



TODD W. PICKETT, CCP, CEP



Mr. Pickett is a Senior Executive Consultant with Long International and has over 40 years of experience working in or consulting for the engineering and construction industry. He is a recognized expert in project estimating from conceptual through detailed execution, cost engineering, project cost and schedule control, risk analysis, and project benchmarking. Mr. Pickett has been involved with a wide variety of industries and projects including refining, chemicals, petrochemicals, oil sands, synfuels, gas plants, pipelines, power, manufacturing, photochemical, film sensitizing, and similar industrial facilities. He has supported organizational development with estimating, projects controls, and risk management for a variety of companies in addition to developing and implementing both conceptual and detailed cost estimating databases. More specifically, Mr. Pickett has supported these initiatives by formulating and enacting processes and procedures for estimate tracking, cost estimating, project controls, and risk analysis applications. Mr. Pickett has utilized his experience on construction projects in the United States, Canada, Mexico, Brazil, United Kingdom, France, Saudi Arabia, Australia, and China.

Mr. Pickett began his career as an Electrician for Eastman Kodak Company. He progressed from an Apprentice to a Journeyman and, subsequently, to Lead Electrician. After several years in the field, Mr. Pickett transitioned into the role of Estimator/Planner where he developed his skills as an estimator and employed his invaluable field experience. Mr. Pickett has been an active member of AACE International for over 25 years, and served as Chair of the AACE International Technical Board. He is the primary author of an AACE International Recommended Practice, and is a contributor to more than 12 other recommended practices.

EDUCATION

Computer Science Course Work, Monroe Community College, Rochester, New York, 1993-1995
Certified Journeyman, Electrician Apprentice Program, Eastman Kodak Co., 1983
Electrical Engineering Course Work, Rochester Institute of Technology,
Rochester, New York, 1974-1976

CERTIFICATIONS

Certified Cost Professional, CCP (No. 01877)
Certified Estimating Professional, CEP (No. 00009)

PROFESSIONAL AFFILIATIONS

AACE International:

- Technical Board Member, Director At-Large, 2020-Present
- Chair of the Technical Board, 2016-2020
- Technical Board Member, Director of Professional Practice Guides and SIGs, 2006-2016
- Fellow to AACE International
- Recipient of the AACE International Total Cost Management (TCM) Excellence Award



TECHNICAL EXPERIENCE

Representative U.S. and international experience includes:

- Preparation of all classes of cost estimates for domestic and international projects of significant size, strategic importance, and that incorporated new technologies; Project values ranged as high as US\$20 billion
- Review and validation of cost estimates for large and strategic process industry projects
- Provision of cost risk analyses for project estimates
- Development and implementation of web-based cost estimate tracking applications and databases
- Provision of consulting services to establish best-in-class estimating and project controls for owner companies in the process industries
- Provision of consulting services and development of procedures to process industry owners on best practices for cost estimating, project controls, risk management, project benchmarking, and project process implementation
- Provision of project readiness reviews to support stage-gate project decisions
- Management of project performance measurements and assessments
- Member of an implementation team of a capital budget application to manage and control a global capital project portfolio
- Provision of development support of a historical database of capital project information to support internal and external project benchmarking
- Provision of global training to owner and EPC contractor organizations on cost estimating, project controls, cost engineering, total cost management, and decision and risk management, including training for AACE International certifications
- Speaker and author of publications on cost estimating, project cost and schedule control, cost engineering, total cost management, and project benchmarking

PROJECT EXPERIENCE

Oil & Gas, Pipelines, and Terminal Facilities

- Provided estimate reviews and validation, including benchmarking analysis, to support stage-gate and final investment decisions for capital project facilities.
 - Clients included: Chevron, ConocoPhillips, Encana Corporation, and Saudi Aramco
- Delivered risk analysis including contingency and escalation determination studies.
 - Clients included: ConocoPhillips
- Provided organizational development including process and procedure development, tool development and implementation, general consulting, and training to support cost estimating, project controls, and risk analysis.
 - Clients included: Williams Strategic Sourcing Company

Bitumen Upgrading and Supporting Mine Facilities, Onshore and Offshore LNG Facilities, SAGD Production Facilities and Well Pads, Infield and Transportation Pipelines

- Prepared conceptual through detailed project estimates for capital project facilities.



