



PPG#7 COST ENGINEERING IN THE UTILITY INDUSTRIES, 2ND EDITION

Table of Contents

Introduction to the Second Edition

Introduction to the First Edition

Chapter 01: Project Management

Volume 1

1. *Guidelines for Managing Lump Sum Engineering Projects*, S. N. Mukho; L. R. Doris, **AACE Transactions**, 1984
2. *The Cost Engineer's Role in Legal Proceedings*, Otto Mendel, CCE, **AACE Transactions**, 1985
3. *A System to Manage Retrofit Project Budgets*, Charles W. Henderson, **AACE Transactions**, 1987
4. *Outage Project Management: Tool or Whip?*, Dale R. Probasco, **AACE Transactions**, 1987
5. *Project Management for Operating Facilities*, Dale R. Kern; Jane A. Anderson, **AACE Transactions**, 1988
6. *Managing (Controlling) Small Utility Projects*, Govind R. Boloor, PE; J. Larry Basham, **AACE Transactions**, 1988
7. *Starting a Project Management Organization - A Utility Perspective*, Peter F. Santoro; Leo J. Nadeau, **AACE Transactions**, 1988
8. *A Winning Business Planning Process*, Robert J. Kyle; Alfred Z. Matos, **AACE Transactions**, 1991
9. *Managing Small Projects Within a Utility*, Vincent Scatuccio, Jr., **AACE Transactions**, 1992
10. *Accurate Estimates Start With Clear Pictures*, Randal S. Zentner, **AACE Transactions**, 1996

Volume 2

11. *Understanding Owner Needs*, Ginette B. Basak, P.Eng., **AACE Transactions**, 2005
12. *Selecting the Right Engineer, Contractor, and Supplier*, Mark T. Chen, **AACE Transactions**, 2000
13. *Preparing a Proposal for a Build, Operate, and Transfer (BOT) Project*, Jim W. Short, CCC, **AACE Transactions**, 1998
14. *Project Scope Management*, Asadullah Khan, **Cost Engineering Journal**, 2006
15. *Opportunity and the Project Realization Process*, Keith R. Webb, **AACE Transactions**, 2003
16. *Infrastructure Asset Management: An Emerging Direction*, Ron F. Cagle, **AACE Transactions**, 2003
17. *Lowering Pipeline Costs Through Applied Technology*, Andy Jenkins, P.Eng.; Tom Babuk, P.Eng.; Mo Mohitpour, PE, **AACE Transactions**, 2005
18. *Organization and Benefits of Systematic Project Experience Data Transfer*, Robert Laan, **AACE Transactions**, 2000
19. *Time-Constrained Project Delivery Issues*, Robert B. Brown, PE; Michael B. Rowe; Hoang Nguyen, PE; John R. Spittler, PE, **AACE Transactions**, 2001
20. *Competency Development at an Owners Organization*, Paul Teklenburg; Sep Serfontein, **AACE Transactions**, 2006
21. *Attracting and Retaining Project Resources*, Stephen L. Cabano, **AACE Transactions**, 2006

Chapter 02: Investment and Financial Analysis

Volume 1

1. *Mass Property Valuation Using Cost Indexes*, James Goggan, CCE, **AACE Transactions**, 1980

