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OUTSIDE THE BOX

THE KEY TO SUCCESS? GRIT

CLICK to watch Angela Lee Duckworth talk about “The Key to Success? Grit” presented by TED.

At the University of Pennsylvania, Angela Lee Duckworth studies intangible concepts such as self-control and grit to determine how they might predict both academic and professional success.

After five years of teaching seventh graders, she went back to grad school to complete her Ph.D. in psychology at the University of Pennsylvania, where she is now an assistant professor in the psychology department. Her research subjects include students, West Point cadets, and corporate salespeople, all of whom she studies to determine how "grit" is a better indicator of success than factors such as IQ or family income.

Outside the Box will be a standing column designed to introduce new ideas and concepts from other resources and professions that may help stimulate a new way of thinking about total cost management. We invite Source readers to send suggestions on other sources to AACE International Executive Director Dennis Stork at dstork@aacel.org.
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As the first half of my one-year term as AACE President already comes to a close, my third President’s Message will provide an overview of the Association’s progress to updating our strategic plan. The AACE International Board of Directors held its fall meeting in the Association’s hometown of Morgantown, West Virginia, during the last weekend in October 2013, and dedicated one full-day to strategic planning. AACE’s vision statement is, “To be the technical authority in cost and schedule management for programs, projects, products, assets and services.” To achieve this vision, we have been acting on a strategic and operational plan developed by the Board in 2011. Since the existing plan was implemented, we have held Association officers and other volunteer leaders accountable for the tactics in the plan and have started or completed a majority of the plan’s goals. As such, it was time to revisit the strategic plan, which the Board did during the strategic planning session on October 26, 2013.

Participants in the strategic planning session represented a cross section of AACE’s membership and included: the current Board of Directors; the Chairs or designated representative from each of the Technical, Education, and Certification Associate Boards; and headquarters staff. The session was professionally facilitated by Mary Byers, a Certified Association Executive and strategic planning facilitator, and was focused on key elements in her book: “The Road to Relevance: Five Strategies for Competitive Associations.” Road to Relevance is focused on strategic planning considerations for not-for-profit and volunteer associations and was assigned reading for all strategic planning participants.

Prior to the strategic planning session, Mary conducted a survey of the participants and interviewed those slated to attend the planning session. The survey effort and the initial brainstorming identified the same challenges identified in her book, including: time pressures of volunteer members; value and return on investment expected by companies and individuals; changes to member markets; generational differences; competition from various entities and markets; and use of technology. Our challenge was to update the Association’s strategic plan to place the Association in a position to address these challenges. During the introductory session, Mary reinforced the emphasis on strategy and that as the elected leaders of the organization we should be developing a leadership strategy at a “30,000 foot level.” Similarly, she urged the group to avoid “getting stuck in the weeds” and not focus on implementation details – that work would come later. Mary challenged the team to think from the perspective of what the association might look like in the year 2023, and to consider what we could do to take the association to the members and enable them to work less stressful, more profitably and more productively.

The primary strategies recommended to answer these challenges and to achieve success are to: build on strength; concentrate resources; integrate programs and services; align people and processes for efficiency; and abandon services and activities when necessary. The first step in the strategic planning process is to understand your strengths and the following were consistently identified as the top strengths by the participants:
Members: AACE’s members and their collective skills, knowledge and experiences were unanimously identified as the top strength. The number of AACE members has steadily grown, increasing 88% in the past decade and reaching 8,546 members at the end of October 2013. This growth has been steady due to efforts in the international arena, as well as increasing focus on marketing of existing products and services to retain existing members and tap into our Corporate & Organizational Membership Partnership entities and the multi-national firms headquartered in North America.

Certification: We have also seen growth in the certification programs continues to occur faster than membership. The net number of certifications has increased by 62% since 2009, and is currently at an all time high of 4,064. Certification growth has been bolstered by the world-wide roll out of computer-based testing (or CBT). CBT was a strategic decision made several years ago, and planning and implementation of CBT by the Certification Board took more than two years, culminating in the launch of CBT a year ago. The strength of AACE’s certifications is demonstrated by the recent five-year accreditation renewal for our suite of certifications by the Council of Engineering & Scientific Specialty Boards (CESB). This is the longest period allowed by the CESB bylaws. Our suite of accredited certifications now includes the Certified Estimating Professional (CEP). Lastly, the AACE suite of certifications was expanded this year to include the Certified Scheduling Technician (CST) in July 2013, and the Decision and Risk Management Professional (DRMP) Certification in September 2013.

Technical and Education Products: Two other key pieces of the Association strengths lie in our technical and education products. The Technical Board manages the Association’s technical resources, including the 59 Recommended Practices (RP), which can be accessed, for free, by members and/or non-members. During the last quarter, the Tech Board issued 4 new RPs on topics of Cost Estimating, Schedule Design, Schedule Contingency Management, and Schedule and Cost Reserves (one of our first Earned Value related RPs). The Education Board was busy during the last quarter completing the CST Primer and the DRMP Study Guide, while also updating the Skills & Knowledge publication, the PSP Seminar-in-a-Box, and other materials.

Getting back to the strategic planning session, we started with the approach to use our strengths to enhance the existing plan and apply the principals discussed earlier. A summary of the discussions from the strategic planning session shows the areas in which the Board will focus to develop the new strategic and operational plans.

Recognize the time pressures on volunteers and structure the organization appropriately. AACE is a volunteer-driven organization and quality volunteer time is a finite resource that must be valued. We will clarify the best use of volunteer time as subject matter experts and structure the staff and resources to layout, edit, and distribute our volunteer-created products. A common mantra for volunteer organizations is to be, “Volunteer led, staff driven,” meaning that the volunteer experts should determine goals and objectives, while the staff takes charge of implementing the organizational leadership directives. The Board will continue to review the structure and expectations for our key volunteer functions to assure clarity of purpose and that our organizational goals and objectives are clearly aligned and understood. To that end, one of the planning session themes to be developed in our strategic plan will be to align the Association’s governance and structure to provide speed and agility to meet objectives.

Clarify the value expectations of our members and stakeholders. This requires that we understand the impact of generational, geographical and gender differences on individual and corporate expectations. To accomplish this, the Association will continue to systematically survey members and stakeholders and provide feedback for every aspect of the Association. Similarly, we plan to assess existing and future projects against member expectations and be disciplined to only pursue projects that add value to the association. Associated with this theme, one discussion during the strategic planning session was to focus organizational excellence by exploring the reduction of certain programs and services.

Identify, prioritize and target member markets. The Marketing Advisory Committee (MAC) has begun the process of developing webinars and customizable marketing resources focused on specific market segments (i.e., Oil & Gas, Energy, Government, etc.). The MAC has also prioritized market segments and seeking “champions” to promote AACE International within those markets. With respect to strategic relationships with other organizations, the AACE BOD is actively seeking out relationships that compliment our strategic vision. One of the topics discussed during the strategic planning session was the needed effort to, “increase the perceived value of certification.” We consistently hear that AACE is the best kept secret in the industry and it past the time for that to change through focused marketing.

Understand and plan for generational differences. In addition to understanding the expectations of members discussed above, AACE is increasing the roles and responsibilities for the Young Professional, Women in Project Controls, and Mentoring Advisory Committees. The Board will also review our committee, board and task force structure to eliminate barriers that reduce input from younger members.

Understand the nature of today’s competition, which includes other not-for-profit associations, for-profit entities which are structured similar to not-for-profits, and members/stakeholders who provide similar products and services. The internet has also broadened competition as competitors can originate from any part of the globe. Lastly, competition comes from any entity that competes for the time, talent and financial resources of our members and stakeholders.

Take advantage of emerging technology. Associations tend to lag behind the private sector in adapting new technologies and AACE has to be equipped with technological resources that reflect our commitment to being a world-class provider of total cost management resources. Internally, AACE has to utilize robust internet-based resources that will: facilitate networking, provide on demand solutions to professional devel-
opment and training needs and offer an exceptional service experience. Externally, the strategic planning team discussed focusing on efforts to embrace industry technologies, such as Building Information Modeling (BIM). During the strategic planning sessions the group agreed to set a goal to, “facilitate industry transformation by leading change with emerging technologies.” Speaking of technology; on November 1, 2013, AACE revised the layout, look and feel of the AACE homepage. Please visit aacei.org and take a look.

These are some of the highlights from the Board’s activities during the strategic planning session at the fall 2013 Board of Directors Meeting. I want to reiterate one of the underlying concepts behind the strategic planning process: that our growth (in membership, certification, revenues, etc.) will be a by-product of being better. Our goal is not to be the biggest organization we can be, but rather the best organization we are capable of becoming. The strategic planning session was only the beginning. Mary Byers will provide the Board with a full report of the session results from which we will further refine the overall strategies, and then develop the more specific operational plans and tactics to implement the strategy. Our overall goal is to issue the updated Strategic Plan at the 2014 Annual Meeting in New Orleans. I hope to see you there to share in the release of the revised plan.

Thank you for all of the hard work that you do to contribute to the Association. Wishing you a happy and prosperous new year.

If you would like to contact our current president with questions or comments about The President’s Message please address your e-mail to president@aacei.org. To engage in other discussions, check out AACE International’s Online Forums at www.aacei.org/forums.

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Federal Agency Roundtable on Total Cost Management Rescheduled for December 5 in Washington, DC

AACE International will host its third Federal Agency Roundtable from 8:30 am to 12:30 pm on Thursday, Dec. 5, at the 20 F Street, NW Conference Center in Washington, DC. Announcement of the rescheduled event was made by Kim Hunter, EVP, Chairperson of the Government Relations Committee for the Association. The 20 F Street NW Conference Center is conveniently located on Capitol Hill and within walking distance of Union Station.

“Government agencies are challenged in 2013 and beyond to complete projects in the most cost efficient way possible, using both available dollars and human resources wisely. Government leaders are working in an environment where they have to produce greater results faster, and for less money. This third roundtable will be a continuation of our exploration of total cost management issues that impact the federal government and contractors that serve that sector,” Hunter commented.

Program managers and project controls professionals involved in the US federal government are invited to participate in AACE International’s roundtable to exchange best practice advice and concerns with professionals from government agencies. Registration is free to government employees involved in the practice of total cost management, while contractors who are AACE International members may attend for $35 and non-members may attend for $50.

Go online at https://netforum.aveutra.com/eWeb/DynamicPage.aspx?Site=AACE&WebCode=EventDetail&evt_key=445744fb-deb5-4c7e-b16a-10732fd80392 to register to attend. Alternately, contact Teri Jefferson via e-mail at tjeffer son@aacei.org; or phone, 304-296-8444, ext. 120. 
 Included in this issue of Source magazine is the slate of candidates for the 2014-2015 administrative year. Election guidelines allow candidates to have published or posted up to one column of biography and goals and objectives for their respective offices. 2014-2015 election information and the candidate submissions are published on this and the following pages.

Annual AACE International elections are conducted electronically. AACE International has contracted with Votenet Solutions of Washington, DC, to provide the needed software and electronic voting expertise. Members will be able to link to the voting site through the AACE International website at www.aacei.org. Once at the voting site, members will use their member identification number and password to access the ballot and vote. All candidate bios, goals, and photos will be easily accessible for review at the electronic site. All AACE International members eligible to vote in the 2014-2015 election are urged to read and review the biographies of each candidate, along with their goals and objectives for the office they seek, before they complete their ballot.

Campaigning is Prohibited

The Association Board recognizes that the professional reputation and experience of candidates for Association office are ample testimony to their qualifications and ability to serve. Further, it is believed that these credentials do not need amplification and that campaigning for office by, or on behalf of, candidates is unnecessary, undesirable, and unprofessional.

After nomination, campaigning is defined as organized oral or written solicitation of votes or support either by a candidate or by an individual member or Section on behalf of a candidate. A proven violation of this policy shall be considered as prejudicial to the best interests of the Association and a breach of professional ethics. Such conduct will be subject to disciplinary action as provided for in the Association Bylaws. Further, a proven violation(s) of this policy by an aspirant to office, after due hearing in accord with the Bylaws, shall disqualify said individual from holding Association office.

The AACE International Canons of Ethics also states that, "Members will not campaign, solicit support, or otherwise coerce other cost professionals to support their candidacy or the candidacy of a colleague for elective office in a technical association."

Members Must Vote Electronically on or Before 4 P.M. Eastern US Time on March 15, 2014

Election of Officers and Directors will be by use of an electronic ballot. The official election ballot for Officers will be posted and available to each member and associate member on or before February 1, 2014. Each voter shall properly signify on the ballot the voter’s choice for the various officers. A security feature of the electronic voting system allows members and associate members to vote only once. A voter can print out a receipt that will include an individual verification number as proof of having voted.

For election of Directors-Region(s), these candidates will be listed as a continuing or additional page for members or associate members in the Regions electing candidates during the 2014 election. Each voter shall properly signify on the ballot the voter’s choice for the Director.

Any member or associate member with questions or other concerns is asked to contact Headquartes for assistance.

Electronic voting will end as of 4 p.m. eastern US time on March 15, 2014. The electronic system will block any voter from casting a ballots after 4 p.m. on March 15, 2014.
About the Candidate Profiles, Biographies, and Goals

Published on the following pages is the full slate of candidates for the various 2014-2015 offices that are up for election to the AACE International Board of Directors. The information contained in the write-ups was submitted by the individual candidates and reflects their prior participation with AACE, as well as their goals for the office to which they have been nominated.

The 2014-2015 election slate offers members a choice between candidates for each of the offices open for election.

Vying for President-Elect are John C. Livengood, CFCC PSP and Julie Owen, CCP PSP. For VP-Finance, the candidates are Logan Anjanelu, CCP CEP PSP, Anna Marie Cox, EVP, and Joe Wallwork, PE CCP CFCC FAACE. For VP-North American Regions, Cristina Baltazar, PE PSP is running unopposed. Mahdu Pillai, CCP is running unopposed for VP-International Regions.

Regions 1, 2, 4, 7 and 9 will elect a Director-Region to the AACE Board of Directors. Candidates in Region 1 are: David Colangelo, CCP and Cindy Hands, P.Eng CCP. Candidates in Region 2 are: Jonathan McNatty, PSP and Calvin Speight, CCP. Candidates in Region 4 are: Jacqueline Doyle, PE PSP and, Ken Krill, PSP. Candidates in Region 7 are: Mohammed Rafiuddin, CCP PSP and Mujtaba Shaikh, PE. Garvin McCann is running unopposed in Region 9.

Canadian Members To Vote On Revisions to the AACE Canada Inc. Bylaws during 2014 AACE International Election

Members of sections and at large members in Region 1 (Canada) will vote on whether to approve new bylaws as required by the new Canada Not-for-profit Corporations Act, according to Region 1 Director Matthew Nicholas, PSP. The revisions were unanimously recommended for approval by the AACE International Board of Director during their October 27 meeting in Morgantown, WV. The primary purpose of the AACE Canada Inc. is to allow Canadian residents to make tax advantaged contributions to the AACE education and scholarship funds. The Bylaws will be included on the February 1-March 15 ballot.

