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# **NASA Project Cost Estimating Capability (PCEC) version 2.4**

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# PCEC Outline



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- **Overview of PCEC**
  - Description: What is PCEC?
  - Background: Why PCEC?
  - Tool Overview
- **Robotic Spacecraft Model**
  - Format, structure, CERs, database
- **Crew and Space Transportation Systems (CASTS) Model**
  - Format, structure, CERs, database
  - Addon Models: PCM, OCM
- **Conclusion**
  - REDSTAR, ONCE
  - PCEC access information



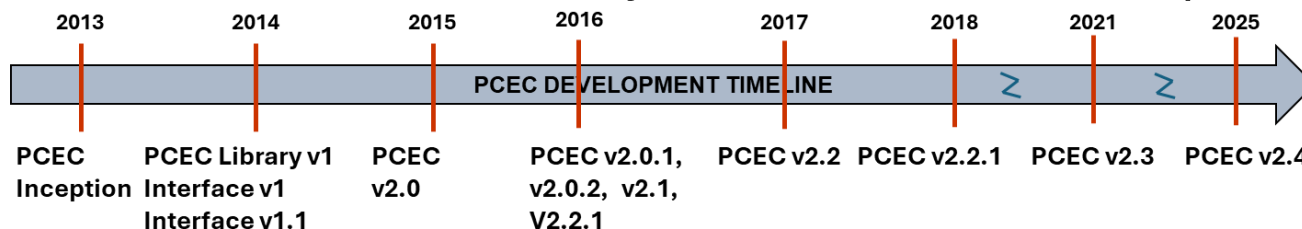
# What is PCEC?

## Summary Description



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- PCEC is a **CAPABILITY** including parametric cost models and supporting data
  - Developed and maintained by the MSFC Engineering Cost Office (ECO)
  - Replaced the NASA Air Force Cost Model (NAFCOM) circa 2013-2014
- Excel Add-in
  - Open Architecture and Code
  - Provides Full Visibility into all Calculations and Statistics
  - Meets all NASA Information Technology Security Requirements
- Two primary 'models', provided as part of a single, integrated tool
  - Robotic Spacecraft (Robotic SC)
  - Crewed and Space Transportation Systems (CASTS)
- Source and supporting data, normalizations, and CER workbooks are stored in MSFC REDSTAR Library and ONCE database (NASA users)



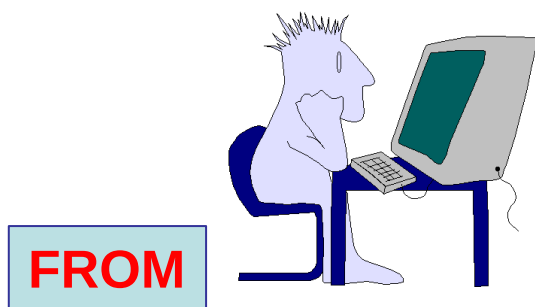


# Moving to a Data Centric Approach



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*PCEC Approach was/is a response to what was perceived to have become a general problem with NASA cost estimating approaches.*



## Model Centric

- Focus is on how to use the model
- Model becomes a medium for communication with the technical community
- Model gets all the credit (or blame) for the estimate
- **Estimate becomes an evaluation of the present, rather than a prediction of the future**



## Data Centric

- Focus is on the relationship of the data to the estimating problem
- Analyst must access and know the underlying data
- Puts onus for the quality of the estimate on the estimator
- **Done properly, can lead to value-added solutions**



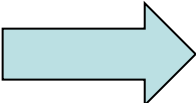
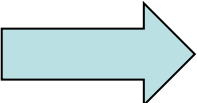
# Why PCEC?

## PCEC Model Philosophy



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- Use the **Best** Data Possible
  - Verified and Validated CASTS Data
  - CADRe Data for Spacecraft Model
- Total **Transparency** in the Analysis of the Data and the Development of the CERs
- **No Cherry Picking** the Data Points
- Minimize or Eliminate Subjective Inputs
  - Follow a Data Driven Process for the Derivation of Subjective Inputs
  - Allow the User to Follow the same Process for Determining Input Values
- **Emphasize Quality** of Input Parameters over Quantity
- Expect the User to Develop the **Rationale** for the Estimate
  - Know the Data

**Traceable**  **Defendable**  **Credible**

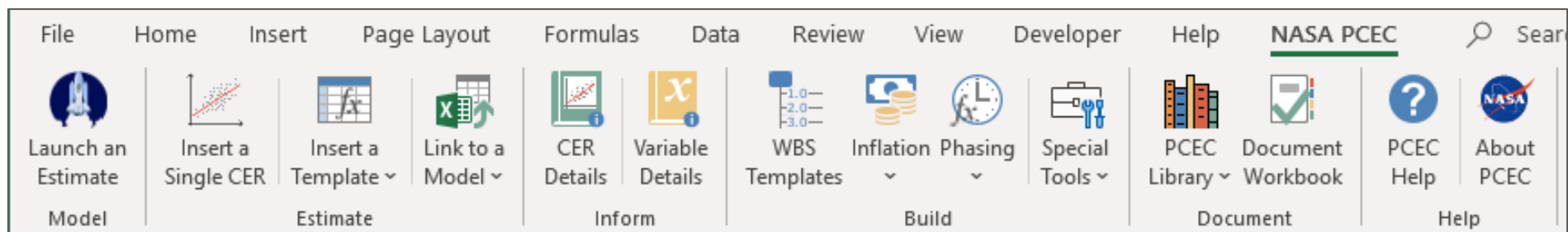


# What is PCEC? Tool Overview



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- The Project Cost Estimating Capability (PCEC) is the primary NASA in-house developed parametric tool for estimating the cost of robotic missions, launch vehicles, crewed vehicles, etc.
  - Overarching tool for creating an estimate that spans the full NASA WBS
  - CERs included out-of-the-box for estimating the costs of a flight system (e.g., thermal) and support functions (e.g., project management)
  - Connects to other NASA-sponsored specialized tools to cover the complete NASA WBS (e.g., NICM, MOCET, PCM, OCM)
  - Excel-based (presented as add-in in the Ribbon) with completely visible calculations and code
  - Available to the General Public





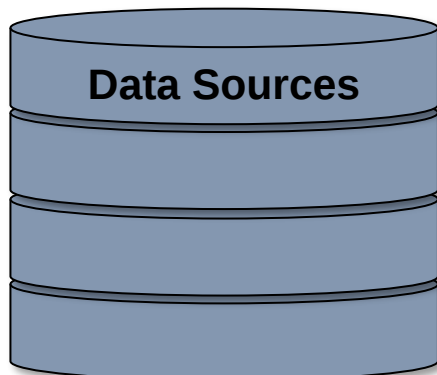
# The PCEC Architecture



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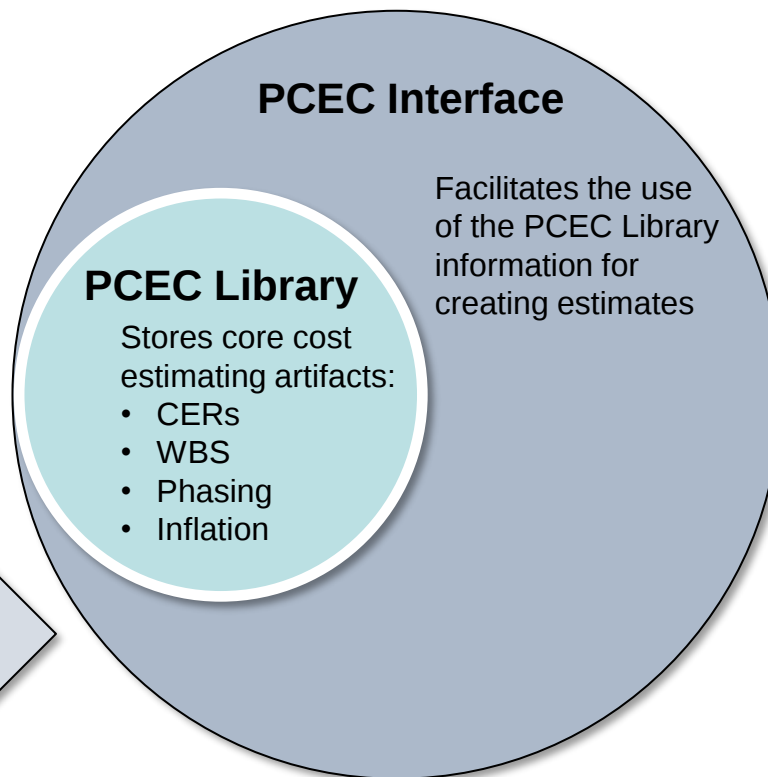
## Key Elements of the PCEC Architecture

**NASA Historical  
Cost Libraries**



**Data Normalization  
CER Development  
Source Documentation**

**Accessible with NASA User  
ID and Account Approval**



**Publicly Releasable via NASA  
Software Release Authority Process**

**NASA IT Security Interface**



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# ROBOTIC SPACECRAFT MODEL



# NASA PCEC

## Robotic Missions Summary



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### NAFCOM

NASA – Air Force Cost Model  
1990 – 2013

- Included 149 NASA and Air Force missions
- CERs at the subsystem-level (with some component-level CERs)
- Project Support Functions (PM/SE/MA/MOS) treated as “wraps”
- Covers Development costs only
- Limited visibility into data normalization effort and basis for CERs

### PCEC Robotic Missions

Project Cost Estimating Capability  
2014 – Present

- Started with a blank sheet
- Includes 62 NASA missions (59 for v2.4 CERs)
- CERs at the subsystem-level (with some lower-level CERs)
- CERs for all Project Support Functions (except Science Team)
- Covers Development & Operations
- Maximum visibility into data normalization effort and basis for CERs

| NAFCOM                                                   |         | NASA WBS                          | PCEC                                                       |
|----------------------------------------------------------|---------|-----------------------------------|------------------------------------------------------------|
| Historical-based Wrap Factors                            | 1       | Program Management                | Separate CERs for each Function                            |
|                                                          | 2       | Systems Engineering               |                                                            |
|                                                          | 3       | Mission Assurance                 |                                                            |
| Pass-thru                                                | 4       | Science Team                      | Pass-thru                                                  |
| Historical-based Wrap Factors                            | 5       | Payload                           | Separate CERs for each Function                            |
|                                                          | 5.1     | P/L Management                    |                                                            |
|                                                          | 5.2     | P/L Systems Engineering           |                                                            |
|                                                          | 5.3     | P/L Mission Assurance             |                                                            |
| Instrument CERs                                          | 5.4     | Instruments                       | Instrument CERs and/or NICM                                |
| Historical-based Wrap Factors                            | 5.4.1-n | Instrument #1-n                   | I&T Recurring & Non-recurring CERs                         |
|                                                          | 5.5     | P/L Integration, Assembly, & Test |                                                            |
|                                                          | 5.6     | P/L GSE                           |                                                            |
| Historical-based Wrap Factors                            | 6       | Spacecraft                        | Separate CERs for each Function                            |
|                                                          | 6.1     | S/C Management                    |                                                            |
|                                                          | 6.2     | S/C Systems Engineering           |                                                            |
|                                                          | 6.3     | S/C Mission Assurance             |                                                            |
| Multivariable Subsystem-level CERs & Some Component CERs | 6.4     | Flight Elements                   | Multivariable Subsystem-level CERs & Some Lower-Level CERs |
|                                                          | 6.4.1   | Flight Element #1-n               |                                                            |
|                                                          | 6.4.1.1 | Structure & Mech                  |                                                            |
|                                                          | 6.4.1.2 | Thermal                           |                                                            |
|                                                          | 6.4.1.3 | Power                             |                                                            |
|                                                          | 6.4.1.4 | Command & Data                    |                                                            |
|                                                          | 6.4.1.5 | Attitude Control                  |                                                            |
| Historical-based Wrap Factors                            | 6.4.1.6 | Propulsion                        | I&T Recurring & Non-recurring CERs                         |
|                                                          | 6.5     | S/C Integration, Assembly, & Test |                                                            |
|                                                          | 6.6     | S/C GSE                           |                                                            |
| Historical-based Wrap Factors                            | 7       | MOS                               | Multivariable CER                                          |
|                                                          | 9       | GDS                               |                                                            |
|                                                          | 10      | System IAT                        |                                                            |
| Pass-thru                                                | 8       | Launch Services                   | Pass-thru                                                  |
| Pass-thru                                                | 11      | E/PO                              | Pass-thru                                                  |



