AACE INTERNATIONAL

ELECTIONS

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Click to watch Philip Evans talk about “How Data Will Transform Business” presented by TED.

What does the future of business look like? In an informative talk, Philip Evans gives a quick primer on two long-standing theories in strategy — and explains why he thinks they are essentially invalid.

Since the 1970s, business strategy has been dominated by two major theories: Bruce Henderson’s idea of increasing returns to scale and experience and Michael Porter’s value chain. But now decades later, in the wake of web 2.0, Philip Evans argues that a new force will rule business strategy in the future — the massive amount of data shared by competing groups.

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. The views and opinions expressed are those of the authors and do not necessarily reflect the official policy or position of AACE International. We invite Source readers to send suggestions on other sources to editor@aacei.org.
President’s Message
Happy New Year

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In my last message I reflected on the successes of 2014, which closed with a successful ITCM (International Total Cost Management) conference in Bangkok and an excellent second Cost Engineering Symposium in Sao Paulo, Brazil, which continues to build the momentum and success AACE enjoys in the South Americas. Both are to be featured extensively in the Association’s news.

As we start 2015, you could sum up the mood of industry as uncertain. For many it is a challenge, for others it is an opportunity. Our leaders offer the bigger picture. We have seen this before and the boom/bust is part of the cyclical nature of economies. Cost engineers thrive managing uncertainty, estimating, risk, schedule, planning, etc. There will be surprises, past performance is not always an indication of future outcomes. It is the cost engineer that the industry turns to help navigate the uncertainty and to improve the project outcomes. However, we should not be complacent, your Association offers you the opportunity to sharpen your skills, improve knowledge, education, and achieve certification.

The Association’s strategic plan is to ensure that AACE remains relevant and constantly renews, and that we exceed the needs of an increasingly diverse membership. We aim to provide more accessibility to our intellectual property; our technical, education and certification products and services. We have a great value proposition that is attractive not only to our 8,000+ members and our corporate members, but also to the young professionals faced with making career choices.

Thanks to the help of a mentor, I realized almost 15 years ago that to master the science of cost engineering, I must join AACE to make me a better professional, and that relationship would be a partnership for life. As I develop my plans for 2015, I am able to draw on my achievements of previous years, compare these against my career development plan, and validate personal objectives. I’m striving to uphold the promise to the Association in my candidacy, and to set my personal goals and objectives for 2015. In addition to setting project specific goals, I retain my focus on the tactical elements of the strategic plan by delivering the Association’s operational plans for the coming year, by looking for every opportunity to visit the membership, and to my New Year’s resolution of achieving a better work-life balance. Each of those presents its own unique challenges.

As you plan for 2015 and your continued professional development, I ask that you include amongst other things, supporting your local sections, and attending the Annual Meeting in late June.

This year, the Annual Meeting returns to Las Vegas, with a superb program of technical, educational, and certification being offered by our Associate Boards. The conference promises to be informative and inspirational, with seminars, presentations, and numerous formal and informal networking opportunities. This year we build on the platform of success of the last two meetings which focused on government, and oil & gas, with a specialized track focused on the mining industry.

My term as President has reinforced my belief that the Association is full of wonderful, interesting, talented, and entrepreneurial people, you have only to check out the slate of candi-
dates for this year’s elections to realize that. Make your vote count, visit the Association’s webpage, check out the biographies of the candidates, and make your own selections. With only a couple of clicks of a mouse, voting could not be easier. Voting begins February 1st.

Martin Darley FRICS CCP
President@aacei.org

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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2015 ANNUAL MEETING UPDATE
Industry Focus Track Selected: Mining

Turner and Townsend has been invited by AACE International to design a Mining Industry Focus Track for the 2015 Annual Meeting, scheduled for June 28-July 1, in Las Vegas, Nevada. This track is specifically created to address cost engineering issues impacting the mining and metals sector. AACE is seeking panel members to participate in five tracks comprising the following areas:

- **Quality/Accuracy of Study Estimates**: Facilitators will discuss order of magnitude, pre-feasibility and feasibility estimates as they relate to historical cost overruns on mining projects. Risk management and project cost uncertainties will be explored.

- **The Effectiveness of the Stage Gate Process**: Most major mining firms use a stage gated discipline for business case development, validation, project shaping, scope development, capital cost estimating, planning and risk assessment. This panel discussion will cover the key aspects of this process, lessons learned, as well as pros and cons of the stage gate process.

- **The Owner’s Role and Organization for Mining Projects**: Challenges in managing mining mega-projects: with mining companies operating internationally, what global systems and methods are being used to establish a consistent approach to project management and project controls. Mining companies will discuss their strategies.

- **Lessons Learned from the Latest “Mining Cycle”**: During the last “mining cycle” projects often chased commodity prices, were accelerated and/or set aggressive commissioning date targets. Many projects had difficulties with this strategy.

- **Developing Standards for Mining**: The mining industry has not settled on a common code of accounts and therefore cost comparisons, benchmarking and control are more difficult than in other industries. Several major mining companies have started working together to develop a common standard. Presenters will report on this activity, identify any opportunities in this approach, and discuss how the balance of the industry can adopt this standard.

If any of the above topics are of interest and you are committed to participating as a panel member at the 2015 Annual Meeting, please contact:

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+1-604-330-8822 Direct
Included in this issue of Source magazine is the slate of candidates for the 2015-2016 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. 2015-2016 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 2015-2016 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, 2015

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 February 1, 2015. 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 2015 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 Headquarters for assistance.

Electronic voting will end as of 4 p.m. eastern US time on March 15, 2015. The electronic system will block any voter from casting a ballot after 4 p.m. on March 15, 2015.
Nicholas Kellar, CCP EVP PSP


Goals and Objectives:
AACE has made some cornerstone changes, allowing accessible training, professional growth, and industry connections. We’ve grown in membership and a focus toward directly serving members. A key component to our future success will be effectively leveraging technology. Some concrete steps I would take in this regard are:

• Accessible Training: Put relevant education materials where people will find them and in formats that support downloads to pads and other devises.
• Professional Growth: Bring lecture and course content back from our annual meetings, deliver materials in ways that will enhance local training.
• Industry Connections: Create stronger ties with international sections. Understand how barriers through technology can be reduced/eliminated. Provide technology to sections to help host electronic meetings and allow remote member participation.

I am proud of where we are heading and grateful to have played a small part in these advancements. As President, my primary goal will be to maintain this momentum by helping to set clear and simple goals with the other officers, and working hard to ensure that your association and its staff serves you.

My philosophy is:
• If you look for the good in people, you will find it,
• Give what is needed without expectations; your returns will be far greater than imagined,
• Take the time to teach and you will be wiser for it.
Goals and Objectives:

I’m a great believer in AACE. AACE thrived during 6 years of worldwide economic troubles. With recovery achieved in many areas, it is time for AACE to invest in efforts to 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. AACE’s strategic plan outlines the important work ahead of us. To provide greater service, we need to implement this strategic plan to expand AACE’s leadership role as the PREMIER organization in the world for TCM. I am dedicated to continuing my service to AACE. As President, I will:

- Implement the new Goals and Objectives adopted by the Board of Directors in the Spring of 2014.
- Expand AACE’s membership diversity.
- Reinforce efforts that have made AACE certifications the essential credential for cost management professionals.
- Work to expand educational, training, and certification programs to members & services to corporate supporters.
- Expand our web-based educational offerings.
- Work with VP of Intl. Regions, staff/volunteers to expand intl. presence through regional growth initiatives.
- Expand AACE’s worldwide name recognition through the Regional Conferences, Government Roundtable, etc.

AACE International Activities:

John is a long-standing member of AACE, who since 2002, has worked diligently to increase AACE’s body of knowledge, its international stature, and to champion AACE to outside organizations and the industry. John has authored and presented a dozen technical papers at Annual Meetings over the past 12 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. John actively promotes AACE by writing and speaking on TCM topics at other organization’s conferences. John is an author and co-editor of a forthcoming ABA book on forensic schedule delay analysis. Within AACE, John served on AACE’s Board of Directors as Vice President Finance, and Region 2 Director between 2010 and 2014. 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. 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 a Managing Director with Navigant in their Global Construction Practice and splits his time between offices in Washington, DC, and San Francisco. He has nearly 40 years of experience in design, construction and international consulting. John received his B.Arch. from Syracuse University (1975) and his J.D. from Catholic University (1982).

Goals and Objectives:

- Making the association more agile to the changing global communities like industry, academia, and governments.
- Reactivating dormant sections and launching new sections.
- Initiating a special drive to encourage industry and business to specify AACE certifications as in their Job Descriptions.
- Developing “Brand Ambassadors” through an effective leadership development program for AACE Volunteers.
- Providing superior value to stakeholder ecosystem: members, practitioners, partners, industry, academia, and governments.
- Spreading the value of “TCM” in less project management influenced sectors like manufacturing, services etc.
- Developing “Brand Ambassadors” through an effective leadership development program for AACE Volunteers.
- Making the association more agile to the changing global markets/competition from other professional organizations.
- Creating greater collaboration and partnership with global communities like industry, academia, and governments.
John L. Haynes, PSP

AACE International Activities: John is a certified Planning and Scheduling Professional (PSP) since 2002, and the current Chairman for the Western Winter Workshop. John has served as Chairman and Executive Director of the WWW for the past 14 years. Past President of San Francisco Bay Area Section (two-terms), Served as VP, Secretary and Treasurer of the SFBA Section. Served as AACE Director – Region 6 in 2010 – 2011 and is currently the Director of Region 6.

Education: B.A. Music, Musicians Institute, Professional Experience: Project Controls Manager for Hill International, Inc. Duties: Currently John is the Program Schedule Manager for Los Angeles World Airports (LAWA). Past Projects include Project Manager for Bay Area Toll Authority project, DPM for the BART Earthquake Safety Aerial Structures Retrofit contract. John has served as a Project Controls Engineer for construction of Civil/Industrial, Transportation, Information Technology and GSA contracts for over 27 years running, with a TIC valued at over $9.3 billion.

Goals and Objectives:
I will ensure a smooth transition from my predecessor. I will work to increase the enthusiasm brought to this association during these past two years. I promise to help sections across the globe grow their reach by rolling out opportunities to get the word out to both private and governmental concerns. To help those sections and regions create conference and workshop forums, similar to the Western Winter Workshop, ITCM, and Annual Meeting. The VP-Administration must be responsible while providing guidance for the new approaches of the incoming Board of Directors. As VP-Administration, I would facilitate AACE growth by:

- Providing professional administrative support for the AACE Executive Director, President and staff to ensure that we advance and enhance our message.
- Develop new ways to grow our profitability and our educational business for the new technologies and advancement of the outreach to students and faculty.
- Work to create new incentives for attracting members and opportunities for section and regional growth.
- Perform needed review of the Association’s admissions, constitution, and by-laws.
- Maintenance and oversight of the Association’s Organization Manual and legal correspondence.
- Reach out to the sections and regions regarding Fellow awards, ensuring that service to the Association is remembered, offered, and granted.
- Act as Corporate Secretary of the Association. Provide more access. Reach out to Regional Directors and sections using visitation, conferencing, and mentoring.
- Work with the VP-Finance and the Board to find new ways for growth in scholarship funding and outreach.
- Finally and most importantly, I will do all I can to help get our message out to state and federal agencies for adaptation of the fundamentals of “Total Cost Management,” with the certified/recommended practices developed over the past 58 years. I truly appreciate your consideration and this opportunity to serve the Association.

James E. Krebs, PE CCP FAACE

AACE International Activities: Jim has been an active member of AACE International since 1986, all as a member of the Great Lakes Section having served as President, various board positions, and is currently in his third separate term as the Section Vice President. For his dedication to the Great Lakes Section, Jim was given the Charles V. Keane Distinguished Service Award and achieved the rank of Fellow in 2012. Jim served on the Association Board of Directors as the Director of Region 4 in 2008 and 2009, and has presented papers and training sessions at AACE annual meetings and quarterly board meetings.

Jim is the Senior Vice President of Administrative Controls Management, Inc., a firm renowned for its project/program management consulting services to the engineering, construction, utility, institutional, manufacturing, automotive, and pharmaceutical industries. He has over 28 years of project management, project controls, and construction experience including planning, scheduling, estimating, cost controls, claims analysis and testimony, field supervision, and administrative services. His experience includes automotive, heavy construction, nuclear power, light manufacturing, refinery, and industrial projects. Beyond traditional project management, Jim has developed and implemented a computerized application for integrating cost and schedule control for a large engineering department; provided expert witness testimony for claim; written a project controls procedures manual for a major construction project; and prepared data for utility rate cases.

Goals and Objectives:
During my 28 years as a member of AACE, I have developed my skills as a Cost Engineer, gained leadership skills, made great friends, and found an avenue to give back to the profession I love. At every step along the way, AACE has provided the direction and opportunity. The strengths of the Association are the members, the technical and educational products, and the certification program. For the members to be fully served, for the technical and education products to be developed and propagated, and for the certification program to thrive, the Association needs strong, effective, and efficient administration.

As the Vice President - Administration, I will:

- Work closely with the Executive Director, staff, and the Board of Directors to support and strengthen effectiveness and efficiency of the Association;
- Fulfill my duties as the corporate secretary, legal officer of the Association, and administrator;
- Oversee the administrative functions of headquarters;
- Continue to promote AACE International and the Cost Engineering profession;
- Continue to be an advocate for active membership, annual meeting attendance, technical and educational product development, and certification advancement;
- Work with the Board of Directors to ensure the Association is serving the membership;
- Strive to give back to the members and the profession the same benefits I have received for almost three decades.
Aldo Mattos, CCP

AACE International Activities: Aldo is an engineering project manager/director and consultant with large international experience. Based in Brazil (home country), he is a nationally recognized expert in construction cost estimating, planning and management. He also holds a Law degree and Master’s degree in geophysics from Bahia Federal University. His international experience spans multiple industries, including power plants, renewable energy plants, transportation and public housing, in Brazil, Peru, US, South Africa, Mozambique, Egypt, Spain, Costa Rica and Trinidad & Tobago, both working for general contractors such as Odebrecht, Acciona and Isoluz, and as an independent consultant. His experience includes the role of owner’s rep at the Salvador airport expansion project in Brazil. He is the author of three books on construction cost estimating, planning and real estate policies. He is an active lecturer on a wide range of construction-related topics (7,000+ attendees): bidding, public contracts, field supervision, earned value technique, construction claims, disputes resolution, planning, scheduling, cost estimating, project management, etc. He often presents papers at international events and writes articles for technical publications. At the 2012 ICEC meeting in South Africa, his presentation was elected the best of the conference. In 2014, he won the “Cost Engineer of the Year” award from IBEC (Brazilian Institute of Cost Engineering). As a consultant, he has assisted public entities and private companies in cost control, estimating, planning scheduling, feasibility studies and disputes resolutions. He is very skilled in training and motivating teams. In his many projects as general contractor, owner’s rep and consultant, he has been exposed to negotiations with international funding agencies and different types of contract. He is currently Director of Region 10 and is a Certified Cost Professional (CCP) by AACE. He was previously President of Brazil Section for two consecutive terms. He signed the petition to create Brazil Section. During his terms, the number of member raised from 28 to 108. Brazil Section hosted a Latin American Cost Engineering Symposium in Dec. 2013, with a high attendance of 180 professionals. He taught the CCP preparatory course in Sao Paulo and Danmark for 40 students with a high degree of success.