To review the proposed Bylaws, go to the following link: www.aacei.org/aboutUs/structure/elections/AACE_Canada.pdf.
**Goals and Objectives:**

As a great admirer of AACE, I was pleased to see the organization persist – even thrive – during the worldwide economic troubles. With recovery afoot, I believe it is time for AACE to invest in those efforts that will maintain and expand membership. AACE’s underlying strengths are its vibrant and successful certification programs, detailed and progressive education activities, and industry-leading technical offerings. To provide greater service to our current and future members, we need to use these strengths to expand AACE’s leadership role as the PREMIER organization in the world for Total Cost Management. I am dedicated to continuing my service to AACE. As President, I will:

- Implement the new Goals and Objectives identified by the Board of Directors in the Fall 2013 planning meetings.
- Expand AACE’s membership diversity.
- Reinforce efforts that have made AACE certifications the essential credential for cost management professionals.
- Work with the Board, Associate Boards, and volunteers to expand our educational, training, and certification programs to serve members and expand services to corporate supporters.
- Work with AACE’s Vice President of International Regions, AACE staff, and volunteers to expand AACE’s international presence through regional growth initiatives.
- Expand AACE’s worldwide name recognition through the International TCM Conferences.
- Improve our market penetration into specific sectors through Government Roundtable symposiums and other targeted initiatives.

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**John C. Livengood, Esq., AIA, CFCC PSP**

**AACE International Activities:**

John Livengood is a long-standing member of AACE, who since 2002, has worked diligently to increase AACE’s body of knowledge and its international stature, and to champion the organization to outside organizations and to the industry. John has authored and presented a dozen technical papers at Annual Meetings over the past 11 years, several of which have appeared in *Cost Engineering.* He was the co-author of RP 29R-03 “Forensic Schedule Analysis,” a well-regarded publication which has brought much attention to AACE. He has brought further attention to AACE by writing and speaking on Total Cost Management topics at other organization’s conferences, including CMAA, ASCE, Construction SuperConference, and ABA. Furthermore, John is an author and co-editor of a forthcoming ABA book on forensic schedule delay analysis. Within AACE, John is the Vice President Finance, and previously was Region 2 Director. While on the Board, he was instrumental in amending the By-Laws in 2013, revising the Canons of Ethics in 2012, and identifying new revenue-generating opportunities. Prior to joining the Board, he served four terms as Chairman of the Claims and Disputes Committee, and was awarded Outstanding Committee Chairman in 2008 and 2010. John also assists the Certification Board by grading CFCC exams. John is an Associate Vice President with ARCADIS in the Construction Claims Services Group in Washington, D.C, with nearly 40 years of experience in design and construction. John received his B.Arch. from Syracuse University (1975) and his J.D. from Catholic University (1982).

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**Julie Owen, CCP PSP**

**AACE International Activities:**

Julie Owen is a passionate volunteer and has been involved with AACE since 1994. She has served five years on the AACE Board as Vice President-Regions and past Director of Region 6. She serves on multiple committee and task forces related to international membership expansion initiatives for AACE. She successfully authored motions to create Regions 9 and 10; task forces for Latin America, Eastern Europe, and India expansion; and facilitated to establish an annual International Total Cost Management Conference. Julie has successfully worked with the Associate boards on representing both domestic and international perspectives for technology, certification, and education. Julie is an active supporter of the AACE mentoring program since 2010, and has been involved in mentoring several young professionals around the globe. Julie is a contributing member to the Young Professionals and Women in Project Controls committees. Julie is a frequent presenter at Annual Meetings and has presented at conferences in Shanghai, Dubai, Moscow, Peru, and Chile. Julie currently works as Senior Project Control Manager at Los Angeles Metro managing the $36 billion transportation expansion initiative. She holds certifications for Planning and Scheduling Professional (PSP) and Certified Cost Professional (CCP). Julie instructed the PSP certification prep course for five years. She is past president of the Southern California Section. She has master’s degree in business administration from University of Redlands and her bachelor’s degree in Construction Science from Texas A&M.

**Goals and Objectives:**

I am well known as an action oriented and proactive policy maker that leads by example to move the Association in a new direction with better results and outcomes. Our Association is at a pivotal point and must continue making positive changes in policies to expand and grow the association into a diverse global organization. As President I will:

- Provide accountability and visible measurement of the Board for membership by meeting strategic/operational objectives.
- Continue to implement global expansion strategic initiatives to increase the name brand recognition of AACE International throughout the world as provider of world-class quality Technical, Educational, and Certification products.
- Continue the retention programs and work to develop programs to increase the membership, using the most current best international practices.
- Position the International TCM Conference for continued success and ensure that it is offered annually around the world.
- Offer sections around the world best practice guide information to expand regional symposium events.
- Develop a young professional outreach to attract younger members and new recruits from colleges/universities.
- Advance the AACE Mentoring Program to benefit membership and position the program for continued growth.
- Foster diversity in the association by instilling the culture of exclusive, yet inclusive.
- Promote an agile association capable to maneuver to changing global markets and competition from other organizations.
- Leverage relationships in global member communities and nurture industry partnerships.

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- Leverage relationships in global member communities and nurture industry partnerships.
Cristina Baltazar, PE PSP

**AACE International Activities:**
Ms. Baltazar has been active in AACE since 2009. She served as Vice President, National Capital Section, 2009-2011; Vice President, Baltimore Metro Section, 2011-2012; and Regional Director, Region 2, 2012-2014. As VP of the National Capital Section, she successfully recruited members from the Baltimore area to re-establish the Baltimore Metro Section in 2010. As VP of the Baltimore Section, she was instrumental in establishing the section in terms of regular meetings, a section website, and corporate sponsorship. As Region 2 Director, she re-established two dormant sections, established one new section, fostered communication with section leadership, and is in the process of planning the 1st Annual Northeast TCM Symposium, scheduled for March 20-22, 2014 in Philadelphia. She was named the AACE Outstanding Regional Director of the Year, 2012-2013.

She is a Professional Engineer in Maryland, earned her Planning and Scheduling Professional (PSP) certification in 2009, and is a Certified Construction Manager (CCM) through the Construction Management Association of America. She holds a MBA (2006) from Loyola University Maryland, Baltimore, MD, and a BS in Civil Engineering (1994) from the Johns Hopkins University, Baltimore, MD. In 2008, she started her own firm, MCS Consulting, Inc., which provided CPM scheduling, claims review, and cost estimating services. In 2013, the firm was acquired by PRIME AE Group, Inc., and she is currently with the company as the Director of Project Controls.

**Goals and Objectives:**
I am a goal-oriented person who strives to get results as efficiently as possible. To make our great organization even better, my goals are to modify our processes so that we can get more things done in a shorter amount of time, reach out to the large percentage of members who are not enjoying the full advantage of their AACE membership, and assist in our organization’s goal of a strong international presence. To do this, I plan to:

- Establish better communication between the regional directors. This means making the best use of our limited time together.
- Establish regular virtual meetings for those who are unable to participate in section meetings.
- Support regional directors and section leadership in planning and implementing meetings and workshops at the regional level.
- Assist regional directors with managing their regions efficiently. This includes addressing inactive sections, nurturing struggling sections, and challenging historically strong sections with new goals.
- Assist the new VP of International Regions with international expansion efforts.

Madhu P. Pillai, CCP

**AACE International Activities:**
Madhu P Pillai has served on the AACE Board as Region-7 Director (Europe, Middle East, Asia and Africa) and has chaired the International Marketing Advisory Committee. He was the Co-chair for the first AACE International TCM Conference held in Dubai, and is currently chairing the upcoming ITCM Conference in Bangkok. He served as President of Arabian Gulf Section and India Regional Section. Madhu was awarded the O T Zimmerman Founder’s award in 2008, and is a recipient of the Millennium Achiever Award of International Institute of Success Awareness. He currently serves on the Board of International Cost Engineering Council (ICEC). Madhu is Projects Director with Kentz Engineering International Limited; part of Kentz Group operating across 30 countries in Oil & Gas, Power, Petrochemical and Infrastructure sectors. He has 28 years of broad-based industry experience in India, Nigeria, USA, and most of the Middle East Countries. He is an Electrical Engineering graduate - B Tech (India) with double post-graduate in Human Resources Management – MHRM (India) and Business Management –MBA (UK). He is pursuing a PhD in the area of “Strategic Project Management Leadership” (India) and holds triple professional certifications of Certified Cost Professional (CCP), Project Management Professional (PMP), and an Associate Value Specialist (AVS). He is a frequent speaker at international/global conferences organized by OMAINTEC, PMI, IPMA, AACE, QAI, and the European Cost Congress, etc. Madhu was keynote speaker in the Global Symposium on Project Management for Economic Development and the International Conference on Infrastructure Project Management. He is also a frequent speaker for various professional associations for motivating and inspiring their membership in different areas of professional development. Madhu has chaired international conferences in the areas of EPC, and Cost Management; He is also a “competent Toastmaster.”

**Goals and Objectives:**
With my international exposure working with MNCs in wide geographic locations, volunteering for non-profit organizations and speaking engagements with international conferences, blended with great passion for AACE; my key goal will be to make AACE globally recognized as the de facto advocate for Cost Management and Project Controls and thereby promoting a fast growing global AACE family. I plan to achieve this by working with the Board, Regional Directors, Section Presidents and the HQ team to:

- Execute a strategy for increasing AACE visibility within professional communities and across corporate circles.
- Facilitating more events at the region and section levels and publicize AACE’s knowledge sharing programs and systems.
- Working closely with Regional Directors for reactivating dormant sections and launching new sections.
- Initiating a special drive to encourage industry and business to specify AACE certifications as “Desirable” (at the least) in their employment advertisements.
- Make AACE more agile to the changing International markets.
- Create greater collaboration among global member communities/components, and nurturing more global partnerships among industry, academia, governments and society.
Logan Anjaneyulu, CCP CEP PSP

AACE International Activities:
Logan Anjaneyulu is an executive in the oil and gas industry and has over 12 years of engineering and management experience. Logan currently is a Director of Turnaround and Project Controls at Valero Energy Corporation. He currently lives and works in San Antonio, Texas. Logan has been an active AACE member since 2005, and obtained numerous certifications with AACE including CCE, CEP, and PSP. He served on the Southern California section board multiple years. In 2009, Logan was nominated to serve AACE as the Chair of Diversity Task Force (DTF) to promote diversity within our Association. He also served as the Chair of the AACE Mentoring Program (2010-11) that was instituted to foster mentoring among AACE members’ worldwide. He has been a co-instructor of the Planning and Scheduling certification review course at AACE Annual Meetings on behalf of the AACE Education board. Logan is also the recipient of the “Outstanding Educator of the Year Award” for 2009 and “Distinguished Service Award” for 2010, both awarded by AACE Southern California Section. He was awarded the “2012 Outstanding Young Professional Award” by AACE International. He was elected to serve on the AACE Board as a Director-Region 4 during 2012-13 board year. Logan is currently serving as the Chair of the AACE India Task Force, to explore growth opportunities in the Indian Subcontinent.

Educational Qualifications:
Logan holds a bachelors degree in Civil Engineering from the College of Engineering Guindy, Anna University, Chennai, India; a master’s degree in Construction Management from Michigan State University, East Lansing, Michigan; and an MBA from the Kellogg School of Management at Northwestern University, Evanston, Illinois.

Goals and Objectives:
As Vice President of Finance, I am committed to accomplish:

- Work with the Board to plan, develop, and enforce financial policies that ensure and maintain the core values of our association and help meet our association’s established goals.
- Oversee and maintain the annual budget. Help the Board steward a balanced and meaningful budget.
- Work with the Board and staff to maintain the current financial health of our association and implement sustainable financial growth strategies that can fuel long term growth globally. Align financial operations with our strategic plan.
- Ensure that our organization is compliant with state and federal guidelines as a nonprofit organization.
- Perform monthly review of budgets, P&L, balance sheets, and income statements. Prepare and present quarterly and annual budget reports to the Board of Directors and the Membership. Ensure the financial stability of AACE.
- Maintain detailed fiscal records and serve as a custodian of association funds and investments. Offer strategic direction to Board on budgets, expenditures, and investments
- With tremendous growth in the International Markets, ensure that our international regions and sections are in compliance with financial regulations of the respective region and the country.

Ann Marie Cox, EVP

AACE International Activities:
Ann Marie Cox is an active member of AACE International. Ms. Cox is currently serving on the Education Board. In the past, Ann Marie was part of the team to create the Earned Value Professional Certification (EVP). Ms. Cox currently serves as an advisor to the San Francisco Bay Area Section. In the past, Ann Marie held several positions with the local Section including multiple years as the webmaster and elections officer. For over six years, Ann Marie was the Western Winter Workshops Planning Chair. Ann Marie retired from that position after the 50th Western Winter Workshop in 2011.

Ms. Cox has over 20 years experience in multiple industries including, manufacturing, environmental, software, engineering, and construction. Ann Marie has experience in both field and home office positions in project management and project controls consulting; project auditing, project troubleshooting, software implementation, and project management, project controls and Earned Value Management Training. Since 2000, Ann Marie has worked for a private software company and has helped grow the company into an international leader in Project Management Software.

Ms. Cox obtained a B.A. in Geology from Whitman College and an M.B.A. from Willamette University. Ms. Cox also was the recipient of a National Association of Geology Teacher’s Fellowship and performed research on the active volcano in Hawaii.

Goals and Objectives:
My goal is to improve the communication of the financial goals and performance of the organization to the Board of Directors and AACE members. Specific objectives include:

- To work closely with Headquarters and the VP Regions to ensure timely submission and disbursement of dues to the Sections.
- To work efficiently with Headquarters and the Executive Director to maintain timely and accurate financial records.
- To arrange for the annual audit as required of a charitable tax exempt organization.
- To prepare the annual budget and prepare quarterly reports to the Board of Directors and Association members for performance against the budget.
- To oversee the Association’s fiscal plans and investment portfolio.
- Ensure that Sections understand the Associations’ 501 c 3 status and the potential implication of activities on that status.
- To work with the Associate Boards to develop and implement new opportunities to increase revenue with the Association’s products and services.
- To actively encourage members suggestions, ideas, and solutions to improve the fiscal growth of the organization.
Joseph W. Wallwork, PE CCP CFCC PSP FAACE
AACE International Activities:

Joe has been a member of AACE since 1995, and has been honored with the status of Fellow by the AACE Board. He has served as the President of the Metro New York Section (1997-1998, 2005-2007), as well as serving as Section Secretary and as a Director. Joe is a past AACE Board member, serving as Director Region 2 and as Vice President Regions. He also served as the Chair of the Tech Board and has contributed a number of articles to Cost Engineering journal and has presented papers at Annual Meetings.

Professional Experience: Joe is currently the Operations Manager for New York City office of ARCADIS Construction Claims Services Group where he performs and manages not only claims and related disputes, but also project controls and risk assessment for the development of numerous types of projects. His past experience includes managing the estimating, cost engineering, risk, and scheduling services for the redevelopment of the World Trade Center site in Lower Manhattan and working for Construction Management and Consulting firms where he managed and participated in estimating (Chief Estimator), scheduling, project management, and claims assignments, including expert testimony in trial and arbitration. Joe participates in various professional development seminars and presentations. He has presented at AACE, IRMI, and ACEC annual meetings and taught classes and seminars at the NYU School of Continuing and Professional Studies.

