LONG INTERNATIONAL

## EDWARD (TED) E. DOUGLAS, PSP, CCP

Mr. Douglas is a Senior Executive Consultant with Long International. He is a Certified Planning and Scheduling Professional and Certified Cost Consultant with over 45 years of project management and claims consulting experience with both government and commercial projects. Mr. Douglas' project experience includes commercial nuclear power plants, educational and medical facilities, transportation, and environmental projects. He has worked with the Department of Energy (DOE), Department of Defense (DOD), and the U.S. Army Corps of Engineers (USACE). Mr. Douglas has analyzed construction schedules for owners and contractors to determine the causes of construction delays and to equitably allocate responsibility for delay-related costs. He is experienced in the preparation and evaluation of construction claims, schedule delay analysis, arbitration/litigation support, and dispute resolution. Mr. Douglas has prepared schedule change orders and performed delay assessments for more than 50 projects, prepared expert reports, and testified in depositions, mediations, arbitrations, and litigation.

Before starting his consulting career, Mr. Douglas held project controls and management positions including Senior Scheduler, Project Controls Manager, and Deputy Project Manager. He was also a consulting Project Manager. In these roles, he was responsible for project schedule preparation, project schedule monitoring and updating, change order analysis, preparation of periodic status reports, and construction delay claim resolution. Mr. Douglas has prepared and given numerous project management presentations, conducted training courses, and published several articles on project planning, scheduling, and project execution, managing schedule contingency, schedule change management and construction delay analysis. Additionally, he is both a primary author and contributor to several AACE® International Recommended Practices.

### EDUCATION

Bachelor of Science, Science Education (Physics and Biology) University of Tennessee, Knoxville, TN, 1969
M.B.A. Business Courses: Business Law, Financial Accounting, Managerial Sociology, Economic Analysis, Organzaional Theory & Behavior, Data Processing, and Politics of Administration (Non-Degree), University of Tennessee, Knoxville, TN, 1974–1980
Ordinance (Maintenance) Officers Advanced Course, United States Army, 1975
Logistics Executive Development Courses (Non-Resident), 1985–1987, United States Army Command & General Staff College (Non-Resident), 1984

### CERTIFICATIONS

Planning & Scheduling Professional, AACE #015, 2004
Certified Cost Professional, AACE #1262, 1993

### PROFESSIONAL AFFILIATIONS

Association for the Advancement of Cost Engineering International, Fellow and Honorary Life Member

## TECHNICAL EXPERIENCE

Representative international technical experience includes:

- Construction claims analysis, preparation, and defense
- Project planning, including CPM schedule development, status updating, and performance measurement
- Recovery plan development and implementation
- Contract and subcontract administration and management
- Project cost control and cash flow preparation, analysis, and reporting
- Project control systems integration and implementation
- Change order pricing and negotiations
- Contractual entitlement evaluation
- Direct and indirect cost damages assessment
- Analysis of project delay, disruption, acceleration, and productivity-related issues affecting planned cost and schedule performance
- Author and presenter of project management topics about planning and scheduling, project schedule change management CPM schedule delay analysis and construction claims

## PROJECT EXPERIENCE

### Transportation

- Scheduler Consultant – Toronto York Transit Spadina Subway Extension (TYSSE), Toronto, Canada (2015 to 2018)
  - Forensic Schedule Analysis and Delay Assessment – Member of the Navigant Consulting team responsible for evaluating schedule delays and impacts on three of the six new TYSSE Subway Stations construction projects. Provided Forensic Schedule Analysis (FSA) support to the Toronto Transit Commission (TTC) senior management team (Bechtel Leadership Team) and the TTC in-house counsel/legal team. Reviewed project documents and related project records to perform assessments of schedule changes and Time Impact Analysis (TIA) of the contractor's project baseline and progress update schedules. Performed critical path analysis utilizing Critical Path Method (CPM) software.
  - Assessed project schedules for delays and impacts due to contract Requests for Changes (RFQs) and Change Directives (CDs), design errors and omissions, labor productivity impacts and evaluated contractor disputes and claims for appropriate entitlements and/or damages. Performed delay claim evaluations, produced schedule assessment reports/supporting documents for client and/or attorney use. Prepared schedule delay assessments and reports related to the US$200 million contractor claim. Supported the TTC attorneys during preparation and the litigation phase. Provided fact witness testimony related to schedule progress and delay issues for the litigation, which concluded in May 2024.
- Lockheed Martin TSS Program, MTA (2006 to 2007)
  - Contract Scheduling Consultant – Provided scheduling support to Lockheed Martin associated with a security improvement program for the Metropolitan Transit Authority (MTA). The Lockheed Martin Transportation Security System (TSS) was a US$212 million contract by the New York State MTA for a security system to protect mass transit operations in New York City, to include subways, commuter railroads, bridges, and tunnels. The work included site visits and coordinating multiple sites, multiple

trade contractors, agency approvals, and owner-provided services. Performed a schedule delay analysis for a portion of the work being performed by one of the major subcontractors.

