

NATIONAL Estimator

The Society of Cost Estimating and Analysis

Fall 2007

In this issue ...

- We're Improving the CCE/A Certification Program
- The Counterinsurgency Aircraft Acquisition Debate
- **CALL FOR PAPERS: 2008 SCEA / ISPA Joint Annual Conferences**
 - Noordwijk, The Netherlands • 12–16 May 2008
 - Pacific Palms Resort, CA • 24–27 June 2008
- Chapter Spotlight: Northwest Chapter





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The Society of Cost Estimating and Analysis

SCEA/ISPA Joint Office
527 Maple Avenue East, Suite 301
Vienna, VA 22180
703.938.5090 • FAX: 703.938.5091
Email: scea@sceaonline.net
www.sceaonline.org

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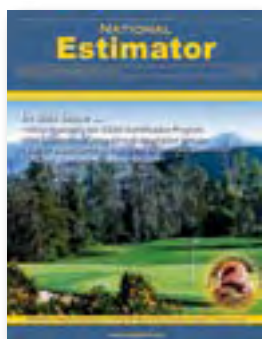
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NATIONAL Estimator

The Society of Cost Estimating and Analysis

A non-profit organization dedicated to improving cost estimating and analysis in government and industry and enhancing the professional competence and achievement of its members.

Table of Contents

President's Letter

Bill Haseltine, SCEA President.....4

Letter from the Editor

Joe Wagner, National Estimator Editor5

SCEA & ISPA Joint Office Operations

Elmer Clegg, SCEA Executive Director6

We're Improving the CCE/A Certification Program

Message from the Director of Certification

Peter Andrejev, Director of Certification8

Changing the SCEA Certification Program

Richard Hartley, National SCEA Board of Directors.....9

Training Corner

Peter Braxton, Director of Training 10

The Counterinsurgency Aircraft Acquisition Debate

David Peeler, 354th Comptroller Squadron at Eielson AFB Alaska..... 13

2007 SCEA–ISPA Joint Annual Conference Recap 16

Call for Papers: 2008 SCEA–ISPA Joint Annual Conferences

Domestic Conference□ 24

International Conference □ 26

Chapter Updates

CHAPTER SPOTLIGHT: Northwest Chapter 27

Central Florida Chapter News

Peggy Curry, Chapter President 28

St. Louis Chapter News

Susan Hatcher, Past Chapter President..... 29

Houston / Clear Lake Chapter News

Ella Hrabar, Chapter President..... 30

Pike's Peak Chapter News

Chris Dalton, Chapter President..... 30

Washington DC Metro Chapter News

Debra Lehman, Chapter President.....31



President's Letter

by *Bill Haseltine, SCEA President*

With

your new SCEA Board of Directors, I officially took office as SCEA President on July 1, 2007. In addition

to my position, the voting members of our Board consist of Vice President, Past President, Secretary, Treasurer, six At-Large Directors, six Regional Vice Presidents, and the Presidents of duly constituted SCEA Chapters. Supplementing these elected positions are the appointed, non-voting Board positions of Director of Certification, Executive Director, and Standing Committee Chairs. A complete listing of these individuals is posted on the SCEA web site (www.sceaonline.org).

Looking Back...

Our outgoing President, **Dr. Dan Nussbaum**, now fills the Board role of Past President replacing **Neil Albert** in that capacity. I'd like to thank and commend Dr. Nussbaum for his years of leadership in the Presidency. During his tenure, SCEA has grown in numbers and has continued its mission of improving cost estimating and analysis in government and industry by enhancing the competence and achievements of its professional members. Dan has been of great service in helping me prepare to address my new responsibilities, and I look forward to receiving his valued counsel as Past President.

With Neil Albert departing the Past President position, it means our Board will be governing without Neil's leadership for the first time in its history. Neil was a founding member of SCEA and has served as Vice President, President or Past President since the merger of the National Estimating Society and Institute for Cost Analysis. Our society owes Neil a debt of gratitude for his many major contributions that will be hard to repay. Neil has agreed to continue to serve in a limited role as Committee Chair in support of SCEA's activities related to jointness and other special projects.

Also departing the SCEA Board, following two terms as Secretary, is **Mel Etheridge**. A long time member of the society leadership, Mel has contributed greatly to the Board's effectiveness and his counsel will be missed. Mel has agreed to continue his involvement at the National level by joining Neil Albert on the Jointness Committee and by chairing our 2009 National Conference

Last, but certainly not least in line for my personal gratitude, **Mitch Robinson** has elected to step down as our Director of Certification. Mitch performed this challenging job for the past few years and has helped the program achieve substantial growth. I would like to thank Mitch for the enormous amount of time he has dedicated to this task and its associated responsibilities. Mitch and the many others like him are the kind of unsung heroes who make this society run on a day-to-day basis, and I would like to offer him our sincere thanks for a job well done.

In this issue of the *Estimator* you will see a first article from **Peter Andrejev** who has recently been appointed by the Board as new Director of Certification. Peter's role will umbrella all the project work underway in the certification and training areas.

Looking Ahead...

I plan to continue a number of important initiatives started by the previous Board of Directors. Those initiatives include:

- Continuing modernization of the National Office
- Continuing expansion of joint opportunities with ISPA
- Defining and refining the Cost Estimating Body of Knowledge
- Completing development of CEBok, our successor program to CostPROF
- Completing review of our certification and recertification process
- Updating the CCE/A test to reflect changes from the certification review

Additionally, I am committed to working with SCEA Chapters to improve service to our members, and I'm challenging our Regional Vice Presidents to be instrumental in providing that link. In exchange, I ask each of you to volunteer your time and expertise — whether to your local chapter or at the national level. As a volunteer-led, professional society, SCEA only succeeds on the aggregate strength and leadership of its members. To those of you who have stepped up and contributed to the Society in the past, I offer my sincere thanks for your many contributions. To those interested in learning more about volunteer opportunities, I guarantee that if you put your time and effort into the betterment of this society, you will get back far more in return.

Letter from the Editor

by Joe Wagner, *National Estimator* Editor



Fall has arrived in the Washington area. With cooler days and nippy nights, for me, it is the best of all the seasons. The seasons of SCEA are moving along as well, with the arrival of a new leadership team, headed by Bill Haseltine as our new President. To B.J. White-Olson's great relief, I am replacing her in the role of Treasurer of SCEA. I'd like to thank her and all of the outgoing officers and Board members for their contributions and accomplishments in the continuation and improvement of this organization.

Changing as well is the editorship of this publication — I won't be double-dipping in the bucket of volunteerism. Through the good offices of Bill Haseltine, the editor's job for the *Estimator* is being passed to **Ms. Vicki Kitchens** of Huntsville, AL. Vickie is the past president of the SCEA Greater Alabama Chapter and the newly elected SCEA Region 3 Vice President. Vickie will bring a very different and probably more relevant view of SCEA activities to the *Estimator*. I know she will improve and expand the content, and I look forward to the changes to come in future issues.

The People Behind the Publication...

This effort was my first in magazine editing, and I enjoyed it immensely, thanks to the people who were doing the real work. Most of all, credit to **Ms. Mandi Mitchell**, the true professional who is responsible for layout and designing each issue. She takes the raw inputs from all of the chapters and functional volunteers and turns them into a thing of beauty for every issue. Also key to the process is the joint national office staff headed by **Elmer Clegg**, who made article contributions, maintained communications, and worked on advertising and other business issues. Worth mentioning is the fact that, thanks to Elmer and the rest of the Joint Office staff, SCEA recently received its Dunn & Bradstreet rating — a 98% credit score.

Thanks also goes to the chapter representatives who took pictures and wrote up the activities of their organizations. The functional volunteers for training, certification, conferences, and other areas, must get credit for not only doing their own SCEA jobs but taking the time to write about it for the *Estimator*.

Finally, I must acknowledge our past president Dan Nussbaum and everyone in the SCEA management structure who supported and contributed so much to the *Estimator*. And don't forget credit goes to all of you, whose activities and accomplishments are the content we present in each issue to the SCEA family. I know you will continue to support and enjoy this publication, as will I.

Thank you.





SCEA & ISPA Joint Office Operations

by Elmer Clegg, SCEA Executive Director

SCEA and ISPA Joint Office

In the Spring 2007 issue of the *Estimator*, we announced that the SCEA National Office had morphed into the SCEA and ISPA Joint Office, providing business operations and member services for both societies. We now have over six months experience in the new venture, and I'm pleased to report that things are going smoothly for both SCEA and ISPA. Notice I didn't say perfectly, but certainly above expectations. ISPA folks have commented on how nice it is to have full-time office staffing and someone to talk with about their interests and problems. Moving from four to five days a week has also improved our customer service level for SCEA members.

Joint Office Staffing

Just when Lenny Cheshire, Jessica Park, and I were getting productive as a team, and in the midst of final June Conference preparations, we got hit with two pieces of news with big impacts. First, Jessica announced she would be moving to Oahu, as her husband had accepted a position serving at the USS Arizona Memorial. Jessica has recently written to say they are settled in and that she is employed and enjoying the island lifestyle. She sends her regards to the many friends she made during her seven-month tenure.

The second news was more onerous. Lenny discovered that he needed to undergo four-way cardiac surgery. He had the major surgery on July 24 and has made a strong recovery. He is exercising, driving, enrolled in a cardiac rehab program, doing yard work, and looking stronger than he has in years. While his recovery thus far has been encouraging, Lenny decided that he would not come back to work, but rather try to learn to enjoy relaxation for a change.