Goals and Objectives:
Mr. Mattos will work to strengthen the existing sections, rather than creating new ones. He believes short events, such as 1-day seminars with international and local speakers, is the easiest way to show the power of AACE as a generator and diffusor of technical knowledge. Awareness of AACE purposes and membership would come as a natural consequence. This experience had satisfactory results in Chile, Peru and Brazil. ITCM needs to be reformatted to attract more attendees, exhibitors and sponsors. It seems more logical to hold ITCM in countries with a more solid base of members to have more mouth-to-mouth advertising. It is important to foster the production of more “international” material, because AACE is deemed very North American-centered in the many countries.

Philips Tharakan Mulackal, CCP

AACE International Activities: Philips has been an AACE member since September 2005. He has been a Certified Cost Professional, (CCP) since June 2006. Active volunteer of AACE International since the beginning of his membership, including:

2014-15: Board Advisor, UAE Section
2014: ITCMC Conference Chair;
2012-13: UAE Section President
2010-12: Director Region – 7
2011: Recipient of Outstanding Regional Director Award
2010: Recipient of TCM Excellence Award
2009: UAE Section President
2008: Regional Director for UAE Chapter under AGS section.
2006: Technical Director of AGS-UAE Chapter.

Initiated to organize AACE’s first International Marketing event at Dubai in 2008, in coordination with International Marketing Committee. Again, initiated the discussion and involved in every step of the first International Total Cost Management Conference at Dubai in 2012. Served two terms in Nomination Committee, actively participated in AEP technical committee, contributed as a technical paper evaluator, CCP exam refresher course facilitator, promoter of TCM to various professional organizations and industry. Also holds certifications or worked with RICS, PMI, USGBC, IFMA, IE and Toast Masters International.

Established and maintaining good relationship with local, regional and international leaders, HQ staff and our most valuable members and past members. Always available for the support of the members. Twenty Three years of project management and Operations Management experience merged with business development in small to medium size MEP projects. Active promoter of Life Cycle Cost right from the initial stages of the career and taken major procurement decisions based on Life Cycle Cost. Presently working as an Operations Manager in Johnson Controls a MNC with around 160,000 employees’ worldwide in their Dubai office.

Goals and Objectives:
- As international certification growth mainly depends on the availability of well trained instructors to guide and facilitate potential AACE certification exam candidates. Will work with International board and AEP Committee to establish a system to rate AEPs and promote AEPs. Propose and debate in board a system to qualify CCP, PSP, CEP, DRMP and CCT instructors.
- Lobby 3 HR agencies per quarter to specify AACE International certifications for positions they advertise in relevant fields.
- Lobby any of the leading EPC, Engineering, QS, PM&C companies per quarter to formally recognize AACE International certifications and make some of them mandatory for promotions to specific levels.
- Communicate personally with each RD on a bi-monthly basis and half yearly to section leaders.
- Gather section reports from RDs on a quarterly basis and aim to achieve a minimum 75% active participation from sections.
- If board allows, organize one International TCM Conference with guaranteed financial return.
Asoka K. Pillai, CCP EVP FAACE

**AACE International Activities:** Asoka has over 25 years of experience in Project Control and Project Management in both the US government and Private Sector. Asoka has worked in several leading EPC industry firms such as Bechtel Power Corporation, Westinghouse, Washington Group and Bechtel Mining & Metals. Currently, he is working as a professional consultant in Project Management/Project Controls arena for the Savannah River Remediation LLC for the High Level Liquid Waste Division at the Savannah River Site, a Department of Energy Facility located in Aiken, South Carolina. Prior to holding this position, he served various positions like project controls manager, principal project controls and cost controls manager.

He joined AACE in 1994. He became a Certified Cost Professional (1996) and an Earned Value Professional (2006). He was an Executive Board Member of the Central Savannah River Area (Section) for several years. He served as President, Vice President, Programs Director, Communications Director, and Treasurer. He has been a volunteer instructor for the CCP reparation courses, and was instrumental in setting up CSRA Section’s EVP/PSP Certification Courses. In 2007, he was named an AACE Fellow. From 2008 to 2010, he served as the Director-Region 3, on the Technical Board and on the ITCM Conference Committee. He was Chair of the EVM Committee and used he served as an EVP exam evaluator. While on his foreign assignment with Bechtel Australia Mining and Metals Business Unit, he served one year as the Director-Region 8 from 2013 to 2014. Asoka holds a Bachelor of Science Degree in Mechanical Engineering and a Master of Science Degree in Project Management from the George Washington University. He also holds memberships in various professional organizations.

**Goals and Objectives:**

As the Director of Region 3, I would support all the grassroot efforts of the Sections that eventually contribute to the overall growth of the AACE. My specific actions and plans will include:

- **Improve communications** by being a conduit between the AACE leadership and the leaders of various sections in the Region. Communicating the Board plans and objectives clearly and directly to the Sections and to understand their concerns and procure assistance from home office, where necessary.
- **Encourage sections** on increasing memberships, help members obtain certifications, and achieve recognition awards.
- **Support efforts** of the Sections in arranging joint meeting opportunities with other professional associations/societies.
- **Recognize sections** organizing certification/education workshops and regular monthly meetings with effective speakers.
- **Help to establish** new sections and student sections in the region, where there are opportunities for growth.
- **Share best practices** among sections for continued growth. Help share webpage and newsletter information.
- **Solicit section volunteers** for AACE committee and board service and encourage annual meeting attendance.
- **Help to make** the AACE experience, a rewarding one for every member from each section in the region.

**Note:** Because of prior Board roles as Regional Director, Mr. Ashok Pillai, CCP EVP FAACE, is limited to serve one year as RD3 and will have to be replaced per the Constitution and By-laws.

Bryon L. Willoughby, PE CCP

**AACE International Activities:** Bryon has been a member of AACE since 2008 and served as the Catawba Valley Section President for 2012/2013 and 2013/2014. Mr. Willoughby has over 32 years of heavy civil and highway construction experience and holds a Bachelor of Science Degree from The Ohio State University and is registered as an Engineer in North Carolina, South Carolina, Maryland and Ohio.

Bryon resides near Lake Norman just north of Charlotte, North Carolina, and owns and operates Willoughby 2000 PLLC, a consulting firm founded in 2000 and located in Davidson, North Carolina. Willoughby 2000 provides CPM scheduling services, cost estimating, contract claim evaluations and expert testimony. Mr. Willoughby has provided expert testimony associated with such topics as project delays, construction costs, means and methods and lost productivity. Prior to launching a consulting career, Mr. Willoughby worked to two contracting companies performing project management and cost estimating work.

**Goals and Objectives:**

If elected, Mr. Willoughby will endeavor to promote interest and participation in local AACE sections by encouraging the Sections to provide presentations and training comporting with the interests of the Section members. Further, communication between Sections and sharing of successful ideas, presentations and events will be encouraged.
Christopher Caddell, PE CCP
DRMP
AACE International Activities: Since first becoming involved at AACE in 1999, Chris Caddell has been very interested in working with others to identify and develop industry leading practices for cost engineering. He has authored or co-authored 6 technical papers on cost engineering related topics, served as the primary author of a Recommended Practice, served on the task force to develop the DRMP certification, and is currently serving as the Chair for the Decision and Risk Management subcommittee. Chris was previously recognized with the Technical Excellence Award in 2012, and Outstanding Subcommittee Chair Award in both 2013 and 2014.

Chris is currently a Senior Vice President for Turner & Townsend, a project management consulting firm and is responsible for its Houston office support to the energy industry. He received a Bachelors of Science in Civil Engineering from Rice University and an MBA from the University of Texas at Austin. He worked for 8 years with a general contractor, before moving into consulting, which he has practiced for 18 years.

Chris has worked in multiple industries, including commercial, institutional, governmental, military, aviation, transportation, manufacturing, oil and gas, alternative energy, chemical, and pharmaceutical. His work has taken him to many countries around the world, allowing him to understand practices in different regions and cultures.

Goals and Objectives:
• To uphold AACE’s Constitution and Bylaws and actively assist the Board of Directors in pursuing the Association’s Strategic Plan.
• To continue the work of the previous Director in addressing the needs and objectives of the Members and Sections in Region 5.
• To support Sections with attracting new members through visits to regional Section meetings and helping promote AACE in local organizations and corporations that employ a number of cost engineering staff.
• To help identify and support members in the Region that are interested in becoming more involved in AACE, with a focus on developing future leaders.
• To work with local Sections to develop local training sessions and workshops based on TCM and Recommended Practices to both promote AACE and industry leading practices.
• To work with local Sections, corporations, and other Regions to promote AACE certification programs and the value that this certifications can provide to individuals and the companies that employ them.

B. John Hartman, PSP
AACE International Activities: John has been an active member of AACE for more than 10 years and is the current President of the Rocky Mountain Section. John previously served in roles of Committee Member, Vice President, and President for the Section.

John has a B.S. in Industrial Studies/Construction Management from Moorhead State University (MN) and is a Certified Planning & Scheduling Professional (PSP) with AACE. Mr. Hartman has been a project controls professional for over 20 years and has led project controls teams in both the public and private sectors of the Architecture/Engineering/Construction industries.

John is currently the Director of Project Controls Automation for CH2M HILL in their Enterprise Delivery Excellence (EDE) organization. This group is tasked with developing and implementing standard processes, policies, tools and systems to provide a comprehensive and robust technology platform to support enterprise wide project and program delivery needs. Previously, John has worked for consultants/engineers, contractors and owners, which has provided him with extensive experience throughout the project lifecycle from early conceptual planning, through design/engineering to construction and operations of the asset.

Goals and Objectives:
As Regional Director, I will strive for the following:
• Build upon the momentum created by predecessor Region 5 Director.
• Act as a liaison between members, sections, and the Board of Directors by being accessible and responsive to the region.
• Work with each section to understand their needs and concerns and provide assistance where necessary.
• Assist struggling or inactive sections to become reinvigorated.
• Enhance regional membership retention statistics.
• Promote section growth by increased section activities.
• Increase awareness of AACE certifications.
• Plan a cycle of visitations to all Sections during my tenure.
Colm Tully, CCP PSP

**AACE International Activities:** Colm has been actively involved with the San Francisco Bay Area Section of AACE International since joining in 2008. He has held the position of Secretary, Vice President, and is currently serving as President for the 2014/15 term. He is a regular attendee of the Western Winter Workshop (WWW) and the Annual Meeting. In addition, he has served on the planning committee for the WWW for the past two years and acts as a mentor for the AACE mentoring program.

Colm believes that a good work life balance is very important and when not working, he keeps active by participating in team sports such as Soccer, Gaelic football and Australian Rules football as well as snowboarding in the winter.

**Goals and Objectives:**

As Region 6 Director, I will strive to fulfill all the duties set out in the association’s Organizational Manual to the best of my ability. In particular, I will:

- Act as liaison between the Sections, the Region and the Vice President-Regions on the activities and health and welfare of the Sections within the Region.
- Focus on membership growth and retention with a strategic focus on student outreach.
- Promote the importance of AACE credentials to both clients/owners and members.
- Promote technical activity within the Region through encouraging more member participation at regional and national workshops and conferences.
- Engage and coordinate with other professional associations such as RICS, ASPE and CMAA to hold joint events at a local level.
- Support section leadership and assist in resolving any issues that may be affecting section performance.
- Use social media to enhance member communication and publicize section events.

Aniekan Usoro, CCP

**AACE International Activities:** Aniekan has been an active AACE member since 1990 (24 years). He is a CCP, and holds a PMP from the Project Management Institute, and AVS from the SAVE International. Aniekan has over 25 years of broad and solid experience in project controls and program management. He holds a B.S. degree in Civil and Construction Engineering from Iowa State University. Currently, he is the Deputy Executive Director of Project Controls and Value Engineering at Sound Transit, a regional transit Agency where he oversees the program control and management functions for the planning, design, construction, and Startup of the Agency’s Capital Programs. In the AACE Seattle Section, he has served in the Directorship positions; as Vice President; and President. Under his leadership, membership and member participation, enthusiasm, and interest in the section activities have significantly grown. Aniekan is also an active member of the Project Management Institute (PMI), SAVE International, and the American Society of Civil Engineers (ASCE).

**Goals and Objectives:**

Facilitate growth and professional development among cost engineering professionals in the region, raise awareness about AACE International activities, certifications, technical resources, and educational opportunities. I will work closely with local sections and regions to share resources and experiences. I will work to improve communication among local sections and regional groups. I will work to promote significant membership growth, partnering with industry peers and encouraging the establishment of student chapters in local and regional universities.

As Director for Region-6, I plan to pursue the following initiatives to achieve my objectives:

- Promote membership growth through outreach to local and regional employers, universities, and local colleges.
- Enhance recognition, awareness, and prestige of AACE International, cost engineering profession, and benefits to business, academic, and professional communities in the region.
- Partner with industry peers and encourage corporations to make AACE certifications a job requirement.
- Promote cost engineering program as a rewarding career to university and college students and increase student membership through mentorship, scholarships and industry.
- Support cooperation and mentoring initiatives at both member, section levels, and in the region to promote knowledge development in cost engineering, and total cost management skills.
- Support local section operations through regular meetings and established feedback.
- Promote inter-sectional cooperation by supporting and encouraging regional seminar and conferences.  ◆
Jaimin Mehta, CCP PSP

AACE International Activities: Jaimin Mehta has been an active member of AACE for over 13 years, and has continuously served on local AACE sections, St. Louis and Southern California, including President of Southern California. He has assisted in teaching PSP and CCP certification courses and has led the student outreach programs at various universities, organized Western Winter Workshops and Spring Symposiums. He has also worked with the Mentoring Committee and Young Professional Taskforce, and has attended several Annual Meetings over the years.

Jaimin’s education includes Civil Engineering from India, followed by Bach. of Construction from Bradley University and MS in Construction Management from Washington University in St. Louis. He holds CCP, PSP, and Six Sigma (GB) certifications. Following his passion for building, he has spent most of his 17 years of experience working with ENR Top 20 National and Global General Contractors in the field of Project Controls.

For a couple years, Jaimin has been in India on work assignments. At present, as a Director with AECOM, India, he is working on the management of design, engineering and construction of the first and biggest Integrated Smart City of India. Working in India has led him to understand the strengths and weaknesses of application of TCM in the region. Starting from the grass root level, he plans to engage students in universities and influence the client organizations with AACE’s vision and depth of its expansive knowledge bank.

