

NATIONAL Estimator

The Society of Cost Estimating and Analysis

Spring 2010

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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

With passage of the Weapon System Acquisition Reform Act of 2009 this past May, the cost estimating and cost analysis fields have received a significant boost in attention at the national level. As someone who has been involved in the cost business for many years, I can tell you that we, collectively, are in a much-improved state compared to the dark days of the mid-90s. Fifteen years ago acquisition reform and lightning-bolt initiatives meant eliminating cost estimating and analysis professionals from government. Industry was more interested in "pricing to win" than in honestly assessing and creditably pricing the effort required for system development and production. Many experienced cost professionals were forced to leave the career field entirely. Oversight was deemed unnecessary and burdensome; competition was seen as the panacea.

Additionally, SCEA's Board of Directors made an important decision at about this same time, which laid the foundation for the Society's current health. As part of a long-term plan, it was determined that SCEA should invest its limited resources in CostPROF (Cost Programmed Review of Fundamentals). At that time, CostPROF was intended to be a unique, comprehensive, computer-based, interactive training product available to cost estimating professionals. The resulting success of CostPROF proved to SCEA that there was a demand for high-quality reference materials. Over time, the Society determined that a second-generation, more comprehensive tool was needed, and again, the Board decided to invest resources in a training tool. The result was the development and release of CEBoK™ (Cost Estimating Body of Knowledge).

Membership Continues to Grow

Over two years ago, the SCEA Board of Directors established what was considered a stretch goal of growing the Society to "2,010 members in 2010." This ambitious goal was set after a period of growth that had seen the Society grow from its historical average of 1,200 active members over the previous decade to 1,600 members. To those of us who had been active in the society for many years, two thousand members seemed like an exceedingly large number, but collectively we accepted the challenge. As significant and formidable

as that goal seemed at the time, we had achieved this ambitious target by March 2010. In fact, SCEA's total membership as of this writing is 2,013 members. Recently, when we surpassed 600 Certified professionals, the Society achieved another major goal.

Another indication of our success is the metrics for recent National Conferences. Not that many years ago, a typical Conference might draw 300 attendees, a single track of training, and maybe 50 or so professional papers. Since 2005, we have increased the average attendance at the Conference to over 400 attendees, and in 2010 we will have more than 80 professional papers and three tracks of training. While these numbers represent impressive growth, to me they show that our Society is robust and relevant.

Where We Have Been and Where We Are Going

Since SCEA's founding 20 years ago this June, through the merger of the National Estimating Society (NES) and the Institute of Cost Analysis (ICA), we have had the defined purpose of furthering the effectiveness and efficiency of cost estimating and analysis and related disciplines in the public and private sectors. At the time of the merger of these two societies, **Ray Crum** was elected the president and **Neil Albert** vice president of this new society; **Lee Baseman**, who had always been instrumental in the nurturing of both societies for many years, was appointed the first Executive Director of SCEA. The leadership of these three people, along with significant contributions from later Presidents **Neil Albert**, **Frank Flett**, and **Dan Nussbaum**, and executive directors like **Lenny Cheshire** and **Elmer Clegg**, as well as countless other hard-working volunteers, has helped SCEA become synonymous with our profession.

This June, as SCEA enters its third decade of serving our profession, I encourage all of you to partake in the numerous opportunities, locally through our many chapters and nationally through our Conferences & Training Workshops, to improve your skills, share your experiences, and seek out newer analysts to mentor. I can state unequivocally, that never during my career has the cost profession or SCEA been healthier than it is right now.

Letter from the Editor

By Vicki Kitchens, National Estimator Editor



Welcome to all of our members and especially to those that may be reading the *National Estimator* for the first time! We continue to see increased growth and recognition in the cost estimating and analysis community and profession as a whole. The Society of Cost Estimating and Analysis (SCEA) is a leader and an invaluable resource for members of our professional community. Our profession continues to thrive and our society, through its diligent work to provide training and certification opportunities, continues to offer education and networking events and serve as a counselor to all of us that are affiliated. Our chapters and membership continue to expand further into industry and government. Thanks to all of you who have made contributions to the spring issue of the *National Estimator*. 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 feature article by **David Peeler**, "Co\$ters in Qandahar & Kabul". Lt Col Peeler recently returned from his deployment to Afghanistan. In his article, he relays his experience and the experience of other cost estimators/analysts who are deployed.

You can stay up-to-date with the newest developments in SCEA and the latest Conference information by reading the following articles:

- Training Corner — welcome **Bethia Cullis**, our new Training Chair, replacing **Peter Braxton** who has recently moved to Director of the Body of Knowledge
- The first Body of Knowledge article, "What Do You Know?" — **Peter Braxton**
- Certification Update — Congratulations to our new Certified members!
- Chaptering/Membership Update — **Mike Thompson**
- Announcement of our newest Corporate Sponsors
- 2010 Conference Information update including a list of papers

2010 ISPA/SCEA Joint Conference and Training Workshop

Make plans now to attend this year's ISPA/SCEA Joint Conference and Training Workshop, June 8–11, in San Diego, California. Further details on this event can be found on the SCEA website, www.sceaonline.org.

Get Noticed — Submit Ideas for *Estimator* Articles

Thank you again for your support of the SCEA organization. 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. One final note, I would like to thank our joint national office staff, **Elmer Clegg**, **Erin Whittaker**, **Mandi Mitchell**, and **Sharon Burger** for providing the guidance and expertise to make this an outstanding publication.

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SCEA CERTIFICATION

Director's Corner

By Peter Andrejev, Director of Certification

The year 2009 saw many changes in the SCEA Certification Program. We started with a Certified Cost Estimator/Analyst examination that included questions developed in the 1980s from SCEA's predecessor organization, the Institute of Cost Analysis. At the National Conference in St. Louis, we introduced the beta-test version of the newly re-engineered, two-part certification examination. The new, two-part examination allows those individuals with between two and five years experience to test for and (hopefully) receive the Professional Cost Estimator/Analyst (PCEA) designation. Successful completion of both parts entitles individuals with five-plus years of experience to earn SCEA's primary designation, Certified Cost Estimator/Analyst (CCEA).

The Beta-test's Results

More than 100 individuals have taken the beta-test version of the examination. Our analysis of the beta-

test results indicates opportunities to clarify/re-word questions, reconcile test question weightings, remove confusion over the various test sections, and revisit the case study. To this end, we've formulated a working group and secured Board funding to correct any real or perceived shortcomings in the certification examination. I remain committed to provide clearly defined competency standards that government and private industry alike can recognize as meaningful measures of proficiency in cost estimating and analysis. I'm encouraged by both the enthusiasm and caliber of expertise in the group, and I expect constructive changes in the next iteration of the examination.

During this process, SCEA is offering one free retake of the new PCEA/CCEA exam to those who have taken the exam through the fall exam cycle. This offer is valid for the exam part on which the individual previously tested. Please contact the National Office or visit the SCEA website for additional information about the Certification Examination or to schedule an exam in your area.

Certification Congratulations

The SCEA certification examination was administered to 29 individuals in eight locations since the Fall 2009 *Estimator*. SCEA is grateful for the following individuals who volunteered their time as proctors to make this possible:
Kurt Brunner, Troy Corder, Mon El-Banna, Walter Kuo, John Leahy, Scott Prestridge, John Vitkevich, and Pat Zedaker.

Congratulations to the following individuals who achieved certification since the last *Estimator*

Certified Cost Estimator/Analyst (CCEA):
Sabrina Beane
Gregory Brink
Gina Fennell
Krista Olson
Alfred Smith

Francis Tavenner
Eric Tomas
Elaine Turner
Professional Cost Estimator/Analyst (PCEA)
Tony Abolfotouh
Robert Bailey
Sharon Burnette
Mark Hodgins
Edward Kobilarcik
Mike McCarthy

Sheila McGourty
John McKee
Shalini Puri
Debra Tuls
SCEA recognizes those who have sustained their certification through recertification
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Areve Alexander
Nathalene Armstrong

Darla Baird
Nole Burton
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Chaptering & Membership

By Mike Thompson, Chaptering and Membership Chair

Over

the last six months, I have been working with two capters striving for reinstatement: Lone Star (Dallas/Ft. Worth) and Twin Cities. At the February Board of Directors meeting, the reinstatement of the Lone Star Chapter was unanimously approved.

The Pro-tem Officers for the Lone Star Chapter are

- **Rex Potter** – President
- **John Deem** – Vice President
- **Lisa Schmitz** – Treasurer
- **Nathalene Armstrong** – Secretary

It is with great pleasure that SCEA is now represented in three major metropolitan areas in Texas.

Just over the border from Texas, **John McKee** is coordinating the effort to start a chapter in Oklahoma City. John has received the basic chapter startup documents and is working to identify possible chapter members.

Update Current Chapters

Our current chapters continue to grow, and there is a great spirit of collaboration among chapter leadership, both of new and established chapters. President of the Baltimore Chapter **Sonja Holzinger** has initiated a dialog with the Washington Metro, Hampton Roads,

and Mid-Atlantic Chapters to share resources and training for the certification exam.

Thank You, Volunteers

SCEA relies heavily on the volunteer efforts of local chapter members at joint conferences. Members of the St. Louis Gateway Chapter offered much-needed help at the 2009 Conference, and this year, we look forward to the support of the San Diego Chapter. **Dave Bracamonte** (San Diego Chapter President) and San Diego Chapter members will be offering their support at the 2010 ISPA/SCEA Conference by supplying manpower to assist in conference setup.

Who Wants Some Face Time?

I encourage all chapters to engage their members with chapter meetings and seminars. The Pike's Peak Chapter is looking for guest speakers for their chapter events. So, if you or anyone you know is interested in benefiting from some Colorado hospitality, please contact Pike's Peak Chapter President **Christina Brims** (christina.brimspeterson.af.mil) or the National Office.

Don't Forget our Conference in San Diego

Spring is finally here, and with the warmer weather comes anticipation of the 2010 Conference in San Diego, CA. I look forward to seeing you all there!

In addition to the reinstatement of the Lone Star Chapter, SCEA hopes to soon reinstate the Twin Cities Chapter. Oklahoma City is the site of a potential new chapter.



