; contractor selection, contract documents, bidding, field management; scheduling, cost control, quality control; project close out, facilities completion and startup.
- Managed the preliminary and final due diligence review and report of the multi-million dollar, Citicorp Center in the Financial District of San Francisco. This project included a high-rise office tower, underground parking, a difficult historic building reconstruction, and an underground access to the BART transit station. Prepared monthly observations, cost and schedule reports, and forecasts.
- Provided engineering and construction expertise for several residential buildings in Auckland, New Zealand. Conducted an onsite, detailed review of building conditions, extensive damage, major leaks, repairs, causes, responsibilities, schedule, and costs. Analysis and detailed report of remedial costs and responsibilities. Provided expert testimony in High Court, Auckland, New Zealand, regarding the technicalities of the leaks, resulting damages, remedial costs, and responsibilities.
- Served as sole arbitrator in a dispute between a contractor and a commercial property owner regarding defective construction and payment of contractor billings.
- Provided mediation services for a \$7 million dispute regarding accuracy, completeness, and professional standards of contract documents, delays, cost overruns, scheduling, and budgeting for construction of a university recreation and event center at San Jose, California. Settled dispute between owner and contractor.
- Project site review, analysis of safety training, procedures, oversight, and regulations of jobsite accidents. Provided expert testimony in construction project site safety, procedures, responsibilities, and practicalities on construction project sites in Oakland, California.
- Provided dispute resolution and claims consulting services for a retirement center. The Pueblo Norte Retirement Center, Scottsdale, Arizona, includes apartments, meeting rooms, landscaped grounds, and kitchen facilities. Reviewed construction defects, reviewed drawings, and developed solutions to remedy design and construction defects in an economical manner. Prepared schedules, plans, construction sequencing, and cost estimates. Mr. Dielschneider's professional staff included architects, engineers, construction cost estimators, and construction field managers. Assisted owner to settle disputes on the project at informal settlement meetings.



Correctional Facilities

- Provided expert advice to Parsons Brinkerhoff Quade and Douglas, Inc. in a dispute with the California Department of Corrections regarding the design of the prototype of a medium to low security prison facility. This project involved a dispute over services for architecture and engineering in connection with a prototype design. Supervised the review of the construction drawings and specifications, in terms of quality and timely delivery in the context of owner revisions. Assisted with successful mediation between the parties.

Parks, Marinas, Libraries, Theatres, Recreational and Community Facilities

- Managed the planning, architectural design, engineering, cost estimating, design, schedule, bidding, construction, and quality control for a new cinema.
- Managed the planning, architectural design, engineering, cost estimating, design, schedule, bidding, construction, and quality control for a new library.
- Responsible for management of planning, topographic surveys, design, and construction of park and marina facilities, including structures, parking lots, water systems, sewer systems, launching ramp, boat moorings, wind protection barriers, landscaping, interstate river barge moorages, and telephone systems for the Port of Hood River Marina Park in Oregon. The project included a museum and public meeting areas in a Visitor Information Center and Port offices.
- Managed the planning, architectural design, engineering, cost estimating, design, schedule, bidding, construction, and quality control for a community center conversion. Applied for and obtained government funding. Planned, designed, and managed construction of handicapped access ramps, fire escapes, and other requirements.
- Served as arbitrator in a three-party panel in Nevada, for a multi-million dollar dispute between a contractor and an owner concerning the construction of a gambling casino.