Fortunately, both situations provided windows of opportunity for recruiting, and we managed to keep the office afloat. **Erin Whittaker** joined the team in early July and has assumed Jessica's role in providing member services to both SCEA and ISPA memberships. She has also put her strong writing and editing skills to work, and you can see examples of her talents in this issue of the *Estimator* and in some of the recent web site postings. Erin is also assisting me with many of the Conference support activities. **Sharon Burger** also joined the team during the summer on a part-time basis. Sharon took over support of the Certification Program previously handled by Lenny and has worked closely with Mitch Robinson in closing out the June testing cycle and preparing for the November exams. Sharon also processes the revenue that flows through the office and web site, assists me with back office responsibilities, and shares some of the SCEA member services work with Erin. I feel privileged to have found two professionals like Erin and Sharon to fill the breach created by Lenny and Jessica's departures.

Welcome to Lockheed Martin as a Corporate Sponsor

The Lockheed Martin Corporation recently entered into agreement to become SCEA's third Corporate Sponsor organization. They join **The Boeing Company** and **Northrop Grumman Corporation** in this program, which was originated in 2006. As SCEA Corporate Sponsors, these three major organizations have proclaimed cost estimating and analysis as a core competency with importance to the future success of their enterprise. As Corporate Sponsors, they have agreed to encourage active SCEA participation by their professional employees and to recognize the CCE/A program as a standard of professional competency within their operating units. Look for more information on the program and recognition of the sponsors coming soon on the SCEA web site.



SCEA and ISPA Joint Office. (From left to right) Sharon Burger, Elmer Clegg, and Erin Whittaker.

Conferences

New Orleans in June may have been hot and steamy, but the happenings at the 2007 Joint ISPA/SCEA International Conference and Training Workshop were as upbeat as the Dixieland Jazz. To a person, the 450 attendees had an enjoyable time. The integrated training workshops, the keynote speakers and panels, and the professional papers came together nicely to form a great educational experience, with just enough time for evenings on the town. Congratulations to **Bill Haseltine** and **Lita Schulte**, the conference co-chairs, for pulling together such a great program. For those of us who worked the conference logistics and support functions, I thank all those who gave us a pat on the back and words of recognition. It was a great time and a very positive gathering.

The Joint Office also supported the New England Chapter in their mini-PDI program held in August in association with the ASMC Yankee Chapter. The SCEA online registration and payment capability was used for the PDI, and a SCEA display was staffed at the event that attracted over 200 attendees.

Final preparations for the 19th Annual Integrated Program Management Conference scheduled for November 5–7 in Alexandria, VA are a major focus for us as we go to press. The IPM Conference, a premier Earned Value Management gathering, will again include a Cost Integration Track chaired by **David Graham** and is expected to draw 750 attendees and feature 35 exhibitors.

2008 SCEA / ISPA Joint Conferences: Two Venue Choices

The 2008 SCEA / ISPA Joint Conference will feature two choices of venues. The international conference will be held in Noordwijk, The Netherlands, the week of May 12 and will be managed by ISPA (more information on p. 26). The domestic conference will be held at the Pacific Palms Conference Resort in Industry Hills, CA, the week of June 24 and will be managed by SCEA (more information on p. 24). Both conferences will include integrated training workshops and will include optional exams for both CCE/A and CPP certification.

Continued Growth in Membership and Certification

SCEA continues to enjoy steady growth in its membership rolls. Over the past 12 months, membership has grown from 1300 to 1450 active members, an 11% annual increase. This number speaks well of our chapter leadership, the increased interest in SCEA Certification, growing membership in the U.K., and strengthening support from our Corporate Sponsor organizations.

SCEA's Certification Program gets a lot of attention in this issue. So far this year, 38 people have been awarded CCE/A certification out of the 85 who sat for the exam. The scheduled November exam has over 30 approved applicants, bringing to 115 the total sitting

One Name, Two Conference Venues

■ 2008 SCEA / ISPA Joint Conference INTERNATIONAL
(managed by ISPA) • Noordwijk, The Netherlands •
12–16 May 2008

■ 2008 SCEA / ISPA Joint Conference DOMESTIC
(managed by SCEA) • Pacific Palms Conference Resort
Industry Hills, CA • 24–27 June 2008

for the exam in 2007. An additional 24 current CCE/A holders have qualified for renewal of their certification so far this year. Clearly, acceptance of SCEA Certification as the industry standard is a reality.

A tremendous amount of work has been accomplished in 2007 to solidify the future of our Certification Program. Board Member **Rich Hartley** has been leading a Certification Committee that is broadening the Cost Estimating Body of Knowledge, setting new qualifications for certification and recertification and defining testing standards and content for the future. At the same time, **Peter Braxton**, SCEA's Training Chair, has been leading a collaborative effort to develop and validate the successor product to CostPROF. To umbrella these two projects and provide continuity for the overall program, **Peter Andrejev**, former Vice President, was appointed Director of Certification in September. Peter now has purview over SCEA's total efforts in the fields of Certification and Training. Articles by all three of these individuals appear in this issue.

Wishing all SCEA members a prosperous finish to 2007. And thanks for all your comments, suggestions, and feedback throughout the year.



Lockheed Martin becomes SCEA's third Corporate Sponsor organization. (Standing, left to right) SCEA President Bill Haseltine, SCEA Executive Director Elmer Clegg, and Don Gudzone of Lockheed Martin and SCEA's Rocky Mountain Chapter. (Seated, left to right) SCEA Past President Dan Nussbaum and Lockheed Martin Corporate Vice President Dick Janda.

We're Improving the CCE/A



Message from the Director of Certification

by Peter Andrejev, SCEA Director of Certification

We want to make the CCE/A designation more valuable. To do so, we must address concerns from government, commercial, and academic employers that the CCE/A designation does not sufficiently assure the competency of the individual to develop a credible cost estimate. To remedy these concerns and subsequently make holders of the CCE/A more desirable to employers, we're reengineering the Certification Program.

Under the stewardship of BOD member **Rich Hartley** and Training Chair **Peter Braxton**, we plan to roll out the new certification program in synchronization with the pending update to our body of knowledge.

- Increased work experience requirements — (from two to five years) to recognize the value of on-the-job experience and to correct perceived deficiencies that applicants can “test-out” without ever having worked on generating a cost estimate.
- Revised test questions — to test more directly against the new Cost Estimating Body of Knowledge (CEBoK) and to assure test questions are relevant, accurate, and consistent with current training and reference materials.
- Improved testing instrument — to include a case study or practicum segment wherein applicants will be rewarded for their ability to synthesize responses from multiple learning sources and reduce the amount of rote or regurgitative responses.
- Realigned renewal (recertification) standards — to better motivate, reward, and balance active participation in hands-on cost estimating work, professional development, and cost community service activities.
- Grandfathering of current CCE/A — to assure no one's professional designation or standing in the community is diminished as a result of our actions.

“We want to make
the CCE/A designation

more valuable.”

— Peter Andrejev

Optional Specialization Examinations

We are also pursuing the development of optional specialization examinations. These specialty designations will benefit the holder in two ways:

- It recognizes subject matter expertise in a particular functional area (e.g., parametrics or software estimating) or market area (e.g., Department of Defense or Intelligence community cost analysis standards) that can make the designee more attractive to employers.
- It makes recognition and potential reciprocity from sister organizations (including government training entities) easier to achieve.

To paraphrase the medical credo, “we will do no harm.” These changes are designed to enrich the professionalism of our practitioners and enhance the reputation of the cost community in general and our Society in particular. We will communicate and disclose fully the steps we're taking to implement these much needed improvements through this magazine and the SCEA Web site.

Certification Program



Changing the SCEA Certification Program

by Richard Hartley, Member, SCEA National Board of Directors

As technology advances, the price tags of new acquisitions continue to grow. While the costs of procuring new systems and maintaining those in the field continue to rise, budgets are increasingly restrictive. Our leadership relies on us to provide quality cost estimates to better budget for competing requirements. As the functional leader for Air Force cost estimating, a member of the SCEA Board of Directors, and head of the SCEA Certification Committee, I continue to work toward improving cost estimating standards and the quality of our estimates within the Air Force and the DoD community at large. Certification is a key step toward ensuring that cost estimators are qualified to perform their jobs. SCEA has a long history of providing a test-based certification program that supports this effort. However, for some time now, SCEA has been considering a more comprehensive certification program.

At the annual SCEA-ISPA Conference held June 2007 in New Orleans, the SCEA Board of Directors unanimously endorsed a plan to revamp the certification program and has targeted summer 2008 for its implementation.

Listed below are the key points of the new certification program:

- The certification program will increase eligibility requirements from two to five years of cost experience, require a bachelor's degree (or eight years of cost experience without a bachelor's degree), and add optional specialization exams.
- All individuals with a current SCEA CCE/A designation by June 2008 will be grandfathered into the program. All others must meet the new program's standards to attain CCE/A certification.
- The new certification program will use a revised, more comprehensive Cost Estimating Body of Knowledge (CEBoK), a detailed outline of which will be posted to the SCEA Website shortly. Furthermore, efforts to better define the Body of Knowledge have been and will continue to be coordinated with improvements to CostPROF and conference training programs to ensure alignment between training and examination.
- To ensure a certified individual's professional currency, SCEA will sustain its maintenance (or recertification) program but will reorganize and

re-prioritize its point system to balance experience with knowledge and participation activities. In addition, all efforts have been made to ensure that the point system across activities is equitable. The new recertification form will be posted under Certification on the SCEA Website shortly.