- Atlantic Yards/ LIRR Vanderbilt Yard Relocation, Brooklyn, NY (2006 to 2007)
  - Contract Scheduling Consultant – Provided preconstruction planning and scheduling support. The Atlantic Yards Vanderbilt Yard (VD) project included the demolition of existing structures, upgrading and reconfiguring the existing Long Island Railroad (LIRR) Vanderbilt Yard, utilities, and bridges, and opening a new entrance to the subway station. The construction work was to be accomplished adjacent to an active railroad staging and storage yard and three metropolitan automobile thoroughfares, which made the construction planning and coordination critical.

**Federal Government**

- Chemical Weapons Demilitarization Project, DOD, Anniston Army Depot (1996 to 1998)
  - Scheduling Team Lead for Bechtel – Planning and Scheduling Team Leader responsible for development and integration of the detailed construction execution schedule for US$575 million Chemical Agent Disposal Facility Project at Anniston Army Depot in Alabama. The Chemical Weapons Destruction Plant was designed and constructed to withstand earthquake forces. The Baseline Schedule of over 9,000 activities covered the 54 plant systems and 273 subsystems required for plant operations. Provided technical guidance and interfaced with the Westinghouse clients and DOD as well as Bechtel subcontractors for the development and implementation of the construction schedule. Responsible for implementation of the cost-loaded schedule for successful management of this firm fixed-price construction project.
  - Systems Transition Manager (1998) – Responsible for planning, coordination, and interfacing with the Westinghouse Plant Manager, Systems Engineering Manager, and other key operations staff to coordinate construction completion, walk down and punch list completion, and systems turnover of the 54 plant systems and 273 subsystems to support the systems testing and preparation of the plant and support facilities for operations.
- Defense Waste Processing Facility (DWPF) Project, DOD, Bechtel, Savannah River Site (1988 to 1990)
  - Engineering Planner for Bechtel – Organized the DWPF Engineering Planning Group. Developed and implemented control procedures and reports to support 100 plus person on-site project design engineer group. Initiated use of Primavera Project Planner (P3) to manage DWPF engineering schedules, resources, and design progress. Developed computer applications to facilitate management and control of the DWPF engineering design efforts and to track Work Action Plans to support the project milestone schedule and client design requirements. Coordinated preparation and issue to the Westinghouse client of the Bechtel monthly design progress reports. Responsible for action items coordination meetings to facilitate the transfer of design task transition information from DuPont, who was the previous incumbent contractor.
- Logistics Storage Warehouse (LSW), DOD, Al Udeid Air Base, Qatar (2010 and 2013)
  - Scheduling Consultant – Traveled to Qatar to perform a schedule analysis and delay assessment for the client. The US$25 million LSW project was to build a large 18,000 square foot facility with an extensive electrical, mechanical, and structural design. This facility is a high-security structure requiring advanced construction methods. The client required re-planning and coordination with the project team, Third Country National (TCN) subcontractors, U.S. Army Corps of Engineers (COE), and U.S. Air Force to develop a completion schedule to meet tenant requirements. The LSW P6 cost-loaded CPM schedule required several revisions to obtain client approval with change orders and revised contract completion

dates. The schedule analysis and delay assessment with impacts and change orders was prepared in 2012 and submitted by the client to the U.S. Army Corps of Engineers in 2013.

- Remote Scheduling Support (2010 to 2011)
  - Scheduling Consultant – Provided Remote Scheduling Support to the DOD contractor for the Sharana Rotary Wing Forward Operating Base (FOB) construction project in eastern Afghanistan, which contained unique challenges for remote scheduling support and working within the numerous restrictions imposed by both the time zone and contractor resource limitations.
  - Prepared project proposal schedules for the DOD contractor, progress updates and recovery schedules for various Department of Defense (DOD) projects under construction in the Middle East/ Persian Gulf region.

