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ICEAA Software

International Constraints of CEBoK®

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Professional Development & Training Workshop

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International Cost Estimating & Analysis Association

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TABLE OF CONTENTS

- President's Address
 Rick Collins, ICEAA President
- 4 Certification Corner
 Peter Andrejev, ICEAA Director of Certification
- 6 Business Office Update
 Megan Jones, ICEAA Executive Director
- 7 ICEAA Initiates ICEAA Software
 Brian Glauser and Eric van der Vliet
- Secretary's Corner
 Greg Kiviat, 2015-2019 ICEAA Secretary
- Jale Shermon, ICEAA UK/Europe Region Director
- 14 2019 Professional Development & Training Workshop Review
 Megan Jones and Christina Snyder
- 20 Chapter and Region Reports
- 37 Costing News from the UK
 Dale Shermon, ICEAA UK/Europe Region Director

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President's Address

Rick Collins, ICEAA International President

appy summer of 2019! By now some of you have already hit the road with family and/or friends for a vacation and much deserved break from the demands of our profession. Congrats to those who celebrated your kids' graduation to the next level of education - or better yet the start of their careers. Others may simply be basking in the joy of kids disappearing for a week or two (or more if you did an effective sales job!) to summer camp. Some of you and your soccer/football-playing daughters have undoubtedly caught Women's World Cup fever and are cheering for your favorite team.

Finally, some of you may be enjoying my favorite summertime sports tradition, the grueling three weeks and 3460 km of the Tour de France that will test professional cyclists from across the globe on roads in Belgium and principally France. At the risk of sounding as geeky as a cost analyst, you owe it to yourself to watch one of the many brutal Pyrenees or Alps mountain stages of the Tour. I can assure you that the challenge of these 25+ km climbs and 100+ km/hour descents will have you on the edge of your seat, much like a tough cost estimating problem! Regardless of your diversion of choice, I hope you enjoy some quality time away from work and take a few minutes to reflect on this article.

Priorities

Thanks to everyone who participated in the Board of Directors election this spring, especially those who voted for me as your 2019-2021 International President. I'm excited to have the opportunity to lead the organization and would like to convey my concise perspective regarding the road forward. In short, the new board and ICEAA business office (Megan Jones, Sharon Burger and Chelsea Torres) have much to accomplish to enable the growth and health of our profession and in turn the association. The outgoing board recently revised ICEAA's strategic plan (see www.iceaaonline.com/about/#governance). The plan, which covers the two-year term (2019-2021) of the incoming board, identifies three major goals and their supporting objectives.

The goals are:

- ♦ Create a community of technical excellence
- ♦ Create a community of collaboration
- ♦ Create a community of relevance

Everything in the plan is important, but everything can't be *most* important. It is essential to determine what's most important and then execute, especially when goals/objectives must be accomplished by a workforce composed largely of volunteer labor — board members, board appointees and other enlistees. I have established the following five priorities:

Improve CEBoK[®] and associated certification exams (improvement of the content and delivery mechanisms for both products; target completion date of 31 March 2020)

Develop Software CEBoK (aka sCEBoK) and associated certification exam (development of the content and delivery mechanisms for both products; target completion date of 31 March 2020)

Stimulate increased level of U.S. Government (USG) cost analysis community engagement (examples: USG-only day at the 2020 Workshop in San Antonio; Engage-Collaborate-Advance webinar series featuring notable USG panelists; and additional chapter workshops featuring notable USG speakers)

Deliver greater value to public/private sector cost analysis community outside the U.S., aka make the "I" in ICEAA more meaningful (examples: routine ICEAA workshops outside the U.S.; non-U.S. versions of CEBoK; and non-U.S. certification exams)

Encourage increased level of original equipment manufacturer (OEM) estimating, pricing, and engineering community engagement (examples: OEM-specific CEBoK curricula that address affordability analysis, opportunities to engage with notable members of the USG cost analysis community)

I urge you to make time to review the plan, which is intentionally short and focused more on *what* ICEAA should do than *how* it should be done. Besides being informed regarding ICEAA's direction, there is another important reason that I'd appreciate you considering the plan – I want your help!

Call to Action

I will be laser-focused on achieving these priorities in a timely manner. My current and previous ICEAA board experience has taught me a valuable lesson regarding volunteer workforce productivity: put simply, good intentions without responsibility and accountability don't translate to the right pace of progress. Our ability to succeed in a timely fashion will depend on expanding the workforce to include contracted support. For example, Cobec Consulting is currently under contract to initiate improvements to CEBoK, an effort competitively awarded in January 2019. Be it CEBoK or sCEBoK content, certification exam or delivery platform work, we will leverage the right paid expertise to perform the work in a timely fashion.

It is important to note that our investment in contracted assistance does not preclude the need for volunteers at all experience levels who have a genuine interest in contributing to ICEAA's success and are willing to commit the time required to make a difference. I personally welcome a conversation with any of you who, after considering the strategic plan and my priorities, are both willing and able to assist. I'm confident that a commitment to help ICEAA will be a win-win for ICEAA and the volunteer, the latter being a winner for a variety of reasons, including:

- ◆ Satisfaction of contributing to products and other ICEAA offerings that will benefit the community and association
- ♦ Recognition for your contributions that advances your professional reputation
- ♦ Growth of your professional network
- ♦ Recertification points
- Potential compensation in the form of a stipend and/or ICEAA currency (e.g., free annual membership or workshop registration)

In summary, I look forward to doing everything in my power to achieve ICEAA's strategic goals and realize our vision for the profession – "To be a vital, respected, indispensable and growing community of practice composed of ICEAA-certified professionals recognized as best-in-class."

I'd also like to thank in advance my fellow board members, the business office staff and anyone else who chooses to contribute for your help furthering the profession and association.

Introducing the ICEAA 2019-2021 International Board of Directors:

President: Rick Collins Treasurer: Britt Staley

Executive Vice President: **Bob Hunt** Secretary: **Christina N. Snyder**

Vice President of Professional Development: Christian B. Smart

Elected Director: **Meghan Kennedy** Region 5 Director: **Kellie Scarbrough**

Elected Director: **David Stem** Region 6 Director: **John Deem**

Region 1 Director: **Arlene Minkiewicz** Region 7 Director: **Nathan Eskue**

Region 2 Director: **Jennifer Rose** Australia Region Director: **Anh Pham-Waddell**

Region 3 Director: Cole Kupec Canada Region Director: Erin Barkel

Region 4 Director: **Steve Glogoza** UK/Europe Region Director: **Dale Shermon**



Certification Corner

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

Reflections

As I look back on the first article I wrote as the Director of Certification in the summer of 2007, the objectives set forth then still hold true today. I have been committed to ensuring that the CCEA® designation is recognized by government, commercial, and academic employers as a preeminent indicator of the practitioner's competency to develop credible cost estimates and analyses. To that end, I'm proud that the certification program under my watch:

Relies on actual work experience as a key indicator of the applicant's proficiency. The requirement for five years of experience ensures that applicants cannot simply "take a course and test-out" without ever having performed a cost estimate or analysis.

Includes an examination that addresses the entire body of knowledge. In 2009, we reengineered the examination concurrent with the development of CEBoK® to ensure the exam is not a math test, but rather touches on all topics pertinent to the profession.

Contains test questions that are realistic and relevant. The examination includes a case study to test the applicant's ability to demonstrate real-world competencies, synthesize knowledge from multiple learning sources, and reduce reliance on memorized responses.

Is international in its standards and not reflective of US practices only. We remain diligent in continually reviewing and revising exam questions to ensure removal of



2018 Frank Freiman Lifetime Achievement Award recipient Peter Andrejev

US bias that might unwittingly penalize practitioners from foreign countries.

Allows for recertification based on continued involvement in the profession. In addition to streamlining the application, recertification is structured to motivate, reward and balance active participation in the cost estimating profession, professional development, and cost-community service activities.

Offer specialty certifications to reflect expertise in specific topic areas. Our certification in Parametric Methods is the first specialty certification offered to CCEAs who demonstrate exceptional proficiency in a specific topic area.

A Bright Future

To affect a smooth transition as **Kevin Cincotta** takes over as the newly named Certification Principal, I will work with Kevin to assure that ICEAA's professional designations remain recognized throughout industry and government as the preeminent indicators of a cost professional's competency. In today's world of self-proclaimed experts and pundits, it is imperative that our

designations are valued by both practitioners (to indicate eminence in the profession) and employers (to quickly discern an applicant's level of proficiency). To ensure this remains a reality, I look forward to helping Kevin with:

◆ Creation of a Certification Committee, chaired by the Certification Principal and populated by volunteer CCEAs, to continuously review and update the certification examinations for completeness and relevance to current topic areas (such as cloud, agile acquisition, foreign military sales topics, operations and support/maintenance) and to international

topic areas (such as exchange rates, inflation/escalation, workweek productivity, excises and tariffs). This committee would work in unison with CEBoK updates to ensure continued refinement and synchronization of testable topics.

- ♦ Migration from a paper-based exam to on-line testing that offers global availability.
- ◆ Development of a Software Cost Estimating certification program commensurate with the level of CCEA professional designation.
- ◆ Consideration of professional designations to address unfulfilled constituencies such as contracting and pricing, or budgeting and funding before they are subsumed by larger professional organizations like NCMA or AGA.
- ◆ Development of certification product lines that appeal to and capture new, emergent constituencies, such as certifying corporate training programs or creating designations for data scientists or affordability analysts employed by original equipment manufacturers (OEMs).

It has been my pleasure to serve as the Director of Certification, and I look forward to helping ICEAA where needed as we continue to grow and evolve.



Peter Andrejev leads a training session in 2016





Business Office Update

Megan Jones, ICEAA Executive Director

isten here, ya scurvy rats. It's been a solid year of pirate talkin' and I don't aim to cut meself a day short of it.

This year's voyage to Tampa for the 2019 Professional Development & Training Workshop was a thundering success. Raise your flagons for our stalwart crew: Captain **Christina Snyder**, her first mate **Britt Staley**, their motley band of committee chairs, and especially all the volunteers who enlisted to do whatever needed be done. It takes a full boat to make sailing as smooth as it was this year.

