

# NATIONAL Estimator

The Society of Cost Estimating and Analysis

Spring 2008

## In this issue ...

- **LEAN Six Sigma — Targeting the Army Acquisition Process**
- **Renew Your Training — Preparing the Next Generation of Estimators**
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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](mailto:scea@sceaonline.net)  
[www.sceaonline.org](http://www.sceaonline.org)

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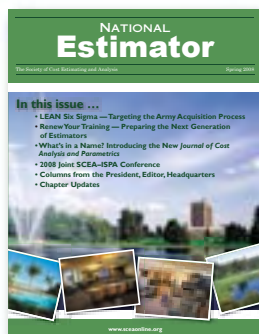
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# NATIONAL Estimator

## 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.

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# President's Letter

By Bill Haseltine, SCEA President

**This** is the first issue of *The Estimator* for 2008, and as is often the case, the year seems to be advancing faster than I am willing to accept. With that in mind, I have a number of things to bring you up to speed on. At our last Board of Directors meeting in February, we voted to change the experience requirement to sit for the CCE/A Exam from five years, effective in 2010, to two years. However, consistent with previous actions and the direction we have been taking for the past year, it was also reaffirmed that the CCE/A test should reflect the kinds of topics in which an analyst with five years experience should be knowledgeable. It is our intention and belief that the revised CCE/A examination will better assess the mastery of cost concepts and applications, and its implementation is tentatively set for December 2008.

## NEW! Cost Estimating Career Center On-line!

At SCEA's last Board meeting, we decided to update the employment section on our society web site. Check out the Cost Estimating Career Center powered by Boxwood Technologies. This Career Center will benefit job seekers and employers by providing a forum for convenient confidential communication.

## Great Features in The Estimator

In this issue of *The Estimator*, we again include a feature article, "LEAN Six Sigma — Targeting the Army Acquisition Process," that highlights the rewards to be gained from taking an in-depth look at the status quo and making improvements that have real value in both time and effort. Feature articles are an enhancement that began last issue, and we would like to continue it as long as you keep providing us with interesting material. You can contact either **Erin** or **Elmer** at the National Joint Office to get more details, but suffice it to say we want to make this as easy as we can for you to participate.

## Conference News

As our pre-conference issue, this installment of *The Estimator* highlights our upcoming conference to be held June 24–27 at the Pacific Palms Conference Resort in Southern California. Along with our traditional emphasis on training and professional development, we will have a number of new and interesting initiatives that are part of this year's conference.



As in past years, we will provide world-class cost estimating and analysis training at the 2008 Conference. **Peter Braxton** and his team have three tracks of training, and all are geared to providing unique sessions in our field. Conference attendees interested in focusing on training can choose between basic, intermediate, and specialization topics. In addition, **Mike Thompson** and his team have put together the largest collection of professional papers we have yet to see. Each year, SCEA has taken great pride in the quality of our keynote speakers, and this year is no different. **Steve Bagby** was able to get the commitment of two, senior-level, federal officials: **Mr. Peter Kunkel**, who serves as the Principal Deputy Assistant Secretary of the Army for Financial Management & Comptroller, and **LTG N. Ross Thompson, III**, who serves as the Military Deputy, Assistant Secretary of the Army (Acquisition, Logistics and Technology).

We've also provided an opportunity on Wednesday morning for attendees to try their hand at speed networking. This session provides a good opportunity for those interested attendees to get to know new people and practice their "elevator speeches". Also, you won't want to miss our Thursday after-lunch speaker **Dr. Arthur Benjamin**, both a professor of mathematics and a magician. He has combined his two loves to create a dynamic presentation called "Mathemagics". *Reader's Digest* calls Dr. Benjamin "America's Best Math Whiz," and I know you will be thoroughly entertained by his presentation — oh, and be sure to bring your calculators! We have also arranged an optional excursion for our group to see the LA Dodgers play an interleague baseball game against the Chicago White Sox. Game tickets and bus transportation are separate fees from conference registration, so if you're interested in going, be sure and select this option when you register for the conference.

The year 2008 is shaping up to be exciting with many changes in the offing. I hope you are as excited as I am. I look forward to seeing as many of you as possible in SoCal in June !!!

# Letter from the Editor

By Vicki Kitchens, National Estimator Editor



## First

of all, I would like to wish everyone a Happy Spring, and I trust that your 2008 is in full swing! As a representative from the southern region of our organization, let me assure you that we are “in-bloom”, and pollen counts are reaching an all time high! But, don’t you just love a beautiful spring day? Secondly, I want to thank **Elmer Clegg** and **Joe Wagner** for their insight and guidance on the editorship of *The Estimator*. This issue is my first attempt at magazine editing, and I look forward to the continued opportunities to provide interesting and informative content to you, our readers. I also have to thank our National Joint Office staff, **Erin Whittaker**, **Mandi Mitchell**, and **Sharon Burger** for they perform the **real** work to make *The Estimator* a great publication. They have been hard at work putting together this first issue of 2008. And, a big thanks to all of you who have provided input for this issue. SCEA is a great organization because of the contributions from all of its members.

## What’s in this Issue?

In this issue, we have a wonderful diversity of topics relevant to the cost estimating process and important to all of us in the cost analysis profession. Our feature article, “LEAN Six Sigma – Targeting the Army Acquisition Process” by **Leon Smith**, **Randy Wilson**, and **Tiffani Burke**, highlights the rewards that can be gained from taking an in-depth look at the status quo and making improvements that have real value in both time and effort. For a little fun and something new to the publication, we have included a puzzle that was created and provided by **Ibrahim Y. Vaid**, an instructor for the Art Institute Online.

In addition, we have “What’s in a name?” by **Stephen Book** and **Tony White**, an article on the merging of the *ISPA Journal of Parametrics* and the *SCEA Journal of Cost Analysis and Management*. As agreed on by the Boards of Directors, the two societies’ journals have merged to become *The Journal of Cost Analysis and Parametrics*. With this collaboration comes changes in the submission process, with an end result that will embody the mission and goals of each organization.

Last, but definitely not least, please don’t miss **Carol Hibbard’s** article on “Renew Your Training.” This article provides a great example of one company’s efforts to “grow their own.” We also have updates from our Certification, and Conference Teams and Chapter highlights from several of our Chapters around the country. Thanks to all of you who volunteer your time and energy to keeping all of us up to date. I especially enjoy reading about featured speakers, training events, and community service projects that our Chapters are involved in.

## 2008 Joint SCEA – ISPA Conference

In closing, I would like to urge you to attend this year’s Joint SCEA – ISPA Conference at Pacific Palms Resort, Industry Hills, CA, June 24–27. Further details on this event can be found on the SCEA web site, [www.sceaonline.org](http://www.sceaonline.org). This year’s theme is “Reliable Cost Estimates — Cornerstone of Management Decisions.”

Remember, this publication is a team effort, and we depend on your contributions. If you have suggestions for feature articles or recommendations for future issues, please feel free to contact me. I trust that you will continue to support and enjoy this publication. Thank you for this opportunity.



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# Fine-Tuning the Certification Program

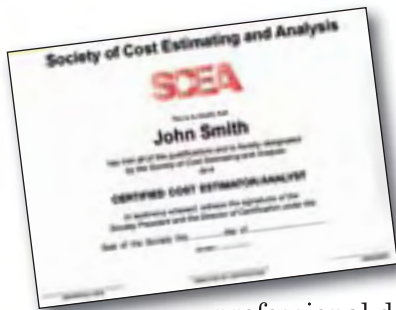
By Peter Andrejev, Director of Certification

**Last** fall, we announced that we were improving the current CCE/A designation making it more valuable to government, commercial, and academic employers. We introduced the following improvements:

- Work experience requirements
- Revised test questions
- Improved testing instrument
- Realigned renewal (recertification) standards
- Grandfathering of current CCE/A

Additionally, we introduced the development of optional specialization examinations, which would recognize subject-matter expertise in a particular functional area beyond the general certification exam as well as the desire to achieve both recognition and reciprocity with other cost training organizations.

Since the publication of these changes last fall, we have been focused on fine-tuning all the elements that comprise the CCE/A program, including revising the new CCE/A examination to clearly assess mastery of cost concepts and applications and synchronizing the certification program commencement date with an aligned training program. (Certification commencement is now tentatively set for December 2008.) Remember that these changes will enrich the professionalism of our practitioners and enhance the reputation of the cost community in general and our Society, in particular. We will continue to communicate and disclose fully the steps we are taking to implement these much-needed improvements through this magazine and the SCEA web site. Over the course of the next several months, you can expect to see more details of the new CCE/A examination, the requirements of the recertification program, and the grandfathering dates.



## Certification Congratulations

**From** November 2007 through the end of January 2008, a total of 79 applicants took the SCEA Certification Exam in many locations throughout the United States, United Kingdom, and Australia. Of those taking the initiative to attain certification in this field, 37 passed the exam. Congratulations to all for your hard work and dedication in earning this important professional distinction in the field as a Certified Cost Estimator/Analyst!

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Benjamin Costley  
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Timothy Long  
Aaron Luster  
Weland Mahar  
Mark Malone

Sonny Nguyen  
Andrew Nicholls  
Jaquilyn Pak  
John Reddy  
Jennifer Rose  
James Rothman  
Rick Schwikert  
Merri Statland  
Alyssa Ann Tomky  
SeungYang

The Fall 2008 issue of *The Estimator* will recognize those who achieve CCE/A certification during the Spring and Summer exam cycles.



# Renew Your Training — Preparing the Next Generation of Estimator

By Carol Hibbard, The Boeing Company

**With** an initiative designed to offer training opportunities associated with data-driven estimating, this year The Boeing Company is conducting an internal competition between five cross-functional teams in a simulated proposal environment. The benefits derived from this program are numerous. At least 30 employees will accelerate their level of experience; provide cross-pollination of creative processes and innovative methodologies, and network with other employees throughout the company. These employees will also have an opportunity to participate in a simulated internal management review of their proposal followed by a polished presentation to their factitious customers, who are members of Boeing's finance leadership team.