**Nuclear, Gas, and Solar Power Plants**

- Calvert Cliffs Nuclear Power Plant, Constellation Energy, Lusby, Maryland (2012 to 2013)
  - Senior Scheduler Contract – A challenging contract assignment as a Senior Scheduler in the Project Management Group (PMG) at the Calvert Cliffs Nuclear Power Plant (CCNPP) located on the west Chesapeake Bay in Lusby, Maryland. The Project Management Group was responsible for planning and implementing US$28 million operating plant modifications and capital improvement projects for the two-unit operating nuclear power plant. The Project Controls Schedulers and Cost Analysts monitored and reported on both cost and schedule performance for the various capital improvement projects. The CCNPP project schedulers were responsible for developing, maintaining, and tracking progress to the performance measurement baseline (PMB) schedule. Additionally, the schedulers planned and coordinated with the Integrated Work Management Group and the CCNPP Refueling Outage Management teams to incorporate plant modifications into the online plant Operations and Maintenance (O&M) schedule for pre-outage and required plant refueling outage work orders.
- Caithness Long Island Energy Center Power Plant, Yaphank, New York (2007 to 2009)
  - Schedule Consultant – Conducted periodic construction site visits and performed construction CPM schedule reviews and schedule assessments for the owner/client. Prepared monthly schedule assessment reports and participated in the project monthly progress review meetings during the 22-month long construction project. Caithness Long Island Energy Center is a 350-megawatt natural gas-fired power plant on Long Island in Yaphank, New York, operated by Caithness Energy. Following substantial completion of the construction phase, the Caithness project director reported that the project completed and closed out without any claims.
- Alstom 4-Unit Gas Turbine Power Plant, La Paloma, California (2002 to 2003)
  - Wilson Management Associates (WMA) Consultant Project Manager – The La Paloma Power Facility is a 1,048-megawatt natural gas-fired, 4-unit combined-cycle facility near McKittrick, Kern County, California. This US$500 million power facility project was one year behind schedule to reach substantial completion. The turnkey contractor had been inundated with multiple subcontractors claims for delays, lack of access to the work site, interference by other subcontractors and late receipt of owner-furnished equipment. As part of the WMA team, the task was to review and analyze the two-year project construction schedule and determine the causes for the delays. Part of the challenge was that the subcontractor schedules were not integrated into the master project schedule to effectively perform the critical path delay analysis. WMA traveled to California to conduct a construction site visit and interviewed project participants regarding schedule impacts and delays. WMA further developed and reconstructed the project Baseline Construction Schedule and the As-Built Construction Schedule to

perform a delay analysis of the project execution time between June 2002 and February 2003. WMA prepared and presented an interim schedule delay assessment report in February 2003.

- Watts Bar Nuclear Construction, Spring City, Tennessee (1980 to 1983)
  - Construction Scheduler to Scheduling Group Leader – Supervised project controls staff (6–8 people) responsible for planning, scheduling, and progress status updates of construction activities to complete construction of Watts Bar Nuclear Power Plant Unit 1 and support facilities. Responsible for coordinating with construction startup and preoperational testing groups for systems completion to meet nuclear plant preoperational testing schedules. As the project controls scheduling group leader, was responsible for estimating, scheduling, and coordinating priority of engineering design changes and project additions. Served as the construction scheduling interface with TVA engineering design managers. Participated with the TVA site construction team that performed a walk-down of Unit 2 to report construction status to provide a basis for the TVA Board of Directors decision to delay completion of that Unit 2 construction work.
- Aurora Solar Plant, Minnesota, Paramount Associates, LLC (2018 to 2019)
  - Scheduler – Provided schedule analysis support to Paramount Associates LLC in preparation for arbitration, involving review of several expert reports, project history, project schedules, documents, design reports, site photographs and exhibits to assess schedule delays and issues. This 150MWdc Solar Plant, a US$91 million project, consisted of 16 different sites that began operation in 2017.

