

63rd Annual  
WESTERN WINTER  
WORKSHOP™



FEBRUARY 29 - MARCH 3, 2024  
HYATT REGENCY INDIAN WELLS RESORT AND SPA

organized by:  63rd Annual  
WESTERN WINTER  
WORKSHOP™

supported by:  CMAA  
SOUTHERN CALIFORNIA  
CHAPTER

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CALIFORNIA  
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**BuildOUT**  
CALIFORNIA

[www.westernwinterworkshop.org](http://www.westernwinterworkshop.org)

## Special Thank You to All 2024 Western Winter Workshop™ Participants

The 2024 Western Winter Workshop™ Planning Committee would like to extend a special thank you to all the exhibitors, sponsors, speakers and attendees who contributed their time and resources to making this event a success. Without your support, hard work and encouragement, this workshop would not be possible. We hope you enjoy this year's program and look forward to working with you all again next year!

### Mission Statement:

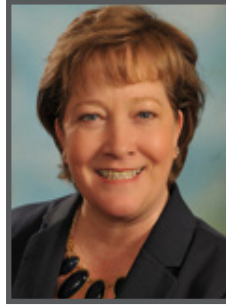
The Western Winter Workshop™ provides the unique opportunity to network with capital program organizations, executives, contractors, consultants and technology professionals who share the common goal of driving successful project delivery. The Workshop showcases the latest in project controls knowledge, construction management, tools and techniques and creates a forum for discussion around key challenges cities and agencies face and how we can come together as an industry to provide solutions for the future.



# 2024 Western Winter Workshop™ Planning Committee



**Sean VonFeldt**  
*Chair*



**Julie Owen**  
*Vice Chair*



**John Haynes**  
*Chair Emeritus*



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*Executive Director*



**Xiomara Merlin**  
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The 2024 Western Winter Workshop™ is organized by Western Winter Workshop Inc.™ and this event would not be possible without the support of :



THANK YOU TO ALL OF OUR SPONSORS!

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KEY INNOVATOR



BREAKOUT INNOVATOR



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## THE BMW ULTIMATE DRIVING EXPERIENCE

Thursday, February 29, 2024 8:00am

BMW's Ultimate Driving Experience is back and better than ever for 2024. Head to the track and rotate between various BMW vehicles, driving each through tight corners and fast straightaways. Finally, buckle up in the passenger seat for a hot lap with one of their instructors as they drift and accelerate around the track. It's a ride you won't soon forget.



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**EMERGING TECHNOLOGIES IN CONSTRUCTION:  
DIGITAL TWIN, AI AND BEYOND  
FRIDAY, MARCH 1, 9:20 AM-10:10 AM**



**Moderator: Brett Moushon**  
Gafcon Digital



**Andy Webster**  
Managing Director, Industry  
X Capital Project Global  
Lead, Accenture



**Michael LaFontaine**  
Deputy County Surveyor,  
Orange County Public Works



**Doug Migliori**  
Co-Chair, Mobility and  
Transportation Working  
Group, Digital Twin  
Consortium

**FLEET ELECTRIFICATION: CHALLENGES, OPPORTUNITIES,  
AND INNOVATIVE PROCUREMENT METHODS  
FRIDAY, MARCH 1, 3:30 PM - 4:20 PM**



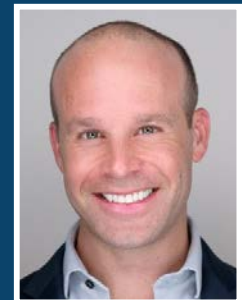
**Moderator: Shasta Culp**  
Senior Vice President, Utilities, Anser Advisory



**Diana Kotler**  
Chief Executive Officer,  
Anaheim Transportation  
Network



**Michael Glover**  
Senior Director of Shared  
Services: Transportation,  
Pacific Gas & Electric Co.



**Steven Clarke**  
Vice President, Clean  
Mobility, Energy, and  
Sustainability, Anser  
Advisory

# WELCOME



We look forward to welcoming you! Please join us to share in strengthening our industry's relationships, partnerships, and stewardships for delivering the largest public infrastructure capital programs in "the West"!

Our 4-day workshop begins with a supercharged social event sponsored by **Oracle** on "leap day", followed by our much anticipated CEO Panel sponsored by **Anser Advisory**, which kicks off our Innovation Day sponsored by **Kahua**, followed by our many esteemed owners discussion panels and breakout presentations on Capital Management day, concluding with our owners brunch and Marla Miller Memorial golf tournament on Sunday.

We invite our Professional Services and Technology Solutions providers to advise onsite solution strategies for program and project management & controls as well as latest technology solutions to empower our owners for their success.

**Hope to see you in Indian Wells!**

**-Sean VonFeldt, Western Winter Workshop Chair, Principal at TRIUNITY**

Sean's career has spanned over 30+ years of providing program/project management and controls to mega capital projects and programs in the transportation, telecommunication, and aviation industries. His passion has always been in delivering public infrastructure projects on time, on budget and on quality, and with the ultimate customer in mind to ensure that the projects provide the safe, clean, reliable, economical, and sustainable services that the public deserves and are paying for!





# CEO PANEL

brought to you by:  
**ANSER**  
ADVISORY  
Part of Accenture

“Join us and become a part of this extraordinary panel discussion, where leaders come together to share ideas, forge connections, and demonstrate their expertise in the world of business. Don't miss this chance to elevate your own leadership and strategic thinking through the invaluable discussions of our esteemed CEO panel.”



Moderator:  
**Aileen Cho**, Senior Editor  
Engineering News Record



## Sharon Gookin

*Deputy Chief Executive Officer, LA Metro*

Sharon Gookin oversees LA Metro's capital project portfolio with responsibility for internal cost control opportunities, project readiness assessments, early intervention team efforts, and advancement of public private partnerships for the agency's ambitious \$26 billion construction program. Additionally, she provides executive leadership for a number of specific departments, including Program Controls, Diversity & Economic Opportunity Department (DEOD), and Management and Audit Services (MAS).



## Michael Keever

*Chief Deputy Director, Caltrans*

Mike Keever is the Chief Deputy Director of the California Department of Transportation (Caltrans), where he has worked for over 30 years. Mike Keever was appointed as Caltrans' Chief Deputy Director, effective January 20, 2022. This position oversees all Caltrans' operations, comprising nearly 22,000 employees, a \$15.5 billion budget, the massive SB 1 infrastructure program, major efficiency efforts, and leadership development.



## Adel Hagekhalil

*CEO, Metropolitan Water District*

Adel Hagekhalil is the general manager and chief executive officer for the Metropolitan Water District of Southern California, the largest wholesale drinking water supplier in the country that provides water to 26-member public agencies, serving 19 million people.

As general manager, Adel is responsible for leading Metropolitan's operations and long-term planning to provide safe, reliable drinking water to Southern California. He oversees Metropolitan's \$1.9 billion annual budget, 1,800 employees, and an extensive system of conveyance, storage, treatment, and delivery infrastructure.



## Kome Ajise

*CEO, Southern California Association of Governments*

Kome Ajise is the Executive Director of the Southern California Association of Governments (SCAG). He has three decades of experience in regional planning and transportation, most recently as the Director of Planning at SCAG. Prior to working at SCAG, Kome was the Chief Deputy Director at the California Department of Transportation (Caltrans), where he was responsible for internal operations, overseeing more than 18,000 employees and a budget in excess of \$1.1 billion. Previously, he was Caltrans' Deputy Director of Planning and Modal Programs and oversaw the Aeronautics, Mass Transportation, Rail, Transportation Planning, Local Assistance, and Research Innovation and System Information Divisions.

**ORACLE**  
Construction and  
Engineering

# Get behind the wheel at Western Winter Workshop

Want to drive the Oracle Red Bull Racing Formula 1 car? Visit booth 29 to experience a realistic simulator, and see how data drives project performance.



COMMUNITY CONNECTIONS | COLLABORATIVE CONNECTIONS | INNOVATIVE CONNECTIONS | CONNECTIONS 

**ANSER**  
ADVISORY  
Part of **Accenture**

*Connect with Anser at booth 30  
(center of Exhibitor Hall)  
and at the panels shown below.*

**#AnserWWW**



Emerging Technologies in Construction  
Friday, Mar. 1, 9:20 AM – 10:10 AM

Fleet Electrification:  
Challenges, Opportunities, & More  
Friday, Mar. 1, 3:30 PM – 4:20 PM





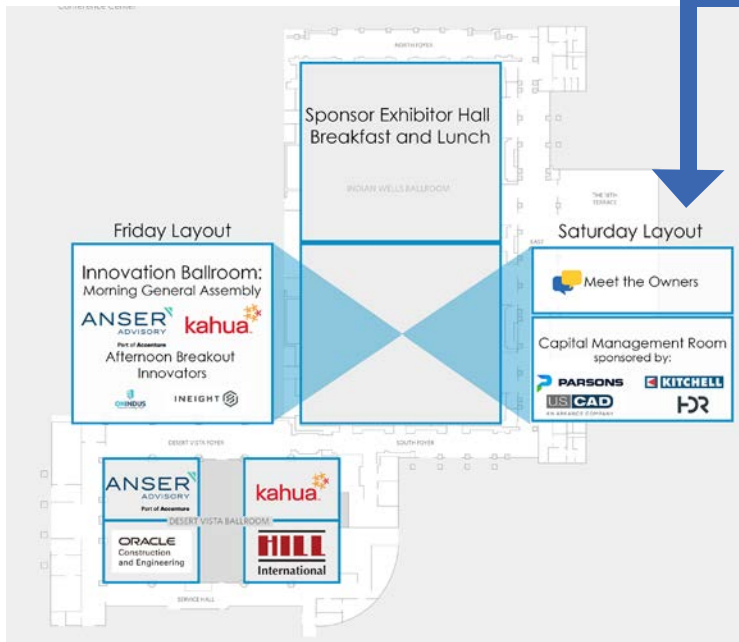
New to Western Winter Workshop this year:

# Meet the Owners



Look for this icon throughout our program for information on our meet the owners breakout session, a dedicated room for capital management sessions to share insights and mingle with attendees. This platform is for owners to spotlight their upcoming capital projects, engage in one-on-one discussions about potential project opportunities within their organizations and one-on-one time with presenters and representatives from their organizations to address follow up questions.