Thanks again to our photographer, Carrie Evans, who came on board for her second year to capture all yer yella visages. Her keen eye (well, both of them...fer new) makes us look like a million doubloons.

Me biggest debt goes to the ladies in the office, **Sharon Burger** and **Chelsea Torres** who are always right and ready to swab the deck, raise a sail, or steer the ship.

After we clear the summer doldrums, our fellow sailors from the north be hostin' their fifth annual ICEAA Canada Chapter Workshop, **September 17-18** in Ottawa. Dust off yer passports and join us for two days of cost, risk, software estimating, and more - this time with a Canadian accent. Yo, ho, eh?

After the Canada Workshop, we'll swing back to port for the 2019 All-Member Meeting. Our newly elected ICEAA President **Rick Collins** has charted a hearty course for the next two years, and will be laying out the path via webinar on **September 12**. When ye state your intent to tune in on the ICEAA website, you can surrender yer questions using the online form, or ye can wait and inquire live during the webinar. Make your intentions known by September 30!

And as sure as the sun sets in the west, the year of pirate talkin' comes to an end. 'Twas a glorious year and one they'll be singin' shanties of long after we've been washed away by the seas of time. If only there were something to soothe the loss...



Bawdy ICEAA Wenches

BOY HOWDY! The 2020 Professional Development & Training Workshop is May 12-14 in San Antonio, pardners! Saddle up for another rootin' tootin' week of roping risk, riding Agile, poring over data, and teaching those newfangled machines human-style learning! Fixing to take the stage during the fiesta? Pass along your 75-word summary by November 5 and we'll give it a looksee. Yee haw!

Upcoming Events

ICEAA Canada Workshop

September 17-18, 2019 Ottawa Marriott, Ottawa iceaa.ca/2019

2019 All-Member Virtual Meeting

September 12, 2019 RSVP by September 9 www.iceaaonline.com/townhall

2020 ICEAA Professional Development & Training Workshop

Hyatt Regency San Antonio - San Antonio, Texas May 12-14, 2020 Abstract summaries due **November 5, 2019** www.iceaaonline.com/cfp2020

2021 ICEAA Professional Development & Training Workshop

Renaissance Minneapolis Hotel, The Depot – Minneapolis, MN May 18-21, 2021

ICEAA Initiates ICEAA Software

By Brian Glauser and Eric van der Vliet

In 2015, ICEAA started an initiative to improve the practice of software cost estimation. Our experience had shown us that software cost estimation was still immature as a discipline, and at the same time we started to receive requests expressing a need to train and certify IT professionals in the proper practice of software cost estimating. With years of experience in cost estimation and certification, we felt that ICEAA was best positioned to develop and offer this capability for the benefit of our existing membership as well as the opportunity to cater to a broader audience.

The result was to begin creating a Software Cost Estimation Body of Knowledge (sCEBoK). The first 14 sCEBoK modules were presented at the 2016 ICEAA Professional Development & Training Workshop in Portland. At the most recent Workshop

SCEBOK Modules

- 1. Estimation in the Software Lifecycle
- 2. Estimation Principles
- 3. Solution-Based Estimation
- 4. Basis of Estimate (BOE)
- 5. Basis of Measurement (BOM)
- 6. Budget and Pricing
- 7. Cost Drivers
- 8. Software Cost Estimation Methods
- 9. Estimation Methods Size-Based Methods
- 10. Metrics Collection and Basic Analysis
- 11. Statistics to Support Basic Metric Analysis
- 12. Benchmarking
- 13. Introduction Application Maintenance
- 14. Estimation Maturity
- 15. Introduction Software Engineering
- 16. Scheduling



Denise Nelson and Eric van der Vliet get ready to present sCEBoK training in Tampa

in Tampa, all 16 sCEBoK modules were presented and enthusiasm for the project continues to grow. ICEAA received support from a variety of international organizations to support this effort, including The Boeing Company, CGI, Galorath Incorporated, Nesma, IFPUG, COSMIC, PRICE Systems, LLC and others.

To professionalize the development of sCEBoK and to bring it to the market, ICEAA has decided to set up a new entity called ICEAA Software. ICEAA Software will operate worldwide and take the responsibility for the further development, maintenance, and marketing for sCEBoK. ICEAA is working in cooperation with Nesma, an IT cost estimation organization located in the Netherlands, to formulate and administer ICEAA Software, which while operating as an entity within ICEAA, will be led by its own board of directors.

Our next steps are to set up the ICEAA Software entity, to continue developing sCEBoK, and to create a sCEBoK exam for software estimator certification.

ICEAA is very excited about this new initiative, as this will result in new market and a professionalization of Cost Estimation in IT. Look forward to more information about ICEAA Software in the coming months, and to participate in the sCEBoK effort, please contact Brian Glauser (bglauser@galorath.com) or Eric van der Vliet (eric.van.der.vliet@cgi.com).



Secretary's Corner

Greg Kiviat, ICEAA Secretary 2015-2019

ICEAA Board Experiences and Next Steps to Strengthen the Association

As my direct participation as Secretary of the ICEAA Board of Directors ends with the close of the term this June, I thought it would be a good opportunity for me to take a quick look back on the eleven years I have been on ICEAA and ISPA (International Society of Parametric Analysts - one of ICEAA's parent organizations) Boards. I realized how fortunate I was to work with, and learn from, leaders of the cost estimating profession. For this article I also wanted to look forward and provide some thoughts that could outline how ICEAA might improve industry participation and membership.

I first joined the ISPA Board in 2008 thanks to **Madeline Ellis** (ICEAA Lifetime Member) who first encouraged me to run. I would like to name and thank the many other mentors, associates and true friends that provided keen insight and helped my career - but that would be a very long list indeed. Being part of ICEAA and the Board truly helped me grow in capability and confidence within the profession.

As Board Secretary to ICEAA and ISPA, my responsibilities varied as the organizations changed. Tasks included offering & voting on motions before the board, keeping board meeting minutes and working with the office staff on various activities. Lucky for me the International Office team is (and was) extremely talented and efficient so that many of the tasks are accomplished with very little direction required from the Secretary or the Board!

While I look back over the last eleven years with great respect and fondness, I look forward with some concern about the coming challenges facing the cost estimating/affordability environment. Increasing market pressures for better products at lower cost throughout the product life cycle will be a key driving force in future competitions. To support these affordability objectives, ICEAA should be able to provide *all* program stakeholders with needed training to do their jobs – not just cost analysts.

Today, the ICEAA International Board of Directors cites the number of CCEA®-certified individuals as a key metric of the association's success. Achieving CCEA® certification requires mastery of and successful demonstration of all 16 content modules of CEBoK®. However, industry personnel often require only limited subsets of that knowledge for their personal career paths.

For example, it would make sense that a design engineer be able to acquire needed "manufacturing best practices for low cost" training from a defined curriculum to gain needed skills in a short time. However, they may not need to understand how inflation is applied to program costs. One can envision a series of special curricula for program managers, cost analysts, design engineers, system engineers, manufacturing engineers, supportability engineers, and others that supports their individual needs.

We have socialized the idea of an OEM (Original Equipment Manufacturers) Committee, Special Interest Group, or other structure within ICEAA with Board members and several OEM members who have indicated support. A kickoff meeting to outline the group's objectives and next steps is planned for the near future. Key objectives will be to grow industry membership by providing better value to industry members using ICEAA materials.

After our initial meeting we will be reaching out to the wider membership for ideas and comments and to invite your participation. At this meeting, we start to look for opportunities to use existing materials, or identify needs for new ones, to prepare curriculum and other ideas for selected subsets of job responsibilities. It is felt that more focus on these needs will help enhance ICEAA's mission to the cost estimating, and the wider engineering and program management, communities.

I look forward to continuing my support of ICEAA and to helping move the organization forward in focusing industry's need for developing cost and affordability professionals.

International Constraints of CEBoK®:

An initial assessment of the possible options to introduce an international version of $CEBOK^{\circ}$ for ICEAA members to consider.

By Dale Shermon, UK / Europe ICEAA Region Director

Background

Amongst ICEAA's membership outside the U.S., there is a longstanding criticism that the content in the Cost Estimating Body of Knowledge (CEBoK®) is limited to American terminology, and does not reflect international regulations. CEBoK was produced and is maintained by authors who hail from America. Those American authors' experiences are expressed throughout CEBoK using American vocabulary and examples, making the document seem unwelcoming and exclusive to international audiences.

This single issue holds CEBoK back from being a great reference document and constrains ICEAA's international expansion.

Current structure

The current structure is a single CEBoK with five units and 16 topics. In addition there is a glossary of terms and two exam papers (part one and two).

Many of the topics it contains are universal to all nationalities; as maths is maths. However,

some topics have a significant element of American regulations and terminology. As a simple example, CEBoK refers to 'Then year Dollars' which is irrelevant when your nation uses Euro, Yen, Won, Kroner or Pounds.

It is acknowledged by the international membership that they need to be aware of the American



Unit I Cost Estimating Basics

- 1. Cost Estimating Basics
- 2. Cost Estimating Techniques
- 3. Parametric Estimating

Unit II. Cost Analysis Techniques

- 4. Data Collection and Normalization
- 5. Inflation and Index Numbers

Unit III. Analytical Methods

- 6. Basic Data Analysis Principles
- 7. Learning Curve
- 8. Regression Analysis
- 9. Cost and Schedule Risk Analysis
- 10. Probability and Statistics

Unit IV.
Specialized Costing

- 11. Manufacturing Cost Estimating
- 12. Software Cost Estimating

Unit V. Management Applications

- 13. Economic Analysis
- 14. Contract Pricing
- 15. Earned Value Management
- 16. Cost Management

Fig. 1.: Option 0: Do Nothing

regulations and terminology if they are to conduct business in the USA. However, American organisations need to appreciate the variety of the international regulations if they are going to do business in the international marketplace. The need to understand, teach, and examine our membership on a single, consistent CEBoK with various international regulations is desirable to the cost community and essential to the continued appeal of CEBoK to the international membership.

Options

There are a number of potential solutions to this issue that I want to explore with the members of ICEAA. These are described in the following sub-sections.