This program derives its roots from the ISPA Renew Your Training (RYT) event first held at a 2000 Southern California Chapter Workshop. With its success, RYT was again presented at the 2002 ISPA Conference. At the 2003 Joint ISPA/SCEA Conference, I attended the Renew Your Training presentations and it was evident that this was a great experience for those involved as well as those evaluating. As a member of the Boeing enterprise estimating and pricing council, I proposed that Boeing take the opportunity to participate in this exercise at future conferences, and outlined a plan to engage more employees by conducting an internal competition in advance of the conference.

In the first year, we strived to make participation as attractive as possible and hosted the final presentations at the newly formed Chicago World Headquarters, which offered the opportunity to interact with senior estimating and pricing leadership. The team leaders each attended in person, with the remainder of the team supporting virtually. The best team was then selected to represent Boeing at the upcoming joint conference. Between the prospect of visiting the Chicago office and attending the industry conference, 35 people committed to participate the first year.

Over the next two years the process was improved based on feedback from participants, and now the exercise is considered a best practice within the finance community at Boeing. Some of the changes included having previous participants assigned to teams as advisors, which helped the less experienced employees feel more comfortable with their involvement and has provided a mentoring and leadership opportunity for more experienced analysts. Boeing has continued the

momentum for this exercise with 30–40 people participating each year. Additional training opportunities are provided to others in the estimating community by presenting the results from all of the teams in a Subject Matter Expert Forum each year.

Each year the estimating leadership team evaluates the benefits of repeating the program, and each year the leaders overwhelmingly approve participation as a key to promoting the profession and developing employees. Some of the noted benefits include;

- accelerating the “big picture” understanding of the proposal process
- increasing cross pollination of ideas, processes, and tools
- developing mentoring relationships
- growing our leaders
- providing an opportunity for upper management to be exposed to new talent

Recognizing these benefits, in 2008 Boeing decided to conduct their own internal exercise similar to Renew Your Training. Boeing has developed its own case study based on a derivative of an existing Boeing product line and we are expecting an equally successful year.

Confirming our commitment to this program Boeing CFO, **James Bell** wrote, “The Parametric ‘Renew Your Training’ exercise...provided an excellent opportunity for our management to demonstrate our commitment to that goal while engaging our folks in personal growth and skill development.” With an emphasis on constantly refreshing and reinforcing our vital workforce, we must be vigilant in retaining and recruiting, which is why we have embraced this approach to promoting the profession. Going forward, Boeing will continue to support this activity as a development opportunity both internal and external to Boeing.





# SCEA & ISPA Joint Office Operations

*By Elmer Clegg, SCEA Executive Director*

**We** recently marked the first anniversary of our office support to ISPA. **Erin Whittaker** provides support to both the SCEA and ISPA memberships and has proven to be an outstanding asset to both organizations. Her support to ISPA has expanded to include publishing responsibility for their quarterly newsletter and annual membership directory. Over the past few months, Erin and **Don Clarke**, SCEA's IT consultant, have also transitioned the ISPA member database to an on-line format and have implemented an ISPA broadcast email capability. Don is also working with ISPA on plans to upgrade their web site to include member access capability.

We recently enhanced SCEA's web site with the ability to upload conference papers, abstracts, and speaker biographies. This capability allows program chairs to evaluate abstracts for track planning, participants to upload and maintain their individual papers, and staff to prepare conference CDs and training books, all from a common database.

## SCEA Certification Program

**Sharon Burger** has taken on a major role in the SCEA Certification Program. She is responsible for the processing and evaluation of all certification applications, test and proctor scheduling, and test grading as well as recertification application processing and evaluation. **Mitch Robinson** and **Bob Carlton** have supplied support to Sharon as required during the transition, and **Lenny Cheshire** is supplying on-going technical support of application evaluation and test grading. This shift from volunteer support to full-time office support of the certification and recertification processes recognizes the major growth of certification demand over the past two years. In the past 12 months, more than 140 applicants sat for the exam, and 45 recertification applications have been processed — a rate that is double the activity level in 2005.

## Membership Growth

SCEA's membership growth continues at a brisk pace. Over the past 12 months, our active rolls have grown 20% to a current level of 1650. This growth is attributed to a number of factors — Chapter training and activities, increased international interest, broader "SCEA" name recognition, increased acceptance of SCEA certification, and support of SCEA conferences by constituent companies. These factors notwithstanding, the greatest single impetus to current SCEA growth in numbers comes from our three corporate sponsors — The Boeing Company, Northrop Grumman Corporation, and Lockheed Martin Corporation. Boeing memberships recently reached 300, and Boeing is now promoting SCEA certification to their internal cost community. Northrop Grumman continues to add members and is the clear leader in number of certified members and investment in internal training.

## Cost Estimating Career Center

Most of you are aware that the SCEA web site formerly contained an employment advertisement page that typically listed eight to ten job opportunities at large and small employers. These employment ads were a great resource for employers and job seekers alike. In our continuing effort to foster professional growth of SCEA members and the broader cost community as well as to provide services of value to constituent companies / organizations, SCEA has just introduced the next generation of our employment section, the Cost Estimating Career Center. Powered by Boxwood Technologies, the Cost Estimating Career Center will greatly increase the effectiveness with which employers and job seekers connect and communicate. Now, job seekers will be able to post their resumes as well as search employment listings, and employers who post job advertisements will be granted access to view those resumes. Posting your resume is simple and free of charge, and privacy options are available so you can determine how much or how little of your contact information is seen. The Cost Estimating Career Center is available at <http://careers.sceaonline.org>. If you are in the market for a new job or you are an employer in the market for a new employee, you can help us make this venture a success by posting your resume or job advertisement. Contact **Erin Whittaker** at [Erin@sceaonline.org](mailto:Erin@sceaonline.org) for specific details.

The year 2008 is presenting challenges and opportunities for everyone in the cost estimating and analysis profession. Demand for your skills is at an unprecedented height, and SCEA certification is increasingly recognized as a badge of competence. Those of us in the Joint National Office who serve SCEA and ISPA members and the profession at large appreciate the challenge of providing you with quality service. We value your questions and your suggestions and hope that, in a small way, we contribute to your personal success. We look forward to meeting many of you at the June Annual Conference in Southern California !



# WHAT'S IN A NAME?

## Introducing the New *Journal of Cost Analysis and Parametrics*

By Stephen Book and Tony White, *Journal Co-Editors*

**A**s agreed by both Boards of Directors, ISPA's publication, the *Journal of Parametrics*, has merged with SCEA's publication, *The Journal of Cost Analysis and Management*, to become *The Journal of Cost Analysis and Parametrics*. With this name change comes changes in the submission process, with an end result that will embody the missions and goals of each organization.

*The Journal* will be co-edited by **Dr. Stephen Book** (representing ISPA) and **Dr. Edward (Tony) White** (representing SCEA). Having two co-editors will ensure equal representation for both societies, as well as facilitate the dissemination of information across the disciplines represented by each society. In the spirit of jointness, Dr. Book and Dr. White have worked together to create a set of submission guidelines.

Papers may be submitted to the *Journal of Cost Analysis and Parametrics* on topics related to cost modeling, risk analysis, schedule analysis, design-to-cost, life-cycle cost analysis, design synthesis, and technology forecasting. Papers may represent research in the field of cost analysis, application of estimating techniques, or tutorial material that synthesizes current thinking or practices. A research paper should present an advance in the state of the art and will be refereed for the quality of the data, mathematics, type of analysis conducted, and significance of the conclusions. An application paper will be refereed for validity of the application and the usefulness of the methodology to others working in the field. A tutorial paper on a state-of-the-art topic will be refereed for completeness of its scope and its utility to the working cost analyst. Normally, such a paper will have a comprehensive bibliography and should suggest areas for future research. All papers should be comprehensible to the readers working in the field or to graduate students in economics, statistics, or systems engineering.

Paper titles should be descriptive of the paper's contents, and the abstract (100–150 words) should discuss the methodology, major findings, and limitations of the effort described. The paper should be logically structured with clear transitions and summary statements. Language usage should be precise and unambiguous. Correct spelling is essential. References and a bibliography should be provided in a consistent format.

It is the intention of *The Journal of Cost Analysis and Parametrics* to solicit and publish papers containing important current research in the cost analysis and related fields. Our goal is that the following charac-

teristics will be shared by technical papers accepted for publication:

- 1) The paper's objective, point, and logic must be clearly understandable and recognized as technically correct by a knowledgeable reader
- 2) Facts must be clearly separated from opinions – facts must be proved, opinions must be supported by argument and analysis
- 3) The paper must contain some information of direct value to the membership – technical methods or other procedures – that a reader can understand and apply in his or her own work. It is not sufficient to write a description of something equivalent to "What I Did Over Summer Vacation."

Microsoft Word versions of each manuscript (and survey instrument, if applicable) should be e-mailed to **Stephen Book** at [sbook@mcri.com](mailto:sbook@mcri.com) or **Tony White** at [stat.associates@gmail.com](mailto:stat.associates@gmail.com). A letter requesting review and possible publication (as well as stating that the paper is not currently under review for another publication) should accompany the manuscript. This letter should also include author's address, telephone and fax numbers, and email address (if available).

The format of the manuscripts should be as follows: double-spaced, with 1" margins, with a cover page that includes paper title and authors' names, titles, affiliations, and email addresses. This page should also include any acknowledgements and a statement indicating whether or not the author would be interested in making the data available for use by others. Pages, including tables, appendices, and references should be serially numbered. Tables and figures should be placed on a separate page at the end of the text (in MS Word or Excel format) with notation within the text indicating where each table or figure should be placed.


By having more clear-cut submission guidelines, both ISPA and SCEA hope to establish a common standard across their respective societies in terms of the acceptance, refereeing, and printing of papers. *The Journal of Cost Analysis and Parametrics* will surely be a quality product, showcasing the most up-to-date information and research methods in the cost community.

Look for your copy of the inaugural Spring 2008 issue in the mail in late May!



# LEAN Six Sigma — Targeting the Army Acquisition Process

*By Leon Smith, Randy Wilson, and  
Tiffani Burke*



**O**ur job as resource managers is to enable our senior leaders to make informed decisions early in the decision-making process and to ensure high priority requirements are funded to meet the capability needed to keep our soldiers alive. At the initiative of the Assistant Secretary of the Army for Financial Management and Comptroller ASA (FM&C) and the Assistant Secretary of the Army for Acquisition, Logistics, and Technology ASA (ALT), the Army began to review the current Army's acquisition cost process to identify opportunities to standardize the process and reduce cycle time.