*Saturday March 2, 2024*



- 8:00am Stanford Health Care  
US Veterans Affairs
- 9:00am LA Metro  
Caltrans
- 10:30am California Department of General Services  
Los Angeles Community College District  
San Bernardino County
- 1:00pm Los Angeles World Airports  
John Wayne Airport  
Ontario International Airport  
San Diego International Airport
- 2:30pm Port of Los Angeles  
Port of Long Beach
- 3:30pm California High Speed Rail  
San Francisco International Airport

# Thursday, February 29, 2024

8:00 AM - 1:00 PM

*BMW Racing Event sponsored by:*

**ORACLE**  
Construction  
and Engineering

2:00 PM - 6:00 PM

Registration Counter  
*Early Registration*

1:00 PM - 9:00 PM

Exhibit Hall  
*Vendor Exhibit Setup*

6:00 PM - 9:00 PM

The Grove at Indian Wells  
*Capital Management Dinner (invitation only) sponsored by:*



# Innovation Day Friday, March 1, 2024 *sponsored by:*



6:30 AM - 5:00 PM

Registration Counter  
*Registration*

7:00 AM - 8:00 AM

Exhibit Hall  
*Breakfast*

8:00 AM - 8:10 AM

Innovation Ballroom  
*Welcome*

**Sean VonFeldt**, Western Winter Workshop Chairman, TRIUNITY, Inc.



## ENABLING INNOVATION: HOW BETTER TECH CAN ENABLE OWNERS TO DRIVE INNOVATION FOR THEIR ORGANIZATION FRIDAY, MARCH 1ST 10:50 - 11:40



Moderator:  
**Brian Moore**, Kahua



**Niti Anand**  
US Veterans Affairs  
Administration



**Sid Shah**  
OnIndus



**Cherie Chenoweth**  
San Juan Unified  
School District



**Cari Stieglitz**  
kvolve

8:15 AM - 9:15 AM

Innovation Ballroom

### *CEO Panel Discussion*

Moderator: **Aileen Cho**, Engineering News Record

**Sharon Gookin**, LA Metro

**Mike Keever**, Caltrans

**Adel Hagekhalil**, Metropolitan Water District

**Kome Ajise**, Southern California Association of Governments

9:20 AM - 10:10 AM

Innovation Ballroom

### *Emerging Technologies in Construction: Digital Twin, AI and Beyond*

Moderator: **Brett Moushon**, Gafcon Digital

**Andy Webster**, Accenture

**Michael LaFontaine**, Orange County of Public Works

**Doug Migliori**, Digital Twin Consortium

10:15 AM - 10:45 AM

Innovation Ballroom

### *Coffee Break*

10:50 AM - 11:40 AM

Innovation Ballroom

### *Enabling Innovation: How Better Tech Can Enable Owners to Drive Innovation for Their Organization*

Moderator: **Brian Moore**, Kahua

**Niti Anand**, US Veterans Affairs Administration

**Sid Shah**, OnIndus

**Cherie Chenoweth**, San Juan Unified School District

**Cari Stieglitz**, kvolve

11:45 PM - 1:00 PM

Exhibit Hall

### *Lunch*



## PROJECT DATA - WHY OWNERS NEED TO DRIVE THE PROCESS AND OWN THE DATA, CASE STUDIES FROM THE VA AND FROM SCUSD FRIDAY, MARCH 1ST 1:00 - 1:50



Moderator:  
**Nicholas Johnson**, Kahua



**Niti Anand**  
US Veterans Affairs  
Administration



**Larry Adams**  
Santa Clara Unified  
School District



**Steve Stankiewicz**  
Kahua

1:00 PM - 1:50 PM

Innovation Ballroom

*Optimizing Owner Cash Flow with Effective Schedule Management: Paving the Way for an AI-Enhanced Future for Owners in Construction*

**Irene Olivas Seatter**, University of Southern California

**Harpreet Suji**, OnIndus

## BREAKOUT INNOVATOR



**OPTIMIZING OWNER CASH FLOW WITH EFFECTIVE SCHEDULE MANAGEMENT: PAVING THE WAY FOR AN AI ENHANCED FUTURE FOR OWNERS IN CONSTRUCTION**



Irene Olivas Seatter  
USC



Harpreet Suji  
OnIndus

1:00 PM - 1:50 PM

Oracle Room

*Improved Owner's Cost Controls and Cost Optimization Practices Increased Profitability at NOC in the COVID Era*

**Johnson Awoyomi**, Cost Engineering and Project Controls Services

Anser Room

*Construction Market Cost Trends 2024*

**Natalie Saylor**, Saylor Consulting Group

Hill Room

*Delay Analysis on Non-CM Scheduled Projects*

**Jim Zack**, James Zack Consulting, LLC

Kahua Room

*Project Data - Why Owners Need to Drive the Process and Own the Data, Case Studies from the VA and from SCUSD*

Moderator: **Nicholas Johnson**, Kahua

**Niti Anand**, US Veterans Affairs

**Larry Adams**, Santa Clara USD

**Steve Stankiewicz**, Kahua

2:00 PM - 2:30 PM

Exhibit Hall

*Coffee Break*

## BREAKOUT INNOVATOR



**INSIDE SOCAL EDISON'S DIGITAL TRANSFORMATION**



Rick Deans  
InEight



Peter Tran  
Southern California Edison

2:30 PM - 3:20 PM

Innovation Ballroom

*Inside SoCal Edison's Digital Transformation*

**Rick Deans**, InEight

**Peter Tran**, Southern California Edison

2:30 PM - 3:20 PM

Oracle Room

*Next Generation of Scheduling with Primavera Cloud, powered by Primavera*

**Scott Esposito**, Oracle

Anser Room

*The Importance of Owner/Contractor Transparency Across All Contract Types*

**Stephen Cabano**, Pathfinder LLC.

Hill Room

*Effective Use of a Project Neutral® on Complex Projects*

**Ernest Brown**, Project Neutral

Kahua Room

*Keeping Controls Resilient: Implementing and maintaining adaptable structures and tools*

Moderator: **Sarah He**, San Francisco International Airport

**Julia Katz**, San Francisco International Airport

**Shemek Pawlik**, UDC

**Anne Middlebrook**, TYLin

3:30 PM - 4:20 PM

Oracle Room

*Better visualize your project with ESRI & Primavera Schedule*

**Scott Esposito**, Oracle

Anser Room

*Fleet Electrification: Challenges, Opportunities, and Innovative Procurement Methods*

Moderator: **Shasta Culp**, Anser Advisory

**Diana Kotler**, Anaheim Transportation Network

**Michael Glover**, PG&E

**Steven Clarke**, Anser Advisory

Hill Room

*How To Develop a Successful Claims Management Strategy*

**Joe Seibold**, Arcadis

**Rabih El-Zein**, Arcadis

Kahua Room

*Construction Project Controls- A Profession on the verge of Extinction or Rebirth?*

Moderator: **Sharad Mathur**, APSI Construction Management

**Devang Dedhia**, Port of Long Beach

**Russ Vakharia**, LA County Sanitation Districts

**Tracy Thomas**, U.S. Department of State

**Atul Apte**, APSI Construction Management

5:00 PM - 7:00 PM

Exhibit Hall

*Exhibitor's Reception*

# Saturday, March 2, 2024

7:00 AM - 8:00 AM

Exhibit Hall  
*Breakfast*

8:00 AM - 8:50 AM

Capital Management Room  
*Maximizing Infrastructure Investments for California with Alternative Project Delivery*

Moderator: **Ural Yal**, Flatiron  
**Michael Keever**, Caltrans  
**Tim Lindholm**, LA Metro  
**Michael Bennon**, Stanford University  
**Joe Quitter**, HNTB



Meet the Owners  
*Meet the Healthcare Owners*  
**Stanford Healthcare**  
**US Veterans Affairs**

Oracle Room  
*Modernize Risk Management: Utilizing Risk-Informed Budgets and Schedule on Port Projects*

Moderator: **June Barba**, KKCS  
**Chris Rekola**, KKCS  
**Monique Lebrun**, Port of Long Beach  
**Erika Martin**, Port of Long Beach

Anser Room  
*Top Ten Concerns with the Construction Management at Risk (CMaR) Project Delivery Method: Recent Lessons Learned from Multiple Projects*  
**William Canterbury**, Canterbury Construction Management

Hill Room  
*Managing Construction Industry Challenges through Information Management*  
**Winnie Hung**, Exponent  
**Tori Evins**, Exponent

Kahua Room  
*Demystifying AI in Construction Scheduling*  
**Michael Lepage**, Plan Academy

9:00 AM - 9:50 AM

Capital Management Room  
*Resilience & Reinvention, staying Relevant with the Trends.*

Moderator: **Wendy Cohen**, Kitchell  
**Ana Lasso**, California Department of General Services  
**Terri Mestas**, Los Angeles World Airports  
**Dr. Rueben Smith**, Los Angeles Community College District  
**Robert Gilliam**, San Bernardino County



Meet the Owners  
*Meet the Infrastructure Owners*  
**LA Metro**  
**Caltrans**



# Saturday, March 2, 2024

9:00 AM - 9:50 AM

Oracle Room

*Role of the independent cost estimator on collaborative delivery projects.*

Moderator: **Ural Yal**, Flatiron

**Brad Owen**, LA Metro

**Darren Blume**, Flatiron

**David Davies**, LA Metro

**Rick Krebs**, Krebs Corporation

Anser Room

*You're Ready for a Schedule Risk Assessment, but is your Culture?*

**Tom Polen**, ClearPlan

Hill Room

*The Top 6 Technology Trends in Project Performance for 2024*

**Cynthia Gomes**, Hexagon

Kahua Room

*Dispute Resolution by Managing Change in Schedule Updates*

**Michael Webb**, CM Solutions

9:50 AM - 10:20 AM

Exhibit Hall

*Coffee Break*

10:30 AM - 11:30 AM

Capital Management Room

*Airport Infrastructure Development and Capital Improvements in Aviation.*

Moderator: **Peter Aarons**, TYLin International

**Terri Mestas**, Los Angeles World Airports

**Komal Kumar**, John Wayne Airport

**Michelle Brantley**, Ontario International Airport

**Angela Shafer-Payne**, San Diego County Regional Airport Authority



Meet the Owners

*Meet the Facilities Owners*

**California Department of General Services**

**Los Angeles Community College District**

**San Bernardino County**

Oracle Room

*Lessons Learned from Metro's Pivot to Alternative Delivery*

Moderator: **Michelle Quinn**, LA Metro

**Annalisa Murphy**, LA Metro

**Greg Gastelum**, LA Metro

**James Wei**, LA Metro

Anser Room

*Perception vs Reality: Validating Your ContTech Outcomes*

**Billy Upchurch**, SmartPM Technologies

Hill Room

*Ten Construction Defect Cases And Lessons Learned For The Construction Industry*

