2020* VIRTUAL CONFERENCE & EXPO

DIFFERENT FORMAT
SAME EXTENSIVE CONTENT

With the current restrictions due to the COVID-19 pandemic, AACE’s 2020 Conference & Expo will be different, but still awesome! It will be virtual, but we’re bringing you all of the presentations. No travel costs or hassles like lost luggage. You’ll be able to participate in technical and networking sessions earning CEUs - and spend time in your office with clients or with your family each day. Some of AACE’s top leaders will be presenting at the virtual conference. There will be optional networking events and continuing education seminars. Register and get the best seat in the house!

18 LIVE PRESENTATIONS WITH Q&A
JUNE 28 - JULY 3
3 SESSIONS/DAY, 11AM - 3PM EDT
MEMBER: $400 | NONMEMBER: $500

+ ADDITIONAL RECORDED SESSIONS
+ OPTIONAL SOCIAL TIME
+ NETWORKING WITH VENDORS
+ OPTIONAL SEMINARS
AACE International’s 2020* VIRTUAL CONFERENCE & EXPO

WHAT IS IT?
This is a virtual conference as a result of the previously scheduled 2020 Conference & Expo being held as an in-person event in Chicago. AACE International is excited to be headed to Chicago. However, we’re not going to “Sweet Home, Chicago” until 2023. For the 2020* Virtual Conference & Expo, you’ll be safe in your home or office.

WHAT SHOULD I EXPECT?
The 2020* Virtual Conference & Expo will take place over six days with 3 live sessions each day: June 28-July 3. Each live session will allow for Q&A with the presenters. You will also get recorded sessions for all of the remaining technical presentations. (The live session time would be the equivalent to what you’d be able to attend at an in-person event. The recorded sessions at a live-Conference & Expo cost additional money, but we’re including them with the 2020* Virtual Conference & Expo.)

There is a virtual exhibit hall so you can learn what great products and services our exhibiting firms have to offer. There will be social events - some topical in nature so that you can discuss work-related issues, and some where it will just be for fun. Technical Committee and SIG meetings will be held as well as a Rising Professionals’ Committee social hour.

You get 1.8 CEUs (continuing education units) for participating in the live portion plus more for each recorded session you complete! You get all of the technical papers. You get all of the recorded sessions, including the recordings of the live sessions, in your library to access for years down the road.

The live sessions take place at the same time each day: (all times are listed in Eastern US):
- 11:00 AM - 12:00 PM
- 12:30 PM - 1:30 PM
- 2:00 PM - 3:00 PM

Days for the live sessions:
- Sunday, June 28
- Monday, June 29
- Tuesday, June 30
- Wednesday, July 1
- Thursday, July 2
- Friday, July 3
SUNDAY, JUNE 28

SESSION 1: 11:00 AM - 12:00 PM
(ADV-3457) COVID-19 and the New Normal
Presenters: James G. Zack, Jr. CFCC FAACE Hon. Life; Anthony M. Bazzini; John P. Orr, PSP FAACE; Greg M. Hall, PSP; Daniel P. Gilmour, PSP

The COVID-19 pandemic has significantly impacted the AACE community, cost engineering industry, and global marketplace over the course of early 2020. In many cases, the coronavirus has fundamentally changed the way day-to-day business is conducted. This panel discussion will be a wide-ranging conversation with industry leaders on the effects of the COVID-19 crisis and its future impact on the industry. The expert panel carries seasoned experience in the engineering, oil and gas, and construction industries and represents the perspectives of owners, consultants, and contractors. Discussion topics for the panel include the virtual workplace, force majeure and contract language, categories of operational and productivity impacts, best practices for documenting COVID-19 related delays, and organizational improvements brought on by the pandemic. Finally, the panel will field questions from the audience.

SESSION 2: 12:30 PM - 1:30 PM
(EST-3419) Estimating as it Pertains to Risk Management
Presenter: Shoshanna Fraizinger, CCP

The outputs of estimating are typically a primary input for business planning, cost and risk analysis, management decisions, and project cost and schedule control processes. All these aspects of corporate strategy and project planning are bounded, or guided by, an organization’s risk appetite.