- The exam will change in two ways:
 - There will be a general exam and further optional specialization exams, which will give specific designations to an individual. For example, the first optional exams are planned to include parametrics, software cost estimating, and defense/government.
 - There will be a change to the format of the exam that reflects the focus of the Cost Estimating Body of Knowledge.
- All current governance, oversight, and administrative issues will be handled in accordance with SCEA By-laws.

These improvements will add additional credibility to the new certification program while establishing standards and common expectations in the cost community. The SCEA Certification Committee realizes that to ensure success, communication regarding the test format, dates, and focus must be communicated to the entire SCEA membership and will use the *National Estimator*, email, and other means to provide constant communication throughout the implementation of the new Certification Program.





Training Corner

by Peter Braxton, Director of Training, Peter.Braxton@ngc.com

So far, 2007 has been a banner year for cost estimating and analysis training! Let's dive in and explore the goings-on from New Orleans to England.

UK MOD PFG CostPROF Training

Like many organizations in the United States and abroad both commercial and government, the UK Ministry of Defence (MOD) Pricing and Forecasting Group (PFG) was looking for a professional certification to enhance the recognition of its staff. **Clyne Grant** and **Ken Young** had achieved the Certified Cost Estimator / Analyst (CCE/A) designation by passing the exam at the 2005 SCEA Conference. The organization decided that CCE/A was the certification that best fit its needs and that training using the acclaimed Cost Programmed Review Of Fundamentals (CostPROF) was the best way to prepare their analysts for the exam. Following discussions at the 2006 SCEA Conference and the Space Systems Cost Analysis Group (SSCAG) meeting in London, an invitation to tender [ITT; the MOD equivalent of a request for proposal (see Module 14 Contract Pricing)], was issued in Fall 2006.

Northrop Grumman – TASC was selected from several competitors to conduct the training. Under the direction of PFG Development Lead **Terry Johns** and Training Lead **Steve Baker**, the TASC team organized two week-long offsite training courses in the “boot camp” format.

Cotswolds and Bournemouth Cost Boot Camps

Drawing staff from PFG's Bristol headquarters and locations throughout Great Britain, the courses were held in the Cotswolds in January and at the seaside resort town of Bournemouth in February. The conference room facilities enabled all participants to actively engage in learning free from distractions of day-to-day project work. The laptops provided by PFG allowed the students to follow along with each module and work the exercises at their own pace. Veteran instructors **Dick Coleman** (Cotswolds), **Greg Hogan** (Bournemouth), and I (both locations) related program experiences, brought in supplemental research, provided exam tips, and answered questions. The PFG students, about 20 in each course, worked tirelessly to master the breadth of topics, often staying past the scheduled end of class. While most had considerable pricing and forecasting experience, the “revision” was appreciated, especially in the area of “maths.” The class took particular care in discussing inflation (weighted indices) and contracts where American and British usage and application differ.

In May, personnel from PFG sat for the first-ever administration of the CCE/A exam in England, and the result was one of the greatest numbers of individuals from a single organization sitting for the exam on the same day. SCEA looks forward to a long and fruitful partnership with PFG as they continue to pursue training and certification opportunities for their analysts.



The Cotswold class of UK MOD PFG CostPROF Training. PFG Development Lead **Terry Johns** (first on left) and instructor **Dick Coleman** (second from right) are in the back row. Instructor **Peter Braxton** (first on left) and PFG Training Lead **Steve Baker** (third from right) are seated in the front row.



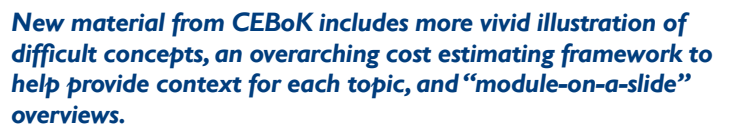
Bournemouth instructor **Greg Hogan** explains an Earned Value Management concept.

SCEA's joint conference with the International Society of Parametric Analysts (ISPA) in New Orleans from 12 to 15 June 2007 featured the first-ever joint training tracks. Directors of Training Peter Braxton (SCEA) and **Doug Druley** (ISPA) worked together to structure training offerings based on the successful, three-track model from the 2006 SCEA Conference in Tysons Corner, VA, that would meet the training needs of both societies, especially in preparing for the certification exams given on the Saturday at the end of the conference. The Fundamentals Track, once again based on CostPROF and taught by instructors from the developing organization, was co-chaired by **Jeff Jaekle** and **Brian Welsh**. Doug chaired the Practitioner Track and Peter the Advanced Track. All three tracks incorporated material from the recently updated *Parametric Estimating Handbook*. Several sessions featured joint instructor teams, with SCEA and ISPA members teaching side by side. By combining what were separate tracks at the joint 2005 Conference, SCEA and ISPA were able to eliminate wasteful redundancy and offer a broader range of topics to conference attendees.

Building on the solid foundation of CostPROF, SCEA is developing the next-generation of professional development and performance support resource — the Cost Estimating Body of Knowledge (CEBoK), which will be available in 2008.



Society of Cost Estimating and Analysis



ety of Cost Estimating and Analysis 11



Miley & Wiley: In our last issue, we mistakenly identified a picture of David Wiley, one of the instructors for Northrop Grumman's corporate training, as Tim Miley, Director of Estimating and Pricing for the Western Region of the Integrated Systems (IS) sector, who organized the training. Our apologies to Dave and Tim for the mix-up. TASC instructor David Wiley (from last issue) and Northrop Grumman IS Pricing Director Tim Miley (inset).

features, in particular a glossary and bibliography, which will make it a better tool for learning and reference.

The development of CEBok is under contract from SCEA to Northrop Grumman – TASC, the original developers of CostPROF. The SCEA Steering Committee for this effort is co-chaired by **Chris Dalton** of MITRE Corporation and **Rick Collins** of Technomics; other participants include **Robyn Kane**, **Peter Andrejev**, **John Fitch**, **Pat Zedaker**, **Mitch Robinson**, and **Neil Albert**. The TASC Project Manager is Peter Braxton. If you have any feedback on the current CostPROF product or suggestions on how it can be approved, please share them with one of these individuals.

Estimator of the Year

On a personal note, I was honored to be designated the SCEA Estimator of the Year for Contribution to the Field of Education. I consider this not so much a recognition of my individual achievements as of those of the outstanding teams I've helped lead in developing and teaching CostPROF and delivering the training tracks at the last four SCEA annual conferences. Frank Flett, my predecessor as Director of Training, who had the vision for and devoted himself tirelessly to the promotion of CostPROF, was also recognized with the Lifetime Achievement Award. All of the 2007 award winners can be viewed online at <http://www.sceaonline.org/awards/awards.cfm>.

Coming Soon!

Future installments of Training Corner will feature exciting news about the roll-out of CEBok. Look for it in forthcoming issues of the *Estimator*. If you have training news you'd like to share, please contact me or your Chapter president.

CostPROF™ The perfect way to prepare for the CCE/A Certification Exam offered at the ISPA–SCEA Conference!

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For more information, contact Elmer Clegg at 703.938.5090 or elmer@sceaonline.net



The Counterinsurgency Aircraft Acquisition Debate

By David Peeler, ed. Erin Whittaker

In his paper “Counterinsurgency Aircraft Procurement”, Major David Peeler, a long-time SCEA member and Conference contributor, presents the reality of purchasing a counterinsurgency (COIN) aircraft using “the concreteness of hard numbers” (Peeler I). The following article presents Major Peeler’s financial breakdown of the feasibility of acquiring a counterinsurgency aircraft based around the capabilities and the cost schedule of the two most viable options: the Raytheon T-6A Texan II and the Stavatti SM-27 Machete. David Peeler’s paper “Counterinsurgency Aircraft Procurement” can be viewed in its entirety by visiting SCEA’s Website at www.sceaonline.org/documentation/files/COIN_AC_Procurement.pdf.

A modern day A-1 Skyraider (shown above) or another OV-10 Bronco? Does the United States military need a COIN aircraft in the active inventory? The debate surrounding this issue in the special operations community has at its core the question of the need and affordability of such an aircraft. When discussing the cost of developing a COIN aircraft, it is important to consider both the cost to build and maintain the aircraft as well as the value of keeping the cost low for other countries to procure the same aircraft.