- 
2. *Calculating Utility Prudence Issue Costs*, Kris R. Nielsen, **AACE Transactions**, 1985
3. *Utility Prudency Time Impact Evaluation*, Patricia D. Galloway, PE, **AACE Transactions**, 1985
4. *Rationalising an Unprofitable Gas Utility*, Edward O. Naughton, **AACE Transactions**, 1987
5. *Regulatory Treatment of Nuclear Plant Costs -- An Overview*, Patrick L. Baryenbruch, **AACE Transactions**, 1987
6. *Property Asset Reports -- Why Are They Needed?*, Sandi L. Tracy, **AACE Transactions**, 1987
7. "Here Come the Auditors", Deborah Flannagan, **AACE Transactions**, 1988
8. *Unit Process Cost Allocations for Rate Studies*, Kees W. Corssmit, **AACE Transactions**, 1988
9. *Combining Purpa, Prudence, And Avoided Cost Rate Design*, PD Galloway; KR Nielsen, **Cost Engineering Journal**, 1989
10. *Utility Financial Concepts*, Rodney B. Adams, CCE, **AACE Transactions**, 1990
11. *Benefit/Cost Analysis of Trenchless Alternatives*, Ralph H. Clark, PE CCE; Kurt R. Browning, PE, **AACE Transactions**, 1992
12. *Project Economic Evaluation Model (PEEM)*, Dennis H. Lougeay, PE; David R. Krumholz, **AACE Transactions**, 1993
- Volume 2
13. *Acceptable Project Investment Criteria*, Tamuno Olumide Olu-Tima, **AACE Transactions**, 2003
14. *Power Plant Financial Pro Forma Analysis*, Gordon V.Z. Beard, PE CCE, **AACE Transactions**, 2003
15. *A Financial Analysis of Comparative Petroleum and Mineral Project Investments*, Paul Pierce, **Cost Engineering Journal**, 2003
16. *Valuation and Opportunity of Large Energy Industry Capital Investments*, Rob Graber; Geoffrey Rothwell, **Cost Engineering Journal**, 2006
17. *Economic Analysis of Pumping Alternatives for the A.D. Edmonston Pumping Plant*, David A. Hamilton, PE CCE, **Cost Engineering Journal**, 2004
18. *A Path to Enhanced Value*, Arild Sigurdsen, **Cost Engineering Journal**, 2007
19. *Suitable Method for Capital Cost Estimation in Chemical Processes Industries*, Mohammed Reza Shabani; Reza Behradi Yekta, **Cost Engineering Journal**, 2006
20. *Evaluating the Costs of Trenchless Sewer Repairs*, Iqbal Noor, **AACE Transactions**, 2000
21. *Economic Evaluation of Trenchless Technology*, Robert H. Harbuck, **AACE Transactions**, 2000
22. *Decision Support System for Pipeline Route Selection*, Prasanta Kumar Dey; Soumitra S. Gupta, **Cost Engineering Journal**, 1999
23. *Simulation-Based Pipeline Route Selection Tool*, Cary Hirst; Janaka Y. Ruwanpura, **Cost Engineering Journal**, 2006
24. *Controlling Non-Construction Costs*, Peter R. Bredehoeft, Jr., **AACE Transactions**, 2005

Chapter 03: Planning and Scheduling

Volume 1

1. *Development Of The IMPACS Materials Management System At Tennessee Gas Transmission*, WA Danko; RJ Owen,, **Cost Engineering Journal**, 1985
2. *Fossil and Nuclear Outage Planning -- A Critique*, Ronald P. Vigue; Frank J. Ponzio, **AACE Transactions**, 1986
3. *Keeping the Pace at River Bend*, Kenneth J. Aupperle; John W. Pavaglio, **AACE Transactions**, 1986
4. *Maintenance of Plant Drawings*, W. H.Miller, Jr.; E. Zakis, **AACE Transactions**, 1986
5. *Utility Rate Case - Schedule Analysis*, Anthony J. Werderitsch,PE CCE; Clive D. Francis, CCE, **AACE Transactions**, 1987
6. *The 5-Year Living Schedule*, Ralph L. Cochran; Patricia D. Galloway, **AACE Transactions**, 1987
7. *IEEE's Energy Industry Identification System*, Sam. N. Mukho; Lewis T. Gordon; John L. Parris, **AACE Transactions**, 1989
8. *Continuous Improvement of Project Productivity*, HR Macklin; HE Picard, **Cost Engineering Journal**, 1992

- 
- 9. *A Productivity Challenge in a Utility's Reliability Construction Program*, H. Leon Ellis; Dr. Saied Gouda, PE; Scott Trowbridge, PE, **AACE Transactions**, 1993
 - 10. *Power Plant Outage Project Productivity Improvement*, Hans E. Picard; Harley R. Macklin, PE, **AACE Transactions**, 1993
 - 11. *The Unique Problems of Upgrade Projects*, Sterling Stoddard; Lewis G. Manwaring, Jr., PE, **AACE Transactions**, 1995
 - 12. *Plan Local, Buy Global*, Dennis M. Thompson, CCE, **AACE Transactions**, 1996
 - 13. *TVA's Continuous Outage Productivity Measurement/Improvement*, Dr. Hans E. Picard; C. Robert Seay Jr., **AACE Transactions**, 1996