Estimating is fundamental to the ‘Assess’ & ‘Treat’ steps of risk management, as defined in AACE’s Total Cost Management Framework (TCM) and Skills and Knowledge of Cost Engineering 6th Edition (S&K6). Estimator skill is required to determine the cost impact of the risk (assess), and the cost to implement the plan to address the risk (treat), respectively. The cost impact of the risk contributes to the amount of contingency required. However, there are several facets of strategic planning wherein the cost estimating process can introduce, assess, or mitigate risk.

This document addresses the topic of estimating as it pertains to risk and the various facets of project risk, which can be affected by the cost estimate and the methods by which the estimates are developed. This paper is aimed at the junior to intermediate cost engineering professional and provides a single source for AACE references on this subject.

SESSION 3: 2:00 PM - 3:00 PM
(CDR-3539) The Law of Forensic Schedule Delay Analysis
Presenters: John C. Livengood, Esq. CCP CFCC PSP FAACE; Haley M. Derauf

Forensic schedule analysis stands equally on three supporting pillars: (1) technical analysis, (2) professional expertise, and (3) legal precedent. AACE’s various recommended practices and articles on forensic schedule analysis provide a firm basis for technical analysis for experts to evaluate schedule delays and prepare opinions. Nevertheless, AACE’s RPs specifically disavow knowledge of the third pillar: legal precedent. Even so, all practitioners of forensic schedule analysis remain keenly aware of this third pillar and its influence on their work. Furthermore, these experts often refer to and rely on legal precedence in finalizing their work. This paper will consider the extent that experts should understand legal precedent as well as examine the law as it concerns the four major families of forensic schedule analysis methods identified in AACE Recommended Practice No. 29R-03 Forensic Schedule Analysis: As-Planned v. As-Built; Contemporary Period Analysis (Windows); Time Impact Analysis; and Collapsed As-Built.
SESSION 1: 11:00 AM - 12:00 PM
(CDR-3552) Suspend Work - “Remain on Standby” - 3 Key Words
Presenter: James G. Zack, Jr. CFCC FAACE Hon. Life
The contract has been awarded and notice to proceed issued. Work has started. The owner issues a suspension of work directive and the contractor shuts down all or a designated portion of the work awaiting the owner’s return to work order. The contractor believes they are entitled to recover all delay and all time related delay damages. Is the contractor right? The owner is liable for the delay damages, right? As Max E. Greenberg commented in 1954 - “It ain’t necessarily so!” This paper examines why owners should have a Suspension of Work clause in contracts and how these clauses work. It identifies what damages are typically owed when an owner suspends all or part of the work and outlines some typical limitations of suspension damages found in many contracts. Additionally, the paper discusses five key court cases decided between 1996 and 2015 that establish the key requirements necessary to collect damages arising from a suspension of work directive. Finally, the paper offers recommendations on what actions contractors should take to protect their recovery of such damages and why these actions may help owners resolve suspension of work claims in the field rather than the court.

SESSION 2: 12:30 PM - 1:30 PM
(IND-0000) Unlocking Next-Generation Planning Capabilities Through AI and Advanced Work Planning
Presenter: Paul Self
Advanced Work Packaging (AWP) is gaining considerable attention within the project management arena, and for good reason. Within a very short time, AWP has generated some impressive, hard-to-argue ROI metrics. So, how big a leap is it to move from a traditional “plan-from-start-to-finish” approach to the somewhat counterintuitive one of “plan backwards from the end goal”? The reality is, not as big as you may think, and with a little help from artificial intelligence (AI), that gap can be even smaller. In this session, you will learn:
• Why many of the planning concepts embedded within an Advanced Work Packaging framework are enhancements to traditional planning, not radical changes
• The value of an AWP-driven top-down approach and how AI can inform our development of the Path of Construction and other AWP artifacts
• How pragmatic applications of AI (a.k.a. “boring AI”) can help us collaborate and improve the plans upon which our projects rely