# NASA PCEC Robotic Mission Data Sets



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| MISSION                       | Launch Date | Lead Org<br>PM | Lead Org<br>Fit Sys | NASA Program            | Mission Risk<br>Class |
|-------------------------------|-------------|----------------|---------------------|-------------------------|-----------------------|
| <i>Missions for PCEC v2.3</i> |             |                |                     |                         |                       |
| 1 TORSS K-L                   | 1/23/14     | GSFC           | Boeing              | Space Comm              | Class A               |
| 2 MAVEN                       | 11/18/13    | GSFC           | LMA                 | Planetary               | Class C/D             |
| 3 LADEE                       | 9/6/13      | GSFC           | ARC                 | Planetary               | Class B               |
| 4 IRIS                        | 6/27/13     | GSFC           | LMM5                | Astrophysics/SMEX       | Class C/D             |
| 5 Van Allen Probes            | 8/30/12     | GSFC           | APL                 | Heliophysics/LWS        | Class B               |
| 6 NuSTAR                      | 6/13/12     | JPL            | OSC                 | Astrophysics/Explorer   | Class C/D             |
| 7 MSL                         | 11/26/11    | JPL            | JPL/LMA             | Planetary/Mars Expl     | Class B               |
| 8 GRAIL                       | 9/10/11     | JPL            | LMA                 | Planetary/Discovery     | Class C/D             |
| 9 Juno                        | 8/5/11      | JPL            | LMA                 | Planetary/New Frontiers | Class B               |
| 10 Glory                      | 3/4/11      | GSFC           | OSC/Swales          | Earth Sciences          | Class C/D             |
| 11 GOES (-P)                  | 3/4/10      | GSFC/NOAA      | Boeing/SGT          | Earth Sciences          | Class A               |
| 12 SDO                        | 2/11/10     | GSFC           | GSFC                | Heliophysics            | Class B               |
| 13 WISE                       | 12/14/09    | JPL            | BATC                | Astrophysics/Explorer   | Class C/D             |
| 14 LRO                        | 6/18/09     | ARC            | NG                  | Planetary/Discovery     | Class C/D             |
| 15 LCROSS                     | 6/18/09     | GSFC           | GSFC                | Planetary               | Class B               |
| 16 KEPLER                     | 3/6/09      | JPL            | BATC                | Astrophysics/Discovery  | Class C/D             |
| 17 OCO                        | 2/24/09     | JPL            | OSC                 | Earth Science           | Class C/D             |
| 18 IBEX                       | 10/19/08    | SwRI           | OSC                 | Astrophysics/Explorer   | Class C/D             |
| 19 Dawn                       | 9/27/07     | JPL            | OSC/JPL             | Planetary/Discovery     | Class B               |
| 20 Phoenix                    | 8/4/07      | JPL            | LMA                 | Planetary               | Class B               |
| 21 AIM                        | 4/25/07     | LASP           | OSC                 | Heliophysics            | Class C/D             |
| 22 THEMIS                     | 2/17/07     | UCB            | Swales              | Astrophysics/Explorer   | Class C/D             |
| 23 STEREO                     | 10/26/06    | GSFC           | APL                 | Heliophysics            | Class B               |
| 24 CLOUDSAT                   | 4/28/06     | GSFC           | BATC                | Earth Sciences          | Class C/D             |
| 25 NEW HORIZONS               | 1/19/06     | APL            | APL                 | Planetary/New Frontiers | Class B               |
| 26 MRO                        | 8/12/05     | JPL            | LMA                 | Planetary/Mars Expl     | Class B               |
| 27 DEEP IMPACT                | 1/12/05     | JPL            | BATC                | Planetary/Discovery     | Class B               |
| 28 Swift                      | 11/20/04    | GSFC           | Spectrum Astro      | Astrophysics/Explorer   | Class C/D             |
| 29 MESSENGER                  | 8/3/04      | APL            | APL                 | Planetary/Discovery     | Class B               |
| 30 Spitzer                    | 8/25/03     | JPL            | LMA                 | Astrophysics            | Class A               |
| 31 MER                        | 6/10/03     | JPL            | JPL                 | Planetary/Mars Expl     | Class B               |
| 32 GALEX                      | 4/28/03     | JPL            | OSC                 | Astrophysics/Explorer   | Class C/D             |
| 33 RHESSI                     | 2/5/02      | UCB            | Spectrum Astro      | Heliophysics            | Class C/D             |
| 34 TIMED                      | 12/7/01     | APL            | APL                 | Earth Sciences          | Class C/D             |
| 35 GENESIS                    | 8/8/01      | JPL            | LMA                 | Planetary/Discovery     | Class C/D             |
| 36 Mars Odyssey               | 7/7/01      | JPL            | LMA                 | Planetary/Mars Expl     | Class C/D             |
| 37 WMAP                       | 6/30/01     | GSFC           | GSFC                | Astrophysics/Explorer   | Class C/D             |
| 38 WIRE                       | 3/5/99      | GSFC           | GSFC                | Astrophysics/Explorer   | Class C/D             |
| 39 TRACE                      | 4/2/98      | GSFC           | GSFC                | Astrophysics/Explorer   | Class C/D             |
| 40 Cassini                    | 10/15/97    | JPL            | JPL                 | Planetary/Outer Planets | Class A               |
| 41 Mars Global Surveyor       | 11/7/96     | JPL            | LMA                 | Planetary/Mars Expl     | Class B               |
| 42 NEAR                       | 2/17/96     | APL            | APL                 | Planetary/Discovery     | Class B               |
| 43 GPM                        | 2/27/14     | GSFC           | BATC                | Earth Sciences          | Class B               |
| 44 OCO-2                      | 7/2/14      | JPL            | OSC                 | Earth Sciences          | Class C/D             |
| 45 MMS                        | 3/12/15     | GSFC           | GSFC                | Astrophysics/Explorer   | Class C/D             |
| 46 OSIRIS-REx                 | 9/8/16      | GSFC           | LMA                 | Planetary/New Frontiers | Class B               |
| 47 GOES-R                     | 11/19/16    | GSFC/NOAA      | Boeing/SGT          | Earth Sciences          | Class B               |
| 48 CYGNSS                     | 12/15/16    | SwRI           | SwRI                | Earth Sciences          | Class C/D             |
| 49 InSight                    | 5/5/18      | JPL            | LMA                 | Planetary/Discovery     | Class B               |

**PCEC v2.3  
included 49  
Missions**

**PCEC Robotic Missions includes a mix  
of Programs and Mission Risk Classes**

**PCEC v2.4  
CERs include  
59 Missions**

| MISSION                             | Launch Date | Lead Org<br>PM | Lead Org<br>Fit Sys | NASA Program          | Mission Risk<br>Class |
|-------------------------------------|-------------|----------------|---------------------|-----------------------|-----------------------|
| <i>Added Missions for PCEC v2.4</i> |             |                |                     |                       |                       |
| 50 SMAP                             | 1/31/15     | JPL            | JPL                 | Earth Sciences        | Class C/D             |
| 51 JPSS-1                           | 11/10/17    | GSFC           | BATC                | Earth Sciences        | Class B               |
| 52 Solar Probe                      | 8/6/18      | GSFC           | APL                 | Heliophysics          | Class B               |
| 53 Mars 2020                        | 7/30/20     | JPL            | JPL                 | Planetary             | Class B               |
| 54 TESS                             | 3/20/18     | GSFC           | OSC                 | Astrophysics/Explorer | Class C/D             |
| 55 IXPE                             | 12/9/21     | MSFC           | Ball                | Astrophysics/Explorer | Class C/D             |
| 56 DART                             | 11/23/21    | APL            | APL                 | Planetary             | Class C/D             |
| 57 JWST                             | 12/25/21    | GSFC           | NG                  | Astrophysics          | Class A               |
| 58 Lucy                             | 10/16/21    | GSFC           | LMSS                | Planetary             | Class B               |
| 59 GOES-T                           | 3/1/22      | GSFC           | LMSS                | Earth Sciences        | Class B               |

**Current database  
includes 62 Missions**

| MISSION                                    | Launch Date | Lead Org<br>PM | Lead Org<br>Fit Sys | NASA Program | Mission Risk<br>Class |
|--------------------------------------------|-------------|----------------|---------------------|--------------|-----------------------|
| <i>Normalized for PCEC Future Versions</i> |             |                |                     |              |                       |
| 60 Psyche                                  | 10/13/23    | JPL            | SSL                 | Planetary    | Class B               |
| 61 Europa Clipper                          | 10/10/24    | JPL            | JPL                 | Planetary    | Class B               |
| 62 SPHEREx                                 | 2/27/25     | JPL            | Ball                | Astrophysics | Class C               |

**Identified  
Future  
Mission  
Candidates**

| MISSION                        | Launch Date  | Lead Org<br>PM | Lead Org<br>Fit Sys | NASA Program   | Mission Risk<br>Class |
|--------------------------------|--------------|----------------|---------------------|----------------|-----------------------|
| <i>New Missions Candidates</i> |              |                |                     |                |                       |
| N-1 IMAP                       | Aug/Sep 2025 | APL            | APL                 | Heliophysics   | Class C               |
| N-2 PUNCH                      | 2/27/25      | SwRI           | SwRI                | Heliophysics   | Class D               |
| N-3 Carruthers                 | Aug/Sep 2025 | GSFC           | BAE                 | Heliophysics   | Class D               |
| N-4 JPSS-2                     | 11/10/22     | UCB            | OATK                | Earth Sciences | Class B               |
| N-5 NEA Scout                  | 11/16/22     | MSFC           | JPL                 | Planetary      | Class D               |
| N-6 PACE                       | 2/8/24       | GSFC           | GSFC                | Earth Sciences | Class C               |
| N-7 PREFIRE                    | 5/25/24      | JPL            | SDL                 | Earth Sciences | Class D               |
| N-8 GOES-U                     | 6/25/24      | GSFC           | LMSS                | Earth Sciences | Class B               |
| N-9 Lunar Trailblazer          | 2025         | JPL            | JPL                 | Planetary      | Class D               |
| N-10 VIPER                     | 2025         | ARC            | JSC                 | Planetary      | Class D               |

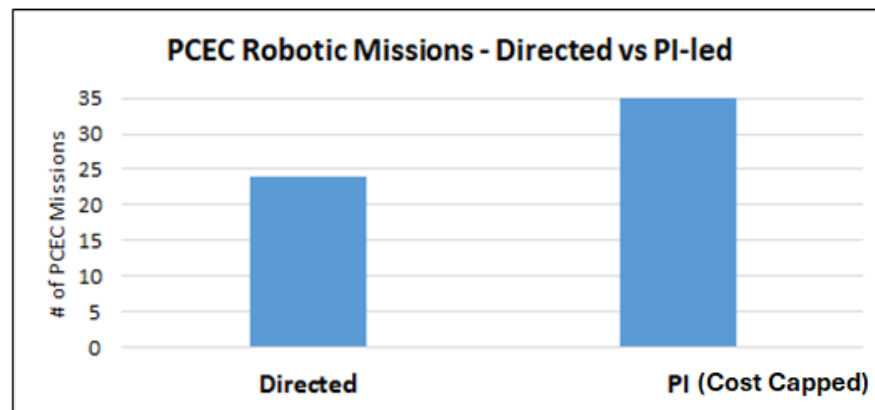
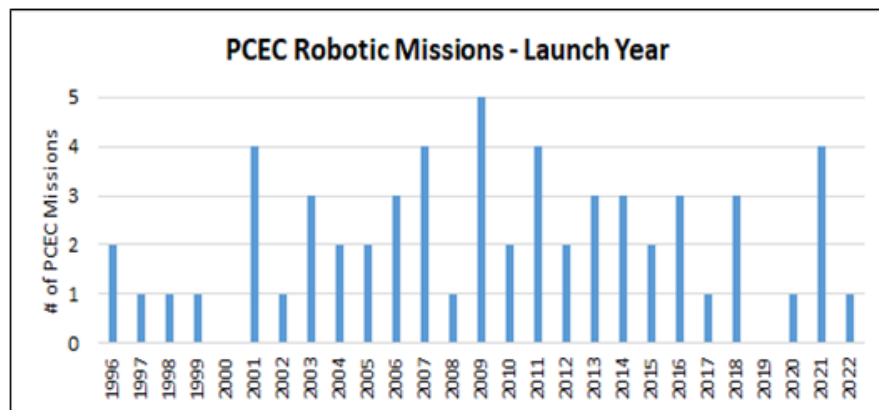
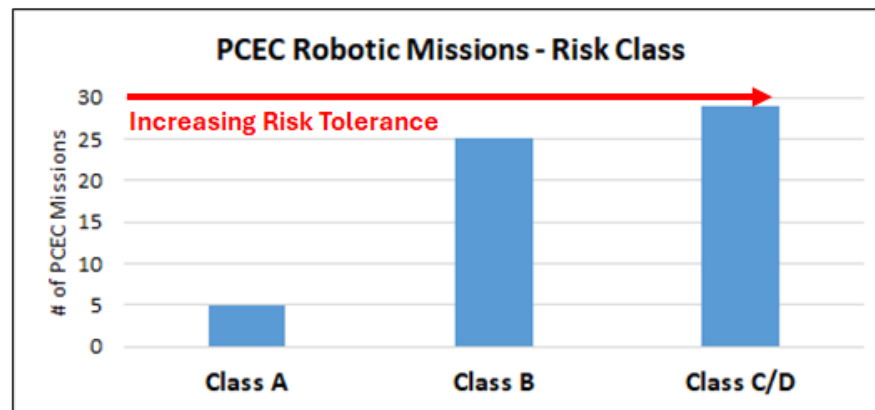
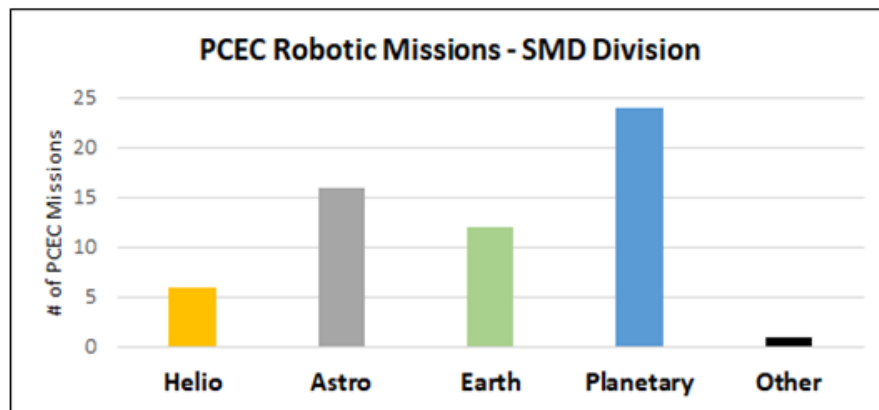