Goals and Objectives:

- Share success formulas and lessons learned between sections.
- Identify and mentor Sectional Task Force leaders, and help establish a new section in the region.
- Promote AACE at universities, training institutes, international banks, local and multinational corporations, governmental agencies, etc.
- Develop an online/teleconference platform, where industry experts from around the Globe can volunteer some time to a group of section members.
- Understand and address concerns of current members in each section.
- Convince employers that taking certification tests, using recommended practices and participation can promote better professional practices.
- Promote the mentoring program, Women in Project Controls and Young Professionals Committee.

Ghulam Mujtaba Shaikh

AACE International Activities: Ghulam is an active member of AACE for more than 12 years. In the past, he has primarily served in US, where he started his professional career. He was involved with Southern California Section in several positions, including as President. He led numerous outreach events at universities; taught CCP certification classes; and started the Southern California’s successful Annual Spring Symposium. He regularly attends and has presented at Annual Meetings. He also attended first leadership and ITCM conference, and worked closely with Diversity and Young Professionals Task Forces. He moved to Pakistan in 2011, and has been active in introducing AACE in the region. He was selected to serve as RD7 for a year and again as RD8 - a role that he currently serves. He 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 in US include San Francisco Rapid Transit Extension, Los Angeles Bus Rapid and Light Rail Projects, LAX Improvements and I-405 Freeway, and in Pakistan/Middle East BT Tower-Tower-Karachi, Pakistan Deep Sea Container Port, Riyadh BRT, and Karachi Circular Railway. He holds a BS in Civil Engineering from NED University, Karachi and an MS in Project Controls and Young Professionals Committee.

Goals and Objectives:

Region 8 is one of the largest regions and is key to AACE growth. With the addition of South Asia, this region represents target areas for the AACE growth. Countries like China, India, Australia, Malaysia, Singapore, Japan, and others in the region have huge potential. I plan to raise awareness about AACE activities, certifications, technical resources, and networking opportunities. My goals are:

- Promote the vision and mission of AACE.
- Work closely with all sections to focus on growth.
- Strengthen sections to build up on their success and increase their deliverables, noticeably sections in Australia, China, South India, and Japan.
- Formalize new sections – Central India, North India, Malaysia, Korea, Pakistan, and Singapore.
- Use web, VOIP, and social websites for collaboration.
- Visit 2-3 sections every year and increase momentum.
- Use section newsletters to reach potential new members.
- Focus on certifications; use 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. Institutes in Japan, India, Thailand, and Singapore shall be the focus.
- Support the 2014 Bangkok ITCM Conference and carry its lessons for improvement to future ITCM conferences.
- Tap AACE for mentors/guidance to regional sections.
Marcos Eduardo Ganut

AACE International Activities: Marcos Ganut is a Partner in Capital Projects Consulting in the São Paulo office of Deloitte Financial Advisory Services. He is head of Capital Projects Consulting and Tangible Asset Solution, which is part of the Valuation Group, and has worked for Deloitte since 1997.

Marcos has extensive experience in the coordination and execution of capital projects consulting services, including claims consulting, risk management internal controls, cost control, and cost assessments, auditing, and other services. Marcos is responsible for leading this service line of capital projects and infrastructure in Brazil and in supporting Latin America and Africa.

With over 17 years experience in industrial assets consulting and audit of construction projects, Marcos has acquired a comprehensive knowledge of equipment and maintenance, material codes and project management in several industries, such as power energy, mining, steel, chemical and petrochemical, foods and infrastructure. He is responsible for coordinating a team of 100 engineers. Marcos is a mechanical engineer and has an MBA degree with an emphasis in project management and corporate finance. His education also includes a B.S. degree in Mechanical Engineering, from Mackenzie University; the MBA in Corporate Finance and Strategic Management; FGV – Fundação Getúlio Vargas and an MBA in Project Management – FGV - Fundação Getúlio Vargas.

Goals and Objectives:
As a Director in the Brazilian Section of AACE, he was an important part of launching and disseminating information about AACE within Brazil, and he is committed in sharing AACE knowledge in the biggest companies in Brazil and South America.

At this moment, the most important step to disseminating information about AACE in South America is showing the importance of all AACE certifications as how they assist in developing a cost professional's career.

As part of my plan, I intend to:

- Share best practices and promote events in South America to disseminate information about AACE
- Participate personally in meeting with the top 30 companies in South America to promote AACE
- Personally attending AACE meetings in Brazil and the Annual Meeting in the US.
- Support South America Regions in growing 10-20% increases in the number of AACE certified individuals.

Glenroy London

AACE International Activities: Glenroy is a founding member of the Caribbean Section established since 1994. Served as president of the Caribbean Section and is still active on the Section BOD as the current past president. Assisted past president Stanley West in making arrangements for and proctoring CCP examinations in the Caribbean Section.

He played an active role in networking and promoting TCM to the key stakeholder organizations in the energy sector of Trinidad and Tobago. Worked to rekindling membership growth and development. Volunteered as an AACE mentor. He is a well accomplished Energy Sector professional with over 30 years tenure in the local, regional and international sectors. His diverse energy sector expertise spans projects across the broad spectrum of regulatory, downstream, mid-stream and upstream. He is a proficient mechanical engineer who graduated from the University of the West Indies. He also holds an MBA in finance and marketing and MSc in production engineering and management from UWI at At. Augustine, Trinidad. He is versed in production engineering and management concepts. He has an MSc degree in strategic planning from the Edinburgh Business School, Heriot Watt University, Scotland, UK. He is currently completing his DBA in Strategic Focus with Edinburgh University, Heriot Watt University, Edinburgh, Scotland, UK. He has demonstrated an in-depth knowledge and understanding in the applications of investment strategy, project financing, as well as mergers and acquisition.

Goals and Objectives:
As Region 10 Director, I intend to passionately further the drive for excellence in TCM to create opportunities for members to participate in major global capital projects earmarked for the region by the following initiatives:

- Build upon the momentum created by my predecessor.
- Engage technology via social media and ICT to provide a platform for greater collaboration and communication.
- Injection of energy and passion to assist struggling or inactive sections to become reinvigorated.
- Enhance regional membership retention and growth.
- Promote section growth through increased section cultural, sporting and social networking activities.
- Emphasize the value proposition of the TCM concept, citing the correlation between AACE certification and improved employee development, and performance.
- Guide and promote increased levels of AACE certification in alignment with talent and competence acquisition.
- Establish clear and concise pathways to transformational leadership attributes to develop existing Section leaders.
- Schedule outreach to each Section in the Region.
- Promote that AACE International as an engine of opportunity, growth and driver of sustainability in the region.
Recruiting qualified professionals has never been easier.

The AACE Career Center is the most effective way to find leading practitioners in the total cost management profession. Unlike generic job posting services, AACE International commits to not only helping you hire the best person for your position, but also helps you develop that individual to their fullest professional potential by offering a complimentary AACE International membership for the balance of the year the person is hired or a $150 discount toward registering for an AACE International credential such as CCP, CEP, CFCC, EVP, or CCT.*

The AACE Career Center helps streamline your hiring process with unmatched exposure for job listing and, higher quality candidates. Because AACE members are among the most skilled and best trained total cost management professionals in the world, the AACE Career Center offers a highly targeted pool of exceptional talent, which is an asset to your business.

AACE Career Center offers:

- Quick and easy job posting
- Quality candidates
- Online reports provide you with job activity statistics
- Simple pricing options

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.

*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/.
On December 18, 2014, the Certification Board announced a new exciting service to all AACE certificants: The Recertification Activity Tracker. If you have never heard of it, then this is a must read article for you. If you have heard of it, you still need to read this article for a hidden million dollar tip!

What is the Recertification Activity Tracker?

The tracker is an online form used to record and store recertification activity as it occurs, rather than collecting, filing, and maintaining records or documentation for three years to refer to when completing the application for recertification. Much like a journal or diary, the tracker will reflect what you have been doing – and documenting – to maintain your certification, that is not to say everything you record will be valid for recertification. For help in determining acceptable categories and activities, please review our Recertification by Professional Credit Plan Application & Handbook, (http://www.aacei.org/cert/recert/RecertificationApplicationHandbookExample.pdf). While the tracker does not replace the recertification by professional credit plan application, it is useful to keep your activity organized. The tracker is conveniently configured to allow the selection of categories and sub-categories found on the application, date ranges (with calendar pop-up), ample text room for a description, and contact hours/CEUs, or number of years, or items (which will depend upon the category you select), all of which will ultimately reduce the certificant’s application completion time. It is best to keep some form of documentation for all recorded and stored activity, in the event of being randomly selected for an audit of your application. Acceptable verification documentation may include receipts, brochures, certificate of attendance, syllabus, attendance rosters, copies of magazines/articles, etc. (all of which can be electronic copies).

How does the tracker work?

Certificants will have two options when using the form:

OPTION 1: Submit activity as it happens.

Choosing this option means you will enter the activity in the tracker form and select SUBMIT when finished. Your submission is sent directly to AACE HQ Certification Staff, who will maintain the submission for future reference when recertification is required. You will repeat this process each time you have an item to record.

• PROS of Option 1: You can submit unlimited items without having to create a Recertification Activity Tracker profile to remember (e-mail and password). If you accidentally submit your activity, it can be re-opened for editing by contacting AACE Certification HQ staff.

• CONS of Option 1: Once your activity is submitted you cannot review items previously submit-
ted or keep track of your progress. In order to review all of your submitted activity, a request must be made to certification HQ staff to provide a list of your entries (excel format). You will sort through the data to ensure everything has been captured or remove items entered more than once.

**OPTION 2: Create a profile and accumulate activity**

Choosing this option means you will enter the activity in the tracker form and select SAVE MY PROGRESS AND CONTINUE LATER. This action will require you to enter your email and create a password so that your item(s) can be stored – creating a tracker profile. At your next log-in, you will select RESUME A PREVIOUSLY SAVED FORM, which will ask for your e-mail address and password (used to save your activity) to retrieve your previous entries. You will be able to review your saved activity, add more activity, edit or remove unwanted activity. You will repeat this process each time you want to enter recertification activity. Your recertification activity form will remain open and editable as long as you do not select SUBMIT (but remember, you can always request a submission to be re-opened by contacting certification HQ staff).

**Important information to note:** Do not attempt to create a new profile if you have difficulty saving your information, or if you encounter a technical issue not allowing you to retrieve your saved information. Saving more than one profile with the same e-mail address for the same form will not allow you to retrieve any information. If you experience difficulty in saving your data or encounter a technical issue during your session (such as, accidentally closing your window, computer freezing or shut down, etc.) please contact certification HQ staff. Since the software retains a record of every attempt to record data, we will more than likely be able to find your data and reset your profile.

- **PROS of Option 2:** You have access to your recorded activity and can add or make changes at anytime and your activity report is organized and can be easily sorted by the fields you choose (category, activity, date, CEUs, etc.).

- **CONS of Option 2:** Adding multiple items requires navigation to the first entry box to select the I HAVE MORE ITEMS TO ENTER link. Recording three years worth of activity may make this an undesirable task. However, the software company is working on reconfiguring this design to eliminate the extra navigation step (keep reading to learn more about this issue and for a million dollar tip).

**Where can you find the tracker?**

The recertification activity tracker is conveniently located on our website under our Recertification landing page. From the AACE International homepage, hover over the Certification tab, and select Recertification (see figure 1).

From the Recertification landing page, select Track my recertification activities (see figure 2).

The Recertification Activity Tracker Form is displayed and ready for use (see figure 3).

If you are entering more than one activity, select I HAVE MORE ITEMS TO REPORT located in the bottom right hand corner of the FIRST entry box (see figure 4) which will recreate a blank entry box at the bottom of your form. Currently, the software stores the link for reporting more items in the first box only – which will require you to navigate back to the first box to continue adding items. However, word on the street (basically the software technical advisor) tells me that reconfiguration is currently underway and this little nugget will be situated to give easier access to add multiple items – eliminating the navigational acuity – in the very near future!
MILLION DOLLAR TIP: If you know how many items you are recording, BEFORE you begin entering items, select the I HAVE MORE ITEMS TO REPORT equal to the number of items you are reporting; the form will create an equal amount of blank entry boxes so that you can conveniently record your activity without navigating back to the top box.

$10 TIP: You may find it helpful to bookmark the tracker page for easy retrieval and less navigational steps to follow – but the form will always remain conveniently located on our website for your use.

When can you start using it?
Immediately! Over 100 certificants have been taking advantage of the tracker since our announcement nearly 4-weeks ago. It is important to follow the instructions listed on the form for optimal results and contact AACE certification HQ staff if you encounter any issues or have any questions.

We’re excited to offer a mechanism for AACE certificants to track their recertification activity and trust it will be helpful and convenient tool in helping our certificants maintain certification for years to come.

Now, we’re off to embark upon many more exciting things planned for 2015! Stay tuned.

Figure 4 — Location of Tab for Entering More Items to Report

AACE INTERNATIONAL CERTIFICATION PROGRAM’S GROWING SUCCESS

The 2014 certification program ended on a great note…and started 2015 on great note, too! With strategic planning and a lot of goal setting, the Certification Board set the course for program success. The following represents a few notable highlights of the program:

• **Reestablished Cert Corner** — an article featured in AACE International’s online magazine, Source, to connect with certificants, current and potential examination candidates and the general public by providing certification related information. The collection of 2014 articles provided a great range of information. From a testimonial for the Certified Cost Technician (CCT) certification, as a great head start for the less experienced worker in the industry, (April 2014); to a veteran certificant’s encouragement to those not certified to seize the opportunity and get certified, (June 2014); from refining eligibility requirements for the benefit of potential candidates, (August 2014); to coveted insight on how to pass the specialty exam(s) memo, (October 2014) – readers can learn a great deal about certification through these brief, useful articles.

• **Introduction of BadgeCert** — a digital certification portfolio to facilitate the recording, issuing, storing and sharing of digital badges through social media, websites, e-mail signatures, and more. An emerging technology, a digital badge helps to legitimize and professionalize achievement of earning an AACE International certification by authenticating the certification in real time. Over 1,200 certificants have opted-in for an AACE digital badge portfolio since the August 2014 announcement. To learn more, or to opt-in for BadgeCert, please visit the AACE website, (applicable to AACE certified individuals only).

• **Developed and Implemented the Recertification Activity Tracker** — an online form used to record and store recertification activity as it occurs; rather than collecting, filing and maintaining records or documentation for three years to refer to when completing the application for recertification. Much like a journal or diary, the tracker will reflect what you have been doing – and documenting – to maintain your certification. More information can be found on our website.

Preliminary reports are predicting the certification program will reach record breaking growth for 2014. For instance, compared to 2013 year-end data, 2014 registrations and completed examinations have both increased 12%, candidates certified (new) have increased 33%, and certificants recertified have increased 46%.

With more information and data to review and compare, we expect our official, full report will reveal more positive news to share. Keep watching for more updates about 2014, but more importantly stay tuned to the great things planned for 2015! 🌺
ACE International is honored to be able to recognize all award winners from the 2014 Annual Meeting. It is through such outstanding ability, service, and dedication displayed by our members that AACE International is able to continue to be the strong organization that it is. Our thanks go to you for the hard work, long hours, heartfelt involvement, and commitment to excellence that these awards symbolize. It is our great pleasure to share these awards with you and to acknowledge everything you have given to AACE. Congratulations!