SESSION 3: 2:00 PM - 3:00 PM
(CSC-3429) Top Ten Successful Approaches to On-Time Completion
Presenters: Glen R. Palmer, CFCC PSP FAACE; Christopher W. Carson, CEP DRMP PSP FAACE
Many projects today fail when it comes to completing on the planned final completion date. This failure is generally due to a number of issues related to the quality of the analysis of delays, owner commitments, and contractor performance problems. A deep-dive technical analysis, supported by lessons-learned and deep experience in problem resolution and mitigation of delays, greatly improves the opportunities for achieving on-time completion. Unfortunately, this deep dive technical analysis is often not performed, whether it is due to inexperience, lack of competence, limited time for analysis, or weak analysis. The use of a system to provide completion prediction and analysis streamlines the effort and ensures that these ten approaches are consistently followed for a successful completion. In this paper, the authors continue their series of “Top Ten” issues and will give you their top ten approaches for enhancing a project’s chances of meeting this planned date. The authors of this paper are widely experienced in planning and scheduling complex projects, dispute resolution analyses, project controls, project management and have testified as experts in forensic and project schedule analysis.
SESSION 1: 11:00 AM - 12:00 PM
(CSC-3546) Project Controls Reporting: Having the Message Heard
Presenters: Christopher P. Caddell, PE CCP DRMP; Charlene Sue de Beer; Nataliya Rutylo

Project controls reports during the life-cycle of a project are critical to helping the management team understand how the project is performing from a productivity, progress, schedule, and cost perspective. These reports provide not only information about performance to date but forecast the likely outcomes at the completion of work. However, all too often the critical messages in project controls reports are not heard or even worse ignored, negating the benefit they provide in helping the team manage the project to a more successful outcome. These reports often lack the necessary attributes to ensure the message is heard by the management team such that they act on it. Best practice project controls reporting depends on having the right content, issued in a timely manner, formatted well, with the issues identified and recommendations provided where possible. A well-structured, well delivered project controls report is more likely to resonate with the management team and have the impact it should on their decision making.

SESSION 2: 12:30 PM - 1:30 PM
(EST-3342) (Presentation Only) Overview - Planning the Development of the Estimate
Presenters: Michael W. Smith, II; Dave Kyle, CCP CEP

This session outlines the requirements for a well defined estimate plan. The early development of this document is crucial for a successful estimating process. The proper preparation and presentation of this key document greatly increases the likelihood of obtaining the desired results by all stakeholders. The Estimate Plan should identify key stakeholders, expectations, standards, scope definition, schedule, individual responsibilities, and expected methodologies. The plan provides opportunity to clarify expectations of stakeholders, allows time for proper preparation of estimate inputs, and generally results in less rework and/or unacceptable deliverables. This presentation is based on 105R-19 (Owner’s Estimate Requirements Document - as Applied in Engineering, Procurement, and Construction for the Process Industries); 36R-08 (Development of Cost Estimate Plans - as Applied in Engineering, Procurement, and Construction for the Process Industries); and 35R-09 (Development of Cost Estimate Plans - as Applied for the Building and General Construction Industries).

SESSION 3: 2:00 PM - 3:00 PM
(IND-3574) Unlock Project Performance: Connecting Scope, Cost, Schedule, Model and AI
Presenter: Jen Coyle

The relationship between scope, cost, and schedule has been called the iron triangle of project management, yet, the construction industry continues to struggle managing these basic fundamentals. In this session, you’ll learn what Oracle Construction and Engineering is doing to solve this industry problem by connecting Oracle Primavera P6, Oracle Primavera Cloud, Oracle Aconex Connected Cost, Oracle Aconex Models and applying Artificial Intelligence.
SESSION 1: 11:00 AM - 12:00 PM  
(EST-3422) (Presentation Only) Understanding Expected Estimate Accuracy  
**Presenter:** Larry R. Dysert, CCP CEP DRMP FAACE Hon. Life  
This presentation will provide an overview of the AACE International Recommended Practice on “Understanding Expected Estimate Accuracy.” It is intended that the RP will serve as the paper. The presentation will discuss the identification of an estimate as a range of potential values, identify the typical shape of the probability distribution associated with estimate ranges, describe estimate contingency, and identify the critical elements required to convey information about expected estimate accuracy to stakeholders.