Option 0: Do nothing

The default option is to continue with one American version of CEBoK as it stands; maintaining the status quo. This is recognised to satisfy the majority of the ICEAA membership which is acknowledged to be predominantly American.

This option will also satisfy the international membership that is

conducting business in America, but will put American businesses and members at a disadvantage when conducting trade outside of America, as they have no access to an equivalent high quality reference document on cost matters.

In this option, CEBoK structure would remain unchanged.

Option 1: National CEBoK[®]s

This option proposes that different nations represented in ICEAA have different CEBoK. Individual nations take the current CEBoK and rewrite the entire curriculum, removing the American regulations and terminology and replacing it with their equivalent.



Fig. 2.: Option 1: National CEBoKs

In this option it is assumed that the structure of

CEBoK would remain the same as in option 0. Each national sponsor would be responsible for translating CEBoK and making reflective changes or updates to their-language version as the curriculum evolves. The exams and glossary would therefore have to be re-written to both translate the language and replace with national equivalents. This would require significant effort on the part of the sponsoring nation, as well as require bilingual ICEAA volunteers to periodically review and compare the different CEBoKs for consistency.

Option 2: Core and National Sections

This option proposes that the different nations represented in ICEAA have a new separate section in CEBoK. The current document would be rearranged to extract the American regulations and terminology placing them in an American topic in the new section VI.

National sponsors would be sought to write the national section based upon a common set of subheadings, also national exam questions and glossary. The document could be translated into different languages, if required, but the specific national regulations would be maintained by national sponsors with an interest to communicate their regulations.

There are two sub-options:

Option 2a – one international section: all the separate nations contribute to a single regulations section.

Option 2b – each nation takes ownership of a separate national section with common sub-titles.

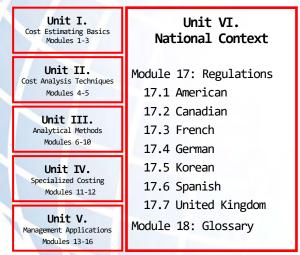
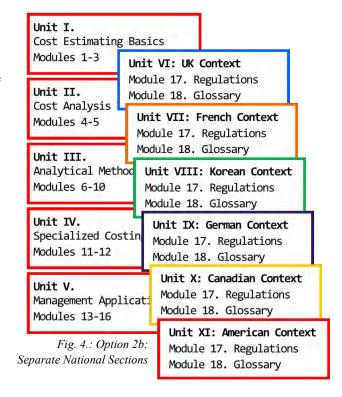


Fig. 3.: Option 2a: One International Section



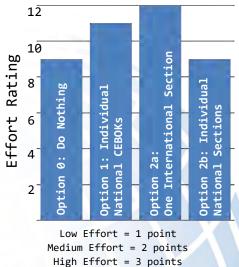
Criteria (Effort Required)	Option 0: Do Nothing	Option 1: Individual National CEBoKs	Option 2a:One International Section	Option 2b: Individual National Sections
Effort required to maintain configuration control	LOW	HIGH	HIGH	MEDIUM
Effort required to keep copyright	LOW	HIGH	MEDIUM	MEDIUM
Effort to retain American version	LOW	LOW	MEDIUM	MEDIUM
Effort to introduce international version	HIGH	LOW	MEDIUM	LOW
Effort to translate	MEDIUM	LOW	LOW	LOW
Maintenance effort	LOW	MEDIUM	MEDIUM	LOW

Table: Criteria assessment

Criteria

To make a rational decision regarding these options it is necessary to have some criteria against which to judge the options or future alternatives. The following criteria are considered in this assessment:

- ♦ Configuration control it is desirable that all members within ICEAA follow the same basic topics for CEBoK study and examination. Configuration control is seen as the mechanism for the ICEAA board to ensure that there is consistency and thus equality in any exams regardless of nationality.
- ◆ Copyright CEBoK is currently owned by ICEAA. Copyright is seen as the essential mechanism for the ICEAA board to retain revenues and ownership of the document.
- ◆ American CEBoK is currently biased towards American vocabulary. Any attempt to introduce a non-American version must not degrade or erode the current quality of the document as an American reference.
- ◆ International CEBoK must provide a framework for the international membership to incorporate their national regulations and terminology.
- ◆ Translation the current CEBoK is written in American English, recognising that significant projects and aerospace & defence work is conducted in English. For the document to be truly international there must be potential to translate it into Italian, German, Chinese, Korean and so forth.
- ◆ Maintenance the discipline of cost estimating and analysis is relatively immature, therefore new ideas and policies are being introduced periodically. Any option should provide easy maintenance, to avoid a burden on the ICEAA board or membership.



Outcome

Assuming that the criteria all have the same weighting then it is possible to conduct a simple analysis of the options using the assessment above. The chart here shows the weighed options using a simple scale where high levels of effort are weighed 3 and low levels of effort weighed 1.

Assuming that option 0 (Do Nothing) is not acceptable to the ICEAA community, although it scores the lowest. Option 2b would seem to be the best option to select, as it weighs the least in terms of effort.

Discussion

I would welcome alternative options and criteria for consideration. I would welcome the thoughts of the ICEAA membership, please send me your views on this assessment. DShermon@QinetiQ.com

Based upon the options considered in this article, it would seem that option 2b – separate national sections - would be the best way forward for CEBoK. What do you think?



ICEAA Certification

kicked off 2019 with record breaking number of newly certified estimators and analysts with a total of 58 passing one or both parts of the exam! Another 30 are registered to test in June and July. Don't be left out! Register for the certification exam today and become part of a growing number of cost analysts who have achieved this important professional distinction around the world!

As always, all these exams couldn't not be administered without the ICEAA certified members who volunteer their time to proctor the exam; some proctoring more than once! If you are CCEA® certified and would like to give back to the cost community by proctoring an exam in your area in exchange for points toward recertification, please contact the ICEAA International Business Office.

Thanks go out to following individuals who proctored the certification exam since the beginning of 2019 through May:

Brian Bucceri, Mary Chenoweth, Cortney Collins, John Deem, Aileen Donohue, Henry Hargrove, Mary Johnson, Justin Knowles, Pat McCarthy, Brannden Moss, Adrienne Propp, Kevin Rathbun, Ken Rhodes, Michael Shanley, Trevor VanAtta, Debra Walter and Emily Winfield.

Congratulations are extended to the following individuals for passing either the CCEA® or PCEA® exam between January and May 2019:

PCEA® Achievers:

Rahim Ali, The RAND Corporation

Samantha Alpert, Technomics, Inc.

Andrew Beck, The RAND Corporation

Benjamin Bonenfant, US Air Force

Paul Brenner, The RAND Corporation

R.J. Briggs, The RAND Corporation

Jarrett Catlin, The RAND Corporation

Ike Chang, The RAND Corporation

Joseph Chang, The RAND Corporation

Jacob DeWeese, The RAND Corporation Zachary Donchez, Herren Associates

Evan French, Shared Services Canada

Mike Gaines, The RAND Corporation

Amy Gasior, General Dynamics Land Systems

Nicholas Hamill, Booz Allen Hamilton

Moriah Howard, BAE Systems

Maxwell Izenberg, The RAND Corporation

Chelsea Kolb, The RAND Corporation

Liam McLane, The RAND Corporation

Jared Mondschein, The RAND Corporation **Brian Nuemann**, Defense Contract Management Agency

Karen Onaga, General Dynamics Land Systems

Adrienne Propp, The RAND Corporation

John Raffensperger, The RAND Corporation

Brynn Tannehill, The RAND Corporation

Stephanie Tanverakul, The RAND Corporation

Daniel Tapia-Jimenez, The RAND Corporation

Shelley Vesely, Collins Aerospace

Emmi Yonekura, The RAND Corporation

PCEA® Achievers/CCEA® Eligible:

Jeffrey Billings, Booz Allen Hamilton

Olivia Collins, Technomics, Inc.

Daniel Collins, Technomics, Inc.

Bethany Marie Conway, Booz Allen Hamilton

Jacob Cottrill, Booz Allen Hamilton

Jacqueline Dalton, Technomics, Inc.

Gail Flynn, Naval Surface

Warfare Center Dahlgren Division

Nygel Irvin, U.S. Government

Alannah Ito, Space & Missile Systems Center

Austin MacDougall, Technomics, Inc.

Colleen McFadden, Naval Surface Warfare Center Dahlgren Division

Eric Michel, Booz Allen Hamilton

Paul Neubert, Naval Surface Warfare Center Dahlgren Division

Alex Slappey, Booz Allen Hamilton

Abigail Snoznik, Technomics, Inc.

Mark Zindren, Technomics, Inc.

CCEA® Achievers:

Allen Ash, TACOM

Timothy Bednard, Technomics, Inc.

Joseph Capri, Booz Allen Hamilton

Whiticar Darvill, Technomics, Inc.

Nathaniel Herron, Naval Facilities Engineering Command

Kelly Klima, The RAND Corporation

Todd Pardoe, U.S. Air Force

Burapa Parkjitta, US Air Force Space and Missile Systems Center

John Rensink, Naval Surface Warfare Center Dahlgren Division

William Ervin Russell, IFAS-LLC

Sheriden Ward, Tecolote Research, Inc.

Sean Warner, U.S. Air Force

January - May 2019 Re-Certifications:

Remmie Arnold
Michael Barnum
Geoffrey Berntsen
Brian Bothwell
Donald Bowman
Zelphia Cobb
Darrin DeReus
Emile Ettedgui
Scott Ewalt
Daniel Garcia

Jeremy Goucher
Jean Nicole
Sullivan Hamilton
Diane Heckert
Allison Horrigan
Allison Hufford
Yun Kim
Greg Kiviat
Thomas Knoll
Michael Kvartunas
Trent Madsen

Jeff McDowell
Christopher Milo
Jeremy Mitchell
Daryl Ono
Brian Opaska
Michael O'Sullivan
Jeffrey Platten
Eric Plumer
Scott Prestridge
Luther Price
Joseph Ruwe

Thomas Sanders
Christian Smart
James Smirnoff
Justin Smith
Eric Sommer
David Torgerson
Kent Watson
Robert Watts
Jeanne White

Robert Williams

I FEAA 2019 Workshop Review by Christina Snyder & Megan Jones

This year's Professional Development & Training Workshop broke records across the planks: with nearly 500 attendees (481 to be precise) joining us in Tampa May 14-18, it was the highest attended since 2012, and supported by 21 sponsors and exhibitors – the most of any event in ICEAA history, including pre-ICEAA history! ICEAA mates mustered from all seven seas, some suffering through a rougher voyage than others, for as raucous a week of training and presentations on cost estimating and analysis can be. Those who made the journey should enjoy



Best Paper Chair Andrew Drennon

reminiscing with this year's special Workshop section, and those who missed the boat can wallow over what could have been.

