

2018: Issue #1

**Saddle Point: Military Financial
Managers in Air Force
Acquisition**

**Membership Outreach
Goes Viral #ICEAA**

ICEAAWorld

The magazine for the International Cost Estimating & Analysis Association



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The Magazine for the International Cost Estimating & Analysis Association

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The International Cost Estimating and Analysis Association is a 501(c)(6) international non-profit organization dedicated to advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis, through the use of parametrics and other data-driven techniques.

ICEAA World is a publication of the International Cost Estimating and Analysis Association. Members of the association receive copies as a benefit of membership. Subscriptions for non-members are available on a yearly basis for \$30.00 per year.

Publication of materials is at the discretion of the editor and officers of the association. Opinions expressed by contributors are not necessarily those of the International Cost Estimating and Analysis Association. The association endorses no product or service, does not engage in any form of lobbying, and does not offer for sale any commercial product or service for a profit. All revenue received from the activities of the association are used solely for the professional benefit of its members.



Letter from the Editor


Joe Wagner, ICEAA World Editor

This year's version of the ICEAA International Workshop in Phoenix, AZ is certain to be a week of learning and enjoyment. But to increase your confidence in the enjoyment part, we are providing another article about things of interest in and around the Phoenix area. Last issue, we extolled the experience of time spent in Sedona, AZ. This issue we review some more venues, including the adjoining city of Scottsdale, and further up the road, the grandeur of Grand Canyon National Park. Any or all three of these attractions are worth adding some travel time to your schedule.

In 2012 and 2015, we published articles from **Colonel David Peeler** concerning the Air Force's management of military personnel working in the cost profession. Things at that time were not promising, with little hope for active duty military to work as systems acquisition costers. That situation has taken a complete turn-around, with the opportunities for military officers, and enlisted financial professionals, to hold acquisition costing slots now on the increase. See Col. Peeler's latest update on Air Force policy in this issue.

Several issues back, I mentioned how grateful we are for the stalwart authors who continue to submit articles for publication issue after issue, year after

year, contributing to the professional education of all our members. I repeat that thanks now and offer a pretty good reason for more of you to join in the fun. Published articles earn points towards recertification. ICEAA certification is a distinguished achievement, and those who have earned it know that no matter how well you did on the exam, 5 years later you will need to document continuing work in the cost profession to qualify for recertification. Earning the certification was a lot of hard work. Don't risk losing it by not aggressively collecting those "recert" points. How simple and rewarding to pile up some points towards your recert by submitting an article or several to *ICEAA World*. We need articles to print, the readership needs your expertise for their professional development, and you need credits towards your recertification. Everybody wins!!

For those chapters struggling to keep up with your members and generate some activity, I would suggest a look at the Capitol Area chapter report towards the back of this issue. Granted they have a large membership base for their activities, but they have taken some actions that are available to anyone, by creating chapter profiles on both Facebook and LinkedIn. Take advantage of social media to spread the word and generate interest for your chapter. 

Upcoming Events

**2018 SCAF Cost Estimating
Challenge and Training Workshop**
Aerospace Corp, Bristol
United Kingdom
Apr 24, 2018
Contact: ndmorrill@dstl.gov.uk

**2018 ICEAA Professional
Development & Training Workshop**
Renaissance Phoenix Downtown
Phoenix, Arizona
June 12 - 15, 2018
iceaaonline.com/phoenix2018

**2019 ICEAA Professional
Development & Training Workshop**
Tampa Marriott Waterside
Hotel & Marina
Tampa, Florida
May 14-17, 2019

President's Address

Paul Marston, ICEAA International President



Everybody knows that ICEAA is well represented across the globe with affiliates in the UK, Canada, Australia, and Japan. But that's not everywhere! At every one of our International Board of Directors meetings, we're always pleasantly surprised to see members springing up as far and wide as Trinidad & Tobago, Sri Lanka, and Zimbabwe. The ICEAA message is traveling even more than I do as your friendly neighborhood bi-continental Bostonian by way of Brussels.

It's not just ICEAA that is supporting the profession worldwide – our sister associations like DACE (the Dutch Association of Cost Engineers); Nesma, an independent international organization out of the Netherlands focused on software metrics and software measurement; SCAF (the Society for Cost Analysis and Forecasting) in the UK; IFPUG, International Function Point Users Group; and more are also contributing to professional growth. We see each of these as sister organizations working toward the common goal of promoting the cost estimating and analysis profession.

In my role as ICEAA International President and Goodwill Ambassador, I met with the DACE Parametric Special Interest Group back in March of last year to help encourage the use of parametrics in a variety of fields including oil exploration, space systems, and defense. I've made myself a regular at SCAF Workshops in support of promoting the profession in defense, automotive, and aerospace industries. ICEAA sponsored a booth at SCAF's November 2017 meeting where information and literature about your favorite association was available for attendees.

Recently, NATO Life Cycle Cost Working Group invited me to join their efforts to develop standards mandating a life cycle cost approach to system procurement, as well as to integrate cost analysis with program management, system engineering, and logistics into system life cycle management.

Cost estimating and analysis is the common thread stitching all these countries, associations, and working groups together. We and our colleagues are at the center of increasingly complex system investment, procurement, and operations and support management decision-making. Rapid changes in system and manufacturing technology, hardware and software complexity, and global supply-chains are pushing our profession to develop new methodologies, more sophisticated models, more insightful risk analysis, and new research.

Problems we face on a daily basis that may seem isolated to us really are universal. Cost estimating and analysis is a growing global profession made necessary by a rapidly changing world and I, like our single member in Egypt, am excited to be a part of it.



The poster features the ICEAA logo with a red maple leaf. The background includes various charts and graphs, such as a bar chart showing 'Share of market activity' and a line graph showing 'Changes in the activity of the...'. The text is white and yellow on a dark blue background.

ICEAA

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PROFESSIONAL DEVELOPMENT FOR COSTING PROFESSIONALS, MANAGERS AND EXECUTIVES

The International Cost Estimating and Analysis Association Canada's annual workshop brings together professionals from government, industry, and academic cost communities for an intensive 2-day program dedicated to developing the understanding and appreciation of using data-driven estimating and analysis techniques.

WHEN
May 1 – 2, 2018

WHERE
Shaw Centre, Ottawa

For more information contact Terri Pavelic terri@promotivemedia.ca
www.iceaa.ca/2018



Business Office Update

Megan Jones, ICEAA Executive Director

My fingers are freezing as I write this. Just last week, the Northeast got slammed with two feet of snow, while I and thousands of other folks in the DC Area were without power for days after a freak windstorm. Makes ya wish for the warmth of the desert, huh?

We're in luck! The 2018 Professional Development & Training Workshop will be in Phoenix in three short months! Cozy up with the special Workshop section of this issue to see what's in store for us this year. ICEAA's Workshop Committee has been on

fire preparing everything from outstanding presentations that will stoke your thought processes, to raging networking events that are bound to make this the hottest workshop on record.

Chapter Development

It's not just workshop prep and fire puns here in the International Business Office: we've been spending much of the winter focused on our chapters. Many of our volunteer chapter leaders are struggling with the same questions: how do we best run our chapter, how do we engage the members in our area, and what can we do to get the word out?

The truth is, if I had all the answers, I'd be a billionaire author signing copies of my book for all the other associations out there with those very questions.

We're taking the first crucial steps in strengthening our chapter system by increasing communication between the chapter leaders and my office, making the important documents and files easily accessible to everyone on the ICEAA website, and figuring out ways to make it as easy as possible for our volunteers to be the best chapter leaders they can be.

As an association leader, I believe my #1 job description is to make it as easy as possible for our volunteers to be volunteers. Your extra-curricular activity is, after all, my day job, so don't be afraid to ask if there's something we can do for you, even if it's something that's never been done before.

I'm truly excited and encouraged by the response we've been getting and look forward to engaging with everyone more and more.