To support this effort, a LSS team was formed and conducted a thorough review of the entire Army's acquisition cost process. The team found that the CARD (Cost Analysis Requirements Document) is a major sub-component of the overall process and should be examined as a separate project.

The team consisted of ASA (FM&C) Subject Matter Experts (SMEs), ASA (ALT) Headquarters SMEs, and Program Manager (PM) / Program Executive Officer (PEO) representatives. Representatives from the OSD Cost Analysis Improvement Group (CAIG) were also included to provide the Voice of the Customer (VoC).

The CARD, created by each Program Manager, describes the prominent features (12 sections) of both the acquisition program and the system itself and provides the basis for the Life Cycle Cost Estimate (LCCE). We had to ensure that each team member understood the true in-



tent of the CARD and that everyone knew what we were going to research as a team before beginning the project.

## The Lean Six Sigma Project

In this project, we followed the LSS Define, Measure, Analyze, Improve, and Control (DMAIC) process. We will present the objectives that were accomplished in each of the DMAIC phases, the key analytical tools that were associated with each phase, the project deliverables, and the challenges that we encountered.

### Define

In the Define phase, we developed a project charter which contained the problem statement, scope and goal, the business impact, the core team members, and the milestone review schedule. We used the (VoC) inputs (Figure 1) to derive Prioritized Root Causes, Prioritized Critical to Quality (CTQs), and Critical Design Elements.

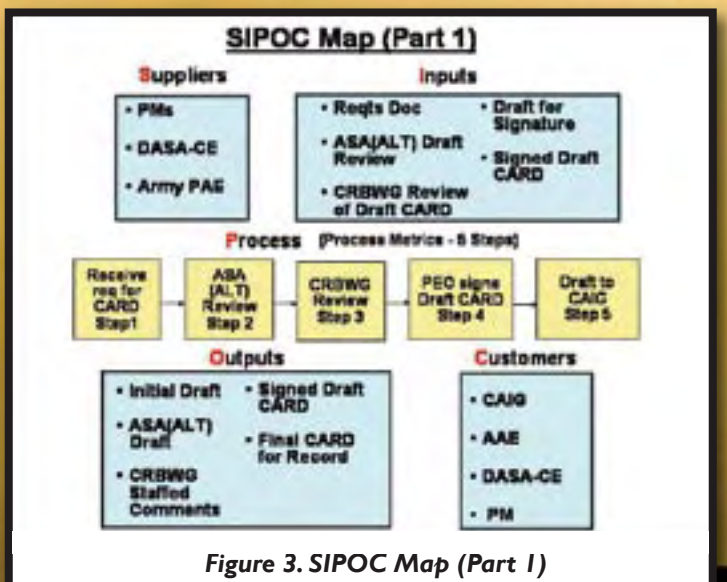
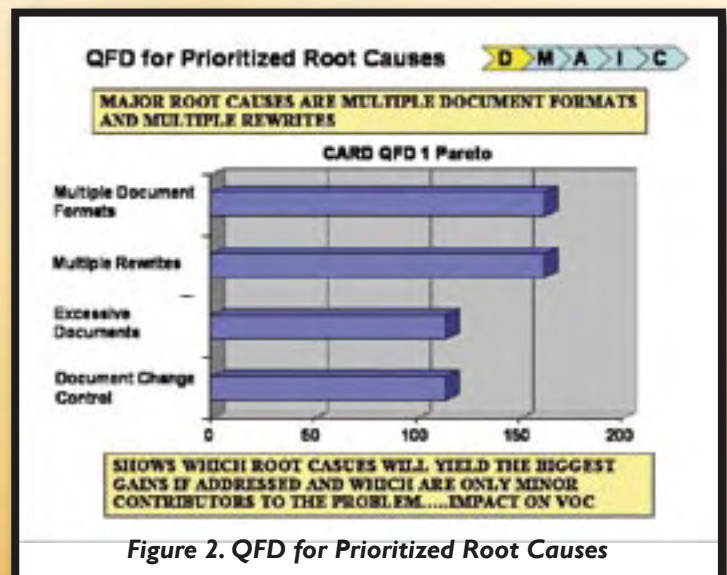
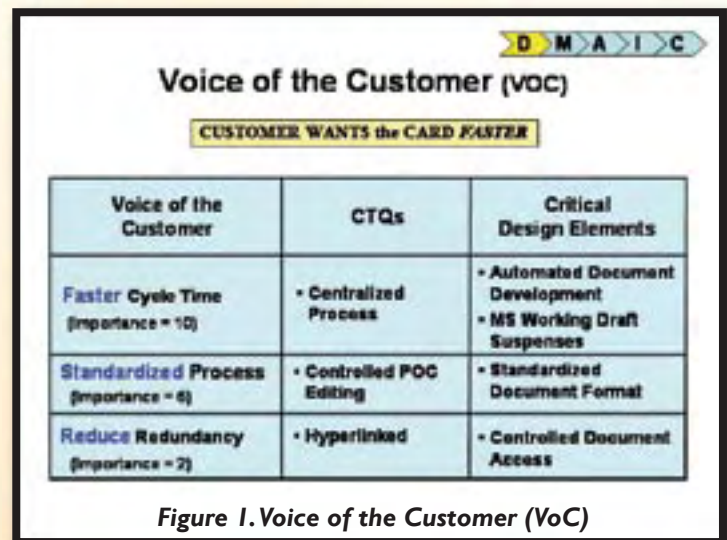
The VoC (OSD CAIG) was interviewed early, so we understood what the customer desired in our new design. The VoC wanted the primary metric of the CARD to be speed. As we matured into the project, the VoC came back to us several times to ensure we were redesigning the process to their specifications. One of our tasks in the project was to revisit with the VoC to ensure the metric remained consistent with their desired output. In our revisit we were informed by the VoC that although speed was still paramount, speed with quality was essential.

Our team found that the shortfall of the CARD process was the absence of

- suspenses
- automation
- centralization
- standardization

The current CARD process had non-standard documentation processes (lack of Standard Operating Procedures — SOPs) as well as variable cycle times by each Program Management Office (man-hour variance). We constructed a Quality Function Deployment (QFD) chart for prioritized Root Causes (Figure 2) and found that the absence of suspenses, automation, centralization, and standardization caused PMs to use multiple document formats. In addition, there were multiple rewrites, an excessive number of documents, and little control over the changes made to these documents.

We developed the SIPOC map (Figures 3 and 4) to prioritize the inputs and controls to develop a primary



*“We are blazing a new trail here, which, when successful, will*

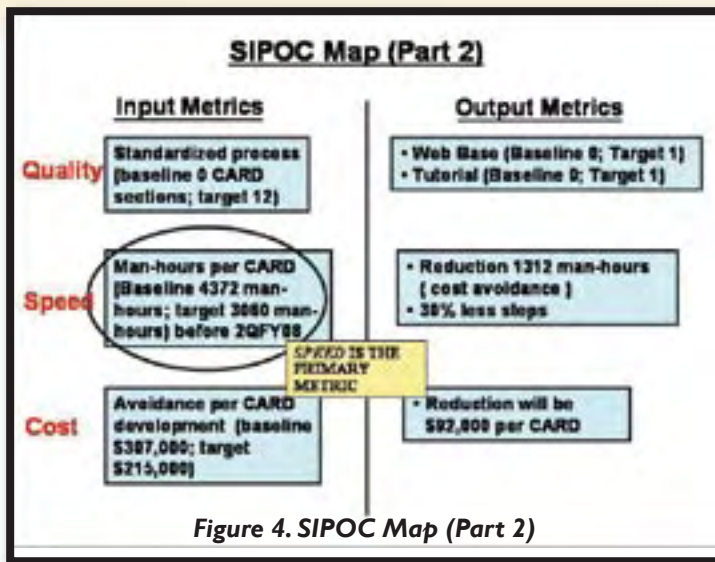


Figure 4. SIPOC Map (Part 2)

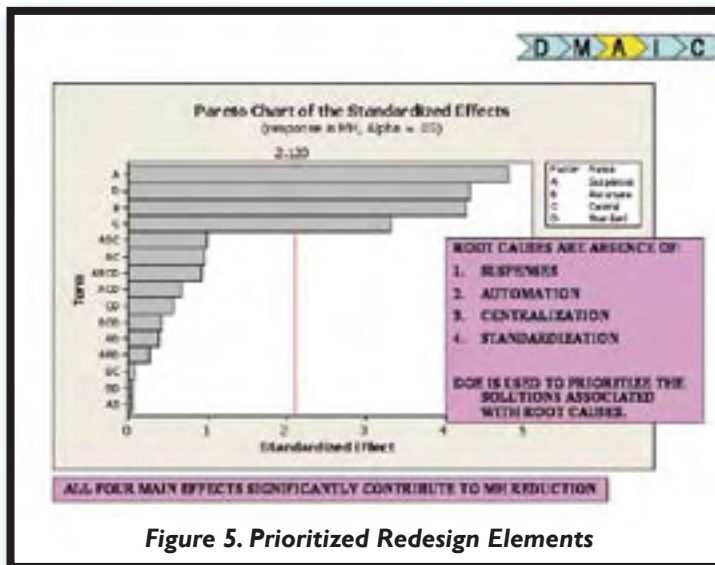


Figure 5. Prioritized Redesign Elements

metric, a RACI matrix to provide the Team Structure, and a stakeholder analysis that evolved into our communications plan.

## Measure

During the Measure phase we developed a data collection survey and collected data from the Program Managers on their effort to produce a CARD. We used the primary metric derived in the Define phase to determine the sigma quality level, establish control limits and project cost reductions.

## Analyze

We used the LSS Design of Experiment (DoE) tool to understand and reduce variation, performed an analysis of the redesign elements, and prioritized the redesign elements associated with the root causes (Figure 5).

## Improve

After we analyzed our redesign elements, we were ready to demonstrate the advantages that would be realized if we executed these in the new CARD process. In the Improve phase, the four new elements were shown to be technically feasible, economically sound, acceptable, and executable with the implementation of the new process (Figure 6).