# PCEC Robotic Mission Database Statistics



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- Distributions of missions across SMD Division Launch Year, Risk Class, and Directed vs PI-led are shown here



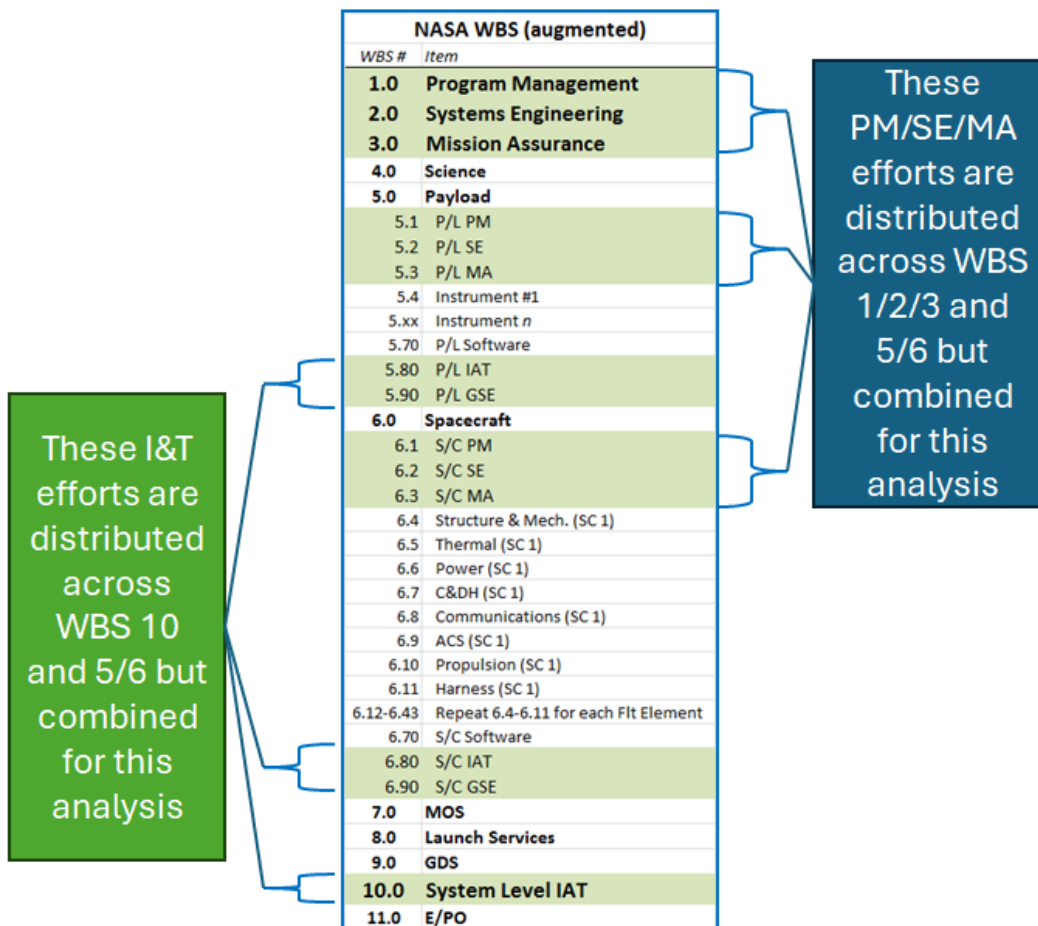


# NASA WBS for Robotic Missions



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- The NASA Work Breakdown Structure (WBS) used for Robotic Missions is shown here
- The PM/SE/MA and I&T functions are not consistently book-kept between Project level and S/C or Payload level (and are moved from WBS 5/6 to WBS 1/2/3/10 for PCEC analyses)



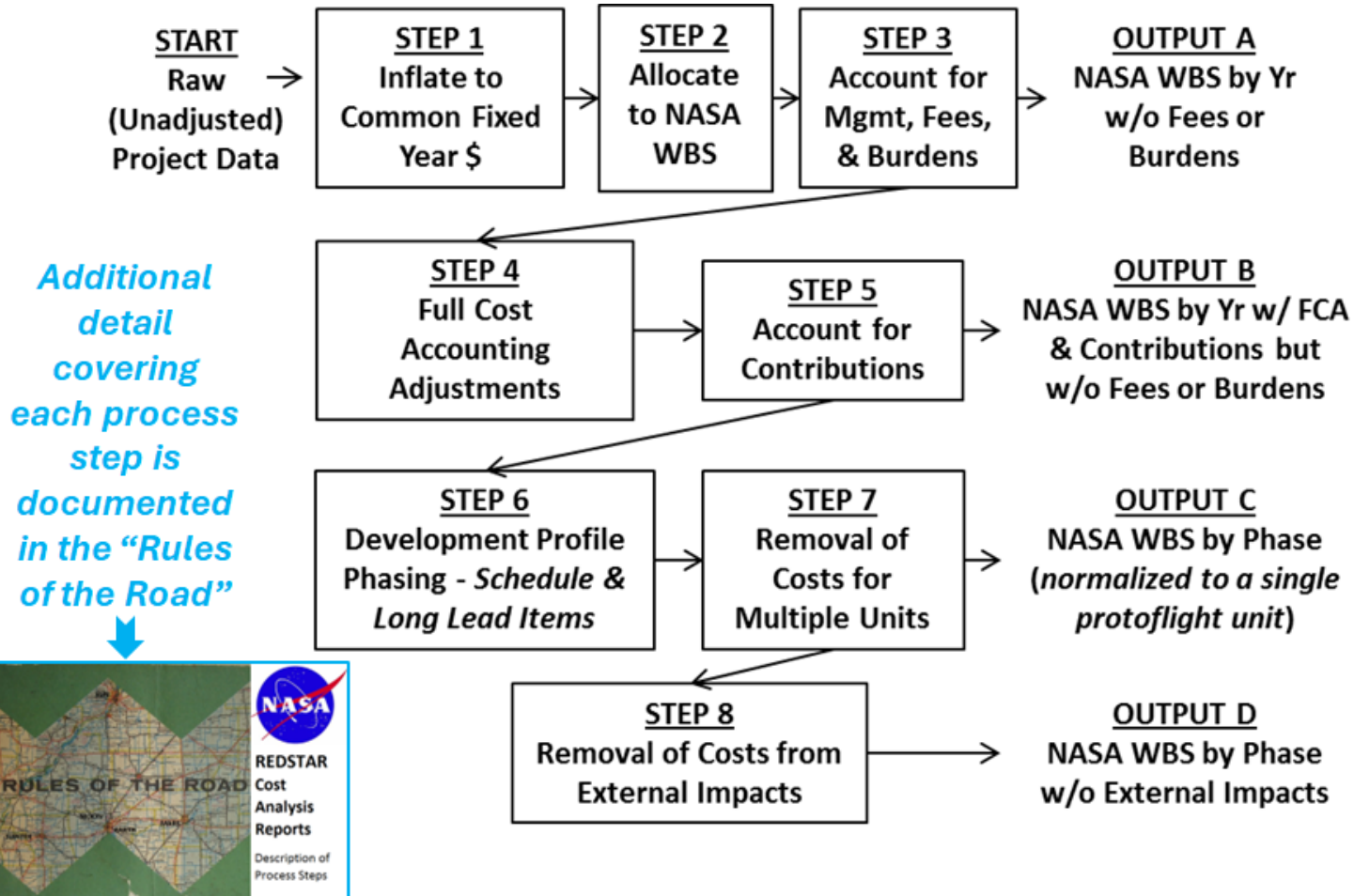


# PCEC Robotic Mission Data Normalization from CADRe\*

## Normalization Process Steps



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\* Cost Analysis Data Requirement (CADRe) is NASA's system to collect technical, schedule, cost, and other data for each major milestone of a project



# **PCEC Robotic Mission Data Normalization Cost Analysis Figures-of-Merit (FOMs)**



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- **Developed four supplemental analyses to facilitate using data analysis results for cost modeling - Objective is to provide analysts with additional details that can be used to improve cost models**
- **Data Quality Assessment**
  - A score sheet has been included to capture uncertainty related to data interpretation due to lack of details - this provides a measure of confidence in the results and provides direction for future improvements
- **Spacecraft Heritage Assessment**
  - A rating sheet has been included to capture the level of spacecraft heritage associated with each project. The rating uses in-depth knowledge of the “as-launched” spacecraft configuration as the heritage basis (which is often less than pre-Phase B predictions)
- **Prototypes & Spares Assessment**
  - This rating captures prototype/spare quantities and prototype utilization plan details
- **Parts & Redundancy Assessment**
  - This rating captures the quality and type of parts and redundancy within each subsystem



# ***PCEC Robotic Mission Data Normalization*** **Efforts to Capture Payload** **Accommodations Requirements**



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## **PCEC Payload Accommodations Database**

- PCEC input candidates include several Payload inputs: Total Mass, Total Power, # of Instruments
- These inputs do not seem to adequately capture complexity of supporting the payload for I&T and other Project Support functions
- Additional Payload characteristics may better capture Accommodations complexity
- Enhanced insight into Payload Accommodations impacts on I&T, PM/SE/MA, and MOS/GDS development could improve PCEC CER performance

### **Mass**

- Individual Instruments
- Total Mass

### **Power**

- Individual Instruments
- Total Power

### **Volume**

- Individual Instruments
- Total Volume

### **Thermal**

- Instr-specific Min Op T
- Lowest Op T

### **Data Rate**

- Individual Instruments
- Total Data Rate

### **Pointing**

- Individual Instruments
- Most Precise Reqt



- ## PCEC CER DATABASE CONTENTS

```
graph TD; A[Input Evaluation] --> B[CER Input Candidates]; B --> C([Input Evaluation PCA]); C --> D([Expert Judgement]); D --> E[Inputs for Testing]; E <--> F([CER Development & Testing]); F --> A; F --> B; F --> C; F --> D; F --> E; F --> G[Inputs can be added/tested to improve CER performance];
```

The flowchart illustrates an iterative process for developing CERs. It begins with 'Input Evaluation', which leads to 'CER Input Candidates'. From there, the process moves to 'Input Evaluation (PCA)', then to 'Expert Judgement', and finally to 'Inputs for Testing'. A bidirectional arrow connects 'Inputs for Testing' and 'CER Development & Testing'. From 'CER Development & Testing', the process loops back to 'Input Evaluation', 'CER Input Candidates', 'Input Evaluation (PCA)', 'Expert Judgement', and 'Inputs for Testing'. A vertical text label on the right side of the flowchart states: 'Inputs can be added/tested to improve CER performance'.



# PCEC Robotic CERs Development Input Candidates



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- Multiple information sources have been reviewed to generate the initial input candidate list, including mass & performance metrics from:
  - CADRe: Fields in Part B (technical)
  - Cost Models: Aerospace Corp SSCM & COBRA, PRICE Space Missions (update of SAIC/Chicago Cost Model), and NAFCOM

## INPUT CANDIDATES

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROJECT/MISSION</b><br>Mission Risk Class<br>Mission Target/Type<br>Lead Organization<br>Flight System Lead Organization<br>Payload Lead Organization<br>Flight System Lead Experience<br>Payload Lead Experience<br># of Key S/C Contractors<br># of Key Payload Contractors<br>Degree of In-House Scope<br>International HW Participation<br>Directed or AO<br>Subsystem Lead Organization<br>Subsystem Lead Experience<br># of Key Subcontractors<br>Degree of In-House Scope | <b>FLIGHT SYSTEM</b><br>Flight System Type<br>Flight System Mass<br>Flight System Power<br>Flight System Heritage<br>Flight System Advanced Technology<br>Flight System New Design<br>Flight System Design Modifications<br>Parts Rating<br>Payload Mass<br>Payload Power<br># of Payload Elements<br># of flight system elements<br>Operating Environment<br>Radiation Environment | <b>STRUCTURES &amp; MECHANISMS</b><br>Mass<br>Load Carrying Shell/Truss Material<br># of Articulated Structures<br># of Deployed Structures                                                                          | <b>COMMAND &amp; DATA HANDLING</b><br>Mass<br>Board Form Factor<br># of Boards<br>Data Storage Capacity<br>Onboard FSW, SLOC<br>FSW Reuse<br>Processor Type                                                                                                                                                               | <b>GUIDANCE, NAV, &amp; CONTROL</b><br>Mass<br>Pointing Accuracy<br>Pointing/Knowledge Requirements<br>Pointing Stability, Jitter<br>Reaction Wheel Torque<br>Slew Rate<br>Control Type (3 Axis, Spinner, other)                                 |
| <b>SCHEDULE</b><br>Design Time (ATP-CDR)<br>Fabrication Time (CDR-SIR)<br>I&T Time (SIR-Ship)<br>LO Time (Ship-Launch)<br>CO Time (Launch-On-orbit CO)                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                     | <b>THERMAL</b><br>Mass<br>Thermal Operating Environment<br>Thermal Control Type<br>Radiator Material<br>Insulation Type<br>Power, Heaters (W)                                                                        | <b>COMMUNICATIONS</b><br>Mass<br>Uplink Band<br>Downlink Band<br># of Bands<br>Transmitter Power<br>Max. Instrument Data Output<br>Peak Uplink Data Rate<br>Peak Downlink Data Rate<br>Average Downlink Data Rate<br>Average Uplink Data Rate<br>HGA Assembly Material<br>HGA Diameter (m)<br>Max. Distance from Sun (AU) | <b>POWER</b><br>Mass<br>Battery Capacity<br>Battery Type/Chemistry<br>Average Payload Power<br>Peak Payload Power<br>OSRs Needed?<br>BOL Power @ 1 AU<br>Array Area (m <sup>2</sup> )<br>Active Cell Area (m <sup>2</sup> )<br>End of Life Power |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                     | <b>PROPULSION/RCS</b><br>Mass<br>Engine 1 Thrust<br>Engine 2 Thrust<br>Engine 3 Thrust<br>Ion PPU Power<br>Ion Engine Thrust<br>Tank Material<br>Type of Propulsion System<br>Propellant Mass<br>Number of Thrusters |                                                                                                                                                                                                                                                                                                                           | <b>HARNESS</b><br>Mass<br>Additional EMI/Radiation Shielding<br>End of Life Power                                                                                                                                                                |