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Galorath thanks ICEAA for its service and contribution to the estimating community

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Certification Corner

Peter Andrejev, CCEA®, PMP®
ICEAA Director of Certification



Making Recertification Easier

In keeping with consumers' expectations for real-time processing, the ICEAA International Office has been working to move to a paperless environment as much as possible. Consequently, we have revised the requirements for applicants to provide evidence for every recertification point claimed and are moving to an "audit based" process for awarding recertification points. In other words, applicants will no longer have to retain and submit substantiating documentation for every point claimed.

Applicants will still need to upload documentation for certain points claimed. However, the ICEAA International Office will accept points claimed for most recertification activities at face value, and use its own records and random and targeted audits to

confer final recertification. Applicants will no longer be required to provide copies of receipts for association memberships, conference attendance, or training class enrollment as proof of participation. Similar to IRS audits requiring substantiating documentation for suspect deductions, applicants subject to audits will need to provide evidence when requested by the International Office. However, we believe firmly in the integrity of our constituency and project a minimal level of auditing. The burden of proof to date has been too onerous and warrants this revision to our recertification process to incentivize continued retention of one's CCEA®. As the below example illustrates, accumulating recertification points is relatively easy, especially since the application process has been streamlined.



Example of Recertification Point Accrual

Category	1	2	3	4	5	Total	Evidence Required?
Working in the Profession							
<i>Maintain employment in the profession</i>	3	3	3	3	3	15	Resume
Participating & Contributing							
<i>Retain ICEAA membership</i>	1	1	1	1	1	5	No
<i>Attend ICEAA Workshop</i>			2		2	4	No
<i>Serve on local chapter committee</i>	1	1				2	Only if audited
Learning & Sharing							
<i>Attend local training sessions</i>		.5	.5			1	Only if audited
<i>Present at a regional conference</i>				2		2	No
<i>Publish a cost-related article</i>					3	3	No

Points Required for Recertification: 30

Total Points Accrued: 32



ertification ongratulations

ICEAA
Certification had
yet another

successful year in 2017! With the help of those acknowledged below and others listed in previous issues of *ICEAA World*, we administered a total of 133 certification exams to those interested in pursuing this important professional distinction. This would not have been possible without our valued CCEA's who volunteered their time to proctor the Certification Exam. If you are CCEA® certified and would like to proctor an exam in your area in exchange for points toward recertification, please contact the ICEAA International Business office.

Thanks go out to the following individuals for volunteering their time to proctor the certification exam between the end of October 2017 through January 2018: **Neil Chakrabarti, Robert Hampson, Conrad Hertzler, Anna Irvine, Chris Jerome, Miranda Jones, Andrew Jones, Richard Osseck, Joshua Patapow, Cris Shaw, and Corinne Wentworth.**

Congratulations are extended to the following individuals for passing either the CCEA® or PCEA® exam between the end of October 2017 through January 2018.

PCEA® Achievers/CCEA® Eligible:

Ekarin Boonurai, Galorath Inc.

Vincent Bossone, Booz Allen Hamilton

Alexis Boyd, Booz Allen Hamilton

Brian Kaplan, Booz Allen Hamilton

Jeffrey McAleer, Booz Allen Hamilton

John Meulman, Deloitte Consulting LLP

Keith Monroe, Booz Allen Hamilton

Kevin Park, Deloitte Consulting LLP

Collin Siu, Deloitte Consulting LLP

Josh Teitelbaum, Booz Allen Hamilton

Nicholas Thai, Cobec Consulting, Inc.

CCEA® Achievers:

Annette Barlia, Cobec Consulting, Inc.

Jason Blancet, Booz Allen Hamilton

Stuart Dornfeld, Cobec Consulting, Inc.

Emily Foglia, Technomics, Inc.

Matthew Fuller, Spirit Aerosystems

Nicholas Hogenkamp, Booz Allen Hamilton

Timothy Hohmann, Booz Allen Hamilton

John Kassab, Technomics, Inc.

Mark Knarr, U.S. Air Force

Manish Parikh, Deloitte Consulting LLP

Richard Preston, Spirit Aerosystems

Fatima Rada, Booz Allen Hamilton

Thierry Servius, Technomics, Inc.

Yessel Soriano, Navy Engineering Logistics Office

Jeffrey Spieldenner, Herren Associates

Rixchard Sugden, BMT Hi-Q Sigma

Eric Veltman, Tecolote Research, Inc.

Max Watstein, Herren Associates

continued

PCEA® Achievers:

Phil Dean, National Grid

William Gellatly, Deloitte Consulting LLP

Theodoros Keravnou-Flatman, National Grid PLC

Sara McNeal, Booz Allen Hamilton

Rachit Mohan, Booz Allen Hamilton

Kellie Scarbrough, Cobec Consulting, Inc.

Maria Sinagra, Deloitte Consulting LLP

Katherine Trankina, Booz Allen Hamilton

The following are those who have recertified between October 2016 and February 2017

Henry Apgar	Kevin Gagnier	Justin Knowles	James Roberts
David Brown	Gary Hill	Sriram Krishnan	William Roetzheim
Sarha Cabezas	Greg Hogan	Antony March	Timothy Salvage
Kathyn Connor	Daniel Hoy	Paolo Ponzio	Gregory Seavers
David Dring	Hisham Jalil	Marvin Rainwater	Steven Tracy
Pierre Filipowicz	Andrew Jones	Mark Robinson	Linda Williams

WANTED

CCEA® and Specialty Exam Test Questions

For enhancing the portfolio of questions in ICEAA exams,
study guides and training materials

1. Topic Category

Parametric Estimating:

2. Topic

CER

3. Question 1. If a CER for Site Development was developed giving the relationship, y (in \$K) = $31.765x + 145.32$ (where x is the number of workstations) for a data set cost driver that had a range minimum of 2 workstations to 52 workstations, and the independent variable has tested positively for significance, the predicted cost for a site that had 33 workstations would be:

4. Five multiple choice answers

- a. \$ 1,193.57
- b. \$1,193,565.00
- c. \$ 1,797.10
- d. \$1,797,100.00
- e. \$ 208,850.00

5. Answer B

6. Solution:

$y = 31.765 * 33$
 $+ 145.32 = 1,193.57$
but must convert
from \$K; value is
 $1,193.57 * \$1000 =$
 $\$1,193,565$

7. Reference

CEBoK Module 3

REWARD: RECERTIFICATION POINTS

Contact the ICEAA Office or Director of Certification for details

Money Changes Hands... ...A Good Book Changes Minds

Book review by Col David Peeler

In the spirit of taking a break from the heavier material in recent books reviewed, this month's book selection is a light-hearted attempt to engage the math brain and fun-thinking activity about the everyday world. Rather than subjective probabilities of elicitation, the biases of irrational decision-making, or the complexities of change behavior let's have some fun with the math and arithmetic aspects of our daily interactions. It's an enjoyment book that keeps the mind engaged and allows the readers to figure-out for themselves the answers to some of life's passing quizzicalities.

guesztimation: Solving the World's Problems on the Back of a Cocktail Napkin

Lawrence Weinstein and John A. Adam
Princeton University Press:
Princeton, N.J.; 2008

Book Review

In twelve chapters, broken down into topically arranged subsections, Weinstein and Adam present common, everyday questions with hints to guide the reader in producing approximate answers before providing a short couple of pages to detail the approach and both a guesstimated and precise answer. *guesztimation* deals with many of the intriguing – nagging – questions that run through folks' minds as they trek – trudge – through each day. Kind of neat for costers, as we seek the numbers behind everything.

The book begins with a chapter on how to solve problems followed by one on dealing with large numbers, before delving into a hodgepodge of general questions. The questions in the first chapter range from: the land space required to collocate Earth's population into a single large neighborhood; the mass of lottery tickets;



the size of a single landfill for all trash; to how many people are on airplanes at any given moment. Chapters 4-11 address questions about animals, transportation, everyday physics and chemistry, space, the environment, and finally a few items about risk.