In one of the many papers circulating throughout this debate, Major William Downs discusses unconventional airpower asserting that “...we must employ Air Force assets *selectively* to avoid creating more enemies. In some cases, rather than employ our own air assets, we should assist indigenous air forces so they can conduct operations against our mutual enemies. If a capable indigenous air force does not exist, the US Air Force should take the lead role in developing one.” [emphasis in original]. Downs goes on to say, “The ideal CT/COIN [Counter Terror/Counterinsurgency] aircraft for nations with limited resources should be inexpensive as well as simple to maintain and operate yet have a robust [intelligence, surveillance, and reconnaissance] capability and the ability to strike targets immediately. It should also have long endurance for extended loiters, the ability to operate in rugged terrain, and low detectability.”¹ Additionally, an *Air Force Times* article championed the need for a COIN and foreign internal defense (FID) designed aircraft.²

A rigorous investigation into the need for a COIN airframe was made by Major Arthur Davis, in his Air Command and Staff College thesis. He recommended a specific aircraft, based on proposed criteria. “Such an aircraft should have the following characteristics: (1) off-the-shelf technology, (2) long range and loiter capability, (3) short takeoff and landing (STOL) capability, (4) ability to operate from austere airfields, (5) diverse weapons-carrying capability, (6) good navigation and fire-control systems, (7) good pilot visibility, (8) speed and maneuverability at low-to-medium altitudes, and (9) ability to absorb ground fire with a high degree of surviv-



Major Peeler commands the 354th Comptroller Squadron at

Eielson AFB Alaska. He has Bachelors’ Degrees in Economics, Mathematics, and Political Science; and Masters’ Degrees in Cost Analysis and Military Operational Art and Science. His previous areas of assignment include cost, budget, accounting, finance, and some program management work. He is a nationally Certified Cost Estimator/Analyst and an Air Force Certified Acquisition Professional.

¹Downs, William Brian. “Unconventional Airpower.” *Air & Space Power Journal*, Spring 2005, Volume XIX, Number 1, pages 20–30.

²Richfield, Paul. “Killer bees.” *Air Force Times*. January 15, 2007, pages 16–17.

³Davis, Arthur D., “Back to the Basics: An Aviation Solution to Counterinsurgent Warfare.” *Air Command and Staff College Wright Flyer Paper No. 23*. Air University Press, Maxwell Air Force Base, Alabama, December 2005, page 17.



ability. Of special importance, the aircraft should be inexpensive and suited to the type of support expected of it. As a corollary, it should lend itself well to training pilots from “lesser-developed” nations that will eventually assume responsibility for internal security against insurgent factions...”³ All these characteristics point toward a propeller-driven aircraft solution.

From these characteristics, Davis recommended the use of the T-6A Texan II aircraft (shown left) as a viable COIN aviation solution. As Davis’ paper was being circulated, the question, “What would something like this cost?” was asked. I was approached by **Dr. William Dean**, Air Command and Staff College, to take his research seminar in Small Wars and write my thesis on the costs of procuring a COIN aircraft solution.

Having decided on the Raytheon T-6A NTA and the Stavatti SM-27 Machete as the two aircraft to estimate, the follow-on paper began to take form.

The recommendation of Davis’ paper was taken as the foundation for further research and estimating the costs of a COIN aircraft. As Davis only recommended one airframe, based on its performance characteristics, any follow-on analysis of alternatives should compare Davis’ recommendation of the T-6A Texan II against other possible COIN aircraft candidates. Based on research and the preference of some in the special operations community, the possible airframes considered were the Raytheon T-6A/B Texan II, the Aermacchi SF 260TP, the Beech T-34C Turbo Mentor, the Stavatti SM-27 Machete, the EMBRAER EMB-314 Super Tucano/A-29 ALX, the Pilatus PC-21/PC-9M Turbo Trainer, and the Korea Aerospace Industries (KAI) KT-1/KO-1 Woongbee.

Narrowing the Choices

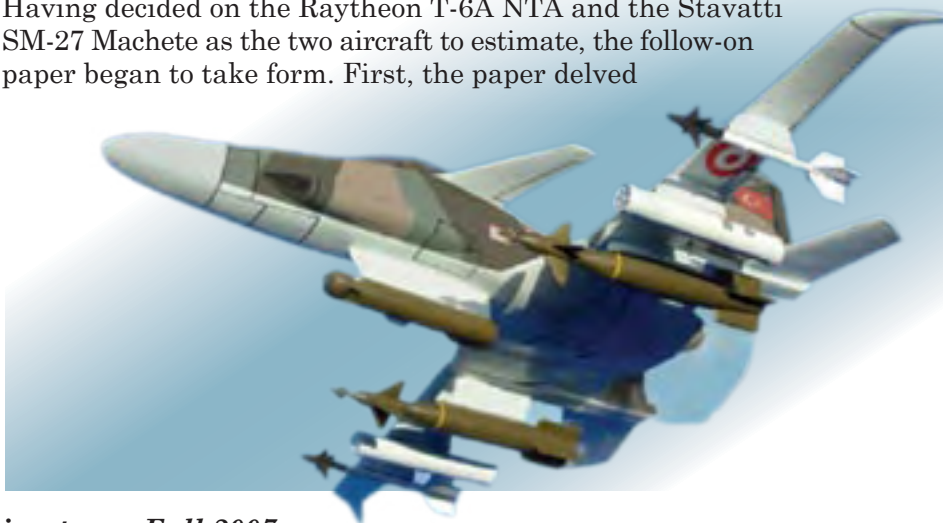
Given the impracticability/impossibility of doing — even rough order of magnitude — estimates for procurement and operations and maintenance/sustainability estimates for so many options in the time allotted for writing a master’s thesis, the field of possibilities had to be narrowed. With Davis’ work, it would be hard — and I didn’t even consider — not developing the T-6A Texan II alternative. However, the specific T-6A NTA variant was chosen, a weaponized T-6A that was sold to the Hellenic Air Force. Thus, procurement costs were known, and some data existed regarding the cost of operations and maintenance.

Seeking to limit the analysis to two alternatives, research was done concerning the other possible choices previously listed. As the second alternative, the Stavatti Machete (shown below) was chosen. The Machete was being talked about very favorably by some in the special operations community. Part of the Machete’s appeal centered around its profile — the fact that it looks more like a jet than other propeller-driven aircraft. The downside of the Machete is its stage of development.

The Machete is on the drawing board at Stavatti; none have been built. In fact, research and development isn’t near complete. This adds difficulty and volatility to the estimate. However, the Machete’s design, specifically for COIN rather than as a trainer, makes it irresistible to the analysis.

Another Option

Having decided on the Raytheon T-6A NTA and the Stavatti SM-27 Machete as the two aircraft to estimate, the follow-on paper began to take form. First, the paper delved





into an acquisition avenue to procure a non-jet aircraft. As Air Combat Command seems less than enthusiastic about purchasing an aircraft specifically designated for COIN, much less one outfitted with propellers, another avenue must be found for procuring this special operations need. The route identified as possible was through USSOCOM's acquisition authority provided by Title 10 United

States Code, subsections 166(c) and 167(f). USSOCOM has authority to purchase special operations peculiar items, a designation that lends itself well to the procurement of a propeller-driven aircraft. This avenue could prove to be a quick and efficient acquisition approach.

The Process to Find an Answer

To fully understand the acquisition process in this analysis, one must understand that the total cost of procurement (research, development, testing, evaluation and production) will determine what acquisition category will be assigned to the project (either ACAT I, ACAT II, or ACAT III). USSOCOM does not currently manage ACAT I acquisitions, so they would need to keep the procurement costs below this threshold. When estimating and analyzing the costs of these airframes, this limitation must always be kept in mind.

For the estimates of these airframes, actual costs were used for all aspects for which they were available. Procurement costs for the T-6 NTA, as it has been produced, and production data were obtained from Raytheon. Little operation and maintenance costs were available, but fuel consumption was among the numbers provided. For the Machete, some initial data was obtained from Stavatti; that information was used to estimate the Machete's costs more fully, making adjustments with some historical research, development, and production factors.

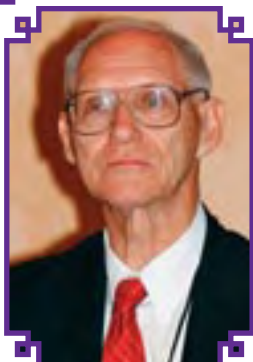
To more accurately estimate operations and maintenance costs, an analogy was drawn with units of the A/OA-10 Thunderbolt II (shown above). This analogy was based on the type of flying, size of squadrons, and mission of the A/OA-10. Also, the A/OA-10 is the cheapest jet in the inventory to operate. Therefore, the A/OA-10 data were leveraged to produce a COIN aircraft operations and maintenance estimate. Each specific estimate was adjusted for actual data available on each airframe.

Conclusions

The analysis of alternatives provides not only cost-driven preferences but also performance considerations. With respect to performance, the paper compares the capabilities of the two aircraft being estimated/evaluated in this analysis with each other and with the Douglas A-1E Skyraider and the Fairchild A/OA-10A Thunderbolt II. Based on price and performance, the alternatives are too similar to use price as a significant determinate in deciding between the T-6 and the SM-27. While the T-6A NTA is slightly less expensive in the analysis, the deciding factor in recommending it is its availability, coupled with cost stability. The platform exists in a weaponized variant and has been produced. The drawback of the Machete is that it's still on the drawing board. Its performance capabilities aren't proven and many opportunities for cost growth remain.

While the Stavatti Machete is a design specifically tailored to the COIN mission, its unavailability today takes it off the table for near-term realization of a COIN aircraft. In the undercurrent of debate concerning the need and feasibility of acquiring a COIN aircraft, the T-6A variant seems to be the best and most expedient COIN airframe choice.

In the undercurrent of debate concerning the need and feasibility of acquiring a COIN aircraft, the T-6A variant seems to be the best and most expedient COIN airframe choice.



2007 ISPA – SCEA Joint Conference

Marriott New Orleans Convention Center • New Orleans, LA • June 12–15, 2007

by Bill Haseltine, 2007 Joint Co-chair

(All Conference photos courtesy of Dick Basner and Fred Tucker.)