## Control

As the team finalized the CARD project, we constructed another QFD to understand what elements needed to be controlled in the new process. The new redesign elements had to be prioritized for control discipline to ensure that the elements with the biggest impact on the new design were going to be heavily sustained. In our Control phase, we found the highest degree of impact to the new process was having a control mechanism in place which would sustain the feeder documents that

provide critical information to the CARD sections (Figure 7).

## Deliverables

### Format Standardization

The specific 12 CARD sections were put into Microsoft Word and aligned with the Master CARD Document format. Once the CARD shell was created, it was uploaded to the Web.

### Centralization

The CARD sections and other documents were uploaded and hosted on the Army Knowledge Online Portal (AKO). This adaptive and agile portal features an architecture that facilitates knowledge management, information sharing and collaboration across the entire Department of the Army. It also allows for secure access.

### Controlled Access

There are three levels of access to the CARD Knowledge Center on AKO: Read-only, Author, and Administrator. A Common Access Card (CAC) and an AKO account are the two primary tools needed to access the CARD Knowledge Center



# set the standard for using LSS in offices in DoD and elsewhere.”

—The Honorable Claude M. Bolton, Jr., Assistant Secretary of the Army Acquisition, Logistics and Technology

## Tutorial

The primary purpose of the CARD tutorial is to assist users in navigating through the CARD knowledge center and in displaying the files and documents that are associated with the CARD.

## Challenges

### White-collar Environment

The white-collar team conducting a LSS project in a non-manufacturing environment. This was new to white-collar employees, causing some skepticism.

### Lack of SOPs

Since we were the first team in the headquarters to conduct an LSS project, we had to develop SOPs, templates, instructions, and other necessary documentation to support our efforts on the project.

### New LSS Support Structure

The LSS support structure was getting established at the headquarters at the same time our team started work on the project. Working together, we leveraged our collective strengths to make this successful.

### Longevity of CARD team members

Team members were concerned about the duration of their participation on the project. Initially, the duration was three months. As we progressed into this project, we found the duration was going to be about five months.

### “Turf” Battles

Sometimes it's true, what is right for me, is not right for you. This is the reality of the turf battles. The team must be comprised of members who will remove the turf hats and work together.

### Consensus Building

The LSS process is multi-generational. It took some time to determine the areas that were in-scope for the first generation of the project, and the areas that would be addressed in generations two and three. Because of limited resources and time, we could not have addressed everything in generation one.

### Competing Conflicts

Team members had a full-time job. The expectations for an LSS project do imply some commitment. For the primary person working the project the time requirement was expected to be at least 25 per cent of his or her time. The time of the remaining team members varied.

### Reluctance by the Team to Follow the LSS Approach

The LSS is intense and requires constant commitment. The inclination is to “short-cut” the process. However, we used the applicable LSS analytical tools in each phase, and found several root causes that we did not know about.

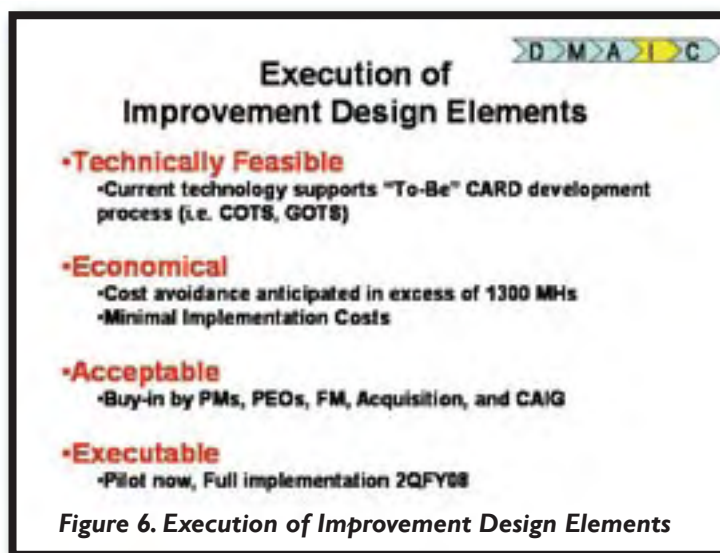


Figure 6. Execution of Improvement Design Elements

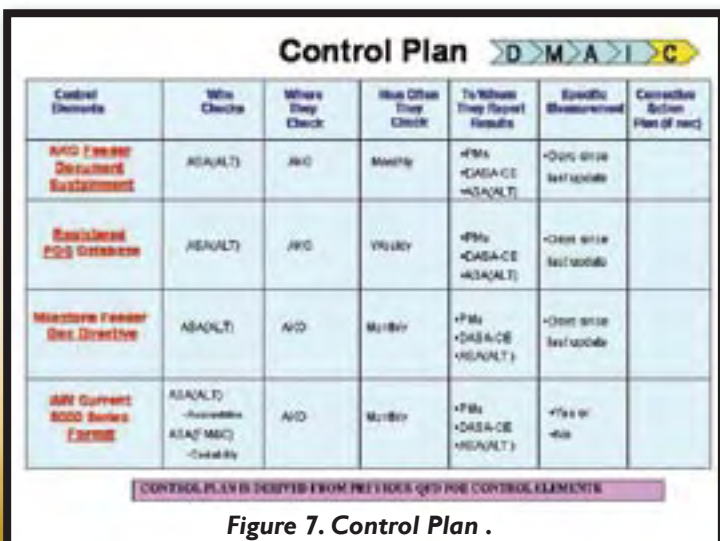


Figure 7. Control Plan .

## In Summary

The redesign of the CARD process represents a significant step for Army LSS. The CARD project is a great example of how LSS can be effective when applied to a transactional process. We were able to go outside organizational boundaries to hit a high-level, high-impact process that will bring big savings and improvements.

The forecasted results of this project should be realized by FY2008 Q2 and include the following:

- A reduction in man-hours from 4,300 to 3,000 for each CARD (A 30% reduction)
- Cost avoidance of \$92,000 for each new CARD completed

## About the Authors

**Leon Smith** is a Colonel in the U.S Army and is the Acting DASA-Financial Information Management in ASA, FM&C. He was the Green Belt Candidate and CARD Team Leader.

COL Leon Smith, U.S. Army  
109 Army Pentagon, Room 3B324  
Washington, DC 20310  
703.692.8529 • [leon.smith@us.army.mil](mailto:leon.smith@us.army.mil)

**Randy Wilson** currently is the Acting Director for Business Transformation in DASA-CE, ASA, FM&C. He served as the Cost SME on the CARD team.

Randy D. Wilson  
Acting Director, C&E Business Transformation  
1421 Jefferson Davis Highway, Suite 9001  
Arlington, VA 22202-3259  
703.601.4194 • [randy.wilson@hqda.army.mil](mailto:randy.wilson@hqda.army.mil)

**Tiffani Burke** is the Business Applications Manager in the Information Technology Operations Office, ASA, FM&C. She was the IT lead on the CARD team.

Tiffani Burke  
Business Applications Manager  
109 Army Pentagon, Room 3A334  
Washington, DC 20310  
703.614.8782 • [tiffani.burke@hqda.army.mil](mailto:tiffani.burke@hqda.army.mil)

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This year's conference will feature intriguing invited speakers such as:

- **LTG. N. Ross Thompson, III**  
Military Deputy, Assistant Secretary of the Army (Acquisition, Logistics and Technology)
- **Mr. Peter E. Kunkel**  
Principal Deputy Assistant Secretary of the Army (Financial Management & Comptroller)
- **Dr. Arthur Benjamin**  
Professor of Mathematics (Combinatorics, game theory, operations research), "Mathemagician"

**Plan now to learn and have fun!** The conference's theme is "Reliable Cost Estimates – Cornerstone of Management Decisions," and in keeping with this theme, professional papers and training tracks will be offered for all skill levels, from novice to seasoned professional. While the final schedule is subject to change, we'll kick off on Tuesday morning, June 24<sup>th</sup>, with Training Tracks at the fundamentals, integration, and practitioner levels. These Tracks will cover proven techniques and methods in cost estimation, earned value management, and parametrics. Each subject area will be covered in detail in 90-minute modules presented by acknowledged experts and will allow you to move freely from one track to the other.

On Tuesday evening, we will welcome everyone with an Attendee Reception featuring hearty hors d'oeuvres. This event is a great opportunity to mingle, network, and catch up with old and new friends and colleagues.

On Wednesday morning, we'll open the conference with a general session featuring a keynote speech from LTG. Ross Thompson. Following the General Session, we will have a short break, and then continue with the training tracks and begin the professional presentations in six tracks:

- |                       |                                  |                               |
|-----------------------|----------------------------------|-------------------------------|
| • <b>EVM/Schedule</b> | • <b>Software/Hardware/Tools</b> | • <b>Lessons Learned</b>      |
| • <b>Risk</b>         | • <b>Analysis</b>                | • <b>Methods &amp; Models</b> |

Thursday morning will open with a keynote speech from Peter Kunkel. Following this session, we'll continue with papers and training until we break for an awards luncheon, at which SCEA will announce Annual Recognition Awards and Best Paper Awards in each track and overall for the conference. A keynote speech from Dr. Arthur Benjamin will follow lunch, and training and papers will continue until we break for the day. In the evening, an outdoor Western Barbeque will be held.

Friday will feature a "Best Paper" track showcasing the winning paper in each track and overall for the conference. The training tracks and professional papers will be presented in the morning, with the conference coming to a close before noon. As always, the conference will provide an opportunity to become recognized in the profession through professional certification. SCEA will hold the Certified Cost Estimator/Analyst (CCE/A) examination on Saturday morning (register separately).

**Catch up on the latest in cost estimating tools.** At every SCEA-ISPA Joint Conference, exhibitors give attendees the chance to catch up on the latest in the commercial sector. Currently, exhibit space is still available, but it is going fast! The exhibitor list for this year's conference isn't yet finalized, but past exhibitors have included leading firms in cost estimation such as Wyle, MCR, and Booz Allen Hamilton and tool developers such as PRICE Systems and Galorath. Commercial tool developers will be delivering papers discussing the latest ver-





sions and applications of their wares. For more information on exhibits and sponsorship opportunities, contact Erin Whittaker at [erin@sceaonline.org](mailto:erin@sceaonline.org).