The reader will be challenged to approach and guesstimate the answers to such questions as:

- ♦ What is the surface area of a typical towel including the fibers?
- ♦ What is the total volume of human blood in the world?
- ♦ How much waste is generated (per kilometer) by horse-drawn carriages and by automobiles?
- ♦ What is the kinetic energy of a drifting continent?
- ♦ How many tons of batteries contain the same amount of energy as the gasoline in your [car's] gas tank?
- ♦ What is the power output of the sun?
- ♦ How much land would be needed to supply the US electrical energy needs with solar energy?
- ♦ What is the mass of the atmosphere?
- ♦ Compare the risks of getting killed by a shark at the beach and of driving to the beach.

In the final chapter, the authors provide a list of 33 questions for independent pursuit without their focused hints and guidance. Maybe something to play with during lunch at your desk.

continued

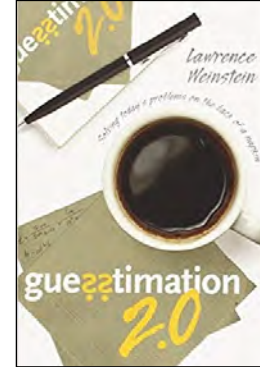
**guesztimation 2.0:
Solving Today's Problems on
the Back of a Napkin**

Lawrence Weinstein and John A. Adam
Princeton University Press:
Princeton, N.J.; 2012

If this read sounds interesting or entertaining for you, there's yet more. Weinstein also co-authored a sequel. *guesztimation 2.0* contains a chapter discussing how to solve problems, another on general questions regarding toilet paper, time on the phone, and peeing in the pool. Following these two warm-up chapters, the book turns to recycling questions, the five senses, energy and work, energy and transportation, mass in space, and materials before concluding in chapter nine with topics concerning radiation.

While I confess to not yet reading 2.0 – it's not as readily available as the original; if it's anything like the first book, it should be enjoyable. As for the original, if you're into running down mentally or jotting down simply many quick connections to answer the passing curiosity questions that pop up during the course of your daily thinking and interactions, this is a fun read and a nice diversion from denser material.

Short explanations provided in 2-3 pages make this a fun and easy read for stop and go moments, or while waiting for the kids to get out of practice. Pick it up and do some mental math.



Colonel Peeler currently serves as Deputy Director of Financial Management and Comptroller for the Air Force Life Cycle Management Center. He has served in five operational and five acquisition assignments. He did one hybridized tour as the O&M branch chief for the Air Force's acquisition command and another as a Secretary of Defense Executive Fellow at Amgen, Inc. Colonel Peeler is the most acquisition experienced military financial manager in the USAF. He is a certified cost estimator/analyst, a DoD certified acquisition professional in test, program, and financial management, and a DoD certified financial manager. He is a member of the American Society of Military Comptrollers and the International Cost Estimating & Analysis Association.



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Sponsoring ICEAA's 2018 Professional Development & Training Workshop provides a unique opportunity to position your company as an active player in advancing the profession of cost estimating and analysis. The ICEAA 2018 Workshop exhibit hall will be open for over 30 hours, with 8 hours on the Workshop schedule dedicated for attendees to visit our exhibitors. The limited number of available booths allows for a focused, consultative environment in which you can meet with current and future clients. Tuesday and Wednesday's receptions as well as food buffets and beverage breaks will be served in the exhibit hall among the booths, providing ample time to develop leads.

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www.iceaaonline.com/phoenix2018

2018 Workshop Preview

By Megan Jones

Can you feel it? It's just about Workshop time!
Get ready to dive right into the fire of
over three roaring days of continuing education at
the 2018 Professional Development & Training Workshop!

At a Glance

We'll be getting started bright and early on Tuesday morning with coffee and breakfast with our sponsors in the exhibit hall. Papers presentations will be scheduled all day with the final papers of the Workshop concluding on Thursday afternoon. Meanwhile, training begins Tuesday afternoon, runs all day Wednesday and Thursday, and Friday morning will consist of CEBok®-based training sessions, with opportunities for attendees to review specific topics, break out into study groups, and leave the workshop with a thorough understanding of what it takes to earn their CCEA®.

most promising 75 abstracts from the over 130 we received from ICEAA members and other professionals in the cost community. These papers presentations are a unique opportunity to learn more about the innovations that are sharpening the cutting edge of cost estimating/analysis, program management, EVM, and risk management disciplines.

With 75+ papers in less than three days - 30 on Tuesday alone - we have organized them into thematic tracks that can help you make the best hard decision facing you at the workshop: which of the upwards of five papers being presented at once should you attend?

Papers Tracks

What do we mean when we say "papers tracks?" Sessions at the ICEAA Workshop have for years been designated as either Papers or Training, but what's the difference?

The Papers sessions are written and presented by your colleagues and esteemed members of the academic, corporate, and government cost communities. Authors submitted their abstracts back in December, and after a month-long review and vetting process, our 2018 Papers Program Chairs Chad Lucas, Karen Mourikas, and Britt Staley chose the

78 Papers in Nine Tracks:

- Agile
- Acquisition & Operations
- Comprehensive Perspectives
- Economic/Data Analysis
- Methods & Models
- Management, EVM & Scheduling
- Risk & Uncertainty
- Software Estimating
- Technology & Innovation



continued

Rather than determine those tracks in advance, we allow the abstracts received to tell us what the hottest topics of the moment are and build the tracks around the abstracts. Many of the usual trends showed themselves to us this year, but thanks to the Papers Program team's creative and flexible eyes, two never-before-seen tracks emerged for 2018: **Comprehensive Perspectives**, papers discussing the overarching themes and issues that will look at the big picture of cost and cost management from 10,000 feet; and the **Technology & Innovation** track, where you'll find presenters exploring new technologies, devising new approaches to the status quo, and giving a first glimpse at the hot topics of tomorrow.

Check out the papers summaries and bios for our authors on the ICEAA Website for a preview of what's to come in Phoenix, and be sure to download the 2018 Workshop App as soon as it's available so you can mark those papers you're most interested in and blaze your best path through the schedule!

Training Tracks

Unlike the papers that differ every year based on the abstract submissions we receive, our training program remains mostly consistent - and for a good reason: these sessions have been specially crafted and improved over the years to best instruct ICEAA's Cost Estimating Body of Knowledge®, the foundation of the PCEA® and CCEA® exams.

For those who have been studying for one or both of the ICEAA exams, these 40 training sessions will provide the reinforcement, support, and extra spark you need to close the book on your



preparations. While it's important to have a good amount of familiarity with CEBok® before attending the training sessions, the in-person instruction is your best opportunity to ask the questions and get the answers you wouldn't have access to when studying on your own.

Join us on Tuesday morning for the CCEA/PCEA® Exam Overview and Training Program Welcome if you're getting ready for the exam and plan to spend most of your Workshop attending the Training sessions!

The Best Papers

Now that the papers have been sorted into tracks, the next job of our Workshop volunteers is taken up by our Best Paper Judges. The authors of those accepted presentations have been given until March 26 to provide a narrative version of their presentation (think an academic article or thesis) for review by our judges. Those provided in time will be scored against the other papers in their track, and from those scores, the best paper in each track will be chosen. The second round of judging names the best paper overall, chosen as best of the best in each track.

Before Tuesday morning's keynote speaker, the best paper winners will be announced and recognized. The schedule on your mobile app will be updated to highlight these papers for you to easily find.

40 Training Sessions in Three Tracks

Cost Estimating Basic
Advanced Cost Topics
Parametrics



continued

Whether you plan to attend mostly papers presentations or training sessions, ICEAA has made it possible for everyone to see the year's best paper. The Best Paper Overall will be moved from its original time slot and room to be presented for all attendees to enjoy in the Grand Ballroom on Thursday before lunch.

Competition is heating up with abstracts from several previous Best Paper Overall winners having been accepted: 2014 winner Dr. Christian Smart and two-time winner in 2015 and 2016 Andy Prince are on the schedule, along with previous best-in-track winners Brent Johnstone, Eric Lofgren, Nick DeTore, and Jeremy Goucher.

The Best Among Us

Wednesday morning will also begin with some recognition, this time for the winners of ICEAA's 2018 Association Awards. These individuals (or teams) have been nominated by their peers for outstanding achievements in management, technical breakthroughs, as exceptional emerging junior professionals, or as mentors shaping the cost community.