- Clients included: Athabasca Oil Corporation, Brion Energy Inc., Champlin Petroleum Company, Chevron, ConocoPhillips, Dover Operating Corporation, Enbridge Pipelines Inc., Exxon, Nexen Inc., PetroCanada Oil Sands Inc., PTTEP Canada Limited, Shell, Statoil Canada Limited, and Syncrude Canada Ltd.
- Provided estimate reviews and validation, including benchmarking analysis, to support stage-gate and final investment decisions for capital project facilities.
 - Clients included: Athabasca Oil Corporation, Brion Energy Inc., Canadian Natural Resources Limited, Chevron, Conoco Phillips, Dover Operating Corporation, Enbridge Pipelines Inc., Encana Corporation, Husky Energy Inc., Japan Canada Oil Sands Limited, Laricina Energy Limited, Nexen Inc., PTTEP Canada Limited, Statoil Canada Limited, and Syncrude Canada Ltd.
- Delivered risk analysis, including contingency and escalation determination studies.
 - Clients included: Athabasca Oil Corporation, Brion Energy Inc., Canadian Natural Resources Limited, Devon Canada Corporation, Dover Operating Corporation, Enbridge Pipelines Inc., Husky Energy Inc., Japan Canada Oil Sands Limited, Laricina Energy Limited, Nexen Inc., PetroCanada Oil Sands Inc., PTTEP Canada Limited, Statoil Canada Limited, and Syncrude Canada Ltd.
- Developed and implemented a cost estimating database.
 - Clients included: Canadian Natural Resources Limited, and Syncrude Canada Ltd.
- Provided organizational development including process and procedure development, tool development and implementation, general consulting, and training to support cost estimating, project controls, and risk analysis.
 - Clients included: Brion Energy Inc., Canadian Natural Resources Limited, Enbridge Pipelines Inc., Husky Energy Inc., Inter Pipeline, and Syncrude Canada Ltd.
- Delivered training on cost estimating, project controls, cost engineering, total cost management, and risk analysis.
 - Clients included: Brion Energy Inc., Canadian Natural Resources Limited, Enbridge Pipelines Inc., Suncor Energy Services Inc., and Syncrude Canada Ltd.
- Provided claims and dispute resolution consulting.
 - Clients include: Long International Inc.

Other Synfuels Facilities: Coal Gasification, Oil Shale, Liquid to Gas, Waste to Energy

- Prepared project estimates, conceptual through detailed, for capital project facilities:
 - Clients included: ND Ventures Ltd., and SASOL
- Provided estimate reviews and validation, including benchmarking analysis, to support stage-gate and final investment decisions for capital project facilities.
 - Clients included: ND Ventures Ltd.
- Provided risk analysis, including contingency and escalation determination studies.
 - Clients included: International Woodfuels LLC and ND Ventures Ltd.



Chemical and Petrochemical Facilities

- Prepared conceptual through detailed project estimates for capital project facilities.
 - Clients included: Alter NRG, Eastman Kodak Company, Lee & Doma Energy Group, and Saudi Pecten Petrochemical
- Provided estimate reviews and validation, including benchmarking analysis, to support stage-gate and final investment decisions for capital project facilities.
 - Clients included: Albemarle, Century Aluminum, Dow Corning, Eastman Kodak Company, and Novacor Chemical
- Provided risk analysis, including contingency and escalation determination studies.
 - Clients included: Albemarle, Eastman Kodak Company, Keyera Partnership, and Novacor Chemical
- Delivered project controls, including performance measurement, bid negotiation and contract management support.
 - Clients included: Eastman Kodak Company