# PCEC Robotic CERs Operations Input Candidates



**Engineering  
Cost  
Office**

- **Multiple information sources have been reviewed to generate the initial input candidate list:**
  - CADRe: Fields in Part B (technical)
  - Cost Models: Space Operations Cost Model (SOCM), PCEC Normalized Data Library, MOCET
  - Over 150 input candidates were identified for each mission

## INPUT CANDIDATES

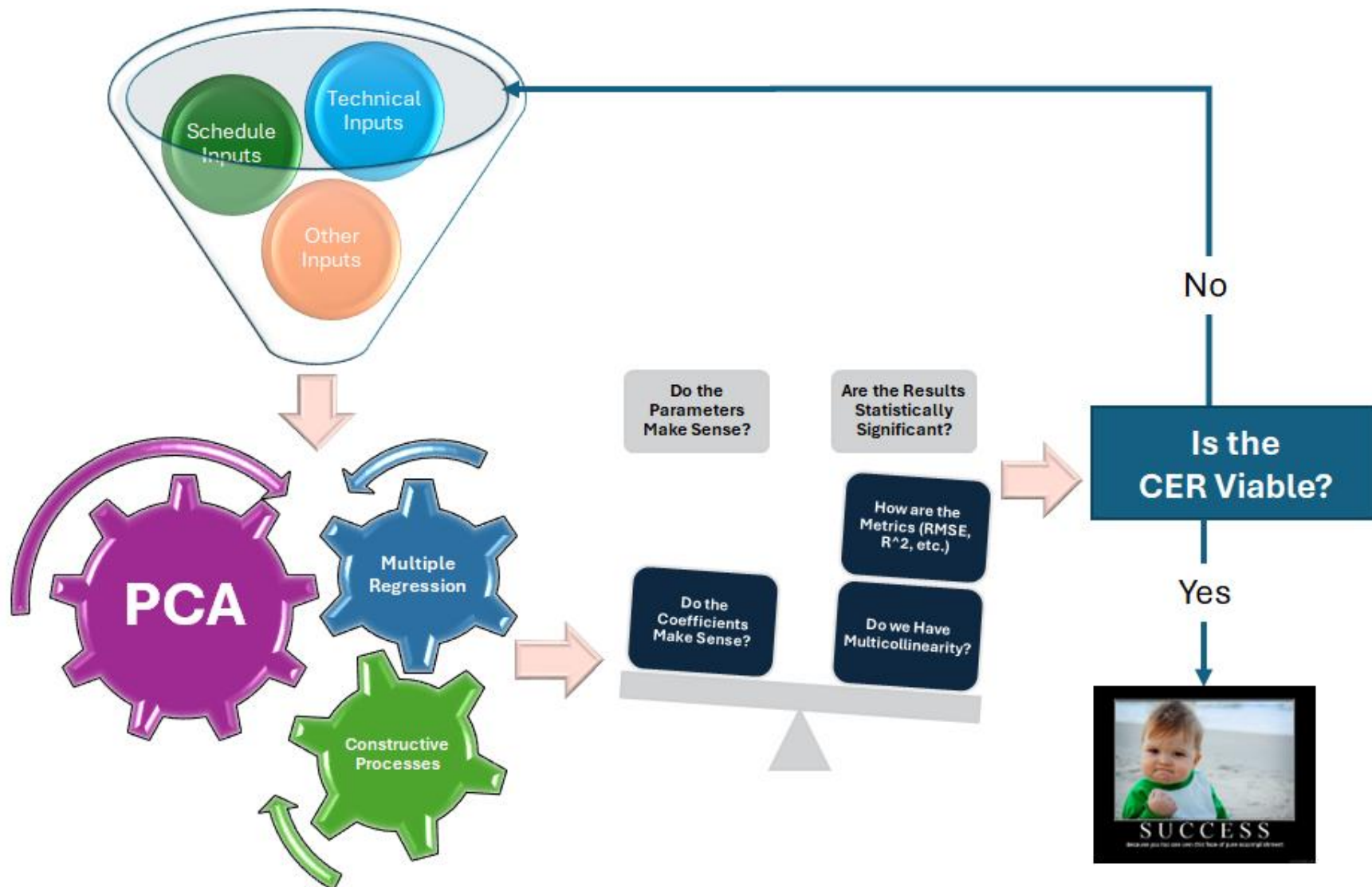
| SOCM (1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | SOCM (2)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | SOCM (3)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PCEC Data Library                                                                                                                                                                                                                                                                                                                                                                                                       | MOCET                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| # of Identical Flight Systems<br># of Separate Science Investigations<br># of Supporting Organizations<br>Architecture Design<br>Conflicts Among Instruments<br>Contract Type<br>Design Complexity<br>Development Schedule<br>Lead Organization Level of Experience<br>Management Mode<br>Mission Risk Class<br>Mission Type<br>MOS s/W Maturity/Heritage<br>Operations Approach<br>Orbit<br>Pointing Requirements<br>S/C Design Implementation<br>Science Team Location/Distribution<br>Science Team Role<br>Science Team Size (not all FT)<br>Scope of Guest Investigator Program<br>SOCM Instrument Score<br>Target<br>Tracking Network | # of Imaging Instruments<br># of Non-Imaging Instruments<br>Command Frequency - Generation Time<br>Command Frequency - Real-Time Commands<br>Command Frequency - Sequences<br>Crosstraining/Staffing Overlaps<br>Cruise Mission Duration (mo)<br>Data Processing - Autonomy<br>Data Processing - Data Completeness<br>Data Processing - Data Delivery Time<br>Data Processing - Heritage/Reuse<br>Data Processing - Max. Downlink Rate Mbps<br>Data Processing - Max. Gb/Day<br>Data Processing - On-Line Storage, GB<br>Data Processing - Storage/Playback Frequency<br>Data Return Margin<br>Design Complexity<br>Downlink Data Rate (kbps)<br>Encounter Criticality<br>Encounter Mission Duration (mo)<br>Engineering Event Complexity<br>Extended Mission Duration (mo)<br>H/W Redundancy<br>Instrument Support Complexity | Instrument/Payload Operating Modes<br>Maneuver Frequency<br>Memory Margin<br>MOS Autonomy<br>MOS Flexibility<br>MOS Heritage - %<br>Nominal Mission Duration (mo)<br>Payload Flight Heritage<br>Post-Flight Data Analysis Duration (mo)<br>Power Margin<br>Propulsion Margin - %<br>Risk Plan - GDS/MOS<br>Risk Plan - Instruments/Payload<br>Risk Plan - S/C<br>S/C Complexity<br>S/W Redundancy<br>Science Event Complexity<br>Staff Experience<br>Targeted Observations<br>Verification Requirements | Launch Date<br>Mass<br>Power (EOL)<br>Heritage<br>Parts Rating<br># of Flight Elements<br>Radiation Environment<br>Data Storage Capacity, GB<br>Peak U/L Rate, kbps<br>Peak D/L Rate, Mbps<br>Daily D/L Volume, GB/day<br>Flight System Type<br>Mission Target/Type<br>Mission Risk Class<br>Project Lead Organization<br>S/C Lead Organization<br>S/C Lead Experience<br>Operating Environment<br>U/L Band<br>D/L Band | Number of Instruments<br>Orbiting Body<br>Cruise Checkout?<br>Quiescent Cruise?<br>Mission Type<br>Mission Class |



# PCEC Robotic Mission CER “Sausage Maker” Iterative Process for Generating CERs



Engineering  
Cost  
Office





# PCEC Robotic Mission CER Development Process (1 of 3)



**Engineering  
Cost  
Office**

- A 6-step process for CER development has been utilized in the creation of the v2.4 robotic spacecraft model



## Data Mining & Preprocessing

- CADRe & Supporting Data provide the foundation supporting all PCEC CER development (8-Step Cost Normalization Process, Technical Characteristics, Schedules, Derived Metrics)
  - Strive to identify reasonable and high-quality input candidates
- Remove outliers as necessary using boxplot analysis

## CER Creation

- PCA is mathematical process that helps to identify CER input parameters that drive cost (results are not always intuitive)
- The PCEC regression process was implemented using a Python routine that includes log transformation of the data and uses a standard backward stepwise approach

## CER Testing & Evaluation

- Preliminary CERs are evaluated by SMEs and are iterated until each CER demonstrates acceptable performance
- Additional post processing analysis includes:
  - Examination of Residuals/Outliers
  - K-Fold Cross Validation
  - Input Sensitivity Testing
  - Overall model performance



# PCEC Robotic Mission CER Development Process (2 of 3)



**Engineering  
Cost  
Office**



STEP  
01

**DATA  
MINING**

- Ongoing mission data collection effort since FY 2015
- Main sources of data used to support CER development include:
  - LRD CADRes and their supporting documentation
  - REDSTAR library resources at MSFC



STEP  
02

**NORMALIZE  
DATA**

- To date, 62 missions have been normalized using an 8-step process which aligns each mission's cost data using the NASA standard WBS as a unifying framework
  - Adjustments for inflation, fees/burdens, contributions, etc.
- Each mission's normalization workbook can be found in the REDSTAR library along with supporting documentation



STEP  
03

**OUTLIER  
REMOVAL**

- Mission outliers were identified using box plot analysis for each CER
- Impact of outlier removal on model performance was tested and shown to be necessary for the greater good
  - JWST, MSL Rover and Cassini are examples of recurrent outliers
- No single unifying element could be found to link outlier missions together given the variation in mission destination and purpose



# PCEC Robotic Mission

## CER Development Process (3 of 3)



Engineering  
Cost  
Office



STEP  
04

### PRINCIPLE COMPONENT ANALYSIS

- PCA is mathematical process that transforms a data set into a smaller one that still contains most of the information contained in the larger set.
- PCA effectively reduces the number of variables while preserving as much information as possible



STEP  
05

### REGRESSION

- The PCEC regression process was implemented using a Python routine that includes log transformation of the data and uses a standard backward stepwise approach
- Variables were limited to no more than 10% of the number of observations
  - Most CERs have less than five independent variables
- Model selection criteria relies on error minimization metrics (RMSE) and SME judgement



STEP  
06

### EXPERT REVIEW & ITERATION

- Although mathematical methods can produce an array of CERs with low error that appear reasonable, care must be taken to sanity check the results
- Model input parameters must make intuitive sense
- PCEC preliminary CERs were reviewed by subject matter experts and iterated until a mathematically viable and intuitive results were obtained for each CER



# PCEC Robotic Missions Unique Items



**Engineering  
Cost  
Office**

Multiple items require unique handling:

## • Aerodeceleration

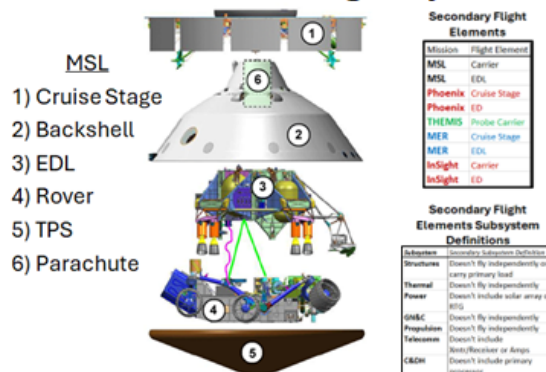
- PCEC has CERs for Parachutes and Thermal Protection Systems (and Airbags)

## • Ion Propulsion

- COTS models for PPU (driven by max power) and Ion Thrusters (driven by screen voltage/ISP); CERs built on NSTAR and early ion propulsion efforts and refined with recent experience

## • Secondary Flight Elements

- PCEC s/c subsystems have a flag to identify if a subsystem is reliant on a different flight function for a primary function