Volume 2

- 14. *Scheduling Practices and Project Success*, Andrew F. Griffith, PE, **AACE Transactions**, 2005
- 15. *Project Planning and Scheduling and its Impact to Project Outcome: A Study of EPC Projects in Canada*, Janaka Y. Ruwanpura; Tanveer Nabi Ahmed; Karim Kaba; Gerald Patrick Mulvany, **AACE Transactions**, 2006
- 16. *Effective Construction Work Packages*, George Richard Gardner, **AACE Transactions**, 2006
- 17. *Barbecues to Ball Joints: Procedure Planning*, Philip J. Morrill, **AACE Transactions**, 2000
- 18. *Work Management - Agent for Change at PLGS*, Bruce R. Mulholland, **AACE Transactions**, 2000
- 19. *Successful Managing Backlogs and Resources*, Anthony J. Werderitsch, PE CCE; Timothy H. Orr, CCC; Kenneth R. Cross, PE, **AACE Transactions**, 1999
- 20. *Improving Productivity With Short-Interval Scheduling*, Walter J. Strutt, **AACE Transactions**, 2001
- 21. *Retrospective As-Built Schedule Development*, Anamaria I. Popescu, PE; Andrew Avalon, PE, **AACE Transactions**, 2005
- 22. *Benefits of Linear Scheduling*, Gary Rock Spencer, PE; Rose Mary Lewis, **AACE Transactions**, 2005
- 23. *Innovative Approaches to CPM Scheduling Management*, Russell P. Vakharia, CCE PSP, **AACE Transactions**, 2006
- 24. *Great Expectations From Learning Curves*, Lawrence W. Louie, PE, **AACE Transactions**, 2002

Chapter 04: Cost and Schedule Control

Volume 1

- 1. *A Utility's Approach to Construction Cost Planning and Control for Electric Generating Plants*, James R. Sapp, Jr., CCE; Richard A. Loftin, CCE, **AACE Transactions**, 1980
- 2. *Applications of Cost and Schedule Integration*, William R. Crean; Walter F. Adamczyk, **AACE Transactions**, 1982
- 3. *Project Control for Maintenance / Modification Projects - "Back to Basics"*, Ronald P. Vigue, **AACE Transactions**, 1984
- 4. *Controlling Nuclear Retrofit Costs*, CO Gruber, **Cost Engineering Journal**, 1985
- 5. *Transmission and Distribution - Projects Control System*, Albert Barsody; Paul Nochaharli, **AACE Transactions**, 1988
- 6. *EV - Not Only for Large Projects*, Walter F. Adamczyk, PE, **AACE Transactions**, 1989
- 7. *Cost Control in the Operational Environment*, David J. Peebles, CCE, **AACE Transactions**, 1989
- 8. *TAG: A Cost Engineering Resource*, Darryl R. Brown, **AACE Transactions**, 1990
- 9. *Understanding the Costs and Schedule of Hydroelectric Projects*, Edward W. Merrow; Brett R. Schroeder, **AACE Transactions**, 1991
- 10. *Capital Project Monitoring System (CPMS)*, Gamini A.K. Padmaperuma, CCE, **AACE Transactions**, 1993
- 11. *Cost/Schedule Systems for a Utility Organization*, Daniel J. Martin, CCC, **Cost Engineering Journal**, 1994