Best Paper Chair

Andrew Drennon pushed off the event like he has for the past five years by steering us through the 2019

Best Paper Awards. We make a point to announce the year's winners first thing to give attendees a sense of the breadth and depth of the topics that will be covered throughout the Workshop, and so you can be sure to check out one or more of the best out of the 75 presentations planned for the week! The

winners are detailed in this issue and their papers and presentations are on the Tampa Workshop website for everyone to download.

Another record breaker came next... maybe not quantitatively, but more than one attendee commented that his keynote presentation was the best they had ever seen at an ICEAA event. Peter Bendix, Director of Baseball Development for the Tampa Bay Rays gave us an amazing presentation that showed how the of



2019 ICEAA Workshop Chair Christina Snyder

data-driven decisions the baseball club makes for everything from player salaries to the distribution of infielders use the same sorts of analysis our members use every day. And we got to see a video of a guy

punching somebody, which was a nice treat.

Our first full day of breakout sessions and training workshops followed, and the day was capped off by the welcome reception in the exhibit hall that evening. So many exhibitors in the hall made it a little more difficult to navigate to the bars than usual, but great connections with our



Peter Bendix knocks it out of the park

sponsors and between attendees were nevertheless made over grub and grog.

Attendees voyaged from far and wide to muster in Tampa

Wednesday morning,
2019 ICEAA
Association Awards
Chair Erin Barkel
started the day with
this year's awards
presentation, giving
everyone a short
description of the
award criteria and
allowing both the
winners and their
nominators to say a few

words of commendation and thanks. We have those words of appreciation from the winning nominators in this issue for all to enjoy and see what made this year's recipients stand out amongst the crowd.

Continuing our theme of demonstrating cost and data analysis in unexpected ways, our Wednesday keynote

presenter **Erica Monteith** shone new light on marketing and branding, and how data is used by all big-name companies to make bad press good and good press even better.



Lots of Likes for Erica Monteith

Wednesday evening, our attendees and sponsors met up again for our another round of networking in the exhibit hall. Every year, our attendees tell us in their feedback survey responses that the networking opportunities at the ICEAA Workshop are their favorite

part, and this year was no different. Over and over they raved about how the Workshop was the best place around to meet other cost estimators, to get new perspectives on old problems, and to benefit from one another's research. One even used a word we've not seen in our surveys before when s/he said it's "comforting to be around and network with others in the cost estimation field. [It] provides motivation and excitement to introduce and improve on current work assignments."



2019 Association Awards Chair Erin Barkel

Our final keynote of the Workshop coincidentally hails from next year's host city of San Antonio. We brought in **Greg**Destefano from USAA – a company we learned by show of hands needs no introduction to our members – to share how insurance companies use data analytics to improve customer experiences and customer service. We invited Greg as another outside perspective, but he was more of an insider

than we realized, having graduated from AFIT like so many ICEAA members!

The Best Paper Overall presentation just before lunch on Thursday was the last time we all got together in the general session room at the 2019 Workshop, but the event was in no way over. Attendees had 15 more papers and 9 more training sessions to choose from Thursday afternoon, and Friday morning's half day featured more training



A fantastic customer experience from Greg Destefano

15

still with the last five sessions of the year.

It's always sad to say farewell and wave the ship out of the harbor, but as your 2019 Workshop Chair, I could not be more happy to ride shotgun or more confident in handing the reins over to Britt Staley to rustle the herd in San Antonio for 2020. I know she'll take the bull by the horns and rope up a rip-roarin' Workshop next year!



2019 Best Paper Winners

Congratulations to the team of authors behind *Army Software Sustainment Cost Estimating Results*: Cheryl Jones, James Doswell, Brad Clark, Robert Charette, and Paul Janusz! Their winning paper presented the results of a six-year software cost estimation improvement study that several respondents to the Workshop feedback survey praised for inspiring new ideas to bring back to work and utilize.

Thanks to all of the 2019 authors and presenters. All of your hard work, time, and effort are what make ICEAA's Workshops unmatched in quality and value.

Thanks also to all of the best paper judges for taking the time out of their busy schedules to read and rate this year's papers. The judges are broken out into teams, one for each of the five categories, and rate the papers based on technical content, creativity, usefulness in the field, and overall quality and style. The paper with the highest score is named the best in that track. All of the judges from all tracks then review the best papers in each track to determine the overall winner.

We are always on the lookout for more judges willing to read these outstanding papers and provide their thoughts. And what's more, serving as a Best Paper judge earns valuable CCEA recertification points for those getting ready to renew! Agile † Computing † Software Category Winner -and- Best Paper Overall:

Army Software Sustainment Cost Estimating Results

Cheryl Jones James Doswell Brad Clark Robert Charette Paul Janusz

The Army has conducted a study over the past six years to improve the estimation accuracy of



Cheryl Jones and James Doswell

software sustainment systems cost. Based on an extensive data call of 192 Army systems, data analysis revealed several types of cost estimating relationships based on release type, release rhythm, and three categories of data. Analysis of a sustainment cost risk model was also conducted. This presentation will show the study results including what worked and did not work.



Cheryl Jones and James Doswell present Army Software Sustainment Cost Estimating Results at the 2019 Professional Development & Training Workshop

2019 Best Paper Judges

Guenever Aldrich
Richard Aldrich
Timothy Anderson
William Barfield
Walter Bednarski
Douglas Brown

Michael Broznya
Raymond P. Covert
Charles Dobbs
Stuart Dornfeld
Bob Fairbairn
Cynthia Foster

Bob Hunt
Arthur Kaczynski
Jukka Kayhko
William Laing
Patrick McGarrity
Arlene Minkiewicz

David Peeler
Paolo Ponzio
Amy Schmidt
Barbara A. Stone-Towns
William Taylor
Robyn Wiley

2019 Best Paper Winners

Download all of the 2019 Papers and Presentations at www.iceaaonline.com/tpa19papers

Processes & Best Practices †
Communication & Visualization Category Winner:

Engineering the Acquisition Process: Better Value Through Mechanism Design



Britt Staley and Christian Smart

Christian B. Smart Britt Staley

As both the regulator and the only buyer in a market that measures over \$500 billion a year in acquisitions, the Defense Department has tremendous leverage but does

not make full use of it. Limited competition in the prime contractor market results in higher prices and lower quantities purchased. There have been some recent strides made to achieve better value, but much more can be done if the government will pursue strategic approaches. In this paper, we consider the use of mechanism design to achieve better value.

Methods † Data Collection & Management Category Winner:

A New Approach When Cost/Capability Trades Matter Most



Jeff Cherwonik

Jeff S. Cherwonik Adam James Richard Bazzy

Consideration of life cycle costs (LCC) early in the acquisition process, specifically prior to Milestone A, is paramount to credible requirements generation and improves the probability of program success. This paper describes a parametric

universal wheeled ground vehicle LCC model based on CSDR data and designed for integration into a modeling and simulation environment that produces alternative vehicle designs. The LCC model uses outputs from a requirements-driven preliminary design model to generate informed cost vs. capability/requirements trades.

Analysis & Modeling † Machine Learning Category Winner:

Don't Just Use Your Data... Exploit It!



Adam James

Adam James Jeff Cherwonik Brandon Bryant

The Data Age is here. Data are being collected at an exponential rate and cost analysts are struggling to exploit it. Limited structured contextual information and clunky formatting are significant barriers to

efficient use. This paper demonstrates the importance of establishing a modern data strategy that considers how analysts identify, access and use data in the context of an example exploitation of a large CSDR data set for the Army's Stryker Family of Vehicles.

Planning & Strategy † Space & Missiles † Scheduling & Programming Category Winner:

EVM Visualization: The Radar Tool



Tyler Staffin

Tyler Staffin Brian Flynn

This research presents an innovation in EVM data analytics and visualization that gives acquisition managers the potential to better understand system level risk and to laser-focus their attention on critical elements of cost. The tool transforms

a massive set of disaggregated data into a manageable form, and extracts "critical" elements by filtering on a set of user-defined, rules-based criteria. The tool holistically displays absolute growth, percent growth, and percent complete in one radar graph.



ICEAA ASSOCIATION AWARDS

ICEAA thanks everyone who nominated one or more of their colleagues for a 2019 Association Award. The stories shared gave us unique glimpses into what makes our members the best of the best in the cost professions. As you read the summaries of their achievements below, give thought to the dedicated and inspiring members you interact with regularly and consider submitting a nomination for next year at:

www.iceaaonline.com/awards

Junior Analyst of the Year: Captain Brandon Johnson

Captain Johnson's outstanding professional skill, knowledge, and leadership aided immeasurably in developing and authoring a Cost Benefit Analysis of the MQ-9B UAS. The 2018 National Defense Authorization Act directed the SecDef, in consultation with the SecAF to conduct a Cost Benefit Analysis (CBA) on upgrading a MQ-9 Reaper to a Block 5 configuration versus procuring new MQ-9B aircraft. Captain Johnson rapidly crafted three Life Cycle (LC) Cost Estimates over \$100 billion, performed sensitivity analysis and documented Courses of



Captain Brandon J. Johnson

Action. Captain Johnson leveraged numerous CEBOK principles to include risk analysis, regression, learning curves, and sensitivity analysis all of which established a standard for future LC Cost Estimates. In addition, Captain Johnson coordinated and authored the CBA with the Office of Secretary of Defense Cost Assessment and Program

Evaluation. This resulted in the SecDef's approval and delivered vital decision support to Congress on the way ahead for UAS.