Our awards are also given out in appreciation for notable and continued service to ICEAA; to those who have made a difference in making a difference both in the past year and throughout their lifetimes.

Check out the descriptions of the categories and read up on previous years' winners at iceaaonline.com/awards

Keynote addresses that go beyond a "general" session

We are pleased to announce two of our 2018 keynote speakers that will get your mind warmed up for the day and are sure to simmer in your thoughts throughout the week.



Carol Hibbard

Carol Hibbard is vice president of Finance and chief financial officer of Boeing Defense, Space & Security (BDS), an over \$20 billion business specializing in innovative and capability-driven solutions to meet the needs of defense, government, space, intelligence and security customers in the United States and around the world.

Does that name sound familiar to some of you? It should. Carol has been an ICEAA member since before ICEAA was ICEAA, and even served on the International Board of Directors. We're looking forward to hearing about Carol's journey from Workshop attendee to Workshop Keynote Speaker.



David Kriegman

On the subject of getting from A to B...we'll also be featuring an address from David Kriegman, author of *Zero to a Billion: 61 Rules Entrepreneurs Need to Know to Grow a Government Contracting Business*. David will be calling upon his 30 years of experience helping companies achieve their strategic goals as well as many of the core tenets of his book to give us a presentation on and get us thinking about innovation: what does it mean, why do we want it, and how do we make it happen?

Another Photo Opportunity

Many of you took us up on the free head shot last year, and many more were disappointed when they realized they missed it. In this day and



continued

2018 Workshop Committee

Workshop Co-Chairs:

Mike Thompson, Christina Snyder

Papers Co-Chairs:

Chad Lucas

Karen Mourikas

Britt Staley

Training Chair:

Remmie Arnold

Awards Chair:

Rich Harwin

Best Paper Chair:

Andrew Drennon

age of social media and online networking, a professional portrait is a must-have. A grainy selfie or a photo from the Clinton administration isn't going to cut it. At the same time, we know you have all the conference giveaways you'll ever need, so in the added interest of less "stuff," ICEAA will be providing this service to attendees in lieu of a hunk of plastic. Look for our professional photographer's station and sign up for your free head shot!

Go D-Backs!

For the first time in four years, the ICEAA Workshop is in town at the same time as the local baseball team has a home game! ICEAA has reserved a block of seats at the June 14 matchup between the Arizona Diamondbacks and the New York Mets. If you'd like to spend Thursday evening at the ball game, follow the link on the Workshop website to purchase your tickets. The D-Backs' home, Chase Field, is a mere half-mile from the Renaissance with plenty of places to stop along the walk to cool off with some pre-game suds.

Our Favorite Part

Time and again, our attendees tell us their favorite part of the Workshop experience is the chance to meet face-to-face with your colleagues and peers in the biz. The actual shaking of hands makes a stronger impression than any LinkedIn invitation, and can burst open doors for future possibilities.

After a long day of learning, the receptions on Tuesday and Wednesday evenings are a perfect time to unwind with your new connections and continue the day's conversations. But networking doesn't just happen at the receptions on Tuesday and Wednesday - a shared comment during a session, the extra conversations with presenters between them, lunch, breakfasts, breaks...at any moment you could be meeting someone who opens your eyes to something new or gives you the different perspective to a problem you've been searching for.

We hope you're all as fired up for Phoenix as we are and we can't wait to beat the heat in June! ♦

ICEAA

Is going out to the ball game!

Thursday, June 14, 6:40pm



VS.

Mets

Get tickets in the ICEAA section when
you register at
iceaaonline.com/phoenix2018



Outline Schedule

Tuesday, June 12

Breakfast buffet available	7:00 - 8:00
Welcome & Overview	7:45 - 8:00
Best Paper Awards	8:00 - 8:30
General Session	8:30 - 9:30
Exam Overview/ Training Intro/Papers	9:45 - 11:45
Lunch	11:45 - 12:45
Training/Papers	12:45 - 4:45
Welcome Reception	4:45 - 7:00

Thursday, June 14

Breakfast buffet available	7:00 - 8:00
Welcome, day intro	7:45 - 8:00
General Session	8:00 - 9:00
Training/Papers	9:15 - 11:00
Best Paper General Session	11:15 - 12:00
Lunch	12:00 - 1:15
Training/Papers	1:15 - 5:15

Free Evening -Enjoy Phoenix!

Wednesday, June 13

Breakfast buffet available	7:00 - 8:00
Welcome, day intro	7:45 - 8:00
Association Awards	8:00 - 8:45
General Session	8:45 - 9:45
Training/Papers	10:15 - 12:00
Lunch	12:00 - 1:15
Training/Papers	1:15 - 5:15
Networking Reception	5:15- 7:00

Friday, June 15

Continental Breakfast Available	7:00 - 8:00
Training day review, Q&A etc.	7:45 - 8:00
Training	8:00 - 11:30
Conference Ends	11:30

View speaker bios, paper abstracts, training session descriptions, and hotel information on our website. You can also download the latest detailed schedule, featuring session dates and times at:



www.iceaaonline.com/phoenix2018

Around and About Phoenix

Old Town Scottsdale and the Grand Canyon

By Joe Wagner

About 30 minutes northeast of our 2018 Workshop headquarters at the Renaissance Phoenix

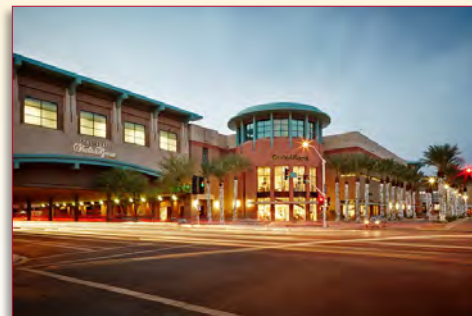
Downtown lies the entertainment and shopping district known as Old Town Scottsdale. Centered along Scottsdale Road between the Arizona canal to the north and 2nd Street to the south, this shopping and entertainment district is somewhat typical of other southwest tourist venues, but really makes its mark by having an

unusually wide range of alternatives when it comes to shopping. You can find the touristy, less expensive western crafts and jewelry, particularly on the east side of the Scottsdale Road dividing line, while to the west are the trendier, and more expensive, art galleries and finer jewelry shopping experiences. You can peruse everything from pricey tooled leather cowboy boots and jade or silver jewelry to modern art and health spas. And no matter what direction you go, there are almost limitless choices in restaurants, bars, and entertainment of all stripes. Somewhat unexpected in the middle of the Arizona desert, Scottsdale even has a "waterfront", that runs along the canal. Plenty of details can be found at experiencescottsdale.com



Old Town Scottsdale

As a counter to the many small boutiques and tourist spots, central Scottsdale is also home to one of the largest shopping malls in the country. The Scottsdale Fashion Square mall recorded the second largest sales volume per square foot of any shopping center in the US, and is among the top 25 in overall size. It is located north of the Arizona canal, between Scottsdale Road and Goldwater Blvd. See all the details at www.fashionsquare.com.



Scottsdale Fashion Square Mall

In some ways similar to the town of Sedona, the city of Scottsdale has also become a center for the arts in the United States. Scottsdale is home to more than 125 professional art galleries and studios, one of the highest per-capita anywhere in the nation. Scottsdale is ranked with places like New York City and Santa Fe, NM in terms of commerce generated as a direct result of art sales and purchasing. A centerpiece of arts expression in Scottsdale is *Western Spirit: Scottsdale's Museum of the West*, that opened in January 2015, featuring historical and



Scottsdale's Museum of the West



cultural exhibits from 19 states of the American West. Extensive information on art activity and art galleries in Scottsdale can be found at: scottsdalegalleries.com and for the Western Spirit museum at scottsdalemuseumwest.org

The iconic American landmark known as the Grand Canyon needs little introduction as a place to see if you are spending time in and around Phoenix. The point to be made in the context of the ICEAA Workshop is how quickly and easily the visit can take place. A great side-benefit is that the town of Sedona, which we reviewed in the last issue of *ICEAA World* (November 2017), and that deserves its own visit, is almost exactly half-way up I-17 towards the Canyon. The complete distance from Phoenix through Sedona, to the Grand Canyon National Park, is 230 miles, or about 4 hours, largely on Interstates 17 and 40. One approach, needing only two days either before or after your workshop, would include a stop in Sedona as you drive north on I-17 then continue towards the Grand Canyon, spending the night there, and return to Phoenix late the following day after viewing the Canyon.