**Environmental**

- Bechtel National, Inc., based in Oak Ridge, Tennessee (1990 to 1996)
  - Scheduling, Project Controls and Project Management – Over six years of environmental project work with Bechtel National, Inc., based out of its office in Oak Ridge, Tennessee. These project opportunities included serving as the Deputy Project Manager for the Palos Forest "Site A" Characterization, for DOE Argonne National Laboratory, Chicago, Illinois. Member of the prime contract proposal team for the DOE Hanford Management and Integration Contract. Served on the transition team for the Bechtel Nevada Company assumption of its new management contract. Engineering planner for the DOE Savanah River Site Defense Waste Processing Facility. Served as the project controls manager for the environmental cleanup program at DOE Brookhaven National Laboratory on Long Island, New York. Additional details and responsibilities are listed below.
  - 1990 to 1993 Senior Scheduling Engineer – Developed the integrated Engineering Design, Procurement and Construction Management CPM Schedule to complete the planned construction phase of the Central States Low-Level Radioactive Waste (LLRW) Storage Project.
  - 1991 Field Project Controls – Developed the construction schedule for mobilization, engineering support, material procurement, field construction, and demobilization of the US$3.5M fixed-price, four-month, fast-track Lipari Superfund Site Project in Glassboro, New Jersey. Mobilized and supported the project on site. The U.S. Army Corps of Engineers was the resident engineer management group at the superfund site.
  - 1992 to 1993 – Established a Primavera scheduling and reporting system for the Sorrento Valley Atomics (SVA) Demolition and Decommissioning (D&D) Project in southern California. Developed the detailed schedule for the revised sequence of work required to accomplish the Nuclear Regulatory Commission (NRC) Directed Project Restart Plan. Returned to the La Joya, California, project in January 1994 to support project completion, demobilization, and closeout activities.

- 1993 to 1994 FUSRAP Program Planner – Responsible for coordination of all Bechtel scheduling and planning project support teams for the 46 sites of the DOE Formerly Utilized Sites Remedial Action Program (FUSRAP). The FUSRAP program included various sites involved in the Manhattan Project during the Second World War. Provided training and technical support for the planning and scheduling efforts. Responsible for client and other participant schedule interfaces, and schedule integration with the FUSRAP cost system. Coordinated the development of the long-range (multi-site) year remediation planning for FUSRAP.
- 1994 Project Controls Supervisor – Responsible for providing project controls support for home office engineering and technical group, as well as field project controls for the field characterization of a former Department of Energy "Site A" located in southwest Chicago, Illinois. Interfaced with Argonne National Laboratory DOE client and staff on matters related to project cost, schedule, progress, and status.
- 1994 to 1995 Project Controls Field Supervisor – Responsible for developing the cost estimate and field schedule for the fast-track remedial action of the Cecil Field Naval Air Station (North Tank Fuel Farm) Task Order. Implemented the project cost and commitment tracking system for task order status reporting. Coordinated with Bechtel construction management and project procurement for priority delivery of materials and equipment to begin field activities. Developed task order schedules for integration and prioritization of work at the three Florida naval bases assigned to the Jacksonville area Navy Remedial Action (NAVYRAC) Program in Mayport, Cecil Field, and Jacksonville. Additionally, provided field support at the Charleston, South Carolina Underground Storage Tank (UST) Removal Project.
- 1995 Deputy Project Manager – Responsible for the Bechtel team's preparation, publication, and presentation of the "Site A" Characterization Report and Baseline Risk Assessment Report for the Palos Forest Preserve Project in Chicago. Responsible for daily communication and coordination with the DOE Project Manager to demobilize the field site and successfully close out the project in a timely and cost-effective manner. Led the project team that developed and conducted presentations of the "Site A" investigation reports for the DOE Chicago stakeholders.
- 1995 Proposal Team Lead Scheduler – Responsible for developing Bechtel proposal's transition schedule for the DOE Hanford Management and Integration (M&I) Contract in accordance with the requirements specified in the Request for Proposal (RFP) and guidance from the incumbent Bechtel Hanford management team.
- 1995 to 1996 Transition Team Scheduler for the DOE Nevada Test Site (NTS) Environmental Restoration Program Contract Transition Team – Responsible for implementing the NTS contract transition schedule, providing status and progress reports to the NTS Contract Transition Management Team. Participated in site meetings with the incumbent contractors to develop a milestone schedule to capture the numerous contract transition action items.

## PROFESSIONAL EXPERIENCE

**Long International, Inc.**
*Wading River, Long Island, New York (August 2025 to Present)*

As a Senior Executive Consultant with Long International, Mr. Douglas provides construction claims analyses related to construction means and methods, technical issues, schedule delays, productivity losses, and damages quantification. Other duties include proactive CPM scheduling and schedule assurance services, cost control and monitoring services, and business interruption claim analyses.