**Enjoy a premier hotel.** Situated between the San Gabriel Mountains and the Anaheim Hills, the Pacific Palms Conference Resort is one of the most luxurious resort experiences in Southern California. All 292 rooms have recently been refurbished with eclectic furnishings, specifically designed for business travelers. Each room has a balcony and floor-to-ceiling sliding windows and provides an ergonomic work station with high-speed wireless Internet, two-line speakerphones, and data ports. Wake up with complimentary tea and coffee offered in each room and then peruse the *USA Today* (delivered daily). Hotel amenities include the Spa at Pacific Palms, a hilltop swimming pool and sauna, a fitness club, wireless and dial-up Internet access, a business center and technology cafe, a gift shop, valet parking, and room service.

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Nearby attractions include Disneyland, Universal Studios, Rodeo Drive, art galleries at LACMA, the Getty Center, and the Huntington Library, as well as numerous beaches (including Laguna Beach, Newport Beach, and Santa Monica).

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## Tentative Conference Schedule

### On-site Registration

Monday .....	June 23 .....	2:00 PM – 6:00 PM
Tuesday .....	June 24 .....	7:00 AM – 5:00 PM
Wednesday .....	June 25 .....	7:00 AM – 5:00 PM
Thursday .....	June 26 .....	7:00 AM – 5:00 PM
Friday .....	June 27 .....	7:00 AM – 12:00 PM

### Exhibits Schedule (Lobby Level)

Tuesday .....	June 24 .....	5:00 PM – 8:00 PM
Wednesday .....	June 25 .....	7:00 AM – 5:00 PM
Thursday .....	June 26 .....	7:00 AM – 7:00 PM
Friday .....	June 27 .....	7:00 AM – 12:00 PM

### Conference Events Schedule

#### Technical Program Sessions

Tuesday .....	June 24 .....	8:00 AM – 4:30 PM	(Training Day)
Wednesday .....	June 25 .....	8:00 AM – 5:00 PM	(Keynote Speaker, Training, Professional Papers, & Speed Networking Sessions)
Thursday .....	June 26 .....	8:00 AM – 5:00 PM	(Keynote Speaker, Training, & Professional Papers Sessions)
Friday .....	June 27 .....	8:00 AM – 12:00 PM	(Training & Professional Papers Sessions)

#### Reception

Tuesday .....	June 24 .....	5:30 PM – 7:30 PM
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#### Continental Breakfast

Tues.–Fri. ....	June 24–27 ...	7:00 AM – 8:00 AM
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#### Lunch

Tues.–Thurs..	June 24–27 ...	12:00 PM – 1:00 PM
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#### Outdoor Barbeque

Thursday .....	June 26 .....	6:00 PM – 9:30 PM
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#### Testing — SCEA CCE/A Exam & ISPA CPP Exam

Saturday .....	June 28 .....	8:00 AM – 12:15 PM
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## Keynote Speakers: LEADERS IN THEIR FIELDS



### LTG. N. Ross Thompson, III

*Military Deputy, Assistant Secretary of the Army (Acquisition, Logistics and Technology)*

LTG Thompson previously served as the Director, Program Analysis and Evaluation Directorate, HQDA, G-8, and the Commanding General of the U.S. Army Tank-automotive and Armaments Command. His military career began as platoon leader, company executive officer, and company commander for the 82<sup>nd</sup> Airborne Division. Following that he served in Germany in the 4<sup>th</sup> Brigade, 4<sup>th</sup> Infantry Division (Mechanized), as a company commander, assistant brigade S-3, and brigade S-4. His staff assignments include tours as operations research analyst in the Military Personnel Center and Strategic Defense Command, executive officer of the 194<sup>th</sup> Maintenance Battalion, and materiel development team chief in the Armored Systems Modernization Coordination Office, Office of the Deputy Chief of Staff for Operations and Plans. LTG Thompson's awards and decorations include the Army Distinguished Service Medal, Legion of Merit with third oak leaf cluster, Meritorious Service Medal with fourth oak leaf cluster, Army Commendation Medal, and the Army Achievement Medal.



### Mr. Peter E. Kunkel

*Principal Deputy Assistant Secretary of the Army (Financial Management & Comptroller)*

Mr. Kunkel has served as a Congressional Appropriations Liaison in the Office of the Under Secretary of Defense (Comptroller) and the Special Assistant to the Assistant Secretary of Defense (Legislative Affairs). Prior to coming to the Department of Defense, Mr. Kunkel was an Associate Director with the global investment bank UBS, LLC in New York City. During his years at the Comptroller, Mr. Kunkel developed and implemented strategies to articulate the President's funding requests to the U.S. Congress, advised the Department principals on proposed legislation and investigations, and coordinated responses to Congress. In his various duties, he has been responsible for advocacy relating to such funding requests as the Iraq Freedom Fund, Coalition Support Fund, the Iraq Security Forces Fund and Afghanistan Security Forces Fund, and policy areas such as counter-proliferation, missile defense and arms control, cooperative threat reduction, nuclear forces strategy, and chemical and biological defense.



### Dr. Arthur Benjamin

*Mathematics Professor (Combinatorics, game theory, operations research), "Mathemagician"*

Dr. Benjamin holds a PhD from Johns Hopkins University and is a professor of mathematics at Harvey Mudd College, specializing in Combinatorics, game theory, and operations research. He is also an acclaimed magician who has combined his two loves to create a dynamic presentation called "Mathemagics", where he demonstrates and explains his secrets for performing rapid mental calculations faster than a calculator. *Reader's Digest* calls him "America's Best Math Whiz". He has presented his high-energy talk to audiences throughout the world. Dr. Benjamin has been a Visiting Professor at Caltech and Brandies University and has appeared on many television and radio programs, including *The Today Show*, *CNN*, *Amazing Discoveries!* and *National Public Radio*. He has been profiled in *The New York Times*, *Los Angeles Times*, *USA Today*, *Scientific American*, *Discover Magazine*, *Omni Magazine*, *Esquire Magazine*, *People Magazine*, and *Reader's Digest*.





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Southern California is known for its sandy beaches and great attractions. You can go shopping on Rodeo Drive, indulge your inner child at Disneyland and Universal Studios, admire the art collections of the Getty Museum and the Los Angeles County Museum of Art, and then soak up the sun at Laguna Beach or Newport Beach. The hotel is conveniently located near five major airports: Burbank; John Wayne (Orange County); LAX; Long Beach; Ontario (the closest airport to the resort).

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You can join us on Wednesday, June 25, for an MLB Inter-League game at Dodgers Stadium to see the LA Dodgers play the Chicago White Sox. For a fee of \$40 per person, you will be guaranteed round-trip bus transportation to and from Dodgers Stadium, and Infield Reserved seats with the perfect view of all the action. Discounted tickets (excluding transportation) can be purchased for \$15 by contacting Erin Whittaker at [erin@sceaonline.org](mailto:erin@sceaonline.org). This event promises to be the perfect opportunity to unwind with friends, family and colleagues.

You can register for both the guest registration option and the Dodgers Stadium outing option when you register for the conference at [www.sceaonline.org](http://www.sceaonline.org). The price of these options will be added to your overall registration fee, so you can have the convenience of paying for it all at once.

Rooms at the conference hotel will go fast! With great amenities such as 292 rooms recently renovated rooms, all with balconies (offering mountain views), and ergonomic work stations with high-speed wireless Internet, these rooms will fill up quickly. Book your room today so you can guarantee your access to luxuries like a hilltop swimming pool and sauna, a full-service fitness club, a business center and technology cafe, a spa, two championship golf courses, and a wide range of other indoor and outdoor amenities.

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## Plan Now! TENTATIVE CONFERENCE SCHEDULE

Monday June 23	Tuesday June 24	Wednesday June 25	Thursday June 26	Friday June 27
	<b>Registration</b> 7:00 AM–5:00 PM	<b>Registration</b> 7:00 AM–5:00 PM	<b>Registration</b> 7:00 AM–5:00 PM	<b>Registration</b> 7:00 AM–12:00 PM
	<b>Continental Breakfast</b> 7:00–8:30 AM	<b>Continental Breakfast</b> 7:00–8:30 AM	<b>Continental Breakfast</b> 7:00–8:30 AM	<b>Continental Breakfast</b> 7:00–8:30 AM
	<b>Training</b> 8:30–10:00 AM	<b>General Session: Keynote Speaker</b> 8:00–10:00 AM	<b>General Session: Keynote Speaker</b> 8:00–10:00 AM	<b>Training / Paper Tracks</b> 8:30–10:00 AM
	<b>Refreshment Break</b> 10:00–10:30 AM	Refreshment Break <b>VISIT OUR EXHIBITORS</b> 10:00–10:30 AM	Refreshment Break <b>VISIT OUR EXHIBITORS</b> 10:00–10:30 AM	Refreshment Break <b>VISIT OUR EXHIBITORS</b> 10:00–10:30 AM
	<b>Training</b> 10:30 AM–12:00 PM	<b>Speed Networking Session Training / Paper Tracks</b> 10:30 AM–12:00 PM	<b>Training / Paper Tracks</b> 10:30 AM–12:00 PM	<b>Training / Paper Tracks</b> 10:30 AM–12:00 PM
	<b>Lunch Served</b> 12:00–1:00 PM	<b>Lunch Served</b> 12:00–1:00 PM	<b>Lunch Served</b> 12:00–1:00 PM	
	<b>Training</b> 1:00–2:30 PM	<b>Networking &amp; Comfort Break</b> 1:00–1:30	<b>Networking &amp; Comfort Break</b> 1:00–1:30	
	<b>Refreshment Break</b> 2:30–3:00 PM	<b>Training / Paper Tracks</b> 1:30–3:00 PM	<b>Keynote Speaker</b> 1:30–3:00 PM	
<b>Early Registration</b> 2:00–6:00 PM	<b>Training</b> 3:00–4:30 PM	Refreshment Break <b>VISIT OUR EXHIBITORS</b> 3:00–3:30 PM	Refreshment Break <b>VISIT OUR EXHIBITORS</b> 3:00–3:30 PM	
	<b>Transition VISIT OUR EXHIBITORS</b>	<b>Training / Paper Tracks</b> 3:30–5:00 PM	<b>Training / Paper Tracks</b> 3:30–5:00 PM	
	<b>Reception</b> 5:30–7:30 PM	<b>Dodgers Game</b> 5:30–11:00 PM	<b>Western BBQ</b> 6:00–9:30 PM	

## Exhibit Booths Still Available at SCEA–ISPA 2008...

Exhibit booths are still available at this well-attended event, and foot traffic promises to be heavy. Booths will be located in the area where refreshment breaks will be held. Double your impact and sponsor the refreshment break too!