What a conference! Held at a classy hotel, the conference had great food, interesting company, lots and lots of discussion, and informative ideas. The most recent Joint Conference was another rousing success. With nearly 450 attendees, the atmosphere inside the hotel was conducive to learning and networking ... and of course the food was outstanding. While mid-June in this unique Southern city can be hot and steamy during the day, after hours was ideal for visiting the French Quarter.

With attendees from the United States, Australia, Belgium, Canada, France, Korea, the Netherlands, United Arab Emirates, and the United Kingdom, this event was truly an international gathering of cost professionals. In addition, we had 15 companies exhibiting, and nearly a quarter of the attendees were employees of the federal government.



Day by Day the Conference Was a Success

As in years past, our training program began on Tuesday and ran for four full days. **Peter Braxton** and his team, including **Doug Druley** of ISPA, did an outstanding job organizing the three tracks, and for the first time, the conference featured integrated SCEA and ISPA modules. In all, we had 36 training sessions, with Fundamentals, Integration, and Practitioner Tracks. Once again, Director of Certification **Mitch Robinson** made sure our CCE/A exam came off without a hitch, and there were 18 hearty souls who managed to get in early enough on Friday night to make it to the exam on Saturday.

Frank Flett and **Hank Apgar** chaired the Best Papers Awards Committee, which did yeomen's work in reviewing the 70 or so professional papers and presentations.

The official kickoff of the conference was Wednesday morning, and the day began with a panel of Senior Industry leaders, moderated by **Duncan Thomas** of the AFCAA. The panelists were

- **Susan Cote** from Northrop Grumman — VP Corporate Contracts & Pricing
- **Larry McQuien** from Lockheed Martin — VP Business Ventures
- **Patti Olsen** from the Boeing Company — VP IDS Contracts, Pricing & Estimating

On Thursday, we were treated to a presentation by preeminent software model developer **Barry Boehm**, Ph.D. Dr. Boehm is the Director of USC's Center for Systems & Software Engineering, and his presentation was followed by a software panel, moderated by **Donald Reifer**. The software panel was made up of industry thought leaders **Bob Hunt** (Galarath), **Jairus Hihn** (JPL), **Steve Wong** (Northrop Grumman), and **David Seaver** (PRICE Systems).

The Conference Awards Banquet was held Thursday night at the nearby Hilton Hotel next to the Mississippi River, and in addition to the presentation of conference and society awards, the evening featured an entertaining speech by USSOCOM's Comptroller **Donald Damstetter**.

Friday morning began with a presentation by **Natalie Crawford**, Vice President & Director of Project Air Force for the RAND Corp. Ms. Crawford provided her per-



(From top to bottom)
Barry Boehm, Donald
Damstetter, Jay Cohen,
and Susan Cote..

spective on the history of cost estimating. Later in the day our concluding keynote speaker was **Jay Cohen**, Under Secretary for Science & Technology for the Department of Homeland Security. Mr. Cohen provided his insights on homeland security issues and related cost estimation challenges.

The popular Renew your Training session was organized and hosted by **Mel Broder**, and participating teams included The Boeing Company, Galorath, Inc., Northrop Grumman Corporation, and PRICE Systems, LLC. The presentations were sharp and innovative. Additionally, we achieved an all-time high for the number of professional papers and presentations at this year's conference. **Paul Marston, Sherry Stukes**, and their team did a tremendous job coordinating all the presentations and ensuring the track chairs were well informed. There were 76 presentations organized into six tracks and offered an outstanding mix of topics. The tracks included:

- Earned Value Management/Hardware
- Software
- Methods
- Management & Lessons Learned
- Models
- Risk

The papers, presentations, speaker biographies, and abstracts were on the conference CD and were just one item included in the conference attendee bags.

Our outstanding Joint National Office Team, led by **Elmer Clegg** and including **Jessica Park, Lenny Cheshire**, and **Linda and Ed Apodaca**, handled the many duties associated with registering attendees as well as helping to keep the conference organized throughout the week. Other significant contributions were made by **Betty Munson** (Exhibitors Chairperson), **Ruth Book** (Guest Program), **George Stratton** and **Diana Patane** (Pocket Agendas), **Lenny Cheshire** (CD Production), and **Don Clarke** (Conference Website).

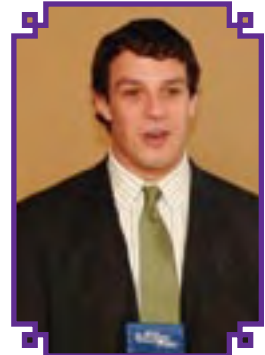
A great debt of gratitude is owed to the many folks who volunteered their time and energy to put together this year's conference, and to those companies that sponsored events and materials to make this year's conference arguably the best joint conference we've ever had. Speaking on behalf of **Lita Schulte**, my most able Co-Chairperson, we genuinely appreciate all those who participated as attendees and exhibitors, and we recognize that something large and complex can not happen without your participation. Thank you one and all.

Best Paper Award Winners

by Frank Flett and Erin Whittaker

At the 2007 Joint ISPA/SCEA International Conference and Workshop in New Orleans, LA, there were a great number of talented people to recognize. In addition to the 2007 National SCEA Award winners, the Best Paper Awards were also given to nine distinguished individuals. The papers presented at the Conference are stringently refereed, ensuring the highest quality of research, writing, and analysis. Sixty-eight papers and presentations were submitted for judging and each paper was placed into the appropriate of six tracks — software, risk, methods, models, EVM and hardware, and management and lessons learned. The papers are judged in four separate categories: technical content, creativity, potential application to the profession, and overall quality and style.

The judging panel, chaired by **Frank Flett** and **Hank Apgar**, was comprised of both ISPA and SCEA members. SCEA thanks **Hank Apgar, Mary Sue Collins, Mary Harmon, Jairus Hihn, Robyn Kane, Deb Lehman, Jeff Moore, Tom Sanders**, and **Mike Thompson** for all their hard work in scoring these papers. Once the papers were scored in each of the aforementioned categories, Committee Co-Chairmen Frank Flett and Hank Apgar tallied the results. The paper that scored the highest in each track was named Best Paper within that track, while the highest



(From top to bottom)
Patti Olsen, Eric Drucker,
Natalie Crawford, and
Damian Gilchrist.

scoring paper among all six tracks was given the honor of Best Overall Paper.

And the Track Winners Are ...

(Top) Co-Chairs Bill Haseltine and Lita Schulte.
(Middle) Frank Flett, Alexandra Minevich, and Hank Apgar.
(Bottom) Frank Flett presents Best Overall Paper to
Greg Kiviat, Stuart Swalgen, and
Sebastian Botta.



The winner for Best Paper in the Software Track was **Michael Ross** for his paper "A New Software Estimating Relationship." Michael is President and CEO of r2Estimating, LLC and has 30 years of experience in software engineering. In the past, Michael has served as Chief Engineer of Galorath, Inc., and as Vice President of Education Services at Quantitative Software Management, Inc. He also worked for 17 years with Honeywell Air Transport Systems (formerly Sperry Flight Systems). Michael's paper is based around the notion that those working in the software development community need to revisit the assumptions and relationships contained in the currently available software estimating models, some of which are based on data more than 25 years old.

The award for Best Paper in the Risk Track was given to **John Sandberg** for his paper "Cost Risk Allocation Objectives, Tendencies and Limitations." John's paper, which provides a unique perspective on the goals, behavior, and limitations of results generated by popular risk allocation methods, reflects his years of work in the software industry. He works as master programmer for the Software Products/Service Group of Tecolote Research, Inc. He has also worked as the ACEIT technical team lead for all C++ product development, has implemented ACE RI\$K, was co-designer and implementer of ACE RI\$K Allocation and designer and implementer of ACE RI\$K parent-level correlation.

The winners for Best Paper in the Methods Track were **Evin Stump** and **Alexandra Minevich**, for their paper, "Learning Curve Redux: A New Use for a Familiar Tool." Evin Stump is a Senior Systems Engineer for Galorath Incorporated and has enjoyed a long career in the aerospace industry working in positions ranging from test engineer to engineering manager and independent consultant. Alexandra Minevich is a Systems Engineer/Cost Analyst for Galorath Incorporated and has worked on projects such as the development of the SEER-SEM Client and the SEER-H Client, both for Microsoft Project. The paper

presented by these two talented individuals proposes another use for learning curves, specifically the scheduling of production operations.

The Best Paper in the Models Track was "Capabilities Based Costing" by **Martha Roper**. This paper, proposing the Capabilities Knowledge Base (CBK) to support rough order of magnitude estimates available for proposed materiel or non-materiel solutions displays Martha's many years of experience. She is a Senior Operations Research Analyst for the Office of the Deputy Assistant Secretary of the Army for Cost and Economics (ODA-

SA-CE) and is also a member of the Weapons Systems Costing Division. Martha has previously worked for the National Ground Intelligence Center.

The award for Best Paper in the EVM and Hardware Track was given to **Arlene Minkiewiez** for her paper "The Evolution of Hardware Estimating." Arlene works as Chief Scientist at PRICE Systems, LLC, leading the Cost Research Department. Her duties include overseeing the research and analysis necessary to keep the suite of PRICE estimating products responsive to current cost trends. Her paper presents the lessons learned while advancing hardware estimation into the future through a discussion of the inherent difficulty in adapting models developed in the 1970s to the challenges presented now.