SECTION RECOGNITION AWARDS

Each year AACE Sections have the opportunity to be recognized through the Section Recognition Awards Program by submitting required information on their activities during the past year. The following sections have been recognized for their achievement during the 2013-2014 year as follows:

Bronze Award (scoring between 400-699 points on their submittal)
- Idaho Snake River Section
- Rattlesnake Mountain Section

Silver Award (scoring between 700-999 points on their submittal)
- Central Ohio Section
- Hawaii Section
- Hoosier Section
- Monreal Section

Gold Award (scoring between 1000-1499 points on their submittal)
- Baltimore Section
- Brazil Section
- Central Savannah River Area Section
- Chile Section
- Connecticut Section
- Houston Gulf Coast Section
- Upcountry South Carolina Section

Platinum Award (scoring over 1500 points on their submittal)
- Alaska Section
- Arabian Gulf Section
- Arizona Section
- Atlanta-Area Section
- Aurora-Edmonton Section
- Chinook-Calgary Section
- Greater Russia Section
- Nevada Section
- New Jersey Section
- Rocky Mountain Section
- San Francisco Bay Area Section
- Seattle Section
- Southern California Section
- United Arab Emirates Section

CONGRATULATIONS TO ALL 2014 AACE INTERNATIONAL AWARD RECIPIENTS!
OUTSTANDING REGIONAL DIRECTOR
This award is in recognition of outstanding service through the office of Regional Director.

Cristina Baltazar, PE PSP – A member since 2009, Cristina became a Planning & Scheduling Professional (PSP) during that same year as well. Cristina has been active in both the National Capital and Baltimore Metro Sections. She served the National Capital Section as Vice President (2009-2011) and while a member of that section successfully recruited AACE members from the Baltimore area to re-establish the Baltimore Metro Section. She has served the Baltimore Metro Section as Vice President. She was elected to and has served on the AACE Board of Directors as Director, Region 2 (2012-present). At this Annual Meeting, she will begin her term as Vice President Regions – North America for the Board of Directors. She is the Director of Project Controls at PRIME AE Group, Inc.

2014 TOP SCHOLARSHIP WINNER
AACE awards academic scholarships to full-time students pursuing a related degree in engineering, construction management, building construction, computer sciences, business, quantity surveying, information technology, etc.

TOP U.S. RECIPIENT
Skylar Holloway – Skylar Holloway is from Henderson, Nevada, and is a graduate student at Stanford University, in the Department of Civil and Environmental Engineering - Sustainable Design and Construction. During his time as an undergrad, he completed construction cost accounting, planning and scheduling, and two estimating classes. Over the next two years he plans to further develop his abilities in cost engineering at Stanford University through a masters degree program in construction engineering management. Skylar plans to have a career in the construction industry as a project engineer.

TOP CANADA RECIPIENT
Laya Parvizsedghy – Laya Parvizsedghy is from Montreal, Quebec. She is a doctoral student at Concordia University in the Building, Civil and Environmental Engineering Department. After receiving her bachelor’s degree, she worked in a consulting company, managing the design of a 400-units residential project and this led her to enter the master’s program on construction management at Concordia. She specialized in risk assessment of projects and developed a model to identify and evaluate the effect of risks on the international projects. She also worked for a general contractor in developing oil and gas fields, where she was in charge of the cost and time control and planning of a multi-million dollar project, and was involved in forecasting and economic analysis. Feeling the need to learn more about cost management principles, she pursued her Master’s degree, and is now working on her PhD in Construction Engineering and Management.

BRIAN D. DUNFIELD EDUCATIONAL SERVICE AWARD
This award is to publicly recognize and honor the educational teaching achievements over an extended period of time by an individual who is a member of the cost engineering professional community. The recipient must have advanced the skills and knowledge of cost engineering through teaching, writing, editing, and/or publishing educational materials used to train and educate present and future cost professionals.

Dr. Parviz Rad, PE CCP – Parviz joined AACE in 1978 and earned his Certified Cost Professional (CCP) in 1997. He was a member of the Education Board (1999-2004) and served as the coordinator of the skills and knowledge seminars at the Annual Meeting from 2000-2004. His work has appeared in over 60 publications in the areas of engineering, construction, project planning, and project management. He has been a frequent presenter at instructor of continuing education seminars at Annual Meetings. He has been both a full-time and part-time instructor at universities in the US including: Clemson University, Western Michigan University, University of Idaho, The George Washington University, the Stevens Institute of Technology, the University of Wisconsin, and Western Carolina University. Parviz earned a BS, Civil Engineering (1964) from the Tehran University (Tehran, Iran), a MS, Civil engineering (1966) from The Ohio State University (Columbus, OH, USA), and a Ph.D., Civil Engineering (1970) from the Massachusetts Institute of Technology (Cambridge, MA, USA).

OUTSTANDING YOUNG PROFESSIONAL
This Award was established through the Young Professionals Task Force in 2011, via a donation from Alexia A. Nalewaik, CCP FAACE, to honor the younger generation of professionals in the cost and management field and who have made a significant contribution to the profession.

Matthew E. Machesney, CEP – Matt joined AACE in 2010 after earning his Certified Estimating Professional (CEP) in 2009. He is active with the Alaska Section having served as an education officer and communications officer. Matt is an active member of the Certification Board (2011-present.) He is a Cost Estimator at BP and has over 10 years experience in the field. Matt has a BS, Mechanical Engineering (2002) from Texas A&M University and a MS, Project Management (2010) from the University of Alaska.
OUTSTANDING WOMAN IN PROJECT CONTROLS

This Award was established through the Women in Project Controls Committee, via a donation by Marlene M. Hyde CCP EVP, to honor women who have overcome obstacles pursuing the career of project controls and who have made a significant contribution to the profession.

Carla Lopez del Puerto, CCP – Carla joined AACE in 2003. She earned her Interim Cost Consultant (now CCT) in 2003 before becoming a Certified Cost Professional (CCP) in 2006. She is an Assistant Professor in Construction Management at Colorado State University. Prior to joining academia, she worked at the Benham Companies as a cost estimator for three years. She received her BS in Architecture from Universidad de las Americas, her MS in Construction Administration from The University of Oklahoma and her Ph.D. in Higher Education Administration from St. Louis University.

OUTSTANDING SUBCOMMITTEE CHAIR

This award is given by the Technical Board to recognize publicly and honor outstanding performance as a Subcommittee Chair.

Christopher P. Caddell, PE CCP DRMP – Chris joined AACE in 2001 and became a Certified Cost Professional (CCP) in 2010 and earned his Decision & Risk Management Professional (DRMP) in 2013 as a result of his work on the task force that developed the certification. Chris has also been a member of the Decision & Risk Management Technical Subcommittee since 2003. He has more than 20 years of project experience and is currently a Senior Vice President at Turner & Townsend. Chris was previously recognized by AACE with the Technical Excellence Award (2012) and the Outstanding Subcommittee Chair Award (2013).

Robert Loop, EVP PSP – Bob joined AACE in 2010. He became an Earned Value Professional (EVP) and a Planning & Scheduling Professional (PSP) both in 2010. Bob is the EVM Focal Point at the U.S. Department of Energy. Bob is the Chair of the EVM Technical Subcommittee (2013-present). He has been an Annual Meeting presenter. Bob has contributed to the development of RP 75R-13 as a technical advisor.

TECHNICAL EXCELLENCE

This award is given by the Technical Board to recognize outstanding technical contributions to the Association by an individual in the project and cost management community. Technical excellence may be accomplished through significant achievement or contribution to technical division work or administration and by playing an instrumental part in the development of technical products.

Dan Melamed, CCP EVP – Dan joined AACE in 2004. He became a Certified Cost Professional (CCP) in 2008 and an Earned Value Professional (EVP) in 2012. He is active with the National Capital Section (Washington, DC) having served as President (2009-2011) and Past President (2011-2012). He is a Physical Scientist at the US Department of Energy. Dan is a member of the Technical Board (2011-present). He holds a patent for the treatment of mercury containing waste. Dan is a frequent Annual Meeting presenter.

Valerie G. Venters, CCP FAACE – Since joining AACE in 1998, she became a Certified Cost Professional (CCP) in 2001. Valerie has been an active member of the Houston Gulf Coast Section for a number of years holding a variety of positions including her current role of Treasurer. She is also an active member of the Women in Project Controls (WPC) Committee since its founding in 2005. She served as Chair (2007-2009) under which time the WPC was promoted from task force to standing committee. She has been a member of the AACE Certification Board (2003-2005; 2009-Present) and the Certification Examination Advisory Group (CEAG) member (2003-2004; 2009-Present). Valerie is currently serving in the position of Chair of AACE’s Certification Board (2009-Present). Under her leadership, the Certification Board is currently working to transition the certification examinations to computer-based-testing. Valerie was elected and served AACE’s Board of Directors as Director-Region 5 (2005-2007). She is a frequent author and presenter of technical papers at the Annual Meeting. After spending many years working as a consultant, she is currently working for Shell International Exploration and Production, Inc. in the Project & Technology Project Services group. She has previously been recognized by the Association as Outstanding Regional Director (2006), Fellow (2010), and O.T. Zimmerman Founder’s Award (2012).

CHARLES V. KEANE
DISTINGUISHED SERVICE AWARD

This is an endowment award presented by the Association to a member of an AACE International section who has consistently endeavored to enhance the professional image of cost engineering over an extended period of time.
Maged Sayed El-Hawary, CCP EVP
PSP – Maged joined AACE in 2007. He became a Certified Cost Professional (CCP) and a Planning & Scheduling Professional (PSP) both in 2007 and obtained the Earned Value Professional (EVP) in 2008. Maged is a Planning Manager at ASGC in Dubai, UAE. He is very active with the UAE Section and has served in a variety of leadership positions within the section including VP-Technical. Maged has also served as an instructor of the section’s CCP preparatory course.

Anthony J. Gonzales – Anthony joined AACE in 2008. He is a Principal at Spire Consulting Group, LLC. He is an active member with the Central Texas Section having helped to restart the section. He has served the section in a variety of leadership positions including President and Director. Anthony has been an Annual Meeting presenter. He utilizes AACE materials as a lecturer at the University of Texas at Austin.

O.T. ZIMMERMAN FOUNDER’S AWARD
Formerly the Award of Recognition, this award was created by the AACE International Board of Directors in 1995 to recognize exemplary current service and contribution to the Association.

Duane R. Meyer, PE CCP – Duane joined the Association in 1978 and became a Certified Cost Professional (CCP) in 1985. He has been an active member of three local sections and served in a variety of leadership positions within each: president of the Wisconsin Section; co-founder and president of the Indiana Hoosier Section; and membership director and president of the Southwest Ohio Section. Duane was a contributing editor to the Skills & Knowledge of Cost Engineering, 3rd Ed. He has served as a member of the Capital Cost Estimating and the Value Engineering technical subcommittees. Duane was elected to and served in a position of AACE International leadership as Director-Region 4 (2010-2012) on AACE’s Board of Directors.

FELLOWS
The Board of Directors has approved these Fellows to AACE International. The membership grade of Fellow is a selective and prestigious honor for the recipients. Approval of Fellow is in recognition of professional attainment and significant accomplishment in cost management or cost engineering.

Trevor X. Crawford, CCP FAACE – A member since 1994, Trevor became a Certified Cost Professional (CCP) in 1997. He has been a leader on East Tennessee Section Board from 1995-1998. He was editor of AACE’s Professional Practice Guide (PPG) #4: Planning & Scheduling, 2nd and 3rd Editions. Trevor joined the Annual Meetings Committee as co-chair (2000-2008), and as chair of the committee (2008-present). As part of the Annual Meetings Committee, Trevor volunteers his time year-round to work with the Headquarters staff to continuously improve the Annual Meeting. Trevor has previously been recognized by the Association with the O.T. Zimmerman Founder’s Award (2010).

Peter W. Griesmyer, FAACE – Pete has been a member of the Association since 1988. He was one of the founding members of the Central Pennsylvania Section (1990) and served as President (1990-1992). He was also a founding member of the Idaho Snake River Section (1996) and served as President (1996-1998; 1999-2000). Pete served as chair of the Academic SIG for a number of years. Pete has been an active member of the Education Board (2003-Present) and has served in the leadership positions as Vice Chair (2008-2009) and Chair (2009-Present). Pete has previously been recognized by AACE as the Outstanding SIG Chair Award (2010).

Mark G. Grotefend, CCP EVP FAACE – Mark joined AACE in 1995. He became a Certified Cost Professional (CCP) in 2001 and an Earned Value Professional (EVP) in 2011. He is the GBNA-Program Controls Manager at Jacobs Engineering. He has been an active member of the Seattle Section having served in a variety of leadership positions including President. He currently serves as the chair of the Marketing Advisory Committee. Mark been elected to and served the Association on the Board of Directors as Director-Region 6 (2003-2005); Vice President-Regions (2006-2008); President Elect (2008-2009); President (2009-2010) and Past President (2010-2011). Mark has previously been recognized by AACE as the recipient of the Charles V. Keane Distinguished Service Award (2006).

Andy Padilla, ECC FAACE – A member of AACE since 1980, Andy became a Certified Cost Consultant (CCC) in 1984 and has been granted Emeritus Certified Cost Consultant (ECCC) status. He is a member of AACE’s Planning & Scheduling Committee and the Project Diversity Task Force. Andy has been an active member of New Mexico Section – becoming the only four-time President of the Section. He served as an officer in a variety of leadership positions for over 10 years. Andy has been an Annual Meeting...
Michael B. Pritchett, CCP CEP FAACE – A member since 1999, Mike became a Certified Cost Professional (CCP) in 2001 and a Certified Estimating Professional (CEP) in 2008 after his service on the CEP Task Force. He has served the Atlanta-Area Section in a variety of leadership roles including President (2006) and has proctored numerous certification examinations. Mike has volunteered as a member of the International Marketing Committee. He was elected to AACE’s Board of Directors as the Director-Region 3 (2008-2010). Mike is a member of AACE’s Education Board. He served as the editor for the AACE International Certification Study Guide, 3rd Edition and the primary author of the AACE International Certified Cost Technician Primer, 1st Edition. Mike has previously been recognized by AACE with the O.T. Zimmerman Founder’s Award (2011).

Sean T. Regan, CCP CEP FAACE – A member since 1992, Sean became a Certified Cost Professional (CCP) in 2001 and a Certified Estimating Professional (CEP) in 2008. He has been a leader on the AACE Education Board since 2001. While a member of the Education Board, Sean lead the task for globalization of products working with volunteers to have the Skills & Knowledge, 5th Edition translated into both Japanese and Russian as well as serving as the primary editor and author of several study guides. Sean also currently serves as a member of the ITCM Conference planning committee. Sean was previously recognized by AACE with the O.T. Zimmerman Founder’s Award (2010).