Volume 2

- 
12. *Improving Cost Control for Skeptical Managers*, Morris E. Fleishman, PE CCE, **AACE Transactions**, 2004
 13. *SCCS - The Next Step Ahead*, Gudmund Vigerust, CCC, **AACE Transactions**, 1998
 14. *Controlling Design-Phase Scope Creep*, John A. Kuprenas, PE; Elhami B. Nasr, **AACE Transactions**, 2003
 15. *Design Cost Management Through Control Charts*, John A. Kuprenas, PE; Elhami B. Nasr, **AACE Transactions**, 2001
 16. *Earned Value Programs for US Department of Energy Projects*, Donald J. Cass, **Cost Engineering Journal**, 2000
 17. *Craft Curves for Estimating and Project Evaluation*, James D. Whiteside II, **AACE Transactions**, 2002
 18. *Construction Performance Benchmarking Measurement*, Hans E. Picard, **AACE Transactions**, 2002
 19. *Effective Use of Gantt Chart for Managing Large Scale Projects*, Pankaja Pradeep Kumar, CCE, **Cost Engineering Journal**, 2005
 20. *COSTMAN: A Real-Time Commitment to Cost Management*, Stefan C. Michalski, CCE, **Cost Engineering Journal**, 2005
 21. *Cost-Time-Risk Diagram: Project Planning and Management*, Peerapong Aramvereekul, PSP EVP; Daniel J. Seider, PE, **Cost Engineering Journal**, 2006
 22. *Project Historical Databases for the Canadian Oilsands*, Bruce G. Elliott, CCC, **AACE Transactions**, 2005

Chapter 05: Cost Estimating

Volume 1

1. *Energy Cost Committee Forum: Estimating Costs for Life Extension Projects*, Thomas C. Ponder, Jr. PE CCE, **AACE Transactions**, 1987
2. *How To Determine The Cost of Dismantling A Fossil-Fueled Electric Power Plant*, Alan Carlstrom, **Cost Engineering Journal**, 1989
3. *PC-Based Estimating of Power Generation Costs*, Joseph J. Coen, **AACE Transactions**, 1989
4. *Power Plant Dismantling Cost Studies*, Ted W. Wilson, PE CCE; James H. Norwood, PE, **AACE Transactions**, 1991
5. *Integrated Estimating Technique*, Arun Chakravarty, PE, **AACE Transactions**, 1992
6. *Water-Supply Distribution-System Cost-Estimating*, RG Eilers, **AACE Transactions**, 1992
7. *Estimating Planning Level Costs of Pumped Storage Projects*, Ram Dabaghv, PE CCE, **AACE Transactions**, 1992
8. *Utility Cost Estimating*, William R. Fletcher, **AACE Transactions**, 1996
9. *Thirty-Five Years of Hydroelectric Estimating*, George H.S. Duddy, P.Eng., **AACE Transactions**, 1996
10. *Costs of Electricity From Pressurized Fluidized-Bed Combustion Power Plants: A Literature Review*, Dr. Jack A. Fuller; Dr. Frederick C. Scherr, **Cost Engineering Journal**, 1997
11. *A Conceptual Cost Estimating Model for Water Reservoirs*, Mohammed Al Khalil; Sadi Assaf; Walild Abdul Rahman; Mashoor Asfoor, **Cost Engineering Journal**, 1999
12. *Nuclear Fuel Cycle Cost Estimate Model*, Kee-Hwan Moon; Dr. Ki-Dong Song; Dr. Man-Ki Lee; Seung-Su Kim; Dr. Kyu-Nam Chae, **AACE Transactions**, 1998

Volume 2

13. *International Projects Cost Estimating*, Allen C. Hamilton, CCE, **AACE Transactions**, 1998
14. *Cost Containment Estimating for Construction*, Alan J. Bartrop, **AACE Transactions**, 1999
15. *To Skid or Not to Skid?*, Robert T. Bryden, **AACE Transactions**, 2000
16. *Value Engineering Perspectives on Cost Estimating*, Charles R. McDuff, **AACE Transactions**, 2000
17. *Cost Engineering Implications of High-Energy Pipe*, Paul W. Smith, **AACE Transactions**, 2000