As a lead cost analyst, Captain Johnson guided numerous efforts and applied data analysi. Specifically, Captain Johnson led the efforts to deliver the first ever multi-year contract for the new DAS-4 Multi-Spectral Targeting System. Captain Johnson's learning curve analysis was instrumental during production and retrofit negotiations. Data-driven estimating proved pivotal in negotiations and in saving \$36 million and delivering capabilities to the warfighter 3 years early. Additionally, Captain Johnson served as the lead estimator for emerging production and retrofit cut-ins. The MQ-9 production aircraft now comes off the production line fully capable. This change to the MQ-9 production saved \$12 million, delivered capability to the warfighter faster, and fostered agile acquisition principles. Captain Johnson normalized the contractor's data, leveraged prior contract data, and estimated all costs for production/retrofit of the MQ-9 that resulted in Air Force savings.

As Chief Program Integrator, Captain Johnson initiated a \$2.7 Billion cost estimate for India's Unmanned Aerial System. By means of analogies and engineering build-ups, Captain Johnson integrated this cost estimate for a key partner. Ultimately, his efforts strengthened the international coalition and US/NATO ties. As the key integrator for everything MQ-9, Captain Johnson spearheaded the Integrated Product Team for rephrasing efforts on the Ground Control Station. His rapid estimating efforts resulted in an \$80 Million cost savings for Fiscal Year 19. Captain Johnson's leadership and estimating excellence was also leaned on as the program office was tasked with supporting the \$1 Billion JSTARS Recap capability on the MQ-9. His estimating and support was key in providing/briefing 3-star SAF/AQ MIL-DEP with 5 costs estimates and courses of action for an Air Force top priority.

Captain Johnson's unparalleled leadership and excellence embodies both the Air Force Core Values and the International Cost Estimator's Analysis Association goals. Captain Johnson led the division

through the FY21 POM and served as cost chief for 4 months while the position was vacant. Additionally, he fostered the professional growth of two PAQs by mentoring and leading them through the POE and NACA. Captain Johnson's accountability lends credibility for all MQ-9 inquiries and cost estimates.

Captain Johnson's efforts in cost analysis have led to numerous recognitions in 2018: Air Force Achievement Medal, ISR/SOF Company Grade Officer (GCO) of the year, MAUAS CGO of the Quarter, MAUAS Military MVP of the month, AFLCMC Comptroller Technical Excellence team of the year, MAUAS Large Team of the quarter twice, and MAUAS Small Team of the quarter. The distinctive accomplishments of Captain Johnson as a junior cost analyst reflect credit upon himself, ICEAA, and the United States Air Force.

Nominator Joe Bauer PRICE Systems, LLC

Technical Achievement of the Year: Sara McNeal

Sara is a Booz Allen Hamilton Senior Cost Analyst assigned to the Fuze Branch, Direct Attack Division, Armament Directorate (Eglin AFB, FL), Air Force Life Cycle Management Center, Air Force Materiel Command. Sara provided critical cost data for decision support of the branch, including three Acquisition Category (ACAT) III and one joint ACAT IV programs. She successfully developed, briefed, and defended six program office estimates totaling \$1.6B, and defined agile cost estimating by completing 17 what-if drills, excursions, and concept planning estimates totaling \$2.8B. She expertly translated technical program aspects into cost requirements for two programs' FY21 Program Office Memorandum (POM) inputs, totaling \$1.2B across multiple Program Element Codes. Sara identified over \$245M of excess funding, ensuring funds available for higher-priority programs and resulting in \$20M to source an Above Threshold Reprogramming for the ACAT IC Massive Ordnance Penetrator program. Always a detailoriented analyst, Sara's development and use of a

technical evaluation model resulted in the ACAT III Hard Target Void Sensing Fuze (HTVSF) program identifying over \$41M in savings before negotiations, with anticipation of increased savings as the model is utilized in other division programs.

Sara demonstrated strong leadership skills as she assisted with training interns, led integrated



2019 Technical Achievement of the Year Award Winner Sara McNeal

product teams (IPTs), and served as a key advisor. She guided and mentored a second-year intern to provide cost estimating support for the ACAT III Joint Programmable Fuze (JPF) program, resulting in approved cost requirements for both Air Force and Foreign Military Sales. Sara led a second-year budget intern to compile test data from over five years of data, providing the division's test and engineer personnel with test strategy continuity and resulting in saving over 1,000 man-hours of research.

She worked closely with IPTs to provide professional cost estimating support; the teams relied on her expertise for the technical and cost aspects of programs. She worked with the HTVSF IPT to structure the most effective request for proposal, resulting in over \$53M in savings across the Future Years Defense Program (FYDP), and to procure an additional quantity of critical components and to identify and qualify a second-source for energetics, resulting in a savings of over \$1.5M in production requalification. A respected leader and advisor, Sara worked with leaders to facilitate savings and better buying power opportunities. She coordinated with the HTVSF financial management, legal, and contracting teams to provide recommendations for the lifetime procurement of a long-lead, yet diminishing source, component and resulting in HTVSF maintaining economic order quantity and no break in production.

As the lead cost analyst for the ACAT III Cockpitselectable Height of Bursts (C-HOBS) program, she enabled synergies with a geographically-separated team, providing quality cost and technical support

even with the challenge of significant personnel and programmatic changes. Through her efforts, she identified several disconnects, including \$345M in POM inputs.

Sara is dedicated to team successes; she built four program continuity papers, resulting in smooth manpower transitions among all functional team members of the programs and saving at least 25 percent man-hours for cost analysts and financial managers. She assisted the lead engineer to complete a business case analysis for the Foreign Comparative

Testing (FCT) opportunity and developed, briefed and defended a quick-turn \$4.2M cost estimate, providing timely cost requirements to decision makers. Sara was responsible for leading the branch's four programs through the biannual should cost process, collecting data and performing analysis to support multiple should cost initiatives. She trained three interns on the SAF-AQ, directoratelevel, and division-level processes and provided guidance to other functional areas, resulting in over \$56M in FYDP savings and

directorate-level approval. Sara is the "go-to" for all Fuze Branch cost and technical data. Her contributions to the Eglin AFB cost community are remarkable.

Sara is a devoted volunteer as evidenced by her efforts to assist victims of Hurricane Michael for one week in October 2018. She is an active member of International Cost Estimating and Analysis Association and American Society of Military Comptrollers, Gulf Coast Chapters, participating in numerous local fundraising events. In addition, she co-authored an article, An Indispensable Tool for Resource Management in Afghanistan: The Requirements and Resourcing Documents RRD Database, for the Winter 2017 edition of the Armed Forces Comptroller publication.

Nominator Angela Gilbert Air Force Materiel Command Life Cycle Center

Management Achievement of the Year: Remmie Arnold

Remmie Arnold came to Technomics and the cost analysis profession as a young buck straight out of college seven years ago in 2012. During his last four years, he excelled in performing a wide variety of projects for an equally wide variety of Army and Navy clients, as well as the Government Accountability Office. He kicked butt straight out of the gate because he was sharp, eager to learn, and a very quick study.



Rick Collins and Remmie Arnold

Three years ago, Remmie seized the opportunity to lead a significant project for a new Technomics client, the Missile Defense Agency (MDA). He has exceeded expectations in managing a diverse team of six analysts across four MDA programs. The team, which spans the spectrum from those brand new to the profession to seasoned subject matter experts, has made significant strides in enhancing the overall quality of cost analysis for the dynamic and extremely

visible Aegis Ballistic Missile Defense (BMD) program conducting cost estimates and cost research, proposal evaluations and contract negotiation, all in the name of overall cost reduction.

Remmie has done a tremendous job fostering the growth of his team members. He diligently mentors new staff, familiarizing them with the scope of project work, government staff roles and responsibilities, and other critical situational awareness necessary to understand what needs to be accomplished and why. Over the past year, he has provided technical guidance and helped train contract and government analysts on learning curves, inflation, linear regression, multiple regression, and data collection.

Remmie's accomplishments represent a body of work that has had significant impact on his team, and the Aegis BMD program. He leads by example and is a model for the early-career manager, particularly for his willingness and ability to devote the time required

to make his staff better. He and his team have earned the respect of MDA cost leaders past and present, who have made a point of saying that Remmie's team is "delivering the best cost support they've ever had." This respect earned him the MDA's 2018 Contractor Employee of the Year Award in recognition of his outstanding leadership and advanced technical skills as the Cost Analysis Functional Lead for the Standard Missile-3 Project Management Office.

In addition to earning the confidence and trust of a number of MDA stakeholder organizations in Dahlgren, VA, he has gained the respect of the Office of the Secretary of Defense Cost Assessment and Program Evaluation by virtue of his technical acumen and professionalism.

Remmie has been an active contributor to ICEAA, serving as Training Chair for the 2017 and 2018 Professional Development & Training Workshops, Deputy Training Chair in 2015 and 2016, and a frequent presenter of training sessions at each. He successfully coordinated the integral offering of ICEAA's new CCEA Finishing School in November 2018, creating a curriculum that presents ICEAA's traditional training in an entirely new format. Locally, he is a strong supporter of the ICEAA Central Virginia Chapter. Going this far above and beyond his day job to commit so readily and heartily to ICEAA – all while also pursuing a Masters in Economics – is a testament to Remmie's selfless commitment to ICEAA and the cost analysis community.

In the words of Mr. Arnold's most senior Technomics MDA team member (who happens to be an *ICEAA Lifetime Achievement* awardee!): "He excels in creating an environment where all employees under his tutelage can show their true skills in developing products that get capability downrange for the warfighter. Mr. Arnold has truly impressed all stakeholders with his skill, acumen, and dedication to duty. He's a national treasure."

As Technical Director and former President/CEO of Technomics, I am delighted that ICEAA has chosen to honor Remmie with the 2019 Management Achievement of the Year award.

Nominator Rick Collins Technomics, Inc.

