

**L. Darryl ARMSTRONG and Associates**  
**Behavioral Public Relations LLC**  
**455 Hillside Trail – Eddyville, KY 42038 - 3 Moore Avenue – Tybee Island, GA 31328**  
**270.619.3803 - [ldarrylarmstrong@gmail.com](mailto:ldarrylarmstrong@gmail.com) - [www.ldarrylarmstrong.com](http://www.ldarrylarmstrong.com)**

---

Dr. L. Darryl Armstrong is the principal in L. Darryl ARMSTRONG and Associates Behavioral Public Relations LLC.

The 28-year-old behavioral public relations firm coaches and counsels clients strategically planning engagements to prevent, minimize, or resolve conflict using the Collaborative Informed Consent™ (CIC) public engagement and communications model.

Developed by Dr. Armstrong in the 1970s at a Federal national recreation area in western Kentucky and Tennessee, the award-winning model stresses dialogue, interaction, and engagement in developing strategic, tactical, and operational plans using a team-based approach.

Armstrong earned his Bachelor of Science degree in Journalism, Business, and Behavioral Psychology in three years at Murray State University (1971), aided by an ROTC scholarship and working as MSU's Assistant to the Director of Sports Information.

Before returning to Murray State University for a Masters's and Specialist (30-hours above) degree (1974), he worked under contract for a Federal agency providing crisis and emergency operational and tactical planning. He also edited a weekly newspaper and managed a team of 12 employees.

In 1973, he entered Federal service as the Deputy Director of Public Information (GS-09) at the Tennessee Valley Authority's Land Between The Lakes. Promoted to the Director's position (GS-11) in 1975, he began refining the CIC model. The model engaged critics and opponents of the federal project in ongoing communications and engagement. Q security clearance.

In 1979, Armstrong moved to the U.S. Army Corps of Engineers as Chief of Public Affairs (PAO) and Emergency Operations Planning for the Nashville District. At the time, he was one of the youngest GS-13 PAO managers in the Corps. During his tenure there under the District Commander's direction, he integrated the CIC planning approach on the Big South Fork National River and Recreation Area and the Tennessee-Tombigbee Waterway projects. Top secret clearance status. Q security clearance.

Armstrong returned to TVA and served as Assistant General Manager (GS-15) for State Legislative Affairs (1981-1983); District Administrator for the 45 county Kentucky-Tennessee Districts (1983-1989), and concurrently as Counselor to Chairman of the TVA Board (1987-1989). During this TVA tenure, Armstrong completed requirements and training for the Senior Executive Service. Top Secret. Q security clearance.

In 1989, Armstrong earned his Ph.D. in clinical hypnotherapy, forensic hypnosis, and neuro-linguistics from the California - American Institute of Hypnotherapy (AIH).

He joined Oak Ridge National Laboratory as Director of Public Information (GS-15) and served from 1989 to 1993. During his tenure, his challenge was to build a team to bring national-international attention to the national laboratory projects collaborating with the U.S. Department of Energy. Dr. Armstrong's team received recognition for its efforts from DOE, ATSDR, USCOE, TVA, and EPA. Top secret. Q security clearance.

**L. Darryl ARMSTRONG and Associates**  
**Behavioral Public Relations LLC**  
**455 Hillside Trail – Eddyville, KY 42038 - 3 Moore Avenue – Tybee Island, GA 31328**  
**270.619.3803 - [ldarrylarmstrong@gmail.com](mailto:ldarrylarmstrong@gmail.com) - [www.ldarrylarmstrong.com](http://www.ldarrylarmstrong.com)**

---

I currently have no security clearances.

Dr. Armstrong established with his wife, Kay, ARMSTRONG and Associates in 1993.

Their clients include non-profits, small businesses, Federal and State agencies, and local governments. The firm has received state and national awards for its strategic, tactical, operational crisis and emergency communications planning, facilitation training, and public engagement in the communities in which environmental remediation projects are underway.

He has presented at the U.S. Army War College and numerous professional societies. Dr. Armstrong has been an adjunct professor at Murray State and Western Kentucky universities, the Economic Development Institute, and was a workshop developer and trainer at the University of Kentucky and Tennessee.

They currently provide counsel and training via teleconferencing and video conferencing, as well as face-to-face counseling and facilitation.

**L. Darryl ARMSTRONG and Associates**  
**Behavioral Public Relations LLC**  
**455 Hillside Trail – Eddyville, KY 42038 - 3 Moore Avenue – Tybee Island, GA 31328**  
**270.619.3803 - [ldarrylarmstrong@gmail.com](mailto:ldarrylarmstrong@gmail.com) - [www.ldarrylarmstrong.com](http://www.ldarrylarmstrong.com)**