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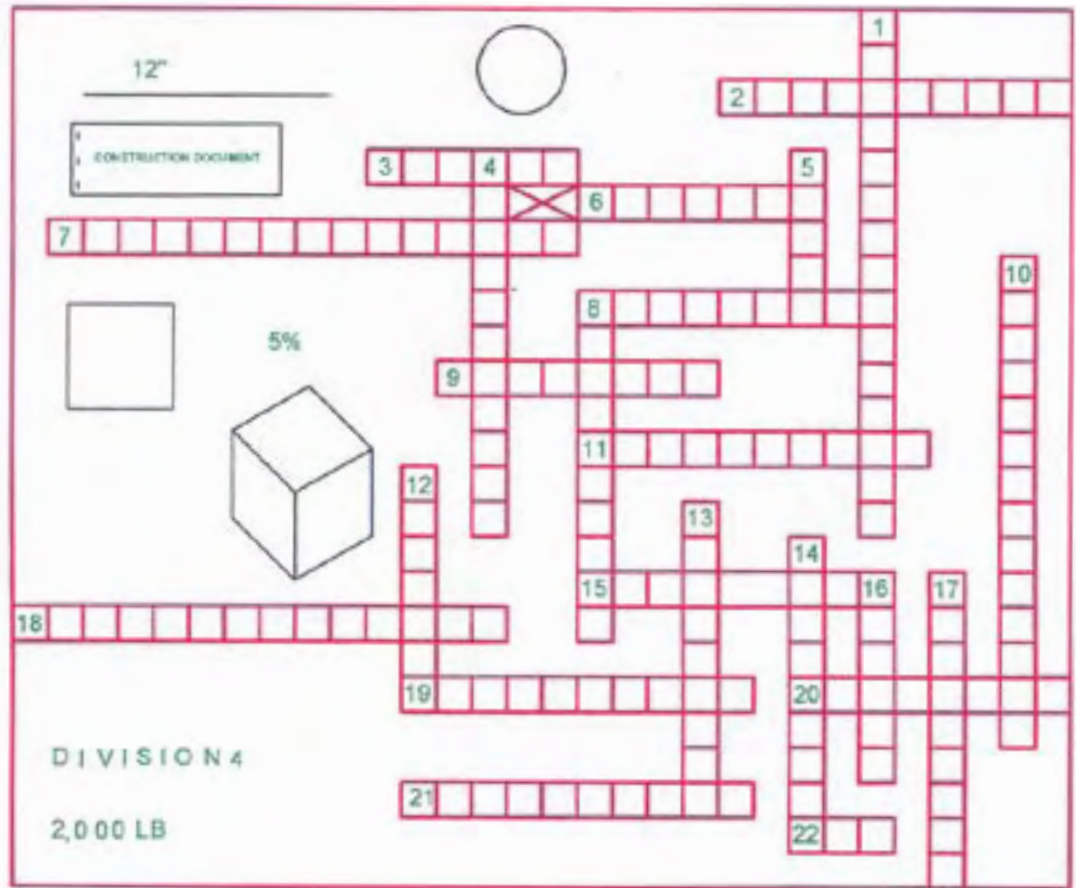
# Construction Estimate Puzzle

By Dr. Ibrahim Vaid

Building construction estimates can be divided into three types: detailed estimate, preliminary estimates (also called volume and area estimate), and conceptual estimates. The first step toward working as an estimator is to work as a quantity takeoff estimator. After gaining substantial experience, people can work as an estimator; however, many individuals and companies specialize in only quantity takeoff estimating and sell their estimates to difference subcontractors, general contractors, and supplies. This puzzle is designed to see the knowledge of a quantity takeoff estimator.

## ACROSS

2. A system of measurement used to measure length.
3. A unit of measurement used for materials sold individually.
6. Any change made prior to the bidding due date.
7. An instrument used to measure distances on architectural drawings.
8. A formula used to measure a volume.
9. Estimator's diary to keep the estimating records.
11. A machine used to calculate mathematical operations.
15. A specifications format that divides the major areas involved in building construction.
18. A written document that describes in detail the scope of work, materials, method of installation, and quality of workmanship.
19. What you find when you multiply 3' X 3'.
20. A terminology used to see a thickness of reinforcements.
21. A unit of measurement used to find the area of a square or a rectangle.
22. What is equal to 2,000 pounds?



**Puzzle Answers on p. 28**

## DOWN

1. List of materials taken from the plans and specifications that shows the size, number, and etc.
4. A form used to submit any changes in work.
5. Leftover pieces from cuts and wrong cuts of materials is considered what kind of material in estimating?
8. A formula used to calculate the amount of concrete needed for a job.
10. A fixed amount kept for specific work.
12. A unit of measurement used to calculate paint.
13. If a contractor gives a quote that he/she would charge \$50 per square-foot to build a house, what unit is this number an example of?
14. A formula used to calculate the quantity of lumbers.
16. A terminology used in estimating roof finish materials.
17. Construction documents used by different tradesmen.

Dr. Ibrahim Vaid is an educator and provides architecture, interior design, construction management, and educational consulting services. He can be reached at [vaid@tir.com](mailto:vaid@tir.com) and 810.610.6769.

## REFERENCES

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Frank R. Walker Co. 1982. *Walker's Pocket Estimator*, 21st ed. Ill: Frank R. Walker Co.

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## The Program

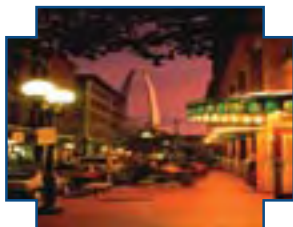
The Joint Annual Conference and Training Workshop is designed to appeal to all levels of experience. Cost community experts come together from government, industry, and academia to network and share ideas, present papers, attend panel discussions, and listen to the stimulating keynote addresses of leaders in the field. Training Workshops are offered in the Fundamentals, Practitioner, and Integration tracks, so whether you're attending to keep abreast of the latest techniques, or you're preparing for the CCE/A or CPP exam held Saturday, June 6, there will be plenty of opportunities!



## For more information. . .



The 2009 ISPA/SCEA Joint Annual Conference and Training Workshop will be an event you won't want to miss! Look for future information about registration, exhibiting, and presenting at the SCEA & ISPA websites, or call Erin at the SCEA & ISPA Joint Office at (703) 938-5090.



## *We look forward to seeing you there!*

*This event is sponsored by the Society of Cost Estimating and Analysis and the International Society of Parametric Analysts*





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## Alabama Chapter News

(Left, from left to right)  
Mr. Greg Bell and Dr. Christian  
Smart. (Right, from left to right)  
Mr. Hank Apgar, Dr. Christian  
Smart, and Ms. Sherry Stukes.



**Dean E. Kimmel, Chapter President, Paradigm Technologies**

### Officers

The current officers for the 2007-2008 year are Dean E. Kimmel, President; Matt Decker, Vice President; Treasurer, Donna Pitts; Administrative, Jenny Hunkapiller; Education Chair, Dr. Christian Smart; Certification Chair, Dr. Sam Cooke; Membership Chair (Government), Donna Rigsby; Membership Chair (Industry), David Cowart; Publicity Chair, Scott Hillstead; Webmaster, Ashley Batchelor. We are also honored to have Vicki Kitchens serving as our Immediate Past President, as well as the SCEA Regional Vice President for Region 3.

### Fall Seminar

The Greater Alabama Chapter held a Fall Seminar on Cost Estimating for Boosters and Launch Vehicles. It was presented by Dr. Christian Smart, and Mr. Greg Bell, both of MCR, LLC. It was held on November 7, 2007 at the Heritage Club, located in downtown Huntsville, AL.

Cost estimating for Boosters and Launch Vehicles is a timely subject and one of importance for the local cost community. This particular course was taught due to popular demand of those who support NASA and the Missile Defense Agency.

### Spring Event

The Greater Alabama Chapter held a Spring Seminar on Software Cost Estimation, presented by Ms. Sherry Stukes, Jet Propulsion Laboratory and Mr. Hank Apgar, MCR Technologies. It was held on March 11, 2008, again, at the Heritage Club.

The seminar covered the entire estimating process for software cost estimation. The seminar was hands-on and focused on practical application of industry best practices for software cost estimation. A large portion of the seminar was devoted to a case study, during which the seminar leaders guided the seminar attendees through a detailed software estimate. The class developed estimates for both software development and maintenance.

## Exhibit Booths Still Available at SCEA-ISPA 2008...

There is still time to get a booth at this well-attended event. Double your impact and sponsor a lunch or refreshment break too!

For more information, contact Erin Whittaker at [erin@sceaonline.org](mailto:erin@sceaonline.org).





## Houston / Clear Lake Chapter News

### **Ella Hrabar, Chapter President, United Space Alliance, LLC**

The Houston/Clear Lake Chapter continues to grow slowly but surely. One reason for this, from my perspective, is due to the space shuttle era winding down to make way for a new vehicle to carry on the government vision for the space program, which has created a flurry of activities to be one of the players in this new vision, making it a top priority for many large and small companies. With an impact on our Chapter as well as our local community, we forge ahead and carry on. We continue to meet the third Wednesday of each month for a networking lunch/meeting and were delighted when a prospective member drove one and a half hours to attend a meeting to see what we are about. We have inquiries from people seeking more information on how to become involved in the field of estimating and analysis. Life does go on and we continue to pursue new members.