**ACTPMA, LLC**
*Wading River, Long Island, New York (2005 to Present)*

As an independent Construction Management Consultant, Mr. Douglas provides construction project assistance to owners, contractors, attorneys, and sureties. In addition, he offers CPM project scheduling and schedule delay analysis support to assist clients with contract change orders and dispute resolution. In his role as a consultant, Mr. Douglas leverages more than 40 years of construction project experience for his clients involved in greenfield facility construction and renovation for public works and commercial projects, commercial power plants, facility decommissioning and dismantling. Mr. Douglas also advises for a variety of projects for the federal government including the U.S. Army Corps of Engineers, U.S. Department of Defense (DOD), U.S. Department of Energy (DOE), and U.S. Environmental Protection Agency (EPA).

**Wilson Management Associates, Inc.**
*Glen Head, Long Island, New York (2001 to 2005)*

Mr. Douglas was a Consulting Project Manager. In this role, he provided construction project oversight assistance to owners, contractors, attorneys, and sureties. In addition, he performed forensic schedule assessments and time impact analysis. Moreover, Mr. Douglas assessed change orders, design errors and omissions, labor productivity impacts and evaluated disputes and claims for appropriate entitlements and/or damages. He produced claim evaluations, reports, and supporting cost and schedule documents for client and/or attorney use. Additionally, he conducted numerous construction site visits and performed project progress reviews and assessments for a variety of client projects. Mr. Douglas prepared assessment reports and assisted in resolving disputes and change orders for successful resolution of contract claims for owners, sureties, and contractors. He also provided project consulting support for the successful mediation of construction changes valued at over US$2 million.

**Bechtel National, Inc., Brookhaven National Laboratory**
*Upton, New York (1998 to 2001)*

As a Project Controls Manager, Mr. Douglas was responsible for providing project controls support to the DOE Environmental Restoration (ER) program at Brookhaven National Laboratory on Long Island, New York. He supervised eight technical professionals responsible for budgets, personnel forecasts, cost estimates, and cost control. Mr. Douglas oversaw the development of the ER lifecycle baseline in Primavera (P3) to provide a fully cost- and resource-loaded baseline plan for the completion of BNL site cleanup activities. In addition, he developed and implemented project controls procedures and a program baseline schedule to provide the DOE with a lifecycle plan for the $376 million environmental cleanup at Brookhaven National Laboratory. Mr. Douglas successfully implemented a variety of project controls systems and procedures: trend program, change control, work authorization process, progress reporting/forecasting, funds utilization, and contingency management. He also developed cost estimates for the Bechtel prime contract modifications.

**Tennessee Valley Authority (TVA Headquarters)**
*Knoxville, Tennessee (1983 to 1988)*

Mr. Douglas served as a Staff Cost Engineer for the Office of the Director of Construction. He analyzed project progress and site status reports from both nuclear and non-nuclear construction projects to prepare construction status, cost trends, and budget variance reports for the TVA Engineering/Construction management. In addition, Mr. Douglas developed presentations, spreadsheets, and database applications to compile budget information, cost estimates, contract status reports, and annual planning summaries for

TVA management. Mr. Douglas also prepared and conducted monthly project status briefings for the TVA senior construction management team.

**Tennessee Valley Authority, Watts Bar Nuclear Construction**
*Spring City, Tennessee (1980 to 1983)*

While employed with the TVA, Mr. Douglas was promoted from a Construction Scheduler to Scheduling Group Leader. As a Construction Scheduler, Mr. Douglas was responsible for planning, scheduling, and progress status updates of construction activities to complete construction of the Watts Bar Nuclear Power Plant Unit 1 and support facilities. In addition, he was responsible for coordinating with construction startup and preoperational testing groups for systems completion to meet nuclear plant preoperational testing schedules. As the Project Controls Scheduling Group Leader, Mr. Douglas supervised 6–8 project controls staff, oversaw estimate, schedule, and coordinate priority of engineering design changes and project additions, and served as the construction scheduling interface with TVA engineering design managers. He participated with the TVA site construction team that performed a walk-down of Unit 2 to report construction status to provide a basis for the TVA Board of Directors decision to delay completion of that Unit 2 construction work.