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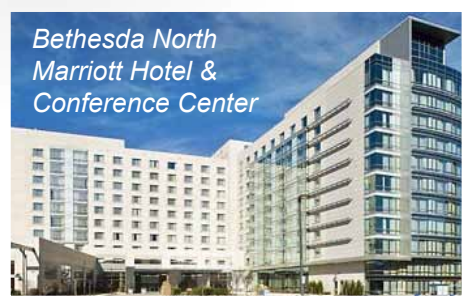
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Training Corner

By Bethia Cullis, Training Chair, bethia.cullis@tasc.com

First,

you might be wondering about the change in authorship of this column. I am **Bethia Cullis**, newly appointed Training Chair. When **Peter Braxton** moved on to the new position of Director, Body of Knowledge, I eagerly volunteered for the job. I have a long-standing interest in training. As an analyst with the newly independent TASC, Inc., since 2004, I have been an active instructor for the Society at five joint SCEA/ISPA conferences, for my company in a curriculum focused on new cost analysts, and for external organizations like the UK Ministry of Defence. I was also involved in developing training materials as part of the Cost Estimating Body of Knowledge (CEBoK™) development team.

As Training Chair, I look forward to furthering SCEA's already robust training curriculum and to bringing you news about events in National Training (like the upcoming Joint Conference Training in San Diego), local chapter training (like the recent Washington Area Chapter training), and internal company best practices (which I hope you will share with me, so I can share back with the rest of SCEA!).

Joint Conference Training

Developing the Training Workshop curriculum for the upcoming Joint ISPA/SCEA Conference has been completed. We will once again feature the successful and popular joint, three-track model for the training sessions. The three tracks are

- Fundamentals (FD), covering the basics of the cost estimating and analysis body of knowledge, including parametrics
- Practitioner (PC), with more in-depth coverage of important topics, including parametric models
- Integration (IN), with more on related topics such as EVM, Schedule, and Risk, including auditing parametrics.

There will be 13 sessions based on SCEA's CEBoK and 10 sessions based on ISPA's 4th edition of the *Parametric Estimating Handbook (PEH)*. These sessions provide ample preparation for the Certified Cost Estimator/Analyst (CCEA) and Certified Parametric Practitioner (CPP) exams, respectively. I will co-chair the training with **Peter Braxton** on behalf of SCEA, and **Sherry Stukes** will co-chair the training on behalf of ISPA. The three tracks are designed to offer training useful to new analysts and to increase the knowledge of seasoned estimators. The training sessions have been scheduled and feature a roster of experienced and interesting instructors from a wide range of organizations. We are fortunate to have many instructors returning from prior conference years and look forward to their presentations in San Diego.

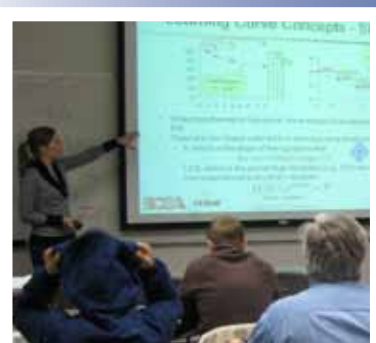
DC Metro Chapter Training

On Saturday, March 13th, the DC Metro Chapter hosted a one-day CCEA/PCEA exam review course titled "The Math You Need to Know." CEBoK-based course content focused on key math concepts: linear functions, piecewise linear functions, power functions, logarithms, exponential functions, ordinary least squares (OLS) regression, analysis of variance (ANOVA), and probability distributions, as used in six modules: Data Analysis, Inflation, Learning Curve, Contract Pricing, Probability & Statistics, and Regression. This training was followed by a Jeopardy!-style exam review. **Dick Coleman**, **Peter Braxton**, and I taught the course content, and **Eric Druker** provided the exam review. Washington Metro Chapter officers **Dave Stem** (Vice President) and **Meghan Kennedy** (Secretary) organized the offering.

Chapter/Corporate Training Stories Wanted!

Do you help lead a training program for your chapter or company? If so, tell me about it, and I'll feature your story in an upcoming Training Corner!

(Left) Bethia Cullis leads training for the DC Metro Chapter. (Middle) Eric Druker plays Cost Jeopardy! with attendees. (Right) Participants had a great time learning.



What Do You Know?

By Peter Braxton, Director, Body of Knowledge, Peter.Braxton@tasc.com



Welcome to a brand-new column in the Estimator, highlighting activities related to the cost estimating and analysis body of knowledge. Fear not, the “Training Corner” column continues under new authorship.

New Kid on the Block

Having served as SCEA’s Training Chair for more than five years, including running the training at no fewer than seven consecutive international conferences from 2004 to 2009, I felt it was time for some new blood. I am delighted that my dedicated and talented colleague **Bethia Cullis** has been appointed to replace me. If you have not had the pleasure of meeting her in person or sitting in one of her training sessions at the conference, you can get acquainted in this issue’s “Training Corner.”

What next, then, for yours truly? I am pleased to report that at the February Board meeting, President **Bill Haseltine** appointed me to the position of Director, Body of Knowledge, in which capacity I pledge to continue to improve our flagship Cost Estimating Body of Knowledge (CEBoK) product and the body of knowledge writ large it is meant to coalesce.

Who’s On First?

Given my new position, which has not heretofore existed as a formal designation within the Society, I thought it might be helpful to try to clear up some roles and responsibilities. These were presented to the Board at the February meeting. The Training Chair is focused on the quantity and quality of training opportunities available to the members of SCEA and the cost community in general. Responsibilities for the Training Chair include

- Conference training
- Liaison and outreach — both internally with SCEA members, chapters, and regions and externally with government [e.g., Defense Acquisition University (DAU)], sister societies, and international partners
- Corporate training — sharing best practices that organizations use to train their own staff
- External training — identifying opportunities and ensuring the equitable licensing of CEBoK.

The Director, Body of Knowledge, is focused on the continual improvement of CEBoK in support of the Society’s training and certification efforts and incorporating the latest findings

from research, as illustrated in the Figure 1. Responsibilities for the Director, Body of Knowledge, include

- Gathering and prioritizing proposed changes to CEBoK
- Culling new and better information from both internal “suppliers” (conference papers and journal articles) and external “suppliers” (sister societies and related disciplines)
- Supporting both internal “customers” (training and certification) and external “customers” (the broader cost community and related disciplines).

Continuous Improvement of the Body of Knowledge

Both the original Cost Programmed Review of Fundamentals (CostPROF) package and the current CEBoK™ version 1.0 represented quantum leaps over what was previously available in terms of capturing the “Platonic ideal” of the cost estimating and analysis body of knowledge, but we’re not ones to rest on our laurels. Your current licensing agreement for CEBoK — you do have one, don’t you?! — covers a free, three-years worth of maintenance upgrades, and SCEA has committed funding in its annual budget for this activity. Moreover, I’m delighted to report that the CEBoK maintenance contract is in place, and the first task order should be issued by the time you read this article. We’ll be working on getting a CEBoK feedback form online, but in the meantime, please email me with any suggestions you have for improving CEBoK. Borrowing the lingo of software engineering, I fully expect there to be corrective, adaptive, and perfective maintenance: we’ll correct any errors or bugs (a formula error in the Index tab of the Glossary file has already been fixed

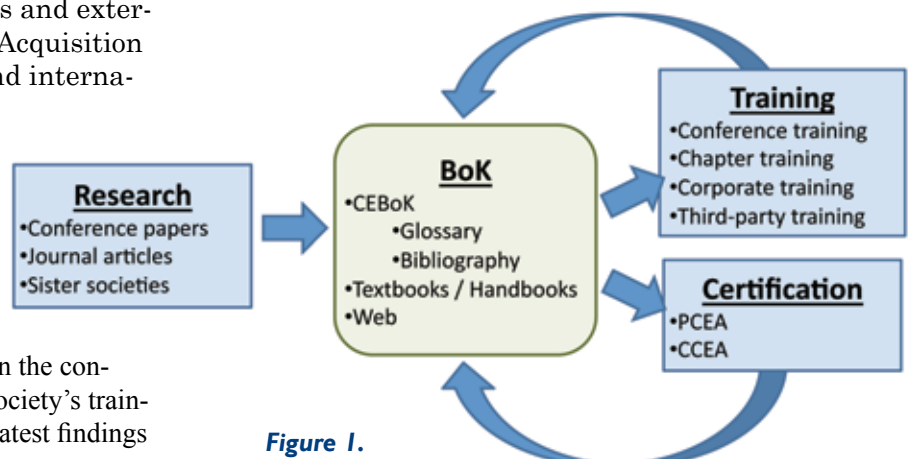


Figure 1.

and a corrected version posted for download), we'll ensure the robust functionality of CEBok (maintenance releases will retain the Office 1997-2003 format, e.g., .ppt instead of .pptx, for backwards compatibility), and we'll add new content and improve existing content. If you'd like to volunteer to serve on a CEBok Advisory Board of sorts, please contact me as well.

Keep in mind that CEBok is not just for training or CCEA exam prep; it is also a desktop reference you can use on a day-to-day basis, chock full of formulae, practical advice, and other handy information. It includes a bibliography of over one-thousand additional resources and a glossary of over three-thousand terms. If you're not part of a large cost organization, you can still get a discount quantity price on your own copy of CEBok through participation in a Chapter training program, such as that of the Washington Metro Chapter, highlighted in this issue's "Training Corner."

CEBok and Beyond

One of my chief goals is certainly to achieve the broadest possible dissemination of CEBok within the community. The more people use it, the more thoroughly it will be tested and the more ideas for improvement we'll garner. The better we can make it, the more it will be used — a positive feedback cycle! I also realize that there's only so much of the body of knowledge CEBok can encompass and that there are other mechanisms for the distribution and creation of knowledge, from

more traditional ones like textbooks and journals to electronic media such as Wikipedia, LinkedIn, and the forthcoming DAU Cost Estimating Community of Practice. I intend to explore how such tools can best serve the community, and once again, I welcome your ideas.


"The Blindmen and the Elephant"

One of the reasons I love the work I do and serving in SCEA is that both afford me the constant opportunity to learn new things. I recently re-discovered — ain't Wikipedia wonderful?! — this poem by **John Godfrey Saxe**, which versifies an old Hindu parable about religious intolerance. It is quite a propos of cost estimating as well, as in this multi-disciplinary field, we are often presented the challenges of integrating disparate views of the whole and using partial information to best discern the underlying truth.


*"It was six men of Hindustan / To learning
much inclined, / Who went to see the Elephant /
(Though all of them were blind) / That each by ob-
servation / Might satisfy the mind."*

The men who happen to touch the side, tusk, trunk, knee, ear, and tail of the elephant proclaim that an elephant is like a wall, spear, snake, tree, fan, and rope, respectively.