**Neil Opfer**, University of Nevada, Las Vegas

# Saturday, March 2, 2024

10:30 AM - 11:30 AM

Kahua Room

*Anyone can leverage Data Analysis and Dashboards for Effective Bond Program Management in Partnership with School Districts*

**Nathan Merlin**, TD Thornton

**Jason Villanueva**, TD Thornton

**Christine Mulholland**, TD Thornton

**Brett Mitchell**, AECOM

**Cherie Chenoweth**, San Juan Unified School District

12:00 PM - 1:00 PM

Exhibit Hall

*Lunch*

1:00 PM - 1:50 PM

Capital Management Room

*Towards Zero-Emissions: Transformative Opportunities at Los Angeles and Long Beach Ports*

Moderator: **Kat Janowicz**, FuturePorts

**Dr. Noel Hacegaba**, Port of Long Beach

**Artie Mandel**, Port of Los Angeles

**Umar Javed**, WattEV



Meet the Owners

*Meet the Airport Owners*

**Los Angeles World Airports**

**John Wayne Airport**

**Ontario International Airport**

**San Diego International Airport**

Oracle Room

*Alternative no more!: How Progressive Design-Build has transformed the region becoming the premier delivery method.*

Moderator: **Praful Kulkarni**, Cannon Design

**Marko Medved**, San Diego County

**Vince Yu**, County of Los Angeles

**Nardy Khan**, Orange County Public Works

**Brandon Dekker**, Cannon Design

Anser Room

*The Future of Construction Technology*

**Rich Humphrey**, Contruent

Hill Room

*Building the Future: Capital Program Technology Trends and Innovations*

**Mike Tooley**, Aurigo

**Richard Craemer**, Aurigo

Kahua Room

*Optimizing Program Resource Management for Owners*

**Sid Shah**, OnIndus

**Rick Niederstadt**, Milwaukee Metropolitan Sewerage District



# Saturday, March 2, 2024

2:00 PM - 2:30 PM

Exhibit Hall  
*Coffee Break*

2:30 PM - 3:20 PM

Capital Management Room  
*A Roadmap for Enabling Sustainability and Resiliency*  
Moderator: **Tom Kim**, HDR  
**Heather Repenning**, LA Metro  
**Margaret Cederoth**, California High Speed Rail  
**Geoff Neumayr**, San Francisco International Airport  
**Marlon Regisford**, Caltrans



Meet the Owners  
*Meet the Port Owners*  
**Port of Los Angeles**  
**Port of Long Beach**

Oracle Room  
*Progressive Design-Build: Allocating Risk to Optimize Project Outcomes*  
Moderator: **Erik Blum**, HNTB  
**David McMiller**, HNTB  
**Suresh Kataria**, HNTB  
**Justine Belizaire**, HNTB  
**Steven Howe**, HNTB  
**Pavan Hotha**, Intueor

Anser Room  
*Leveraging AI to Optimize Delivery of the Transpennine Route Upgrade Programme*  
**Alan Mosca**, nPlan  
**Mike Ellis**, Arcadis

Hill Room  
*Challenges with Implementing New Lifecycle Project Delivery framework at LA Public Works*  
**Dina Keirouz**, PMA Consultants  
**Keegan Fahey**, LA County Public Works  
**Walid Mortada**, Stratsulting

Kahua Room  
*Evolution of Forensic Schedule Analysis*  
**Roger Nelson**, Spire Consulting Group  
**Steve Purugganan**, Spire Consulting Group

3:30 PM - 4:20 PM

Capital Management Room  
*Transition & Activation in Healthcare – The importance of pre-planning for technologically complex spaces.*  
Moderator: **Sarah Bjorkman**, Kitchell  
**Elise Drakes**, UC Davis Health  
**Michaela Sullivan**, Stanford Health Care  
**Kelly Guzman**, Yellow Brick Consulting  
**Todd Bofinger**, US Veterans Affairs



Meet the Owners  
*Meet the Transportation Owners*  
**California High Speed Rail**  
**San Francisco International Airport**

# Saturday, March 2, 2024

3:30 PM - 4:20 PM

Oracle Room

*Doubling Down on Consistency: Development of SNWA's CMAR Management Strategy*

Moderator: **Anita Marquez**, Southern Nevada Water Authority

**Greg Kodweis**, Parsons

**Bill Wellman**, Las Vegas Paving Corp

**Kyle Norseth**, Innovative Contracting and Engineering

Anser Room

*Introducing Data Analytics Into Your Organization*

**Lance Stephenson**, AECOM

Hill Room

*Independent Project Reviews at Rio Tinto Kennecott*

**Gerry Barker**, Rio Tinto

Kahua Room

*Leveraging Schedule Analysis to Improve Project Performance*

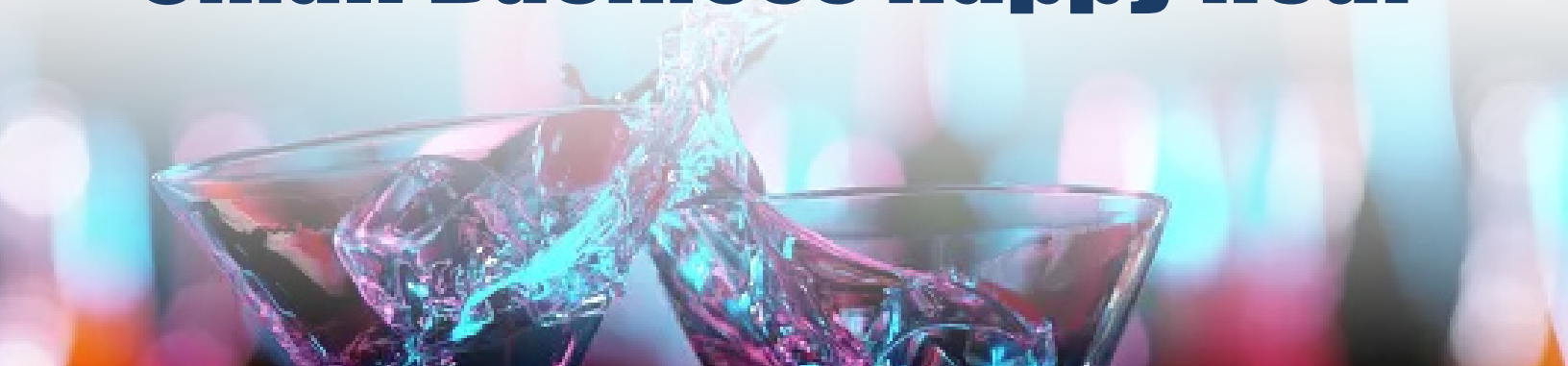
**Jarod Maloney**, Deltek

**Tom Polen**, Clearplan

5:00 PM - 7:00 PM

18th Terrace at the Conference Center

# Small Business Happy Hour



Sponsored by:



# Sunday, March 3, 2024

8:00 AM - 2:00 PM

Indian Wells Resort - Players Course

Marla Miller Memorial Scholarship Golf Tournament & Lunch

8:30 AM - 10:00 AM

18th Terrace & LM Foyer

*Brunch with the Owners*





presented by:  
**AACE**  
SOUTHERN  
CALIFORNIA  
SECTION

in association with:  
63rd Annual  
WESTERN WINTER  
WORKSHOP™

# 5th Annual Marla Miller Memorial Golf Tournament



The Marla Kay Miller memorial scholarship was set up to honor the memory of a young vibrant member of the AACE Southern California section who was taken by cancer far too soon. Marla worked at Los Angeles Metro in project controls and was an active member in the AACE Southern California Section. In an effort to perpetuate her spirit, desire for life-long learning, and her passion for AACE International, this scholarship was set up in 2017 to honor the memory of Marla Miller.

Several generous donors contributed over \$12,000 to the initial scholarship fund. This golf tournament is the main event held annually to specifically contribute to this fund to ensure scholarship money will be available for many years to come.

Candidates for this scholarship are found through the outreach done by the AACE Southern California Chapter to various campuses across Southern California. This scholarship acts as our way of giving back to next generation

of engineering students while raising awareness of project controls as a career.

By growing this fund, our goal is to expand the number of annual scholarships given as well as the total money awarded in scholarships. \$2500 Marla Miller Memorial Scholarships have been awarded to:

- 2018 - Salma Shahin Syeda, USC
- 2019 - Aaron Enriquez, Cal Poly Pomona
- 2020 - Rachael Kim, Cal Poly Pomona
- 2022- Guilianna Lozano, Cal Poly San Luis Obispo
- 2023 - Neel Patil, USC

THIS YEAR'S GOLF TOURNAMENT IS SPONSORED BY:



For more information on how to donate, visit the AACE Southern California website.

# MAXIMIZING INFRASTRUCTURE INVESTMENTS FOR CALIFORNIA WITH ALTERNATIVE PROJECT DELIVERY.

SATURDAY, MARCH 2, 2024 - 8:00 AM - 8:50 AM



**Michael Keever**  
Chief Deputy Director,  
Caltrans



**Tim Lindholm**  
Deputy Chief Program  
Management, LA Metro



**Michael Bennon**  
Managing Director, Stanford  
University



**Joe Quitter**  
Vice President, HNTB



“Discover the future of project delivery through our dynamic panel, where experts showcase innovative methods and strategies that are revolutionizing the way we bring ideas to life.”

Moderated by: Ural Yal, Senior Vice President, Flatiron

Sponsored by:



**PARSONS**

# RESILIENCE & REINVENTION, STAYING RELEVANT WITH THE TRENDS.

SATURDAY, MARCH 2, 2024 - 9:00 AM - 9:50 AM



**Ana Lasso**

Director, California  
Department of General  
Services



**Terri Mestas**

Chief Development  
Officer, Los Angeles  
World Airports



**Dr. Rueben Smith**

Vice Chancellor & Chief  
Facilities Executive, Los  
Angeles Community College  
District



**Robert Gilliam**

Chief of Project  
Management, San  
Bernardino County



“Join this panel to hear from some of the largest public agencies in the West Coast as they reveal their strategies to staying resilient.”