Goals and Objectives:

The Bylaws provide that the VP Finance shall, “have charge of the funds of the Association.” This creates a duty and a responsibility to all of the members and to those who look to AACE to be the leader in industry education. As VP Finance my goals and objectives are:

- Oversee the disbursement of the Association’s funds with the authorization of the Board.
- Arrange for and insure the adequacy of the audits required by our Constitution and Bylaws and report those results to the Board and the membership.
- Communication to Members – assure that the financial status of AACE is both healthy and transparent with members having full knowledge about the status of the Association.
- Support the initiatives of the Board of Directors through prudent management of the Association’s finances.
- Insure that as the Board considers new policies and programs that the Board is made aware of and considers the financial benefits or negative implications before proceeding.
- Work to insure that the membership dues are at the minimum appropriate level to support the work of the Association and that dues are collected in fair proportions from among all the various countries represented by our membership.
- Insure that the Sections receive their maximum section dues and advice and help for all financial matters.
- Work with the Certification Board to insure that funds are in place to continue ongoing, successful, certification program.
- Work with the VP Regions and all the Regional Directors to understand and respond to the needs, requests, and wishes of the membership.
- Work to provide best value to the membership.

Garvan McCann
AACE International Activities:

Garvan McCann, originally from Ireland, trained as an electrical engineer and quantity surveyor. Garvan has spent more than 25 years specializing in the contract and cost management of electrical and instrumentation industrial projects in the petrochemical, oil and gas, mining, pulp and paper, building, brewery, float glass and power industries. Since 1988, Garvan has spent the majority of his career working internationally in countries such as Australia, Luxembourg, Belgium, Holland and to a greater extent in South Africa.

Garvan first became a member of the Southern African Project Controls Institute (SAPCI), previously known as the Cost Engineering Association of Southern African (CEASA), in 1992, and has been the President of SAPCI for the past four years. SAPCI, which is the Southern African Section of AACE, provides professional support to people and organizations whose work and interests include, among other things, cost estimating, cost control, planning and scheduling and risk management.

Goals and Objectives:

Garvan has been involved in cost engineering for over 20 years with 6 of those years as an active participant, as a board member, of the AACE Southern African Section. Garvan has seen a tremendous increase in interest from colleagues in receiving training in order to achieve AACE accreditation, as it has become the accepted benchmark for the regions project controls professionals. Garvan’s goals are to continue to promote awareness of AACE accreditation, to increase communications between the AACE and Sections and to promote growth and continued professional development.

Garvan sees the role of Director of Region 9 as ensuring that your association continues to serve you the valued members and supporting the Region’s Section Presidents and Members of the National Board of Directors to:

- Improve communications between Region Sections and AACE by encouraging use of teleconference meetings and to have at least one meeting per year with each Section and AACE.
- Encourage and facilitate communication between Sections to share ideas on continued professional development and to expand their project controls community.
- Promote awareness of the AACE accreditation by identifying the acceptable training service providers, local to their Section, and encouraging them to advertise in the Section newsletter.
Mohammed Rafiuddin, CCP PSP

**AACE International Activities:**
Mohammed is an active member of AACE International with over 26 years of experience in project management, contracts management, project controls, currently serving as President of Arabian Gulf Section (AGS).

While serving for the AGS he was instrumental in expanding the section activities to Jeddah, Riyadh and Qatar which are now active regions under AGS. During his first term as President in 2011-12, he initiated certification training courses in all the regions of the section, which now conduct two cycles of certification courses every year. He was unanimously elected to serve a second term in 2013-14. He is now striving to conduct in-house training courses with major companies in the Middle East to enable their employee’s to pursue AACE certificates and embrace AACE standards.

Mohammed holds a Bachelor’s degree in Civil Engineering from Osmania University, India, and a Master’s degree in Engineering Management from KFUPM, Saudia Arabia. He has CCP and PSP certifications; is a lead instructor teaching for CCP, PSP and Risk Management certification for AGS. He is a regular speaker on project management, cost management and risk management in various technical seminars and is passionate about knowledge sharing and mentoring.

In his career span more than twenty years in the Middle East, he has worked on mega programs in Saudi Arabia, Egypt and Kuwait as Project Controls Manager and Project Manager and was well appreciated for managing the projects through the economic boom and subsequent downturn. His people management skills have made him a popular figure in his workplace. He is currently manager of project controls of WorleyParsons Ltd. for a major program in Saudia Arabia.

**Goals and Objectives:**
My leadership experience with AACE-AGS has given me the insight that AACE International’s body of knowledge and its certifications are not getting the due recognition. My strategic plans and actions include:

- Collaborate with various corporate giants that are not conscious about Total Cost Management, AACE International stands for, make them recognize the importance of cost management and establish AACE certifications and technical product as global standards.
- Approach various universities and present AACE International and its certifications to the students so they enter into the professional careers as ambassadors of AACE International, with full knowledge of project and cost management.
- Work with various professional organizations that are contemporaries of AACE International and change the competitive environment to a collaborative and knowledge sharing environment.
- Work with the VP Regions and the sections leadership in expanding the membership base of AACE International.
- Strive to make the AACE certifications a must for job seekers and get the AACE best practices and technical standards as industry norms. Thank you for considering me for election.

Ghulam Mujtaba Shaikh, PE

**AACE International Activities:**
Ghulam Mujtaba Shaikh, PE, is an active member of AACE for more than 10 years. In past, he has primarily served in US where he started his career also. He was involved with Southern California Section at several positions, including President.

He led numerous outreach events at universities and taught CCP certification classes. Southern California’s successful event - Annual Spring Symposium was initiated during his tenure. At the Association level, he regularly attends and has presented at Annual Meetings. He also attended the first leadership and ITCM conferences, and worked closely with Diversity and Young Professionals Task Forces. He moved to Pakistan for good in 2011, and has been active in introducing AACE locally. He was selected by the Board to serve remaining term of RD7 vacated in August 2013, and is currently serving that role. Ghulam has been working in engineering/construction industry for over 13 years and has extensive experience in managing infrastructure, buildings, transit, and transportation projects. His experience spans all project phases - concept, planning, construction, commissioning, and close-out. He has developed expertise in project controls and claims, and has made several publications and presentations at different forums. His key projects include San Francisco Rapid Transit Extension, Los Angeles Bus Rapid and Light Rail Projects, LAX Improvements and I-405 Freeway, BT Icon Tower-Karachi, Pakistan Deep Sea Container Port, and Karachi Circular Railway. He holds a BS in Civil Engineering from NED University, Karachi and an MS in Project Management from UC, Berkeley. He is a Professional Engineer and holds PMP certification.

**Goals and Objectives:**
Region 7 is one of the largest sections in the world and is key to AACE growth. Region 7 includes UAE and Arabian Gulf Sections, among the most active sections. I plan to use my past experience and raise awareness about AACE activities, certifications, technical resources, and networking opportunities. My main goals are:

- Promote the vision and mission of AACE International.
- Work closely with all sections to focus on regional membership growth. Strengthen sections to build up on their success and increase their deliverables, noticeably sections in Qatar, Oman, Egypt, Kuwait and Pakistan.
- Focus on India sections to increase their visibility; close liaison with India Task force.
- Help establish new sections in the region – my target is two by end of the term next summer.
- Continue to use web, VOIP, and social websites for better collaboration. Make best use of the section newsletters to reach out to potential members.
- Focus on certifications; offer more workshops using AACE seminar in a box. Work with industry peers and recruiting firms to make AACE Certifications a requirement.
- Institute a plan with colleges and universities for scholarship and certification awareness.
- Support the second International TCM Conference to be held in Bangkok in November 2014 – Already made a presentation on AACE in Bangkok.
- Tap into AACE network for guidance to regional sections.
Jacqueline Doyle, PE PSP

**AACE International Activities:**
Jacqueline Doyle, PE PSP, is the immediate Past President of the Chicago-Midwest Section. Jacqueline previously served as the Program Committee Chairperson, Vice President, and President for the Section. Jacqueline has been a project controls professional for over 18 years and has led project controls teams on a multibillion dollar school construction programs and new hospital projects with construction values of over $800M. She has major strengths in cost and schedule management and owner representative services.

Jackie founded her own consulting firm, Coordinated Construction Project Control Services, LLC, in 2010, and currently has over a dozen clients and is managing more than 30 projects in seven states and internationally.

Jackie’s educational background includes a B.S. in Civil Engineering from the University of Illinois at Chicago, and a M.S. in Construction Engineering and Management from the Illinois Institute of Technology. She is also a Registered Professional Engineer in the State of Illinois, a Planning & Scheduling Professional, a LEED Accredited Professional, and an Associate Value Specialist. Ms. Doyle is a published author in the American Society of Civil Engineering Journal and has presented papers at the two AACE International Annual Meetings. The professional goal she is currently pursuing is the CMAA Certified Construction Manager credential.

**Goals and Objectives:**
As Regional Director, I will leverage my hands-on experience at the local Section level to work enthusiastically and energetically to increase membership and strengthen the local Sections through actively accomplishing the following:

- Act as a liaison between members, sections, and the Board of Directors by being accessible and responsive to every request from all members of Region 4.
- Work with each section to understand their needs and concerns and provide assistance where necessary.
- Work with active sections to expand their membership and to breathe new life into otherwise inactive sections. I would encourage participation by informing members and non-members of the benefits and potential for learning and networking through the organization.
- Facilitate regularly scheduled teleconferences with section leaders to provide the means for sections to collaborate through sharing successful programs and improve inter-section communication.
- Provide and coordinate a pool of speakers available to present interesting professional programs for section meetings.
- Identify potential Corporate Sponsors and facilitate presentations to them.

Ken Krill, PSP

**AACE International Activities:**
Ken has over 25 years of field experience in the construction industry, 14 with two *Engineering News Record* (ENR) top 150 National Firms. Ken has worked on projects in excess of $500 million with some of the largest owners in the country. He has served over 5 years as a faculty member at Michigan State University in the Construction Management Program teaching both graduate and undergraduate Scheduling courses (along with other Construction Management related courses). He is presently serving his first term on the Michigan State University Construction Management Alumni and Industry Advisory Board (2013-2015). Ken has attended numerous national conferences and training seminars. He has presented and taught in many different venues. Ken holds a Bachelor of Science degree from Michigan State University in Construction Management (1988) and a Master of Science degree from Eastern Michigan University (1995). Ken has been involved with the AACE for the past +15 years. In 2013, Ken was recently re-elected President of the AACE Great Lakes Section (served 2012/2013 and 2013/2014). Prior to his being elected President, Ken served two years on the AACE – Great Lakes Section Board (2010/2011 and 2011/2012). Ken is an AACE certified Planning and Scheduling Professional (certified 2005).

**Goals and Objectives:**
- Increase Regional AACE membership.
- Increase awareness of AACE certifications.
- Increase overall awareness of the benefits of AACE.
- Insure all large owners and large contractors/large companies regionally are represented.
- Encourage one section crossover meeting each year among the Section’s in my region.
- Share Section successes with my region in a newsletter.
- Reach out to Section President’s and support them in their individual Section goals.
Jonathan McNatty, PSP  
AACE International Activities:  
Jonathan McNatty is a certified Planning and Scheduling Professional (PSP) in 2011, and is currently a Senior Consultant with DR McNatty & Associates, Inc. in New York. Mr. McNatty has 22 years of Project Management and Cost Control experience in field operations, construction management, project management, CPM scheduling, project document administration, project implementation, claims preparation, and Primavera software training. Experience in creating, preparing, organizing, training, and maintaining complex schedules; project related documents using Primavera and related project management software. Professional experience with implementing, training, and working for Subcontractors, General Contractors, Construction Managers, and Project Owners such as NYSDOT-New York State Department of Transportation, and MnDOT Minnesota Department of Transportation.  
Jonathan has been a speaker presenting technical papers on implementing Primavera Software at the AACE Spring Symposium, and AACE Western Winter Workshops since 2005, and is now an instructor for the two day PSP Certification Review Course.

Goals and Objectives:
As Director of Region 2, I will work to ensure a smooth transition from my predecessor, and maintain the communication between our Sections and the Association within AACE International. I plan on being a “hands on” director actively communicating and meeting with the sections to gather their input on how we can make all the resources that AACE offers available to it’s members. One of my goals will be to make sure that the current members and new members are taking advantage of pursuing AACE Certifications and provide support for that endeavor.

I have seen firsthand how effective meetings like the Western Winter Workshop can be for members and that is why I have been helping to create the 1st Annual Northeast Total Cost Management Symposium scheduled for 2014 in Philadelphia, PA, with the current Director of Region 2. These symposiums give our members a chance to gather face to face and share our triumphs and failures in managing projects and work to see that this will be a yearly symposium on the East Coast for members in Region 2.

AACE in my opinion provides what I call “core essentials” on how to correctly manage projects in today’s planning/scheduling and cost control environment. The tools, support, mentorship, and certifications that AACE provides to members and new members are in my opinion essential for any Project Manager /Cost Control Manager to effectively manage and navigate today’s complex projects.

Goals Summary
• Transition and continue the work from my predecessor.
• Communicate, support and meet onsite with each section in Region 2.
• Promote resources available to current and new members.
• Increase AACE Certifications.
• New member requirement.
• Continue Symposiums in Region 2.

Calvin Speight, CCP  
AACE International Activities:  
Since joining AACE in 2008, Calvin has had an active role in the National Capital Section as an exam proctor, Treasurer, Vice-President, and is currently President. He has also been published in Cost Engineering. He has a B.A. in Business Administration from Rutgers University, 1985 and an M.B.A. from the University of Pittsburgh, 1990. He holds certificates in Project Management from UC Irvine, 2006, and Advanced Project Management from Stanford University, 2012. He is a CCP, PMP, and MRICS.

Calvin is an Associate at Booz Allen Hamilton. His professional background includes more than two decades of experience that integrates finance with project management and Lean Six Sigma. He has applies cost engineering to public policy decisions concerning military health, renewable energy, cost restructuring of civil agencies, as well as programmatic assessment of space vehicles. Prior to consulting, Calvin developed expertise in the Power and Utilities sector. Leadership roles included Business Planning Manager at Pacific Gas & Electric and Senior Cost Engineer for Southern California Edison Nuclear Organization. Calvin also has experience as the CFO of a start-up construction firm that focused on public school capital improvement programs.

Goals and Objectives:
As Region 2 Director, I envision accomplishing the following:

• Build upon the momentum created by predecessor Region 2 Director.
• Partner with each Section to establish goals that are specific, measurable, achievable, realistic, and timely (S.M.A.R.T.) to enhance Section health. Examples include:
  • Assist struggling or inactive sections to become reinvigorated.
  • Enhance regional membership retention statistics.
  • Promote section growth by increased section activities.
  • Emphasize the value proposition of the Corporate and Organizational Membership Partnership (C.O.M.P.) program to leading AEC/EPC firms and owner’s firms, citing the correlation between AACE certification and improved employee development and performance. Make special effort to include electric and gas utilities.
  • Guide increased Section membership, as well as increased percentage of certified members.
  • Assist planning with each Section to develop existing leaders, as well as a leadership pipeline.
  • Plan a cycle of visitations to all Sections during my tenure.
  • Promote that membership, certification and involvement can be an engine of employability.
  • Promote that AACE can be a driver of sustainability in one of the most densely populated regions of the U.S. This concept should resonate with younger members and potential members.
  • Incorporate social media to integrate communication and cooperation between Sections.