Transportation, Rail, Transit, Roads, Highways, and Bridges

- Created the overall project schedule for the Banfield Light Rail System in Portland, Oregon. Met with all key managers and coordinated their interaction regarding sequencing and scheduling. Prepared a detailed planning, design, procurement, and construction schedule.
- Prepared the overall project controls management system and procedures for the Banfield Light Rail System in Portland, Oregon. The system included cost, schedule, updating, forecasting, and reporting. Trained government staff to maintain the project controls system. Prepared documentation of procedures for use throughout the Light Rail System program.
- Analysis of construction process, productivity, management, costs, and schedule regarding a road excavation project in San Francisco Bay Area, CA. Provided expert testimony regarding the schedule, productivity loss costs, and equipment standby costs incurred by a contractor. Provided expert testimony in arbitration.
- Provided an engineering expert review of a road project. Detailed design review, quantity survey, cost estimate, and construction exhibits for court presentation. Provided expert testimony in a court case regarding the misuse of an extended, deep road excavation project as an opportunity to use a hill as a major gravel quarry without a permit in The Dalles, Oregon.
- Developed, analyzed, and reported on the construction schedule and costs for the multi-million dollar Libby Reservoir Highway Bridge in Libby, Montana. Prepared the construction schedule and cost reports for management.
- Scheduled the construction of the overpass for U.S. Interstate 5 at Kalama, Washington, including extensive sequencing and rerouting of traffic. Mitigated the impact of the project and traffic disruption to accommodate the retail and commercial sectors of the City of Kalama.



- Managed the cost estimating, design, and construction management for the analysis, maintenance, and renovation of the Hood River Interstate Bridge over the Columbia River, Oregon.

Tunnels

- Responsible for configuration and monitoring control of tunnel construction blasts protecting an adjacent highway and railroad tunnel for the construction of the Tooth Rock Tunnel in Bonneville, Oregon. Based on the vibration observations and allowable impacts, prepared phase delay plans to control the explosives.
- Performed a preconstruction survey of existing structures to avoid claims from blasting and excavation for a major, multi-lane tunnel constructed for Highway 26. The tunnel passed through and under the exclusive area of West Hills of Portland, Oregon. The investigation and discussions with the many owners of expensive luxury homes was so well performed that only one owner, who refused to give access or cooperate, filed a claim, which was denied.
- Reviewed the tunnel construction process for the 34.6 km long Lötschberg, Switzerland, base tunnel construction project for investors considering investing in a tunnel contractor. This project required excavation of 16 million tonnes of material. Excavated material varied, e.g. granite, limestone, sandstone, marl, Triassic dolomite, clay slate, flysch, and anhydrite. Reviewed the tunnel lining using prefabricated concrete lining segments. Reviewed the various choices for tunnel boring, slurry shields, earth pressure balance method (EPB). Compared the tunnel driving techniques of conventional drill and blasting of some segments with the tunnel boring machine (TBM) use on other segments. Reviewed the tunnel boring machine shield and control centers. Compared the muck transport alternatives, e.g. slurry pumping, conveyor belts, railroad carriages, and trucks. Evaluated likely production down time. Evaluated and explained overall operations, management, and risks to investors.
- Investigated the design and construction for a major tunnel in Malaysia in preparation for expert witness testimony. Reviewed the geotechnical reports, with a detailed study of ground conditions including water, rock types, variability of rock and earth conditions throughout the tunnel and shaft locations. Reviewed the processes including tunnel boring, conveyors, safety, concrete lining, spoils transport, and disposal. This dispute is not yet resolved.

Mines

- Investigated the progress of a \$163 million coal mine in Decker, Montana, at the request of the Chief Financial Officer and President of NERCO, a major coal and power production corporation. Conducted an on-site review including interviewing the entire management and support staff. Identified delays, cost overruns of up to 100 percent, and serious organizational problems. Reviewed the management structure and advised the Chief Financial Officer of drastic improvements to the onsite management structure in order to get the project on schedule and budget. Mr. Dielschneider's recommendations were successfully implemented.

Moorages, Navigation Locks, and Dams

- Provided construction management expertise on the Devil's Gate Dam project for the Los Angeles County Department of Public Works. Reviewed and analyzed delays, changed conditions, and overall project and construction management. Provided expert testimony and detailed conclusions regarding the costs of productivity losses and schedule delays.
- Analyzed and developed the construction schedule for the Ice Harbor, Washington, Lock Modification. Prepared monthly updates and reports.
- Analyzed and developed the construction schedule for the John Day Dam Lock Modification, John Day, Oregon. Prepared monthly updates and reports.
- Analyzed and developed the construction schedule for the multi-million dollar John Day Dam Lock entry Guide Wall at John Day, Oregon. Prepared monthly updates and reports.