H. Lance Stephenson, CCP FAACE – Lance joined AACE in 1999 and became a Certified Cost Professional (CCP) in 2003. He is an active member of the Technical Board since 2007. Lance is the architect behind the Visual TCM Framework, the inter-active web enabled TCM Framework. Lance is a Skills & Knowledge Trainer for the Aurora Edmonton Section. He has published numerous papers and articles on cost engineering topics and has been a presenter in Canada, Europe, and the United States. Lance has authored and contributed to many of AACE’s Recommended Practices. Previously, Lance was recognized by the Association with the Technical Excellence Award (2011).

James D. Whiteside, II PE FAACE – A member since 2001, Jim has over 30 years of design engineering and project controls experience in chemical and petroleum facilities. He holds six US patents in the refining industry. He is involved in the pacesetting project performance analysis for ConocoPhillips and is known by his peers for his broad innovative talents. Jim is a popular author and presenter and seminar instructor at AACE’s Annual Meetings. His papers “How to Write a Technical Paper” have become the model for the CCC/CCE paper requirement. He has been a member of the Technical Board since 2009 where he serves as the Director-at-Large of Conference Quality. He is the lead on Annual Meeting papers and mentors authors through the Green Room. Additionally, Jim is the Chair of the Cost Engineering Journal Review Committee. Jim was previously recognized by AACE with the TCM Excellence Award (2011) and the Technical Excellence Award (2013).

HONORARY LIFE MEMBERSHIP

Honorary Life Membership is given upon the unanimous approval of the AACE International Board of Directors to those who have served the Association on local and Association levels in many capacities.

Clive D. Francis, CCP FAACE Hon. Life – Clive joined AACE in 1970 and became a Certified Cost Professional (CCP) in 1977. During his membership, he has been very active with the Great Lakes Section where he served as President, Vice President, and Secretary. He was also very active with the Montreal Section while he worked there. Clive previously served as a member of the AACE Technical Board where he was responsible for the development of the Cost Engineers Notebook. He has been a member of the AACE Education Board (2007-present). Clive has been elected and served in a variety of leadership positions on AACE’s Board of Directors: Director, Region 4 (1991-1993); Vice President-T/E/C (1999-2001); Vice President-Administration (2001-2003); President Elect (2003-2004); AACE President (2004-2005); and Past President (2005-2006). Clive has previously been recognized by AACE as a Fellow (1992), Award of Merit (2007), and with the O.T. Zimmerman Founder’s Award (2013).

Robert E. Templeton, PE ECCE FAACE Hon. Life – Bob joined AACE in 1959 — when the Association was still in its infancy having just formed in 1956. He served as the chair of the task force that developed AACE’s first certification and was grandfathered in as a Certified Cost Engineer in 1976 as a result of his work. After retiring from full-time work, he became an Emeritus CCE in 1996. Bob served in a variety of leadership roles on AACE’s Board of Directors: Director (1967-1969), Technical Vice
James G. Zack, Jr. CFCC FAACE Hon. Life – Jim joined AACE in 1986. He has been active with the Southern California Section serving in a variety of leadership positions within the section. He served on the Technical Board for a number of years prior to being elected to and serving in leadership positions on AACE’s Board of Directors: Director, Region 6 (2001-2003), Vice President-T/E/C (2003-2005), President-Elect (2005-2006), President (2006-2007), and Past President (2007-2008). Jim has served as a member of AACE’s Education Board (2008-present). He is a prolific author and presenter of technical papers, webinars, and continuing education seminars—having presented all over the globe. He is also an author or contributor to a number of AACE’s Recommended Practices and Professional Practice Guides. Jim has previously been recognized by the AACE with the Outstanding SIG Chair Award (2000), Outstanding Regional Director Award (2002), and as a Fellow (2009).

INDUSTRIAL APPRECIATION AWARD

The Industrial Appreciation Award is presented to firms that have rendered exceptional support to the cost engineering profession and to AACE International’s aims and objectives.

Chevron – Chevron is one of the world’s leading integrated energy companies. Whose success is driven by the people and their commitment to get results the right way—by operating responsibly, executing with excellence, applying innovative technologies and capturing new opportunities for profitable growth. Chevron is involved in virtually every facet of the energy industry. They explore for, produce and transport crude oil and natural gas; refine, market and distribute transportation fuels and lubricants; manufacture and sell petrochemical products; generate power and produce geothermal energy; provide renewable energy and energy efficiency solutions; and develop the energy resources of the future, including research into advanced biofuels.

AWARD OF MERIT

The Industrial Appreciation Award is presented to firms that have rendered exceptional support to the cost engineering profession and to AACE International’s aims and objectives.

Larry R. Dysert, CCP CEP DRMP FAACE Hon. Life – For over 20 years, Larry has served the Association on both the local and international levels in a variety of positions. Larry became a member of AACE International in 1990. He became a Certified Cost Professional (CCP) in 1995, a Certified Estimating Professional (CEP) in 2008, and a Decision & Risk Management Professional (DRMP) in 2013. He earned both his CEP and DRMP as a result of the work he did on the task forces that developed both specialty certifications. He has served as Chair of AACE International’s Technical Board since 2005. Larry is a frequent Annual Meeting presenter and author on estimating and project management topics. Larry has previously been recognized by AACE as a recipient of the TCM Excellence Award (2001), AACE Fellow (2007), and Honorary Life Member (2009).

LIFETIME ACHIEVEMENT AWARD

The Lifetime Achievement Award was established by the AACE International Board of Directors in 2008 to recognize individuals who have served the Association on multiple occasions as an elected member of the Board of Directors or active member of an Associate Board, and has received any of the following: The Award of Merit, the Brian D. Dunfield Educational Service Award, the Charles V. Keane Distinguished Service Award, the O.T. Zimmerman Founder’s Award, or the TCM Excellence Award, and continued to serve the Association beyond receiving one or more of those awards.

Jennifer Bates, CCP FAACE Hon. Life – Jennifer joined AACE in 1985 and became a Certified Cost Professional (CCP) in 1987. She has been active with the Alabama, Central Savannah River Area, Rocky Mountain, and East Tennessee Sections. Jennifer has been a contributor to the TCM Framework, Skills & Knowledge of Cost Engineering, 5th Ed., and to multiple Recommended Practices. She has also been a frequent author and presenter at Annual Meetings. Having served previously on both associate boards (two-terms on the Education Board 1990-1996 and 2004-2005; Technical Board member 2002-2004), Jennifer has been a trail-blazer at AACE serving as the first female chair of the Education Board (1993-1994 and again from 2004-2005) and the first female co-/chair of the Technical Board (2002-2003 and 2003-2004, respectively). She has been elected to and served on AACE’s Board of Directors: Technical Director (1996-1998); President Elect (1998-1999); President – AACE’s first female to hold the office (1999-2000); and Past President (2000-2001). She has been an active member of the Annual Meetings Committee (2005-present). Jennifer has previously been recognized by the Association with the O.T. Zimmerman Founder’s Award (1996), AACE Fellow (2003), Award of Merit (2003), and Honorary Life Member (2008).
2015 AACE INTERNATIONAL AWARDS NOMINATIONS

Is your colleague or company in need of some recognition by AACE International?

If so, submit your nomination today for the 2015 AACE International Awards. Nominations are currently being accepted online at www.aacei.org/awards/application.shtml

For nearly than 60 years, AACE has recognized the outstanding achievements of members, individuals, and companies (or organizations) for their contributions in their local sections, the practice of total cost management, and to our entire Association. Winners will be recognized during the 2015 Annual Meeting. Do you know our next winner? Please complete the awards nomination form — without involving the candidate! All nominations must be submitted online by April 1, 2015.

AACE International award categories include:
• Award of Merit
• Charles V. Keane Distinguished Service Award
• Honorary Life Membership
• Industrial Appreciation Award
• Lifetime Achievement Award
• O. T. Zimmerman Founder’s Award
• Outstanding Woman in Project Controls
• Outstanding Young Professional
• TCM Excellence Award

Nominations for AACE Fellow require a separate process and application found on the AACE International website, www.aacei.org.

Nominations for the following awards given by AACE’s Technical Board can be sent to the Technical Board Chair (TechChair@aacei.org):
• Outstanding Technical Subcommittee Chair Award
• Outstanding SIG Chair Award
• Technical Excellence Award

Nominations for the Brian D. Dunfield Educational Service Award require a separate application found on the AACE International website, www.aacei.org.

Disclaimer: AACE reserves the right to move a nomination from the submitted category to another that better reflects the candidate’s service or accomplishments.

2014 SALARY SURVEY RESULTS: SALARIES INCREASE BY 6.9% AND AACE INTERNATIONAL MEMBERS EARN 13% MORE THAN NON-MEMBERS

The purpose of AACE’s salary and demographic 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.

Information provided by more than 1,400 respondents, indicates that AACE International members self-reported a 13% advantage in income compared to their non-member counterparts. Globally, AACE International members reported normalized (by years of experience) salaries of $109,865 compared to non-members reporting $97,221. Members accounted for 65.1% of the responses with non-members making up the balance of 34.9%.

The average yearly base salary for all project and cost management professionals globally employed full-time in 2014 was $105,363; a 6.9% overall increase since 2013. The average bonus in 2013 was $18,918. (In the United States and Canada alone, these figures were $120,438 (+6.2%) with a bonus of $20,982).

The majority of respondents indicated their job-function to be project control (24.5%) or cost estimating (21.8%). Other job-functions included: planning & scheduling (15.8%), project management (13.9%), cost engineering (12.9%), claims and dispute resolution (3.9%), decision & risk management (1.4%), and other (5.8%).

The majority of the respondents work in the construction industry (28.3%), oil/gas production (18.3%), or engineering (11.9%). 51.3% are located in the United States and 14.4% in Canada.

AACE members may download the complete 2014 survey as part of their membership benefits. Non-members may purchase the survey for $50. For more information, go to: www.aacei.org/resources/salary
Putting together a successful career as a practitioner in Total Cost Management can be a challenging puzzle. Thousands of motivated individuals throughout the world find themselves in need of advice and guidance from more experienced professionals. Rather than allowing young professionals to flounder, AACE International embraces a structured Mentoring Program to match experienced TCM professionals with the protégés who need them the most.

Isn’t it time you put it all together?

Become an essential part of the AACE International Mentoring Program

Learn more at www.aacei.org/career/mentor
Maureen was born in Flushing, Long Island, New York. Both of Maureen’s parents were foreign nationals from the Netherlands and Brazil. Growing up, Maureen primarily lived in a small rural town in the Midwest, Oxford, Ohio. This was a community of about 10,000 people where everyone knew each other and helped out those in need. Maureen was active in the local swim team, and received a lot of recognition and support. With this experience, Maureen learned about dedication, team work, and goal setting.

Maureen graduated from Texas A&M University with a Bachelor of Science degree in Civil Engineering. She subsequently pursued a Master of Science degree at the University of Texas at Austin. During this time, Maureen worked as a graduate research assistant, for the state transportation agency. Once completing the degree requirements, Maureen was offered a full time position by the agency, and started working in Houston.

About this same time, Maureen married, and she and her husband have two sons.

Over the next 20 years, Maureen worked in various roles, both technical and managerial. For about 13 years, Maureen served in field operations as an area engineer, which included line management responsibilities in a specific geographic area for highway planning, design, construction, maintenance and operations. As part of this position, Maureen assessed with others, requests from the contractors for additional time and or extra work. For such, Maureen and staff critically reviewed the contractors request and assertions, assessed contractual obligations, impacts of changes, and made decisions regarding who was the responsible party that resulted in the need for time and or cost adjustments.

In 2008, Maureen moved back to the district office, and soon thereafter was asked to serve on a team to stand up project delivery schedule controls for the agency. Ultimately, the agency selected and then implemented an enterprise schedule management system solution. Implementation included both a training component and operations component.

Maureen was serving as the Director, Project Management Office, when she first learned of AACE International. She was searching for more technical content related to project schedule and cost control, and she found herself frequently digesting material from the AACE website. She

The greatest benefit Maureen claims professionally for being active in AACE is related to the knowledge content within the organization, from the Recommended Practices, and from the ability to share content with other professions within the industry.
Maureen claims that involvement with AACE has been impactful to her career and life. Maureen has been fortunate to have several mentors within the AACE organization, including Julie Owen and Marlene Hyde. Both of these ladies have encouraged Maureen to volunteer for leadership and technical AACE opportunities.

then later attended the AACE Annual Meeting in San Antonio, and also participated in a three day training session, as part of the conference, related to cost estimating. Maureen found both the conference and the technical training excellent. Soon thereafter, Maureen became active in the local section. Currently Maureen serves as the President of the Central Texas Section of AACE.

Professionally, Maureen is currently serving a state agency as the project lead on an initiative related to enhancing resource planning to more accurately forecast project delivery consultant needs. Maureen considers her current position, “as my best job ever,” and is thrilled to be working on such an impactful project.

Maureen claims that involvement with AACE has been impactful to her career and life. Last year, when Maureen was establishing her professional goals, Maureen decided that she would set a goal to present at a national conference and to try to mentor a colleague along with the effort. As such, she asked a colleague in a different department, of her interest to co-develop a paper. Her colleague was also thrilled with the challenge, and so together they obtained an executive sponsor, prepared the abstract, wrote the paper, and then presented the paper in New Orleans. Maureen claims the whole process was a tremendous experience, and she learned a lot through the 9-month process from abstract preparation to presentation at the Annual Meeting.

The greatest benefit Maureen claims professionally for being active in AACE is related to the knowledge content within the organization, from the Recommended Practices, and from the ability to share content with other professions within the industry. Maureen has been fortunate to have several mentors within the AACE organization, including Julie Owen and Marlene Hyde. Both of these ladies have encouraged Maureen to volunteer for leadership and technical AACE opportunities.

Words of Inspiration

Maureen is a strong believer in sharing with others lessons learned from her own career. As such, Maureen shares with us her W-W-W, aka Wakeland Words of Wisdom. Typically, these vary depending upon the circumstances and the content of the audience. With respect to WPC, Maureen offered the following:

1. Be active in AACE. There are benefits to being active in a professional organization well beyond taking advantage of the technical and leadership opportunities available to each of us. Most importantly the benefit to joining an international caliber organization, as AACE, is that the AACE team "stays with you." So as you move around in your career, both by geographic area and or employer, then AACE can be an anchor. Also, what you learn within the AACE community, can be taken back to your employer, and make you more valuable to the team.

2. Give your best today. Having been a working professional for about 25+ years, Maureen says her most important advice is to always give your best effort. Maureen says that she has survived through economic recessions, job cuts, and bad times primarily through hard work, positive attitude, and honest relationships; a person’s ability to overcome challenges through grit and determination is a walk that we all have to learn to do at some time in our life. By giving your best each day, keeping a positive attitude, and asking for and accepting help from others, we all can learn to run again.