• Continue Symposiums in Region 2.
AACE International Activities:

David has been an active member of AACE since 2004, and served on the Region 1 - AACE Canada Board of Directors as Vice President for 2012-2013. He is also a Past President of the AACE Toronto Section and continues to serve as one of the board of directors. David presented a technical paper “Presenting an Estimate to Your Client” at the recent Association’s Annual Meeting held in San Antonio, Texas.

Mr. Colangelo is a Toronto native. Until recent, he was capital cost estimating manager, and project controls manager, while working client Kinross Gold working in the Toronto corporate headquarters. Prior to Kinross, David also worked in similar capacities with Vale Inco on large scale mining projects abroad. Prior to working on the client side, David spent most of his career in progressive leadership roles with large EPCM firms like Hatch and SNC Lavalin in the estimating and project controls realm on a wide variety of projects. David is a Certified Cost Professional, Member of Royal Institution of Chartered Surveyors, Project Management Professional, Professional Quantity Surveyor, Certified Construction Auditor, Construction Control Professional and Construction Estimator Certified. Graduated dean’s list at Ryerson University in Toronto, holding a Bachelor of Technology specializing in Project Management.

Goals and Objectives:

Being an active member in various professional associations helps me to appreciate the role AACE plays throughout our profession. The association has increased its membership, certifications, and offerings over the years to better serve members and continues to be a leader in the cost engineering field.

As Region 1 Director, I plan to:

• Expand awareness of AACE International membership and benefits to students at various colleges and universities in the region. Promoting AACE as a formidable career choice to students is very important.
• Support and promote membership growth across the region by engaging with employers, corporations and the local colleges and universities. In the Calgary and Toronto sections for example, we have had excellent success with certain employers in supporting and accepting AACE certifications within the project controls departments and groups.
• Develop a growth plan with each section on strategies going forward aligned with corporate AACE corporate growth plans.
• Work with sections toward identifying and creating new incentives for junior members to choose AACE International as their association of choice.
• Support mentoring initiatives at the section level.

David Colangelo, CCP

Cindy Hands, P.Eng., MCL, CCP

AACE International Activities:

Cindy is a Project Controls Manager with more than 20 years experience in the oil and gas and construction industries. Currently employed by Hatch Ltd. in Calgary as the Project Controls Manager for Western North America. Cindy has worked on various multi-billion dollar mega projects and has worked with world-class international engineering and construction contractors. Cindy is a professional civil engineer and has incorporated her technical background into her extensive knowledge of project execution, estimate development, cost management, planning/scheduling and progress measurement. Cindy has a passion for project controls and is very active in the local section of AACE where she has been a board member since 2001 and was president from 2007-2008.

Over the years Cindy has provided project controls expertise to oilsands projects in Alberta as well as offshore oil and gas projects in eastern Canada. Major projects that Cindy has contributed to include the Hibernia Offshore Oil Project, Sable Offshore Gas Project, Shell Muskeg River Oilsands Project, Syncrude UE-1 Oilsands Project, ConocoPhillips Surmont 1 SAGD Project, Petro-Canada Fort Hills Oilsands Project, and the Total Joslyn North Mine Project. Cindy has also applied her project controls knowledge to wind power projects in Canada including the Suncor Wintering Hills Wind Power Project and the NextEra Ghost Pine Wind Power Project (both in the South Eastern Alberta). Most recently, Cindy has worked with Canexus Corporation to help manage the design and construction of their Unit Train Loading Facility Expansion in Bruderheim, Alberta. Cindy received her Certified Cost Professional (CCP) accreditation in August 2012 and has more recently completed a Masters degree in leadership. Cindy is known for her enthusiasm, quality work, and ability to lead and motivate a team.

Goals and Objectives:

Short-term (1-3 years)

• Continue working with AACE in a larger capacity to grow the visibility and membership of AACE in Canada.
• Increase the awareness of AACE Certification in Canada, as well as grow the number of certified members in Canada,
• Work with other AACE sections in Canada to share ideas, training materials and presenters.
• Help grow AACE student sections in Canada.
• Increase Canadian participation at the AACE AGM.
• Increase awareness of the AACE Recommended Practices to Cost Professionals and Industries.
• Assist with long-range planning for AACE Canada and AACE in general.
• Coordinate cooperation activities with other professional associations in Canada.
• Promote corporate membership across various industries in Canada.
• Promote project controls as a career choice and raise its importance in successful project delivery.

Long-term (3-5 years)

• Develop project controls curriculum that can be thought in a university or a corporate setting based on AACE Recommended Practices and Industry Examples.
• Teach Project Controls Best Practices.
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The AACE International Recommended Practices are one of AACE’s most popular technical products. Each year, AACE continues to review and update existing RPs, plus introduce new RPs that address additional areas of total cost management. Published below is information on an update to RP 10S-90 and the introduction of four new RPs.

(NEW) AACE Recommended Practice 70R-12, Principles of Schedule Contingency Management – As Applied in Engineering, Procurement, and Construction

This Recommended Practice (RP) describes schedule contingency implementation and schedule risk management techniques to consider when developing a capital construction project execution phase schedule. AACE International Recommended Practices are intended to provide guidelines, not to establish standards. This RP describes general principles for applying schedule contingency in engineering, procurement and construction project schedules.

Although this RP was written as a stand-alone document it can be used as a companion with the AACE Recommended Practices related to schedule planning and development, risk management, forecasting, and change management. Overlapping information has been eliminated from this document in deference to the more detailed guidelines in the other RP documents.

There are a wide range of opinions regarding whether or not to allow the use of schedule contingency. This RP reflects the general consensus concerning guidelines for the proper use of schedule contingency when schedule contingency is allowed to be used.

Because the application of schedule contingency is not an area of generally accepted practice, this RP is focused on describing the schedule contingency definition, attributes and principles that professionals can generally consider for application. This RP excludes discussion of schedule risk modeling processes and analysis, as well as the integrated cost and schedule risk analysis. It also excludes the detailed procedure for managing contingency through change management and other project cost/schedule control methods. AACE Recommended Practices have been developed to provide detailed guidelines for those related processes.

This RP describes guidelines for implementing schedule contingency as part of the overall capital project risk management process when schedule contingency is desired. These principles may be applied to any phase of a project, but become more relevant at the time of planning for project control during the execution phase. After analysis of schedule risks on the established schedule model, the project team should plan the methods to establish time contingency in the project schedule logic, and describe these procedures in the project execution and control plans.
This Recommended Practice (RP) is a guideline for the development of cost estimate plans for the building and general construction industry. With reference to the Total Cost Management (TCM) Framework, this document addresses the need to develop effective estimate plans.

This RP is intended to provide a guideline (i.e., not a standard) for establishing and communicating how to prepare, review and approve an estimate plan.

The basic principles of cost estimate plans can be applied to various contracting strategies, project execution approaches and asset owner configurations in the building and general construction industries. Some key principles are:

- Preparation of an estimate plan helps to ensure successful estimate completion in an effective and timely manner.
- Engaging key stakeholders in estimate planning prior to starting the estimate improves the likelihood of meeting estimate objectives.
- The estimate plan defines what information is required from who and when. And,
- An approved estimate plan provides a duly authorized basis to proceed with the estimating effort, clarifying requirements and responsibilities.

About 70 new and revised terms have been introduced to this revision. These are mainly in the areas of: risk; planning and scheduling; and earned value management.

This Recommended Practice (RP) describes the definition, purpose, management, and control of schedule and cost reserves on projects being implemented under American National Standards Institute (ANSI) Electronics Industries Alliance (EIA) - 748 Earned Value Management Systems (EVMS) guidelines with a focus on Federal Acquisition Regulation (FAR), required for projects funded by the United States government. This includes contingency, management reserve (MR), schedule margin (SM), undistributed budget (UB), and authorized unpriced work (AUW). Overall use of management reserve for programs and portfolios are not within the scope of this document. This document elaborates and provides additional detail that is consistent with however not included in the ANSI EIA-748 standard. It is intended to provide general guidelines from the owner and contractor perspectives.

This RP starts with contingency as defined in common usage in AACE RP 105-90 Cost Engineering Terminology. It specifically provides guidance regarding the management and use of management reserve and undistributed budget on projects being executed using earned value management (EVM) techniques consistent with the ANSI EIA-748 standard. This RP defines the non-time-phased components of the contract budget baseline (CBB), and may be used when project management consistent with EVMS tenets is implemented and practiced in a disciplined manner.

In this RP the cost contingencies are mitigated through the use of management reserve and schedule contingencies in schedule margin. Also, undistributed budget is defined as the amount of the budget of the performance measurement baseline that has yet to be allocated either to control accounts or to summary level planning packages.

This RP covers the scope of ANSI EIA-748 Guidelines 14 and 15 entirely and components of ANSI EIA-748 Guidelines 8, 28, 29, 30 and 32 regarding revisions and change control (as listed in the National Defense Industries Association (NDIA) Program Management Systems Committee (PMSC) Earned Value Management Systems Intent Guide).

New and previously published AACE International RPs are available at: www.aacei.org/resources/rp.
Throughout the years, AACE International has been known for its solid technical content, with widely accepted and recognized Recommended Practices (RPs), frequently quoted and referred to in all facets of industry. All RPs have been recommended for use by the AACE International Technical Board after having undergone a rigorous review process, not only by our members but by the general public as well. AACE believes that because of the importance of these documents, this review and development process needs to be as transparent as possible, in order to provide the best value and to truly represent a consensus of as large of a section of total cost management professionals as possible.

None of these documents would have come to fruition had it not been for the numerous professionals who have volunteered their time and expertise over the years to author and contribute to the shape of the profession and to the main technical foundation for total cost management.

Thank you!

- All published AACE International Recommended Practices are available at: www.aacei.org/resources/rp.
- Recommended practices that are under public review and subcommittee review may be found at: www.aacei.org/forums.

The following is a recap of all current AACE Recommended Practices created or updated through 2013. Information listed includes the RP ID, title, current revision date and (first published date).

### 2013 AACE International Recommended Practices

**RP 35R-09, Development of Cost Estimate Plans – As Applied for the Building and General Construction Industries**, 2013/10/23 (2013/10/23)
- Bruce E. Bradley, CEP (Author)
- Desmond Orsinelli, PE CCP CEP (Author)
- Peter R. Bredehoeft, Jr., CEP
- Larry R. Dyser, CCP CEP DRMP
- Todd W. Pickett, CCP CEP
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- Jeffery J. Borowicz, CCP CEP PSP
- James D. Whiteside, II, PE
- John P. Orr, PSP
- Christopher W. Carson, CEP DRMP PSP

**RP 70R-12, Principles of Schedule Contingency Management – As Applied in Engineering, Procurement and Construction**, 2013/10/16 (2013/10/16)
- Edward E. Douglas, III, CCP PSP (Author)
- Abhimanyu Basu, PE
- Carol A. Bolstad
- Tony A. Bolstad
- Clinton Booth
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- Lawrence R. Tanner, PSP
- Dr. Gerald H. Williams, Jr., PE
- Ronald M. Winter, PSP

**RP 61R-10, Schedule Design – As Applied in Engineering, Procurement, and Construction**, 2013/10/11 (2013/10/11)
- Christopher W. Carson, CEP DRMP PSP (Author)
- Patrick M. Kelly, PE PSP (Author)
- A. Larry Aaron, CCP CEP PSP
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- David H. Doughty, PSP
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- Dennis Read Hanks, PE CCP DRMP
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- Donald F. McDonald, Jr., PE CCP PSP
- John P. Orr, PSP
- Hannah E. Schumacher, PSP
- H. Lance Stephenson
- Ronald M. Winter, PSP
RP 75R-13, Schedule and Cost Reserves within the Framework of ANSI EIA-748, 2013/10/10 (2013/10/10)

- Kimberly A. Hunter, EVP (Author)
- Ronald L. Clendenon, EVP (Technical Advisor)
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RP 34R-05, Basis of Estimate, 2013/04/02 (2007/05/02)

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- John K. Hollmann, PE CCE CEP
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RP 71R-12, Required Skills and Knowledge of Decision and Risk Management, 2013/06/17 (2013/06/17)

- John K. Hollmann, PE CCE CEP (Author)
- Edward E. Douglas, III CCC PSP
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- Paul E. Harris, CCE
- Dr. Kenneth K. Humphreys, PE CCE
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- Alexia A. Nalewailk, CCE
- David A. Norfleet, CCC
- Ronald M. Winter, PSP
- Dr. Carl Wolf, CCE

RP 46R-11, Required Skills and Knowledge of Project Cost Estimating, 2013/01/16 (2012/12/03)

- Jeffery J. Borowicz, CCC CEP PSP (Author)
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- Todd W. Pickett, CCC CEP
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- Gregory C. Sillak
- Banning Stack, CCE
- Charles P. Woodward, PE CCE CEP

RP 69R-12, Cost Estimate Classification System – As Applied in Engineering, Procurement, and Construction for the Hydroelectric Industry, 2013/01/25 (2013/01/25)

- Raminder S. Bali, P.Eng. (Author)
- John M. Boots, P.Eng. (Author)
- Chantale Germain, P.Eng. (Author)
- Michel Guervremont, P.Eng. PSP (Author)
- John K. Hollmann, PE CCE CEP (Author)
- Oleg Kantargi, P.Eng. CCE (Author)
- John B.C. Rogers, P.Eng. (Author)
- Jeff D. Acland, P.Eng.
- Glen Cook, P.Eng.
- Ryan H. Penner, P.Eng.