The winners of Best Paper in the Management and Lessons Learned Track as well as Best Overall Paper was by **Greg Kiviat**, **Stuart Swalgen**, and **Sebastian Botta** for their paper, "Realities of Cost as an Independent Variable (CAIV) — Stakeholder Perceptions." Greg Kiviat is manager of the Engineering Affordability Analysis Group at Sikorsky Aircraft, and in the past, has worked as operations engineer for Pan American World Airways and a business systems consultant for AT&T, Lucent, Avaya, and Cisco Systems. Stuart Swalgen has worked at Pratt & Whitney Rocketdyne since graduating college in 1980, and is currently the manager of the Engineering Estimating Group at Canoga Park. He has worked on development and project engineering roles on Peacekeeper Stage IV, Kinetic Energy Weapons programs, Advanced Propulsion Projects, and the RS-68 booster engine. Sebastian Botta has been involved in parametric analysis at Sikorsky Aircraft for over 30 years. His accomplishments include designing a complete parametric Life Cycle Cost estimating program for helicopter flight vehicles and a Total Ownership Cost (TOC) Model. The experience of these three gentlemen speaks volumes for the quality of their paper, which discusses the real-world levels of application of Cost as an Independent Variable (CAIV).

As with the 2007 National SCEA Awards, the 2007 Best Paper Awards are extremely competitive. All 68 submitted papers and presentations this year were of a uniformly excellent quality, which is why it is important to recognize these individuals for their hard work. Each winning paper can be viewed at www.sceaonline.org > "Home" > "Awards" > "Best Paper."

2007 National Awards

by Erin Whittaker

This year, SCEA recognized outstanding work and dedication displayed in the cost estimating and analysis profession and ongoing support of SCEA. The Awards Committee was chaired by **Kerrie Schieman** and included **Boyd Edmiston**, **Paul Marston**, **Bud Bowlin**, **Dr. Amarjit Singh**, **Candy Hendrickson**, **Kirk Hoy**, and **Bruce Lightsey**. The award categories were Lifetime Achievement, Man-



(Top) Arlene Minkiewiez and Hank Apgar.
(Middle) John Sandberg, Hank Apgar, and Frank Flett
(Bottom) Neil Albert introduces SCEA National Award Winners.



(Top) Neil Albert (right) congratulates Frank Flett (left) for Lifetime Achievement Award. (Middle) Paul Marston (Award for Service) and Diane Butler (Award for Management) honored by Neil Albert. (Bottom, from left to right) Peter Andrejev, Dan Naussbaum, and Diane Butler.

agement, Education, Technical Achievement, and Service to the Society.

Lifetime Achievement Award

The Lifetime Achievement Award is SCEA's most prestigious honor. The decision of award winner is a difficult one, as the committee must carefully examine the illustrious careers of numerous professionals. This year, the award for Outstanding Contributions to the Profession of Cost Estimating and Analysis went to **Frank R. Flett**. With a B.A. from Harvard and an M.B.A. from Northeastern University, Frank has over 30 years of experience preparing and evaluating proposals, developing cost estimates and cost targets, and preparing risk and competitive assessments. As president of Flett and Associates, Frank is a consultant to major corporations pursuing competitive procurements. He previously served as Manager of Cost Analysis at TASC and as an Independent Cost Estimate Team Leader in the Air Force Electronic Systems Division. He was honored as Estimator of the Year in 1988 by the National Estimating Society. As a founding member and former president of SCEA, Frank conceived and nurtured the vision leading to the development and successful introduction of CostPROF and has been a strong voice for the Society at both the chapter and national levels. Throughout his distinguished career, Frank has shown dedication to advancing the profession of cost estimating and analysis. He is widely respected for his skills and his contributions throughout the cost community and is well deserving of SCEA's highest award.

Contribution in the Field of Management

The award for Contribution in the Field of Management was given to **Diane E. Butler**. Diane's experience as Wing Contractor Cost Task Lead at Hanscom Air Force Base and Specialized Cost Services Manager for MCR have surely given her ample opportunity to hone her management skills. She oversees a multi-contractor team of 20 estimators and has a stellar record of success as a manager, analyst, and mentor. Her team is responsible for the cost estimating, analysis, research, and earned value management in support of Air Force programs such as the E-3 Airborne Warning and Control System (AWACS/AEW&C), the E-8 Joint Surveillance Target Attack Radar System (JSTARS), and the Weather Systems Squadron. As a hands-on analyst/manager, Diane works directly with customers while overseeing a team that now, with the standards she helped establish, is an adept workforce that efficiently optimizes costs.

Contribution in the Field of Education

The award for Contribution in the Field of Education was given to **Peter J. Braxton**. Peter is a Section Manager for Cost and CAIV Analysis at Northrop Grumman – TASC and also performs independent cost estimates for a government customer and independent cost evaluations within Northrop Grumman. He was selected as a Northrop Grumman Technical Fellow in

2006 and pursues research into cost estimating best practices. Peter holds an A.B. in mathematics from Princeton and is pursuing an M.S. in Operations Research at the College of William and Mary. His bent for education is evident in his role in developing CostPROF and his commitment to training at national conferences. He has been a promoter of a Common Body of Knowledge across government and contractor communities and is responsible for establishing the standard in terminology, conduct, and application of cost analysis within the intelligence community. Peter serves as SCEA's National Training Chair.

Contribution in the Field of Technical Achievement

Mike Popp received the award for Contribution in the Field of Technical Achievement. Mike's dedication to the profession extends beyond his work as Past President of the SCEA Southern Maryland Chapter; he serves as avionics and software cost estimating subject matter expert for the Cost Department at Naval Air Systems Command. In that role, he is regarded as technical director and consultant to over 200 cost and earned value analysts. Mike has helped develop estimates for such products as the E-2D Advanced Hawkeye, the V-22 Osprey, and the Firescout Vertical Takeoff and Landing Unmanned Aerial Vehicle. While acting as the Southern Maryland Chapter President, Mike helped enhance the cost estimating profession by working to develop and conduct CCE/A training sessions for chapter members and taking and passing the CCE/A exam himself.

Contribution in the Field of Service

The award for Contribution in the Field of Service to the Society was given to **Paul Marston**. Paul has given a staggering amount of volunteer service to SCEA at the local, regional, and national levels. He served on the 2007 National Awards Committee, as Chairman of the 2006 Awards Committee, and as President of the New England Chapter. When leading the New England Chapter, Paul worked to increase membership and organize local CCE/A exams. Paul also was recently elected as SCEA Regional Vice President. Between SCEA volunteer projects, he is VP of Operations and AF Programs at MCR Federal. Since Paul's appointment to this position, MCR has repeatedly won significant Air Force contracts due in large part to the constant motivation he offers employees and his desire to pursue excellence in training. Paul is known as the "go-to" guy within SCEA if you want a job done well, and the Society's prosperity is a result of his efforts to a large measure.

It is not easy for the Awards Committee to sift through the worthy candidates to pick one truly deserving of each of these awards. While every award is not given each year, the winners reflect the dedication of SCEA's membership. Congratulations to the 2007 SCEA Award winners!

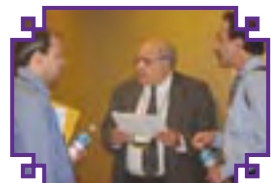
(Top, from left to right) Peter Andrejev, Peter Braxton, and Dan Naussbaum. (Middle, from left to right) Paul Marston, Peter Andrejev, and Dan Naussbaum. (Bottom, from left to right) Hank Apgar, Paul Marston, Jason Dechoretz, Diane Butler, Neil Albert, and Rod Duke.



Exhibiting hits the mark!



Having fun and meeting friends...





Learning
from the
best...

Laissez les
bon temps
rouler...





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2008 SCEA–ISPA Joint Annual Conference & Training Workshop

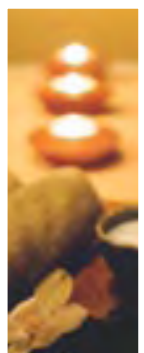
24–27 June 2008



Can't beat the location! Pacific Palms Conference Resort in Industry Hills, CA, is the ideal conference destination resort. Sited on 650 private, landscaped acres and framed by the San Gabriel Mountains, Pacific Palms provides world-class conference and lodging facilities plus an abundance of on-site recreation opportunities. Centrally located to five major Southern California airports and popular vacation attractions, Pacific Palms is where you will want to come to learn and then stay to play!



Learn from the Experts! The Conference features professional papers and panel discussions by cost community experts plus stimulating keynote presentations by industry and government leaders. Looking to bolster your competency in cost estimating and parametrics? Or are you preparing for the CCE/A or CPP Certification exam? Training Workshops offer tracks at the Fundamentals, Practitioner, and Integration Levels for the certification exam on Saturday, June 28.



Have some fun! Golf on two championship courses featured in the movie *Caddyshack*; at night, polish your skills on the lighted driving range and practice greens. You can enjoy tennis on 17 lighted courts, work out at the 24-hour fitness center, or jog on the 15 miles of trails. Don't miss relaxing at the pool and sauna or indulging at the Spa at Pacific Palms, featuring private treatment rooms and various therapies. If you extend your stay, discover Disneyland, Universal Studios, or beaches from Laguna to Santa Monica, which are all an easy drive from Pacific Palms.