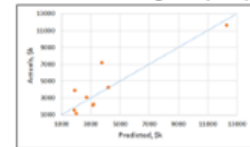


*"Secondary" flight elements mainly apply to Mars landed missions*

## THERMAL PROTECTION SYSTEM

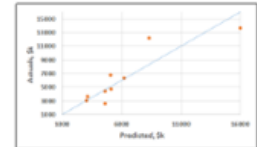
- **Definition:** Covers design, fabrication, and I&T for all TPS material; Includes TPS on Heat Shield, Backshell, and Parachute; Does not include structure, adhesive, or other supporting elements

TPS Non-Recurring Cost (NRC)



- **Input Parameters:**
  - PD - Peak Deceleration (g)
  - MPS - Mean Pressure at the Surface (kPa)
- **Cost Estimating Relationship (CER):**  
 $1236 \times (PD)^{0.3761} \times (MPS)^{-0.1847}$
- **Adjusted R<sup>2</sup>:** 0.52
- **Range of Error:** -51 to 73%

TPS Recurring Cost (RC)

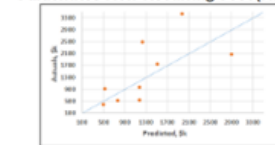


- **Input Parameters:**
  - PD - Peak Deceleration (g)
  - HD - Heatshield Diameter (m)
  - HPU - Heatshield Production Units
- **Cost Estimating Relationship (CER):**  
 $1437 \times (HPU) \times (PD)^{0.2825} \times (HD)^{0.6958}$
- **Adjusted R<sup>2</sup>:** 0.70
- **Range of Error:** -32 to 77%

## PARACHUTES

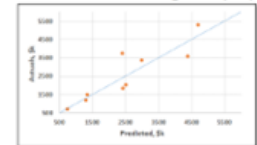
- **Definition:** Covers design, fabrication, and I&T for the Parachute System; Includes all flight parachutes, lines, and mortar; Does not include support structure

Parachutes Non-Recurring Cost (NRC)



- **Input Parameters:**
  - MPD: Main Parachute Diameter (m)
- **Cost Estimating Relationship (CER):**  
 $8.5 \times (MPD)^{1.5641}$
- **Adjusted R<sup>2</sup>:** 0.50
- **Range of Error:** -51 to 119%

Parachutes Recurring Cost (RC)



- **Input Parameters:**
  - PSM - Parachute System Mass (Chutes, Mortar) (kg)
  - MPS - Mean Pressure at the Surface (kPa)
  - PPU - Parachute Production Units
- **Cost Estimating Relationship (CER):**  
 $564 \times (PPU) \times (PSM)^{0.4963} \times (MPS)^{-0.0880}$
- **Adjusted R<sup>2</sup>:** 0.83
- **Range of Error:** -36 to 32%



# PCEC Robotic Missions

## Recent Improvements for v2.4



**Engineering  
Cost  
Office**

### IMPROVED CERs

- Includes 10 new missions (w/ 12 flight systems)
- Enhanced diversity between NASA Programs and Mission Risk Classes
- Enabled CER improvements with refined input drivers, especially for System I&T that now includes Non-Recurring and Recurring CERs

| MISSION                             | Launch Date | Lead Org PM | Lead Org Flt Sys | NASA Program          | Mission Risk Class |
|-------------------------------------|-------------|-------------|------------------|-----------------------|--------------------|
| <i>Added Missions for PCEC v2.4</i> |             |             |                  |                       |                    |
| 50 SMAP                             | 1/31/15     | JPL         | JPL              | Earth Sciences        | Class C/D          |
| 51 JPSS-1                           | 11/10/17    | GSFC        | BATC             | Earth Sciences        | Class B            |
| 52 Solar Probe                      | 8/6/18      | GSFC        | APL              | Heliophysics          | Class B            |
| 53 Mars 2020                        | 7/30/20     | JPL         | JPL              | Planetary             | Class B            |
| 54 TESS                             | 3/20/18     | GSFC        | OSC              | Astrophysics/Explorer | Class C/D          |
| 55 IXPE                             | 12/9/21     | MSFC        | Ball             | Astrophysics/Explorer | Class C/D          |
| 56 DART                             | 11/23/21    | APL         | APL              | Planetary             | Class C/D          |
| 57 JWST                             | 12/25/21    | GSFC        | NG               | Astrophysics          | Class A            |
| 58 Lucy                             | 10/16/21    | GSFC        | LMSS             | Planetary             | Class B            |
| 59 GOES-T                           | 3/1/22      | GSFC        | LMSS             | Earth Sciences        | Class B            |

### OPERATIONS CERs

- Significant improvements for Operations
- Separate estimates are supported for MO and DA and for Planetary Cruise & Encounter and Near-Earth Primary Mission

- To provide enhanced insight into Phase E costs, separate CERs for Mission Operations and Data Analysis were developed but not yet adopted
  - CERs cover Planetary Cruise & Encounter phases and Near-Earth Primary Mission

| Mission Operations (MO)                                                                                       | NASA WBS                    | Data Analysis (DA)                                                                         |
|---------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------|
| Next level of detail needed to separate engineering from science                                              | 1 Project Management        | Science Team efforts include EPO; Payload only included if Science Team book-kept in WBS 5 |
|                                                                                                               | 2 Systems Engineering       |                                                                                            |
|                                                                                                               | 3 Mission Assurance         |                                                                                            |
|                                                                                                               | 4 Science Team              |                                                                                            |
|                                                                                                               | 5 Payload                   |                                                                                            |
| Next level of detail needed to separate engineering from science for WBS 7; Typically, no post-launch S/C \$s | 6 Spacecraft                | Next level of detail needed to separate engineering from science                           |
|                                                                                                               | 7 Mission Operations System |                                                                                            |
|                                                                                                               | 8 Launch Vehicle            |                                                                                            |
|                                                                                                               | 9 Ground Data System        |                                                                                            |
| Typically, no post-launch I&T \$s                                                                             | 10 I&T                      |                                                                                            |

### EXCELLENT PERFORMANCE

- Excellent performance testing results w/ new Missions (not used for the CERs)

| MISSION                                    | Launch Date | Lead Org PM | Lead Org Flt Sys | NASA Program | Mission Risk Class |
|--------------------------------------------|-------------|-------------|------------------|--------------|--------------------|
| <i>Normalized for PCEC Future Versions</i> |             |             |                  |              |                    |
| 60 Psyche                                  | 10/13/23    | JPL         | SSL              | Planetary    | Class B            |
| 61 Europa Clipper                          | 10/10/24    | JPL         | JPL              | Planetary    | Class A            |
| 62 SPHEREx                                 | 2/27/25     | JPL         | Ball             | Astrophysics | Class C            |



# PCEC Robotic Missions Future Plans



Engineering  
Cost  
Office

- **New Missions**

- 10 new mission candidates (+ 3 recent missions post-v2.4) with normalized data

| MISSION                        | Launch Date  | Lead Org<br>PM | Lead Org<br>Flt Sys | NASA Program   | Mission Risk<br>Class |
|--------------------------------|--------------|----------------|---------------------|----------------|-----------------------|
| <i>New Missions Candidates</i> |              |                |                     |                |                       |
| N-1 IMAP                       | Aug/Sep 2025 | APL            | APL                 | Heliophysics   | Class C               |
| N-2 PUNCH                      | 2/27/25      | SwRI           | SwRI                | Heliophysics   | Class D               |
| N-3 Carruthers                 | Aug/Sep 2025 | UCB            | BAE                 | Heliophysics   | Class D               |
| N-4 JPSS-2                     | 11/10/22     | GSFC           | OATK                | Earth Sciences | Class B               |
| N-5 NEA Scout                  | 11/16/22     | MSFC           | JPL                 | Planetary      | Class D               |
| N-6 PACE                       | 2/8/24       | GSFC           | GSFC                | Earth Sciences | Class C               |
| N-7 PREFIRE                    | 5/25/24      | JPL            | SDL                 | Earth Sciences | Class D               |
| N-8 GOES-U                     | 6/25/24      | GSFC           | LMSS                | Earth Sciences | Class B               |
| N-9 Lunar Trailblazer          | 2025         | JPL            | JPL                 | Planetary      | Class D               |
| N-10 VIPER                     | 2025         | ARC            | JSC                 | Planetary      | Class D               |

- **CER Improvements**

- Continue to explore alternative approaches, new input candidates, and derivation of Figure of Merit input candidates

- **Leveraging database-enable capabilities**

- Explore ways to maximize utilization of the large PCEC Robotic Mission Database



# PCEC Robotic Missions Lessons Learned



**Engineering  
Cost  
Office**

- **More data doesn't always help**
  - CER performance initially was not improved after new missions were added, although the new missions helped reduce the number of outlier points
  - New input candidates and other modifications were needed to improve performance
- **Significant expert judgement is needed to choose the best CERs**
  - PCA & Regression can identify good statistical correlations, but the inputs are sometimes counter-intuitive
  - Good inputs should be “causal” not “associative”
  - Understanding why outlier data points are outliers is the key to finding the best CERs
- **Understanding the data is essential to cost normalization & CER development efforts**
  - Normalization efforts need to account for “External” impacts outside project's direct control
  - CER development needs to account for unique project experiences & cost book-keeping oddities



# **CREW AND SPACE TRANSPORTATION SYSTEMS MODEL**



# PCEC CASTS Overview



**Engineering  
Cost  
Office**

- **Based on data from 30 historical launch vehicle stages, crewed vehicles, and related space transportation systems/subsystems**
  - Plus 16 Liquid Rocket Engines (LRE) and 50+ Solid Boosters/Motors (SRM)
    - *Including data from MDA as part of data exchange agreement (June 2021)*
- **One set of CERs for estimating subsystem-level costs of Design and Development (D&D) and Flight Unit (46 CERs)**
  - Primarily single-variable power CERs; some multi-variable power CERs
  - Includes Prime contract cost (excludes Civil Service, non-prime Support); **CY 2015 \$M**
- **Plus set of CERs for estimating support costs (e.g., PM, ground support equipment, tooling) at the spacecraft level (9 CERs)**
- **Fixed/Variable equation estimates**
  - Production cost per year as  $f(\text{rate})$

**Letter of Intent**  
Between  
NASA Marshall Space Flight Center  
Engineering Cost Office  
And  
Missile Defense Agency  
Cost Estimating Directorate

SUBJECT: Cost Estimating and Analysis Knowledge and Data Sharing

The purpose of this Letter of Intent (hereafter referred to as the "LOI") is to facilitate cooperation between Engineering Cost Office located at the National Aeronautics and Space Administration (NASA) George C. Marshall Space Flight Center (MSFC) and the Missile Defense Agency (MDA) Cost Estimating Directorate. Both parties recognize that mutual benefit will result from such cooperation. This LOI is not to be construed as a legally binding agreement nor as a commitment of resources by either party.

Under this LOI both cost analysis knowledge standards. This cooperation.

The parties declare that:

- Share non-classified information
- Assist the other party
- Exchange knowledge and models
- Cooperate as needed

It is further understood that the Trade Secrets Act (18 U.S.C. § 1905) applies to shared data. Therefore:

- Acknowledge regulations (i.e., Export Administration Regulations (ITAR)/22 CFR (EAR)/15 CFR (CFR))

- Acknowledge that an unlawful export occurs if there is a release of export-controlled information in the United States with knowledge or intent that the information will be shipped or transmitted out of the United States. Furthermore, a release to a foreign national or foreign representative within the U.S. is also an export.
- Acknowledge our responsibility to protect export-controlled information (ECI) and actively restrict the access of the public at large to ECI. Under the AECA, civil and criminal penalties apply to anyone who exports ECI without proper permission. "Export" is defined to include the transfer of such data to any Foreign National, Foreign Representative, or to a U.S. citizen overseas.
- Acknowledge our responsibility to comply with limited rights notices and other restrictive markings applicable to data being exchanged, or considered for exchange.
- Understand that civil servants may face criminal prosecution for release of proprietary contractor data in violation of the Trade Secrets Act (18 U.S.C. § 1905). Proprietary data, i.e., trade secrets, includes business and confidential financial data received from a contractor such as overhead rates, overtime, fully burdened labor rates, subcontracting plans, OCI plans, G&A rates and percentages, potential award fee, key personnel names and position titles, contract innovations, etc.
- Understand that contractor employees who are given access to shared data are required to comply with their respective OCI plans, nondisclosure agreements, and applicable clauses of their respective contracts related to access to and protection of data, as well as applicable markings on the documents or data.
- Acknowledge that access to data shared by the parties pursuant to this LOI is authorized for U.S. Government employees and approved support service contractor employees only, unless the parties agree otherwise or the data rights involved require greater restrictions.

This LOI may be modified at any time by mutual agreement of the parties, or terminated by either party upon reasonable notice to the other party.