RP 56R-08, Cost Estimate Classification System – As Applied for the Building and General Construction Industries, 2012/12/05 (2011/12/13)

- Peter R. Bredehoeft, Jr. CEP (Author)
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- Larry R. Dysert, CCC CEP
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- Todd W. Pickett, CCC CEP
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- H. Lance Stephenson, CCC
- Kul B. Uppal, PE CEP
- James D. Whiteside, II PE
- Bruce A. Martin
- Luis Miralles
- Martin R. Oros Bergeret
- Geoffrey A. Wilkie, P.Eng.
- John A. Wilson
- Allen Wong

**RP 44R-08, Risk Analysis and Contingency Determination Using Expected Value, 2012/12/04 (2009/01/26)**

- John K. Hollmann, PE CCE CEP (Author)
- Ricardo Accioly
- Rodney B. Adams CCE
- Dr. Said Boukendour
- Dr. Ovidiu Cretu, PE
- Michael Portigal
- John G. Zhao

**RP 62R-11, Risk Assessment: Identification and Qualitative Analysis, 2012/05/11 (2012/05/11)**

- David C. Brady, P.Eng. (Author)
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- Chris Beale
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- Rob Hartley, PSP
- John K. Hollmann, PE CCE CEP
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- Bruce E. Reynolds (Author)
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- James E. Arrow
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**RP 63R-11, Risk Treatment, 2012/08/23 (2012/08/23)**

- David C. Brady, P.Eng. (Author)
- James E. Arrow
- Dennis R. Hanks, PE CCE
- John K. Hollmann, PE CCE CEP

**RP 64R-11, CPM Schedule Risk Modeling and Analysis: Special Considerations, 2012/05/02 (2012/05/02)**

- Christopher P. Caddell, PE CCE (Author)
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- Anthony M. Woodrich, CCE

**RP 47R-11, Cost Estimate Classification System – As Applied in the Mining and Mineral Processing Industries, 2012/07/06 (2012/07/06)**

- Allison Bull (Author)
- John K. Hollmann, PE CCE CEP (Author)
- Gord Zwaigenbaum, P.Eng. CCE (Author)
- Nelson Augusto Alvare de Silva
- Jonathon Brown
- Simon P. Hoadley
- Roy K. Howes
- Gordon Robert Lawrence

**RP 65R-11, Integrated Cost and Schedule Risk Analysis and Contingency Determination Using Expected Value, 2012/05/02 (2012/05/02)**

- John K. Hollmann, PE CCE CEP (Author)
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**RP 68R-11, Escalation Estimating Using Indices and Monte Carlo Simulation, 2012/05/02 (2012/05/02)**

- John K. Hollmann, PE CCE CEP (Author)
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RP 32R-04, Determining Activity Durations, 2012/01/14 (2012/01/14)

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RP 60R-10, Developing the Project Controls Plan, 2011/12/21 (2011/12/12)

• H. Lance Stephenson, CCC (Author)
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• Michael A. Farin
• Rob Hartley, PSP
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• W. James Simons, PSP

RP 39R-06, Project Planning – As Applied in Engineering and Construction for Capital Projects, 2011/12/08 (2011/12/08)

• Edward E. Douglas III, CCC PSP (Author)
• Peter W. Griesmyer (Author)

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• John O. Evans III, PSP
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RP 57R-09, Integrated Cost and Schedule Risk Analysis Using Monte Carlo Simulation of a CPM Model, 2011/06/18 (2011/06/18)

- Dr. David T. Hulett (Author)
- Christopher P. Caddell, PE CCE
- Tommy Clarke
- Dr. Ovidiu Cretu, PE
- Kevin M. Curran
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- John M. Hale
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- Robert F. Wells, CEP
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- David C. Wolfson
- Rashad Z. Zein, PSP

RP 59R-10, Development of Factored Cost Estimates – As Applied in Engineering, Procurement, and Construction for the Process Industries, 2011/06/18 (2011/06/18)

- Rashmi Prasad (Author)
- Kul B. Uppal, PE CEP
- A. Larry Aaron, CCE CEP PSP
- Peter R Bredhoeff Jr., CEP
- Larry R. Dysert, CCC CEP
- James D. Whiteside II, PE

RP 42R-08, Risk Analysis and Contingency Determination using Parametric Estimating, 2011/05/26 (2009/01/26)

- John K. Hollmann, PE CCE CEP (Author)
- Rodney B. Adams, CCE
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- Ronald M. Winter, PSP
RP 31R-03, Reviewing, Validating, and Documenting the Estimate, 2009/05/12 (2009/05/12)

- Bruce E. Bradley (Author)
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RP 15R-81, Profitability Methods, 2008/07/16 (1981/11/01)

- Dr. Randy R. Rapp, PE CCE (Author)
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RP 23R-02, Identification of Activities, 2007/05/03 (2004/03/26)

(May 3, 2007 Revision)

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- Kul B. Uppal, PE

RP 28R-03, Developing Location Factors by Factoring – As Applied in Architecture, Engineering, Procurement, and Construction, 2006/10/19 (2006/10/19)

- Bernard A. Pietlock, CCC (Author)
- John E. Barry
- Kevin J. Barry
- Larry R. Dysert, CCC
- William E. Haselbauer
- John K. Hollmann, CCE
- Larry Petri
RP 52R-06, *Time Impact Analysis – As Applied in Construction*, 2006/10/19 (2006/10/19)
- Timothy T. Calvey, PE PSP (Author)
- Ronald M. Winter, PSP (Author)
- Edward E. Douglas, III CCC PSP
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- Lee Schumacher, PE, PSP
- Lawrence R. Tanner, PSP
- James G. Zack, Jr.

RP 14R-90, *Responsibility and Required Skills for a Project Planning and Scheduling Professional*, 2006/09/19 (1990/09/01)
- Edward E. Douglas, III CCC PSP (Author)
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- Larry R. Dyser, CCC
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- Robert A. Boyd
- Bruce E. Bradley

RP 24R-03, *Developing Activity Logic*, 2004/03/26 (2004/03/26)
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- Steven G. J. Boeschoten
- Larry R. Dyser, CCC
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- Cynthia L. Erickson
- M. Steven Franklin, CCE
- Paul D. Giammalvo, CCC
- Ross Gibbins
Karen Richey, of the U.S. Government Accountability Office (GAO), on Oct. 23, received a plaque from AACE in recognition of her presentation at the 2013 Annual Meeting that had been in Washington, D.C. in late June and early July.

The plaque was presented by Kimberly A. Hunter, EVP, the AACE International Government Liaison Committee Chair. Hunter was invited by the GAO to the quarterly employee meeting to make the special presentation and, on behalf of AACE, thank the GAO for creating the Cost Estimating and Assessment Guide and the new Schedule Guide, headed by Jason Lee, through collaboration with private industry. In her praise of Ms. Richey and her team, Ms. Hunter mentioned how important this work has been for the total cost management community.

Ms. Richey spoke about how the bi-annual GAO Experts’ Meeting to resolve issues and discuss possible changes to the manuals has grown from around 15 to over 800 participants - many participating by teleconference, especially those located overseas. In addition to the Cost Estimating and Assessment Guide and Scheduling Guides, the GAO is just starting to develop a Technical Baseline Manual. Ms. Richey encouraged AACE International members who are interested in becoming a part of any of those meetings to contact her directly by sending an e-mail to: richeyk@gao.gov.

AACE INTERNATIONAL’S GOVERNMENT LIASON COMMITTEE PRESENTS PLAQUE TO KAREN RICHLEY OF THE GOVERNMENT ACCOUNTABILITY PROGRAM


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About AACE International
Since 1956, AACE International has been the leading-edge professional society for project managers, schedulers, cost estimators, cost engineers, and project control specialists. AACE International is the authority for total cost management.

Promoting the planning and management of projects, programs, and portfolios, AACE International is the largest organization serving the entire spectrum of project management professionals. AACE International is industry independent, and has members in over 80 countries.

*A in order to qualify for this incentive, your company must advertise an employment position with AACE International’s Career Center for at least two months. Once you hire a person for that position, regardless of the source, AACE International will give you the option of either having that new person’s membership paid for the balance of the year or a $150 credit toward the new hire earning his or her AACE International credential. This is non-transferable. Should the person you hire already be a member in the current year, we will extend their membership for another full year. New hires made after October 1 will receive membership benefits for the balance of the current year plus the entire next year. If you are not familiar with the many benefits of being an AACE International member, we invite you to review our online membership presentation at www.aacei.org/mbr/presentation/
Bindu Amin was born and raised in India. She went to school there where she earned her degree in finance and subsequent MBA. After completing her MBA, she joined a major national finance company in India as a management trainee, where she was groomed for fast track career development. She was able to move through several finance relating roles, eventually settling as a dealer for stock market operations, where she traded investment products and advised clients on their investment portfolios.

Bindu left her job as a dealer in 1997, and moved to Dubai, United Arab Emirates (UAE), where her husband had moved few months earlier. Her job search in the finance industry was difficult because of emiratisation—a policy where first preference was given to local candidates. Entering the field of project controls was not a conscious decision. She applied for a temporary financial analyst position through a classified ad in a local newspaper, which led her to a new career. This new position opened the door which allowed Bindu to use her business management knowledge and combine people and numbers skills in a most rewarding manner. She started her employment with Mammoet, a worldwide leader in heavy lifting and transportation solutions.

Bindu’s journey to her current position was not a clear cut and easy one. Bindu credits early successes to two mentors, who believed in her potential and gave her the opportunity to initiate and excel her career, in addition to her husband’s encouragement and steadfast support. One mentor is the General Manager of Mammoet Middle East, Willem Dekkers, who gave her a job in project controls, her first in the UAE. That decision played out very well, as 15 years later Bindu enjoys a profession that is fulfilling and challenging at the same time. The other mentor was the Chief Operating Officer of Mammoet, Herman Smit, who gave Bindu the first break to work in Canada. As an immigrant worker, getting the right opportunity to display and excel at your talent is of tremendous importance. In Canada, there are many seasoned professionals immigrants who are increasingly challenged to gain an entry into their profession of choice.

Bindu has been a member of AACE for over eight years and has been affiliated with the AACE Chinook Calgary Section for over five years. AACE offers access to the project controls community, where you can share industry best practices and network with other experienced professionals.
Bindu’s solution is twofold in that, businesses need to recognize and effectively use this vast pool of talent and women need to take initiative in building career paths, and not simply wait for opportunities. Her advice is that professional women need to work smarter, connect better, and guide each other professionally. She applauds AACE’s initiative in acknowledging the growing importance of women professionals and setting a special committee—Women in Project Controls—to look after their interest. It is a great initiative and will go a long way in promoting women in the professional world.

In Canada, Bindu was able to hone her professional skills working in different engineering companies and in the upstream and downstream oil and gas business units. She had been involved on various projects from planning to construction phases, ranging in TIC of $100M to few billion dollars. She credits her many successes in project controls with having an open-minded approach toward acquiring knowledge, and using every opportunity to learn new things and apply them to improve the processes and systems.

Bindu currently works as Project Controls Lead for Husky Energy, and is responsible for small projects (under 100M) in the Oil Sands Business Unit. Her responsibilities include managing cost, planning and scheduling, progress management and change management for a number of projects going through different phases. It is a huge responsibility dealing with multiple engineering and construction contractors working on several projects. Her role involves managing a team of professionals working on different facets of the project. She attributes success with her team to be the result of collective hard work and establishing good and early connections. This is exciting time for the company and she is very proud to be part of this organization.

Bindu has been a member of AACE for over 8 years and has been affiliated with the AACE Chinook Calgary Section for over 5 years. She holds two certifications from AACE, Certified Cost Professional (CCP) and Earned Value Professional (EVP). She has been serving on the section board as a certification director for 4 years. She believes it is a great platform to build, strengthen and spread knowledge. She says AACE offers access to the project controls community, where you can share industry best practices and network with other experienced professionals. The local sections host technical meetings on various project control related topics, and the Calgary Section holds a Skills & Knowledge workshops that runs from September through December each year. Bindu attributes the success of Chinook Calgary Section (one of the largest sections in the world) to the true spirit of volunteering and the development of the project controls community that her section offers. There are no hierarchies and anybody with genuine interest in a subject and a little bit of time investment can gain tremendous personal satisfaction and professional leverage.

Bindu has a humble holistic approach to life, and believes that women professionals naturally have internal strengths like perseverance, intuition and multi-tasking. These inherent strengths can sometimes be undermined by women underselling themselves. Although women account for almost 50% of the workforce, the glass ceiling still exists, and as a result, a very small percentage of women are at senior roles. Various studies have indicated a very strong correlation between appointment of female directors and increased profitability of a company.

Bindu’s solution is twofold in that businesses need to recognize and effectively use this vast pool of talent and women need to take initiative in building career paths, and not simply wait for opportunities. Her advice is that professional women need to work smarter, connect better, and guide each other professionally. She applauds AACE International’s initiative in acknowledging the growing importance of women professionals and setting a special committee—Women in Project Controls—to look after their interest. It is a great initiative and will go a long way in promoting women in the professional world.

AACE ANNUAL SALARY AND DEMOGRAPHIC SURVEY SET TO CLOSE ON MONDAY, DECEMBER 9, 2013

If you haven’t already done so, AACE strongly encourages you to take a few minutes to complete the 2013 Salary & Demographic Survey of Project & Cost Professionals—your participation is very important! Visit: http://www.aacei.org/resources/salary/takeSalarySurvey.shtml to complete the survey. The purpose of the survey is to enable project and cost professionals in different locations, industries, and work functions to compare their salaries, and to provide employers with information on prevailing wage rates among these professionals.

The survey will close on December 9. Results of the 2013 salary survey is complementary for AACE members. Non-members may purchase the results of each annual salary survey for a nominal fee. The 2013 results are expected to be released in early 2014.
Finding accurate, real world techniques and practices that will make a difference in your total cost management career can be like finding a needle in a haystack.

AACE International makes life simple by consolidating peer-reviewed information and resources at your fingertips with our Virtual Library, Visual Total Cost Management Framework, Online Learning Center and many other online resources.

We gather the wheat, so you don’t have to sift through the chaff!

For more information about AACE International and our career enhancing resources, educational programs and certifications, go to www.aacei.org
SAVE THE DATE
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AACE INTERNATIONAL'S
2014
ANNUAL MEETING
NEW ORLEANS
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Hotel

Don’t miss out on this excellent opportunity to network with your peers, earn CEUs/PDHs and attend the latest papers on cost, schedule and management at AACE’s 2014 Annual Meeting in New Orleans, LA, USA.
Filipe Bonaldo Alves was born and raised in São Paulo, the largest city in Brazil. Filipe holds a bachelor’s degree in industrial engineering at Escola de Engenharia Maua and completed his master’s degree in business administration at Fundação Getúlio Vargas.

He started very young in his career as an intern in a company, which manufactured industrial refractories. After some years, he moved to Deloitte Touche Tohmatsu, where he was constantly exposed to new challenges in different projects he had the opportunity to work in. Driven by enthusiasm and dedication, he was able to study and stay committed with his profession. He is now the capital project manager of Deloitte and was able to get the Certified Cost Professional (CCP) certification during the Annual Meeting last year.

Since his university years, he had to study subjects related to statistical analysis, as well as project management. He said that he always found it interesting how project management can influence the company’s results and success. When he started working at Deloitte, he was able to realize that capital project management was a very strategic area for the company; however, there was still room for improvement. For that reason, he decided to dedicate himself to find possible alternatives to fulfill some gaps—that was when AACE played an important role in guiding his fast and efficient growth. This was the start of his involvement in project controls.

Since then, he realized a number of great opportunities from his contributions to help improve the practices of managing projects in his company. He has reinforced his beliefs and at the moment wants to pursue his work in the area of project controls.

AACE is very assertive when leading with training. It works with renowned professionals involved in project management, it also offers tools for a rapid growth, as well as opportunities for improvement for people starting their careers. The fact that I have the CCP certification has assured clients that I have an advanced knowledge of capital project management aligned with the best world practices.
Filipe is very thankful to be working with Marcos Ganut, his direct manager and mentor. He said, “Marcos always encourages me to study and improve my project control capabilities.” Moreover, he also gives credits to his colleagues and friends at Deloitte who have always been helpful and have always motivated him to grow not only professionally but also personally.