Any way you look at it, the 2008 SCEA–ISPA Annual Conference & Training Workshop will be an exciting event! Get information (program, registration, exhibiting, and opportunities to present) at www.sceaonline.org or call the SCEA & ISPA Joint Office at 703.938.5090.



Call for Papers

2008 Joint Annual Conference & Training Workshop
Pacific Palms Conference Resort, June 24 – 27, 2008

The Cost Community will be gathering at the Pacific Palms Resort in Southern California for the premier professional event of 2008. This is a great opportunity to demonstrate your expertise by submitting one or more papers for presentation to the audience of cost estimators, cost/price analysts, auditors, contracts professionals, and financial managers and analysts representing government, industry, and academia from around the world. This is a way for you to contribute to the advancement of the profession, spotlight your skills and expertise, and experience personal growth!

We are seeking papers and presentations covering a wide variety of cost estimating and cost analysis topics, including:

- | | | |
|--|-------------------------------|-----------------------------------|
| • Hardware Estimating | • Software Development Cost | • Life Cycle Cost Analysis |
| • Earned Value Management | • Activity-Based Costing | • Communications Cost Analysis |
| • Health Care Cost Analysis | • Decision Making | • Parametric Estimating |
| • Cost as an Independent Variable | • Cost Risk & Risk Analysis | • Contract Costing |
| • Enterprise Architecture | • Spiral Acquisition | • Cost Estimating Models |
| • Information Technology Systems Costs | • Environmental Cost Analysis | • New and Innovative Cost Methods |

Prospective speakers should follow the "Submit a Paper" URL on the SCEA web site (www.sceaonline.org). To be considered, speakers are required to submit an abstract and speaker biography, not to exceed 300 words each, and provide speaker/author e-mail and postal mailing address and daytime phone and fax numbers.

Abstract are due no later than 18 January 2008. Selected papers/ presentations require camera-ready copy submitted by 1 April 2008.

**Please address all correspondence to Conference Program Chair
Michael Thompson at mthompson@mcri.com**

Noordwijk, The Netherlands



The Society of Cost Estimating and Analysis

Joint Annual Conference

ISPA/SCEA 2008

International Society of Parametric Analysts
and Society of Cost Estimating and Analysis



Call for Papers

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- Life Cycle Cost Analysis
- System of Systems Estimating
- Risk Analysis
- Earned Value Management
- Cost Estimating Models
- International Cooperation Among Estimators
- Cost Methodologies/Applications
- Parametric Cost Estimating
- Total Ownership Cost Reduction
- Cost As an Independent Variable

Submit abstracts and authors biographies

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Prospective authors are reminded not to exceed 500 words for their abstract and 300 words for each of the authors' biographies.

Details for submission and point of contacts are available on the conference website

Submissions will be due no later than 17 December 2007.

The Conference will be hosted by the European Space Agency (ESA) in Noordwijk, The Netherlands. The Conference will be held on 12-14 May 2008 in conjunction with the SSCAG/SCAF/EACE joint meeting being held on 15-16 May 2008 who will produce a separate call for papers.





CHAPTER SPOTLIGHT

Northwest Chapter



Northwest Chapter Board (from left to right): President William Metz, Vice President Jeffrey Jaenicke, Secretary James R. Smith, and Treasurer Eric Gabrielson

In the Beginning...

SCEA announced its 16th chapter when it initiated the Northwest Chapter (located in Seattle, Washington) on April 21, 2005. The northwestern United States has a diverse business base that employs cost analysts and estimators, from ship building and aircraft manufacturing to computing and lumber. With that in mind, the estimating community at The Boeing Company felt that SCEA could enable its employees to gain professional credentials as well as network with and learn from others in the field outside their company. The Boeing Company had worked with SCEA to conduct off-hour classes to help individuals prepare for the SCEA Certificate exam and to proctor the exam itself twice a year. It became clear a local chapter would be fulfilling for all parties. After several months of effort, the SCEA Board approved the pro tem officers (President **Pat Zedaker**, Vice President **Jeffrey Jaenicke**, Secretary **James R. Smith**, and Treasurer **Linda Peters-Bligen**), and the Northwest Chapter became official.

The Chapter started with Boeing Company employees, but it wants to welcome all the industries that use cost estimating and analysis in the northwestern states. Pro tem Chapter President **Pat Zedaker** explains her desire for other organizations to join this SCEA Chapter, "For the past several months, we have promoted interaction between employees of different companies in the effort to emphasize one of the greatest benefits of SCEA membership — opportunities and information related to skills development, avenues for advancement and lessons learned from real-life situations. You can't get this type of cost-specific information from any other source."

Pro tem and current Vice President **Jeffrey Jaenicke** describes his vision of the evolution of the Chapter, "SCEA has long been recognized as a major promoter of estimating skill enhancement, and local chapters make it possible for individuals in those areas to benefit from everything SCEA has to offer. We [the Northwest Chapter] hope to do the same thing by

providing local forums, where those in the estimating and cost analysis professions can meet to discuss issues of common interest or to hear speakers invited to talk about related topics. We have diversified our activities to include local area discussion groups, technical committees, involvement in SCEA events, knowledge transfer, and networking."

Two Years Later

The Northwest Chapter has been thriving for the past two years. With a newly elected Chapter Board (President **William Metz**, Vice President **Jeffrey Jaenicke**, Secretary **James R. Smith**, and Treasurer **Eric Gabrielson**) taking the helm, the mission remains the same. "We plan to carry on the tradition of communicating with other businesses in the Pacific Northwest and including them in our membership. We currently have 56 members including 15 members who hold the CCE/A certification," says Metz. (There are five Boeing employees who also hold certification but are not chapter members.)

Technology to Connect the Dots throughout the Northwest

One change the group plans to incorporate this year is to conduct semi-monthly, all-hands meetings using Telecom and WebEx technologies. Because of the geographical distance between The Boeing Company sites in this area, it is much easier for everyone to join the discussion by taking advantage of these technologies. Jaenicke mentions that, "Technology will become even more important as we grow to include non-Boeing companies throughout the region, especially since we also plan to conduct a once-a-year general forum."

Join Us!

It's not too late. Please join us for our next meeting. For more information, contact William Metz at william.j.metz@boeing.com or phone 425.294.5195 or Jeffrey Jaenicke at jeffrey.l.jaenicke@boeing.com or phone 206.662.5921

Central Florida Chapter News

Peggy Curry, Chapter President

The Central Florida Chapter of SCEA encompasses a large geographic area in Florida. Because our membership is widely dispersed, our general membership meetings are held in the evenings and combine dinner, topic presentations, and opportunities for networking. We meet every other month, alternating locations between central Florida (Orlando) and the east coast of Florida (Melbourne).

Chapter Happenings

In April, we were pleased to welcome our very own Chapter Treasurer **Mr. Greg Seavers**, CCE/A. Greg is a Business Manager for USMC PM for Training Systems, Assistant PM for Live Training Systems in Orlando, FL. He presented “U.S. Marine Corps Live Training”, which was tremendously relevant in today’s post 9-11 era.

Our June meeting in Cocoa Beach was hosted by **Mr. Mike Euziere**, CCE/A, current Chapter Vice President and **Mr. Bill Shockley**, CCE/A, current board member and past officer. They presented a re-cap of the 2007 IPSA/SCEA Conference held this year in New Orleans. The enthusiasm brought to the fortunate meeting attendees was entertaining and an encouragement for members to attend future conferences. **Ms. Ivette Feliciano**, Lead Cost Analyst for Naval Air Warfare Center Training System Division spoke at our August meeting in Orlando. Her topic, “NAVAIR Training Cost Analysis”, provided insight into the Navy’s approach to cost analysis and available opportunities.

Ms. Peggy Curry, Chapter President, penned an article for the Harris Corporation’s Government Communication Systems Division Controller’s Organization quarterly newsletter — *Ledgerly Times*. The article explained what SCEA is all about and encouraged readers to check out the Web site and to visit a chapter meeting.

Future Events

The Chapter continues to host guest speakers providing members with interesting and applicable meeting topics. On tap for a future meeting is a visit from **Mr. Frank Flett**, CCE/A, Past President of SCEA and current President of Flett and Associates, Specialized Proposal Support and Training. We are looking forward to Frank’s presentation!

Our holiday party is planned for December 1, 2007. This event will again be held at the Shades of Green (part of the Walt Disney Complex) in Orlando, FL. If history repeats itself, all attending are in for an evening of fun and camaraderie. See you all there!!

On January 9, 2008, the Central Florida Chapter will be participating in a joint workshop/dinner meeting with the Cape Canaveral Chapter of NCMA. The topic to be presented is “TINA/ Defective Pricing”, by **Mr. Ken Bricker**. This event allows us the opportunity to work with the local chapter of NCMA.

Once again, plans are underway for the Chapter to host the SCEA Certified Cost Estimator Exam in 2008. Several have expressed interest in sitting for the exam, and many are actively engaged in study groups. We have been warmly received by Webster University, Merritt Island, by provision of a facility for training sessions and test site.

If you are interested in attending monthly meetings or other events, or if you would like information on the Central Florida Chapter, please contact one of the following Officers/Board Members:

| | | |
|-----------------|----------------|----------------------------|
| President: | Peggy Curry | mcurry@harris.com |
| Vice President: | Mike Euziere | mike.euziere-1@nasa.gov |
| Treasurer: | Greg Seavers | greg.seavers.ctr@usmc.mil |
| Secretary: | Tina McMillian | tmcmillian@mkisystems.com |
| Board Member: | Bill Shockley | shocklwg@usa-spaceops.com |
| Board Member: | Jim Cook | james.r.cook@ngc.com |
| Board Member: | Don Trapp | dtrapp@mcricom |
| Board Member: | Val Thompson | val.a.thompson@us.army.mil |
| Board Member: | Joe Ruwe | ruwe@att.com |



Networking and social opportunities abound at Central Florida’s events.