3. Add value to your team. Maureen claims that the biggest change in the profession over the last decade, from when she started 25+ years ago, is that roles and responsibilities are much more fluid than they have been in the past. She claims that with more contemporary organization structures, as the matrix organization, we can find ourselves serving different roles on different teams; this is a change from traditional organizations, but also a benefit, as it ensures that all of one’s skills continue to develop, including leadership, management, and technical. Thus, “adding value” by using a range of skills is what seems to be most important today. And to add value, one needs to be speak up! Thus, it is important to be prepared for that next meeting; seek out best practices; read and digest technical content; and talk to colleagues and your supervisor to gain insight and perspective.

In addition, Maureen says that extensive communication skills, adaptability, enthusiasm, trust and focus are also needed. Maureen recalls the time that she was serving on a team with many challenges; however, Maureen says that she committed to serving the team, and trying to be that “most valuable” team member. That experience was very beneficial for Maureen, and made her appreciate so much more the next professional opportunity provided to her.

4. Set goals and constantly strive to achieve them. Setting goals, developing a plan to achieve those goals, and then driving to achieve those goals, is what Maureen says has helped her to be successful. Many of these skills were learned as a teenager in a competitive athletic environment, but they are still valuable, in a corporate environment today. By setting goals and self-assessing one’s progress toward those goals, one can create their own future.
5. Be respectful to all. Looking back, Maureen says that her success was impacted by the generosity of time and advice received from many mentors, supervisors and colleagues. Also, Maureen says that much of the kindness she has received from others, she can’t “pay it back,” and so she tries to “pay it forward” by helping others. Lastly, Maureen has found that sometimes encouragement is what people need the most, so she is generous with positive reinforcement and insight, with the hope that their conversation can be beneficial for their success.

3 TACTICS TO DEFY THE IMPOSSIBLE IN BUSINESS
RESEARCH SHOWS WOMEN CEOs FALTER AT THE $1 MILLION THRESHOLD
Ginny Grimsley, newsandexperts.com

In terms of growth in business ownership, women have been soaring past men, averaging increases 1.5 times the national average, according to the 2014 State of Women-Owned Businesses Report, by American Express Open.

“What’s interesting is that these businesses match or exceed their peers in terms of numbers, employment and revenue—until they hit the $1 million mark,” says Dr. Venus Opal Reese, CEO of Defy Impossible, Inc. (www.DefyImpossible.com), a coaching business that helps men and women break the seven-figure ceiling.

“At $1 million, they start lagging behind. Despite their bigger-than-average numbers, women’s businesses are still smaller than average.” Reese says female CEOs tend to unconsciously start sabotaging their success just as they’re growing into greatness. Why? How to overcome that? To “defy impossible”?

Reese, who went from living on the streets as a teen in Baltimore to earning her Ph.D. from Stanford, shares these tips:

• Know your worth in dollars and cents — Start calculating the time, money and resources you bring (or save) your clients or company. Write it down. When you are ready to up your rates or ask for a raise, you will have hard data to back up your hard work.

• Invest in yourself — As her business grew, there came a point when Reese realized she – and it – had outgrown many of the support staff that had been perfectly suitable when she was just starting out. “When I hire proven professionals, I am investing in my peace of mind and quality time with my loved ones. Now that I have a top-tier team, I have the mental space, creativity, and peace of mind to focus on high-level joint ventures.”

• Learn how to monetize — Until you can reliably bring in new money, you will be a slave. The best investment Reese says she ever made in herself was learning how to package, position, and price her expertise. “When you learn how to monetize, you get freedom. And when you learn how to close sales with confidence, your money skyrockets!”

ASCE Construction Institute Summit Set February 11-13, 2015

Plan to attend the ASCE Construction Institute Summit, February 11-13, at Henderson, NV. Join CI, along with ASCE leadership at the 2015 CI Summit. The CI Summit offers dynamic technical sessions applicable to practitioners from across the civil and construction engineering profession. The meeting will be at The Westin Lake Las Vegas Resort & Spa.

Take advantage of the special conference rate. To book your room, visit the conference website at: http://cisummit.org/location/lodging-transportation/

The keynote speaker will be Brian Manning, PE, F.ASCE, Technical Region Board of Governors Chair. Brian will define the new landscape of the construction industry in a post-recession environment. The closing plenary luncheon will highlight New York State DOT’s Key Gardens Interchange Reconstruction Project, which includes an innovative design and construction of a jointless, curved steel girder viaduct carrying more than 250,000 vehicles per day.

• Start your CI Summit experience with the Claims Avoidance and Resolution (CAR) Committee pre-conference workshop on current issues in claims and disputes. The five presentations will demonstrate how technology, alternate delivery methods (BIM), best practices to manage construction delays, dispute review boards, and other innovations are impacting construction claims.

• Earn 9 PDHs by attending technical sessions that cover topics on management practices for emerging delivery methods, digital project delivery, claims and risk analysis, utility engineering, writing specifications, and information on the Engineers Joint Contract Documents Committee (EJCDC) newly released and revised documents.

• Drive a bulldozer or excavator at the pre-conference outing to Dig This.

• Tour the iconic Hoover Dam, one the country’s most majestic National Historic Landmarks.

• Network with industry leaders and make valuable contacts at featured special events.
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
Lisa Quiroga is a mother, wife, scheduler, teacher, and a recent graduate of a Construction Management Master’s program who just recently joined AACE International. She was born and raised in Santa Rosa, California, and spent many summers as a child exploring the peaks and valleys of the Sierra Nevada with her parents, brother, and family dogs. As a junior in high school, Lisa traveled to Ukraine as an exchange student, where she embarked on an outlook-altering trip to Kiev, Moscow, and the post-Soviet countryside.

In addition to recently completing her MS in Construction Management at Colorado State University, Lisa also holds a BA in English Literature from the University of California at Berkeley. Her Master’s thesis will soon be published in ProQuest, entitled, “The Impact of Green Building Ratings Programs on Business Decisions.” This research was completed at Colorado State University as a component of her graduate degree. As a graduate student she was also employed by Colorado State University, where she taught laboratory sections of course CON 461: Scheduling & Cost Control. She was awarded the Graduate Teaching Assistant of the Year Award for the academic year 2012-2013, as a direct result of exceedingly positive student reviews and feedback.

Presently, Lisa is employed by Pivotal Schedule Consultants, a firm subcontracted to Kiewit Infrastructure Co. She performs the scheduling maintenance and analysis for the Denver RTD I-225 Rail Line project, a 10.5 mile light rail extension which includes eight new stations and will provide regional connections to the East and Southeast rail lines. Before deciding to pursue her MS, Lisa worked as a scheduler for Southern

“Never ever be afraid to say, ‘I don’t know,’ or to ask for help. You might learn something new! Admitting that you don’t know something or need help displays an honest character, and honesty goes a long way in developing relationships and making connections. Be patient, take notes, and learn as much as you can.”
Since Lisa joined AACE International in March of 2014, she has attended several job-site tours in the Denver area. Looking forward, she hopes to network with professionals in the association, especially other like-minded women in the project controls/construction industry.

California Edison, SunPower Corporation, Parsons Corporation, and The Walt Disney Company.

Lisa did not intend to work in project controls. After graduating from UC Berkeley, she began pursuing a career in high school English education. After some consideration, however, she made a radical decision and left California (and the CA teaching degree) for Washington, DC. Once in the US capitol city, she met her future husband, Eddie Quiroga, and accidentally began a career in project management, all within one year’s time.

Her first (and accidental) project controls position was at Washington Dulles International Airport, where she began working for a LDBE contracts management firm. After applying to various jobs which might use her English degree, she accepted the position and became instantly interested in managing large-scale projects. After considerable exposure to scheduling, she took an interest in becoming a scheduler herself. Within two years, Lisa self-financed a Primavera course to become more familiar with the software, and accepted a position within the Facilities Department of The Walt Disney Company in Anaheim.

Lisa has had many mentors in project management, most of whom have been professionals and colleagues. One such mentor has been her advising professor, Dr. Kelly Strong, of Colorado State University. He has been a tremendous professional influence, and is always available to discuss future plans (which currently include pursuing a career in academics). Her most significant mentor, however, has always been her husband. He is tireless in his support and inspiration. Additionally, Lisa and Eddie have two daughters, 7 and 5, who are her “real motivators.” Lisa strives to be a role model for her children, stating that, “they are our future, and so I inspire them to become our future.”

Since Lisa joined AACE International in March of 2014, she has attended several job-site tours in the Denver area. Looking forward, she hopes to network with professionals in the association, especially other like-minded women in the project controls/construction industry. Lisa was recruited to join by AACE International Southern California Section Vice President, Mark Von Leffern, a former colleague and trusted friend. She is also pursuing the PSP exam, as well as a LEED GA certification to accompany her thesis publication.

For young people embarking on a career in project management, Lisa speaks of her own journey from novice to professional in Primavera and scheduling. “Never ever be afraid to say, ‘I don’t know,’ or to ask for help. You might learn something new! Admitting that you don’t know something or need help displays an honest character, and honesty goes a long way in developing relationships and making connections. Be patient, take notes, and learn as much as you can.”

Lisa lives in Centennial, Colorado with her family. She has embraced Colorado for the natural beauty it offers, and plans on further developing her career in the greater Denver area. She is currently considering various doctorate programs, which will allow her to cultivate and advance her interest in academics within the construction industry.
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FACTS: Factors, Analogies, CERs and Tools/Studies for Governmental Acquisitions

Ruth Dorr and Daniel J. Harper

Abstract: Government agencies are attempting to maximize the use of their increasingly limited funds. Accurate and credible cost and schedule estimates have always been a challenge, yet they are becoming more important than ever given the US debt crisis and current political environment. In addition to needing credible cost and schedule estimates, US federal agencies have experienced a growing demand for rapid turnaround of these estimates. This need is increasing as the pressure to rapidly deploy systems mounts. The push for agile software development compounds this problem. A critical component in cost estimating is the data collection of costs for the various elements within the estimate. FACTS is a project to establish a knowledge management environment in order to assemble various useful “Factors, Analogies, CER’s (Cost Estimating Relationships) and Tools/Studies = FACTS,” that exist not just within one agency or organizations, but across the cost community. The goal is not just for one or two people to collect data and create a database, but to instantiate a culture of sharing and collaboration within the cost community at large. This article was first presented as EST.1342 at the 2013 AACE International Annual Meeting in Washington, DC.

Key Words: Cost and schedule estimates, debt, software, and turnaround

The current state of the US budget and the fiscal climate requires programs to be increasingly conscious of their costs. Sequestration, the fiscal cliff, and the sluggish economy in general are impacting the funds available to programs. Programs are under much closer scrutiny with their spending and budget requests. Now, more than ever, programs need reliable and defensible cost estimates to justify the acquisitions needed to support their missions.

Further, the constantly changing landscape of what the US Congress desires to implement and will it will fund, creates a need to be able to provide reasonable cost estimates within a rapid turnaround time. More and more frequently cost estimators are being challenged to provide an initial cost estimate in a compressed period of time. The abbreviated period of time significantly constrains the resources cost estimators can devote to data collection and quality assurance.

Additionally, as a result of budget cuts, some positions within agencies are going unfilled concurrently with tightening training budgets. There is a growing concern that institutional knowledge is being lost as greater numbers of the more senior and experienced cost estimators retire and leave the workforce. The new generation of cost estimators will be required to do more without the benefit of senior cost estimators as mentors or formal training in cost estimating techniques.

One way to mitigate some of these problems is to find a way to bring together in one place many resources from a large number of cost estimators. In this way, more components of a high quality cost estimate are available to a larger group of cost estimators. FACTS is a collaborative initiative to bring together the government acquisition cost community to facilitate information sharing and improve the cost estimating process.

What Are the Facts

The FACTS referred to here are Factors, Analogies, Cost Estimating Relationships and Tools/Studies used for government acquisitions. These are the building blocks of a high quality cost estimate. Access to these FACTS is critical to the cost estimating process.
Factors

A factor allows the estimator to approximate the cost of one element based on a multiplier applied to another element. Factors are often expressed as percentages since they are based on a multiplier of one cost to another. Factors provide a method of estimating cost, based on widely accepted and general characteristics of a particular type of cost element.

Factors can include ratios, rules of thumb, and percentages. Unlike analogies, factors are not unique to any one program so they can be used on many similar types of programs. Simple factors are good for general use when a more complex cost estimating relationship (CER), specific to the project under study, has not been developed or is not readily available.

While factors are versatile and contribute to a defensible cost estimate, they need to be accessible in order to be used. When a cost estimator has access to a number of factors, the factor most appropriate to the particular situation can be selected. A central repository of factors would greatly facilitate the creation of a defensible, rapidly generated cost estimate.

Analyses

Analyses can refer to entire systems or just some elements of systems. The premise behind using analogies when building a cost estimate is that most systems are comprised of components that have been used before in some context. Since it is likely that other agencies have implemented similar functionality in the recent past, the cost estimator may be able to find an analogous system for cost comparison. The GAO Cost Guide refers to using analogous systems as an acceptable basis for cost estimates particularly for the early stages of a project where relatively little is known of its principal cost-driving characteristics and design.

Analyses are most useful to cost estimators when building an estimate in a rapid time frame in the beginning phases of a program. Analyses, when used as a single data point, require context. However, a collection of analogies can be used as a historical database when building cost estimates. Analyses can be aggregated and statistically analyzed to build CERs and to facilitate parametric cost estimates. They can also be readily captured in a spreadsheet or database such as the one shown in Table 1.

Analyses are applicable both to an entire program and to a “sub-element” of a program. An example of a “sub-element” analogy might be the cost of an operational testing agent. For example, a particular program requires an operational testing agent (OTA). The cost estimator may know of a GAO report on another program within the same agency that spent $1.8M to conduct OTA testing. The cost estimator would then be able to use that figure as an analogy for the cost estimate. With a larger data base of analogies involving many sub-elements, one could theoretically build a system using relevant sub-element analogies that could be highly representative of the system being costed. However, as useful as an analogous program can be when creating a cost estimate, it can be a daunting task for the cost estimator to search for analogous systems on which to base an estimate.

The use of analogies is not without risks. Since an analogy does not necessarily catalogue cost drivers within the program, it can be risky to simply refer to one analogous program when preparing an estimate. The larger the collection of analogous programs available to the cost estimator, the more reliable and defendable the resulting cost estimate will be.

Cost Estimating Relationships (CERs)

CERs are a more advanced type of factor. CERs are generally more rigorous and more statistically sound than factors, having been analyzed through techniques such as regression analysis. In addition, CERs are typically based on larger, historical data sets composed of many similar or analogous programs.

CERs are useful for sensitivity analysis and design tradeoffs, as their input parameters can be manipulated easily. CERs can also be calibrated to a particular program to correct an analogy or make it more applicable to the current project. CERs can be used at any point during a project life cycle, but are typically most useful during the earlier phases such as design and build. While CERs are very useful to cost estimators, they are less readily available than factors because they take longer to develop.