SESSION 2: 12:30 PM - 1:30 PM  
(EVM-3456) You Can’t Get There From Here. Real World Application of RP 80R-13: Estimate at Completion (EAC)  
**Presenters:** James E. Krebs, PE CCP FAACE; Brennan P. Cagney, CCP  
It is all too common for teams on projects experiencing poor earned value performance, early in the project, to report a forecast on target due to improvements expected from mitigation efforts. The inability to recover may happen sooner than personal experience may indicate, due to the compounding effect of poor performance. Utilizing Recommended Practice 80R-13, Estimate at Completion (EAC), and actual project data, this paper explores that timing and the ability to determine when the project goals are no longer achievable. Recommended Practice 80R-13 shows several accepted formula to determine EAC. Using actual project data to calculate the cost performance index (CPI) and to complete performance index (TCPI) at various points in time will yield a comparison of varied project outcomes. Understanding CPI and TCPI early in the project can help determine if a project can, “get there from here.”

SESSION 3: 2:00 PM - 3:00 PM  
(OWN-3495) Deploying An Assurance Framework to Identify and Repair Distressed Projects  
**Presenter:** Joshua P. Rowan, CCP  
Large capital projects are by their nature complex. Throughout their life-cycle, events and risks will occur that, individually or collectively, have the potential to derail them. In response to this, many capital-intensive owner organizations have developed project stage-gate systems as a part of corporate governance. These systems are very useful for project shaping as well as front end engineering and design (FEED) but less helpful in the execution stage when the majority of capital funds will be expended. Traditional audits focus on adherence to approved processes and procedures which is necessary but not sufficient to guarantee a successful project outcome. The field of project assurance developed in response to these shortcomings and is now mandated by many governments, insurers, and financing entities. Project assurance, as practiced today, is additive to a stage-gate process and critical for projects after the organization’s final investment decision. Although each assurance review is unique, a common framework is possible if one considers the typical capital project failure elements. With this framework, an organization is able to more readily identify and repair distressed projects.
THURSDAY, JULY 2

SESSION 1: 11:00 AM - 12:00 PM
(PM-3586) (Presentation Only) Palms Up – A Servant Leadership approach for Project Management and Support
Presenter: Richard C. Plumery, EVP
This presentation will address how to apply a serve, support and protect approach at every level of the organization including leading and supporting projects and programs. This will tell the stories of the presenter’s life journey.

These experiences included:
• Conducting a local press conference for a new voice-controlled computer, which a fledgling CNN picked up a broadcast worldwide in the early 90’s.
• Starting a tactical supply company with two of the original SEAL Team Six members a month before 9/11.
• Starting a nationally recognized sports performance coaching center which coached some of the best athletes of our time.

SESSION 2: 12:30 PM - 1:30 PM
(PS-3427) Successful A/E Design Scheduling
Presenters: Christopher W. Carson, CEP DRMP PSP FAACE; Aaron Fletcher, PSP; Noah A. Jones, PSP; Leo Carson-Penalosa
Delays often originate within the Architectural and Engineering (A/E) design effort, and schedules developed to plan, organize, and monitor design tend to be high-level and not very useful. When the schedule does not provide the right methodology and details, its value for monitoring is limited. Sometimes there is even a failure to recognize the difference between consumed hours and progress and without the right schedule, performance can suffer without being recognized. A well designed and managed A/E design schedule promotes quick and accurate updates, supports proactive analysis to minimize delays and claims, and aligns with other project controls functions to enable integrated cost-schedule-risk design scheduling.

The authors, working for firms that provide engineering design services, have experience in working with designers to develop the right level of detail for the design portion of a project, to establish a stage-gate approach to design milestones so they can align with cost, schedule, and risk monitoring, and so performance can be accurately measured. The authors bring a wide range of perspectives, from Process Engineering design scheduling, to Design-Build A/E scheduling, to CM Agency A/E monitoring, to CM at Risk A/E support scheduling. This paper will offer a proven approach that demonstrates guidelines for schedule design, development, monitoring, analysis, updating, and reporting, as well as set the benchmark to facilitate mitigation when necessary.