Moderated by: Wendy Cohen  
President and CEO, Kitchell

Sponsored by:



**KITCHELL**

# AIRPORT INFRASTRUCTURE DEVELOPMENT AND CAPITAL IMPROVEMENTS IN AVIATION.

SATURDAY, MARCH 2, 2024 - 10:30 AM - 11:30 AM



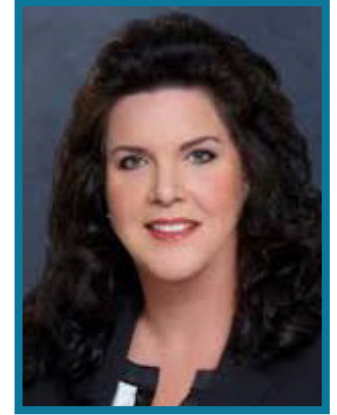
**Terri Mestas**  
Chief Development  
Officer, Los Angeles World  
Airports



**Komal Kumar**  
Interim Assistant Airport  
Director,  
John Wayne Airport



**Michelle  
Brantley**  
Chief Capital  
Development Officer,  
Ontario International  
Airport



**Angela Shafer-  
Payne**  
Chief Development  
Officer, San Diego  
County Regional Airport  
Authority



“Join us to hear from these aviation experts about the factors that will shape the next generation of aviation construction in the evolving global landscape.”

Moderated by: Peter W. Aarons -  
Sr.Vice President, Aviation Leader - Americas,  
TYLin International

Sponsored by:



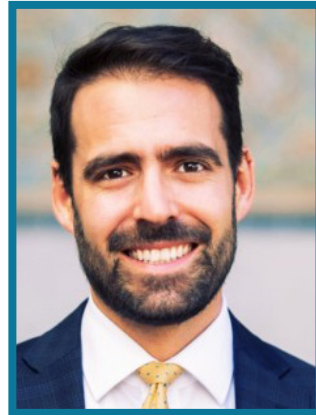


# TOWARDS ZERO-EMISSIONS: TRANSFORMATIVE OPPORTUNITIES AT LOS ANGELES AND LONG BEACH PORTS.

SATURDAY, MARCH 2, 2024 - 1:00 PM - 1:50 PM



**Dr. Noel Hacegaba**  
Chief Operating Officer,  
Port of Long Beach



**Artie Mandel**  
Director of Strategic  
Initiatives, Port of Los  
Angeles



**Umar Javed**  
President and Founder,  
WattEV



“Explore the journey towards zero-emissions as we delve into transformative opportunities at the Los Angeles and Long Beach Ports.”

Moderated by: Kat Janowicz, Chair, FuturePorts

# A ROADMAP FOR ENABLING SUSTAINABILITY AND RESILIENCY.

SATURDAY, MARCH 2, 2024 - 2:30 PM - 3:20 AM



## Heather Repenning

Executive Officer,  
Sustainability Policy, LA  
Metro

## Margaret Cederoth

Director of Planning and  
Sustainability, California  
High Speed Rail

## Geoff Neumayr

Chief Sustainability Officer,  
San Francisco International  
Airport

## Marlon Regisford

Deputy Planning Director,  
Caltrans



“Join the discussion as experts chart a comprehensive roadmap for paving the way towards a future powered by clean energy.”

Moderated by: Tom Kim, Senior Vice President,  
HDR, Inc.

Sponsored by:



# TRANSITION & ACTIVATION IN HEALTHCARE – THE IMPORTANCE OF PRE-PLANNING FOR TECHNOLOGICALLY COMPLEX SPACES.

SATURDAY, MARCH 2, 2024 - 3:30 PM - 4:20 AM



**Michaela Sullivan**

Executive Director, Hospital & Clinic Activations, Stanford Health Care



**Elise Drakes**

Campus Space Manager, UC Davis Health



**Kelly Guzman**

President/CEO, Transition & Activation Planning, Yellow Brick Consulting



**Todd Bofinger**

Director, Office of Construction and Facilities Management, US Veterans Affairs



“Delve into the crucial role of pre-planning for technologically complex spaces in healthcare, as experts discuss the significance of smooth transitions and seamless activations.”

Moderated by: Sarah Bjorkman, Executive Director Healthcare, Kitchell

Sponsored by:



**KITCHELL**

# TECHNICAL PANEL DISCUSSIONS



**MODERATOR:**  
**BRIAN MOORE**  
*President, Kahua*

**ENABLING INNOVATION: HOW BETTER TECH CAN ENABLE OWNERS TO DRIVE INNOVATION FOR THEIR ORGANIZATION**  
**FRIDAY, MARCH 1, 10:50 - 11:40**



**NITI ANAND**  
*Program Manager,  
Office of Design &  
Construction, US  
Veterans Affairs  
Administration*



**SID SHAH**  
*President,  
OnIndus*



**CHERIE  
CHENOWETH**  
*Coordinator  
Facilities Business  
and Compliance,  
San Juan Unified  
School District*



**CARI STIEGLITZ**  
*President,  
kvolve*



**MODERATOR:**  
**NICHOLAS JOHNSON**  
*Chief Evangelist, Kahua*

**PROJECT DATA - WHY OWNERS NEED TO DRIVE THE PROCESS AND OWN THE DATA, CASE STUDIES FROM THE VA AND FROM SCUSD**  
**FRIDAY, MARCH 1, 1:00 PM - 1:50 PM**



**NITI ANAND**  
*Program Manager,  
Office of Design &  
Construction, US  
Veterans Affairs*



**LARRY ADAMS**  
*Director, Santa Clara  
Unified School District*



**STEVE STANKIEWICZ**  
*Product Strategist,  
Kahua*



# TECHNICAL PANEL DISCUSSIONS



## KEEPING CONTROLS RESILIENT: IMPLEMENTING AND MAINTAINING ADAPTABLE STRUCTURES AND TOOLS FRIDAY, MARCH 1, 2:30 PM - 3:20 PM

**MODERATOR:  
SARAH HE**

*Capital Planning &  
Program Controls  
Manager | Design  
& Construction, San  
Francisco International  
Airport*



**JULIA KATZ**  
*Program Manager,  
Terminal 3 West, San  
Francisco International  
Airport*



**SHEM PAWLIK**  
*CEO, UDC*



**ANNE MIDDLEBROOK**  
*Senior Program Controls  
Manager, TYLin*



## CONSTRUCTION PROJECT CONTROLS- A PROFESSION ON THE VERGE OF EXTINCTION OR REBIRTH? FRIDAY, MARCH 1, 3:30 PM - 4:20 PM

**MODERATOR:  
SHARAD MATHUR**

*Director of Project  
Controls, APSI  
Construction  
Management*



**DEVANG DEDHIA**  
*Manager of Project  
Controls, Port of Long  
Beach*



**RUSS VAKHARIA**  
*Supervising Engineer,  
Los Angeles County  
Sanitation Districts*



**TRACY THOMAS**  
*Managing Director for  
Construction, Facility &  
Security Management  
U.S. Department of  
State, Overseas Business  
Operations*



**ATUL APTE**  
*Atul Apte, Chief  
Executive Officer,  
APSI Construction  
Management*

# TECHNICAL PANEL DISCUSSIONS

## MODERNIZE RISK MANAGEMENT: THE UTILIZATION OF RISK-INFORMED BUDGETS AND SCHEDULES WITHIN PORT INFRASTRUCTURE SATURDAY, MARCH 2, 8:00 AM - 8:50 AM



**MODERATOR:**  
**JUNE BARBA**  
*Sr. Operations Manager,  
KKCS*



**CHRIS REKOLA**  
*Associate Vice President  
& Senior Risk Manager,  
KKCS*



**MONIQUE LEBRUN**  
*Assistant Director,  
Program Management -  
Port of Long Beach*



**ERIKA MARTIN**  
*Project Manager,  
Program Management -  
Port of Long Beach*



**MODERATOR:**  
**URAL YAL**  
*Senior VP, Flatiron*

## ROLE OF THE INDEPENDENT COST ESTIMATOR ON COLLABORATIVE DELIVERY PROJECTS SATURDAY, MARCH 2, 9:00 AM - 9:50 AM



**BRAD OWEN**  
*Senior Executive Officer,  
LA Metro*



**DARREN BLUME**  
*Director of Large  
Projects, Flatiron*



**DAVID DAVIES**  
*Interim EO, LA Metro*



**RICK KREBS**  
*President, Krebs  
Corporation*

# TECHNICAL PANEL DISCUSSIONS



**MODERATOR:**  
**MICHELLE QUINN,**  
*Deputy Executive Officer*  
*LA Metro*

## LESSONS LEARNED FROM METRO'S PIVOT TO ALTERNATIVE DELIVERY. SATURDAY, MARCH 2, 10:30 AM - 11:30 AM



**ANNALISA MURPHY**  
*Senior Director,*  
*LA Metro*



**GREG GASTELUM**  
*Senior Executive Officer,*  
*LA Metro*



**JAMES WEI**  
*Deputy Executive Officer,*  
*LA Metro*



**MODERATOR:**  
**PRAFUL KULKARNI,**  
*Director, Cannon Design*

## ALTERNATIVE NO MORE!: HOW PROGRESSIVE DESIGN-BUILD HAS TRANSFORMED THE REGION BECOMING THE PREMIER DELIVERY METHOD. SATURDAY, MARCH 2, 1:00 PM - 1:50 PM