- 
- 18. *What's in ISBL, OSBL, and The Factors?*, Christopher L. Kinney; Rafaele Gauche, **AACE Transactions**, 2006
 - 19. *Unraveling the Chaos in Topsides Metrics*, Lawrence W. Louie, **AACE Transactions**, 2001
 - 20. *Estimating for EPA Drinking Water Regulations*, Kin K. Chao; Faysal Bekdash; Rajiv Khera, **AACE Transactions**, 2000
 - 21. *The Process of Estimating the Construction Cost of a Secondary Clarifier for a Wastewater Treatment Plant*, James L. Matthews, **Cost Engineering Journal**, 2004
 - 22. *D-PIPE: A Worker Hour Rates Data Warehouse for Estimating Industrial Pipe Construction*, Mohamed Al-Hussein; Aubrey Vanderstar; Rajesh Kandanala, **Cost Engineering Journal**, 2005
 - 23. *A Primer on Decommissioning Cost Estimation in the Gulf of Mexico*, Mark J. Kaiser, **Cost Engineering Journal**, 2006

Chapter 06: Risk Assessment

Volume 1

- 1. *Escalation Modeling, Forecasting and Tracking*, James J. Stevenson, Jr., CCE, **AACE Transactions**, 1984
- 2. *Definitive Cost Modeling*, Ken O. Adkisson, CCE, **AACE Transactions**, 1984
- 3. *Nuclear Power Investment Risk Economic Model*, Frank D. Postula; William J. Houghton, **AACE Transactions**, 1986
- 4. *Flue Gas Desulfurization: Costs and Concerns*, David P. Burford, **AACE Transactions**, 1987
- 5. *Power Plant Economy of Scale -- Revisited*, James J. Stevenson Jr., CCE; Paul H. Walker, CCE, **AACE Transactions**, 1987
- 6. *Coal Supply Risk Evaluation for Site Selection*, Endre Mozes, CCE, **AACE Transactions**, 1988
- 7. *Joint Participation in Large Power Projects*, James J. Stevenson, Jr., CCE; Philip Saunders, **AACE Transactions**, 1988
- 8. *Baseline for Coal Powered Plants*, Farid Mansour, CCE, **AACE Transactions**, 1989
- 9. *PFBC - An Advanced Coal Fired Generating Systems For The 1990S*, JD McClung, **Cost Engineering Journal**, 1991
- 10. *A Risk-Based Maintenance Model for Cross-Country Pipelines*, Prasanta K. Dey; Stephen O. Ogunlana; Saumitra S. Gupta; Mario T. Tabucanon, **Cost Engineering Journal**, 1998

Volume 2

- 11. *Guidelines for Successful Risk Facilitating and Analysis*, Dr. Iqbal Noor, PE CCE; Thomas J. Rye, **AACE Transactions**, 1999
- 12. *A Neural Network Approach to Risk Assessment and Contingency Allocation*, Dong Chen; Francis T. Hartman, **AACE Transactions**, 2000
- 13. *Evaluating and Calculating Contingency*, James A. Bent, **AACE Transactions**, 2001
- 14. *Basic Techniques for Analyzing and Presentation of Cost Risk Analysis*, Randal B. Lorance; Robert V. Wendling, **Cost Engineering Journal**, 2001
- 15. *Challenges of Implementing Risk Management Processes*, Iqbal (Bob) Noor, PE CCE; Terry Joyner; Robert J. Martin Jr., **AACE Transactions**, 2002
- 16. *No Stone Unturned - Forecasting Revisited*, F. Sam Griggs Jr., CCE, **AACE Transactions**, 2002
- 17. *Exploration Risk Management and Business Development in the Petroleum Industry*, Varoujan K. Minassian; George F. Jergeas, P.Eng., **AACE Transactions**, 2003
- 18. *Managing Risk for Global Energy Projects*, Nick J. Lavingia, PE, **AACE Transactions**, 2005
- 19. *Multi-Attribute Utility Model for Quantifying Schedule and Cost Overruns in Pipe-line Projects*, Ahmed Eldieb; Mohamed Marzouk; Moheeb Elsaied, **AACE Transactions**, 2005
- 20. *Significance of WBS in Contingency Modeling*, John Gengxin Zhao, **AACE Transactions**, 2006
- 21. *Advanced Cost Estimating and Strategic Planning*, Zoran Vojinovic; Rainer Seidel; Vojislav Kecman, **AACE Transactions**, 2000
- 22. *Cost Contingency as the Standard Deviation of the Cost Estimate*, Geoffrey Rothwell, **Cost Engineering Journal**, 2005