Tools/ Studies

Tools and Studies comprise the remaining elements of FACTS. Tools and Studies often contain multiple factors or CERs, but provide much more context than a CER or factor alone. Tools and Studies must be well understood in order to be used properly. “Studies” can include papers outlining new research in emerging technologies, such as cloud computing or business intelligence. They often are comprised of hundreds of pages which require in-depth analysis and digestion of the material. Tools and Studies furnish the supporting background to the formulas and factors, and may at times be difficult to extract into a database. However, placing them on a shared site, particularly one with tagable search terms, allows them to be used effectively. One of the side benefits
would be that these tools and studies would provide credible rationale for documenting the bases of estimate required by the GAO Guidebook.

An example of a useful Tool that one might post would be the Naval Center for Cost Analysis’ (NCCA) Inflation Calculator, an Excel-based tool enhanced by macros and GUI menus for converting constant-year dollars to inflated dollars and vice versa across all the dozens of DoD and branch appropriations. This tool is quite mature, is updated annually, and is a great example of something that can be shared and leveraged for work at an agency with less cost maturity. Often times in such agencies standard inflation indices are not provided and each project typically uses its own tools, or in some cases, a simple 2-3% annual factor.

One example of a study is the Software Development Cost Estimating Guidebook. At more than 200+ pages, this tome is not easily codified in spreadsheet form alone. The manual touches on numerous factors impacting cost, including the impact of physical space for development teams, team experience, etc.

Why Is It Important to Gather the Facts?

Government agencies use cost estimates in many ways. A cost estimate is a key component in the resource allocation process of the agency and ultimately serves as the basis for budget requests made to the US Congress. The cost estimate is also used to measure the progress of a program that is underway. Thus, a reliable cost estimate contributes to better resource allocation throughout the life of a project, and (by extension) across the government.

The Government Accountability Office (GAO) has issued many reports in the past few months which discuss the need for improved cost estimates across the government. One report, (GAO-12-629), reviewed the cost estimates of major IT programs across the government. The report clearly highlights the need for a better way to collect and store cost related historical data. GAO found that out of eight agencies reviewed, only one agency had a process currently in place to collect and store cost related data effectively. The other seven agencies did not have a process in place to gather this information and use it effectively across the agency. These seven agencies are severely hampering their ability to produce the high quality cost estimates needed to make reasoned decisions about the allocation of resources that are growing ever scarcer.

How Do I Get the Facts?

The need for FACTS is clear. Yet gathering the FACTS remains a challenge. The GAO Cost Estimating and Assessment Guide reveals that after 40 years, the process of gathering historical cost information to use in formulating new cost estimates persists as a problem. In order to solve this problem many questions need to be answered. How can the FACTS be efficiently captured? Where is a central repository of the traditional spreadsheets, databases and other cost estimating artifacts that have been captured? How can the knowledge of the cost estimating community be leveraged effectively?

Some of the answer lies in the traditional methods of knowledge sharing: Communities of Interest; newsletters; listservs; and events such as technical symposiums. However, history indicates that this is not enough. What is the paradigm shift needed to break the impasse? One answer to this ongoing problem lies in using the many tools capitalizing on social networking capabilities and adapting them to a business environment.

Gathering the FACTS

In the cost community, it is often a huge challenge to share information or find useful cost data within the cost estimators’ own organization, much less outside of their own agency or company. Many experienced estimators will have a store of data from programs they themselves have worked on, but still need to rely on a personal network of other cost estimators to look for other supporting information when needed. Newer cost estimators do not have the benefit of either personally gathered legacy or a large personal network of other cost estimators to leverage.

In the GAO Cost Estimating and Assessment Guide, GAO observes that gathering and maintaining historical data is a challenge for cost estimators. The GAO notes that often times the realities of the current cost estimating environment, including compressed schedules and shifting policies, impede the collection of historical cost data. In addition, the GAO points out the difficulty cost estimators have in accessing many of the components of a solid cost estimate, such as analogous systems and CERs.

When individual cost estimators develop a cost estimates they gather the FACTS for a particular estimate. Cost estimating best practices require the estimator to not only gather the information, but to store it for future reference as well. Frequently, this background information is captured in a file or a location on a computer that is specific to a particular estimator. This practice facilitates the justification and replication of that particular estimate, but does not necessarily improve the research and development process for the next estimate.

Sometimes the cost estimator who developed the original estimate will develop a similar estimate a few years later, and will remember (or find via a search of their hard drive) where the background information is stored. Sometimes the estimator will have his or her own network to tap into for background data. Frequently, however, each cost estimator must begin the research process anew for each estimate. This point is where the challenge truly begins.

Sharing the FACTS

The next step in the process is to share the FACTS. While many of these artifacts exist on the hard drive of an individual cost estimator, or perhaps even in the repository of a single that department, they are often inaccessible to other cost estimators. The challenge is to gather all of these costing artifacts into one place so that many cost estimators can access them.

Not only should information be shared among cost estimators in one group, it should be shared with cost estimators across agencies. Many cost elements are similar across agencies. For example, a phone center for DoD will have primary characteristics that are the same as one for IRS, VA or CMS. Cost data from all of these can and should be used as a basis for a new phone center
cost estimate regardless of the agency involved. Since much of the cost data is applicable across government agencies, an interagency collaboration to share historical cost data would be useful. This joint effort would help to alleviate some of the problems the agencies have encountered regarding the lack of access to historical cost data.

It should be noted that care does need to be taken when sharing data, particularly with cost information. Some cost information is sensitive or company confidential. This type of information should not be included in a sharing site with a large audience. Fortunately, there is a large amount of cost information that is useful to the cost community which can be more publicly accessible. The goal is to gather and allow access to the later type of shareable information. By using a sharing network many cost estimators can access and contribute to the cost estimating knowledge base.

Some companies and programs have internal sharing sites where anyone within the company can access this type of information. One common example of this is SharePoint. Unfortunately, these sharing sites tend to be restricted to one group or another. Frequently, one project area has access while others will not. As a result, the artifacts and lessons learned from one cost estimate cannot be readily accessed by another cost estimating organization. Even though it is a CMMI and GAO best practice to have internal sharing sites where anyone within the company can access this type of information, it is not leveraged to the maximum effectiveness in most cases. Frequently, the capability to share data on a network does not really exist. Even when a method of common access does exist, it is not updated frequently. The evidence indicates that if a site is not actively updated, then participation will decline, and the utility of the knowledge management activities will diminish.

There are currently some sharing networks that are partly open to the cost community at large. One such type is the Defense Acquisition University Knowledge Sharing Portal (http://www.dau.mil/images/Pages/Knowledge_Sharing.aspx). The initial membership is free, but registration is a bit cumbersome, requiring a biography and 10 minutes or so to fill out the online request form. In addition, membership is restricted to members of the Department of Defense (DoD), authorized US government employees, or those supporting the Defense Industry. The site contains a lot of administrator-posted content such as DoD directives on all aspects of acquisition, but there does not appear to be a lot of user-generated content. It is a useful resource, though heavily DoD-centric and much more “top-down” than the “web 2.0” approach recommended by knowledge management (KM) practitioners.

Many companies are currently experimenting with social networking tools for the enterprise. According to research conducted by Gartner, 50% of business enterprises will have incorporated some sort of social networking tool by 2012. There are many examples of how social media style of knowledge sharing is making its way into the work place. IBM has created the Beehive research project. Booz Allen Hamilton has an internally accessible prototype that they use known as “Hello” for Hello.bah.com. At MITRE a research prototype tool called Handshake has been adopted, has the added capability of allowing external participation. Other industries are currently using similar social networking tools. Medpedia is a medical wikis that allows information sharing between physicians and researchers in the medical community.

The Next Generation of Data Sharing

Texting, Twitter and Facebook have changed how people interact in their daily lives. Cost estimators can incorporate these changes into the way they do business to improve the cost estimating field as well. Many of the business enterprise social networking sites incorporate these ideas. A Web 2.0, or “bottoms-up” tool such as the Handshake Group, has many advantages over a traditional “top-down” knowledge sharing tool like SharePoint. In the case of Handshake, the interface is much simpler and provides 90% of SharePoint’s functionality with minimal training. Based on Elgg, a free and open source platform, Handshake is a good example of how organizations can leverage some of the benefits of social networking tools by using the flexibility of open source software to tailor the tool to meet specific business requirements.

The Handshake tool serves as a user friendly “SharePoint lite” allowing for collaboration and file sharing (including metadata tagging) without the need for a SharePoint administrator. If an individual can find a video on or upload one to YouTube, they can do so on Handshake or similar tool. This type of tool has a number of characteristics that facilitate effective, dynamic knowledge sharing:

- Easily incorporates external participants, sponsors and partners while retaining the ability to have sections accessible only to internal participants.
- Allows users to interact with a variety of SMEs.
- Preserves e-mail dialogue for future members (versus sitting in individual e-mail inboxes, inaccessible to new employees).
- Has a simple calendar feature to depict events of common interest to users.
- Integrates with Outlook e-mail for those with firewall issues.
- Allows users to provide value-adding “color commentary” to posted artifacts. For example, one contributor might post an artifact discussing Software Cost Estimating Relationships. Another contributor might then post a comment about the usefulness or limitations of that particular artifact. In this way, a dialogue is encourage not just on a particular question but on the cost estimating FACTS in general.
- Allows users to provide feedback on artifacts via comments or simply by using a “like” function.
- Captures group metrics about the site including the total number of items submitted by time period and information on the number of discussions, files posted, and blog posts.

Awareness and Outreach

A social networking site is only as good as the network of members supporting it. A program of outreach and awareness is critical to the continued success of collaborative, knowledge
sharing. Organizations must find ways to reach out and connect to other cost estimating groups.

Internally, at MITRE, the Cost FACTS Handshake site has been promoted organically via the tools “champions,” through their personal signature blocks providing the site link, lunchtime presentations, and internal networks. The site was unveiled via an internal Cost Group newsletter in June, as well as an internal brief to approximately 50 attendees. It is being actively promoted to external cost estimators as well. The intention is that an extensive network of cost estimators will participate in knowledge sharing. Whether one cost estimator participates every week or a hundred estimators participate only once, the collaboration will benefit all participants.

Artifacts and discussions need to be posted regularly; at least weekly works well. By keeping the site current and dynamic, users are encouraged to visit frequently to keep up with the latest information. Recognizing that people are not going to give up e-mail anytime soon, the tool can be used to notify users via e-mail of new artifacts and discussion, and even allow users to contribute via e-mail without having to use a web browser. Therefore, participants can also contribute via mobile platforms such as iPhones or Blackberries.

This type of outreach and awareness strategy is critical to the success of a knowledge sharing site. Unless people know that the site exists, they will not participate. Unless they can see that the site contains a dynamic exchange of information, they will not participate actively. Once people realize the type of valuable information contained in the site they will continue to use it. The collaborative nature of the environment will encourage them to contribute, thus creating a perpetuating cycle.

Conclusion

In order to meet the current needs of the cost estimating community, companies and agencies need to find a way to leverage the existing knowledge base more efficiently. The need for this resource multiplier becomes more apparent every year as new challenges are presented to the cost estimating community. There are many ways to meet this need. The majority of solutions lie within reinforcing the connections between individual cost estimators to create a whole cost estimating community that is greater than the sum of its individual estimators.

The most important element of information sharing, regardless of the platform used, is that it be accessible and inviting to a larger group in the community. Even if this is only implemented within one company or agency, rather than throughout the entire government acquisition cost community, significant benefits can be realized. However, the greater the network, the greater the value able to be realized (“Network Effect”).

Social media tools represent an opportunity for the cost estimating community to work across the traditional boundaries of agency or organization to resolve the persistent, fundamental problem of how to efficiently capture historical cost data. These tools have the advantage of flexibility and ease of access to a larger community. An additional benefit is that the new generation of cost estimators, raised on Facebook and Twitter, will be well-versed in information sharing before they develop their first estimate, and can leverage the knowledge of a dwindling body of experienced cost estimators more effectively.

The job of government cost estimators within the US will not become easier in the near term. The terms ‘sequestration’, ‘continuing resolution’, and ‘budget cuts’ have become all too familiar. In all probability the job of cost estimators will become more challenging. The more tools and support that can be generated within the cost community at large, the more efficiently defendable, quality cost estimates can be developed. Expanding the network of cost estimators, increasing their level of daily interaction and discussion within the cost estimating community, and efficiently gathering and sharing the FACTS will enhance the reach back-for both novice cost estimators working on developing their skill set as well as for experienced cost estimators looking for a way to better leverage the knowledge base of the cost estimating community. An active program within each company or organization will foster the cost estimating best practices within the company or organization. Cross-pollination among the cost estimating groups through collaborative initiatives such as MITRE’s Cost FACTS will bring together the government acquisition cost community in order to facilitate and improve the cost estimating process and information sharing.

REFERENCES

The 2014 International Total Cost Management (ITCM) Conference was November 11-13, 2014, at the Millennium Hilton Bangkok in Bangkok, Thailand. Eighty attendees gathered from around the world to enjoy the fantastic technical presentations. The two-day event featured two tracks of technical presentations from global industry experts. There were fifteen countries represented and the overwhelming majority of participants were from Australia, Asia, and the Middle East. For many this was their first opportunity to attend an AACE conference.

The keynote speaker, Khoo Swee Chiow, is a world-renowned explorer and adventurer. He told a fantastic story about his life and his 'Dare to Dream' philosophy. He outlined all of the fantastic risks and adventures he has taken in his life and the planning and preparation required to minimize risk and ensure project success. It was amazing to hear about his success in climbing Mount Everest, K2, and also skiing to the South and North Pole. His achievements were incredibly impressive from a man who had never seen snow until he decided to take on these challenges and a testament to what is possible if you, 'Dare to Dream.'

The meeting presented many opportunities to network with global professionals. President-Elect, Julie Owen, CCP PSP, polled attendees and learned they were extremely impressed by the high quality technical presentations. Among favorites were John Livengood's epic presentation across two sessions, 'Construction Claims A to Z;' and Barry Tozer's, 'Improving Delay Cost Calculation.' Subject matter was advanced and quite relevant to many of the delegates. John Barrett's, 'Managing BIM for Project Controls,' was very current, we cannot wait to see his next presentation as he develops this topic with further research and additional case studies. It was very pleasing to see Julie's mentee, and chair of the Mentoring Advisory Committee, Devdas Tamboli, give two papers: 'Schedule Update Analysis: Retained Logic versus Project Override,' and 'Constraints in Practical Application of Time Impact Analysis.' It was very satisfying to see one of the younger professionals delivering his papers with confidence and authority.

The conference provided the opportunity to present the Association's Charles V. Keane Distinguished Service Award to Maged El-Hawary. President Martin Darley, CCP, gave the, 'State of the Association' address over lunch and engaged in a lively Q&A session which focused on regional issues, challenges, and opportunities.

The location in Bangkok was fantastic!! The people of Thailand are so warm and welcoming. Delegates took the opportunity to explore the many sights and sounds of this bustling city, from the wonderful temples on the city tour, the Damnoen floating markets, riding elephants in the rain forest, feeding baby tigers at a sanctuary, to parasailing in Pattaya. Co-Chair Philips Tharakan Mulackal, CCC EVP, also says many participants shared positive comments indicating that one of the unique features of the conference is how keen attendees are in learning and sharing knowledge.