**FRANK PRINCE**  
Digitally signed by FRANK PRINCE  
Date: 2021.06.29 09:00:08 -05'00'  
Frank A. Prince  
Manager, Engineering Cost Office  
NASA Marshall Space Flight Center

**TETRAULT PAUL EDWARD**  
Digitally signed by TETRAULT PAUL EDWARD  
Date: 2021.06.28 14:11:03 -05'00'  
Paul E. Tetrault  
Director, Cost Estimating  
Missile Defense Agency



# PCEC CASTS CER Development Process



**Engineering  
Cost  
Office**

- CASTS CER's reflect general PCEC development approach
  - Ramifications to CASTS CER's? Significant data "clutter"
    - Minimal number data points with multiple potential independent variables ("over fitting")
    - Lack of/dissimilar definitions between sources
    - Poor predictive value (P-values  $\gg .05$ )
    - Counter-intuitive results (cost > over time, cost < increased complexity)
    - Conflicting/countervailing influences between potential variables
      - Time vs. degree of new design vs. technology level vs. SOA vs. etc.
  - Calculated "adjustment factor" for each data point
    - Not a "complexity" factor – says nothing about why value is what it is
- Identify Source Data
    - NAFCOM-heritage systems: Trace back to original sources; re-evaluate using common definitions/assumptions; fit to CASTS WBS
    - New systems: Understand/analyze source data; evaluate using common definitions/assumptions; fit to CASTS WBS
  - Normalize Source Data
    - Convert to common year & units
    - Separate out elements of cost: Design & Development, First Unit, System Test Hardware, etc.
  - Assign to Appropriate CASTS WBS Elements
  - Develop CASTS CERs
    - Identify potential independent variables
    - Develop CER equations
    - Evaluate CER "goodness"
  - Document Analysis



# PCEC CASTS WBS & CERs



**Engineering  
Cost  
Office**

- CASTS Work Breakdown Structure – Cost Estimating Relationships
  - Developed WBS specifically for CASTS
    - NASA Standard WBS Launch Vehicle = 1 line
    - Breadth to handle all LV configurations; Depth to subsystem level

| Program Segment |                              |
|-----------------|------------------------------|
| 1               | Program Mgt & Support        |
| 1               | Systems Engr & Integ         |
| Vehicle Segment |                              |
| 1               | Integration, Ass'y, Checkout |
| 2               | Crew Structures              |
| 3               | Wing                         |
| 3               | Tail                         |
| 3               | Fuselage/Body                |
| 3               | Capsule Structures           |
| 2               | Thrust Structure             |
| 2               | Adapters                     |
| 2               | Secondary/Support Structs    |
| 2               | Tanks                        |
| 2               | Intertank                    |

| Vehicle Segment (cont'd) |                              |
|--------------------------|------------------------------|
|                          | Mechanisms                   |
| 2                        | Thrust Vector/Flight Control |
| 2                        | Separation                   |
| 2                        | Recovery                     |
| 2                        | Other                        |
| 2                        | Main Propulsion Systems      |
|                          | Thermal Protection           |
| 2                        | Passive                      |
| 3                        | Re-Entry Leading Edges       |
| 3                        | Re-Entry Heat Shield         |
|                          | Propulsion                   |
| 4                        | Liquid Engines               |
| 4                        | Solid Motors                 |
| 2                        | Reaction Ctl/Orb Maneuv Sys  |

| Vehicle Segment (cont'd) |                              |
|--------------------------|------------------------------|
|                          | Avionics & Power             |
| 4                        | Guidance, Nav, & Control     |
| 4                        | Telemetry & Tracking         |
| 4                        | Command, Ctl, Data Handling  |
| 2                        | Range Safety/Flt Termination |
| 2                        | Electric Power               |
| 2                        | Shroud/Fairing               |
| 2                        | Crew Systems                 |
| 3                        | Environ Ctl & Life Supt      |
| 3                        | Displays/Controls            |
| Software Segment         |                              |
| 2                        | Flight Software              |
| 3                        | Ground Software              |
| Test Segment             |                              |
| 1                        | System Test Operations       |
| 1                        | System Test Hardware         |
| Ground Segment           |                              |
| 1                        | Ground/Test Support Equip    |
| 2                        | Tooling                      |

| CER Type |                                 |
|----------|---------------------------------|
| 1        | Cost-to-Cost                    |
| 2        | Des & Dev + Flt Unit (wt/other) |
| 3        | Adjustment Factor               |
| 4        | Multi Var CER (DD & FU)         |



# PCEC CASTS

## Historical Data Set



**Engineering  
Cost  
Office**

### Launch/Crew Vehicles

Apollo Command/Service Module (CSM)  
Apollo Lunar Module (LM)  
Atlas II  
Atlas V 5m Fairing  
Atlas V Centaur  
Atlas V Common Core Booster (CCB)  
Centaur D  
Centaur G' (Shuttle Centaur)  
Centaur G' CISS (Centaur Integ Supt Sys) - ASE

### Inertial Upper Stage

Int'l Space Station Oxygen Generation Sys (OGS)  
Int'l Space Station Water Recovery Sys (WRS)

### Orbit Maneuvering Vehicle

Orion Crew Module  
Orion Integrated Vehicle  
Orion Launch Abort System  
Orion Service Module

Saturn V 1st Stage (SIC)  
Saturn V 2nd Stage (SII)  
Saturn V 3rd Stage (SIVB)  
Shuttle External Tank (ET)  
Shuttle Orbiter  
Shuttle Solid Rocket Booster (SRB)  
Shuttle Solid Rocket Motor (SRM)  
Skylab Airlock  
Skylab Orbital Work Station (OWS)  
Space Launch System (SLS)  
Spacelab  
Titan Centaur  
Titan IV 5m Fairing

**Added v.2.4**

### Software

SSME Adv Health Mgt Sys  
Orbiter Cockpit Avionics Upgrade  
Orbiter Primary Avionics Software Sys  
Orbiter Backup Flight Software  
BRAHMS  
DART  
X33  
Centaur G' (Shuttle Centaur)  
Inertial Upper Stage  
Orbit Maneuvering Vehicle  
Atlas II  
Atlas V

### Liquid Engines

F1  
J2  
J2X  
RS27  
RD180  
RS68  
SSME  
OMS  
LM Ascent  
LM Descent  
MA5  
Viking VI  
LR87  
LR91  
RL10A3  
RL10C1

|                           | Mass (Lbs) | First Flight<br>Year -<br>DDTE | First Flight<br>Year - Fit<br>Unit |                               | Mass (Lbs) | First Flight<br>Year -<br>DDTE | First Flight<br>Year - Fit<br>Unit |
|---------------------------|------------|--------------------------------|------------------------------------|-------------------------------|------------|--------------------------------|------------------------------------|
| <b>BOOSTERS</b>           |            |                                |                                    | <b>UPPER STAGES</b>           |            |                                |                                    |
| Titan IV SRMU             | 776,038    |                                |                                    | PAM-D Star 48 short           | 4,705      |                                |                                    |
| Titan IV CSD SRM          | 704,000    |                                |                                    | PAM-DII Star 63               | 7,716      |                                |                                    |
| Shuttle RSRM              | 1,290,513  |                                |                                    | PAM-D Star 48 long            | 4,721      |                                |                                    |
| Atlas IIAS Castor 4A      | 25,737     |                                |                                    | Talos                         | 2,869      |                                |                                    |
| Atlas V AGC AJ-60A SRM    | 102,949    |                                |                                    | ASAS                          | 2,512      |                                |                                    |
| Ariane V EAP-P230         | 610,785    |                                |                                    | Trident C4 Stage 3            | 711        |                                |                                    |
| Shuttle ASRM              | 1,345,807  |                                |                                    | IUS Multi Stage               | 32,418     |                                |                                    |
| Ares 1 FSB                | 1,616,125  |                                |                                    | IUS-1 Orbus 21                | 23,953     |                                |                                    |
| <b>STAGES</b>             |            |                                |                                    | IUS-2 Orbus 6                 | 8,465      |                                |                                    |
| PK Stg 1 (MTI SR-118)     | 107,778    | 1986                           | 1986                               | <b>KICK MOTORS</b>            |            |                                |                                    |
| PK Stg 2 (AGC SR-119)     | 60,874     | 1986                           | 1986                               | Star 17A                      | 277        |                                |                                    |
| PK Stg 3 (HER SR-120)     | 16,962     | 1986                           | 1986                               | Star 24                       | 481        |                                |                                    |
| MMI, II, III Stg 1: M55E1 | 50,400     | 1961                           | 1961                               | Star 27                       | 796        |                                |                                    |
| MMI Stg 2: M56A1          | 15,502     | 1961                           | 1961                               | Star 37FM                     | 2,531      |                                |                                    |
| MMI, II Stg 3: M57A1      | 4,100      | 1961                           | 1961                               | Star 37XFP                    | 2,105      |                                |                                    |
| MMII, III Stg 2: SR19AJ1  | 15,502     | 1964                           | 1964                               | Star 48B short                | 4,708      |                                |                                    |
| MMII, III Stg 3: SR73AJ1  | 7,900      | 1969                           | 1969                               | Star 48B long                 | 4,721      |                                |                                    |
| Castor 120 - LLV1 1st Stg | 117,014    | 1969                           | 1969                               | Star 37XFPV                   | 2,105      |                                |                                    |
| THAAD Booster             | 1,894      | 1995                           | 1995                               | Star 48V                      | 4,772      |                                |                                    |
| Trident C4 Stage 1        | 42,508     | 1977                           | 1977                               | Star 48 BV                    | 4,800      |                                |                                    |
| Trident C4 Stage 2        | 35,972     | 1977                           | 1977                               | <b>SOUNDING ROCKETS</b>       |            |                                |                                    |
| Trident C4 Stage 3        | 711        | 1977                           | 1977                               | Black Brant V                 | 2,639      |                                |                                    |
| Orion 50XSL               | 36,153     | 1994                           | 1994                               | Black Brant X                 | 5,700      |                                |                                    |
| Orion 50XL                | 9,494      | 1994                           | 1994                               | Black Brant XI                | 11,600     |                                |                                    |
| Orion 38                  | 1,924      | 1994                           | 1994                               | Black Brant XII               | 13,888     |                                |                                    |
| Castor IVB                | 25,445     | 1989                           | 1989                               | Terrier-Black Brant VC        | 4,900      |                                |                                    |
| Castor IB                 | 7,875      | 1961                           | 1961                               | Black Brant V A               | 2,639      |                                |                                    |
| Trident D5                | 130,000    | 1990                           | 1990                               | Terrier Malamute              | 3,456      |                                |                                    |
| Trident C4 TOTAL          | 79,191     | 1977                           | 1977                               | Terrier Orion                 | 2,800      |                                |                                    |
| Pegasus XL                | 47,571     | 1990                           | 1990                               | Orion                         | 880        |                                |                                    |
|                           |            |                                |                                    | Prospector/Joust (Castor IVA) | 27,000     |                                |                                    |
|                           |            |                                |                                    | Aries-MM I                    | 15,760     |                                |                                    |



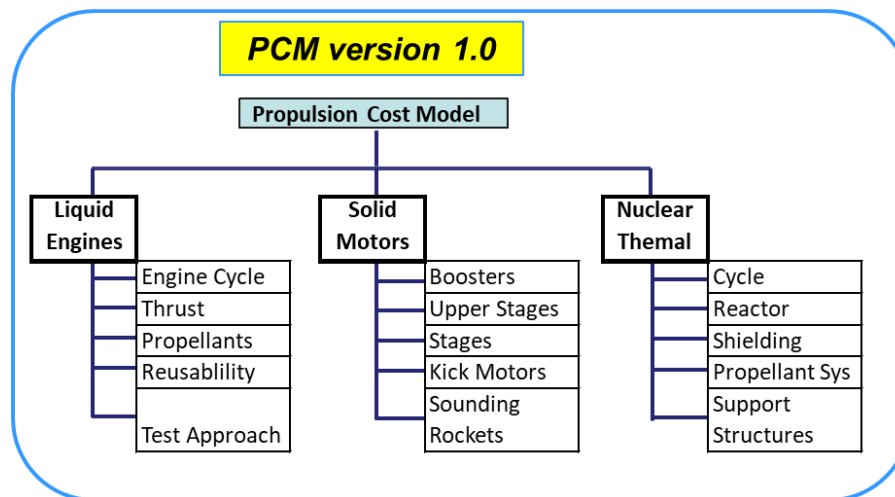
# PCEC CASTS Add-in Models



Engineering  
Cost  
Office

- **Propulsion Cost Model – v.1.0**

- Three separate spreadsheet models – similar to CASTS: DDTE + FU M2015\$'s
  - Liquid Rocket Engines (LRE) + Solid Rocket Motors (SRM) + Nuclear Thermal Propulsion (NTP)
- Restricted and Unrestricted versions – includes User Guides and VBBs
- To be released this month (July 2025) – same access as PCEC



- **Operations Cost Model**

- Spreadsheet-based model completed 2006
- Estimates recurring Earth-To-Orbit launch vehicle cost not covered by hardware-based models (Launch & Flight/Mission Ops+); fixed/variable cost estimates