**Modine Manufacturing Company**
*Knoxville, Tennessee (1978 to 1980)*

As Maintenance and Tooling Department Supervisor, Mr. Douglas managed maintenance and tooling modification of all metal fabrication equipment (presses, mills, special tooling, dies and assembly fixtures) and maintained plant facilities. He was responsible for the safe operation of the plant chemical and acid waste neutralization facility. In addition, Mr. Douglas supervised 12 personnel responsible for support to the three shift manufacturing and production operations.

**American Cyanamid**
*Savannah, Georgia (1976 to 1978)*

Mr. Douglas was Production Supervisor for a Titanium Dioxide Chemical Plant. He was responsible for (rotating shift) production operations of two adjacent plants involving chemical treatment, milling, dry packing and storage, and fluid transfer to railroad tank cars. He coordinated production area preventive maintenance and repairs to support operations.

**United States Army**
*(Various) (1969 to 1976)*

Mr. Douglas was Captain, Infantry and Ordnance (Logistics Management) for various U.S. Army assignments: He was infantry platoon leader and company commander in Vietnam, and maintenance company commander and logistics staff officer at Fort Campbell, Kentucky, and Fort Stewart, Georgia. Mr. Douglas trained doctrine development staff for direct support maintenance operations at Aberdeen Proving Ground, Maryland. He was promoted to Lieutenant Colonel in the U.S. Army Reserve and held top-secret security clearance.

**PUBLICATIONS AND SPEAKING ENGAGEMENTS**

"Commercial Modular Construction," Association for Advancement of Cost Engineering (AACE) Virtual Conference, 2021.

"Preparing Project Contract or Baseline Schedules," Association for Advancement of Cost Engineering (AACE) 60th Annual Meeting, 2016.

"RTFC – Contract Schedule Challenges," Association for Advancement of Cost Engineering (AACE) Region 2 TCM Conference, 2015, and AACE 56th Annual Meeting, 2016.

"Construction Planning – The Sequel," Association for Advancement of Cost Engineering (AACE) 56th Annual Meeting, 2012 and Construction CPM Conference, January 2012.

"Communicate Effectively – Take A Memo," Association for Advancement of Cost Engineering (AACE) 56th Annual Meeting, 2012.

"Project Controls for Disaster Restoration & Reconstruction," AACE *Cost Engineering Journal*, 2011.

"Managing Schedule Contingency," Association for Advancement of Cost Engineering (AACE) 54th Annual Meeting, 2010; Western Winter Workshop, Monterey, California, May 2012; Construction CPM Conference, January 2014, Orlando, Florida; AACE Region 2 TCM Conference, 2014.

"Project Controls for Disaster Restoration & Reconstruction," Association for Advancement of Cost Engineering (AACE) 54th Annual Meeting, 2010.

"Primavera Project Planner (P3) Software Training," Construction CPM Conference, 2010.

"Understanding Schedule Change Management," Association for Advancement of Cost Engineering (AACE) 53rd Annual Meeting, 2009; AACE Region 2 TCM Conference, 2017; Construction CPM Conference, January 2017, Orlando, Florida; AACE Northeast Regional Symposium, March 2024, Tyson Corner, Virginia.

"Construction Management – Out of the Box," San Francisco, California, Construction Management Association of America (CMAA) National Conference, 2008.

"Scheduling with Sure Trak," CPM Software, Client Training, 2008.

"Effective Use of CPM Scheduling," Client Training, 2008.

"Schedule Constructability Reviews," Association for Advancement of Cost Engineering (AACE) 52nd Annual Meeting, 2008; Construction CPM Conference, January 2010, Orlando, Florida; AACE Region 2 TCM Conference, 2015.

"The New Scheduling CPM – Claims Protection Methods," Association for Advancement of Cost Engineering (AACE) 51st Annual Meeting, 2007; Western Winter Workshop, Monterey, California, May 2007; East Tennessee Section AACE Fall Seminar, October 2006; AACE Region 2 TCM Conference, 2019.

Association for Advancement of Cost Engineering International (AACEI) PSP Certification Preparatory Training Courses, 2007 and 2011.

"Developing and Training Planning and Scheduling Professionals," Association for Advancement of Cost Engineering (AACE) 50th Annual Meeting, 2006; Western Winter Workshop, Monterey, California, April 2006; East Tennessee Section AACE Fall Seminar, November 2005; Construction CPM Conference, January 2015, Orlando, Florida.

"Documenting the Schedule Basis," Association for Advancement of Cost Engineering (AACE) 49th Annual Meeting, 2005.

"Getting Your Project Started the Right Way," Client Training, 2005.