St. Louis Chapter News

Susan Hatcher, Past Chapter President

Officers

We held our election for the 2008 Board, and for the first time, we had competition in the slate. Thanks to **Carol Hibbard** and **Ken Goeddel** who served us well as the nominating committee. The new officers are President **Brett Cayer**, Vice President **Jill Conlon**, Secretary **Roger Imgarten**, and Treasurer **Bill Lueker**. The directors elected are **Michael Broynza**, **Jim Carlson**, **Tom Dunlavy**, **Ken Goeddel**, **Johan Jones**, and Past President **Susan Hatcher**. Congratulations to all!

Fall Seminar

Our St. Louis Gateway SCEA Chapter Fall Seminar was held October 4 at the Boeing Leadership Center. We had some great presentations, including Director **Laura Russell**, Director “Acquire” for Boeing, who welcomed the members and spoke on the current estimating environment, SCEA National President **Bill Haseltine** who shared with us his plans for SCEA, National SCEA Secretary **Robyn Kane** speaking on regret analysis, Past National SCEA President **Neil Albert** speaking on cost estimating and risk assessment in an emerging EVM environment, and **Parl Hummel** from Boeing speaking on technology portfolio management. At the end of the day Carol Hibbard (new National SCEA Board Director from our chapter) joined the other national officers for a panel discussion on estimating profession. We had 44 members in attendance representing four companies/government.

Spring Event

This past spring, **Grant McVicker** from the Air Force Cost Analysis Agency was our featured speaker. Offering a customer perspective, Mr. McVicker was engaging and positively received! Prior to the event, the Chapter sponsored lunch. The lunch time event was a change but very successful.

CostProf

The local chapter, along with Boeing, are again sponsoring the CostProf course in preparation for SCEA Certification Exam on December 10, 2007. Special thanks to **Bill Lueker** and **Mark Malone**, who have taken the lead on both of these professional opportunities.

National Educational Conference

We had several chapter members attend the June 2007 Conference in New Orleans, LA. As usual, the training and networking was excellent.



New officers (left to right) Treasurer Bill Lueker, Secretary Roger Imgarten, President Brett Cayer, Vice President Jill Conlon.



SCEA St. Louis Gateway chapter enjoy lunch outdoors at Fall Seminar.



(First row, left to right) Outgoing Board Officers and Speaker: President Susan Hatcher, Treasurer Bill Lueker, Speaker Grant McVicker AFCAA, Vice President Carol Hibbard, Director Michael Broynza. (Back, left to right) Outgoing Directors: Amin Haider, Jim Carlson, Brett Cayer.



Panel forum (right to left) Carol Hibbard, Robyn Kane, Neil Albert, and Bill Haseltine

Houston / Clear Lake Chapter News

Ella Hrabar, Chapter President

The Houston/Clear Lake Chapter continues to grow slowly but surely. Our Vice President **Eugene Andersen** has made a career move and left for California — we wish him well in his new venture and thank him for the support provided. **Randy Parker** stepped up to the plate, and we welcome him as our new Vice President.

Our current Board of Directors include the following: President **Ella Hrabar** (United Space Alliance, LLC), Vice President **Randy Parker** (G.B. Tech), Secretary **George Fitzsimmons** (United Space Alliance, LLC), and Treasurer **Ann Sylvester** CCE/A (NASA JSC)

We continue to meet the third Wednesday of each month for a networking luncheon and to get caught up on current happenings as well as get to know one another outside of work. The chapter and some of its members purchased copies of CostProf and began a study group. The study group is headed up by **Carl Conder** of Boeing who is in the process of creating a virtual/online group where one can submit questions and get real-time responses from other study group members. We designed a logo for T- or polo shirts, got pricing, and in the not too distant future, plan to offer the shirts for sale via the chapter web site.

We are always looking for volunteers to help the Chapter grow, which brings to mind a book I am almost finished reading called *Giving* by Bill Clinton (yes, former President of the United States of America). It's a great book and a good reference/resource tool. There are so many different ways of giving — not only money but time, skills, expertise, goods and services, etc. One person changes the world all by him or herself, just by giving — many have given life to others who would otherwise die from starvation, disease, etc. One person receiving and then giving to someone else has a snowball effect for the good. Believe it! And you will after reading this book. When it comes to taking from an organization, please do, but in return give back something and you help the organization grow. We all have limited time but when you make the time to give, you get so much more in return.

Pike's Peak Chapter News

Chris Dalton, Chapter President

The Pikes Peak chapter continues to set the “Gold Standard” for professional excellence, engaging chapter activity, and active growth opportunity!

The year 2006/2007 was distinguished with excellent speakers and high-caliber presentations, including risk management and the new (pre-release at the time) AF Cost Risk Handbook, Air Force Center of Expertise (AFCOE) update, Air Force Cost Analysis Trends and the Cost Career Field, research on Resource Optimization for Space Systems, tools that functional workers (like us) create and use in our day-to-day work environment, and our own program chair's (**John Teal**) SCEA paper on cost risk analysis.

Events

The Pikes Peak chapter kicked off the 2007/2008 season in the rich, cozy atmosphere of the Elbo Room with an evening social and an awesome talk by Maj General (retired) **Bentley Rayburn**. Maj General Rayburn led a distinguished career in the Air Force, retiring as the commander of the Air Force Doctrine Center at Maxwell AFB. Upon retirement, Maj General Rayburn ran for congress in the 5th Congressional District here in Colorado. Rayburn regaled us with stories, interesting



Enjoying networking opportunities while Maj General (retired) Bentley Rayburn holds a captive audience.

perspectives on being a commander, and the critical importance of cost and financial experts in the DoD.

This year, our chapter is going to increase the jointness of our organization and extend our professional affiliation through multiple joint luncheons and meetings with the local ASMC chapter when speakers and topics are of interest to both organizations. The first joint event occurred October 17th with special guest **Col Dan Barnett** at the Consolidated Club at Peterson AFB. Col Barnett is taking over the Air Force Space Command Comptroller position recently vacated by Col Ozzie Mullins' retirement. The ASMC leadership

has also agreed to invite our SCEA chapter when they embark on their volunteer and other community activities, such as Silver Key.

Since our membership numbers remain level from last year (and luncheon attendance still averaging 12–15), we will be looking for ways to expand membership and participation at luncheons and socials. We are also going to continue to push certification with the impending release of the new Cost Estimating Body of Knowledge – CEBoK — replacing CostPROF (expected to coincide with the revamped certification program, possibly to be unveiled at the 2008 SCEA conference).

Washington DC Metro Chapter News

Debra Lehman, Chapter President

Chapter Board

The Chapter recently held its bi-annual elections which resulted in the following officers:

President – **Debra Lehman**, MCR LLC
Vice President – **Jeffrey Moore**, Booz Allen Hamilton
Secretary – **Jeanne White**, SAIC
Treasurer – **David Stem**, AF Cost Analysis Agency
Membership Chair – **Michelle Enwright**, Mitre Corp.
Program Chair – **Tim Anderson**, Aerospace Corp.

The new board will be effective starting 1 July 2007 to 30 June 2009. Thanks to all of you who supported and participated in the election process.

Information Technology Chair Needed

As a side note, we are looking for an Information Technology Chair to help maintain our chapter website (www.washingtonscea.com). If interested, contact Debra Lehman at 703.506.4600, Ext 215, or dlehman@mcni.com.

Annual Business Meeting

Our Chapter's Annual Business Meeting was held 8 August 2007 at Booz Allen Hamilton offices located in McLean, VA. Lunch was served with a presentation by the new Board of Directors. Thanks to all who attended; we look forward to next year's meeting.

Monthly Presentations

The Chapter continues to remain active with monthly presentations by local/resident experts in topics of interest to the cost estimating community. Our January 2007 monthly presentation was given by **Mr. Michael Boito** of Rand Corporation who presented "KC-135 Analysis of Alternatives" update. In Feb-

ruary 2007, **Dr. Neal Hulkower** of MCR, LLC, presented an interesting briefing "Thin-Slicing for Costers: Estimating in the Blink of an Eye" based on the popular book *Blink* by **Malcolm Gladwell**. Our April 2007 presentation was given by **Mr. Dick Janda** of Lockheed Martin titled "Cost Realism and Analysis in Today's Environment". We took the next couple of months off to deal with our Board elections and provide support to the National SCEA Conference, and we resumed our luncheons with a September 2007 presentation given by **Mr. Greg Wise** and **Mr. Charlie Cochran**, both of MCR, LLC. They presented an updated summary of the DoD Inflation Handbook that MCR developed for OSD PA&E.



Greg Wise (standing) and Charlie Cochran (managing the laptop) presenting the September 2007 monthly luncheon on the OSD PA&E Inflation Handbook.

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The Society of Cost Estimating and Analysis

SCEA / ISPA Joint Office
527 Maple Avenue East, Suite 301
Vienna, VA 22180
703.938.5090
Fax 703.938.5091
scea@sceaonline.net
www.sceaonline.org

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