*"And so these men of Hindustan / Disputed loud
and long, / Each in his own opinion / Exceeding
stiff and strong, / Though each was partly in the
right / And all were in the wrong."*



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SCEA & ISPA Joint Office Operations

By Elmer Clegg, SCEA National Office



Despite our interminable Virginia winter, with snow cover that started in December and stayed into early March, spring has finally arrived and 2010 is looking better by the day for us and for SCEA.

The Society and the Cost Community both continue to grow and prosper and signs are positive for another great year.

Conferences

Plans for the 2010 ISPA/SCEA Conference and Training Workshop are coming together nicely. The two societies have found a good formula for working jointly and the program, the training, and the logistical preparations are all going smoothly. The conference leadership team of **Mike Thompson, Doug Druley, Paul Marston, Andy Prince, Peter Braxton, Bethia Cullis, and Sherry Stukes** has the schedule fixed, and it promises to be a packed and stimulating program from Tuesday morning right through Friday noon. Early registrations show a surprising component of first-time conference attendees.

San Diego is always a great venue and early conference registrations point to the largest annual conference on record. The San Diego Sheraton Hotel and Marina will provide a pleasurable setting, and rooms are booking quickly. Given the state of the economy, you should check out special offers and corporate rates offered by the hotel before booking at the conference rate. The arrangement we have with the Sheraton is that we will get credit toward our conference commitments regardless of the rate and method you use to book your room with them. You can support your Society best by booking at the Sheraton rather than searching out a value hotel in another location. Also, be aware that parking fees anywhere on Harbor Island are going to run \$26 per day, so if you are

driving to or while you are in San Diego, it would be advisable to use the airport long-term parking facilities, and take the airport shuttle to the hotel. Be sure to bring your walking shoes because the San Diego harbor front is right next to the Sheraton, and it's a prime spot for a morning or evening walk or jog. Don't forget some sunscreen to protect yourself while we enjoy lunches each day on the lawn fronting the harbor. (Don't believe a word about "June Gloom" in San Diego; the Convention Bureau has promised us great weather!)

There's a lot more in this issue about the June Conference, so read on. Our Office crew will be there to greet you and help you in any way we can. Leading up to the conference, we are always available by phone or email to answer your questions.

CEBoK™

Since the release of version 1.0 a year ago, CEBoK has enjoyed a positive reception. Many people and organizations with prior CostPROF licenses took advantage of the special upgrade offer to move to the new generation training and reference product. Chapters and companies/organizations offering internal training have incorporated the new CEBoK materials into their programs, and chapters have been offered special pricing incentives to encourage students to buy and use their personal license for the product.

To continue to enhance CEBoK content and correct shortcomings as they are identified, a follow-on maintenance contract has been concluded with TASC, Inc., to fund further development work. Agreement on the first supplement is expected this quarter, with an update release in the second half of the year.

Certification

With results of 114 beta-exams in hand, test modification leading to a final version of SCEA's two-level certification program is well underway. Current CCEA and PCEA credentials have risen to 575 and 38. **Sharon Burger** has processed over 50 applications for the April 24 scheduled exam, and we expect a large turnout of applicants for the June exam offered in conjunction with the Annual Conference and at other locations on demand. Those who took the beta version of the exam in 2009 and did not achieve a passing grade are being offered one free retake. Contact Sharon to take advantage of this offer.

In 2009 we tested a total of 239 people in 46 different locations. That took a ton of coordination and staff work and wouldn't have been possible without the support of proctors in each of the locations.

Recertification by points every five years will now be facilitated by a new web site capability. CCEA holders may now start recording qualified events online in their individual folder that will aggregate points toward recertification. The system is currently accessible on the SCEA web site in beta version and available only to members.

Another item of interest for people who currently hold the CCEA credential is that CEU credits for re-

certification will now be offered for professional paper attendance at conferences in addition to the credits for Training Workshops previously offered. To apply for CEU credits, conference attendees are required to complete CEU forms at the conference and record sessions attended.

Membership

SCEA membership growth continues at a steady pace. We recently surpassed the milestone of 2000 active members and have added 200 new members in the past year. Along with that growth have come new chapters in Baltimore, San Antonio, and Dallas/Fort Worth, bringing the total active chapter count to 19, and international membership has grown beyond 100.

Our Joint Office staff continues striving to provide excellent customer service to the memberships of both SCEA and ISPA, and we are receptive to your feedback in the interest of continuous improvement of our services. Thanks for your positive support, and our best wishes for an outstanding 2010.

Calling All Authors!

Publish your work in the *Journal of Cost Analysis and Parametrics* (JCAP)!

Benefits Include:

- Peer recognition of your professional accomplishments
- Seeing your published research cited in professional papers and studies across the industry
- Earning recertification points with ISPA/SCEA toward renewal of your professional designation
- Advancing your standing and recognition with your employer and customers

Submit your project or research paper, new or old, for possible acceptance and inclusion in JCAP. See <http://www.sceaonline.org/publications/journal.cfm> for more information and publication guidelines.

Send your submissions to:

- Stephen Book, Editor, at sbook@mcri.com
- Edward (Tony) White, Editor, at stat.associates@gmail.com

Questions?

Contact Christian Smart, Managing Editor
christian.smart@mda.mil



Booz Allen Hamilton & TASC, Inc. — SCEA's Newest Corporate Sponsors

SCEA welcomes Booz Allen Hamilton and TASC, Inc., as new Corporate Sponsors. They join The Boeing Company, Northrop Grumman Corp., Lockheed Martin Corp., and Technomics, Inc., in declaring the importance of Cost Estimating and Analysis to their corporate goals and their support of SCEA. They are committed to advancing the professional competence of their employees involved in the practice, and they agree to publicly endorse SCEA as a preferred professional society partner. In addition, they are adopting the CCEA Program as a recognized standard of competency and proficiency and are encouraging their employees to become active members and participants in SCEA at the national and chapter levels.

Booz Allen Hamilton

Booz Allen Hamilton has long been a supporter of SCEA through conferences and sponsorships and in leadership on the National Board and in local chapters. We are pleased to formalize this long-standing and mutually beneficial professional relationship. With 195 active SCEA members and more than half of them certified, Booz Allen Hamilton has the second largest number of SCEA members from a single organization and the highest number of certified members. SCEA's new certification program has benefited from Booz Allen Hamilton's support in the specification, development, and review processes, bringing us closer than ever to having a fully realized CCEA program that accurately tests practitioner competence. In signing the agreement, BAH Senior Vice President **Fred Blackburn** commended SCEA as, "being instrumental in providing legitimacy to the profession and in ensuring continued advancement of the field of cost estimating and analysis."

Northrop Grumman Corporation

Northrop Grumman Corporation's divestiture of its advisory services business in December 2009 resulted in the formation of TASC, Inc., as an independent entity. TASC provided essential support in the creation of CEBoK and its predecessor, CostPROF. TASC professionals have been leaders in the coordination of SCEA training at conferences, for SCEA chapters, and

to individual companies. SCEA was eager to recognize this work by welcoming TASC, Inc., as a new Corporate Sponsor and we look forward to future joint endeavors.

Partners Committed to Excellence

SCEA is proud to have achieved the partnerships with both Booz Allen Hamilton and TASC, Inc. To quote SCEA President, Bill Haseltine, "Both of these organizations have been key contributors to SCEA's position as the professional leader of the Cost Community through their roles in supporting our Certification Program and our Training offerings. Through their Corporate Sponsorships, they are reinforcing their commitment to continued professional growth of their staff resources."



(Top) SCEA Executive Director Elmer Clegg congratulates Booz Allen Hamilton Senior Vice President Fred Blackburn on formalizing the long standing relationship through the corporate sponsorship. (Bottom) Bill Haseltine, SCEA President, and Sidney Medford, TASC Director of Analytical Solutions, signing the TASC Agreement. Attending are TASC Associates Tom Dupre, Dick Coleman, Peter Braxton, Bethia Cullis, and TJ Caouette.





Co\$ters in Qandahar & Kabul

By David L. Peeler, Jr.

During a conversation with SCEA Executive Director Elmer Clegg regarding the deployment of cost estimators/analysts, he expressed interest in having some of our experiences¹ chronicled in the National Estimator. This conversation happened at the 2009 ISPA/SCEA Conference, just prior to my most recent Afghanistan deployment. I spent six months working with the Afghan National Army Air Corps, advising Afghans in the Qandahar Air Wing. Having returned in February, what follows is a short description of my experiences, the relating of others' roles, and an expression of what analysts add in that environment.

As many of you already know, uniformed, Air Force cost analysts routinely deploy; however, deployments aren't typically for performing core estimator/analyst functions. The Air Force Specialty Code for costers isn't distinct from that for budgeteers, accountants, or finance personnel. We all carry the same career field designator code and deploy in support of all four financial management core functions.

While deployed, we often use our analytical bent to add significant value to numerous financial and non-financial processes and decisions. In my specific case, the deployment tasking was to advise the Afghan Air Corps Qandahar Air Wing Finance Office. Paying personnel is critical to the stand-up of a new air wing.² To that end, my finance mentoring/advising responsibilities included working with their finance personnel to streamline payroll processes, teaming with personnel to provide better human resource accountability, and advising local Afghan leadership in the building an effective and sustainable Qandahar Air Wing.

In addition to being the finance mentor, I found myself in the position of Deputy Commander of the US advisory group in Qandahar.³ The

(Left to right) Col Abdul Rahim, the Qandahar Air Wing's Finance Officer, David Peeler, and Mr. Abdul Qasim, one of the Wing's few civilian employees and a retired logistics colonel.

- ¹ While this piece focuses on folks deployed to Afghanistan, many costers also deploy to Iraq in similarly varied roles.
- ² The Qandahar Air Wing was set-up as Afghanistan's second-ever air wing, Kabul being the first. The Qandahar Air Wing was formerly activated on 5 October 2009, after 18 months of preparatory work under the auspices of a small cadre of US military advisors.
- ³ Three US advisory groups are at work in Afghanistan. They exist under the US/Coalition rubric of the 438th Air Expeditionary Wing/Combined Air Power Transition Force and are at located at Kabul, Qandahar, and Shindand. The latter is scheduled to stand up the third Afghan Air Corps wing later this year.

responsibilities of this role went beyond financial management and involved communicating with senior Afghan leaders, allowing me to use both my cost estimating training and honed analytical talents. In one large project, we⁴ developed the Qandahar Air Wing's Tashkiel, the Afghan's table of allowance for both personnel and equipment. This effort assessed the wing's future manning and material requirements and necessitated a great deal of analysis, using grass-roots builds, analogies, simple parametrics, and evaluation of Afghan political realities.