Filipe also shared his experiences in attending an AACE Annual Meeting. He mentioned that the Annual Meeting provides a unique opportunity for the participants to exchange knowledge and interact with the most updated people and professionals in the area of capital projects and project controls in the world. “It is the fastest way to access information and to understand the new practices the market is applying worldwide,” he added.

AACE International made a difference in his professional development. He said AACE is very assertive when leading with training. It works with renowned professionals involved in project management, it also offers tools for a rapid growth, as well as opportunities for improvement for people starting their careers. “The fact that I have the CCP certification has assured clients that I have an advanced knowledge of capital project management aligned with the best world practices. The certification certainly boosts the career of any professional. I suggest everyone make good use of the tools and resources offered by AACE, such as discussion forum, **Total Cost Management** book, technical papers, journal/magazines, training programs and seminars just to mention some. This material will be of great help along your career in project management and controls,” he added.

When asked on his advice to other young professionals in the industry, he replied, “To me, the world of capital project management has been, is, and always will be, in process of development; therefore, it offers opportunities for everyone interested not only in learning but also in contributing to a better performance of practices, and, as a consequence, better results of investments made by the company. This depends on each one of us, it depends on how much dedication we apply and how strenuously each one works to reach higher and to overcome the legacy left to us and to make a difference in our work environment in capital projects.”

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**Value Through Association**

The AchieveLinks Program Delivers Rewards for AACE International members!

AACE International is proud to announce that the AchieveLinks® rewards program is now available to all our members. AchieveLinks is the unique rewards program created exclusively for associations.

Just by making the same purchases you already make for your business and personal life, you’ll earn valuable LinksSM reward points that can be redeemed for exciting rewards, including family vacations, great merchandise, and once in a lifetime experiences.

According to Dennis Stork, AACE International Executive Director, “AchieveLinks maximizes the value our members get from their membership while increasing their engagement with AACE International. AchieveLinks rewards our members for purchases they make every day whether for personal or professional reasons. The AchieveLinks reward points can really add up—and be redeemed for an impressive array of rewards. With hundreds of merchants to choose from, the options literally range from A-Z with members being able to buy from companies as wide ranging as Adidas to Zales. Not only do our members benefit with rewards points, but the Association will earn non-dues income to help diversify income sources for future benefits.”

To learn more about this unique membership benefit provided at no cost to our members, or see a list of earning opportunities and reward options, visit [www.achievelinks.com](http://www.achievelinks.com).

Better yet, activate now before the holiday season and start earning Links today!
Sixty seconds: The minute you spend waiting for the coffee to brew in the morning or to walk to the water cooler and back. And yet that minute per day represents how long it takes the average total cost management practitioner to earn the annual dues to join AACE International!*

- **One minute** to earn unlimited access to 4,500 technical papers online in our Virtual Library that can help you solve that problem that will make you a hero in your company.
- **One minute** to earn an annual subscription to the Cost Engineering journal to discover that next cutting edge idea that will advance your career.
- **One minute** to earn the use of the Visual Total Cost Management framework to provide you with the conceptual road map for TCM success.
- **One minute** to earn viewing rights to monthly technical presentations in AACE Presents.
- **One minute** to join a vibrant network of more than 7,700 other professionals in our discussion forums, section meetings and other networking opportunities.
- **One minute** to earn discounts on education, training, meetings and certification programs that will make you more valuable to your employer and clients.

Isn’t it time you made an investment in your career? Or don’t you have a minute to spare for your own future success? Don’t procrastinate: act now to join AACE International. After all, time is money.

To learn more about AACE International, go to www.aacei.org.

*Based upon annual total compensation of $70,000 and annual dues of $143.00 (US).
n recent years study upon study link female talent management and bottom line profits to gender diversity and increasing female representation. The McKenzie Institute postulated 10 years ago that the most critical resource from 2010 going forward would be strategic talent management. This was further echoed in the Economist article, ‘Women and Work, We Did It,’ that 30% of the workforce is scheduled to retire in the next few years and 70% of incoming employees in 2010 would be women, people of color, and immigrants. This position is further strengthened by more women in the US are graduating from college than men and they graduating with higher degrees. Fascinatingly, given these facts, 70% of US based corporations still do not have strategies for female talent management.

This fact is especially true in the construction industry, where less than 10% women are represented in the workforce. This is not surprising as the construction industry traditionally lags in groundbreaking economic trends for talent performance management. Interestingly, the smartest companies prevail by tapping into a hidden talent by recruiting and developing women.

This article highlights one shining proactive example provided by Lance Stephenson, Senior Manager at Enbridge Pipelines. Lance serves on the AACE Technical Board and is known as a great mind within AACE International. He is an author of AACE International Visual Total Cost Management and a frequent contributor to the AACE Recommended Practices. Lance stepped forward to highlight his offices efforts to recruit female project controls team members. He offered that approximately 50 percent of his project controls team is female and that this unique composition results in transformative effects. Lance offered that the women are collaborating more, forming a cohesive team, changing behaviors and effectively leading change to break down institutional barriers.

This article serves to acknowledge several of his team members where he sought corporate approval to recognize the female members of the team through the AACE International Women in Project Controls Committee.

Amita Narayanan

Amita Narayanan is originally from India. She obtained her bachelor’s degree in English literature and worked her first job with Bechtel building a power generation plant in western India. Amita was inspired while at Bechtel and decided upon a career in project controls. She worked global projects across Turkey, the United Kingdom and then to Canada. She obtained her Project Management Professional, (PMP) certification from the Project Management Institute (PMI). She works as a project controls analyst responsible to ensure the provision of project controls services including overall cost and schedule development and support for total cost management. She joined AACE in 2010, and obtained her Certified Cost Professional (CCP) certification. She says her first-hand experience with both PMI’s PMP and AACE’s CCP, is that the level of preparation required for the CCP is easily double that of the PMP. She also credits that her AACE certification is directly related to her job and is more meaningful and prestigious. She recommends to other professionals, ‘don’t limit yourself by what you think you can do and explore as far as you can.’
Enbridge Pipelines is one company that has proactively initiated efforts to recruit female project controls team members. Some of these women in project controls includes: shown above, seated from left to right are: Miriam Chimanga-Tembo, Rachel Singco, Bernie Gillan, and Fran Toma. In the middle row from left to right are: Nicole Huygen, Flora Salehi, Amita Narayanan, Nataliya Sadovska, Rikeeta Bhatt, and Julie Wong. In the back row from left to right are: Slavica Falatar, Cindy Klasson, Melissa Pruneau, Roxanne Martin, Jen Monchak, Christa Mackie, Diane Holm, and Andrea Panzeter.

**Dr. Andrea Panzeter**

Andrea Panzeter, Ph.D., is originally from Brazil. She has undergraduate and master’s degrees in civil engineering and a doctorate in construction management. She owned her own engineering consulting firm for many years working on a variety of projects and also teaching at several universities in Brazil before deciding to immigrate to Canada. She has worked six years in Canada, across Calgary and Alberta, and multiple high level management positions. She developed project controls systems that integrated estimating, schedule, cost and resources for utilization in corporate strategic planning. This experience led her to her current position at Project Controls Supervisor. She joined AACE not too long ago, and is, ‘looking forward to the additional training and updated knowledge to continue building her prominent career.’

**Bernie Gillan**

Bernie Gillan, originally from Ireland, has a degree in mathematics. She started her career in Scotland working as an actuarial analyst. She recently immigrated to Canada and works as an engineering cost associate. She is looking forward to joining AACE and networking with professionals. She says she is, ‘keen to connect with a network of professionals with invaluable experience and benefit from the in depth training material from AACE as it will help grow her career.’

**Christa Mackie**

Christa Mackie is born and raised in Edmonton, Alberta. She received her degree in process engineering design and drafting. She was first introduced to project controls while learning to estimate in the engineering department of an oil and gas firm. She prepared detailed quantity take-offs, material pricing, and writing estimate basis memorandums. She moved into the construction division as a project controls specialist working on budget creation, change control, cost control and progress measurement. She enjoys working in construction project controls and says, ‘visiting the site is great and seeing the fruits of your labor as construction progresses is very rewarding.’ Christa looks forward to joining AACE so she can keep learning and expanding her knowledge of project controls.

**Diane Holm**

Diane Holm is from Edmonton, Alberta, and has many family members in the oil and gas industry. Her first career mentor introduced her to AACE and encouraged her to obtain certification. She obtained her Certified Cost Technician certification and is looking forward to obtaining Cost Certification Professional. She works as a project controls analyst for the Canadian Projects Division. She loves her AACE membership and enjoys the technical articles, educational information, and recommended practices. She says, ‘the AACE certifications set individuals apart in the industry, showing that they possess the required skill sets and knowledge.’ She recommends other professionals to get involved as, ‘AACE keeps you connected and up to date and provides a network of professionals where members benefit from their experience, which is invaluable.’

**Jen Monchak**

Jen Monchak joined AACE in 2006. She started her career working as an engineering cost associate where she provided transactional accounting and administration support for project management activities. Then she moved to the field working as a field construction analyst performing reporting and tracking submissions for cost, schedule, progress, and change management. Currently, she works as a project controls analyst managing total cost management functions of estimating, performance reporting, cost control and forecasting. Jen credits her success to several mentors that provided technical guidance in commercial requirements related to project controls. She enjoys benefits of AACE and regularly reviews recommended practices and loves the framework as reference to her day to day activities of cost, schedule, and change management. Jen encourages others to ‘utilize their determination and persistence to provide opportunities and they will reap rewards.’

**Nataliya Sadovska**

Nataliya Sadovska is originally from the Ukraine and obtained her undergraduate degree in Civil Engineering and Master’s in Construction Project Management. She was first exposed to project controls while performing economic analysis for project alternatives in the Ukraine. She currently works as a project controls analyst coordinating the cost analysis activities, working with project teams related to cost and schedule development, and performing job site visits. Nataliya credits Dr. M. Al-Hussein to introducing her to AACE and encouraging her to get involved with the Edmonton Section. She presented a technical paper at the 56th Annual AACE meeting in San Antonio, Texas, in July 2012. She thoroughly enjoyed the Annual Meeting and says, ‘this was a great opportunity to network and meet similar professionals to share knowledge and experiences through presentations, seminars and conversations.’ Natalia says ‘being a member of AACE has several advantages, one of them being a huge collection of articles about cost engineering.’ She used the AACE virtual library when preparing her technical paper. Natalia also suggests professionals to, ‘take advantage of
Rachel Singco

Rachel Singco was born and raised in the Philippines and has a degree in accounting and master’s in business administration. She immigrated to Canada in 2010, and became an AACE member in 2011. She works as an engineering cost associate assisting accounts payable for invoice processing, preparing work orders, work order revisions, and processing holdback releases and cost transfer services. She recognized the competitive advantages associated with AACE, benefited from on-line courses and obtained her Certified Cost Technician certification in 2012. Rachel encourages others to follow as, ‘being a member of AACE helps to reach heights of your career in project controls.’

Rikeeta Bhatt

Rikeeta Bhatt is originally from Baroda, Gujarat, India. She graduated with an accounting and finance degree from Northern Alberta Institute of Technology, NAIT. She works as an engineering cost associate with responsibilities to ensure payments to vendors are on time. She is looking forward to joining AACE to provide her with valuable resources and connections with professionals in the costing controls area.

Roxanne Martin

Roxanne Martin has spanned three careers in her 40 years. She raised five sons including one with a rare form of hydrocephalus called dandy-walker syndrome. As her children grew older she returned to work in television for the next decade in writing/promoting/producing and was recognized in the industry for her promotional campaigns on anti-bullying. She moved into construction project controls and successfully held positions as field administrator, engineering cost associate, and field cost analyst. Roxanne is known for her hard work and independence and is excited about new possibilities. She says ‘project controls is an exciting and evolving industry and a wonder to explore.’

Slavica Falatar

Slavica Falatar was born and raised in Bosnia and Herzegovina and immigrated to Canada after the war. She obtained degrees in German language and literature from the University of Alberta, Edmonton. She began computer programming and discovered her proficiency for tracking cost, time and material. She enjoys working in project controls because it offers a good working environment, personal interaction and a sense of accomplishment. She advises future professionals to possess ‘skills that compete in the world and says they must channel education, competency and ability to apply total cost management principles.’ She credits her exposure to AACE for increasing her cost engineering principles and says she benefited from the professional interaction. She suggests anyone who has the desire to learn and wants to develop their skills and career to ‘look closely at what AACE has to offer.’

Melissa Pruneau

Melissa Pruneau has worked in the oil and gas industry her entire professional career. She is currently pursuing a Business Management diploma from MacEwan University in Edmonton and her Project Management designation through the Project Management Institute (PMI). She started her career in finance, and has worked on such projects as the Canadian portion of the Keystone pipeline from Fort McMurray to Hardisty. After several years in finance, she found a greater liking working directly with projects and began working in a project controls role, while doing scheduling for the manufacture of drilling rigs at Ensign Energy. Transitioning to a Project Controls Analyst at Enbridge has opened many career opportunities for her, including further education through AACE certification. She is now being introduced to total cost management and cost engineering principles, and has much more to learn. She is excited about taking advantage of the AACE framework and developing further project controls knowledge.

Julie Wong

Julie Wong, originally from Edmonton, completed her undergraduate degree in Commerce at the University of Alberta, and is a Certified General Accountant. Primarily working in financial reporting roles, Enbridge’s Project Controls department is her first exposure to Project Controls in the Oil & Gas industry. Though she is new to Project Controls, her finance background proves to give a bridge between project and corporate controls, as well as reporting. Recent introduction to AACE has helped her to learn and understand the value and benefits of project controls in the industry. Coming from a technical finance background makes it a difficult transition to look at costs and numbers in a different way, so her advice for anyone unsure of pursuing a career in project controls is, ‘to keep an open mind, because you never know what you might discover about yourself and there might be more than what you thought in the project controls area than you originally thought’.

Flora Salehi

Flora Salehi was raised in Isfahan, Iran. After accomplishing Master’s in Economic Sciences, she got much desired job as a cost management specialist. During the seven years with GRICO Company, which was a general contractor, she improved her knowledge and skills in cost estimating, budgeting, as well as cost controlling for various industrial projects. She immigrated to Canada in 2009, and obtained Financial Management diploma in Vancouver. She then moved to Alberta to start a new job as a cost estimator at ATCO Electric, and eventually moved to Enbridge to be involved in the Oil and Gas industry which was her long-term favorable work field. She advises fellow professionals ‘to adhere to your experience and strive to upgrade your skills by obtaining related certificates, as I always do.’

We from the AACE International Women in Project Controls Committee are delighted to share this story from Lance and offer congratulations to his team and hope to see the team members at upcoming AACE events. We look forward to future examples of firms highlighting benefits of gender diversity in project controls.
In today’s complex, litigation-prone business environment, individuals with the proven capability to assess risk and guide organizations to the best decision possible are in high demand. AACE International’s new Decision and Risk Management Professional™ (DRMP™) certification program establishes credentials that recognize professional expertise, skills and knowledge in the decision and risk management area of practice within cost engineering.