Educator of the Year: Peter Braxton

Anyone who has worked with Peter quickly realizes that his dedication to the cost profession is matched only by his passion for educating the next generation of cost analysts. He has an impressive and long-standing track record of focusing on the education needs of the cost community, whether through his numerous terms of service on the SCEA and ICEAA Board of Directors or in his leadership in the development of the Cost Estimating Body of



Peter Braxton at the 2019 ICEAA Workshop

Knowledge (CEBoK®) and its predecessor, CostPROF. Peter has only added to his outstanding contributions to cost education, directly and indirectly reaching hundreds of analysts in the government through his client work for the Office of the Secretary of Defense (OSD) Cost Assessment and Program Evaluation (CAPE); in industry through his leadership of the Technomics Training Institute; and internationally through the ICEAA Canada workshop.

Peter received an AB in Mathematics with a Teaching Certificate in High School Mathematics from Princeton University and a Master of Science Degree in Applied Science (Operations Research) from the College of William and Mary. He currently serves as a Subject Matter Expert at Technomics, Inc., where he has supported OSD CAPE, Naval Center for Cost Analysis, and Air Force Cost Analysis Agency on data collection and cost research efforts, and the Naval Postgraduate School and Defense Acquisition University on curriculum development.

Mr. Braxton's recent education contributions to the cost community have been considerable. Working with CAPE, Mr. Braxton has been instrumental in overhauling not only the Defense Acquisition University cost analysis curriculum within the

business, cost estimating, and financial management career field but also the related fields of contracting, program management, earned value management (EVM), life-cycle logistics, and engineering. The direct impact of this work increased the technical correctness, consistency, and clarity of cost-relevant content across all these curricula. He was the principal author of more rigorous next-generation continuous learning modules for Nonparametric Statistics (CLB 035) and Comparative Analysis (CLB 038).

As one of the leads for the Cost Assessment Data Enterprise (CADE) training team, Peter has been instrumental in providing on-demand online training through the establishment of a Learning Management System. He has helped lead CADE Regional Training offerings reaching over 100 government analysts, spanning topics such as CADE, Cost and Software Data Reporting, and FlexFiles. Peter also helped develop the materials for and lead multiple training sessions across six Air Force locations on the Contracts Database (KDB).

Peter leads the Technomics Training Institute, which offers free, biweekly training sessions to teach material from CEBoK®, the Government Accountability Office Cost Assessment Handbook, and other authoritative sources. These sessions, taught by cost estimating professionals, help prepare analysts for the Professional Cost Estimator/Analysts (PCEA®) and Certified Cost Estimator/Analyst (CCEA®) exams and for realworld project work. Under Peter's leadership, the Technomics Training Institute has revamped its curriculum and established the Foundations of Cost Analysis, comprising 24 engaging two-hour lessons highlighting practical applications such contract pricing and source selection and tools such as R and Argo. Sessions are open to members of the local chapter, reaching government staff and fellow consultants.

Equally as impressive as his efforts in updating the curriculum has been his dedication in working with the next generation of cost estimation educators. Peter spends countless hours of his own time teaching eager cost estimators his techniques, methods and preparation for more effective, engaging, and feedback-driven training.

Peter has also led training at the last two annual ICEAA Canada Chapter workshops. He has taught innovative and engaging sessions, including using his personal database of crossword puzzle solve times to teach regression analysis techniques and construction of a Lego set by class participants to conduct real-time EVM.

Peter embodies the hallmark characteristics of an educator. He is always finding ways to pass on his knowledge, both in structured enterprise settings or casual conversations. He adapts and improves his methods for getting across to his students. He is equally at ease teaching senior seasoned cost estimators and young professionals new to the field. Perhaps the secret to his success is that despite being a proficient and prolific educator, Peter is a voracious student. He is perpetually learning from his peers and has a never-ending thirst for knowledge and new techniques that is infectious.

Nominator Sung Seo Technomics, Inc.

Team Achievement of the Year: NASA Science Office for Mission Assessments (SOMA) Cost Evaluation Team

The NASA SOMA organization located at the Agency's Langley Research Center in Hampton, Virginia is responsible for supporting proposal evaluations, assessments and studies of proposed space missions for NASA's Science Mission Directorate.

SOMA organizes panels of Subject Matter Experts (SMEs) to evaluate proposals submitted to NASA in response to Announcements of Opportunity (AOs). A critical element of the SME panel is the Cost Evaluation Team. For several years, Galorath employees led by NASA Civil Servants have provided expert cost analysis services to the SOMA evaluations and have served as voting members of the overall evaluation team.

This nomination is specifically for the team that performed the last SOMA evaluation

of 2018 (which stretched over the months of August through December) for an important planetary mission AO which, for reasons of NASA sensitivity, is not being specifically named in this nomination.

The cost analyses began with the team members reviewing their assigned proposals with emphasis on the proposal's Basis of Estimate (BOE). Strengths and weaknesses were written against the BOE by each team member on their assigned proposals and addressed such subjects as completeness, internal inconsistencies, de-scope options and their monetary value, cost reserve posture, heritage claims and their substantiation, Work Breakdown Structure (WBS) traceability and other such matters. These strengths and weaknesses were defended by the individual team members in day long Web conference meetings with the entire proposal evaluation SME panel (typically about 50 members who are engineers and science SMEs on the type of mission being proposed).

As the overall proposal evaluation continued, the cost team transitioned to performing independent cost estimates of each proposed mission assigned to them. These independent estimates were performed with a number of NASA and commercial cost models (including SEER-H, PCEC, NICM, etc.). Individual cost team members then completed very extensive and complicated SOMA cost tables which document the independent cost estimates and compare them to the proposed cost using the NASA WBS. Cost team members also defended this work in front of the entire panel. This critical step determined whether or not each proposal could or could not be validated. Proposals whose cost could not be validated suffered a reduction in cost reserve (deducted from their claimed cost reserve).

The end of the proposal evaluation consisted of a weeklong physical Plenary meeting of the entire panel. At the Plenary, once again, each member of the cost team presented their work. The Plenary sessions are very dynamic as the panel identifies new cost threats which the cost team had to react to and incorporate into their estimate in real time.

The final task was each cost team member preparing a Word report that documented their work for NASA's records. These reports are very important



Team Members Bob Hunt, Jennifer Scheel, and Christian Smart

because they are used by NASA in the overall defense of accepted (and rejected) proposals.

This nomination is for the NASA Science Office for Mission Assessments (SOMA) Cost Evaluation Team members: Behzad Raiszadeh (NASA), Sam Sanchez (Galorath Federal), Greg Wise (Galorath Federal), Christian Smart (Galorath Federal), Jerimiah Trimper (Galorath Federal), Jacob Trimper (Galorath Federal), Joe Hamaker (Galorath Federal), Jennifer Scheel (Galorath Federal)

➢Nominator Joe Hamaker
Galorath Federal

Association Service Award: Britt Staley

This past year you have seen our 2019 Association Service Award winner's name multiple times in your inbox and on LinkedIn; I am of course referring to none other than Britt Staley. As a Disabled Veteran, honorably discharged as a Staff Sergeant of the United States Army, she is certainly no stranger to sacrifice and resolute dedication through the course of service. Britt exemplifies the spirit of sacrifice in the name of service.

When Britt joined ICEAA she understood that affective change and positive evolvement of an international organization starts from the ground up. Britt has thrown herself tirelessly into the fray as an advocate of the ICEAA Central Virginia Chapter where she served two highly successful terms, first as Secretary and then as President. During her tenure

and under her direct involvement, the Central Virginia Chapter hosted cost professionals from the Washington DC metro area as well as executive ICEAA leadership during Quarterly chapter meetings. These meetings were so well received that

the Cost Director of Naval
Surface Warfare Center —
Dahlgren Division requested that
his entire team be included in all
organizational communications.
As a direct result of her outreach
efforts, government memberships
at the Central VA Chapter have
increased by 350%, with a 250%
increase in the size of the of the
chapter mailing list. Britt
coordinated a CCEA exam in May
2019 for eight government cost
analysts and encouraged five
local authors to submit their

abstracts for consideration at the 2019 Professional Development & Training Workshop.

In recognizing the benefit stemming from established methods and protocols, Britt directly supervised the creation of a chapter financial report for use by those chapters who have consolidated their funds at headquarters, which has become the standard for chapter financial reporting.

Britt realized early on that continued networking is a valuable, multi-faceted method for professional improvement that requires constant cultivation. To facilitate networking for Central VA Chapter members, Britt scheduled quarterly chapter socials. These socials routinely boast special guests such as ICEAA International leadership and corporate executive officers with participation from government and contractors from within and external of the cost community. These chapter socials continue to be a valuable method of providing members with the opportunity to learn, discover employment opportunities, cross-train skillsets and of course, continue to grow our membership.

Britt attended every international board meeting in 2018 of her own volition, simply because she saw the value of maintaining situational awareness to



Nicole Robertson and Britt Stalev

herself and her chapter. Britt was the Program Chair and a Track Chair for the 2018 Workshop, where she also presented as the lead author of a paper. She also took it upon herself to leverage her personal network and identify potential keynote speakers,

contacting and securing contact David Kriegman, CEO and Author of Zero to a Billion: 61 Rules Entrepreneurs Need to Know to Grow a Government Contracting Business as one of keynote speakers in 2018, and two of the three keynote speakers featured at the 2019 Workshop in Tampa.

Britt seized another opportunity campaigning for and ultimately winning the Treasurer position on the 2019-2021 International

Board of Directors. Once again demonstrating her skill as a representative for positive change who leads from the front, she organized the first ever ICEAA Board Meet & Greet for membership and board members to casually connect before the election. This small but significant step opened a new channel of communication between the board and members, and helped ensure member voices are heard, something that is crucial to progress and growth within the ICEAA organization.

What makes Britt unique is how she has been a shining example of technical excellence, leadership, and the ICEAA core values since her first ICEAA meeting. She understands the true value of chapter membership in ICEAA or any organization isn't what the membership does for you but what you do with it. Britt doesn't wait for benefits to fall into her lap; she always has an eye out for opportunities that her ICEAA membership availed her and actively pursues them. As an organization, we are fortunate to have the commitment of this immensely talented professional. Britt continues to be oriented towards forward progress and the future of ICEAA; constantly looking to positive changes she can make now, and continuing into the future.

Nominator Nicole Robertson
Tecolote Research, Inc.