After multiple iterations of medical, maintenance, flying, and support requirements, the final product consisted of 1,216 personnel authorizations and 10,020 pieces of equipment, assembled into 147 pages of English and Dari language documentation. Each Afghan wing's⁵ Tashkiel was amalgamated at the Air Corps-level and forwarded to the Afghan Ministry of Defense, where it was approved.

Coster Roles Overseas

The roles and functions of deployed costers can vary greatly. Applying their analytical talents to many varying financial tasks, costers are broadening their responsibilities to improve operational and strategic decision making within the Afghanistan Theater of Operations. In Kabul, costers improve financial analysis, working with engineers and others to ensure empirically supported and sound decisions are made.

One specific example of CER creation/employment was done by **Lt Col Michael Dahlstrom**.⁶ Personally identifying the need for applied cost expertise, he approached his boss and created a cost function to address, among other things, pricing the cost of the Afghan National Police force. Building a model to forecast retention, attrition, and recruiting (things not easy to quantify specifically), Col Dahlstrom developed an analytical method. His results not only support the budgeting process but also clarify retention, recruiting, and desertion issues confronting the Afghan National Security Forces, thus providing information to the highest strategic levels to improve the Afghan counterinsurgency.

Other costers in Afghanistan are performing duties with embedded training teams and provisional reconstruction teams, or they are working in advisory functions and various command/task force budget and finance roles. Interestingly, of the seven graduates from last year's Air Force Institute of Technology cost program, four are currently deployed. They join many less-than-recent graduates — all applying their analytical aptitude and abilities to improve the quality of information, its interpretation, and ultimately enhance critical decisions within the battlespace.

Deployed Air Force costers are defining and enhancing our roles and functions, relating their analyses in meaningful ways to positively affect leadership decisions. I hope you will join me in offering sincere thanks to those costers who are currently involved in the operational- and strategic-level efforts to stabilize Afghanistan and make it sufficiently self-governing; they are progressing noticeably.

⁴ After a little time in this mission, "we" became inclusive of both Afghan, coalition, and US personnel, working together toward safer and more effective Afghan Air Corps sorties.

⁵ Three large Taskiels for the locations at Kabul, Qandahar, and Shindand were prepared, as were additional smaller ones for multiple air corps detachment locations throughout Afghanistan.

⁶ **Lt Col Michael P. Dahlstrom** worked for HQ Combined Security Transition Command- / NATO Training Mission-Afghanistan.



(Top) David Peeler in front of Afghan Wing's Mi-17. (Middle) Lt Shawn Spooner, USN; Col Baryali, ANP; Lt Col Mike Dahlstrom; Mr. Rohani, LN at Ministry of Interior Finance & Budget. (Bottom) ANP Finance Officers at Afghan Border Police HQ.

2010 Joint Annual Conference & Training Workshop



The 2010 Joint Conference and Training Workshop will be an opportunity for learning and networking that you won't want to miss! We'll be at the Sheraton San Diego Hotel & Marina in San Diego, CA. The Sheraton is situated on beautiful Harbor Island, a location that offers spectacular views of San Diego Bay and easy access to area attractions like Mission Beach, the San Diego Zoo, the Gaslamp District, Old Town, Temecula Wineries, and four world-class theme parks (including Sea World and Legoland), which are all within driving distance. The hotel features 120,000 square feet of meeting space, biking and jogging paths, a spa and fitness center, tennis courts, sailboat rentals, and two pools. Conveniently located adjacent to the San Diego International Airport, but with a peaceful resort-style atmosphere, the hotel will be the perfect Conference location. This Conference will feature comprehensive training, professional papers, vendor presentations, and many other chances to learn and network with colleagues and experts. Keynote speeches by leaders in the field and a panel discussion with industry principals will provide insight into the future of the profession.



Professional Development Opportunities



Come join cost community experts from government, industry, and academia to share ideas while attending stimulating keynote speeches and panel discussions. Training, designed to appeal to all experience levels and based off of the Cost Estimating Body of Knowledge (CEBoK™) and the *Parametric Estimating Handbook*, will help attendees stay abreast of the latest techniques in their field and prepare for the CCEA or CPP exams (to be held June 12th — register separately). And for the first time, CEU credits will be given not only for training but also for certain professional presentations.

The Conference will feature intriguing keynote speakers like **Dave Burgess, Director NAVAIR 4.2**, whose presentation will be "The Integration of Cost Estimating in Program Management at NAVAIR," and **Stan Soloway, CEO of Professional Services Council**, who will be speaking about the acquisition legislative environment. We'll also have a panel discussion, "The Widening Role of Cost Estimating in Program Execution and Contracts, an Industry Mini-Panel," featuring **Kathy Hedges, Senior Vice President and Director for Program Execution at SAIC**, and **Susan Coté, Vice President, Corporate Contracts, Pricing & Supply Chain, Northrop Grumman Corporation**.



Training will be offered for everyone from the novice to the seasoned professional. We'll kick off the Conference on Tuesday, June 8th, with Training Tracks at the Fundamentals, Practitioner, and Integration levels, which will cover proven techniques in Cost Estimation/Analysis, Earned Value Management, and Parametrics. Each subject area will be covered in detailed 90-minute sessions and attendees can move freely from session to session and among the tracks. We will also have Exhibitor Sessions where vendors will be discussing the latest tools and techniques in the industry. On Tuesday evening, we'll welcome everyone with an Attendee Reception where attendees can network and visit the exhibitors while enjoying hearty hors d'oeuvres.

On Wednesday morning the Conference will open with a General Session and keynote speaker. Following the General Session, the training tracks will con-



tinue and the professional papers will begin. Papers will be organized into eight tracks:

- **Estimating**
- **EVM/Schedules**
- **Life-Cycle Cost**
- **Management**
- **Methods**
- **Models**
- **Risk**
- **Software/IT**

CCEA review study sessions will begin on Wednesday, during which attendees can work through problems together to prepare for the CCEA exam.

Training and professional papers continue on Thursday. Informational Sessions featuring speakers from Boeing and National Contract Management Association (NCMA) will also be presented. In the evening, a reception and awards banquet will be held off-site at the San Diego Air and Space Museum, where attendees will be able to meet some of the keynote speakers. Shuttle transportation will be provided for registered attendees.

Training and professional presentations will continue on Friday, with the Conference coming to a close at noon. On Saturday, SCEA's CCEA and ISPA's CPP exams will be offered (register separately).

Tools of the Trade

Attendees will have the opportunity to visit vendors on the exhibit floor to network and learn about the latest developments in the industry. Exhibitors will include (but are not limited to) ACEIT, Boeing, Booz Allen Hamilton, Dekker, Eco-Sys, KSJ, MCR, PRICE Systems, ProPricer, Quantech Services, SEER by Galorath, TASC, Technomics, and Wyle. In addition to visiting the exhibit booths, attendees can learn about new tools and software by attending the Exhibitor Sessions, held Tuesday, June 8th. For more information about exhibits, sponsorships, and Exhibitor Session speaking opportunities, please contact Erin Whittaker at erin@sceaonline.org.

The Ideal Conference Location

San Diego will be the perfect conference location, with the world-class meeting and room accommodations of our hotel, to the many options for after-hours fun. The Sheraton San Diego Hotel & Marina is located on Harbor Island, with convenient access to the San Diego International Airport (which offers free shuttle service to the hotel). The hotel features 73 meeting rooms, four restaurants, tennis courts, a spa, jogging trails, and a "connection destination," the Link@Sheraton, where attendees can get wireless internet access. In their downtime, attendees can visit the sunny beaches of La Jolla or Point Loma, or try a round of golf at one of the many famous clubs in the area. Balboa Park offers culture and history with 15 museums and the San Diego Zoo, and downtown San Diego has restaurants and nightlife options that are sure to impress! Whatever you're interested in, you're sure to find it here.

Register Today!

Register for the Conference at <http://www.sceaonline.org/events/conference/2010splash.cfm> (click on "Conference Registration"). Credit cards are accepted and encouraged. Registration fees are \$895 for SCEA/ISPA members and government/military employees, \$975 for non-members, and \$825 per person for groups of five or more (group members must be part of the same organization). Members of groups can register separately, but a company representative must contact the SCEA & ISPA Joint Office at 703.938.5090 to establish the group in advance.

Tentative Conference Schedule

On-site Registration

Monday..... June 7 2:00 PM - 6:00 PM
 Tues. - Thurs.... June 8-10 7:00 AM - 5:00 PM
 Friday June 11 7:00 AM - 12:00 PM

Exhibits Schedule

Tuesday June 8 5:00 PM - 8:00 PM
 Wed. - Thurs. ... June 9-10 ... 7:00 AM - 5:00 PM
 Friday June 11 7:00 AM - 12:00 PM

Conference Events Schedule

Technical Program Sessions

Tuesday June 8 8:45 AM - 5:00 PM
(Training & Exhibitor Sessions)
 Wednesday June 9 8:15 AM - 5:30 PM
(Keynote, Panel, Training, & Professional Papers)
 Thursday..... June 10 8:30 AM - 5:00 PM
(Keynote Speaker, Training, & Professional Papers)
 Friday June 11 8:30 AM - 12:00 PM
(Training & Professional Papers)

Welcome Reception

Tuesday June 8 5:45 PM - 7:30 PM

Continental Breakfast

Tues.-Fri. June 8-11 7:30 AM - 8:30 AM

Lunch

Tuesday.. June 8 12:15 PM - 1:30 PM
 Wednesday June 9..... 11:30 AM - 12:30 PM
 Thursday..... June 10 12:00 PM - 1:30 PM

Off-site Reception and Awards Banquet

Thursday..... June 10 6:00 PM - 9:00 PM

* SHUTTLE TO AIR AND SPACE MUSEUM LEAVES AT 5:30 & 6:00

Testing — SCEA CCEA Exam & ISPA CPP Exam

Saturday June 12 7:30 AM - 1:00 PM

Keynote Speakers



Dave Burgess

Director NAVAIR 4.2

Mr. Burgess was selected to the Senior Executive Service in 2001 as Director of the Naval Air Systems Command (NAVAIR) Cost Department, serving as NAVAIR's principal spokesman and technical advisor for naval aviation cost analysis, cost estimating, and Earned Value Management. He leads a national competency comprised of four major sites and over 300 personnel.