Power Facilities

- Prepared conceptual through detailed project estimates for capital project facilities.
 - Clients included: Eastman Kodak Company, EPCOR, and Consumers Energy
- Provided organizational development, including process and procedure review, general consulting, and training to support cost estimating and project controls.
 - Clients included: Consumer Energy, and Ontario Power Generation

Other Industrial and Manufacturing Facilities

- Prepared conceptual through detailed project estimates for capital project facilities.
 - Clients included: Eastman Kodak Company
- Provided estimate reviews and validation, including benchmarking analysis, to support stage-gate and final investment decisions for capital project facilities.
 - Clients included: Eastman Kodak Company
- Delivered risk analysis, including contingency and escalation determination studies.
 - Clients included: Eastman Kodak Company
- Offered project controls, including performance measurement, bid negotiation and contract management support.
 - Clients included: Eastman Kodak Company
- Provided organizational development, including process and procedure development, tool development and implementation, general consulting, and training to support cost estimating, project controls, and risk analysis.
 - Clients included: Eastman Kodak Company



PROFESSIONAL EXPERIENCE

Long International, Inc.

Vancouver, Washington (January 2020 to Present)

Mr. Pickett is a Senior Executive Consultant with Long International. He provides a variety of claims analysis and dispute resolution services including, but not limited to, change order analysis, cost and damages analyses, schedule delay and acceleration analyses, productivity analysis, and review of bids, estimates, and contract documents. Mr. Pickett also provides project management consulting services focused on the development of project cost and schedule control systems.

Conquest Consulting Group

Vancouver, Washington (2004 to Present)

As a Principal Partner, Mr. Pickett consults on best-in-class practices for developing and implementing cost estimating, project controls, risk management, project process, and project benchmarking for global owner companies in the process industries. Mr. Pickett has prepared all classes of estimates, prepared risk analysis studies, and provided cost estimate reviews and validation studies for large and strategic process industry projects.

As a Senior Estimator, Mr. Pickett delivered project readiness reviews to support stage-gate and project funding decisions, and implemented project benchmarking to support estimate reviews and industry peer assessment. In addition, he participated in the development and implementation of estimate tracking software applications.

Eastman Kodak Company

Rochester, New York (1980 to 2004)

Mr. Pickett prepared conceptual and detailed estimates for domestic and international capital projects as a Senior Project Estimator. He participated in the creation and enactment of estimating software applications, and was responsible for estimating procedures development and implementation of departmental improvement activities.

As a Senior Project Controls Engineer, Mr. Pickett developed a historical database of project information to support benchmarking project estimates, and served as a strategic estimating resource. While at Kodak, he participated in the company-wide implementation of the SAP enterprise business software as a representative of the capital project organization. In addition, Mr. Pickett provided departmental training in cost estimating, project controls, capital project process, cost metrics analysis, risk analysis, and information systems.

PUBLICATIONS AND SPEAKING ENGAGEMENTS

“Cost Estimate Review Simulation,” Panel Member, AACE International Conference and Expo, 2017.

“Key Quantities,” Cost Engineering Event, Netherlands, 2015.

“Historical Project Data,” Cost Engineering Event, The Netherlands, 2013.

“Preparing a Basis of Estimate,” Cost Engineering Event, The Netherlands, 2011.

“Basis of Estimate,” AACE International Recommended Practice 34R-05, Lead Author, 2007.

“Transforming Historical Data into Useful Information,” AACE International Transaction, 2007.



“Choose Your Weapon: Selecting Estimating Tools and Databases,” AACE International Transaction, 2006.

“So, You Think You’re an Estimator,” *Cost Engineering Magazine*, September 2005.

“Preparing a Basis of Estimate,” AACE International Transactions, 2005.

TRAINING SEMINARS

“WinEst Estimating Software Training,” Syncrude Canada Ltd., 2006.