**MARKO MEDVED**  
*Director General*  
*Services, San Diego*  
*County*



**VINCE YU**  
*Deputy Director,*  
*County of Los Angeles*



**NARDY KHAN**  
*Deputy Director,*  
*Infrastructure Programs*  
*Orange County Public*  
*Works*



**BRANDON DEKKER**  
*Principal, Cannon Design*

# TECHNICAL PANEL DISCUSSIONS



## PROGRESSIVE DESIGN-BUILD: ALLOCATING RISK TO OPTIMIZE PROJECT OUTCOMES SATURDAY, MARCH 2, 2:30 PM - 3:20 PM

**MODERATOR:  
ERIK BLUM**

*Vice President, HNTB*



**DAVID MCMILLER**  
*Vice President, HNTB*



**SURESH KATARIA**  
*Risk Manager, HNTB*



**JUSTINE BELIZAIRE**  
*Associate Vice President,  
HNTB*



**STEVE HOWE**  
*Vice President, HNTB*



**PAVAN HOTHHA**  
*Senior Engineer,  
Intueor*



## DOUBLING DOWN ON CONSISTENCY: DEVELOPMENT OF SNWA'S CMAR MANAGEMENT STRATEGY SATURDAY, MARCH 2, 3:30 PM - 4:20 PM

**MODERATOR:  
ANITA MARQUEZ,**  
*Senior Program Engineer,  
Southern Nevada Water  
Authority*



**GREG KODWEIS**  
*Project Manager,  
Parsons*



**BILL WELLMAN**  
*Division Manager,  
Las Vegas Paving Corp*



**KYLE NORSETH**  
*Independent Cost  
Estimator, Innovative  
Contracting and  
Engineering*



## TECHNICAL SPEAKERS



**JOHNSON AWOYOMI, PRINCIPAL CONSULTANT, COST ENGINEERING AND PROJECT CONTROLS SERVICES**

### **IMPROVED OWNER'S COST CONTROLS AND COST OPTIMIZATION PRACTICES INCREASED PROFITABILITY AT NOC IN THE COVID ERA**

Covid-19 dealt a serious blow to the global economy including most and if not all the national oil companies' (NOC's) financial results. The revenues of several national oil companies nose-dived to near zero while costs of operations and maintenance persisted. This NOC discussed in the paper deployed some cost controls and cost optimization techniques that enabled it to not only weather the storm but turn the corner on profitability – making the NOC to achieve level of profitability never achieved before in its history. Today, those techniques continue to be deployed and are helping the NOC to gain wider stakeholder acceptance than ever before. The paper underscores the checklists and significant cost reduction cum cost optimization including initiatives deployed by the NOC to improve the business results and address the Covid-19 dimensions. Finally, the paper identifies a number of issues and offers best practices for the benefit of the Cost Engineering professionals' community, other NOCs, and industries in general.

## BREAKOUT INNOVATOR



**HARPREET SUJI**  
*PROJECT LEAD  
AND SR. CAPITAL  
PROGRAM ANALYST,  
ONINDUS*



**IRENE OLIVAS SEATTER**  
*INTERIM ASSOCIATE  
VICE PRESIDENT OF  
CONTROLS, FINANCE,  
& ADMINISTRATION,  
UNIVERSITY  
OF SOUTHERN  
CALIFORNIA*

### **OPTIMIZING OWNER CASH FLOW WITH EFFECTIVE SCHEDULE MANAGEMENT: PAVING THE WAY FOR AN AI-ENHANCED FUTURE FOR OWNERS IN CONSTRUCTION**

This session focuses on the pivotal role of effective Schedule management in optimizing owner Cash Flow, a key aspect of successful construction project management. We underscore the importance of mastering schedule management as it not only addresses immediate project needs and assists in setting up cash flow predictions but how it lays the groundwork for adopting emerging technologies such as Artificial Intelligence (AI).

The session will have a dual focus: firstly, illustrating the immediate benefits of effective schedule management for optimizing cash flow, and secondly, discussing the strategic positioning necessary for the integration of AI. A comprehensive case study from the University of Southern California will demonstrate the practical application of advanced Schedule Management techniques and their effects on project outcomes and Cash Flow predictions. In the latter part of the session, we will shift our attention to the future possibilities AI offers the Construction industry. Discussion will center on how data and insights gleaned from effective Schedule Management can be instrumental in training AI systems, enabling Predictive Analytics, and enhancing decision-making processes. We aim to highlight the roadmap towards an AI-empowered construction industry, detailing key steps and considerations for a seamless transition.



**NATALIE SAYLOR, PRESIDENT, SAYLOR CONSULTING GROUP.**

### **CONSTRUCTION MARKET COST TRENDS 2024**

Saylor Consulting Group has been tracking, indexing and forecasting construction costs for over 30 years, with a particular emphasis on the California market. Using a wide variety of local, state and national sources, the presentation will cover the national, state and local construction economy, growth sectors, and our forecast for construction cost. The presentation will assist owners, construction managers and estimators to understand the forces influencing construction cost and assist them in planning their capital budgets for the coming years. The presentation will include information on: National Economy, Economic Growth, Employment, Construction Starts Materials California Economy Economic Growth, Employment, Construction Starts Bay Area/Los Angeles Economy, Growth Sectors/ Current Projects, Bidding Climate, Escalation Projections, and how to minimize risk in today's economy.

## TECHNICAL SPEAKERS



**JIM ZACK, PRINCIPAL, JAMES ZACK CONSULTING, LLC**

### **DELAY ANALYSIS ON NON-CM SCHEDULED PROJECTS**

AACE's Recommended Practice 29R-03 – Forensic Schedule Analysis, provides detailed insight into how CPM based schedule delay analysis should be performed. The RP provides thorough and detailed protocols for each of the nine methodologies identified. However, industry surveys from around the globe indicate that a substantial number of construction projects do not employ critical path method scheduling techniques. Other industry studies also indicate that a large percentage of projects complete later than planned. Therefore, it can only be concluded that there are a large number of delays and delay claims on projects that do not use CPM schedules. RP 29R-03 offers no guidance concerning the performance of schedule delay analysis if there are no CPM schedules on the project. This paper presents recommendations on how schedule delay analysis can be performed on projects using nine different non-CPM scheduling techniques. The paper also discusses the five types of constraints present on most, if not all, construction projects and how these constraints must be used in non-CPM schedule delay analysis.



**ERNEST BROWN, PROJECT NEUTRAL**

### **EFFECTIVE USE OF A PROJECT NEUTRAL® ON COMPLEX PROJECTS**

Ernest C Brown, Esq PE is an International Thought Leader on the Use of Project Neutrals®. A Project Neutral® is an impartial construction professional who is appointed to help construction project parties avoid and resolve disputes. They can be appointed at the beginning of a project, or after a dispute emerges or after, with the goal of minimizing costly and time-consuming litigation. The Project Neutral® brings a wealth of expertise and experience to a construction project. They have extensive knowledge of the construction process, including design, planning, scheduling, budgeting, safety, and risk management. This expertise can help ensure that the project is completed on time, within budget, and to the required quality standards. The Project Neutral® or Initial Decision Maker (IDM) are acknowledged dispute avoidance and mitigation tools by the American Institute of Architects (AIA) and ConsensusDocs. The Program will focus on the theory and practice of using Project Neutral® on Large and Complex Construction Projects. Further information is available at [ProjectNeutral.com](http://ProjectNeutral.com).

## BREAKOUT INNOVATOR



**RICK DEANS**  
*INEIGHT*



**PETER TRAN**  
*SOUTHERN CALIFORNIA EDISON*

### **INSIDE SOCAL EDISON'S DIGITAL TRANSFORMATION**

Explore the challenges that SCE solved for as they faced a massive incoming project demand over 6-12 months. Examine how, through adopting integrated, cloud-based solutions, SCE was able to streamline their estimating and forecasting processes across teams via standardizing templates, automating repetitive tasks, and leveraging real-time data on changing project needs. With an increasing project backlog of new infrastructure and existing facility upgrades, SCE looks to unlock even more efficiencies through an integrated technology strategy and connected data to deliver proven project certainty.

# TECHNICAL SPEAKERS



**SCOTT ESPOSITO, MASTER PRINCIPAL SALES CONSULTANT, ORACLE**

## **NEXT GENERATION OF SCHEDULING WITH PRIMAVERA CLOUD, POWERED BY PRIMAVERA**

For nearly 40 years, Primavera has been the construction industry's gold standard for resource-loaded and cost-loaded Critical Path Methodology (CPM) Scheduling. Learn what Primavera has developed for its next-generation Scheduling Platform based on the trusted P6 engine. Learn how customers have transitioned to the OPC platform and the steps involved that will help you decide how Primavera Cloud can meet your ever-expanding scheduling and schedule data reporting needs.

## **BETTER VISUALIZE YOUR PROJECT WITH ESRI & PRIMAVERA SCHEDULE**

Learn how Primavera has integrated with ESRI to provide a linear representation of your schedule to help visualize dimensions while planning out activities and the impact on the critical path. See how the geospatial / location-based issues could cause problems or impede the efficient way in which the project schedule is developed. Let's bridge the gap and get out of siloed solutions and get into an ecosystem of information that allows us to build a more credible plan.



**STEPHEN CABANO, PRESIDENT, PATHFINDER, LLC**

## **THE IMPORTANCE OF OWNER/CONTRACTOR TRANSPARENCY ACROSS ALL CONTRACT TYPES**

Many owner organizations use Lump Sum contracting to minimize the need for diligent transparency of project cost, schedule, risk, resources, etc. They reduce oversight & transfer responsibility for project execution to contractors, which eliminates attention to detail from owner's because of limited access to performance data. However, in most cases, this approach has been unsuccessful. Owners can only partially transfer project risk to contractors and may end up with surprising cost/schedule results with minimal to no recovery options. Recently, owners have driven transparency requirements across all contracting types to provide added/improved transparency in a trend toward contracting partnerships versus previous adversarial relationships. The detailed information required will vary, but Owners' primary goal should be to maintain visibility & understanding of reliable, accurate project status that facilitates effective owner/contractor relationships. This paper will include an outline of a reasonable data request which, when correctly communicated, will encourage a win-win situation.



**JOE SEIBOLD,  
EXECUTIVE VICE  
PRESIDENT, ARCADIS**



**RABIH EL-ZEIN,  
DIRECTOR OF  
OPERATIONS,  
ARCADIS**

## **HOW TO DEVELOP A SUCCESSFUL CLAIMS MANAGEMENT STRATEGY**

The Annual Construction Disputes Survey identifies current trends regarding the causes of claims and disputes and provides recommendations to avoid, mitigate and resolve construction disputes. The construction industry continues to rapidly change with new impacts to projects forcing project participants to do things differently. Only a year ago, the construction industry was reeling from multiple global events which impacted virtually every aspect of the industry and the global economy. Material shortages and labor shortages drove escalating costs and an inflationary cycle was in full gear. While federal funding of public infrastructure projects had provided financial impetus for new projects to mitigate a potential industry-wide slowdown, other sectors such as commercial real estate were already beginning to feel the effects of these headwind challenges. The construction industry has come to accept, and even expect some degree of disputes during the project – zero claims and disputes is an aspiration, but not always a reality. Owners have fully embraced best practices such as risk management and constructability reviews which aim to improve the planning process, clarify and confirm project documents and as a consequence, reduce or avoid altogether, the probability of a major dispute.