In 1997, he was appointed NAVAIR's Deputy Director of Corporate Business where he advised NAVAIR senior leadership in balancing naval aviation resources to meet customer/Fleet requirements and helped develop strategies that ensured efficient naval aviation operations. In 1995, he was appointed NAVAIR's Cost Department Deputy Director. Just prior, he served as Cost Department Site Manager for the Naval Air Warfare Center Aircraft Division, where he established naval aviation cost estimating capabilities within a Navy Working Capital Fund environment. In 1992, Mr. Burgess was appointed Division Director for Advanced Concepts and Enterprise Activities where he developed life-cycle cost estimates for such aircraft as the F-117N, S-3AEW, AFX (now F-35), and MLR (now CH-53K). He also coordinated a program-by-program review of all cost estimates as part of the Navy's "bottoms up" review. In 1989, Mr. Burgess was selected by the Assistant Secretary of the Navy for Ship Building and Logistics to lead a team of senior cost analysts in conducting an independent cost assessment of the V-22 Osprey (resulting in a \$400 million reduction in estimated production tooling and test equipment cost). In 1984, he directed cost analytical support for over seven major weapon systems including HARM, ASPJ, SLAT and Phoenix. While serving in this capacity, he gained the additional responsibility of Lead Cost Analyst for Advanced Missile Weapon Systems. He has been awarded the Navy's Meritorious Service Medal, the Navy's Superior Civilian Service Medal, and the Presidential Rank Award for Meritorious Senior Professionals.



Stan Z. Soloway

President and CEO, Professional Services Council

Stan Z. Soloway is President and CEO of the Professional Services Council, the principal national trade association of the government professional and technical services industry (known for its leadership on the full range of government acquisition/procurement, outsourcing, and privatization issues). In addition to serving as President of PSC, Soloway was confirmed by the Senate in June 2007 as a member of the bipartisan Board of Directors of the Corporation for

National and Community Service. He was also a member of the congressionally mandated, national panel on the future of government outsourcing chaired by the U.S. Comptroller General. Soloway is a Principal of the Partnership for Public Service, where he also serves as a charter member of the "Senior Advisors to Government Executives" program and as a mentor to mid-career civil servants in the Excellence in Government Fellows Program. He is a member of the NCMA Board of Advisors, and received the Federal 100 Award in 2005. Prior to joining PSC, he served as the deputy undersecretary of defense (acquisition reform) and concurrently as director of Secretary of Defense William Cohen's Defense Reform Initiative. As deputy undersecretary, he was the department's senior official responsible for the development and implementation of reforms to DoD's acquisition processes and policies. As director, DRI, he led department-wide re-engineering and reform initiatives in areas like privatization and outsourcing, electronic commerce, financial management reform, and logistics transformation. He has received the Secretary of Defense Medal for Outstanding Public Service and the Secretary of Defense Medal for Distinguished Public Service.



Reserve your Exhibit Booth today!

Don't miss this chance to target a specialized audience. There are still exhibit booths available, but space is filling up quickly. Why not increase your impact by sponsoring a breakfast or refreshment break as well? Contact Erin Whittaker at erin@sceaonline.org to discuss booth space and sponsorship availability.

Panel and Program Content

The Widening Role of Cost Estimating in Program Execution and Contracts An Industry Mini-Panel



Susan L. Coté

Vice President, Corporate Contracts, Pricing and Supply Chain, Northrop Grumman Corporation

Susan L. Coté is VP of corporate contracts, pricing and supply chain at Northrop Grumman. In this role, she's responsible for corporate business management functions including contracts, pricing, supply chain and government financial relations. She is also responsible for maintaining an effective risk review process, providing corporate-wide policy, direction, training and oversight of contracts and pricing matters and ensuring that all Northrop Grumman sectors meet acceptable performance standards in these areas. She serves as the principle interface with the Defense Corporate Executive regarding all governmental accounting, contract and pricing matters, government procurement policy and oversight. She also leads the corporate government financial relations function. She develops and implements company-wide supply chain strategies and key processes. She is also responsible for enterprise socioeconomic business planning, strategy and compliance relative to our supply chain. She chairs the Supply Chain Leadership Council, which serves as the principal governance body for the supply chain function. Previously, she was VP of corporate contracts and pricing. Prior to that appointment, she was sector VP of contracts, pricing and programs business management at the Space Technology sector. She has worked on NASA, U.S. Air Force, commercial and classified programs. She serves on the NCMA board of advisors, and the Coté is on the Defense Acquisition University board of visitors.



Kathleen A. Hedges

SAIC Senior Vice President and Director, Program Execution Office

Hedges is a program management and controls expert, with over 30 years of experience in a wide range of areas including nuclear weapons targeting, alternative energy systems, information technology, aerospace, proton accelerator medical treatment, range systems, and transportation. She now serves as the Director of the SAIC Corporate Program Execution Office and is focused on facilitating a cooperative, interdisciplinary, and disciplined approach to program execution across SAIC. She leads policy and community of practice for the disciplines of program management, project controls, systems engineering, quality management, and process improvement. Previously, as Corporate Director of Project Management and Controls, Hedges worked to develop and maintain the project management and control community, providing visionary leadership resulting in SAIC's Earned Value Management System credentials, developing SOx implementation procedures, promoting involvement in the Project Management Institute and other professional organizations, and providing leadership to industry and community organizations. Hedges is also active in professional and educational organizations such as the Project Management Institute, Rady School of Management at University of California, San Diego, and University of California, San Diego Athena. She has been featured as one of the "Influential Women in Project Management" in PM Network®, and has received the YMCA Tribute to Women in Industry Award.

Program Content

This year's Conference features some new and exciting program content. In addition to the Paper Tracks (Estimating, EVM/Schedules, Life-Cycle Cost, Management, Methods, Models, Risk, and Software/IT), the schedule will feature Exhibitor Sessions where some vendors will present the latest tools and software. We will also be holding Informational Sessions with presentations by the National Contract Management Association (NCMA), as well as other leading organizations in the industry.

Like last year, CCEA Exam Review Study Sessions will be available for attendees and test takers who want to brush up on their skills and work through problems together, in order to prepare for the CCEA exam to be given on Saturday, June 12th. Three sessions will be held, all in an informal study group format.

Reservations and Additional Options



San Diego is known for 70 miles of sandy, tranquil beaches and a comfortable, temperate climate. After a day of learning, why not hop on the trolley or rent a car and head downtown, or to Balboa Park to visit the museums, art galleries, gardens, and the San Diego Zoo? Spend your evenings shopping and dining in Old Town or the Gaslamp District, or play a few holes at world-famous golf courses like Torrey Pines. Whatever your interests may be — hiking in the Anza Borrego Desert State Park, visiting the wineries of Temecula, or sailing in the San Diego Bay — you'll find it all in and around San Diego.

Air and Space Museum Banquet

On Thursday, June 10th, we'll have a Reception and Awards Banquet off-site, at the famous San Diego Air and Space Museum. Shuttle busses will be provided to and from the hotel (the first shuttle will leave the hotel at 5:30 PM). The event will start with a reception in the rotunda, where attendees can network with colleagues and some of the keynote speakers while viewing the museum exhibits. Attendees will then move into the Pavilion of Flight where dinner will be served and they will dine among fountains, lush greenery, and aircraft like a MiG-17, F-4 Phantom, and a beautifully-restored vintage Ford Trimotor. This will be a truly memorable event, and all registered attendees are encouraged to go. The cost for the banquet and transportation is included in registration (and guest registration) fees.



Guest Registration

Plan on bringing a guest with you to this year's Conference? They will have plenty to do in San Diego while you attend training and presentations. If you would like your guest to have access to the breakfasts, breaks, Attendee Reception and off-site Banquet, you can register your guest for a fee of \$200 (guest option available when you register online. If you've already registered but would like to add a guest, you can contact Erin Whittaker at erin@sceaonline.org). The guest registration does not include lunches, but they can be purchased separately by contacting Erin Whittaker at erin@sceaonline.org. There won't be a formal guest program, but guests will be able to discuss area attractions and activities with the hotel concierge and local tourism representatives during the continental breakfast.

Hotel Reservations

With over 1,000 recently renovated guest rooms with private balconies, and amenities like two swimming pools, four restaurants, a spa and fitness center, and bike and sailboat rentals, space at the Sheraton San Diego Hotel & Marina is sure to fill up fast. Book your room today to guarantee access to these luxurious hotel accommodations.

Book early! Hotel rooms are provided at a discounted rate of **\$199** per night, plus tax. To make reservations, go to <http://www.sceaonline.org/events/conference/2010splash.cfm> and click on "General Information." The conference rate is available until May 17th, or until the room block sells out. A limited number of rooms will be available at the government rate of \$147 per night to government employees and active military members. Government ID or travel orders must be shown at check-in to receive this rate.



Registration Form

REGISTRATION FEE

\$895 for SCEA or ISPA members, military, and govt. \$975 for all other attendees.

GROUP DISCOUNTS

For 5+ attendees from the same organization, the registration fee is \$825 per attendee.

WHAT'S INCLUDED?

Registration includes breakfasts, morning and afternoon coffee breaks, lunches, Tuesday's reception, Thursday's Banquet at the Air and Space Museum, and the conference program. All attendees get a CD that includes all training materials.

GUEST REGISTRATION

Guest registration includes breakfasts, breaks, Tuesday's reception, and Thursday's off-site Banquet = \$200 additional cost per guest.

CANCELLATION

Before **June 1, 2010** = Full refund. After June 1, 2010 = NO refund. Substitutions are accepted at anytime. To cancel call: 703.938.5090

PAYMENT BY CHECK

Mail completed registration form to:
ISPA-SCEA
Conference 2010
527 Maple Avenue East
Suite 301
Vienna, VA 22180
FAX: 703.938.5091

ATTIRE:

Conference attire is business casual.

Date _____

PERSONAL INFORMATION

Last _____ First _____ Middle _____
(Mr. Mrs. Ms, Dr.)

Name to appear on your badge _____

Company _____

Address _____

City _____ State _____ ZIP _____

Email _____ Phone _____ Fax _____

I am an active member of: ☐ SCEA ☐ ISPA

My institution is a branch of: ☐ US Military ☐ US Government

CONFERENCE OPTIONS

☐ I plan to bring _____ guest(s) (\$200 per guest)

PAYMENT

Registration fee: _____

Guest fees: _____ + _____

TOTAL AMOUNT DUE: _____

PAYMENT METHOD

☐ CORPORATE PURCHASE ORDER

☐ CHECK (payable to: ISPA-SCEA Conference 2010)

☐ CREDIT CARD: ☐ AMEX ☐ VISA ☐ MASTERCARD

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CARD NUMBER

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Exp. date

Signature _____

RESERVE YOUR HOTEL ROOM NOW!