SESSION 3: 2:00 PM - 3:00 PM
(PS-3584) (Presentation Only) Gap Analysis: Recommended Practices vs. TCM Framework
Presenters: Jessica Colbert, PSP; John P. Orr, PSP FAACE
Over the last twelve months, the Planning & Scheduling subcommittee, led by its RP Coordinator, Jessica Colbert, has performed a gap analysis between the TCM Framework Section 7.2 Schedule Planning and Development and the AACE Recommended Practices (RPs) that currently reference that chapter and its sub-chapters. The AACE Technical Board has requested that all subcommittees prepare a similar gap analysis, an evaluation which has two ultimate goals: (1) to ensure that all areas of the TCM Framework are supported by and expanded upon with published, peer-reviewed recommended practices, and (2) to ensure that existing published recommended practices are coordinated and aligned with each other when they address the same subsection within the TCM Framework.
SESSION 1: 11:00 AM - 12:00 PM  
(RISK-3540) Conditional Branching Models How Project Managers Typically React to Schedule Overruns  

Presenters: Dr. David T. Hulett, FAACE; Michael Trumper  

Project owners, project managers can be counted on to react to prospective schedule overruns by developing a “recovery schedule” that adds resources to try to make up time. However, analysts using Monte Carlo simulation typically model the current plan as if the manager will not react even if the schedule is jeopardized. This is not realistic.

When simulating a project schedule, the analyst needs to represent the manager’s response to delays as if there is still time to recover the schedule. Conditional branching can represent the project manager’s response to a schedule event such as the detailed engineering’s finishing later than anticipated by adding resources to shorten the execution phase to claw back the impending schedule overrun.

During a Monte Carlo simulation conditional branching can test each iteration for missing a key finish date. In the case study, a conditional branch is modeled with 2 possible plans. “Plan A” is the original fabrication schedule, and “Plan B” is a recovery fabrication schedule. The paper describes the logic simulating having a Plan B conditional branching and some results that may occur.

SESSION 2: 12:30 PM - 1:30 PM  
(TCM-3503) Strategic Portfolio Management: Funding and Finance Methodologies  

Presenters: H. Lance Stephenson, CCP FAACE; Robert Gerber  

In regards to strategic portfolio management and the project delivery world, most organizations have limited financial resources, making it increasingly difficult to support the execution of its capital portfolio program. With this said, the authors of this paper provide some recommendations for the purpose of defining and implementing a methodology for supporting, and therefore improving, portfolio funding & financial development, implementation and administration. This paper further assists in providing the audience the necessary provisions for ensuring the effective and efficient use capital dollars by identifying opportunities for shared savings and improving cashflow utilization. This paper will provide readers with the following:

- Implementation of a funding & financial management approach that will assist in funding optimization and utilization of the overall portfolio of projects; continuing to provide a value-add to the organization and improve competitive advantage through short- and long-term cash flow management.
- An understanding of funding categorization and prioritization coupled with balancing commitments, spending and stewardship. This includes introducing techniques for funding long-term and high priority commitments while matching the needs for short-term and routine projects.
- A relevant portfolio hierarchy and process designed to support both top down funding and bottom up budgeting and contingency management for portfolios, programs and projects.

SESSION 3: 2:00 PM - 3:00 PM  
(TCMA-3502) Benchmarking for Competitive Advantage  

Presenters: H. Lance Stephenson, CCP FAACE; Peter R. Bredehoeft, Jr. CEP FAACE  

To improve and be competitive in terms of profitability (often measured by return on investment), companies must manage their operations and capital project delivery systems to drive improved cost and schedule effectiveness. This effort requires companies to improve their understanding of cost, schedule, risk drivers, and behaviors through historical data collection, analysis, and benchmarking. Subsequently, benchmarking will result in a more competitive project system.
While benchmarking for competitive advantage is usually seen as a strategic endeavor with respect to its overall capital or project system, benchmarking takes knowledge and understanding of both external and internal project system practices and performance to drive continuous improvement. The business uses benchmarking to improve its overall competitive position in capital project management with respect to organizational strategy, process management, tools development, and behaviors. Benchmarking also touches on or relates to other analytic processes at a project level. These relationships include project planning, performance estimate validation, and forensic analysis for achieving improved business objectives.