An alternative for visiting the Canyon might include a stay in the town of Williams, AZ which sits directly south of the Canyon park, right on Interstate 40.

From there you can leave your car behind and ride the historic scenic railway train up to the Canyon. The train trip takes about two hours each way, and there are ample overnight lodgings in Williams, for before or after your train ride. thetrain.com



Grand Canyon at Sunset

While the Grand Canyon, Scottsdale, or Sedona are among the most well-known attractions in the area, within 100 miles of Phoenix are several dozen various old west towns like Tombstone, native American archeological preserves, Wilderness areas, National Monuments, National Forests, and Wildlife Preserves, each with their own highlights and unique points of interest. So, along with planning your days of training classes and professional presentations, add some time to your schedule for the many other attractions of Phoenix and surrounding Arizona. ♦



Horseshoe Bend, Grand Canyon

Are you ready for your closeup?

Our photographer will be in the exhibit hall

to take attendee head shots and email the file directly to you.

Ditch the selfie and get a professional photo compliments of ICEAA



Saddle Point:

Military Financial Managers in Air Force Acquisition*

Colonel David L. Peeler, Jr.

* This article is a companion piece to two previously published: one in the Spring 2012 issue of the *National Estimator*; and another in the Fall 2015 issue of *ICEAA World*. Each article addresses the state of military financial managers in Air Force acquisition at the time of their publications.

Progress is a steady persistent pursuit, especially in a bureaucracy. Change comes slowly and as a result of education and data. In another installment of the Air Force Financial Management community's effort to continue improving its military presence in the acquisition arena, this piece adds to the previous two articles regarding this on-going endeavor. Before getting into the specifics of recent and upcoming pursuits, a brief history of the past decade is provided.

After two decades of questioning the viability of an Air Force career in financial management for uniformed acquisition personnel, the tide has finally turned. The focus on acquisition from the highest levels (Congress, OSD, Services) is an appreciated and needed translation into a stronger articulation of military presence in Air Force acquisition financial management. The actions of the past four years have silenced the viability questions from young officers and provided career field functional leaders with a roadmap for guiding and mentoring officers in acquisition financial management. The precipitous decline of the mid-1990's and continued erosion throughout the ensuing decades has been halted. The path to gaining more positions remains difficult; but, at least,

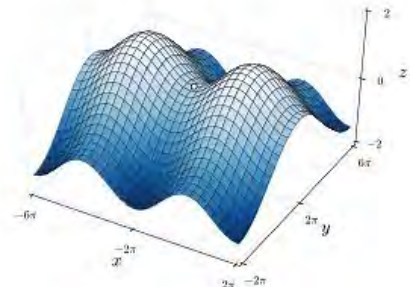
functional leadership is now committed to filling acquisition positions.

The title of this article follows from that of the last installment chronicling this effort. The previous piece was entitled "Inflection Point,"

The precipitous decline of the mid-1990's and continued erosion throughout the ensuing decades has been halted.

recognizing the change in financial management acquisition officer staffing from decreasing at an increasing rate to increasing at a decreasing rate. Thus the notion of a saddle point, where some relative

stabilization has occurred. In mathematics, a saddle point is a point on the surface of the graph of a function where the slopes/derivatives of orthogonal function components defining the surface become zero, forming a stationary point; but not a local extremum on both axes. Stated a bit more plainly, a saddle point is a point in the domain of a relationship that is a stationary point but not an absolute maximum or minimum of the function. The name derives from the fact that the prototypical example in two dimensions is a surface that



continued

curves up in one direction, and curves down in a different direction, resembling a saddle or a mountain pass. This description seemed appropriate, given that the ground gained, while commendable, remains somewhat precarious. Conditions for backtracking are currently a known-unknown, always a possibility but lacks immediate credibility. Utilizing leadership's commitment to the obtained status quo, further gains are obtainable. The ambition is to minimize the possibility of losing ground by forging ahead. The foreseeable agenda calls for additional moderate gains.

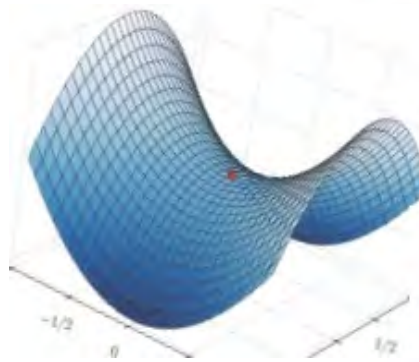
Intentions:

Over the past four years, the Air Force Financial Management career field leadership has sanctioned the creation of the Financial Management Military in Acquisition (FMIA) effort, which they have followed and supported with interest and action. Within FMIA, a number of changes were adopted by the career field development team; of these, there were three significant drivers of success. The first was a change in a decade-long practice of over-billeting financial management officers in operational comptroller squadrons, while leaving acquisition slots vacant. The decision was made again to aim to staff all valid position vacancies instead. This action leaves the operational wing comptroller squadrons at a 100% officer fill-rate, while the acquisition side greatly improves to the average manning rate for staffs and headquarters.

The second driver of acquisition recovery was a change in the Non-rated Prioritization Plan (NRPP) – pronounced “nerp” – codifying the above fill-rate decision. Furthermore, it increased the opportunity for young financial management officers to get an acquisition assignment within the first six years of their career. The NRPP change also designated that the newly created Financial Management Acquisition Leader (FMAL) positions to be 100% filled, like squadron

commander and critical major command positions. These are lieutenant colonel positions charged with major program leadership roles, as well as grooming and mentoring the cadre of company grade officers at their geographic locations.

The final component was the drafting and senior leadership endorsement of a FMIA Concept of Operations (ConOps). The ConOps imparts the roles and responsibilities of the various leadership positions – financial management product center directors, development team leaders, and FMALs – involved with acquisition position decisions and the establishment of processes for communicating the health of this effort via tracked data presented annually to the career field developmental team. The goal of the ConOps is creating longevity for the successes gained, extending its application beyond the small group that formulated this fix and ensuring attainment of the goal to better prepare future leaders for the breadth of decision-support at the highest levels of the Air Force.



Outcomes:

Over the course of the last three years – nine PCS cycles – the staffing of financial management acquisition billets has increased from the 50% range to above 90%. The latter number is actually above the average staff entitlement fill rate and a direct result of educating the assignment officers, as

well as providing meaningful job opportunities for officers. This percentage increase started out modest and accelerated recently, as the caliber of officer coming from acquisition budget and cost experiences was recognized and highly sought-after to fill operational budget jobs.

Understanding the need to get young officers certified as acquisition professionals in order to

continued

qualify them for more senior acquisition billets in the future moved the career field assignment team to better work with product center directorates to hold many more officers on-station until attainment of level two defense acquisition workforce certification. This added retention allows for more time in program offices, which is especially beneficial given the continued deployment tempo, which takes young officers out of their primary job for six months during a typical assignment. The move also demonstrates the commitment of the development team, as this required some vacancies elsewhere to ramp up acquisitions and keep some personnel longer herein.

Underway:

With recent stabilization of acquisition officer fill rates and leadership commitment, the potential for increased gains presented itself via enlisted financial managers. In the Air Force acquisition community, financial management currently possesses only six enlisted billets. All but one of these has been vacant for the past six years. However, the current enlisted career field manager is seeking additional opportunities for enlisted financial management personnel – and acquisition is a promising path!

When contacted by the author, who sought a change in attitude regarding enlisted finance folks in acquisition, Chief Master Sergeant (CMSgt) Douglas Lawless (the enlisted manager) also had questions. In this fortuitous telephone conversation, not only was he supportive of the request for acquisitions' enlisted vacancy fills, the Chief inquired about Air Force Institute of Technology (AFIT) opportunities for enlisted personnel. He was aware of the "enlisted to AFIT" program, but was unsure as to outplacement options for enlisted graduates, if he advocated the program

to financial managers. He was assured options existed.