For online reservations, go to www.sceaonline.org/events/conference/2010splash.cfm and click on "General Information".

The ISPA/SCEA Conference rate of \$199 per night is only available for a contracted room block. Rate availability expires when daily block sells out.

Conference Papers



The Call for Papers was met with an overwhelming response of excellent submissions for the 2010 ISPA /SCEA Professional Development and Training Workshop. In fact, we accepted an all-time high of over 90 papers. The papers cover topics in cost estimating, earned value, software, and tools applicable to Department of Defense, Department of Energy, NASA, space systems, construction, and IT systems. Conference Program Co-Chairs **Paul Marston** (SCEA) and **Andy Prince** (ISPA) have put together an outstanding selection of papers from recognized authors in the following tracks:

- Estimating
- Management
- Risk
- EVM / Scheduling
- Methods
- Software/IT
- Life Cycle Cost
- Models

Each track includes many interesting papers with noted authors.

- Estimating — 10 papers, presenters include **Mel Broder**, **David Hull**, and **Wilson Rosa**
- EVM / Scheduling — 8 papers, presenters include **Richard Coleman** and **Simon Dekker**
- Life-Cycle Cost — 6 papers, presenters include **Francisco Rojo** and **Chad Sibert**
- Management — 12 papers, presenters include **Hervé Jourmier**, **Dan Galorath**, and **John Teal**
- Methods — 13 papers, presenters include **Dan Feldman**, **Shu-Ping Hu**, and **Bob Nelson**
- Models — 10 papers, presenters include **Dale Masel**, **Karen Mourikas**, and **Wes Tate**
- Risk — 14 papers, presenters include **Christian Smart**, **Eric Druker**, and **Jairus Hihn**
- Software and IT — 11 papers, presenter include **Jennifer Leotta**, **Arlene Minkiewicz**, and **Ann Repczynski**

At any time, you can submit a paper for *The Journal of Cost Analysis and Parametrics*, providing the submission meets the requirements of *The Journal*. This year's authors of the Best Papers will be invited to submit their paper to *The Journal*.

With the wide selection of presentations for the workshop and training, and the newly formatted Certification Exam, this year's program promises to be one of the most exciting National Workshops ever!

Estimating Track	Presenter
Review of Three Small-Satellite Cost Models	Melvin Broder
Determining the Cost of the Certification and Accreditation Process Using Expert Opinion and Monte Carlo Simulation	Amanda Flynn
Developing Far-Term Portfolio Cost Estimates for a System of Systems	Kevin Foley
Lessons Learned from New Subsystem Development in Manned Space	Robert Georgi
Applying the Army Fully Burdened Cost of Fuel Methodology to Analyses of Alternatives	David Hull
Estimating Issues Associated with Agile Development	Bob Hunt
Cost Benefit Analysis For Prognostics	Jerry Le May
ICEs for Defense Personal Property Systems	Neslie Morrison
Improving ERP Cost Estimation in the DoD: Practical Metrics for Estimating ERP Acquisitions	Wilson Rosa
Cost Factors Contributing to the Choice of Aerospace Advanced Materials	Paul Shields

EVM/Scheduling Track	Presenter
A Case Study in EAC Growth	Richard Coleman
Programs and the Future of Project Management	Simon Dekker
Integrated Master Planning Formulation-PMAG Approach	Nancy Droz
Control Account Manager (CAM) Notebook Evaluation	Eddie Hall

Conference Papers

Integrated Critical Scheduling	Donna Pucciarello
Ship Construction Estimates at Completion: A New Approach Using the Weibull Function	Shawn Rudolph
Technical Content and Risk-Based IBR	Nhung Tran
How to Manage a Program Effectively: Parametric Estimating and EVM	Dale Shermon

Life-Cycle Cost	Presenter
Use of Life Cycle Cost Estimates in OMB-300 Budget Reporting	David Brown
Life Cycle Cost Estimation of System of Systems	Kishore Gagrani
Developing an Efficient and Repeatable Life Cycle Cost Estimation Process Within an IPT Framework by Leveraging Parametric Tools and Constant Client Communication	Zachary Jasnoff
A Cost Estimating Framework for Materials Obsolescence in Product-Service Systems	Francisco Romero
Estimating Life-cycle Cost of West Virginia Fiber Reinforced Polymer (FRP) Bridge Decks	Sidharta Sahirman
Developing a Milestone-A Analysis of Alternatives Cost Estimate	Chadd Sibert

Management	Presenter
Basis of Estimate (BOE) Evaluation	Imran Ahmed
Federal Budget Process: A Quick Primer	Michael Brozyna
The 1989 NASA Space Exploration Initiative Cost Risk Estimate and Related Issues	Edwin Dean
Service Cost Estimation with Uncertainty Using Agent Based Simulation	John Erkoyuncu
Dan Galorath on Estimating	Dan Galorath
Who Moved My Milestone? Cost and Risk Implications of Selected Changes in the New DOD5000 Defense Acquisition Framework	Peter Hantos
Innovative Procurement Approach for Satellite Constellations on Institutional Market	Hervé Joumier
Change Management Data Collection Tool: Findings and Lessons Learned	Laura Lucas
Transforming Estimating and Pricing Organizations to Attract and Leverage the Strengths of the New Workforce	Stanton Smith
Business Modeling: Cost Analysis in The Operations Environment	John Teal
Competition in DoD Systems Acquisition: Past Lessons and Future Considerations	Brian Torgersen
Collaborative Government and Industry Partnership in Integrated Program Management	David Wang

Models	Presenter
Time-Phasing Cost Estimates in MS Excel Models	William Black
Developing Reliable Planning Level Cost Estimates-GDOT's Innovative Process	Jeff Carroll
Logistics Requirements Funding Summary Cost Estimating Tool Suite-A Quick Cost Estimator for Logisticians	Charles Gu
Cost Benefit Optimisation to Achieve Affordable Force Structures	Zachary Jasnoff
Standardizing Space Systems O&M Cost Estimating	Robert Koury
Adapting Bottoms-up Cost Estimating Relationships to New Systems	Dale Masel
Simulation-based Experimentation: How to Scope and Estimate Development Projects	Karen Mourikas
Advancing the Art of Technology Cost Estimating-a Collaboration between NASA and Boeing	Mark Schankman
Using the Joint Integrated Analysis Tool (JIAT)	Daniel Schwartz
ESC Acquisition Support Factors and CERs ("Kanter's Factors"): Past, Present and Future	Wesley Tate

Conference Papers

Methods	Presenter
Return on Investment Metrics: An Army Perspective	Noel Bishop
Detecting Anomalous Cost Data in an Integrated Data Warehouse	Lawrence Brown
New Research in GERM Significance Testing	Kevin Cincotta
Neural Network Cost Estimating Relationships	Edwin Dean
Testing for the Significance of Cost Drivers Using Bootstrap Sampling	Daniel Feldman
Improving CER Building, Getting Rid of the R ² Tyranny	Pierre Foussier
The Business Case for Bootstrapping: When you're stuck with incomplete data, here's how you make it work!	Brett Gelso
Simple Mean, Weighted Mean, or Geometric Mean?	Shu-Ping Hu
Study on Developing CERs with Insufficient Data in Korean R&D Environment	Sung Jin Kang
Using Fourier Analysis in Evaluating Program Office Estimates	Angela Lemke
Developing a Government Cost Estimate Under Constraints	Robert Nelson
Contract Negotiation in a Multi-objective Scenario Using the Concept of Dynamic Shared Negotiation-Space and Soft vs. Hard Affordability Limits	Anil Ray

Risk	Presenter
Capturing Risk Interdependencies: The CONVOI Method	Blake Boswell
Understanding Risk in the Budgeting Process from a Portfolio Point of View	Ryan Boulais
JCL in a Nutshell: Exploring the Math of Joint Cost & Schedule Risk Analysis through Illustrative Examples	Eric Druker
Budget-constrained Joint Confidence Level Approach	Peter Frederic
Modeling of Inflation Uncertainty in Cost-Risk Analysis	James Glenn
Risk Identification and Visualization in a Concurrent Engineering Team Environment	Jairus Hihn
Risk Based Integrated Program Management	Mun Kwon
Probability Bounds Analysis for S-curves	Christopher Mehl
The Importance of Schedule Analysis and a Schedule Risk Assessment (SRA) in Formulating a Joint Confidence Level (JCL) Assessment	James Quilliam
Here, There Be Dragons: Considering the Right Tail in Risk Management	Christian Smart
Build Your Own Distribution Finder	Alfred Smith
Risk-based Return on Sales (ROS) for Complex Contract Negotiations	Peter Braxton
AFCAA Cost Risk and Uncertainty Analysis Metrics Manual	Wilson Rosa
More Trouble with Estimating at the 80 th Percentile	Tim Anderson

Software/IT	Presenter
Software Cost Estimating Relationships	Jennifer Leotta
Costs of Achieving Software Technology Readiness	Arlene Minkiewicz
Estimating SOA, as Easy as 1, 2, 3	Arlene Minkiewicz
Introduction to Function Point Analysis	Tucker Moore
Improving Software Cost Estimates Using the Univariate Model	Brian Opaska
Comparative Analysis of Software Maintenance Modeling in the COCOMO II, SEER, SLIM and True S Cost Models	Donald Reifer
Software Maintenance: Debunking the Myths	Donald Reifer
The Economics of Cloud Computing — Addressing the Benefits of Infrastructure in the Cloud	Ann Repczynski
Moving Desktops to the Cloud: The Costs and Benefits of Virtual Desktop Infrastructure Solutions	Ryan Timm
Software Schedule Estimating Linked to Cost Estimates	Sarah Springer
Server Virtualization and Government Organizations	Jennifer Woolley

Call for SCEA Annual Awards Nominations



It's that time of year again! Nominations for the 2010 SCEA National Awards are now being accepted. Take this time to recognize the hard work and dedication of your peers in one of the following award categories:

- Management
- Technical Achievement
- Education
- Service to the Society
- Lifetime Achievement.

The awards will be presented at the Annual Awards Ceremony, held during the 2010 ISPA/SCEA Joint Annual Conference & Training Workshop in San Diego, CA, from June 8 to 11, 2010.

Completed nomination forms and supporting documentation should be emailed to the SCEA & ISPA Joint Office at scea@sceaonline.org by mid-April.

For more detailed information about the nomination process, please go to <http://www.sceaonline.org/awards/nominations.cfm> and/or contact Debra Lehman, 2010 SCEA National Awards Chairperson at dlehman@mcricri.com or 703.740.2238.