Frank Freiman Lifetime Achievement Award: **Andy Prince**

Andy Prince is the Manager of the Engineering Cost Office at the Marshall Space Flight Center. He has held this key leadership position in NASA cost estimating for over 10 years. During his tenure as head of cost estimating for the Marshall Space Flight

Center, Mr. Prince has led the development of new and improved cost models for the estimation of spacecraft bus costs. He has promoted transparency in cost modeling and has enhanced the credibility and traceability of the cost estimating process at NASA. Mr. Prince has provided critical contributions and leadership to the application of parametric cost models to launch vehicle development and to cutting-edge technologies, both of which are highly challenging and require

creative, out-of-the-box thinking. He provided analysis for the Augustine Commission on Human Space Flight, which led to the decision to cancel the Constellation Program.

Mr. Prince has over 30 years of cost estimating experience. He has been a key user, innovator, and promoter of parametrics and risk analysis throughout his career supporting NASA, as both a contractor and as a civil servant. Mr. Prince has developed numerous cost estimating tools, cost estimating relationships, and has developed of software tools for regression analysis. During his career, Mr. Prince has supported numerous space centers and NASA headquarters.

Mr. Prince is an active member and leader of the ICEAA organization and was an active member and leader of ICEAA's predecessor organizations, ISPA and SCEA, and the Space Systems Cost Analysis Group (SSCAG). He has had a significant influence on the international professional cost community through his service and leaderships to multiple cost societies. Mr. Prince served on the board of the Greater

Alabama SCEA chapter in the 1990s and early 2000s, including a term as chapter president. He served on the board of ISPA for many years, including a term as president. Mr. Prince served as co-President of ICEAA after it was first formed after the merger of ISPA and SCEA. He has served in numerous other board positions at ISPA, SCEA, and ICEAA, most recently as the Vice President for Professional Development. Mr. Prince has been instrumental in reviving SSCAG as a special interest group of ICEAA.



Mr. Prince is a regular speaker at the ICEAA Professional Development &

Training Workshop and regional workshops around the US, in Canada, and abroad. He has won numerous best papers awards for his original and insightful contributions to the practice of parametrics and cost uncertainty. This includes best-in-track award at the past five ICEAA conferences and three of the last four best overall paper awards.

The above is a just brief summary of Mr. Prince's accomplishments. If any one of his contributions were considered individually, Mr. Prince is a strong candidate for any of the management, service, and technical achievement awards (the latter of which he received from SCEA several years ago). Taken together as a collective body of work over three decades illustrates his sustained excellence over the course of his career is the reason why Andy Prince is winner of the 2019 Frank Freiman Lifetime Achievement Award.

> Nominator Christian Smart Galorath Federal



Frank Freiman Lifetime Achievement Award Winner Andy Prince





































Photos by Carrie Evans Photography: www.carrieevansphoto.com







































Chapter and Region Updates



Greater Alabama Chapter Report

Brian Alford, ICEAA Greater Alabama Chapter President



Stephanie Warnes with students at Lakewood Elementary Career Fair Day

On March 15, 2019, **Stephanie Warnes**,

Treasurer of Greater
Alabama Chapter,
represented ICEAA at the
Lakewood Elementary (a
Title I/ CEP school in
Huntsville) Career Fair Day.
Over 100 students from 3rd
through -6th grade visited
each station of careers
represented at the fair and
asked us questions about cost
analysis and ICEAA's role.
Their favorite questions to
ask included "how much does

a cost analyst make" and "how much do you think Air Jordans will cost in 2025?" When Stephanie asked what the students' career aspirations, common replies included doctor, lawyer, hairdresser, rapper, and basketball/football player. After talking with us, many pupils, especially ones whose favorite subject is math, stated that they would consider becoming a cost analyst in the future.

The Greater Alabama ICEAA Chapter, in partnership with local cost offices at the Missile Defense Agency (MDA) and NASA Marshall Space Flight Center (MSFC), conducted its annual cost estimating workshop on 27 March 2019 at the KBR Wyle office in Huntsville. Over 75 people attended the event, with representatives spanning the many different Federal Government, Support Contractor, and Prime Contractor organizations in the local Huntsville area. The following speakers provide us a wide range of

topics that spanned cost methodologies, cost models and tools, as well as government policies: Dr. Christian Smart (Galorath Federal) and Britt Staley (MDA): Engineering the Acquisition Process: Better Value Through Mechanism Design

Mr. Andy Prince (NASA MSFC): The Efficacy of NASA's Joint Confidence Level Policy

Dr. Christian Smart (Galorath Federal) on behalf of Dr. **Joe Hamaker** (Galorath Federal): SEER for Space: A State-of-the-Art Parametric Cost Model

Mr. Richard Webb (KAR Enterprises): Propulsion
Cost Model

Mr. Chris Svehlak (DigiFlight, Inc.): The Art of the Outbrief: Clearly Communication Your IGCE to Decision Makers

Mr. Chad Stevens (KBR Wyle): Athena M&S Tool

Professor **Matt Ambrose** (DAU): Adaptive Acquisition Framework & Middle Tier Acquisition Authority

Mr. Dan Strickland (MDA): Safety Last

A huge thanks goes out to Ms. **Robyn Kane** (MDA) for organizing this year's event (again!) and to KBR Wyle for hosting it for a third straight year. In addition to the workshop, the Greater Alabama chapter conducted its annual series of free cost estimating training sessions this spring. Meeting on Tuesday nights after work from February to April, instructors and attendees discussed topics ranging from inflation to learning curves to software cost estimating to EVM. Classes were well attended with 10-15 attendees each week. Thank you to all our amazing instructors for volunteering your time to help make these a success.

On June 6th, The Greater Alabama Chapter held a social at the Redstone Lanes Bowling Center in

Huntsville, AL. Members had enjoyed good company around some pizza, wings, and drinks with a little lighthearted and only slightly competitive bowling.



Attendees at the Greater Alabama MDA Workshop

I©EAAChapter and Region Updates

Region 5 Report

Kellie Scarbrough, Region 5 Director

As an analyst, being connected to a network of peers and colleagues forms a critical part of our identity as professionals. Involvement in organizations affects who we know, what we know, and how we innovate. In my own experience, I have been a career-long member of the International Cost Estimating and Analysis Association (ICEAA). As I take on a new role as Region 5 Director in the ICEAA organization, I have reflected on these things and the impact they have on the cost estimating community.

Who we know.

Perhaps the most impactful outcome of joining ICEAA in my career was meeting others who work in my field. ICEAA is how I came to find my "forever work family" at Cobec. I saw them share their knowledge, I watched them support each other, and I felt welcomed into their space. These opportunities to explore the profession and interact with the people who comprise the field of cost estimating are critical to our development as professionals and provide us with unique opportunities to grow. These gatherings help young analysts develop a sense of the bigger cost estimating picture, and they offer us potential mentorships and collaborations that we would not experience otherwise.



My Forever Work-Family!



Training back in 2015

What we know.

The papers and presentations which are published through ICEAA and presented at ICEAA's workshops provide valuable training and are a powerful means of sharing knowledge and information across the cost estimating and analysis community. In any given year, you can see what trends are catching on in the community just by reading paper titles. ICEAA chapters host luncheons and events to share information with a wider audience and provide certification training. The ICEAA Cost Estimating Body of Knowledge is a valuable resource not just for certification but for understanding the core principles of the profession. ICEAA helps analysts become well-rounded professionals who are up to speed on new developments in the cost estimating profession. ICEAA gives us the chance to share with others what we know as well; we can share the things we've accomplished with our colleagues and receive feedback from our peers. Sometimes that feedback pushes us to think about our work in new ways, to explore a subject further, or to attempt a previous failure using a different approach.

Chapter and Region Updates



How we innovate.

Knowledge sharing and networking inspire us to ask questions about our own processes and practices, encourage us to frame our problems in new and interesting ways, and help us to establish mutually beneficial connections within the cost estimating community. We can share our challenges and successes, our lessons learned, and our big ideas. This feedback pushes us to be more creative and reminds us that failing cannot be uncoupled from success. These ideas then filter through all our work, enhancing our service delivery and driving innovation.

For all these reasons and more, I am proud to serve ICEAA. As stated in my bid for election, I believe

ICEAA membership and certification should be the channel through which professionals propel themselves to the top of the cost estimating and analysis fields. I am working diligently to find members in my region who are willing to engage with me, form a community, and begin meeting and planning for our region's next two years. My first goal is to assess the state of the region and take inventory of who is meeting, which chapters are thriving, and what events are occurring. Together, we'll determine what a flourishing region would look like and then work together to realize that vision. Please contact me at kscarbrough@cobec.com if you are interested in one of the many volunteer opportunities available for our region.



I©EAAChapter and Region Updates

Washington Capital Area Chapter Report

Meghan Kennedy, ICEAA Washington Capital Area Chapter President

Chapter Workshop

The Washington Capital Area Chapter hosted its Second Annual Chapter Workshop on March 20, 2019 at Boeing in Crystal City, VA. Six generous sponsors helped to make the day possible: The Aerospace Corporation, Galorath Incorporated, Herren Associates, Integrity Applications Incorporated, Technomics, Inc., and Tecolote Research, Inc. Speaking to this year's theme, *Big Data: What's the Big Deal?* were: Mr. Mark Krzysko (Office of the Under Secretary of Defense for Acquisition and Sustainment), Dr. Brian Wright (Data Science Program, George Washington University), Ms. Pam Wood (The Aerospace Corporation), Dr. Elizabeth Bodine-Baron (RAND Corporation), Ms. Lorraine Feury (Booz Allen Hamilton), and Maj Brian Fitzpatrick (Air Force Rapid Capabilities Office). Most of the presentations are available on our chapter's website http://washingtoniceaa.com.