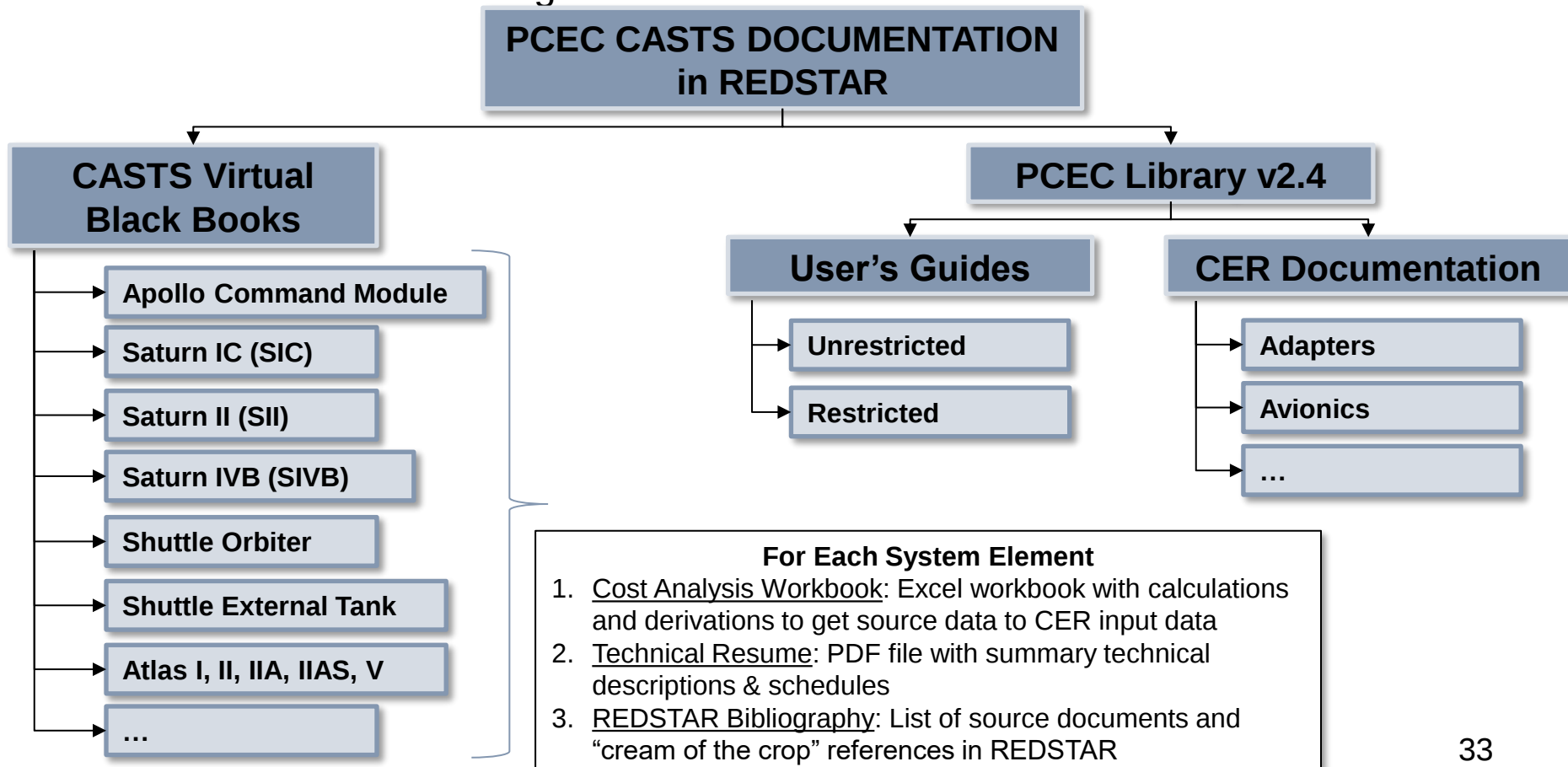
# PCEC CASTS

## Data Documentation



Engineering  
Cost  
Office

- User Guides + Virtual Black Books + CER Documentation
  - Restricted and Unrestricted versions
- Integrated collection of accessible source information
- Available online through REDSTAR





# PCEC CASTS

## User's Guide (1 of 2)



**Engineering  
Cost  
Office**

- Two versions of User's Guide:
  - Unrestricted: Includes model overview, definitions, description of modeling processes, and for each WBS element: CER equations, descriptions, data set of Adjustment Factors
  - Restricted: Includes all information in Unrestricted version plus scatter plots and CER source dataset

CASTS User's Guide - Unrestricted  
PCEC version 2.4

May 2025

### 5.12 Main Propulsion Systems (MPS)

#### CER Equations

$$[MPS\ DD\ Cost] = 0.6779 * [WeightPerUnit]^{0.6339}$$

$$[MPS\ FU\ Cost] = 0.0099 * [WeightPerUnit]^{0.8555}$$

#### Inputs

Dry Weight (Weight) per unit (lbs.)

#### Description

This CER estimates the DD and FU costs of the MPS of a launch vehicle element and includes (as applicable) feed lines, fill and drain, purge and vent, and pressurization subsystems. The Apollo CSM and LM data points were excluded from the CER calculation data set base due to the significant difference in requirements, design, complexity, and overall nature of those subsystems relative to the rest of the data set. As such the Apollo adjustment factors are essentially factors to adjust for analogous MPS systems comparable to the Apollo systems.

| Main Propulsion Systems - Adjustment Factors |                 |          |          |
|----------------------------------------------|-----------------|----------|----------|
| Mission                                      | WBS Item        | DD       | FU       |
| Apollo CSM                                   | Main Propulsion | 11.75208 | 11.59137 |
| Apollo LM                                    | Ascent          | 6.90673  | 10.60289 |
| Apollo LM                                    | Descent         | 5.87273  | 10.55784 |
| Atlas V CCB                                  | RP1             | 1.59983  | 0.40220  |
| Atlas V Centaur                              | LH2             | 2.86189  | 3.14819  |
| Centaur D                                    | LH2             | 2.22051  | 1.97783  |
| Centaur G'                                   | MPS-CISS LH2    | 0.40378  | 0.51210  |
| Centaur G'                                   | MPS-G' LH2      | 0.33024  | 1.90702  |
| External Tank                                | LH2             | 0.74657  | 0.42641  |
| Orbiter                                      | LH2             | 1.18034  | 4.09338  |
| Orion                                        | SM Hypergolic   | 3.30695  | 3.51465  |
| S-IC                                         | RP1             | 0.75476  | 0.94008  |
| S-II                                         | LH2             | 1.26489  | 1.57654  |
| S-IVB                                        | LH2             | 2.16697  | 0.52857  |
| Titan Centaur                                | LH2             | 0.40462  | 0.29903  |



# PCEC CASTS

## User's Guide (2 of 2)

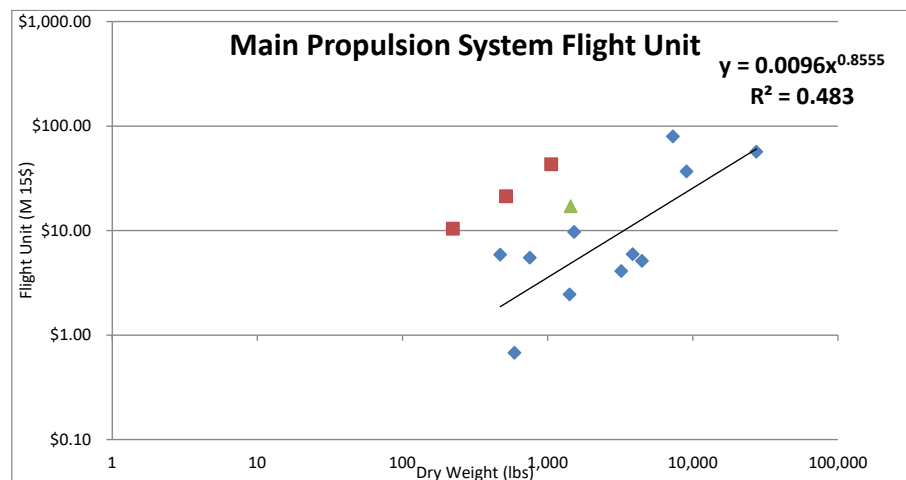
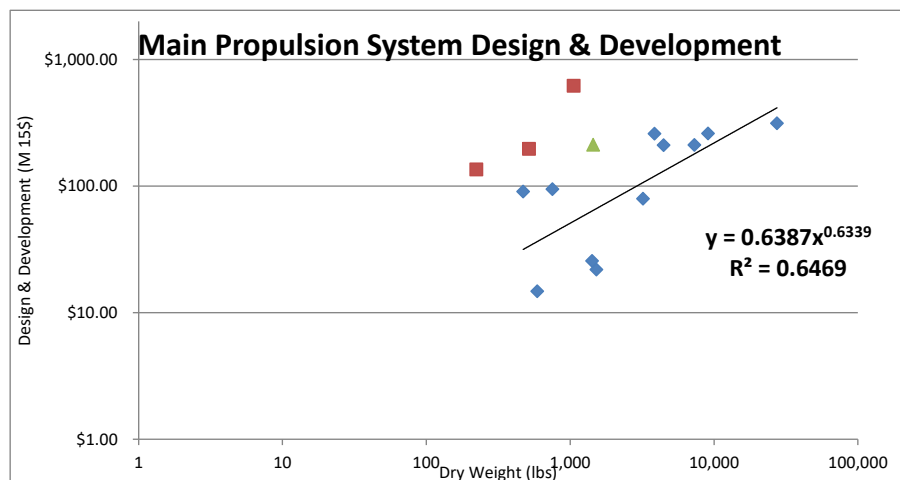


Engineering  
Cost  
Office

- Restricted versions include CER source data set and scatter plots

| Main Propulsion Sys |                 | Source Data |           |          |       | CER Data |            |          |
|---------------------|-----------------|-------------|-----------|----------|-------|----------|------------|----------|
|                     |                 | Wt          | DD        | TFU      | YR \$ | Escal    | DD         | TFU      |
| AV CCB              | RP1             | 4,467       | \$ 181.38 | \$ 4.43  | 2007  | 1.1599   | \$ 210.39  | \$ 5.14  |
| ET                  | LH2             | 3,213       | \$ 21.50  | \$ 1.11  | 1979  | 3.7057   | \$ 79.67   | \$ 4.11  |
| SIC                 | RP1             | 27,418      | \$ 42.08  | \$ 7.62  | 1970  | 7.4507   | \$ 313.49  | \$ 56.77 |
| C D                 | LH2             | 754         | \$ 15.07  | \$ 0.88  | 1973  | 6.2736   | \$ 94.54   | \$ 5.52  |
| Orbiter             | LH2             | 7,298       | \$ 98.35  | \$ 36.98 | 1988  | 2.1542   | \$ 211.87  | \$ 79.67 |
| AV Cent             | LH2             | 472         | \$ 78.04  | \$ 5.07  | 2007  | 1.1599   | \$ 90.52   | \$ 5.88  |
| SIVB                | LH2             | 3,854       | \$ 32.58  | \$ 0.75  | 1969  | 7.9648   | \$ 259.50  | \$ 5.96  |
| Titan Cent          | LH2             | 591         | \$ 6.85   | \$ 0.31  | 1988  | 2.1542   | \$ 14.76   | \$ 0.68  |
| CG'                 | MPS-G' LH2      | 1,522       | \$ 11.15  | \$ 4.93  | 1990  | 1.9671   | \$ 21.94   | \$ 9.71  |
| CG'                 | MPS-G' LH2      | 1,420       | \$ 13.05  | \$ 1.2   | 1990  | 1.9671   | \$ 21.94   | \$ 2.46  |
| SII                 | LH2             | 9,073       | \$ 19.3   | \$ 1.1   | 1967  | 8.7341   | \$ 1,651.9 | \$ 36.97 |
| Orion               | SM Hy           | 1,420       | \$ 21.3   | \$ 1.2   | 2012  | 1.9671   | \$ 21.94   | \$ 17.10 |
| Apollo CSM          | Main Propulsion | 1,058       | \$ 66.64  | \$ 4.65  | 1966  | 9.3082   | \$ 620.30  | \$ 43.24 |
| Apollo LM           | Ascent          | 223         | \$ 48.13  | \$ 3.70  | 1982  | 2.8204   | \$ 135.74  | \$ 10.43 |
| Apollo LM           | Descent         | 518         | \$ 69.85  | \$ 7.58  | 1982  | 2.8204   | \$ 197.01  | \$ 21.36 |