As you well know it is important to enhance your skills by studying for certification or increasing your knowledge about cost estimating and analysis to better position yourself in the job market or within your own company. We are forming a new study group to be taught by **R.K. Jain** from Boeing. He will teach the principles using CostProf. To participate, you will need to be a member of SCEA. The classes will be held monthly after work. For information contact R.K. Jain at [rk.jain@boeing.com](mailto:rk.jain@boeing.com) or **Ella Hrabar** at [ella.c.hrabar@usa-spaceops.com](mailto:ella.c.hrabar@usa-spaceops.com).

The Houston/Clear Lake Chapter will be hosting a certification exam on Saturday, June 28, 2008. We have a proctor and are currently exploring numerous exam location options. As plans mature, we will post details on our web site. Remember you will need to submit your application to the National SCEA Office ahead of time. We already have two who plan to take the test in June.

Polo shirts with the Houston/Clear Lake Chapter logo will be available soon. Look for information on the Chapter web in the next few months. Sales will help generate income for the chapter.

### **Houston/Clear Lake Chapter Board of Directors:**

- President .....Ella Hrabar (United Space Alliance, LLC)
- Vice President .....Randy Parker (G. B. Tech)
- Secretary .....George Fitzsimmons (United Space Alliance, LLC)
- Treasurer.....Ann Sylvester CCE/A (NASA JSC)

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Whether you're advertising job openings, cost services, or software products, hit your target audience by advertising in *The National Estimator*. Demographics include cost estimators and analysts at all levels of management and at all levels of expertise from the government, private sector, and academia. (All print ads are full color! Call 703.938.5090 for more information.)

### **Covers Ads**

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		(with 1/8 inch for bleeds)	
Outside Back Cover.....	Half Page .....	5.5 x 8.5 .....	\$600

### **Interior Ads**

Interior Page Ad.....	Full Page .....	8.5 x 11 .....	\$500
		(with 1/8 inch for bleeds)	
Interior Page Ad.....	Half Page .....	4.25 x 11 or 5.5 x 8.5 .....	\$400
Interior Page Ad.....	Quarter Page .....	2.15 x 11 or 4.25 x 5.5 .....	\$300

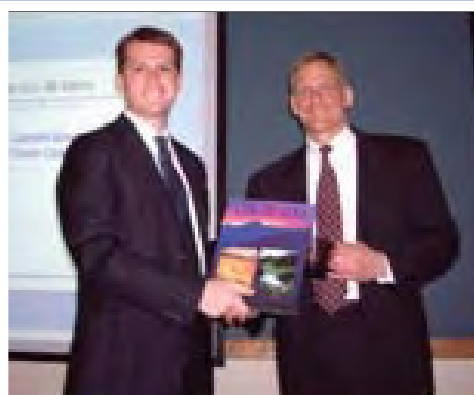
## Pikes Peak Chapter News

### From the President

**Chris Dalton, CCE/A, Chapter President, MITRE Corporation, [CDalton@mitre.org](mailto:CDalton@mitre.org)**

It's not only the time of year when the temps are getting warmer, it's also the time of year when we all need to start thinking about SCEA elections! This coming May we will elect our officers for the next two years. Jeff Smith will move from VP to President but all other positions will be open to nominations. So, I thought this would be a good time to lay out a rough description of those openings, expectations, and our schedule for getting them filled.

- The President's job is primarily to organize the Board of Directors (BoD) and provide some framework for the Chapter to move forward, which often includes assisting the Program Chair in nailing down luncheon speakers and introducing the speakers. The President is a voting member of the National BoD and is invited to their quarterly meetings (usually held in Crystal City, VA, but subject to change).
- The VP, currently **Jeff Smith**, fills in where the President is unable for whatever reason. Our chapter has often seen the VP step up to the challenges of increasing membership and certification. There are really no boundaries to what this person is able to take on. Customarily, the VP becomes the President at the end of the VP term.
- The Treasurer, currently **Gerry Corwin**, collects money for luncheons, pays the bills, tracks expenses, and files the annual report with the National BoD so our Chapter can collect our annual refund.
- The Program Chair, currently **John Teal**, is responsible for organizing the speaking and training program (including luncheons, guest speakers, and training for the chapter). Typically, this job includes arranging speakers for the monthly luncheons but can also include establishing brown-bags for special speaker events and even half-day and full-day training events.



**(Top) Robyn Kane and Program Chair John Teal at January meeting. Rich Hartley, Deputy Assistant Secretary for Cost and Economics, and Program Chair John Teal at February meeting.**

- The Secretary, currently **Bruce Kalish**, takes minutes for BoD meetings and collects/consolidates inputs for monthly newsletters and submissions to *The National Estimator*, turning all the gibberish into flowing prose.

To get all of these positions filled, we formally solicited nominations at our luncheon on 27 March. In April, we will take final nomination, and ballots will be sent to all Chapter members, and voting will continue until one week before announcing the new board on 22 May.

### From the Vice President

**Jeffrey Smith, Vice President, Booz | Allen | Hamilton, [Smith\\_jeffrey@bah.com](mailto:Smith_jeffrey@bah.com)**

Arguably, a significant accomplishment in anyone's career is obtaining a professional certification and achieving a SCEA certification is no exception. Currently among all SCEA members, only 28% have received their certification. While this low number among members could be attributable to many varying factors, it does highlight the individual achievement garnered when you commit to the preparation and hard work that is endured before ever taking the exam. Once you pass your exam, it signifies a recognizable achievement and validates the proficient skills and the aptitude required as a cost estimator. SCEA certification also offers a credibility to clients, employers and industry leaders.

There are a couple of ways you can take the certification exam;

- 1) Find someone who has passed the SCEA certification to proctor the test for you.
- 2) Attend the annual SCEA conference and take the SCEA certification test.
- 3) If enough people are interested, the Pikes Peak Chapter will proctor an exam before the annual conference (May timeframe). For those of you planning on taking the SCEA



certification test at the 2008 Joint ISPA/SCEA Annual Conference in Industry Hills CA, you can register online at <http://www.sceaonline.org/index.cfm>

The Pikes Peak chapter is still developing a training program aimed at members who not only want to prepare for their certification, but for those who simply want to brush-up on their estimating knowledge. In addition, we worked with SCEA last year and were able to negotiate the price of CostProf down to a lower price per license for our chapter members and hope to receive the same lower price this year. This software is a great training tool that can aid in your preparation for the SCEA certification exam. If anyone is interested in taking the SCEA certification test, attending a local training program, or purchasing the CostProf software, please give me a call at 719.387.3706 or send me an e-mail [smith\\_jeffrey@bah.com](mailto:smith_jeffrey@bah.com) and we can discuss in further detail.

## From the Program Chair

**John Teal, CCE/A, Program Chair, Booz | Allen | Hamilton, [Teal\\_john@bah.com](mailto:Teal_john@bah.com)**

In January, Robyn Kane kicked off 2008 with a review of an AFCAA-sponsored training class that she recently participated in. Robyn's presentation was an assessment of the cost drivers she learned about in the Spacecraft Design & System Engineering Training course at General Dynamics in Gilbert, Arizona. The five day course was an in-depth look at the details of spacecraft and subsystem design with special emphasis on the hardware and design drivers that affect cost. With so many space-focused programs in the Colorado Springs area, many of the attendees will have an opportunity to apply this information.

February was also a success when SCEA teamed with the American Society of Military Comptrollers (ASMC) to host Rich Hartley, the Deputy Assistant Secretary for Cost and Economics, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller, Washington, D.C. Mr. Hartley is responsible for directing the Air Force cost and economic analysis programs. He is Executive Director of the Air Force Cost Analysis Agency, Chairman of the Air Force Cost Analysis Improvement Group and serves as Chairman of the Investment Subcommittee of the Air Force Services Organization Board of Directors.

Mr. Hartley spoke to one of the largest audiences we've had at a SCEA meeting in years. As expected, his presentation material and discussion topics were broad and focused on high level organizational issues across the Air Force. Topics ranged from current issues already in work to FY09/09 initiatives, and finally to the cost problems that "keep him up at night." Specifically, he spoke at length about the proposed future SCEA certification process, the recent first draft of the Air Force Cost Risk and Uncertainty Analysis Handbook, and the future of the Center of Expertise. It's always interesting to hear from the top brass to get indications of the policy directives that are going to affect cost estimators across the community and it's even more informative to get the facts unfiltered and straight from the originator. Attendees also took the opportunity to ask questions along the way, getting Mr. Hartley's honest feedback.

On March 27th, we hosted **Bill Seeman**, chief for the space programs division within the Air Force Cost Analysis Agency (AFCAA), and on April 17th, Mr. **Neal Hulkower**, Vice President, Operations for MCR Federal, LLC, gave a presentation titled "Thin Slicing for Costers,' Estimating in the Blink of an Eye".

## Final Note

Congratulations to our Program Chair **John Teal**. His paper titled "A Quick, Iterative Approach to Automating SEER-SEM" was accepted to be presented at the SCEA National Conference this summer. Well done, John!



*(Left) Robyn Kane speaks at January meeting. (Right) Teaming with the American Society of Military Comptrollers, Rich Hartley, Deputy Assistant Secretary for Cost and Economics, speaks at February meeting.*

## St. Louis Chapter News

### **Brett Cayer, Chapter President, The Boeing Company**

The 2008 officers for the Gateway St. Louis Chapter met 05 February to kickoff the 2008 year. The major topics under discussion were how to involve and engage the younger cost professionals in SCEA and the cost profession in general, and the planning of the chapter's two primary events.