# TECHNICAL SPEAKERS



**WILLIAM CANTERBURY, PRESIDENT, CANTERBURY CONSTRUCTION MANAGEMENT**

## **TOP TEN CONCERNS WITH THE CONSTRUCTION MANAGEMENT AT RISK (CMAR) PROJECT DELIVERY METHOD: RECENT LESSONS LEARNED FROM MULTIPLE PROJECTS**

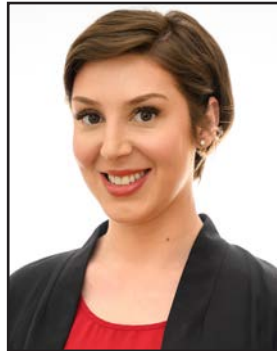
As Construction Management at Risk (CMaR) becomes a more commonly used project delivery method across the country, there is a noticeable and disturbing trend that it is not being utilized properly and efficiently. This presentation will cover the basics of the CMaR project delivery method, and then discuss ten concerns about how CMaR is being (mis)implemented, all examples of recent and ongoing CMaR projects. A few of the concerns are as follows:

1. CMaR is a shared risk project delivery method but what exactly does that mean?
2. Owners leveraging the Guaranteed Max Price contract for a better GMP
3. Who benefits from a Lump Sum (LS) GMP price versus a Cost Plus Fee w/ GMP and should this be allowed?
4. Contingency (mis)management
5. Preconstruction efforts from the CMaR contractor

The basics of the CMaR project delivery method will be covered at the beginning of the presentation, but we will quickly move into the ten concerns and discuss how they arise and how to mitigate or eliminate them from the project.



**WINNIE HUNG**  
*PRINCIPAL,  
EXPONENT*



**TORI EVINS**  
*MANAGER,  
EXPONENT*

## **MANAGING CONSTRUCTION INDUSTRY CHALLENGES THROUGH INFORMATION MANAGEMENT**

The keystone to successful construction projects is effective communication. This communication, however, is often hindered by large volumes of disparate information associated with each project phase and activity. By utilizing proficient information management, construction project managers are able to strengthen their communication efforts with accurate information to proactively plan and control project schedules and budgets, identify and mitigate risks, improve accountability, enhance visibility, and swiftly address other common project challenges. The road-map to project success requires information management to take center stage throughout a project's life-cycle. This presentation focuses on the components of an effective information management framework, the challenges that each component addresses, and a selection of commonly-used construction industry tools, such as Primavera P6 and SAP, that assist in the solution process. It also describes multiple projects that were led to successful completion by harnessing information as a critical project resource.



**MICHAEL LEPAGE, CHIEF LEARNING OFFICER, PLAN ACADEMY**

## **DEMISTIFYING AI IN CONSTRUCTION SCHEDULING**

In early 2023, generative AI burst onto the world stage with the public launches of ChatGPT and Google Bard. Before long, millions of people were experimenting with this technology. Discussions on how it would impact different industries and the people who work in them rose to a fever pitch. While some sectors, such as law, marketing and design, were immediately the focus of discussions about how generative AI could be applied, this was not the case with construction. But one of the brightest use cases in our industry for this technology is construction scheduling. And this is the domain of Plan Academy founder Michael Lepage. Michael is an expert in the construction scheduling field and has been teaching people to use traditional scheduling tools like P6 for over 15 years. With the emergence of generative AI tools such as ALICE, Michael is now helping both general contractors and owners to understand how to put this technology to work in their companies. In this session – and in his straightforward, no nonsense style – Michael will answer questions like these: - What is generative scheduling, and why is it useful? - How is it different from the scheduling tools we already know? - How to use tools like P6 together with these new generative scheduling products? - How difficult is it to learn and use these new products? - Which team members in our organization will likely benefit most from generative scheduling? - How can we quantify the results of generative scheduling?

# TECHNICAL SPEAKERS



**TOM POLEN, CONSULTANT, CLEARPLAN**

## **YOU'RE READY FOR A SCHEDULE RISK ASSESSMENT, BUT IS YOUR CULTURE?**

Performing a Schedule Risk Assessment (SRA) requires convergence of open discussions, relevant data, threat analysis, and contingency planning. Traditional approaches to Risk Assessment require a sound process and capable software. Process and systems maturity can be learned, purchased, practiced, and implemented. Culture maturity is a different animal. An organization may achieve the technical and operational success required to perform a quality SRA, but a transparent culture capable of Risk communication, documentation, mitigation, and closure must be in place or it may compromise the predictability and overall usefulness of the SRA.

We will discuss Operational versus Cultural maturity, define key attributes of a successful Risk-appreciative culture, and outline a framework for assessing cultural readiness for comprehensive Risk Management. We will highlight key management tools and processes that can be utilized to assess and elevate Risk-positive culture. We expect this presentation to involve lively discussion as we, together, bring clarity to this under-discussed aspect of quality SRA execution.



**CYNTHIA GOMES, SR. INDUSTRY CONSULTANT, HEXAGON**

## **THE TOP 6 TECHNOLOGY TRENDS IN PROJECT PERFORMANCE FOR 2024**

Technology is advancing at an unprecedented rate. For leaders in project-driven industries, it can be difficult to keep up with the latest tech trends and even more so to decipher which will reshape the industry or disappear in a flash. How can you tell which advances are necessary to keep your organization competitive without getting lost in the technology sauce? During this session, we will explore the top technology trends that are benefiting project planning, performance and controls. Aligning with these trends will allow organizations to: - Instill confidence in decision-makers - Ensure scalability and stop the "rip-and-replace" cycle - Boost user adoption and buy-in - Maximize budgets and resources - Enhance visibility into performance - Promote stakeholder trust. We'll then explore how you can assess each trend to decide which of them best contributes to your organization's business objectives. As a result, you'll ensure the modernization path of your project controls environment will empower consistent project and enterprise-wide success.



**MICHAEL WEBB, VICE PRESIDENT, CM SOLUTIONS**

## **DISPUTE RESOLUTION BY MANAGING CHANGE IN SCHEDULE UPDATES**

Projects change. Disputes happen. A well-managed process for schedule updates can avoid disputes in the first place. Schedule updates provide the base set of data from which all changes are born. We are familiar with messy change management and dispute resolution. Inaccurate and confusing schedule updates with minimal information are of no help. This presentation will outline the alternative – a sound project controls and scheduling process to build the foundation for successfully managing change. Learn to recognize, analyze and act on the scheduling set of data. Discover how to provide technical data and narratives. Get tips on collaborative communication with project team members on both the owner and contractor sides. These tools will pave the way for successful change management and dispute resolution. Learn to create the win for both sides.



**BILLY UPCHURCH, SMARTPM TECHNOLOGIES**

## **PERCEPTION VS REALITY: VALIDATING YOUR CONTECH OUTCOMES**

When adopting a new construction technology, conducting an audit of its output is crucial. Yet, the dichotomy between the initial perception of what that output should be versus the adoptive reality complicates the process as challenges, including performance & effort expectancy, facilitating conditions, and social influence, arise. This presentation will highlight the necessity of combining historical knowledge, practical industry experience, and accurate data sets as a means to remove the skepticism challenging technology adoption. Drawing from his experience as a former delay consultant and SaaS customer success executive, Billy Upchurch will share learnings from his years involved in the process of manual analysis and ensuring data integrity. Join us as we navigate the complex terrain of perception versus reality in construction technology analyses, offering practical insights for effective decision-making, technology adoption, and the strategic selection of technology partners to streamline new technology onboarding.

# TECHNICAL SPEAKERS



**NATHAN MERLIN**  
*VICE PRESIDENT,  
TD THORNTON*



**CHRISTINE MULHOLLAND**  
*DIRECTOR,  
TD THORNTON*



**JASON VILLANUEVA**  
*PRINCIPAL,  
TD THORNTON*



**BRETT MITCHELL**  
*WEST REGION PROGRAM  
MANAGEMENT, AECOM*



**CHERIE CHENOWETH**  
*COORDINATOR  
FACILITIES BUSINESS AND  
COMPLIANCE, SAN JUAN  
UNIFIED SCHOOL DISTRICT*

## ANYONE CAN LEVERAGE DATA ANALYSIS AND DASHBOARDS FOR EFFECTIVE BOND PROGRAM MANAGEMENT IN PARTNERSHIP WITH SCHOOL DISTRICTS

In this presentation, we explore a strategic partnership between our firm and a school district to revolutionize bond program management through the power of data analysis and intuitive dashboards built on common productivity tools. As school districts face the complex challenge of efficiently utilizing bond funds, we propose an innovative approach that combines advanced analytics, visualization, and collaborative tools to optimize decision-making processes, enhance transparency, and maximize the impact of investments. We will highlight the transformative potential of data analysis and dashboards in managing bond programs for school districts. It emphasizes the collaborative partnership between PM/CM firms and the school district and their shared goal of achieving efficient utilization of bond funds. The mention of advanced analytics and visualization sets the stage for explaining how these tools can empower decision-makers with valuable insights from planning to execution. The focus shifts towards the proposed approach and its benefits. The presentation outlines the use of intuitive dashboards, leveraging common productivity tools that are familiar to the district's staff, enabling seamless integration and ease of use. The optimization of decision-making processes through real-time data analysis, providing key stakeholders with actionable insights. Furthermore, the presentation will show the importance of transparency, how the dashboards enable clear visibility into project status, resource allocation, and progress tracking, fostering collaboration and accountability. Ultimately, this partnership aims to maximize the impact of investments, ensuring the district's bond program effectively serves the needs of students, faculty, and the community.



**NEIL OPFER, ASSOCIATE PROFESSOR, UNIVERSITY OF NEVADA, LAS VEGAS**

## TEN CONSTRUCTION DEFECT CASES AND LESSONS LEARNED FOR THE CONSTRUCTION INDUSTRY

Construction defects on projects are a too often occurrence across the industry. The presentation focuses on this writer's involvement for the plaintiff or defense on ten construction projects over the years that involved substantial construction defects. Many other projects could be cited but these ten projects cover many of the most important issues in this area. These cases for the most part settled out before trial or went to arbitration so most of these issues were not made public. The projects selected are from the residential and commercial sectors. Project defects were the result of mistakes made in design, construction, and/or inspection on these projects. As one example, a \$950 million 43-story hotel project was built on the previous site of an 11-story hotel tower. Despite significantly different conditions, the project developer spent just \$25,000 on geotechnical work. Substantial differential settlement during construction meant \$14 million of underpinning work.