Water, Waste Water Systems

- Reviewed and recommended improvements to the schedule control system and procedures for CH2M Hill's Program Management of the \$1 billion Milwaukee, Wisconsin Metropolitan Sewerage District (MMSD)'s Milwaukee Pollution Abatement Program (MPAP) Waste Water System.
- Analysis of a dispute on the Puente Hills Pumping Plant for the Los Angeles County Sanitary District. Analysis of design errors, fabrication mistakes, shop drawings, changed conditions, delays, costs, and management. Provided expert testimony regarding the detailed conclusions and the costs of loss of productivity and schedule delays.
- Analyzed construction schedule and reviewed contractor claims on the San Jose/Santa Clara, California, Wastewater Treatment Plant, a large, regional plant designed by CH2M Hill. Advised solutions to resolve claims and disputes. Accomplished a quality and management review and made recommendations to attain and maintain the high performance standards of CH2M Hill.
- Analyzed and developed the construction schedule for the Buena Vista Pumping Plant. This massive plant pumps water from Northern California to Southern California.
- Analysis of costs, schedule, and construction management for a pumping facility. Provided expert deposition testimony regarding a dispute between an electrical subcontractor and a contractor regarding the construction of a pumping station near San Jose, California.

Oil Refinery

- Served as arbitrator in a panel of three for a major multi-million dollar dispute between a contractor and sub-contractors regarding project delays, acceleration of work, rework, disputed overpayment, and claims for unreimbursed costs for construction of an oil refinery at Richmond, California. Project included a fast-track design, procure, and construct process. The work took place within an operating refinery. Reviewed extensive documentation and analysis to properly determine the proper decision. The arbitration was expedited to control the arbitration time and costs.

Environmental Remediation

- Provided project management for environmental remediation for a building site in San Francisco, California. Remediation included testing, approvals, permits, water system for contaminated water collection and removal, excavation of contaminated earth, hauling to hazardous waste site, reorganizing hauling of material to mitigate blockage of haul route, and oversight of final approvals for site safety certifications.
- Completely renovated a former army facility in San Francisco CA, for nongovernmental public use. Installed energy conservation measures. Discovered, tested, and decontaminated hazardous materials by complete removal. Services included project planning, management of design by architects and engineers, constructability changes, construction management, quality control, cost estimating, and scheduling.



Residential Communities and Town Relocations

- Performed project planning, scheduling, and monitoring of the relocation of the Town of North Bonneville to a new site. This time-critical project was to relocate the town before flooding due to a major Columbia River dam.
- Responsible for the construction and tenant relocation planning, and analysis and development of the construction schedule for the Lemoore Naval Air Station Family Housing Repairs and Tenant Relocation.
- At the direction of a financial guaranteeing organization, performed onsite project review for 40 distressed projects in various parts of the United States. These reviews included over 200 hundred buildings. A large staff following Mr. Dielschneider's professional procedures and management accomplished these inspections, data gathering, analysis, and reports. Evaluated scope of the projects, contract documents, plans, budgets, schedules, cost control procedures, insurance, lien waivers, storage of materials, and competency of onsite management and financing. Recommended solutions for remedial construction.
- Reviewed and advised regarding the organization and adequacy of management and sales coordination for a 670 unit, \$60 million residential community. Reviewed the budgets, costs, and schedule, and managed the oversight of the quality of construction.
- Analysis of a major dispute regarding the Redwood Shores community over soils subsidence, damages to several buildings, construction delays, and cost impacts.
- Reviewed and advised as to the problems and adequacy and quality of correction for rebuilding of a multi-million dollar residential community, including 155 homes, a 4½-acre lake, landscaping, and parking on 55 acres.

PROFESSIONAL EXPERIENCE

Long International, Inc.