Example Data



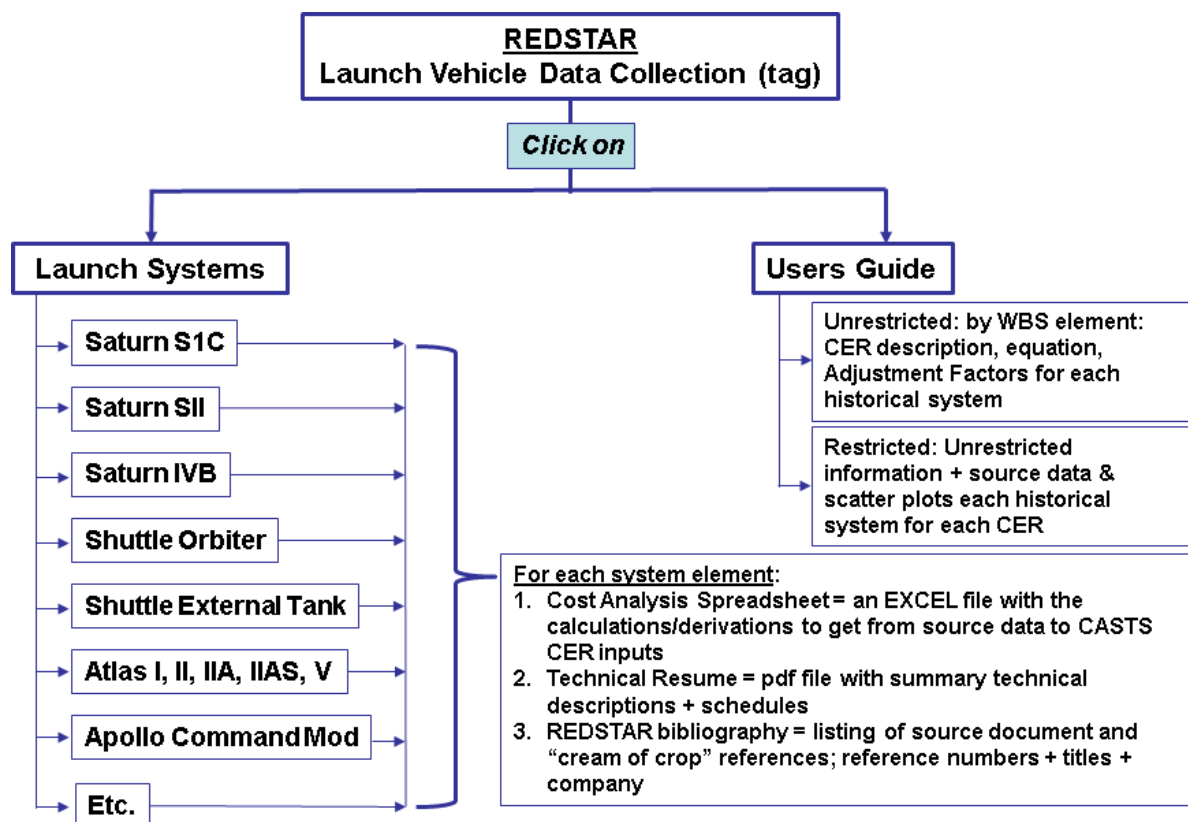


# PCEC CASTS Virtual Black Books



Engineering  
Cost  
Office

- CADRe-like – not a CADRe, but same type of information
- Integrated collection of accessible source information
- Restricted available online through REDSTAR
- Unrestricted available upon request – (technical data only)





# PCEC CASTS

## VBB – F-1 Engine Example



Engineering  
Cost  
Office

- Virtual Black Book (CASTS and PCM) Example
    - F-1 Liquid Rocket Engine
- ### Technical Data Sheet

| CASTS TECHNICAL DATA SHEET                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Liquid Rocket Engines                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |
| F-1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| The F-1 engine is the most powerful single-nozzle rocket engine ever built. The F-1's million-and-a-half pounds of thrust per engine at liftoff (quintupled in a cluster of 5) lifted men to the moon as the booster engine for the Saturn V first stage (S1C). The F-1 is a single start, fixed thrust engine. It is turbopump fed and is a gas-generator cycle engine. It is gimbaled and uses RP-1 (kerosene) as fuel and liquid oxygen as oxidizer. RP-1 is also used as the turbopump lubricant and control system fluid.                                                                                                                                                                                                                                     |  |
| NASA made the initial contract award for development of the F-1 engine to Rocketdyne in 1959. The contract was for an engine with 1.5 million pounds of thrust, which was an approximately 7.5 times greater thrust level than its predecessor operational engine, the H-1 and previous Air Force development efforts on large liquid engines. While the F-1 required no new state-of-the-art technology developments, the enormous increase in size and thrust relative to previously developed engines introduced many engineering and facility/equipment challenges. Among the primary difficulties encountered during F-1 development were combustion instability, turbopump development, and regenerative cooling metallurgical and manufacturing approaches. |  |
| F-1 full-scale development involved a substantial amount of development and qualification testing, including component, subsystem, and integrated engine tests. The engines for the Apollo Saturn V launch system required qualification at the engine component and engine system level with a formal demonstration of the 0.99 reliability goal at 50% confidence. As a result, there were over 50 equivalent new test engines produced and over 2,000 tests performed, including over 1,000 full duration tests.                                                                                                                                                                                                                                                |  |
| NASA Management Center: MSFC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| Prime Contractor: Rocketdyne (Rockwell)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| ATP: January 1959                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| Development (Qualification) Complete: December 1966                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| Initial Delivery: November 1963 (first ground test engine)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| January 1965 (first flight engine)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| Last Delivery: November 1969                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| Equivalent Development Engines: 53 to 56 (depending on source)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| Production Engines: 98 total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| Parameters                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| Engine Cycle: Gas-Generator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| Propellants: RP-1 (Kerosene) / Liquid Oxygen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| Thrust: 1,522 klbf sea level;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |

#### TECHNICAL DATA SHEET

level)  
(15 = 159 sec)

tion)

delivered from 1963-64 through 1969-70. The engines  
its, NAS8-5604 and NAS8-18734. 65 engines were  
% reliability. Figure F1-1 provides a summary of F-1

| F1 Engines Delivered |       |     |            |  |
|----------------------|-------|-----|------------|--|
| Number<br>Engines    | Year  | R&D | Production |  |
| 70                   | TOTAL | 85  | 98         |  |
| 22                   | 61    | 1   |            |  |
| 98                   | 62    | 8   |            |  |
|                      | 63    | 11  |            |  |
| 79                   | 64    | 10  | 2          |  |
| 14                   | 65    | 15  | 15         |  |
| 1                    | 66    | 16  | 23         |  |
| 4                    | 67    | 9   | 23         |  |
| 2                    | 68    | 7   | 19         |  |
| 2                    | 69    | 5   | 12         |  |
| 98                   | 70    | 3   | 4          |  |

Figure F1-1. F-1 engine production summary

#### Description

The F-1 is a gas-generator cycle, turbopump driven, LOX/RP-1 expendable engine which produced approximately 1.5 mibf at liftoff of the Saturn V launch system. It is a single-start, fixed thrust, gimbaled engine. The nozzle is regeneratively cooled through 178 tubes down the length of the thrust chamber.

A gas-generator was used to drive a turbine which in turn drove separate fuel and oxygen pumps, each feeding the thrust chamber assembly. The turbine was driven at 5,500 RPM by the gas-

#### TECHNICAL DATA SHEET

US gallons of RP-1 per minute while the oxidizer  
per minute. Environmentally, the turbopump was  
m input gas at 1,500 °F (820 °C) to liquid oxygen  
ed to lubricate and cool the turbine bearings.

ension, roughly half the length of the engine. This  
e engine from 10:1 to 16:1. The exhaust from the  
y a large, tapered manifold; this relatively cool gas  
n from the hot (5,800 °F (3,200 °C)) exhaust  
ine.

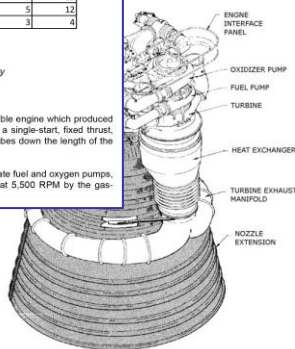


Figure F1-2. F-1 engine view

### Cost & Sources

| 0121-01403                         |    |    |           |        |
|------------------------------------|----|----|-----------|--------|
| F-1 Engine Production Cost History |    |    |           |        |
| Number Engines:                    |    | 98 | 76        | 22     |
|                                    |    |    |           | 0      |
|                                    |    |    | NAS8-     | NAS8-  |
|                                    |    |    | 18734B    | 18734F |
| TOTAL                              |    |    | NAS8-5604 | 18734B |
| Deliverable Hardware               |    |    |           |        |
| 1st 14 engines                     | \$ |    |           |        |
| 1st 76 Engines                     | \$ |    |           |        |
| Engine Systems                     | \$ |    |           |        |
| Engr Support                       | \$ |    |           |        |
| Maint engr                         | \$ |    |           |        |
| Misc                               | \$ |    |           |        |
| Thrust Chambers                    | \$ |    |           |        |
| Gas Generators                     | \$ |    |           |        |
| Turbopumps                         | \$ |    |           |        |
| Feed Systems                       | \$ |    |           |        |
| Hydr Control Sys                   | \$ |    |           |        |
| Pressurization                     | \$ |    |           |        |
| Elec & Instr                       | \$ |    |           |        |
| Thermal Insul                      | \$ |    |           |        |
| Tooling                            | \$ |    |           |        |
| STE                                | \$ |    |           |        |
| Engines                            | \$ |    |           |        |
| Parts                              | \$ |    |           |        |
| Mockups                            | \$ |    |           |        |
| GSE                                | \$ |    |           |        |
| Long Lead Hdw                      | \$ |    |           |        |
| Total Hardware                     | \$ |    |           |        |
| Site Assoc. Support                |    |    |           |        |
| Field Engineering                  | \$ |    |           |        |
| Supt Parts Sers                    | \$ |    |           |        |
| Training                           | \$ |    |           |        |
| Manuals                            | \$ |    |           |        |
| Other                              | \$ |    |           |        |
| Total Support                      | \$ |    |           |        |
| Total Prod Cost                    | \$ |    |           |        |
| Fee                                | \$ |    |           |        |
| Total Production                   | \$ |    |           |        |

NAS8-18734A

Ops & Flt Supt  
1967-1970

Flt Supt & Anomaly Res \$  
Ops Supt \$  
Improvements \$  
Simplicity \$  
Studies \$

Total Ops & Flt Supt \$

F-1 Prod Subtotal \$

Propellants \$

TOTAL F1 Production \$

\$/Engine TY\$ \$

Prod Sched midpoint

Escalation to 92\$

F1 AUC 92\$ \$



# REDSTAR Analysis Center



**Engineering  
Cost  
Office**



REDSTAR is both a physical analysis center and an online searchable database maintained in Microsoft SharePoint

REDSTAR contains over 43,000 documents of which over 17,000 are available electronically as pdf, Word, Excel, and PowerPoint files

Founded in 1971  
Some of the notable greats:  
Bill Rutledge  
Gene Austin  
Joe Hamaker  
Steve Creech  
Andy Prince



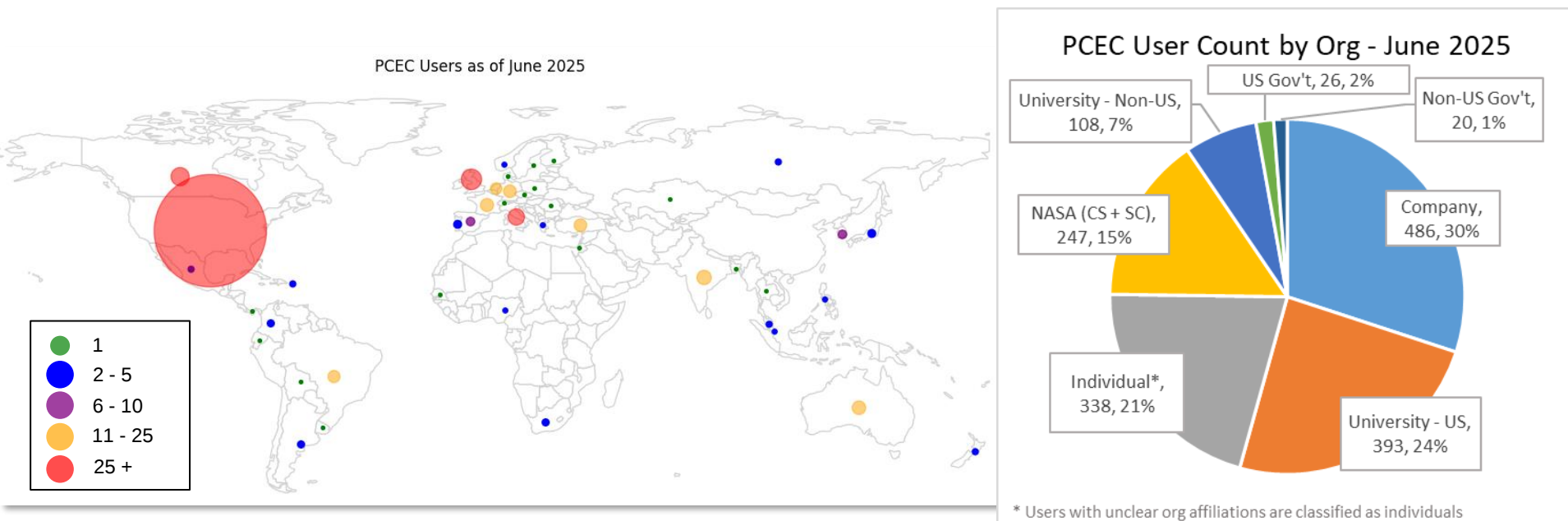
*REDSTAR Analysis Center  
MSFC Building 4494, Room 2*

***“Attempting to plan for the future without a sense of history is like trying to plant cut flowers.”***  
**Dr. D. Boorstin – Librarian Emeritus of Congress**

Contact Melissa Roberts, REDSTAR Research Manager

[melissa.e.roberts@nasa.gov](mailto:melissa.e.roberts@nasa.gov)

256-544-2320





# PCEC Status - Today



**Engineering  
Cost  
Office**

- PCEC v2.4 is the latest version available (released in May 2025), which includes enhancements for estimating more elements across the NASA Standard WBS
- The general public can obtain PCEC (with some export restrictions) via the NASA Software Repository
  - DoD, Prime Contractors, Universities, citizens of many foreign countries
- Where/How to get PCEC

**PCEC Email Contact:** MSFC-PCEC@mail.nasa.gov

**Application Website:** <https://software.nasa.gov/> , search for PCEC

- **Contact Information:**

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