A Few Annual Awards Moments from 2009



(Top left) Cost Estimator of the Year Award for Contributions in the Field of Management — Jeffrey Moore. (Right top) Cost Estimator of the Year Award for Technical Achievement — Eric R. Druker (Bottom) 2009 SCEA Lifetime Achievement Award — Daniel D. Galorath.





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Baltimore Chapter News

By Sonja Holzinger, Chapter President

After getting through the hype of reactivating old Baltimore chapter, we slowly got into the flow of things. Last fall we had two events: SCEA Chaptering Chair **Mike Thompson** and SCEA Director of Certification **Peter Andrejev** had given us a great presentation on “What Is SCEA and What Can SCEA Do for You” in October 2009, and then we had **Ms. Karen Hamstra**, BAH present “The role of EVM and Estimation in the Baseline Planning of a Program” in December 2009. Spring is just around the corner and with renewed energy we are already making plans for the future events.

Training

At the moment, Baltimore Chapter is in the midst of preparing for its first training opportunity. We picked data analysis and regression as the focus of the training since these are not just highly testable topics for SCEA certification, but also core cost estimating skills important for any cost analyst. Our instructors bring almost 20 years of cost estimating experience and this training is a great opportunity for anyone taking or planning to take the CCEA exam, as well as for anyone trying to improve and diversify his/her skills.

Membership

The SCEA Baltimore Chapter has gone long way since its inception last June. We have now 37 members and hopefully the growing trend will continue. With every member who joins, the Baltimore Chapter gets stronger. The stronger the chapter gets, the more opportunities there will be for our members. Those opportunities include low cost or no cost training, access to training material at a great discount, making new contacts, networking, etc. In the competitive field of federal contracting, we would like to provide our members with tools, knowledge and skills that are currently available in the field of cost analysis.



(Left) SCEA Director of Certification Peter Andrejev, Chapter President Sonja Holzinger, and SCEA Chaptering Chair Mike Thompson.

(Below) Together with SCEA Director of Certification Peter Andrejev, SCEA Chaptering Chair Mike Thompson (standing) discusses “What Is SCEA and What Can SCEA Do for You?”



(Above) In a joint presentation with SCEA Chaptering Chair Mike Thompson, SCEA Director of Certification Peter Andrejev presents “What Is SCEA and What Can SCEA Do for You?”

Dayton Chapter News

President's Message

By Tom O'Hara

It is a great honor and privilege to be able to serve as your Dayton SCEA chapter president for the 2009–2010 term. I thank **Dr. Ross Jackson** for his leadership over the past year, as I learned a great deal from Ross while working as his Vice President. In addition, I'd like to offer my appreciation for **Mr. Ed Weeks's** service the prior year. They have been a tremendous inspiration to all of us.

Please join me in welcoming **Mr. Bryan Daly**, our newly elected Vice President, who has already contributed to leadership in the Dayton area.

I would like to make this year a Challenge Year by challenging you to set a major goal for yourself or your organization. The challenge of preparing for and passing the SCEA Certification Exam, the challenge of serving on a source selection, the challenge of developing an innovative cost estimating methodology, learning a new skill set such as uncertainty analysis, developing a research presentation to share with all cost analysts at the SCEA Conference, etc. The point of this is to set your goal and then work to meet your goal. Each of these will vary by where you are in your career and where you see yourself in the future.

With the increase in the cost estimating professional population here in the Dayton area and across the nation, I see SCEA accepting a great burden on its shoulders advancing cost estimating skills. The goal is to provide information that our new folks can use in the field and provide a structure for them for the recognition they deserve through chapter and national awards and professional recognition through the certification program. It seems that perennially, the cost estimating community is changing, whether it's an increase or a decrease in the number of people available to develop cost estimates, the number of on-going local programs or changes in the government career field and for those of us that are NSPS employees, a change in the personnel management system as well.

We are an adaptive group that are in high demand and our continuous struggle is translating quantitative answers into something the lay person can understand. This society is sustained and thrives on our individual and collective participation. However you decide to express your engagement, I hope that you find it to be both personally rewarding and beneficial to our organization.

I fully concur with Dr. Jackson's encouragement to stay engaged with cost estimating improvement and

it's establishment as a professional organization. One special and enduring way to be engaged in SCEA is to produce articles and presentations. Please contact **Ms. Amy Knecht** at Amy.Knecht@wpafb.af.mil with any of your contributions or ideas.

As Dayton Chapter President, I will make every attempt to actively listen to the diverse voices within our society. I would very much like to hear from you. If you have ideas for presentations, articles, social activities, or any other suggestion on how we can make our SCEA chapter better, please let me know. Please email me directly at thomas.ohara@wpafb.af.mil. I will work closely with the local SCEA Board Members to address your suggestions and concerns. All the best in your estimating, and here's to a great year!

Annual Dayton Area SCEA Social

By Donna Gravely

On Thursday, October 8, 2009, the Greater Dayton Area Chapter held its annual membership drive and social at the Fox and Hound in Beavercreek. **Elmer Clegg** of the National Office was kind enough to send us a package of SCEA materials to put on display. Members and potential members had the opportunity to look at SCEA publications including the *National Estimator* and the *SCEA Journal*, as well as some pamphlets about the SCEA organization and the new certification requirements and training material. More importantly, we had the time to just sit and relax, enjoy some refreshments, and catch up with all we've been doing over the past year.

SCEA/ASMC Golf Outing

By James Otte

The SCEA/ASMC golf outing was played at the Twin Base Golf Course on July 31, 2009. The outing was attended by 133 golfers. A great time was had by all. The following were the award winners at the outing.

Award Winner	Hole #	Type of Award	Prize
Mike Seibel	9	Men's longest putt	\$25 gift certificate
Melissa Lednard	10	Women's longest putt	\$25 gift certificate
Brian Fields	8	Men's closest to pin	\$25 gift certificate
Pat Kessel	14	Women's closest to pin	\$25 gift certificate
Dallas Strawsburg	11	Men's longest drive	1 dozen golf balls
Alicia Kessel	3	Women's longest drive	1 dozen golf balls
Deanna Golem-Imlay		Team High Gross	\$25 gift certificate

Kim Sanner		Team High Gross	\$25 gift certificate
Tom Woltman		Team High Gross	\$25 gift certificate
Rich Franks		Team High Gross	\$25 gift certificate
Rick Goldberg		Team Low Gross	\$30 gift certificate
Josh Deaville		Team Low Gross	\$30 gift certificate
Greg Sumner		Team Low Gross	\$30 gift certificate
Dallas Strawsburg		Team Low Gross	\$30 gift certificate

SCEA and ASMC would also like to extend a big **THANK YOU** to sponsors of the outing listed below:

Gold Sponsors	Silver Sponsors
Booz Allen Hamilton CACI Peerless Technologies PRICE Systems Sumaria Systems Tecolote	ITC MCR PE Systems

Hampton Roads Chapter News

Hampton Roads SCEA Continues Active Engagement in Cost Education, Certification, and Community Service

Hampton Roads (HR) SCEA continues its active involvement in cost education, certification, and community service through the end of 2009 and into the first quarter of 2010. Since November, HR SCEA has co-hosted a Decision Analysis conference with HRA INCOSE, supported the Foodbank of Southeastern VA Thanksgiving food drive, and held a presentation on Cost Drivers at NASA. Upcoming events in late March and April include an Enterprise Cost Modeling presentation and local offering of the CCEA exam.

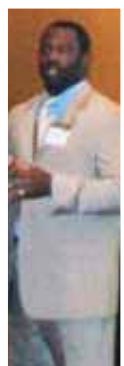
On 17–18 November 2009, the Hampton Roads Area (HRA) INCOSE chapter and the HR SCEA chapter co-hosted the Hampton Roads Decision Analysis and Its Applications to Systems Engineering Conference in Newport News, VA. The conference was sponsored by Booz Allen Hamilton, Reed Integration, Futron, Old Dominion University, and The George Washington University and had approximately 45 attendees from California, Mississippi, Ohio, Massachusetts, Maryland, Virginia, and the Washington, DC, metropolitan area. The conference featured 15 presentations across four subject tracks — Decision Theory; Decision Analysis & Systems Engineering; Decision Tools; and Decision Management — and there was also a student decision analysis poster presentation.

This year's Decision Analysis theme was especially fitting because of the topic's linkages to cost estimating and analysis. As budgets continue to tighten, planning and analysis is critical to ensuring that constrained resources are applied optimally and that program and budget decisions can be justified. Decision analysis plays an important role in this process by providing sound methodologies and tools to improve the quality of decision making and to enable organizations to better understand and justify the underlying rationale for a decision. This conference was a huge success in introducing Decision Analysis theory, analysis tools, management examples, and industry points of contact, and the analysis community is grateful for the efforts of the Hampton Roads SCEA and INCOSE chapters, all presenters and attendees. Presentation material can be found on both chapter websites:

- <http://www.incose.org/hra/>
- <http://www.sceaonline.org/chapters/hampton-roads/index.cfm>



(Top) HR SCEA President Brian Bazil introduces presenter Bernie Mlynczak at the NASA Cost Driver presentation. (Middle) HR SCEA Chapter members (left to right) David Rauschberg, Dawn Arthur, Brian Bazil, John Bates, Philip Dietz, Charles Tapp, and Ken McBride stand by food boxed in support of the Foodbank of Southeastern Virginia's 'Mayflower Marathon'. (Right) HR SCEA Secretary Charles Tapp addresses the Hampton Roads Decision Analysis Conference.



Chapter Updates

Also in November, HR SCEA members spent an afternoon volunteering to support the Foodbank of Southeastern Virginia's "Mayflower Marathon" in preparation for the Thanksgiving holiday. These efforts contributed to the Foodbank resourcing and packing over 409,000 meals for our neighbors in need in the Hampton Roads community.

HR SCEA kicked off 2010 with a strong turnout for a presentation from chapter member **Bernie Mlynczak** on results from the "NASA Science Mission Directorate (SMD) Earth and Space Science Mission Cost Driver Comparison Study". This study was conducted in response to the NASA Advisory Committee on Science recommendation to investigate the perception that Earth Science Missions are systemically more costly than Space Science (Astrophysics, Heliophysics, and Planetary) Missions. The presentation was followed by a guided tour of an operational NASA wind tunnel.

Recent Events

On March 25, HR SCEA hosted a presentation by member **Yousuf Mohammed** titled "Enterprise Wide Cost Modeling: A Systems Engineering Perspective". Yousuf was selected to present on this topic at the 2009 SCEA National Conference & has continued to refine his model since. The chapter will be able to learn more about enterprise wide cost modeling and provide feedback to Yousuf on development of this model prior to his presentation before his PhD committee this semester.