Palma de Mallorca, Spain (September 2008 to Present)

As Managing Director of Long International's Europe and Asia Operations, Mr. Dielschneider is responsible for furthering the expansion of Long International's services in the European and Asian markets. Long International is an engineering and construction consulting practice specializing in engineering and construction contract dispute analysis and resolution, litigation/arbitration/mediation support, and expert testimony. In addition, Long International provides project management consulting, and claims prevention services through the development, application, and training in the use of integrated estimating, cost, and schedule control systems, and preparation of thorough project documentation. Long International also performs fire/explosion insurance services, providing analyses of Property damage and business interruption claims, as well as analysis of insurance coverage for delays and cost overruns, and reconstruction cost and schedule performance monitoring. Long International focuses its practice on owners, engineering and construction firms, and contractors in the petroleum refining, petrochemical, power/cogeneration, industrial, food processing, other process industries, infrastructure, and building construction, worldwide.



Endurance Technology

New Zealand to China to Spain and to Switzerland (April 2001 to September 2008)

As Managing Director, Mr. Dielschneider reviewed projects onsite; analyzed project documents, schedules, estimates, and costs; prepared expert reports; and, testified as an expert in High Court. Mr. Dielschneider dispute testimony included: project and construction management; programming, quantity surveys, cost estimates, budgeting, estimating errors, scheduling, defective design, late drawings, errors and omissions, contractor approval problems, procurement delays, substitutions, changes, unforeseen conditions, constructability, change orders, resource allocation, delays, time extensions, quality control, final acceptance problems, rework, and impacts of these problems on construction projects. For investors, he traveled, researched, reviewed, analyzed and evaluated technology companies in New Zealand, Australia, China, Hong Kong, Singapore, Malaysia, Indonesia, South Korea, Japan, Thailand, Russia, Poland, Hungary, Brazil, Mexico, Chile, Germany, France, Switzerland, Italy, Austria, Australia, United Kingdom, Sweden, Denmark, Norway, Canada, and USA.

Project Management Associates, Inc.

San Francisco, California (March 1986 to April 2001)

As President and the principal owner, Mr. Dielschneider was responsible for managing all technical and business operations. While directing the company, he built the company from one client, 12 employees in one office to many clients, 23 employees and several offices, providing management of planning, design and construction, dispute resolution, and expert witness services for major clients, such as Pacific Gas and Electric, University of California, Citibank, California State University, and Los Angeles Public School System. Mr. Dielschneider provided program and project management services for a wide variety of projects. Mr. Dielschneider analyzed design and construction disputes, delays, cost overruns, and project and construction management problems. He provided expert testimony regarding scheduling, cost estimates, cost control, design management, and project and construction management. He served as an arbitrator and as a mediator for a variety of major, complex project disputes. He reviewed projects for investors, banks, and financial institutions, identifying problems and developing solutions.

During this time, he served as a member of the Board of Directors of various companies including Stone Marraccini & Patterson Architects.

CH2M Hill

Portland, San Francisco, Los Angeles, Irvine, and other locations (1981 to April 1986)

Mr. Dielschneider served as Southwest (U.S.) District Director of Construction Management Services at CH2M Hill, a 3,000 person international engineering firm. He participated in major program and construction management of major projects, trained program management professionals, and developed program control systems. He was on site in a variety of locations and on a range of complex projects with a value of up to \$1 billion.

His responsibilities included a national role in a team of senior managers who reviewed regional offices, interviewed all the regional management and professional staff, reviewed project and design procedures and quality, prepared reports of performance, and recommended improvements. Recommendations were implemented by top CH2M Hill management, including changing the assignments of Regional Management.



Dielschneider Associates, Inc.

San Francisco, Japan, China, Portland, San Diego, and other locations (1956 to 1981)

Mr. Dielschneider founded and was owner and President of Dielschneider Associates, Inc., a program, project, engineering, and construction management company. He built the company up to over 10 employees with two offices providing civil engineering, design, program, and project management services.