After a broad outreach to the enlisted force across Air Force financial management, three enlisted personnel applied. [AFIT selects 4-5 enlisted personnel Air Force-wide each academic year for attendance.] Applications are currently under review; and, a firm graduation outplacement plan for skill utilization exists in the event someone is accepted from the finance career field. This plan required collaboration on job structure, supervisor relationships, relative fit within current exclusivity of officers doing acquisition cost work, continued grooming of the enlisted graduate, and advanced academic degree coding of a product center enlisted position.

As for the initial request to fill the product centers' six enlisted billets, Chief Lawless' support was quickly converted into action. The manning points, which determine vacancy prioritization for fill, needed changing.

Justification for the change was written, based upon the Chief's desire to broaden the experience of the enlisted finance force. Further, these six positions serve as

a pilot to investigate the viability of acquisition as a location for many more enlisted personnel when the new Air Force pay and personnel system – scheduled for fielding in 2022 – eliminates many traditional enlisted finance position requirements.

After changing the manning points, the next step is advertising the positions to the enlisted workforce. With one at Eglin AFB in Florida we expect heavy activity; however, the other billets are at Maxwell AFB's Gunter Annex in Alabama, Hanscom AFB in the Boston area and three at Wright-Patterson AFB in Ohio. Some of the billets also had to be realigned from where they

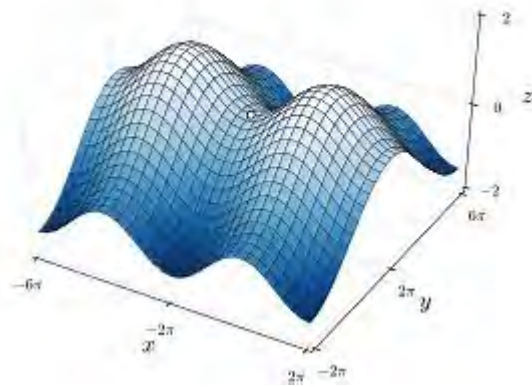
the current enlisted career field manager is seeking additional opportunities for enlisted financial management personnel – and acquisition is a promising path!

continued

were laid-in six years ago to new locations. The idea was for the enlisted positions to initially leverage operational, base-level experience in accounting and document management to displace transactional efforts that program offices typically hire advisory and assistance contractors to perform. Thus, the plan is to have enlisted personnel start with duties such as: performing tri-annual review validations; clearing CSR notices, and identifying/correcting DFAS errors. Skills they can transfer from base-level operational roles and grow with the larger, more complex program office environment. [Interestingly, each enlisted position will save approximately \$52,000 over the current costs of contractors hired to perform the above identified initial duties.] After starting with these accounting tasks, which will in-and-of themselves instill a lot about acquisition programs and processes, the intent is to grow the opportunities resident in these positions from accounting focused tasks to budget and beyond, depending upon the experience and capacity of the enlisted military member – much as is done with officers.

Given the existence of more program offices than the six pilot enlisted billets, the decision was made to put the positions in the Program Executive Office (PEO) for single PEO sites – Eglin & Gunter – and matrix them off the staff for multiple PEO locations – Hanscom & Wright-Patterson. This position laydown respectively places one, one, one and three people to the above locations. A shared staffing plan is underway for the latter two locations, so PEOs will know exactly when to expect support and possess full utilization of the asset provided. The PEOs are accustomed to such matrixing from current cost staff pooling of personnel, which provides broad-based efficiency for low-density/high-demand human resources.

Colonel Peeler currently serves as Deputy Director of Financial Management and Comptroller for the Air Force Life Cycle Management Center. He has served in five operational and five acquisition assignments. He did one hybridized tour as the O&M branch chief for the Air Force's acquisition command and another as a Secretary of Defense Executive Fellow at Amgen, Inc. Colonel Peeler is the most acquisition experienced military financial manager in the USAF. He is a certified cost estimator/analyst, a DoD certified acquisition professional in test, program, and financial management, and a DoD certified financial manager. He is a member of the American Society of Military Comptrollers and the International Cost Estimating & Analysis Association.



The ultimate aim is to provide viable options for enlisted positions in the future, if the new pay system displaces these personnel. The current manning levels within acquisition financial management is insufficient, and requires the hiring of contractors to adequately meet workload requirements. The future potential of moving enlisted personnel into acquisition to address workload needs – and save money – by replacing technical assistant contractors is worth pursuing via this pilot effort; and allows some initial insight into the opportunities that exists in weapon system program office activities.

As always, time will tell; but the movement is significant, reversing and then stabilizing decades of lost military positions in acquisition financial management. While new billets haven't been forthcoming, the loss of billets has been stopped; and the vast majority of remaining ones filled. From a mathematical or business view, the inflection point was obtained and some stability afforded, allowing insights and actions to gain more ground. The challenge now is maintaining the ground traveled while using the saddle point as base camp to leverage the recent officer increasing at a decreasing rate condition into the creation of a future enlisted driven inflection point for increases at an increasing rate.

References

Lawless, Douglas S. Conversations with author, 22 September 2017 and 16 January 2018.

Peeler, Jr., David L. "A Long Slow Death... or A Decline?: Military Financial Managers in Air Force Acquisition." *National Estimator*, Spring 2012.

Peeler, Jr., David L. "Inflection Point: Military Financial Managers in Air Force Acquisition." *ICEAA World*, Winter 2015, Issue 3.



Society for Cost Analysis & Forecasting (SCAF): Costing News from the UK

by Dale Shermon, SCAF Chairman

The SCAF committee are always keen to hear your feedback regarding the events we have organised for our UK membership; it's the best way to improve our society and activities we organise. The SCAF professional events have begun to follow a somewhat repetitive pattern over recent years. This was not a conscious effort by the committee, but it has evolved into an annual cycle that is fairly predictable. We believe it helps the members of the society anticipate what we are organising and that enables them to consider what presentations they might want to share and when during the year.

The SCAF committee has planned the following schedule for 2018:

February – a London regional workshop to encourage participation in the east of the country and capital;

April – the SCAF challenge aimed at the younger, less experienced members of the Society, with the objective of encouraging the next generation to gain experience with some elements of the cost competency;

June – the Preston regional workshop aimed to encourage our membership from the Midlands to participate;

July – the SCAF summer reception and awards dinner aimed at networking and promoting the Society. This event provides the opportunity to recognise the more mature practitioners of our community with awards both to highlight their capability and the society;

September – the annual conference is the opportunity for the committee to invite speakers to our premier event in London and attract keynote speakers to talk to SCAF and enlighten the members regarding their thinking on cost topics;

November – a Bristol regional workshop to attract members from the west of the country and MOD Abbey Wood.


I would welcome any thoughts from our membership on this yearly cycle. Is it a good thing? How could it be improved? What events should we add?

For the past few years we have held the summer reception and award ceremony at a hotel in Bath. This has been a small venue for a few members to gather, network and present awards to recognise technical excellence, innovation and quality in the previous year. It has slowly grown and this year we have decided to try expanding to the Aerospace Bristol venue where the Concorde has now been rehoused in a purpose-built hanger. We have hired the hall containing the Concorde, where we should have the opportunity to visit the exhibits as well as this unique aircraft.



*Concorde Airplane:
Aerospace Bristol Venue*

As well as encouraging members of SCAF to attend, we will also be inviting organisations to sponsor a table. We anticipate it will be a great event with a sit-down three course meal and the opportunity to renew old acquaintances.

Closer to home, our next SCAF workshop will be the SCAF Challenge with a security theme at the Aerospace Bristol venue in Bristol this April. Come and join us; you may learn something new or contribute to the learning of the less experienced by networking! Good luck to all the teams. 