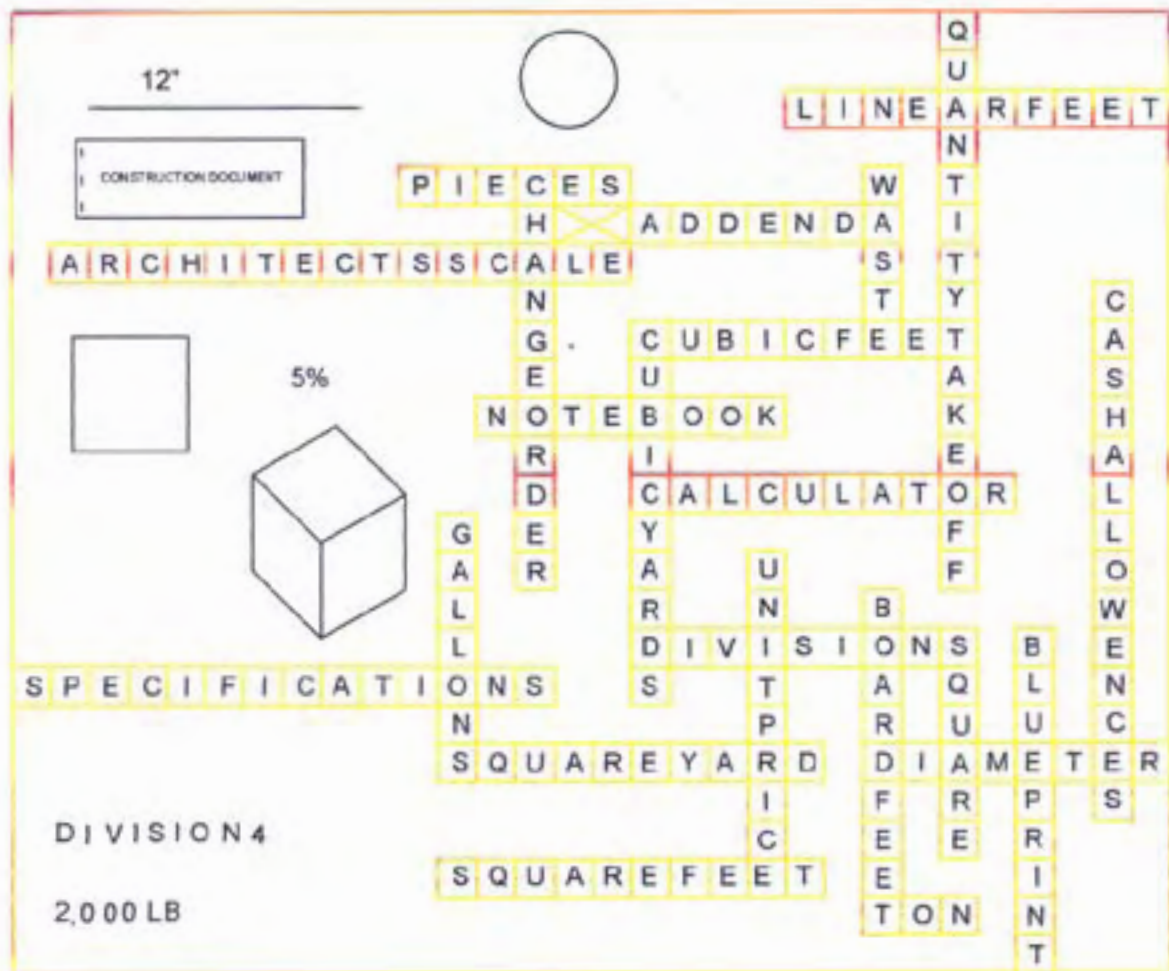
Once again the Gateway Chapter plans to hold a Spring gathering, providing the opportunity to hear a cost professional speak on related topics, hopefully improving the knowledge base and interest of our members and a networking opportunity for St. Louis

area cost professionals. Early planning appears to pattern the format from last year's Spring event where Boeing graciously hosted a lunch gathering. This year's event should be a two hour event to include two potential speakers and a catered lunch. Dates, speakers and topics are TBD.

The annual full day Fall seminar will be continued with preliminary planning and potential speaker recruitment just getting under way.

In December 2007 the chapter proctored the certification exam for seven applicants. Congratulations to Steve Blusiewicz and Mark Malone for earning their CCE/A certification!

## Construction Estimate Puzzle Answers (from p. 21)





## Northwest / Washington Chapter News

*By Jeffrey Jaenicke, Chapter Vice President, The Boeing Company, [jeffrey.l.jaenicke@boeing.com](mailto:jeffrey.l.jaenicke@boeing.com)*

Two years ago an idea became a reality with the creation of the Northwest Chapter of the national Society of Cost Estimating and Analysis (SCEA) organization. It's been an extremely busy two years, and there have been many significant accomplishments. The chapter's leadership team has created a strong foundation to support its growth and has set into motion several activities to help guide us into the future. As of January 1, 2007, a new leadership team took the reins and will guide us through our next phase.

### New Chapter Leadership

We are extremely excited to welcome our new chapter President **William Metz**. William is a Boeing estimating manager with the Everett site. He brings with him new ideas, the determination to carry on the work of the past two years, and the energy to get it all accomplished. William replaces **Pat Zedaker** who opted not to run for a second term. She will continue to participate in the chapter activities as Director of Certification and Training. Pat was responsible for many of the accomplishments during the previous two years, and we thank her for her outstanding leadership and foresight. Also joining the leadership team as Treasurer is **Eric Gabrielson** who is with the Boeing Commercial Aviation Services Estimating and Pricing organization. Eric replaces **Linda Peters-Bligen** who has done an outstanding job tracking our finances. Two of the officers will continue in their current position for a second term. **Jeff Jaenicke** will serve a second term as Vice President, and **James Smith** will serve a second term as Secretary. Please welcome the 2007–2008 Northwest Chapter of the National SCEA organization:

- William Metz – President
- Jeffrey Jaenicke – Vice President
- James R. Smith – Secretary
- Eric Gabrielson – Treasurer

### SCEA Chapters Bring SCEA Benefits

Throughout the industry, SCEA is recognized as a major promoter of estimating skill enhancement, and local chapters make it possible for individuals in those areas to benefit from everything that SCEA has to offer. We plan to carry on this tradition by communicating with other businesses in the Pacific Northwest and including them in our membership. We currently have 49 members, including 20 who hold the CCE/A certification.

One change we plan to incorporate this coming year is to conduct semi-monthly, all-hands meetings utilizing telecom and WebEx technologies. Because of the geographical distance between Boeing sites in this area, it will be much easier for everyone to join in. It will become even more important as we grow to include non-Boeing companies throughout the region. We also plan to conduct a once-a-year general forum. Date and place will be determined later.

### Don't Miss SCEA-ISPA 2008

Several of us from the Northwest Chapter plan to attend the SCEA Conference in Southern California in June. We're looking forward to meeting some of our counterparts and discussing ideas. See you there!



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More information can be found at [www.iirusa.com/pricex/welcome-to-pricex.xml](http://www.iirusa.com/pricex/welcome-to-pricex.xml)

## Washington DC Metro Chapter News

(Top) Martha Roper, ODASA – CE (Army Cost Agency) presents at October luncheon. (Second top) Chapter members at October Luncheon (left forefront, Chapter President Debra Lehman and Membership Chair Michelle Enwright).



(Third from top, left to right) Bob Jones and Paul Hardin, Technomics, and Chapter Treasurer Dave Stem. (Bottom, from left to right) Dr. Brian Flynn, Navy Center for Cost Analysis, and Chapter Program Chair Tim Anderson.

**Debra Lehman, Chapter President, MRC, [dlehman@mcri.com](mailto:dlehman@mcri.com)**

### IT Chair Position Filled

We are happy to welcome Chris Sheng, from Booz Allen Hamilton, as our new Information Technology Chair. Chris' job will be to help support maintenance and update of our chapter web site ([www.washingtonscea.com](http://www.washingtonscea.com)). If you have any questions for him or suggestions for our site please contact Chris at [Sheng\\_Christopher@bah.com](mailto:Sheng_Christopher@bah.com)

### Training Event

The Chapter hosted a Spring 2008 Training Event on April 19, 2008 at the Arlington, VA, Campus of George Mason University. **Mr. Jim Myers** from Mitre Corporation provided an in-depth review of "Contractor Pricing and Overhead". The training examined the details of how pricing and overhead are developed for large defense contractors. For more information, contact **Jeff Moore** at [Moore\\_Jeffrey@bah.com](mailto:Moore_Jeffrey@bah.com)

### Monthly Presentations

The Chapter has had a busy season hosting monthly luncheons featuring high-profile speakers in the region. Luncheon presentations since October 2007 have included:

- **Martha Roper**, DASA-CE — Pre-Milestone A Costing: Cost Research in Application
- **Neal Hulkower**, MCR Federal, and Larry Wolfarth of JHU/APL — Why Can't We All Just Get Along? Lessons in Reconciling Cost Estimates
- **Robert Jones** and **Paul Hardin**, Technomics, Inc. — Software Code Growth Based on Analysis of Historical Actuals
- **Dr. Brian Flynn**, Naval Center for Cost Analysis — NATO Cost Estimating

Attendance at the Chapter's luncheon series has averaged about 30 members and increases every month. The Chapter's luncheon program is healthy, exciting, and vibrant, and interesting presentations are on tap for the next several months. Drop by and visit us during one of our monthly presentations the next time you are in the D.C. area. Our event schedule can be found at [www.washingtonscea.com](http://www.washingtonscea.com).

### Chapter Board

Interested in attending or presenting at our monthly luncheons, attending our monthly Board meetings (held on 1<sup>st</sup> Wednesday of the month), or need information on the Chapter? Contact one of our Board Members:

NAME	POSITION	EMAIL
Debra Lehman	President	<a href="mailto:dlehman@mcri.com">dlehman@mcri.com</a>
Dan Schluckebier	Past President	<a href="mailto:dan.schluckebier@ngc.com">dan.schluckebier@ngc.com</a>
Jeffrey Moore	Vice President	<a href="mailto:Moore_Jeffrey@bah.com">Moore_Jeffrey@bah.com</a>
David Stem	Treasurer	<a href="mailto:David.Stem@pentagon.af.mil">David.Stem@pentagon.af.mil</a>
Michele Enwright	Membership	<a href="mailto:menwright@mitre.org">menwright@mitre.org</a>
Timothy Anderson	Program Chair	<a href="mailto:Timothy.P.Anderson@aero.org">Timothy.P.Anderson@aero.org</a>
Jeanne White	Secretary	<a href="mailto:Jeanne.M.White@saic.com">Jeanne.M.White@saic.com</a>
Chris Sheng	IT Chair	<a href="mailto:Sheng_Christopher@bah.com">Sheng_Christopher@bah.com</a>





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[scea@sceaonline.net](mailto:scea@sceaonline.net)  
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