Chapter 07: Case Studies

Volume 1

1. *Wind Energy Research Project and Associated Costs*, James E. Pfluger, **AACE Transactions**, 1980
2. *Estimating Commercial Electric Energy Conversion Costs at Liquid-dominated Geothermal Reservoirs*, George; WO Jacobsen; DG Van Newell; LG Wagener; JW Caroll, **AACE Transactions**, 1980
3. *Solar One Project*, Norman J. De Haven, **AACE Transactions**, 1980
4. *Conceptual Estimating of Power Plants Use of the Construction Labor Demand System*, John R. Healy, **AACE Transactions**, 1981
5. *Geothermal Power Generation*, George K. Crane, **AACE Transactions**, 1981
6. *Analysis of Published Data for Parametric Estimating of Boiler Plants - Part II*, Laxmidas V. Popat, CCE, **AACE Transactions**, 1981
7. *Heavy Water Makes Heavy Weather*, EA Stallworthy; OP Kharbanda, **Cost Engineering Journal**, 1981
8. *Parametric Estimating Applied to Power Plant*, Laxmidas V. Popat, CCE, **AACE Transactions**, 1980
9. *TVA'S Modular Concepts for Detailed Estimating*, James A. Johnson; Ronald W. Clevenger, **AACE Transactions**, 1981
10. *Cost Evaluation of Electric Distribution System Outages*, Luis Raul Talamas; Gerez G.; J. Rafael Ochoa, **AACE Transactions**, 1982
11. *The Economics of Geothermal Power*, Laxmidas F. ("LV") Popat, CCE, **AACE Transactions**, 1982
12. *Co-Generation Economics--A Case for the HTGR*, B. B. Sibold, **AACE Transactions**, 1982
13. *Fossil Based Electricity Generation Economics*, B. N. Murthy; R. C. Maxwell; A. N. Mann, **AACE Transactions**, 1982
14. *Slurry Pipeline Cost Estimates*, Charles A. Larson, CCE, **AACE Transactions**, 1983
15. *Landfill Gas -- A Viable Energy Source*, M. D. Bracy; Charles L. Devore, **AACE Transactions**, 1983
16. *The Cogeneration Alternative*, Ronald F. Schnorr, **AACE Transactions**, 1983

Volume 2

17. *How Accurate Are Piping Estimating Methods?*, Chris P. Caddell; Gerald P. Klanac; Thomas J. Rye, **AACE Transactions**, 1999
18. *Capital Construction Project Design Cost Models*, John A. Kuprenas, **AACE Transactions**, 2000
19. *Construction Productivity: A Survey of Industry Practices*, George F. Jergeas; Mohammad S. Chishty; Marko J. Leitner, **AACE Transactions**, 2000
20. *Performance Comparison of Project Delivery Techniques*, John A. Kuprenas, **AACE Transactions**, 2002
21. *Supply Chain Management in Construction Through Partnership*, Prasanta Kumar Dey, **AACE Transactions**, 2002
22. *A Practical Approach to Managing Multiple Small Projects*, Adrian Ilincuta; George F. Jergeas, P.Eng., **AACE Transactions**, 2003
23. *Revitalizing Project Controls: A Roadmap to Excellence*, Christopher F. Michalak; H. Lance Stephenson, CCC, **AACE Transactions**, 2006
24. *A Study of Advanced Project Control System for Korean Nuclear Power Plant Construction Project*, Myung Youl Yoon; Jae Hee Han, **AACE Transactions**, 2006
25. *Construction Productivity*, James D. Whiteside, II PE, **AACE Transactions**, 2006
26. *Assessing Performance Trends on Industrial Construction Mega Projects*, Aminah Robinson Fayek; Stephen O. Revay, CCC; Doug Rowan; Donald Mousseau, **Cost Engineering Journal**, 2006
27. *Fuel Cell Town - A Feasibility Study*, Iftikhar Madni, CCE, **Cost Engineering Journal**, 2007



Author Index

Chronological Index

About the Editor