Central Virginia Chapter Report

Britt Staley, ICEAA Central Virginia Chapter President



*Central VA Chapter Social
Highmark Brewing, Fredericksburg, VA*

Fredericksburg, Virginia, chapter members, colleagues, and friends enjoyed good food, good brews, and good company. It was great to see representation from across the region, government and contractors alike. Sincere thanks to **Megan Jones** (ICEAA Executive Director) and **Rick Collins** (ICEAA Region 2 Director) for joining us as our special guests.

... And we're not done yet! Mark your calendars for the second quarterly membership meeting for fiscal year 2018. If you are a Central Virginia member please plan on joining us for a little lunch and knowledge sharing on March 21, 2018 at NSWCDD. Great opportunity to rack up those ICEAA recertification points.

If you are in the Central VA area (Quantico, Dahlgren, Pax River), and are not affiliated with a Chapter yet – or would like to change your affiliation – please don't hesitate to reach out to any of our board members with your inquiries. The "more the merrier" at the ICEAA Central VA Chapter!



The ICEAA Central VA Chapter 2018-2019 Board of Directors:

President:	Britt Staley bstaley@technomics.net
Vice President:	Tommy Knoll tknoll@tecolote.com
Treasurer:	Brian Bucceri bbucceri@tecolote.com
Secretary:	Nicole Robertson nrobertson@technomics.net
Membership:	Erik Gyorgy egyorgi@tecolote.com

On November 16, 2017, the ICEAA Central VA Chapter (and its new leadership) hosted a luncheon on-site at Naval Surface Warfare Center Dahlgren Division (NSWCDD) for the first meeting of the current term. While attendees chowed-down on some Chapter-provided Jersey Mike's subs, we all learned about "The Art of Cost" as presented by **Dr. Brian Gillespie** of the Missile Defense Agency. This unique spin on Sun Tzu's "The Art of War" challenged our members to look beyond the math and statistics to consider the strategic role of a cost estimator – to ask ourselves how we might balance the battle between producing quality deliverables and navigating the politics of a program office. An exceptional presentation, to be sure!

Once the holidays were behind us, we had our first ICEAA Central Virginia Chapter Social on January 26th. This event proved to be a great success (and a great time!). Hosted at Highmark Brewing in

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For more information about Los Angeles Air Force Base and the mission of the Space & Missile Systems Center, visit LosAngeles.AF.mil.

Equal Opportunity Employer. U.S. citizenship required. Must be of legal working age.
Positions require a security clearance. Must be able to obtain and maintain a security clearance.

Washington Capital Area Chapter Report

Meghan Kennedy, ICEAA Washington Capital Area Chapter President

Our chapter has been busy with new initiatives this winter. We've revived our quarterly newsletter and created chapter profiles on both Facebook and LinkedIn to keep our members better informed and connected. We're also continuing our efforts to create more social and service events with a recent happy hour and more events planned for this year. We held our chapter's annual meeting at the end of February, where we heard from the former director of OSD CAPE, **Dr. Jamie Morin**, as our keynote speaker and recognized some of our chapter's outstanding cost estimators with several awards. We look forward to seeing you at one of our upcoming events for 2018!

Chapter Events

The chapter continues to offer a popular monthly lunchtime speaker series. Some of our recent luncheon presentations included:

- November 2017: *Overview of the Cost FCTS (Factors, Analogies, CER's & Tools/Studies) Group*. Presented by **Dan Harper** and **Ruth Dorr** of MITRE. Held at MITRE, McLean, VA.
- December 2017: *Calculating a Project's Reserve Dollars from its S-Curve*. Presented by **Marc Greenberg** of NASA. Held at Technomics, Inc., Arlington, VA.
- January 2018: *Overview of GAO Best Practices Guides*. Presented by **Karen Richey** of GAO. Held at MITRE, McLean, VA.

We also are presenting some exciting events during this spring of 2018, including our first Regional Symposium at the Boeing Company facility in Arlington, VA on April 11. Members and non-members alike are welcome to join us for a day of presentations centered around our theme, *Operating and Support Cost Management: Are We Practicing What We Preach?*

Stay tuned and watch your inbox for more information on our upcoming events. If you've missed any of our past luncheon presentations, they are often available on our website washingtoneaa.com.

If you're interested in presenting at one of our luncheons, please contact our program chair at ProgramChair@washingtoneaa.com.



The graphic features the ICEAA logo on the left, followed by the text "Washington Capital Area Chapter Workshop". Below this, a horizontal line of orange circles leads to a larger circle containing a green circle, which is positioned above the text "April 11, 2018" and "Arlington, VA". A red line with white circles extends diagonally upwards from the green circle. Below the main text, the workshop title "Operating and Support Cost Management: Are We Practicing What We Preach?" is displayed.

ICEAA Washington Capital Area
Chapter Workshop

Operating and Support Cost Management:
Are We Practicing What We Preach?

April 11, 2018
Arlington, VA

www.washingtoneaa.com

continued

The Washington Capital Area chapter hosted our annual membership meeting and award ceremony on February 28 at the Washington Golf and Country Club in Arlington, VA. A huge thank you to our sponsors of this year's event: **Cobec Consulting, Integrity Applications Incorporated, Herren, Technomics, Inc, The Aerospace Corporation, Tecolote Research, Inc, Kalman & Company, Inc, and PRICE Systems!** We couldn't put on this event without their support!

As usual, we enjoyed refreshments and networking before hearing updates from the chapter board and the ICEAA Executive Director, **Megan Jones**. Our keynote speaker this year was **Dr. Jamie Morin** from The Aerospace Corporation. Dr. Morin is the former Director of Cost Assessment and Program Evaluation (CAPE) for the Department of Defense. He spoke about the impacts of the Weapons System Acquisition Reform Act of 2009 and its effect on cost growth and budgeting.

Following Dr. Morin's presentation, we presented some very deserving members of our cost community with awards:



Best Luncheon Speaker:
Katie Geier-Noreiga



Leadership/Management Award:
George Bayer




Technical Achievement Award:
Corinne Wentworth



Junior Analyst Award:
Marc Stephenson



Team Award:
Jeff Beck, Fana Gebeyehu-Houston, Frank Lewis, Dipali Amin, Charlie Loelius, Matt Proveaux

Thank you to all that attended and we look forward to seeing you at our Annual Meeting again next year! 

Southern California Chapter Report

Rich Harwin, Southern California (SoCal) Chapter President

Tom Bosmans, SoCal Chapter Vice President

The Southern California (SoCal) Chapter of ICEAA Region 7 conducted a successful - and a slightly different than usual - Winter Workshop at the Boeing Satellite Systems Facility in El Segundo, California on December 13. Our speakers and presentations were:

Enrico Attanasio, Boeing Satellite Systems; *Future Trends in the Satellite Business*

Chinson Yew, Space & Missile Center, Los Angeles Air Force Base; *An Overview of SMC Cost Research*

Rich Harwin lead a group discussion on future chapter organization, operating models, activities and ICEAA services available. This provided an opportunity for ICEAA members and other participants to voice their ideas about where we are heading. There was a networking lunch at Chef Hannes Restaurant after the meeting, giving everyone a chance to meet outside the lecture hall.

The first SoCal Workshop of 2018 was held on March 7 at the NASA Armstrong Flight Research Center in Palmdale, California. Featured speakers included:

David McAllister, NASA SOFIA Deputy Program Manager; *The Story of SOFIA*

Mike Thomson, Airborne Science MD: NASA Airborne Science Programs

Dr. Jairus Hihn, Sherry Stukes, & Matthew Ramirez, JPL: *Cost Estimation at the Speed of Light - Concurrent Engineering Modernization*

Dr. Joe Hamaker, Galorath Federal, Inc.: *Estimating by the Zodiac*

Kurt Brunner, KB Enterprises: *TRL Impact on Cost*

Boyan Jonov, Tecolote Research, Inc.: *How Regression Methods Impact Uncertainty Results*



*ICEAA SoCal Luncheon
December 2017*

Wayne Wright, Lockheed Martin Corporation:

Estimating Life Cycle Costs at the Skunk Works®

And there was a tour of the NASA Flight Research Center which included the SOFIA 747 and ER-2 aircraft. Both are surveillance aircraft, looking in two different directions. The Boeing 747SP SOFIA has an infrared telescope that sits in an airlock bulkhead that can open while at cruising altitude, giving an unobstructed view of the sky above most of the earth's atmosphere. The ER-2 is NASA's version of the U-2 spy plane, and collects information on atmospheric chemistry, oceanic processes and sensor research and development.