# TECHNICAL SPEAKERS



**RICH HUMPHREY, CHIEF PRODUCT OFFICER, CONTRUENT**

## **THE FUTURE OF CONSTRUCTION TECHNOLOGY**

Adopting technology is crucial to advancing the construction industry and delivering on mega-projects. How can organizations adopt current technology to underscore their bottom line and understand emerging technologies to benefit their projects, customers, and businesses? Rich will explore today's state of construction technology, including digital workflows, supply chain collaboration, and data visualization. He will also unpack the delays in technology adoption to date and ways to combat these hurdles in a business and project environment. He'll share key statistics and learnings from his years in product management and marketing and how to leverage technology in a powerful way. In addition, Rich will unpack trends on the horizon – real time data capture, enhanced data visualization, BIM - and their increasing value as project complexities rise and project demand increases.



**MIKE TOOLEY**  
*SENIOR DIRECTOR,  
INDUSTRY STRATEGY,  
AURIGO*



**RICHARD CRAEMER**  
*SENIOR DIRECTOR,  
MARKETING,  
AURIGO*

## **BUILDING THE FUTURE: CAPITAL PROGRAM TECHNOLOGY TRENDS AND INNOVATIONS**

In this insightful presentation, we will provide a high-level examination of the current state and immediate future of the design and construction industry, with a specific focus on technology trends and opportunities. Join experts Michael Tooley, former head of the Montana Department of Transportation, and Richard Craemer, Senior Director of Marketing at Aurigo Software, as they offer a look ahead at innovations that will impact public and private capital owners over the next decade. AI, drones, and smart city technology will take center stage as we illustrate how these advancements enhance safety and reduce risk while delivering workforce and productivity gains. We will showcase real-world case studies from infrastructure and facility owners who have effectively harnessed technology to optimize their capital programs.

Don't miss this opportunity to learn from industry experts and stay ahead of the curve.



**SID SHAH**  
*PRESIDENT,  
ONINDUS*



**RICK NIEDERSTADT**  
*CAPITAL PROGRAM  
SUPPORT MANAGER,  
MILWAUKEE  
METROPOLITAN  
SEWERAGE DISTRICT*

## **OPTIMIZING PROGRAM RESOURCE MANAGEMENT FOR OWNERS**

In the post-Covid era, owners faced numerous challenges that necessitated effective mitigation strategies. These challenges encompassed price escalations, workforce changes due to retirements and the impact of "The Great Resignation," shifting project priorities, overloaded resources for project managers, and declining productivity. To address these issues, the focus on resource management became crucial. In the session, we'll firstly emphasize the significance of resource management in navigating the complex post-pandemic landscape. Secondly the benefits and best practices for effectively managing resources and exploring the processes and tools for this purpose. For practical knowledge, we'll also present a technical overview of resource management practices across different industries, offering insights into diverse approaches. Our session will conclude with a detailed analysis of resource management at MMSD, offering a real-world case study to further comprehend resource management implementation in practice.

# TECHNICAL SPEAKERS



**ALAN MOSCA**  
*CHIEF TECHNOLOGY  
OFFICER, NPLAN*



**MIKE ELLIS**  
*TECHNICAL  
DIRECTOR, ARCADIS*

## LEVERAGING AI TO OPTIMIZE DELIVERY OF THE TRANSPENNINE ROUTE UPGRADE PROGRAMME

The Transpennine Route upgrade is a complex, multi-billion pound programme comprising numerous interdependent rail improvement projects across the North of England. Effective management of cost, schedule, and risk across the entire programme portfolio is critical for on-time delivery. This presentation will highlight how cutting-edge artificial intelligence is being applied to forecast outcomes and de-risk both individual projects as well as the overall programme. Specifically, the nPlan platform is being utilized which leverages advanced machine learning algorithms to analyze disparate data sources, identify trends and patterns, model uncertainties, and predict future performance. This enables proactive risk management by flagging issues early before they escalate. The AI models also allow for testing of “what-if” scenarios to optimize decision making. Initial implementation has led to more accurate cost and schedule forecasts, as well as quantitative risk insights that are helping keep the upgrades on track. The presentation will provide a case study of how the AI and advanced analytics have been integrated into planning, controls, and risk processes for the Transpennine Programme. The capabilities and benefits will be discussed, along with key lessons learned. Attendees will gain insights into how AI can improve outcomes for major capital programmes spanning multiple, complex projects.





# TECHNICAL SPEAKERS



**DINA KEIROUZ**  
*MANAGING DIRECTOR*  
*PMA CONSULTANTS*



**KEEGAN FAHEY**  
*PRINCIPAL ENGINEER*  
*LA COUNTY PUBLIC*  
*WORKS*



**WALID MORTADA**  
*SENIOR CONSULTANT*  
*STRATSULTING*

## CHALLENGES WITH IMPLEMENTING NEW LIFE-CYCLE PROJECT DELIVERY FRAMEWORK AT LA PUBLIC WORKS

Present the challenges that were faced when forming a new Project Management Division (PMDIII) at LA County Public Works.

Discuss the following:

1. The “Why” behind creating the new organization focused on life-cycle project management
2. The new Project Delivery Framework, the processes and tools supporting it
3. The impact the change had on the People and how we attempted to address this bold organizational change
4. Lessons learned and things to watch out for



**ROGER NELSON**  
*ASSOCIATE PRINCIPAL*  
*SPIRE CONSULTING*  
*GROUP*



**STEVE PURUGGANAN**  
*SENIOR CONSULTANT*  
*SPIRE CONSULTING*  
*GROUP*

## EVOLUTION OF FORENSIC SCHEDULE ANALYSIS

Almost immediately following the advent of Critical Path Method (CPM) scheduling in the late 1950's, analysts began using construction schedules to help determine how and why projects didn't finish on time. The first technical papers on the subject were published in the mid-1980's, reflecting the growing field of forensic schedule analysis (FSA). Since then, practitioners of FSA have been developing and refining various techniques. This presentation will examine the evolution of these practices and attempt to identify consolidation of methodological theory. Additionally, this presentation will investigate how technology and software have influenced and driven the evolution of FSA over the past 40+ years.



## LANCE STEPHENSON, OPERATIONS MANAGER, AECOM

### INTRODUCING DATA ANALYTICS INTO YOUR ORGANIZATION

The project world is seeing dramatic changes that allow us to see into the future, with more clarity, intelligence, and predictability. Once used traditional methods of descriptive assessments, such as comparisons of quantitative, lagging data, are now making way for more mature business technologies and intelligence through predictive analytics, artificial intelligence (AI) and machine learning (ML). This new surge of intelligence is provocative and exciting and provides the project delivery world with profound opportunities to increase efficiencies and effectiveness while decreasing uncertainties. Consequently, this type of intelligence creates endless possibilities for project delivery improvements, and subsequently, operational success.

With this said the objective of this presentation is to provide the audience with a fundamental understanding of how to introduce the requirements in order to apply data science and advanced analytics within their respective businesses and project environments.

# TECHNICAL SPEAKERS



**GERRY BARKER, PRINCIPAL ADVISOR ESTIMATING, RIO TINTO**

## **INDEPENDENT PROJECT REVIEWS AT RIO TINTO KENNECOTT**

The Rio Tinto Kennecott operation (in metropolitan Salt Lake City, Utah) is a 120-year-old open pit and underground copper mine, concentrator, smelter, and refinery. Rio Tinto spends approximately \$500M annually on these facilities. Projects ranging in value from \$1M to \$150M are reviewed before budget appropriation to ensure compliance with company standards and sound project management practices. A team of SMEs assesses project readiness at each stage gate, ensuring that the estimate and other documents are sufficiently mature to pass onto the next stage. This presentation examines how these project reviews at Kennecott have evolved over the years, what originally inspired the need for such reviews, and how Covid, inflation, and recent supply chain challenges triggered an unforeseen change to our approach. The presentation also details the ways that the independent project review process has benefited the Kennecott operation.



**TOM POLEN**  
*CONSULTANT,  
CLEARPLAN*



**JAROD MALONEY,**  
*SENIOR SOLUTIONS  
ENGINEER, DELTEK*

## **LEVERAGING SCHEDULE ANALYSIS TO IMPROVE PROJECT PERFORMANCE**

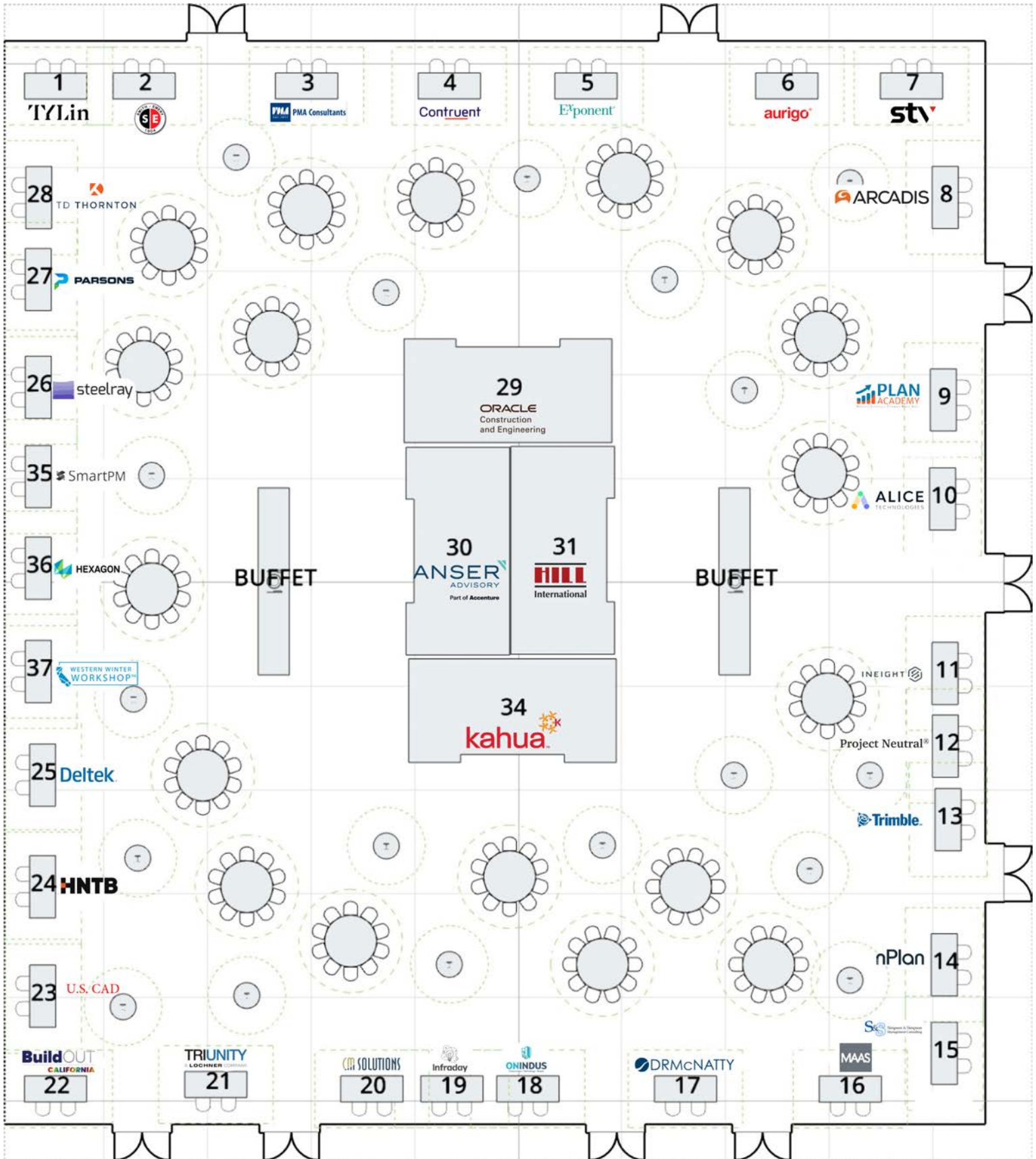
Analyzing large and complex project schedules can be a time consuming and arduous task. In this session we will discuss more efficient methods to evaluate project schedules and account for potential impacts of risks or opportunities to improve the plan. Some of the key topics expected to be covered include:

- Best practices to evaluate and improve schedule quality and compliance.
- Utilizing Deltek Acumen for enhanced analytics and forensics to track schedule performance, variances, and spot trends.
- Accounting for risks and aligning those potential impacts with the project schedule.
- Identifying areas of opportunity to create a recovery schedule to get a delayed project back on track.
- Automating the schedule submission process to improve initial quality and help submitters comply with required standards.

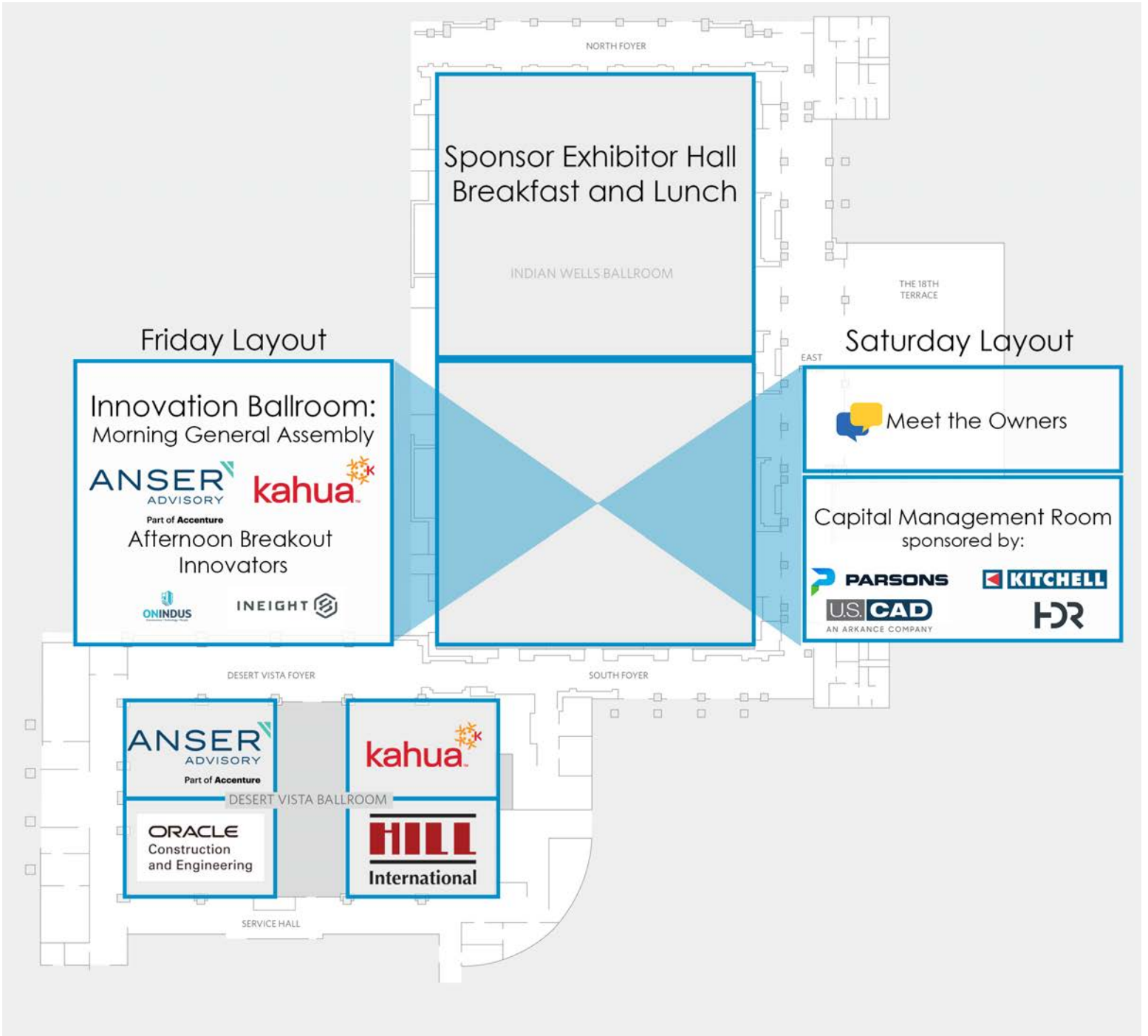




# EXHIBITOR HALL



# EVENT LAYOUT



# Save the Date



March 6 - 9, 2025

Park Hyatt Aviara Resort, Golf Club & Spa  
Carlsbad, California

Don't miss out! Next year's conference will take place in beautiful Carlsbad, CA! Join us as we collaborate to enhance the connections, partnerships, and stewardships vital for advancing the largest public infrastructure capital programs!

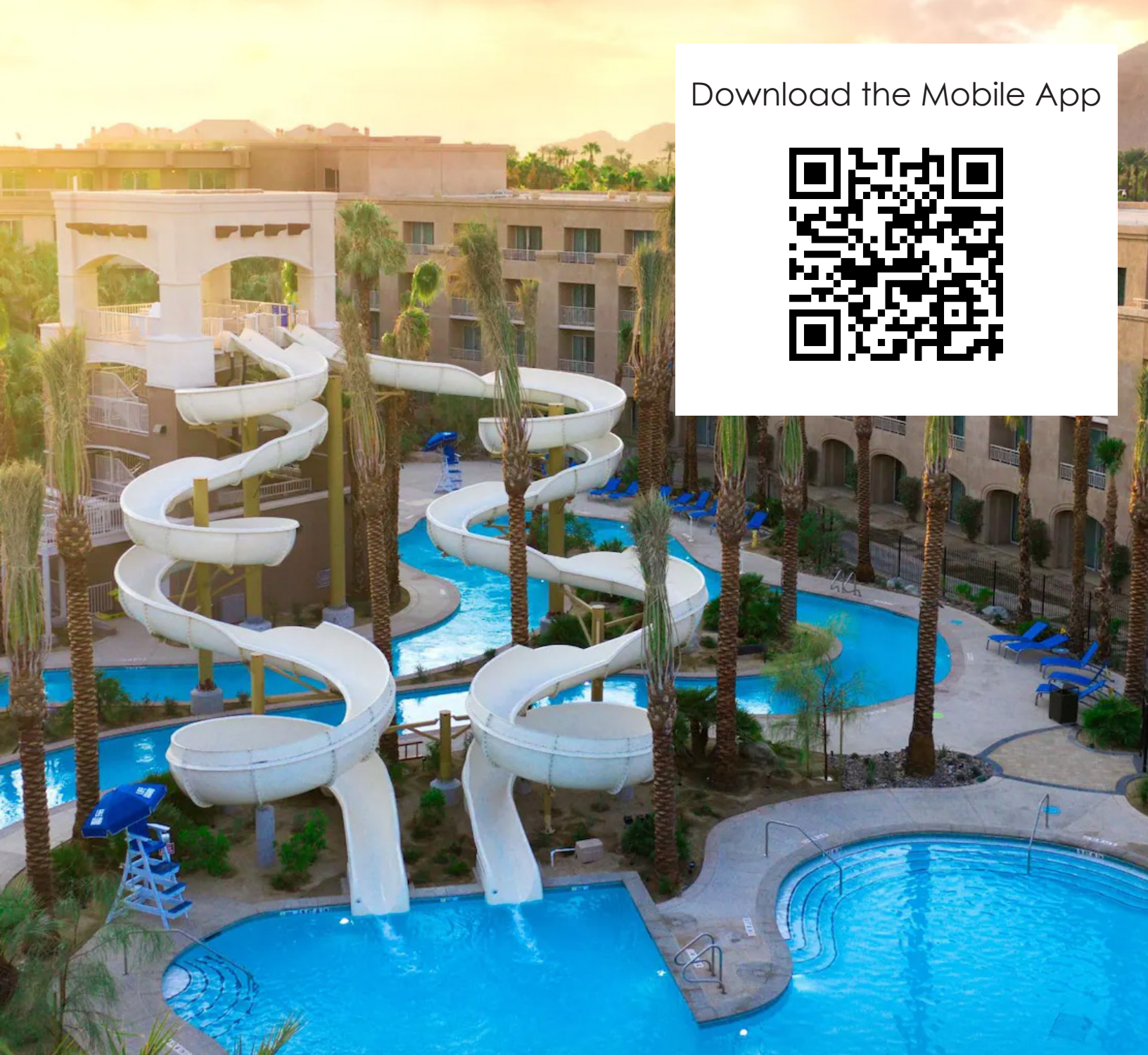
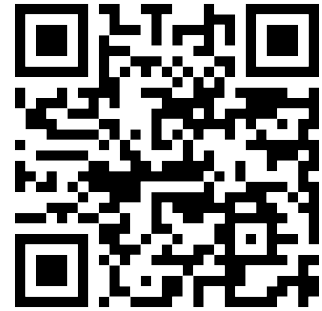




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