"Implementing Constructability Reviews," Association for Advancement of Cost Engineering (AACE) 49th Annual Meeting, 2005.

"Required Skills, Duties and Responsibilities for a Planning & Scheduling Professional," Association for Advancement of Cost Engineering (AACE) 49th Annual Meeting, 2005.

"Project Planning Then Scheduling," Association for Advancement of Cost Engineering (AACE) 48th Annual Meeting, 2004; East Tennessee Section AACE Fall Seminar, October 2004; Construction CPM Conference, January 2011, Orlando, Florida.

"Start Your Project the Right Way," AACE Professional Practice Guide to Claims and Dispute Resolution, 2004.

"Construction Document Control," AACE *Cost Engineering Journal*, 2003.

"Recreating the Past – A Case Study in As-Built Schedules," PMI College of Scheduling Conference, 2009, Boston, Massachusetts, East Tennessee Section AACE Fall Seminar, October 2003.

"Effective Management of Construction Change Orders," Association for Advancement of Cost Engineering (AACE) 47th Annual Meeting, 2003.

"Contingency Management on DOE Projects," Association for Advancement of Cost Engineering (AACE) 45th Annual Meeting, 2001.

"Start Your Projects the Right Way," Association for Advancement of Cost Engineering (AACE) 46th Annual Meeting, 2002, East Tennessee Section AACE Fall Seminar, October 2001.

"Project Trends and Change Control," Association for Advancement of Cost Engineering (AACE) 44th Annual Meeting, 2000.

"Planning & Scheduling Cost Limited Projects," AACE International Professional Practice Guide, 1999.

"Environmental Site Project Controls," AACE International Professional Practice Guide, 1999.

"Establishing a Project Controls Organization," Association for Advancement of Cost Engineering (AACE) 43rd Annual Meeting, 1999.

Joint Cost Management Symposium, November 2000, Anaheim, California, East Tennessee Section AACE Fall Seminar, October 1999.

"The Opening Game – Project Mobilization," Association for Advancement of Cost Engineering (AACE) 42nd Annual Meeting, 1998, East Tennessee Section AACE Fall Seminar, October 1998.

"Environmental Site Project Controls," Association for Advancement of Cost Engineering (AACE) 41st Annual Meeting, 1997; East Tennessee Section AACE Fall Seminar, October 1997; AACE Region 2 TCM Conference, 2016.

"The End Game – Project Demobilization & Close-out," AACE Professional Practice Guide to Planning and Scheduling, 1999, and AACE *Cost Engineering Journal*, 1997.

"The End Game – Project Demobilization & Close-out," Association for Advancement of Cost Engineering (AACE) 40th Annual Meeting, 1996, East Tennessee Section AACE Fall Seminar, October 1996.

"Planning & Scheduling Cost Limited Projects," Association for Advancement of Cost Engineering (AACE) 38th Annual Meeting, 1994.

"Field Project Controls – Back to Basics," AACE Professional Practice Guide to Planning and Scheduling, 1999, and AACE *Cost Engineering Journal*, 1993.

"Field Project Controls – Back to Basics," Association for Advancement of Cost Engineering (AACE) Midwinter Utility Conference, March 1992.

"Scheduling with Primavera Project Planner (P3)," Bechtel National, Inc., 1992 and 1993.

Updated Planning and Scheduling Lesson Materials for Columbia University Adjunct Professor. Additionally substituted as classroom instructor while adjunct professor was unavailable. WMA, 2004.

## AACE INTERNATIONAL RECOMMENDED PRACTICES

*Primary Contributor to Recommended Practices*

| | |
|---|---|
| RP 109R-19 | Schedule Change Management – As Applied in Construction, 2021 |
| RP 30R-03 | Implementing Project Constructability, 2003, 2021 |
| RP 70R-12 | Principles of Schedule Contingency Management – As Applied to EPC Projects, 2013 |
| RP 37R-06 | Schedule Levels of Details – As Applied to EPC Projects, 2010 |
| RP 39R-06 | Project Planning – As Applied to EPC Projects, 2010 |
| RP 38R-06 | Documenting the Schedule Basis, 2009 |
| RP 45R-08 | Schedule Claims Protection Methods, 2009 |
| RP 48R-06 | Schedule Constructability Review, 2009 |
| RP 14R-90 | Responsibilities & Required Skills for a Planning and Scheduling Professional, Rev., 2006 |