It was the perfect break in the intense day of training, allowing us to stretch our legs and imagine ourselves living in the world of NASA for a while before we got back to the program.



SOFIA 747 Aircraft

At the conclusion of our ICEAA Southern California workshops, and as an incentive to stay until the last presentation is complete, a membership drawing is held. Our Membership Chair, **Steve Sterk**, is always on hand with a selection of great gifts for the drawing – “winner must be present”. If you have questions about your membership status or would like information about membership in general, contact Steve at steve.a.sterk@nasa.gov or (661) 276-2377, or the ICEAA office at iceaa@iceaaonline.org or (703) 642-3090.

SoCal workshop agendas are available to all ICEAA members, are emailed to previous workshop attendees, and they contain registration information, a location map, and driving instructions. The agenda is also posted on the

continued


View upcoming SoCal Chapter workshop agendas or download previous workshop briefings at:
www.iceaaonline.com/chapters/socal

ICEAA Southern California web site at:
iceaaonline.com/socal.

As always, our workshops are free, and all available presentations are loaded on the web site following the meeting. If you have any questions about the presentations please feel free to contact the ICEAA Southern California Board of Directors or the ICEAA office (iceaa@iceaaonline.org).

Please consider hosting a workshop or presenting at a workshop! It will be a rewarding experience. If you are interested in hosting a workshop or making a presentation at a workshop, please contact **Rich Harwin** at Richard.a.harwin@boeing.com or **Tom Bosmans** at Tom.L.Bosmans@leidos.com.

Our workshop focus is always to “advance, encourage, promote and enhance the profession of cost estimating and analysis through the use of parametrics and other data-driven techniques for use

by the membership as well as the general public.” The Southern California and San Diego Chapters of ICEAA will continue to offer workshops that include a notable and diverse group of extraordinary speakers, training sessions, cutting edge topics, and knowledgeable attendees that are fully entertained and engaged. 

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January 1, 2017 - December 31, 2018

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ICEAA SoCal March 2018 Workshop at the NASA Flight Research Center

Membership Outreach Committee: Embracing a Change of Direction

By Ellie Basset

In the past 20 years I have volunteered to serve ICEAA on every level, from local chapter leadership to the international board of directors.

The one thing that's been the same every year and in every position is the struggle to grow our membership while retaining the members we have. We had previously been successful when a high-ranking government employee encouraged their peers and subordinates to get involved; and had similar results in the private sector when the motivation for membership comes down from the top.

In recent years, however, we've lost touch with many of those influencers. Whether from attrition, retirement, or any number of reasons, we no longer had those "ins" at the big companies and government divisions we had before. Those we still had contact with told us that since times and budgets were lean, membership and training were the first to be cut, and it was out of their hands.

It stood to reason when the board formed and I was asked to chair our new Membership Outreach Committee that we'd be working towards refreshing and enhancing the model that had worked for us in years past. We would ask chapter and regional leadership for data on who those well-positioned people in government, industry, and contracting are, what they wanted out of ICEAA membership, and how to convince them to be the new generation of ICEAA cheerleaders to help us spread the word.

During our very first conference call, it came out that most of the members of the committee had a similar path to their cost estimating career as I did: after getting an

undergrad in something like math, statistics, engineering, or finance, they somehow ended up in a cost job thanks to a random turn of fate. Some

thought they were limited to being statisticians, financial advisors, or economists, and all were delighted with the place they fell into.

It got me thinking about the engineers I work with, who are almost all members of IEEE (the Institute of Electrical and Electronics Engineers) and have been since they were in college. For them, being an IEEE member is just a given: they've been IEEE members for years and they just keep doing it.

And then the light went on: how do we make ICEAA a given for cost professionals?

The committee changed gears from the status quo, choosing to try a new method rather than the same old thing we had been doing that left so much of the impact and influence out of our control. We began to chart a grassroots effort of raising awareness of cost careers at the college level to get the word out about our profession to emerging professionals that are looking for jobs.


But we have to speak in their language to get the message heard. So we're going viral.

continued



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Subscribe to our YouTube Channel!

Enter "international cost estimating" 
in the search bar at youtube.com to find us.

We have debuted our first of what will be many YouTube videos on the cost field, what it means, who would be interested in it, and what those people could get out of this rewarding career. It's short and sweet – a video version of 140 characters – but enough to pique the interest of graduating college students.

We reached out to college professors and found that many schools have entire offices dedicated to helping students find jobs in relevant and applicable careers. The career development folks we then spoke with loved hearing what we had to say. They want to be successful in placing students in rewarding careers as much as we want them in ours, and have already invited us to share our videos, speak at their career fairs, or present to student groups and clubs for math, engineering, statistics, and other majors.

We realize we're flipping the whole plan on its head. The old way of starting at the top left us with a

bunch of members who were only involved because their boss thought it was important for them to do so, and when the boss was gone, so was their interest in ICEAA. Our hope is to help make finding a cost career intentional rather than accidental, engraining a familiarity with ICEAA from the very beginning, and eventually allowing the influence to flow upwards.

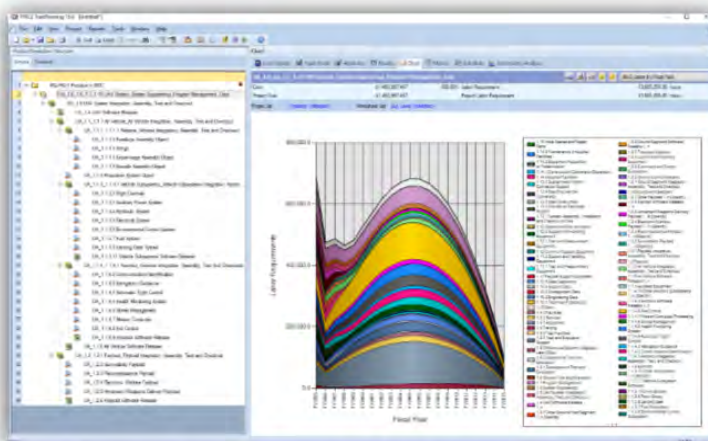
“Whaddya mean you don't know about ICEAA, boss? We're cost people, and cost people are in ICEAA.”

Even though the Membership Outreach Committee has only

been in place a few months, we've made real progress and have strong momentum. I could not be more excited about what this could mean for the future of ICEAA, and what new directions may reveal themselves to us as we go – to think of what we thought we would be doing and what we've ended up doing are so different, who knows what the next step or new idea will be!



We're cost people, and cost people are in ICEAA.

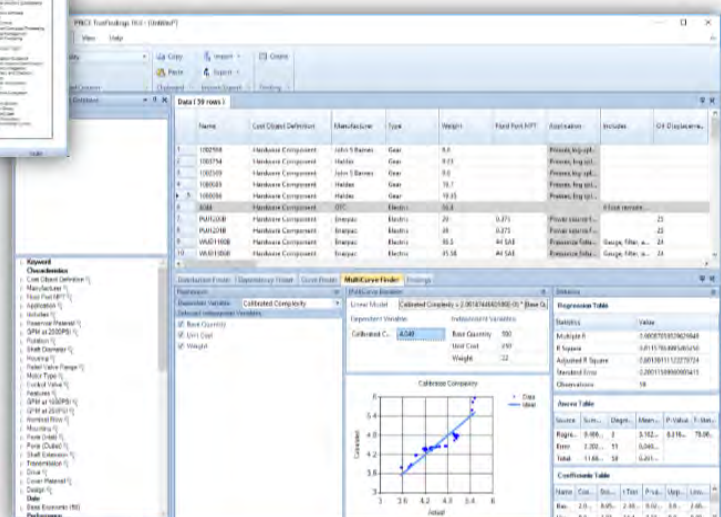


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