Prior to this, he served for various companies as a member of the Board of Directors, General Manager, computer scheduling expert, expert witness, design engineer, construction contractor, cost estimator, project manager, project engineer, construction superintendent, equipment operator, and construction trades worker.

DISPUTE TRAINING SUCCESSFULLY COMPLETED

“Arbitrating the International Construction Claim,” The Construction Superconference.

“Multicultural Disputes: the New Dimension in Global Construction,” The Construction Superconference.

“Handling Complex Construction Litigation,” The Construction Superconference.

“The Large Complex Arbitration,” Disputes Settlement Services Seminars, American Arbitration Association.

“Construction Alternate Dispute Resolution,” Disputes Settlement Services Seminars, American Arbitration Association.

“Arbitration Case Preparation and Presentation,” Annual Arbitration Day Seminars, American Arbitration Association.

“Alternate Dispute Resolution Seminar,” Bishop, Barry, Howe, Haney and Ryder.

“Construction Mediation Advocacy,” American Arbitration Association.

“Arbitrator Training,” American Arbitration Association, further advanced training.

“Integrating Experts and Technology in the Investigation, Negotiation and Trial Processes,” The Construction Superconference.

“Interactive Presentation in Dispute Resolution – Using Technology to Improve Results and Reduce Costs,” The Construction Superconference.

“The Complexities of Working with Experts,” The Construction Superconference.

Continuing Education in management, finance, international business, design, cost control, scheduling, construction methods, innovation, and technology through many seminars at various industry and professional groups.

PUBLICATIONS AND SPEAKING ENGAGEMENTS

“Planning, Design and Construction in the USA,” Universities in Berlin, Stuttgart, Freiberg and Dresden, Germany, 1999.

“Organizing for Success,” Western Council of Construction Consumers, 1998.

“What Does It Take to be a Mediator,” American Bar Association, Associates, Committee of the Section of Dispute Resolution, 1998.

“Managing Construction in Existing Facilities, How to Improve Effectiveness. Actual Case Studies,” Western Council of Construction Consumers, 1993.



- “Overview of Building in the United States of America,” Architects, Professors of Architecture, Contractors and Project Managers from Spain, 1992.
- “The Construction Manager’s Role for Quality Control/Quality Assurance,” Western Council of Construction Consumers, 1992.
- “How Construction Management Relates to Architects,” American Institute of Architects, San Francisco Chapter, 1992.
- “Owners’ Needs; Architects’/Construction Managers’/Contractors’ Roles,” American Institute of Architects and Construction Management Association of America joint meeting, 1991.
- “Why CM?” Construction Management Association of America, California Spring Symposium, 1991.
- “Prevent Claims,” training for Holiday Inn’s corporate staff, 1987.
- Project Planning and Control Systems at East Bay Municipal Utility District, January 1986.
- Project Management Development at East Bay Municipal Utility District, September 1985.
- Program Management Procedures, Orange County Airport Expansion Program, 1985.
- “The Construction Managers’ Role in Construction Claims,” Engineering News Record Seminar on Construction Claims, San Francisco, California, 1984.
- “Multiple Contract Scheduling,” Project Management Institute National Symposium, 1984.
- “Managing the Owner while managing a major construction project,” AMR International to Blount International, 1981.
- Banfield Light Rail Transit Project: “Scheduling Overview,” Project Construction Management Information System, March 1981.
- Banfield Light Rail Transit Project: “How to Prepare and Use Schedules,” Project Construction Management Information System, March 1981.
- Banfield Light Rail Transit Project: “Project Construction Management System Procedures,” September 1980.
- “Construction Project Scheduling. Review and Recommended General Approach,” October 1980.
- “An Executive Overview of Project or Task Force Management,” seminar 1979.
- “Project Management,” Facilities Management Systems and Inventory Techniques, Massachusetts Institute of Technology, 1979.
- “Construction Planning and Scheduling: Construction Superintendent’s Training Program,” Associated General Contractors, 1978.