If you desire to be recognized for strong skills and knowledge in decision and risk management as it relates to project management, the DRMP certification was made for you.

Candidates may include but are not limited to risk managers, decision and risk management consultants, capital program managers or planners, project managers, value engineers and any cost engineering professionals focusing on asset and project decision and risk management.

Skills and knowledge range from analytical (e.g., statistics and modeling) to socio/psychological (e.g., risk elicitation and communication) to management (e.g. risk response planning and management).

For more information about the new AACE International DRMP certification, go to www.aacei.org/cert/DRMP/
WHICH CAME FIRST?

It’s the age-old question: Which came first - the chicken or the egg? It’s impossible to answer, much as the similar question: Does earning an AACE certification help make total cost management practitioners more successful or do more successful individuals just naturally seek out benchmarks of excellence such as our certifications?

According to the 2011 AACE International Salary Survey, what we have overwhelming evidence that practitioners with the same age and experience who earned an AACE International certification earn an average of $5,000 more than their counterparts without the certification. Exactly why, we don’t know. It may be that more achievement-oriented people seek out the rigorous professional path that an AACE International certification requires. It may be that mastering the body of knowledge and gaining the necessary experience to earn our certifications and pursuing the continuing education necessary to recertify provides practitioners with the competitive edge needed to succeed in today’s global marketplace.

To learn more about AACE Certifications such as the Certified Cost Professional (CCP), Certified Estimating Professional (CEP), Certified Forensic Claims Consultant (CFCC), Earned Value Professional (EVP), Planning & Scheduling Professional (PSP), and Certified Cost Technician, go to www.aacei.org
COMP is a comprehensive package of benefits designed to encourage companies to develop the skills of their total cost management employees through AACE membership.

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Want your company to be a member of COMP?
Contact Garth Leech, Business Development Coordinator at gleech@aacei.org or 304-296-8444 or go online to www.aacei.org/mbr/csp/
The Central Savannah River Area (CSRA) Section is located in North Augusta, South Carolina, in the Southeast portion of the state. With a membership of approximately 70, the majority work for various employers who provide goods and services to the Department of Energy’s Savannah River Site. The CSRA Section is very involved with local events and community. Although this type of involvement can be tough and demanding at times, the returns can last for a long time to come. As our Association grows, it will be vital to expose the future college students to the professional opportunities related to cost engineering/project controls. By reaching students at this level, it will reveal to them attainable benefits of AACE, such as scholarships and Student Sections. Not only will the students receive valuable information, but by being a participant you can receive recertification credits under the category “E:Served.”

Award winners of the “Best Planned City,” as sponsored by the Central Savannah River Area Section are shown above. The CSRA Section was represented by Jay Carson, CCP CEP, shown back left and Myron Berry CCP, CSRA Section Treasurer, shown back right. Names of the individual student winners were not available.
The Future City program groups small teams of sixth, seventh, and eight grade students, an engineer and a teacher into a mentor/protégé relationship to plan and design simulated cities using the SimCity 4 city-building/urban planning computer game (donated each year by Electronic Arts). The game allows teams to create a simulated city with commercial, industrial, and/or residential areas including public services, transportation and utilities. The success of the city is determined by the simulation of the city’s finances, environment, and quality of life for its residents. The competition also requires teams to build a physical model of their city with recycled materials (within a budget of just $100), research and write a solution to an engineering problem, write a narrative describing their city, and present their ideas before a panel of judges.

The CSRA Section sponsored a special award for the Best Planned City. Teams were interviewed and scored based on the steps each took in planning the various activities. The teams created their model during the initial planning process, and then developed a plan and schedule to define the durations and/or responsibility assignments for implementation.

After all of the teams were interviewed and scored, Paul Knox Middle School’s “Aquadelphia” Team was determined to be the winner. Several of the teams had demonstrated that they had gone through the planning process, with many of them showing the evolution of their schedule from early meetings.

The Regional Future City Competition has received widespread recognition for its role toward encouraging students to develop their interest in science, technology, engineering and math (STEM). Through hands-on applications, Future City participants discover by doing how engineering is both accessible and can make a difference in the world.

If you or your Section is interested in participating as a mentor, judge, or sponsor then go to http://futurecity.org/ for more information.

AACE INTERNATIONAL LAUNCHES TOTAL COST MANAGEMENT TODAY WEBINAR SERIES

AACE International is announcing the first three topics and presenters in a series of eight technical presentation webinars. These will be offered under the banner: Total Cost Management Today. The eight 75-minute webinars will be delivered live over the internet. Registrants may submit questions via text messaging to the expert TCM practitioners. The webinars will also be archived for future viewing.

The webinars are without charge for the educational component, but members desiring re-certification credit must pay a fee of $10—while non-members will pay a fee of $25. Advanced registration is required to participate in the webinars and attendance may be limited to no more than 1,000 participants. Approximately a week after the original webinar, archived versions of the presentation may be downloaded for a fee of $25 for members and $40 for non-members. The archival download fee includes re-certification credits.

The Total Cost Management Today series presenters and topics were selected by the Marketing Advisory Committee, chaired by Mark Grotefend. “We believe that the Total Management Today series will allow us to reach a broader spectrum of current and potential members. We anticipate that this will become a yearly series and we will carefully examine the future frequency of the TCM Today webinars,” noted Grotefend. He says AACE International may offer additional webinars during 2014 on other topics of interest but that those webinars won’t necessarily be under the TCM Today banner.

“While other ad hoc webinars on other topics of interest may be offered, we wanted our members and potential webinar sponsors to be assured that we will have a minimum of eight quality technical presentations,” Grotefend concluded.

The first three of the scheduled eight webinars scheduled for 2014 are:

- February 26 an 11:00 a.m.:* “Cognitive Biases—Affecting the Way Project Teams Work.” Presented by Bill Kraus.

*All webinar times are shown in Eastern United States time zone. Details regarding the webinar abstract, as well as the speaker’s bio can be reviewed on the AACE International website. The balance of the topics and presentations for 2014 will be announced by early 2014.

Each TCM Today webinar must be registered for individually. To register, go to the following link: https://live.blueskybroadcast.com/bsb/client/CL_DEFAULT.asp?Client=502522&PCAT=7478&CAT=7478

After registering, individuals will receive an e-mail confirmation, as well as reminder e-mails 72-hours and 24-hours prior to the webinar.

AACE International has selected Bluesky Broadcast to manage its webinar series. Bluesky Broadcast also manages the Online Learning Center presentations recorded at the AACE Annual Meetings. Bluesky Broadcast is a most highly respected company assisting professional associations in multi-purposing content and expanding delivery via the internet.
Arizona Section

The AACE International Arizona Section’s September 2013 board meeting was on Thursday, Sep. 19, at Hill International’s offices in Phoenix, AZ.

The Arizona Section Officers in attendance were: President, Marina Sominsky; Vice President, Chris Hudson, CCP CEP; Treasurer, Marv Carson; Secretary, Dieter Clunk; Director Membership, Daisy Culanag; Director Academics, Ferdie Ponce; and Director-At-Large, Hannah Schumacher, PSP. The main announcements included welcoming new board member Ferdie Ponce as Director of Academics, congratulations to the section for earning the Platinum Section recognition award in 2012/2013, and that attending board meetings can now be done via conference call.

Discussion centered on the ASU CON483 Advanced Estimating class that section members are teaching for the Fall 2013 semester. Section member teachers include: Bob Stephens, PSP; Carl Cathcart, Charlene Mendoza, CCT; Chris Hudson, CCP CEP; Hannah Schumacher, PSP; Julian Anderson, CCP; Marina Sominsky, and Matt Chappell, CEP. Also, guest lecturers include: Heather Brown, Jason Van Dyke and Mike Carson. Also, pending the survey results, discussion on joint meeting and evening meeting opportunities were discussed. The board reviewed section recognition award point status for the 2013/2014 term, pursuing inactive section members to renew membership, updating the section website, and outreach to scholarship candidates.

The AACE International Arizona Section’s August 2013 Section Meeting was at 11:30 a.m. on Aug. 15, at Kitchell’s offices in Phoenix. Speaker Dr. David Perkins from Grand Canyon University...
Dr. David Perkins, above left, of Grand Canyon University, was the guest speaker at the August Arizona Section meeting. Section Secretary Dieter Clunk, above right, is shown presenting Perkins with a speaker’s gift and certificate.


Dr. Perkins’ presentation included a summary of earned value basics, a discussion on Independent EACs (estimate at complete) formulas using prior cost/schedule data, and used a simple Microsoft Excel-based model to estimate total project cost. Attendees also enjoyed a live demonstration of the model using varying parameters.

Dr. David Perkins is presently an Associate Professor of Business in the Ken Blanchard College of Business at Grand Canyon University in Phoenix, Arizona, and teaches analytics and operations management courses. Previously, he spent 17 years in the private sector as a project manager, project analyst, and systems engineer, in various defense and commercial technology-centric industries. Dr. Perkins also provides project analytics consulting services.

Arizona Section members and guests in attendance included David Benton, CCP; Bob Stephens, PSP; Dieter Clunk, Charlene Mendoza, CCT; Daisy Culanag, Marina Sominsky, Gordon Aronson, Hannah Schumacher, PSP; Steve Vergara, Mike Carson, Max Shoura, PSP; and Ferdie Ponce; with Scott Benton, CCP; Martin Grace, CCP; and Sarah Gagnon joining by teleconference.

Atlanta Area Section
www.aaceiatlanta.com

The Atlanta Area Section had planned on touring the Atlanta Streetcar Project for its October meeting on Oct. 15, but due to last minute changes, took a tour of the Atlanta BeltLine Project instead (the locations of the two projects are adjacent to one another in the area of the tour, with the first phase of the Streetcar Project connecting the Centennial Olympic Park area to the Martin Luther King Jr. National Historic Site.

The Atlanta BeltLine Project follows an existing 22-mile historic rail corridor that encircles the City of Atlanta. The intent of the BeltLine Project is to provide pedestrian-friendly rail transit, connecting 45 in-town neighborhoods with 33 miles of multi-use trails, following the corridor and branching off of it.

Approximately 15 hearty section members and guests attended on a balmy October afternoon, fortunately fending off the threat of rain.

The Atlanta Area Section kicked off its 2013 – 2014 section year on Tuesday, Sept. 17, with a presentation by Jeff Baker, Account Manager, and Rendy Tendean, CCP; Cost Estimator / 5D BIM Specialist, of RIB-US Cost, presenting one of its latest offerings. The Virtual Design & Construction, along with BIM, is promoted as offering great benefits to all aspects of a project lifecycle. The product is said to provide opportunities for collaboration, partnering, team building, new contracting methods and the use of expanded project delivery technology to enable members of the AEC community to deliver projects with the possibility of greater success.

Jeff and Rendy discussed common approaches to project delivery that have been used over time that require a great amount of time and money to ensure that information can flow throughout the project lifecycle. These common approaches are seldom sustainable from one project to the next.

The speakers’ believe that the RIB group technology is redefining the project delivery process by incorporating BIM information throughout every stage of the project lifecycle, while also providing visual total cost management.


East Tennessee Section

September’s Section meeting was on Sept. 24, and the guest speaker was James Rose, AIA, who presented on and provided attendees with a private tour of the “University of Tennessee (UT)-Knoxville Living Light Solar House.” Mr. Rose is an adjunct assistant professor at the University of Tennessee’s College of Architecture and Design, and Interim Director of the Institute of for Smart Structures. This was a great meeting as the group first met at the UT Gardens on the campus where we toured the Living Light Solar House and then met at a nearby restaurant, Calhoun’s on the River near campus, where Mr. Rose provided a presentation and history of the house.

The UT-Knoxville Living Light Solar House is a state-of-the-art, zero-energy house, planned as an educational exhibition that can travel to various functions across the state and country. Mr. Rose jokingly said he felt like he was directing the biggest architecture firm in Tennessee as he was overseeing about 200 different students to plan and design the Living Light Solar House. The project showcased the student’s work and nine academic programs, as well as the sponsorship and involvement of alumni, businesses, and industry partners like the Tennessee Valley Authority and the Oak Ridge National Laboratory. The participating students were not just architectural students but also engineering students, graphic artist students, finance/business students and others to perform everything that needed to be accomplished during the three years it took to complete the project from concept to design, development to construction, competition to exhibition.

Living Light is a functioning energy-efficient solar-powered house that competed September 2011 at the US Department of Energy Solar Decathlon an international, solar home design competition among collegiate teams at a location near the FDR memorial and Tidal Basin. The house placed eighth overall in the competition, and earned commendable, high-standing marks in the fields of ar-
Architecture, energy-efficient appliances, and engineering. It also tied for first place in the Energy Balance Contest, gathering perfect marks for achieving a net-zero energy balance throughout the competition. The home produced enough energy to maintain all of the house’s needs and in reality at times it produces more energy than it needs and when tied to the grid it can feed the excess electricity back to the electrical grid. The interior of the house is quite unique and has all the luxury’s of a normal house, but with huge glass walls on both sides that are 16 inches in width as a key part of using the sun when needed and enclosed shades to block the sun when not needed along with circulating air between the window panes to capture or disperse the heat. One interesting interior feature to maximize use of space was a full size bed that would roll away out of sight into one of the end rooms. One end room was a bathroom and the other end room was the utilities and equipment room, with all the living space in between.

After the Decathlon competition, the Living Light House was moved to the National Mall (by invitation) during the Smithsonian National Folk life Festival in September 2011. It was one of only 17 projects chosen to represent the nation’s land-grant universities during the festival, which commemorated the 150th anniversary of the founding of land-grant universities and the US Department of Agriculture. The zero-energy home demonstrated the merits of solar-powered living when a large storm struck the nation’s capital on June 29, leaving thousands of residents without power and forcing the festival to close for a day. The Living Light house maintained full-power during this time, producing twice the energy the house needed for all its normal day-to-day functions, such as powering its air conditioning, television, kitchen appliances, and lighting. Throughout its entire stay at the festival, the house was completely removed from the electrical grid and was self-sustaining in all of its energy production.

In November 2011 after returning from Washington, DC., the Living Light solar house turned it’s focus to being an educational exhibit known as the Tennessee Tour. The house has been toured by nearly 50,000 people in its visits to Knoxville, Nashville, Memphis, and Washington, DC.
Now back in Knoxville, Living Light continues to undergo testing by faculty and students who are collaborating with the Electrical Power Research Institute and the house is also available for tours both public and private. For more information about the Tennessee Tour and the Living Light House, visit their website livinglight.utk.edu. In closing this was one of the more interesting presentations the local section has had lately. Mr. Rose was an interesting speaker and answered the attendees many questions with ease. Those that were not able to attend this meeting are encouraged to visit the Living Light Solar House at the UT Gardens and see the cutting edge technology for themselves.