AACE thanks members of the conference planning committee who spent months pulling together the various components of the conference. The ITCM Conference Planning Committee consisted of Co-Chair, Philips Tharakan Mulackal, CCC EVP; AACE President, Martin R. Darley, CCP; President-Elect, Julie K. Owen, CCP PSP; VP International Regions, Madhu Pillai, CCP; Director-Region 7, Mohammed Rafiuddin, CCP PSP; Director-Region 8, Ghulam Mujtaba Shaikh, PE; Director-Region 9, Garvan McCann; and Director-Region 10, Aldo Mattos, CCP. Representing the AACE Headquarters staff was Executive Director, Charity A. Golden, along with Jennie Cunningham-Amos; Teri Jefferson; and Garth Leech.

Enjoy the following images from the 2014 International Total Cost Management (ITCM) Conference.
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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The AACE International Premium Partnership Program is designed to promote and reward our most loyal and dedicated partners by offering a tiered list of benefits for Platinum, Gold, and Silver Partnership levels.

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  - Use of the Silver Partner Membership Seal.

For more information on a Premium Partnership Program and how it will benefit your organization please contact AACE International Headquarters at 304.296.8444 or www.aacei.org.
Arabian Gulf Section
The Arabian Gulf Section met Dec. 21, 2014, for a technical presentation and dinner. Abdulaziz S. Al-Yousefi, President of Al-Yousefi Value Engineering (YVE) and President for SAVE International – Gulf Chapter, delivered a technical presentation on, “The Synergy between Value Engineering and Sustainability.” Traditionally, projects have been developed by generating a program of needs and requirements, using in-house staff, or hiring consultants to develop necessary documents, and subsequently award projects. However, there is little programmed input to implement some kind of value engineering (VE) and sustainability studies. In the past two decades, there has been a growing awareness of the importance of VE and sustainable development (SD) and sustainable construction (SC), since they play crucial roles in realizing quality, reliability and durability, as well as enhancing performance throughout the life span of projects. They help to improve service related outcomes within budget constraints: achieve a more efficient use of resources; and accomplish an optimum combination of Life Cycle Costing (LCC) and quality to satisfy the user requirements. The presentation proposed a conceptual synergy and integration "model" between VE and sustainability that achieves better value over the life span of projects. The presentation, also showed how the "Lean model" of VE could be considered as an essential part of sustainability analysis and green concept technology; via adopting VE tools and techniques.

Atlanta Area Section
The Atlanta Area Section’s November 2014 meeting was on Tuesday, Nov. 18, featured a presentation by section member Bill Kraus, PE CCP FAACE, titled, “Keeping your Mojo in the Face of the Challenges of Conceptual Estimating.” Bill first presented his presentation to the East Tennessee Section at a professional development event in May 2014.
He discussed how the skill set necessary for conceptual estimating differs from that for preparation of detailed estimates. One main difference is that scope needs to be communicated to the estimator before detailed design and drawings exist. Also, it needs to be defined as to what is necessary for an effective conceptual estimate. This includes the following:

- An acceptable combination of sketches and/or narrative description.
- What are the project objectives and goals?
- How is the project to be scheduled?
- What resources are available / required?
- Who are the project stakeholders?
- What is the project budget?
- What other constraints need to be considered?
- What are the project deliverables (products, services, results, etc.)?
- Who will prepare the design?
- How will project be delivered (constructed / fabricated / manufactured)?

He discussed how the process map for 7.3 cost estimating and budgeting from the TCM Framework applies to the process of conceptual estimating. Bill discussed the challenges involved in determining the proper units of measure needed to communicate the estimate to the end user and how the lack of reliable data sources usually complicates the process of developing the estimate. He then illustrated his talk by providing six case studies showing the various methods of preparing conceptual estimates.

The section board of directors met before the section meeting and acted on a petition by the membership to revise
the title of one of the section directors from Regional Director to Director-at-Large to avoid confusion with the Regional Director for Region 3, which is an association board position.

**Aurora Edmonton Section**

The Aurora Edmonton Section met Nov. 19, 2014, for a dinner meeting technical program presented by Dr. Ming Lu, P.Eng., titled, “Applying a New Cost Model for Construction System Engineering.” The program started with an introduction speech from Aurora Edmonton Section President Mohamed Abdelgawad. He mentioned AACE events and activities taken up by the section.

Dr. Ming Lu, is an Associate Professor of Construction Engineering and Management in the Department of Civil and Environmental Engineering, University of Alberta. Dr. Lu is widely known in the academic community of construction in project scheduling, surveying-construction integration, and interdisciplinary research. Dr Lu is active on ASCE/FIATECH/ AACE. Dr. Lu is the recipient of Fiatech 2013 Superior Technical Achievement.
Recognition (STAR) Award. Dr Lu is currently serving on AACE Edmonton Board. Dr Lu has over 50 journal publications and over 100 conference papers to his credit.

Dr. Lu talked about latest computing advances in data acquisition and analytics rapidly removing long-standing barriers to developing quantitative, data-based decision support tools. The estimator can readily retrieve unit cost (from cloud-based historical database) and obtain quantity takeoff (from 3D permanent structure design model). Nonetheless, estimating for construction engineering systems still remains much of an art, relying heavily on the judgment of an experienced, competent “cost engineer.”

The dinner meeting was attended by an overwhelming number of students from University of Alberta. The Section President invited them to join AACE as student members, explaining to them the benefits of membership. The dinner meeting concluded with a vote of thanks for the presenter and attendees and a brief on the future events at the section.

On Oct. 15, 2014, Ian Morrison, Senior Principal, Project Economics, Stantec Consulting Ltd., made a dinner meeting presentation to the Aurora Edmonton Section. The presentation was on, “How a Bankable Feasibility Study Fits Into the Project Development Process.” This meeting was attended by a cross section of members and non-members.

The presentation provided a survey of the typical functions involved in the project development process. It then zeroed in on requirements of the bankable feasibility study, the typical form of the study and lessons learned in the execution of these studies.

Mr. Morrison has a strong track record in the development of successful ownership and financial solutions for infrastructure projects. He has advised private corporations, regulators and financiers in South East Asia, South America, the Caribbean, Eastern Europe, Central Asia and Africa on the delivery of large infrastructure projects. He has been involved in the development of major projects on four continents.

Morrison is an expert in sustainable development, project assessment and the implementation of successful non-traditional financial and ownership structures. He has lead or participated as a team member in the development or oversight of a number of private public partnerships and concessions including projects in Barbados, Peru, Canada, Thailand, Tanzania, Colombia and the US.

Mr. Morrison has presented at numerous conferences and seminars on the topics of: Private Public Partnerships, the sustainable development of industrial and civic infrastructure and on various project assessment methodologies. He is the current Chair of the Edmonton Chamber of Commerce: Energy and Environmental Committee. Mr. Morrison is a charter member on the Institute for Sustainable Infrastructure, economics committee, which is a US-based institute created with the goal of developing a standard methodology, acceptable to financial institutions and governments, for the assessment of large industrial and civic infrastructure projects.

The dinner meeting concluded with a vote of thanks for the presenter and attendees and a brief on the future section events.

• Brazil Section

The second Cost Engineering Symposium was at São Paulo (Brazil), December 5-6, 2014. The keynote speaker was John Hollmann, PE CCP CEP DRMP. Other speakers were from Australia, UK, Portugal and Spain, as well as Brazil. There were 138 attendees. Included in the symposium was a visit to the Sao Paulo Metro Line 5 site.

• East Tennessee Section

What a great presentation at the East Tennessee Section (ETS) meeting on September 11, 2014. For those of you who missed it, the technical presentation was one of the most enlightening and interesting in recent memory at ETS meetings.

Dyrk Greenhalgh, PSP, was the guest speaker. He is a Physical Security Project Engineer, plus the Vulnerability Assessment Team Lead at Oak Ridge National Laboratory (ORNL). His topic was titled: “Seven Habits of Highly Ineffective Estimators.” It covered light-heartedly, many “lessons-learned” in the context of physical security project management and cost estimation. Also included was a brief discussion of where and how improvements could be applied. Dyrk is such a relaxed and effective speaker that made a usually mundane subject lively and fun, while being quite educational and informative.

There’s already some discussion among current Section Board members to possibly try and schedule Dyrk for an encore.
of this presentation (and maybe another topic) at a future East Tennessee Section training seminar. Stay tuned. If we can pull it off, you don’t want to miss that event!

**Hawaii Section**

Preparation classes for the “Planning & Scheduling Professional (PSP)” and “Certified Cost Professional (CCP)” accreditation exams have been scheduled for February 5-7. The PSP course will be on the 5th and the CCP course on Feb. 6-7. Please contact the section at: aacehawaiisection@gmail.com if you are interested, or call David Ladines @ 808-947-6855 for further details.

On Nov. 7, 2014, Section members conducted a telephone conference with Sean Regan, CCP CEP, the Instructor for the aforementioned certification classes. The telephone conference was to help prepare members for the upcoming certification classes. Members were better able to understand the proposed curricula and decide on their study strategies.

A Lunch and Learn Workshop was on Dec. 12, 2014, discussing the required Technical Paper for the “Certified Cost Professional” (CCP) accreditation by AACE. Ms. Guia Lasquete, LEED G.A., was gracious enough to share her professional experience in writing a successful technical paper. Leading a group of eight candidates, she provided pointers on topic selection, methodical format, professional outlines, and development of critical arguments and elements. Her “hands-on” workshop approach was especially helpful in providing assistance to critique and refine candidates’ proposed topic selections.

The November Section meeting was at the offices of J. Uno & Associates, Inc. on Wednesday, Nov. 19, 2014. Several members and guests attended the online webinar, “Successful Use of Project Controls Practices,” presented by AACE.

Preparation classes for the “Planning & Scheduling Professional (PSP)” and “Certified Cost Professional (CCP)” accreditation exams have been scheduled for February 5-7. The PSP course will be on the 5th and the CCP course on the 6th and 7th. Please contact the section at aacehawaiisection@gmail.com if you are interested, or call David Ladines @ 808-947-6855 for further details.

Chapter reviews of the “Skills & Knowledge of Cost Engineering” textbook are being conducted every Tuesday morning at 7 am in the offices of J. Uno & Associates, Inc. Please call

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*Submitted photo*  
**Chris Clark**, above left, receives a guest speaker’s appreciation gift following the October East Tennessee Section meeting. Presenting the gift is Section Vice President Eric White.

**East Tennessee Section President Jeff Morrison** is shown above left, accepting the 2014 TCM Award from Internet Committee Chair, Mark Plemmons, CCP in September 2014.

**East Tennessee Section Vice President, Eric White**, above left, presents Dyrk Greenhalgh, PSP, with a guest speaker’s appreciation gift following the September 2014 section meeting.

**Guia Lasquete**, above center, was presenter on Dec. 12, 2014, for the Hawaii Section for a Lunch and Learn Workshop on writing a required technical paper for AACE certifications.
Joseph Uno @ 808-947-6855 for more information. Scholarships are available from AACE International, please follow this link for more information: http://www.aacei.org/awards/scholarships/. For more information, please visit the section website at: www.aacehawaii.org.

The November 2014 Section meeting was at the offices of J. Uno & Associates, Inc., on Wednesday, Nov. 19, 2014, where the webinar, “Successful Use of Project Controls Practices,” was viewed. A Continental Breakfast was served as part of the event.

**Houston Gulf Coast Section**

The fourth meeting of the Houston Gulf Coast (HGCS) Section program year for 2014-2015 was on Tuesday, Dec. 9, 2014, at the HESS club in Houston, TX. Over 60 members attended the meeting. Joanna Yagooti, AIA, LEED Director, Sustainable Design, delivered a presentation, "Warning! This community may be hazardous to your health" on improving urban circulation, local ecology, public safety and health in our local neighborhoods. It was a buddy-night (2 for 1) holiday special meeting.

Joanna explained that many communities have evolved into decidedly unfit places to live, work and learn. She explored the relationship between the built environment and public health through a brief historical tour of urban planning leading the way toward the modern healthy community’s movement. The response from urban planners, architects, public officials and grassroots organizations is changing the way we experience our communities. The aim is to mitigate negative health impacts which have taken hold in the past half century. Examples illustrated were ways to improve urban circulation, increase public safety in neighborhoods, restore local ecologies and improve health. Special emphasis was given to efforts local to Houston. Joanna mentors and trains architects and engineers in sustainable design concepts and continually encourages exploration in this area.

The annual HGCS Houston Food Bank drive was a huge success, as the section raised enough funds to provide 1,180 meals to those in need!

To lighten up the Christmas spirits, even Santa(s) dropped in with gifts to those project controls professionals who have been good this year!

**Southern California Section**

The San Francisco Bay Area and Southern California Sections are ready for the 2015 Western Winter Workshop which will be at the Hyatt Regency in Lake Tahoe, Feb 5-8th. In its 54th year, the Western Winter Workshop includes two and a half days of capital management and technical presentations showcasing the latest in project controls. The Workshop provides a unique opportunity to network with key decision makers for major capital project delivery organizations, as well as owners, executives, managers, engineers and many other industry professionals.

On January 12-13, the section offered a CCP Certification Training course. For the section’s December 2014 holiday event, the SoCal section threw a holiday party at the Petroleum Club in Long Beach. The holiday party was Tues, Dec. 9, 2014. There was a taco bar and live music. Spouses or significant others were also in attendance.

The 2014 Fall Symposium, put on by the Southern CA Section, was at the Hilton Bayfront in San Diego Nov 7-9, 2014. The event proved a success with a 70% increase in attendance from the year previous, well over 100 attendees and over 30 speakers. In addition, there was a tremendous showing of sponsorship support for which these regional events wouldn’t be possible. A special thank you to DRMcNatty, Tecolote Research, Hill International, Jacobs Engineering, O’Connor Construction Management, Lydon Solutions, Motive Power, Simplex Analytics, Worksite and Overnight Prints. Also thanks to the team that helped put this together – Razza Samia, Marla Miller, Brian Lee, EVP; Tamkin Amin and John Matsumoto, PSP. Also Rafael Gonzalez, PSP; Jerry Quintero, Robert Cisernos and Devang Dedhia, PSP; helped with the event and Don McNatty, PSP; Fred Plotnick, Ray Stratton, EVP; and Tim Walker contributed to the symposium raffle.

The section was fortunate to have Martin Darley, CCP, AACE International President, provide the State of the Association to members.
When Will Your Section News Submission Be Published?  
The digital Source magazine includes 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 2014.

2014 Source Section News Submission Schedule
February
- Items submitted from Oct. 16 - Dec. 15, 2013
April
- Items submitted from Dec. 16 - Feb. 15, 2014
June
- Items submitted from Feb. 16 - April 15, 2014
August
- Items submitted April 16 - June 15, 2014
October
- Items submitted June 16 - Aug. 15, 2014
December
- Items submitted Aug. 16 - Oct. 15, 2014

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 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.)
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