Ms. Lorraine Feury presenting at the annual DC Chapter Workshop

Annual Chapter Membership Meeting

Following the Chapter Workshop, we held the Annual Chapter Membership Meeting, where each Chapter Board member briefed their accomplishments over the past year and goals for the next year. The highlight of the meeting was recognizing some of our members with the Annual Chapter Awards. The DC Chapter winners were:

- ◆ Best Luncheon Speaker: **Karen Richey**, GAO Overview of the GAO Best Practice Guides
- ◆ Team Achievement: IWS 3.0 Proposal Evaluation and Negotiation Support Team – Sarah Campbell (NAVSEA) and Amy Ankney, Eric Cohen, Maggie Dozier (Technomics, Inc.)
- ◆ Leadership/Management: Ann Hawpe, Herren Associates



Mr. Mark Krzysko presenting at the annual DC Chapter Workshop

- ◆ Technical Achievement: Omar Akbik, Technomics, Inc.
- ♦ Junior Analyst: Faye Kim, Herren Associates
- ♦ Congratulations to all of our chapter winners! We ended the day with a happy hour at a local watering hole. It was a great event!

Chapter Luncheons

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

March 2019: A Practical Approach to Data Science and Data Analytics. Presented by **Tom Sullivan** (Herren Associates). Held at Herren Associates, Washington, DC.

April 2019: Estimating
Chinese Defense
Expenditures. Presented by
Jack Bianchi (Center for
Strategic and Budgetary
Assessments). Held at the
Center for Strategic and
Budgetary Assessments,
Washington, DC.



Dr. Brian Wright

continued

Photographs by John Choe

Chapter and Region Updates



May 2019: Development Aircraft Cost Estimating: Methods and Affordability. Presented by Dave Stem (AFCAA). Held at MITRE, McLean, VA.

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

We are always looking for future luncheon speakers. If you have something you'd like to share with the local cost community or would like to practice for an upcoming presentation, we'd love to have you present at one of our events. We are also looking for a wider range of locations to hold our luncheons. If you are interested in being a speaker or your organization is interested in hosting, please contact our Program chair at ProgramChair@washingtoniceaa.com.

Chapter Election

The DC Chapter will hold chapter board elections later this year. If you're interested in joining the board in either an elected or non-elected position, please contact the current chapter president at President@washingtoniceaa.com by August 1, 2019.



DC Team Achievement Award



DC Chapter Junior Analyst Award Winner Faye Kim



DC Chapter Leadership Award Winner Ann Hawpe



DC Chapter Technical Achievement Award Winner Omar Akbik

ICEAA All-Member Virtual Meeting

September 12, 2019 12:00 noon Eastern



Join us online for our annual meeting where members can get an update on the state of the association and a forecast of initiatives for the coming years

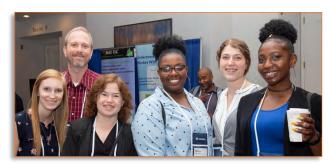
Sign up and send us your questions and agenda topics by September 9 at: www.iceaaonline.com/townhall

I©EAAChapter and Region Updates

Central Virginia Chapter Report

Britt Staley, ICEAA Central Virginia Chapter President

Our ICEAA Central Virginia (CVA) Chapter has been making moves this season! In regional news, we held our second quarterly CVA Chapter Members Meeting on February 17th, which was graciously hosted by our friends at the Naval



Team CVA in Tampa

Surface Warfare Center Dahlgren Division (NSWCDD). Attendees chowed down on some Jersey Mike's subs as our very own **Katie Barbre** captivated us with a presentation on her recent research entitled, *What's the Big Deal? Is Agile Software Development Really Different in the DoD Acquisition Environment?* Attendees had the opportunity to learn more about agile and its impacts (or lack thereof) on the way we cost estimate software development in government programs. A big thanks to Katie for facilitating this journey into

new perspectives on agile!



Dr. Jon Brown

In March we invited Dr. Christian Smart to present on *The Power of Ensembles* during which our membership learned about leveraging the wisdom of crowds in cost estimating. We also hosted two training

sessions: Cost Estimating Techniques by Colleen McFadden and Markie Harris and Contract Pricing presented by Paul Neubert and Kat Lemmons. Both trainings were engaging, thorough, and directly aided the following members in successfully passing their

CVA-hosted exams on May 10th and 24th! Thank you to **Brian Bucceri** and **Cortney Collins** for serving as proctors!

- ♦ Gail Flynn, PCEA
- ♦ Colleen McFadden, PCEA
- ♦ Paul Neubert, PCEA
- ♦ John Rensink, CCEA

With this, we'd also like to take a moment to recognize some of our newest CVA Chapter

Members: Catherine
"Cat" Dodsworth and
Betsy Gibson from
Technomics, Inc., and
Vincent Tassery from
The Boeing Company!
We look forward to
having you on board!



Markie Harris

ICEAA Central Virginia Chapter 2018-2019 Board of Directors:

President: **Britt Staley** brittany.staley1@gmail.com

Vice President: **Tommy Knoll** tknoll@tecolote.com

Treasurer: **Brian Bucceri** bbucceri@tecolote.com

Secretary: Nicole Robertson nrobertson@tecolote.com

Membership: Erik Gyorgy egyorgi@tecolote.com

Chapter and Region Updates



Nationally, the CVA Chapter represented at this year's Workshop! We boasted a total of seven presenters: Dan Bowers, Gail Flynn, Dr. Jon Brown, Maureen Deane, Katie Barbre, Jeremy Goucher, and Britt Staley. Six of us volunteered our time to provide CEBoK Training: Markie Harris, Colleen McFadden, Nicole Robertson, Ben Unruh, Katiana Lemmons, and Paul Neubert. Finally, four of us jumped in to serve as track facilitators during the workshop: Nicole Robertson, Paul Neubert, Katie Barbre, and Britt Staley.



Roberto Perez, Britt Staley, Jim Smoot, and Nicole Robertson Roberto and Jim are our "Distance Members" who found a home in CVA!

Everywhere you looked, CVA was making waves and taking names! With the workshop behind us we are now preparing for our Chapter election cycle for the FY2020-2021 term – welcoming new leadership and bidding a warm "adieu" to the current. It's an exciting time at the CVA Chapter and there is still so much more to come!

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!



Registration, hotel, and sponsorship information at: www.iceaa.ca/2019

I©EAAChapter and Region Updates

Southern California Chapter Report

Rich Harwin, Southern California (SoCal) Chapter President

The Southern California (SoCal) Chapter of ICEAA Region 7 conducted a very successful workshop sponsored by MCR Federal at the Cambria Hotel in El Segundo, California on 20 March. There were 37 attendees in person and another 13 virtual.



Nathan Eskue presenting at the SoCal Workshop

Our speakers and presentations were:

Hank Apgar – Technical Director, MCR, LLC: *The Legacy of Parametric Estimating*

Nathan Eskue – Manager, Program Material Control, NGC Innovation Systems: Gamify your Program, Unite Your Team, Motivate (the Right) Performance

Pat Malone and Garth Edwards - MCR: A Program Manager's Guide to Reliable Subcontractor Reporting

Karen McRitchie - Vice President Product Development, Galorath Inc.: Language Factors in SEER for Software

Michael Schiavoni – Senior Analyst, Tecolote Research, Inc.: Case Studies of Machine Learning Techniques Applied to Cost Research

ICEAA Southern California Chapter Board of Directors:

January 1, 2018 - December 31, 2019

President Rich Harwin
Vice-President Tom Bosmans
Secretary Karen Mourikas
Treasurer Melissa Winter

Board Members:

David Bloom Kurt Brunner
Justin Knowles Danny Polidi
Steve Sterk (Honorary)

Nate Sirirojvissuth - Cost Research Analyst, PRICE Systems, LLC: Methodology to Assess Cost and Schedule Impacts Using System and Technology Readiness Levels (SRL/TRL)

Steve Sterk – Cost Estimation & Analysis Officer, NASA Armstrong Flight Research Center: *X-Plane Schedule Impacts*

The SoCal Chapter is busy planning our next workshop at Jet Propulsion Laboratory (JPL) on Tuesday, 10 September in Pasadena. We have a full schedule of six speakers, including two from JPL, and a tour of their facilities. And we may plan a social gathering somewhere nearby after the workshop - more information and a detailed agenda should be released in July, so check your emails and the ICEAA website!



Group Photo at the SoCal Workshop!

Society for Cost Analysis & Forecasting (SCAF):

Costing News from the UK

Dale Shermon, SCAF Chairman



Brexit, Brexit, Brexit... there, I said it. I thought Brexit should get a mention in this newsletter, as it

seems to be dominating the news in the UK at the present time. SCAF has had workshops on the topic of Brexit, but I don't think any of the presentations that were given predicted the current level of problems and issues. What does that tell us about our ability to forecast the future? Even the best cost forecaster would acknowledge that the United Kingdom divorce agreement with the European

Union was beyond their skills to anticipate; I don't think that the present level of negotiations where in anyone's risk register!

Being in the EU currently, I was able to travel visafree to The Netherlands in February this year to present at the ESA /CNES conference on cost engineering organised by Michel van Pelt and colleagues. I spoke on the topic of 'Critical National infrastructure (CNI): The cost of vulnerability. 'This conference brought together cost professionals working in the space domain from all over Europe to discuss a range of cost topics. I could not help myself, as the second speaker behind Dr. Christian Smart, to mention that Christian had promised to present at our SCAF annual conference and thus offered an invitation (Brexit or not) to all the Europeans in the room to join us at the QEII conference centre in London on the 26th November.

Back in January, I made the same offer when I spoke at the 15th NATO Life Cycle Management Conference in Brussels, this time the topic was 'Achieving effective supply chain tender assessments'. Again,

this conference was attended by European logistics, support, and life cycle management engineers. The hot topics seemed to be supportability audits,

simulations and life cycle cost.

At our SCAF event on the 30th of April we set our annual SCAF Challenge with a workshop on the theme of '*Plastic: the cost of the clean-up?*' at the Aerospace Bristol. We had a wonderful selection of young cost professional's attempt the challenge and everyone had a wonderful time.

In the early summer our Derby workshop on the 11th June had the

theme 'Where has all the cost data gone: do we need it?' I would like to thank Rolls-Royce for their support of the June workshop and providing a venue. The attendance was high and the networking productive.

If you are visiting the UK come and join us, you may learn something new or contribute to the learning of the less experienced by networking!



Dale Shermon Speaking at the ESA/CNES Conference



SCAF Challenge at the Aerospace Bristol

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