### Montreal Section

The Montreal Section was pleased to sponsor a three day Cost Estimating course in June 2013, entitled Cost Estimating Professional (CEP) - Certification Exam Preparation Workshop (What You Need to Know). This conference, developed and presented by John K. Hollman, PE CCP CEP DRMP, AACE Fellow, Life Member, and owner of Validation Estimating, was based on AACE International’s CEP Study Guide and Recommended Practice RP46R-11, Required Skills and Knowledge of a Project Cost Estimator, and other AACE Recommended Practices (RPs) for Estimating.

This “one-of-a-kind” course was designed for those who want to become a Certified Estimating Professional (CEP), are experienced professionals interested in a refresher, or for those who simply want to learn more about the skills and competencies required for a career in estimating.

The three day course was at Concordia University in downtown Montreal and was attended by 25 industry professionals and students. The principal reference provided to all was the recently released CEP Study Guide, as well as the course presentations developed by Mr. Hollmann.

Attendees were introduced to the body of knowledge of Cost Estimating as practiced in many industries and at all stages of the asset and project life cycle per Total Cost Management (TCM). The course focused on the key elements of the Cost Estimating Professional Study Guide, a complete review of the CEP body of knowledge (BOK) and references to the AACE internal Recom
mended Practices and other recommended study materials. Application of the material was enhanced by in-class problem solving and review of the skills involved in memo writing which is an important component of the CEP exam in which CEP candidates must “communicate and synthesize” the knowledge in a memorandum addressing a case topic (the CEP Memo). The course was highly appreciated by all in attendance and is an excellent means of preparation for all those interested in writing the CEP exam.

**Seattle Section**

The Seattle Section conducted its first meeting of the new program year on Sept. 1. Walter Tarr presented a program on project controls and the status for replacement of the State Road 520 Bridge, which is a large floating bridge across Lake Washington in the Greater Seattle Metropolitan Area. SR 520 was built in the early 1960s, and serves as a major vehicular corridor between Seattle to the west and Bellevue to the east. With the rapidly growing population of the Puget Sound region, SR 520 is no longer adequate and is being replaced with a major capital program by the Washington State Department of Transportation (WSDOT). Walter spoke about the project controls systems and processes in place to manage this mega-project, as well as its progress. He is the Senior Vice President of the Tarr Whitman Group, and is currently leading the project controls effort for the WSDOT SR 520 Program.

The Seattle Section’s second very well-attended meeting of the year was on Oct 10. This meeting was collaboratively sponsored with the Cascadia Chapter of SAVE International, which represents practitioners of the value engineering profession. A talk entitled, “Construction Schedules for Better Cash Flow,” was given by Brian Smith, CCP (and co-authored by Pete Bassford, PSP). The State of Washington bonds millions of dollars per quarter to fund WSDOT’s capital projects. Accuracy in forecasting the amount and timing of bonds to be sold is crucial in order to avoid incurring additional interest costs, or worse, underfunding projects that may result in delay or cancellation of projects. On the Alaskan Way Viaduct Replacement Project in Seattle, one of the largest design-bid-build projects undertaken by WSDOT, the mission is to replace an earthquake damaged section of an elevated freeway with a new approach and interchange. Brian discussed the methodology for how a contractor’s construction schedule for this freeway replacement was cost loaded using a summarization of bid-items (Schedule of Values). This methodology allowed for the development of an accurate cash flow that adjusted dynamically from month to month with the progress of the construction work, as well as the effect of schedule changes that were costed through time-impact analyses. Both work progress and changes to the schedule affected Estimates-at-Completion forecasts and subsequent cash flow forecasts.

The Seattle Section also met on Nov. 14. Joseph Poskie gave a presentation on, “Managing Risk and Contingency from the Earliest Stages of Capital Planning.” The Section will be taking a break during December for the holiday season.

**Southern California Section**

The Southern California Section met Oct. 23, in a joint dinner meeting with the American Society of Professional Estimators (ASPE) LA Chapter. The meeting was at the Barkley Restaurant and the program was presented by Carlo Paciulli. The Southern California Section met in September at a new venue, The Petroleum Club in Long Beach, as the Section explores ways to reach out to the large demographic area of the Southern California Section. Michael Nosbisch, with over 25 years experience in project management and controls, gave an excellent presentation on earned value management as it relates to both A&D and construction project risks. There were over 25 attendees, including 7 new guests, as the dinner meetings continue to serve as a way to meet others in the industry.

**Upcountry South Carolina Section**

The Upcountry South Carolina Section conducted its first monthly meeting of the 2013–2014 year on Sept. 10, at the Jacobs Engineering office in Greenville. There were 16 attendees. Bob Boyd, CCP CEP PSP, president of Upcountry Section, kicked off the meeting, welcoming the newly appointed officers and board members. Bob also discussed future meeting topics over the next few months to the group.

Mr. Boyd presented a video presentation to the group for the evening. The video, titled, “The Innovation Continuum,” focuses on the following technology trends: Reality Capture, Cloud Data, Infinite Computing, Digital → Analog and Network Effect.

Currently, every 10 years or less, at least five new technologies are being developed and introduced into society. Some of these relate to design issues which must be implemented in order to compete better in the future. Every new technology goes through a ‘Curve of Innovation’ which starts with the impossible, moves the idea to impractical, and then on to practical, to expected and finally to required. This can be better described as follows:

- **Impossible** — Start out with an idea that is impossible.
- **Impractical** — Invents something new.
- **Practical** — Overtime it becomes practical, customers start to understand it.
- **Expected** — Customers begin to expect it.
- **Required** — Its’ written in the contract. Government has a regulation around its use.

The video then described the following technology trends that are impacting Design and reshaping the design world of today and the future.

1. **Reality Capture**: Taking the analog world and converting it to digital. Laser scanning equipment captures reality and converts it to a digital BIM model. In the digital world, simulations can be run to find the optimum design. Example, reality capture can include detecting how much heat can come through windows and the design model can then provide the optimum design specs for this environmental input.
2. **Cloud Data**: storing massive amounts of data being captured and making it useful by using the equipment contained in the cloud to make massive amounts of calculations or computations. This includes capturing data from a city’s infrastructure by scanning various sections of a city and storing it all in one location.
3. **Infinite Computing**: Taking computations from the cloud and returning it to local stations (users). This allows teams in different remote areas to view various models taken information from the cloud and turn it into simulations that can be used to solve complex problems or provide optimum design calcula-
When Will Your Section News Submission Be Published?

The new digital Source magazine will include all “Section News” submissions. Source has a submission deadline of two months in advance of the issue date. Please review the following production schedule. It lists the submission periods for the six bi-monthly issues of Source magazine in 2013.

2013 Source Section News Submission Schedule

February
• Items submitted from Oct. 16 through Dec. 15, 2012

April
• Items submitted from Dec. 16 through Feb. 15

June
• Items submitted from Feb. 16 through April 15

August
• Items submitted April 16 through June 15

October
• Items submitted June 16 through Aug. 15

December
• Items submitted Aug. 16 through Oct. 15

This production schedule is based upon production schedules at AACE headquarters, as well as our printer having two to three weeks production time to take our in-house files and convert them to the Nxtbook software for posting. Enhanced features like audio, video, website links, and more will be a part of each issue of the Source. Some technology features will require additional production time and earlier deadlines. The magazine is to be ready for posting by the first of the month.

Within 2 to 3 business days of submitting a “Section News” item, you should receive a return confirmation e-mail that your submission was received at AACE headquarters.

How to Submit Text and Photos

Please submit any and all text as a part of the e-mail or as a Microsoft Word file attachment. Please submit any photo or photos as individual attachments in tiff or jpg formats. Do not embed photos in Microsoft Word files.

For photos to be used, we require either large original files or print size photos at 300 dpi (dots per inch). We can convert large 72 dpi submissions into the required 300 dpi. This process shrinks the size of the original submission. We cannot use photos taken on cell phones. For photos to be published, they must be in focus, of print quality, and wide enough to fill the width of the column layout.

Please include the names and titles of each person shown in any photos. Please list names from left to right or refer to those shown as being above left or right. For group photos please list names from left to right, beginning with the front row and working to the back. Do not list the Section officer first unless he or she is photographed on the left with guest speakers on the right.

All submissions should be e-mailed to editor@aacei.org. Please use the official name of the Section as approved by the AACE Board when the Section’s charter was approved. Never refer to the Section as a chapter.

Contact AACE Concerning Missing Submissions

Generally, all submissions received in the above scheduled times will be published in the listed issue. Items are not held because of space restrictions. There is no waiting list and no preference is given to one Section over another. Questions about incomplete submissions or failure to follow these submission guidelines could delay publication. Text will be published without submitted photos if the photo does not meet the listed quality requirements.

If a submission is not included in the designated issue, please e-mail or call the Managing Editor to ensure that it has not been lost or misplaced. Call or e-mail if you do not receive a confirmation e-mail within 3 business days of submission.

AACE reserves the right to edit all submissions and/or to refuse to publish any submissions determined by the Managing Editor or the Art Director to not meet the standards of the journal. Any appeals of these decisions will have a final decision determined by the Executive Director.

Any Section representative with questions is advised to e-mail editor@aacei.org or call the Managing Editor during regular business hours (9 a.m. to 5 p.m. Eastern Standard Time, Monday-Friday, except holidays and special closings).
A WORLD OF BRIGHT IDEAS
AT YOUR FINGERTIPS

Each year, the best total cost management practitioners in the world gather to share their expertise and insight at our Annual Meeting.

Now you can bring these thought leaders and innovative thinkers right to your desktop, smart phone or similar device thanks to the AACE International Online Learning Center.

The AACE International Online Learning Center allows you to download and watch the same Annual Meeting technical presentations recorded live and synchronized to the graphics that accompanied them as well as to links to the actual technical paper. The Online Learning Center offers a great resource for your personal professional development or for team training as a group.

As a bonus benefit, individuals purchasing downloads earn recertification credit toward their AACE International certifications.

To review more than 70 presentations featured in the current Online Learning Center, go to www.aacei.org
If we do not plant knowledge when young, it will give us no shade when we are old.

—Lord Chesterfield
“Education is simply the soul of a society as it passes from one generation to another.”

G. K. Chesterton
English author and mystery novelist
(1874 - 1936)

For more than half a century, AACE International has advanced the art and science of total cost management. With more than 8,600 members in ninety countries worldwide, the Association offers a wide spectrum of technical and professional develop resources supporting our signature Total Cost Management Framework as well as a portfolio of certifications that distinguishes our best practitioners. Since our inception in 1956, AACE International truly has emerged to be The Authority for Total Cost Management.

Salary surveys consistently show that AACE International members earn more than non-members at the same point in their careers. Individuals who have earned one of our professional certifications also show increased earnings. The skills, knowledge and networking available to AACE International members have made an undeniable positive difference in the careers of thousands of total cost management professionals, today and tomorrow. A recent online report by CNN, Money and Fortune magazines predicted six job categories directly related to the practice of total cost management as Top 100 Jobs in America in 2013. Cumulatively, the Bureau of Labor Statistics project over 1 million net jobs to be created in those TCM job categories in the next decade.

While the current market for total cost management practitioners remains strong and demand in the coming decade appears to be even stronger, the AACE International membership, like many professions, faces the reality that many of our most senior and experienced members will retire as the leading edge of the “boomers” generation hits age 65. The total cost management practice will confront an unprecedented demand for trained practitioners at a time when we will lose a major portion of the skilled workforce. Fortunately, AACE International is well positioned with the knowledge and shared intellectual capital to be a key catalyst in solving this problem.

If your career has benefited from your association with AACE International and you share our concerned about the future of the practice of total cost management, AACE International invites you to help us address the need for talented new practitioners worldwide through two distinct but complementary strategies.

The first strategy is to encourage bright and talented students to consider the practice of total cost management through contributions to our Scholarship Program. The second is to help us accelerate our development of leading edge educational and professional development delivery programs through our Education Endowment Fund.

Our Scholarship Program

Since its inception, the AACE International Scholarship program has awarded $1.2 million to worthy college students engaged in a field of study related to total cost management. Those scholarships have touched the lives of more than 1,000 students. Recently, AACE International expanded the reach of its scholarship program throughout the world in recognition of our growing international membership. As an indication of AACE international’s growing recognition, we receive more than 700 applications for the 20-25 competitive scholarships that we offer annually. In the most recent year, AACE International donated more than $90,000 toward scholarships.

These scholarships have had profound impact on the lives of the students selected. Here are a few recipients explaining in their own words what the scholarships meant to them.
Andres Boral
Florida Gulf Coast University
I’m the first to attend college in my family, and I’m working hard to be sure I’m not the last. I’m the second of four in a household led by a working mom. I know my example will not only set the bar for my younger siblings but for others in my community. Due to the above mentioned circumstances, the continuation of my college education is completely dependent on scholarships. If I don’t receive funds I simply have to drop the courses before the payment deadline. But with your financial aid, I am on my way to achieving a college degree.

Fereshteh Khoramshahi
University of Calgary
It is a great honor to win the top scholarship from AACE – twice! And participation in the Chinook- Calgary Section [activities] opened up new doors for my research activities.

Nadia Al-Aubaidy
The University of Texas at Austin
Being a recipient of the scholarship was a big motivator for me to go forward toward further contributions to the realm of cost engineering and to bring more glamorous achievements to AACE International which attracted me to be a member for its special atmosphere bridging between academia life and industry across the globe.

“We are either progressing or retrograding all the while; there is no such thing as remaining stationary in this life.”

James Freeman Clarke
**Education Endowment Fund:** AACE International has created a special Education Endowment Fund to provide continued support for the development of its expanded educational agenda. The Education Endowment Fund collects a financial pool of invested capital, the earnings of which are used to support these educational programs.

The Education Board plans to expand its activities to a new level using emerging technology to offer educational opportunities that leverage today’s adult learning methods. Self-paced learning courses, new books, and other leading edge resources will be prepared with these funds as we add new resources and multipurpose existing ones for our members worldwide.

**Tax Advantaged Giving:** AACE International is a Section 501(c)(3) nonprofit professional educational society. Please consult your personal tax advisor as to whether your contribution will be tax deductible in your personal financial situation.

**Suggested Levels of Giving:** The following levels of giving represent either gifts or pledge amounts. Individuals may make a pledge upon the initial payment of 20% of the intended pledge amount and paying the balance over the following four years.

- **Platinum Level:** $5,000 or more
- **Gold Level:** $2,500 to $4,999
- **Silver Level:** $1,000 to $2,499
- **Bronze Level:** $500 to $999
- **Participant:** Any contribution more than $50

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*Note: Individual contributors may designate what percentage of their contributions go to which cause.* In the absence of the donor making a decision, the funds will be split 50/50 between the Scholarship Fund and Education Endowment Fund:

**Scholarship Fund:** 100 75 50 25 0  
**Education Endowment Fund:** 100 75 50 25 0  
The total must equal 100%.

**Donor Recognition:** Unless requested by the donor to be anonymous, each donor will be recognized on the AACE International website and published annually in Source, our bimonthly electronic publication. Individuals who have completed their contributions (Bronze Level and above) will receive a cloisonne lapel pin emblematic of their support to these causes.

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- JUNE 2014
  15-18  AACE International’s 2014 Annual Meeting, AACE International Sheraton New Orleans Hotel, New Orleans, LA
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- NOVEMBER 2014
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