WANT MORE?
TAKE ONE OR MORE OF THESE CONTINUING EDUCATION SEMINARS: ($500 MEMBER / $600 NON-MEMBER PER SEMINAR)

A.1 Project Controls from the Owner’s Perspective
Instructor: Steve Cabano

A live, instructor-led seminar is being held virtually June 22-24. The course will run 11:00 AM - 3:25 PM EDT each day with a 40 minute break for lunch at 12:10 PM EDT.

DESCRIPTION & LEARNING OBJECTIVES:
This seminar will cover Project Controls Industry “Best Practices” (approaches, methods, techniques and tools) suitable to an owner organization’s project portfolio and specific projects. Topical coverage will include: Project Controls Perspective (relative to Owner’s role); Project Controls Process; Roles and Responsibilities for Project Controls (Project Manager/Engineer, Owner’s Project Team, Owner’s Project Controls Team/Representatives, Contractors); Planning and Scheduling (Development and Baselining); Cost Estimate/Budget (Development and Baselining); Cost and Risk Analysis and Contingency (Development and Management); Progress and Productivity Measurement; Cost and Schedule Management; Project Controls Reporting; Change Management

You get 1.1 CEUs (continuing education units) for participating.

CLICK HERE TO REGISTER: 2020* VIRTUAL CONFERENCE & EXPO
B.1 Advanced Project Controls from the Owner’s Perspective

Instructor: Paul Williams

A live, instructor-led seminar is being held virtually June 25-27. The course will run 11:00 AM - 3:25 PM EDT each day with a 40 minute break for lunch at 12:10 PM EDT.

DESCRIPTION & LEARNING OBJECTIVES:
This session will build off the basic concepts of “Project Control from an Owner’s Perspective.” Advanced Project Control issues will be addressed including Cost and Schedule Risk Analysis, Engineering and Construction Productivity Evaluation and Influences, Schedule Analysis and recover options, Reporting and Contractor Oversight. Discussion will be conducted on project control requirements and language required in owner contract documents. Facilitators will also demonstrate some of the more common software tools for scheduling, risk analysis, cost estimating, etc. Participants will be tasked with various workshop exercises that will challenge their skills in project control and project recovery techniques. Attendees will gain a hands on application of: Advanced methods for cost risk analysis; Advanced methods of schedule risk analysis; Execution Productivity Analysis Tools and Techniques; Planning/Schedule Analysis Techniques; Effective reporting methods/tools; Advanced recovery techniques; Standard Project Control Tools

You get 1.1 CEUs (continuing education units) for participating.

C.1 Certified Cost Professional (CCP) Certification Exam Prep

Instructors: Ken Cressman, CCP EVP; Cokey Mills, CCP

A live, instructor-led seminar is being held virtually July 7-10. The course will run 10:00 AM - 2:30 PM EDT each day with a 30 minute break for lunch at 12:00 PM EDT.

DESCRIPTION & LEARNING OBJECTIVES:
This course provides an overview of skills and knowledge of cost engineering. The course will cover basic concepts of estimating, planning and scheduling, cost control and forecasting, break-even analysis, and productivity analysis. Professionals who attend the review course will gain a better understanding of some of the basic concepts of cost engineering. This course is also suitable for those who plan to take the CCP certification examination as it will enable attendees to be better prepared to take the exam beyond what they could like achieve on their own. Each day’s presentation covers subjects that are tested on the CCP certification exam.

You get 1.6 CEUs (continuing education units) for participating.

CLICK HERE TO REGISTER: CONTINUING EDUCATION SEMINARS
You will have the opportunity to interact with our sponsors and exhibitors. We are planning a variety of networking events that will be open to all attendees. These events will be hosted during the “off hours” so that they are not competing with the live sessions. Here is a sample of the sessions that we are planning (with the promise of more to come!):

- Networking happy hours
- AACE Awards happy hour
- Music from Giri & Uma Peters (FYI: They are Kul B. Uppal, PE CEP DRMP FAACE Hon. Life’s uber-talented grandchildren!)
- Section Leadership Ideas Exchange
- Ask Me Anything: Education
- Ask Me Anything: Certification
- Rising Professionals networking event
- Women in Project Controls networking event

More information on all of the networking events, award winners, and other activities to come!