On April 30, HR SCEA member **John Bates** will proctor the CCEA exam as four members of the chapter attempt to attain certification and join the growing number of certified cost practitioners.

St. Louis Gateway Chapter News

By **Susan Hatcher, Chapter Treasurer**

We have new officers in 2010 with **Eric Druker** as our elected President. **Jill Conlon**, **Susan Hatcher**, and **Roger Imgarten** continue as our vice president, treasurer, and secretary, respectively. Directors has several familiar names — **Brett Cayer**, **Michael Brozyna**, **Jim Carlson**, **Bill Lueker**, **Tom Dunlavy**, and **Ken Flesch**.

Fall Seminar

Our St. Louis Gateway SCEA Chapter Fall Seminar was held in early December, a bit later than in previous years. Nevertheless, we had a full day of wonderful presenters — **Ms. Wendy Kunc**, Deputy Asst. Secretary of the Navy (Cost & Economics); **Mr. David Stem** — Aircraft Branch Chief, Air Force Cost Analysis Agency; our own **Mr. Eric**

Druker — Booz Allen Hamilton; our own **Mr. Michael Brozyna** — United States Army; **Bryan C. Binkholder** — the Financial Coach; and **Mr. Eric Levin** — Vice President Global Strike Systems and St. Louis site — Finance. Topics included the estimating profession, changes in federal acquisitions for 2009, ranks in US services, and investing for your future. Thanks to The Boeing Company for the facilities!

Winter Event

We broke into the new year with the resolution to add a few events in 2010 for our chapter. Earlier this year, we had a new venue. Manager, Civil Space Programs MCR, LLC, **Mr. John Neatrou** provided an internet meeting and teleconference presentation for joint parametric cost and schedule risk analysis. The presentation can be found on our web page.

Spring Event

Our upcoming event is a short presentation from **Mr. Scott Ross**, Surface Deployment and Distribution Command (SDDC) Public Affairs Officer from Scott Air Force Base. After the presentation, we'll hold a social networking event. Thanks to DRS for the facilities!

National Educational Annual Conference

The Gateway Chapter will be there in force for the excellent training and networking! We will see you there!

Speakers at the Fall Seminar (left) Ms. Wendy Kunc, Deputy Asst. Secretary of the Navy (Cost & Economics), (right) Mr. David Stem — Aircraft Branch Chief, Air Force Cost Analysis Agency



Northwest/Washington Chapter News

By Jeffrey Jaenicke, Chapter Vice President

Our Northwest Chapter is continuing to grow. Since our last article in September 2009 we have increased our membership from 81 to 92 which is something we are extremely proud of, especially considering that during the 6-month period prior to that we increased our membership from 73 to 81. Our leadership team is also growing with the addition of **Julie Wallace** as our Fundraising Chairperson.

One of our big efforts this year is to increase our treasury which will in turn allow us to conduct promotional and educational events related to SCEA. We wanted to do something a little more than car washes or have doughnut sales, so we pursued an opportunity to staff a food booth at our local sports stadium. In return, the stadium will reimburse us by contributing funds to our organization based on the number of individuals we have participating at each game. This is a big opportunity for us. To assure that we make the most of this opportunity, we appointed Julie Wallace to head this activity. She is responsible for coordinating activities with the stadium and managing the participant training and attendance. I am looking forward to writing our next article and informing everyone how everything is going related to this activity.

Earlier this year we conducted our first “Open Forum” meeting for 2010. This also turned out to be a big success with the attendance of our first non-Boeing member. One of our big goals for the past year and a half has been to include members from neighboring businesses and we have finally accomplished this goal. We are looking forward to increasing our non-Boeing participation.

SCEA Prep Course

What began as a small group of estimators who were interested in achieving their certification has developed into a cadre of certified estimators offering a certification prep course. The team of CCEA holders, under the direction of Pat Zedaker, has supported the chapter and the estimating community by giving their time to supplement the CEBoK™ training with a regularly scheduled study session. Since its inception, we have conducted eight sessions and proctored 10 exams in the local area. Our chapter has seen 22 members achieve their certification with others taking the exam in the very near future. Our next session is scheduled for this fall.

Get More Info

For more information about the SCEA Northwest Chapter, please contact **Mike Doherty** by email at michael.k.doherty@boeing.com or **Jeff Jaenicke** at jeffrey.l.jaenicke@boeing.com. For information regarding training and certification, contact **Pat Zedaker** at patricia.m.zedaker@boeing.com



Fundraising got more interesting when the Northwest Chapter approached a local stadium for opportunities.

Washington DC Metro Chapter News

President's Message

By Jeffrey Moore, Chapter President, www.washingtonscea.com

How is 2010 going for you? I imagine that you are busy working on important cost estimates in between shoveling pounds on pounds of heavy fluffy white stuff commonly known as SNOW. Are you happy with where you are in your career? Are you getting the information and experiences that you need to keep up with the ever changing profession of cost estimating? The Washington Metro Chapter of SCEA is dedicated to help you with professional development in 2010.

The National Conference and Training Workshop will be held in San Diego. This is the premier cost estimating event for all cost professionals and a great way to refine your estimating skills and develop yourself professionally. The conference will be held on 8 – 11 June at the Sheraton San Diego Hotel and Marina in San Diego, CA.

We held an exciting training event this March, and we have big plans for several luncheon speakers in the coming months. In addition, our Vice President **Dave Stem** has taken his show on the road, providing other chapters with updates on Air Force Cost Estimating. I look forward to seeing many of you at our chapter events and/or in San Diego at the National Conference in June.

Luncheon News

By Meghan Kennedy, Secretary

The luncheons were well received in 2009:

- April 2009 — Cost Aspects of Service Oriented Architectures, presented by **Geoff Pierce**, hosted by Wyle
- May 2009 — OSCAM, presented by **Geoff Pawlowski**, hosted by Technomics
- October 2009 — The Navy's Six-Gate Process, presented by **Capt James Barrata**, hosted by Technomics

Following a brief break for the holidays (and a new arrival at Program Chair **Tim Anderson's** household!), the Washington Area Chapter of SCEA planned more interesting speakers

Our latest luncheon was held on March 31 at the MCR office at L'Enfant Plaza in Washington, DC, and featured the internationally recognized speaker, **Joe Lukas**, of PMC Centers USA. His talk was titled "There is No Such Thing as a Bad Estimate".

The April luncheon will be held April 21, 2010, and will feature a speaker from TASC, Inc. The topic and speaker are still being worked out, but both are guaranteed to be highly interesting.

As always, the Washington Area Chapter luncheon series provides a great venue for local speakers and guests. If you have never been to a Washington SCEA luncheon, you are cordially invited to attend. If you are already a member of the Washington Area Chapter, then be on the lookout for monthly invitations in your e-mail inbox. If you are not yet a member, you can sign up at the chapter website, www.washingtonscea.com. Signing up will place you on the luncheon mailing list. Finally, if you would like to give a presentation at the Washington SCEA luncheon, please contact the program chair, **Tim Anderson**, by e-mailing tanderson@mcric.com. He is always looking for new speakers!

On March 13, 2010, we held a training event at the Falls Church, VA, campus of the University of Virginia. The training covered "The Math You Need to Know" and a general overview for the SCEA exam.

Chapter Newsletter

This past fall, the Washington Chapter reinstated its newsletter. It will be published on a quarterly basis — emailed to chapter members and uploaded to the national and chapter websites. Please let Meghan Kennedy (Secretary@Washingtonscea.com) know what you think!

Board Elections (2009–2011 Term)

The chapter elected new board members for the 2009 – 2011 term, effective 1 July 2009. The new board members are

- President: **Jeff Moore**, President@washingtonscea.com
- Vice President: **Dave Stem**, VicePresident@washingtonscea.com
- Program Chair: **Tim Anderson**, ProgramChair@washingtonscea.com
- Membership Chair: **Michelle Enwright**, Membership@washingtonscea.com
- Secretary: **Meghan Kennedy**, Secretary@washingtonscea.com
- Treasurer: **Christopher Sheng**, Treasurer@washingtonscea.com



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- Educational background in engineering, economics, statistics, mathematics, operations research, or a related field of study preferred
- Government/industry certification is a plus

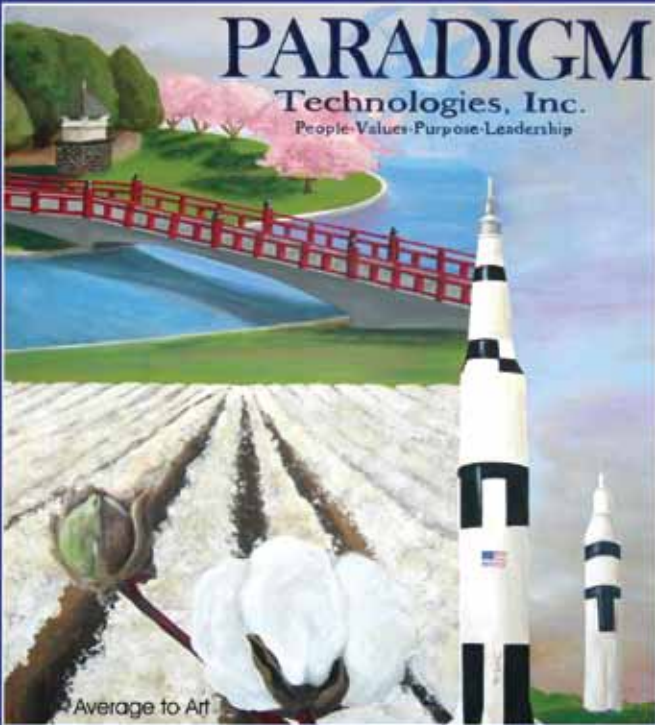
Opportunities are available in Washington, DC; Aberdeen, Ft. Meade, and Lexington Park, MD; Norfolk, VA; Eatontown, NJ; Dayton, OH; Troy, MI; Charleston, SC; Huntsville, AL; Eglin AFB, FL; San Antonio, TX; Colorado Springs, CO; and Los Angeles and San Diego, CA.

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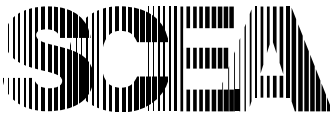
People - Values - Purpose - Leadership

- ▶ Financial Management
- ▶ Cost Estimating and Analysis
- ▶ Program Management
- ▶ Strategic Planning
- ▶ Executive Support

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