

Tips and Tricks for Accumulating  
CCEA® Recertification Points

2023 Professional Development  
& Training Workshop Review

# ICEAAWorld

The magazine for the International Cost Estimating & Analysis Association



**‘Till Next Time, Pardners**

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The Magazine for the International Cost Estimating & Analysis Association

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

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# President's Perspective

**Christina N. Snyder, CCEA®**  
**ICEAA International President**

**F**irst off, I want to give a very heartfelt “Thank You” to the nominating committee and the ICEAA membership for entrusting me to lead the ICEAA organization over the next two years. Those who have the misfortune of discussing college athletics with me know I am a Virginia Tech alumna. I say this not to antagonize our rival schools, but to define my leadership philosophy – *Ut Proism*. It is Virginia Tech’s motto: That I May Serve. To me, serving this society is a way to repay ICEAA for all I attained within my career thus far. I am humbled standing on the shoulders of the leaders before me, and plan to continue a culture of thought leadership, collaboration, continuous improvement, and engagement across the cost estimating community.

To give away the punchline, I believe I serve you. I want to ensure ICEAA is serving our membership in meaningful ways across their career journeys, from those just out of school to those looking to pass down lessons learned. I am here to listen to the needs of all members, to adapt to those requests, and ensure that ICEAA gives opportunities for networking, career growth, leadership, purpose, and inspiration.

Many of us are familiar with the acronym KPI – which is commonly understood to mean Key Performance Indicator; but I want to define KPI based on an article I recently stumbled upon on LinkedIn.

**Keep People Interested** – This means I want to encourage traditional mentoring opportunities to inspire the next generation of cost analysts through purposeful initiatives like our inaugural Cost Challenge (see more details on pg. 12). But I also will be advocating for reverse mentoring, asking our newest members to help us more seasoned estimators learn new tricks by sharing their creativity and technology skills. As Adam Grant said:

*“A risk of gaining expertise is focusing so much on answering questions that you stop questioning your answers.”*

By providing opportunities to listen to our junior members, we can escape cognitive entrenchment, broaden our perspectives, and capitalize on the differences between generations.

**Keep People Involved** - I am grateful for the vision and fortitude of my predecessors, **Bob Hunt** and **Rick Collins**, for their advocacy of the CEBOK- S training materials and new SCEC exam (see more details on pg. 28). The certification and training materials met a much-needed demand that will meet ICEAA’s goal of furthering the field of cost estimating. Maintaining two Cost Estimating Bodies of Knowledge, three exams, holding annual 400+ attendee training events, editing a professional journal, keeping chapters engaged worldwide– there are now more opportunities than ever to be more involved with ICEAA – and we need you!

**Keep People Informed** – I realize that for some, ICEAA is a one week event at our annual Professional Development and Training Workshop, and while I do view that as one of our greatest opportunities, it is only one of many ways throughout the year to network, present your research and discoveries, receive training, and more. I want to be sure that our members know of all opportunities available and think of ICEAA as a constant resource throughout the year.

**Keep People Inspired** – In my opinion, this is the most important of the KPIs. Ideally, ICEAA inspires action in all of us, to push the boundaries of our profession, to learn from each other, expand our network, develop stretch goals and help individuals reach their full potential. To see that through the ICEAA community, our members can make an immediate positive impact and push others to do the same. In the process, our community and the profession grows; adapting to new information and technology while ensuring we generate best practices and find creative solutions to complex problems.

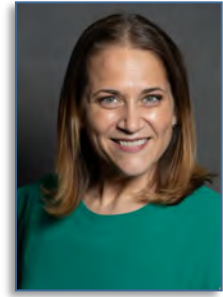
Thank you again for entrusting me to serve as your President; it truly is an honor.





# Business Office Update

## *Megan Jones, ICEAA Executive Director*



**L**ike every year, here we are at the end of summer and it still feels like ICEAA's 2023 Professional Development & Training Workshop was last week. I know you guys love the Workshop and look forward to it all year, and I'm right there with ya. Sure we email and Zoom and such, but ain't nuthin like the real thing, baby.

You may recall that San Antonio was originally going to be our 2020 Workshop location, but like all things 2020, that was a bust. What you may not know is that in an effort to find the best locations for our estimators' bucks, we tend to lock in our contracts more than 2 years early, so this hotel was booked in 2018 when we were lucky to get 400 folks to sign up.

Then we missed a year, then we went online for a year. When we came back for Pittsburgh in 2022, we were delighted to see about 350 of yins in the house, and figured we'd be sitting pretty with about 400 attendees this year, just like we expected.

Boy howdy were we wrong, and in the best possible way: almost 500 of you hitched your wagons to come to the Riverwalk to see your friends and colleagues while getting the best professional development in the biz. Toss in the fantastic vibe from the Riverwalk, bellies full of amazing Tex-Mex and BBQ, and a fabulous hotel, and you got yourselves one heck of a Workshop.

Missed it? Check out the writeup and photo gallery in the middle of the issue.

If the recap gets you hankerin' to prep for next year, there's one surefire way to boost your chances of joining us in Minneapolis, and that's to get your abstract selected for a presentation. Did one of the sessions in San Antonio get your gears turning on an idea of your own, or did you feel like something was missing from the selection? Send us your abstract! We can't approve abstracts we don't receive or schedule presentations that don't get written. Get them in to [iceaaonline.com/min24cfp](https://iceaaonline.com/min24cfp) by November 1!

Congratulations to the recently-elected 2023-2025 ICEAA Board of Directors, who officially began their term on July 1. Your volunteer board and the staff at the International Business Office (myself and Certification Queen **Sharon Burger**) are cooking up ideas, plans, and initiatives for this term and beyond, including updates to CEBok®, new ways to collaborate, and more. Mark your calendar for the 2023 All-Member Virtual Meeting on September 20 at noon (eastern) for more on what's in store and for your opportunity to ask questions or raise your own ideas. RSVP today at [iceaaonline.com/townhall](https://iceaaonline.com/townhall) and join us!



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# Tips on Attaining and Sustaining your ICEAA Certification

***Kellie Wutzke***  
***ICEAA Executive Vice President***

## Obtaining Certification

ICEAA offers two certifications for professional cost estimators: Professional Cost Estimator/Analyst (PCEA) and Certified Cost Estimator/Analyst (CCEA). Having an ICEAA certification boosts your professional qualifications, bolsters your company's pursuit to win new work, and establishes you as a member of a community of experts in the field of cost estimating and analysis. To obtain initial certification, you must pass the ICEAA exam and meet the minimum qualifications. See the ICEAA website, [www.iceaaonline.com](http://www.iceaaonline.com), to learn more.

## Recertification

To qualify for recertification, you need to obtain 30

Passive Points	
Professional Experience	3 pts / year
ICEAA or related Membership	1 pt / year
<b>Total Points for Work and Membership</b>	<b>20</b>
Active Points	
Attending Conferences	2 / workshop
Leadership Role	3 / year / role
Working group/committee/event/publication	1 / role / year
National Award	3
Chapter Award	2
Employer or Other Award	1
Related University / College Course	Max 3 / Semester
Attending industry training	0.1 /hour
Teaching, lecturing, presenting (45-90 min)	1 / session
Teaching, lecturing, presenting (> 90 min)	2 / session
Writing and publishing articles	3 / article
Writing and publishing technical articles	5 / article
YouTube CCEA Videos	0.1 / each
Ad hoc activities	0.1 /hour
<b>Total Sum Must be 10 or More</b>	

points over the five years of certification. If you fail to meet this requirement, you must re-take the exam.

If you are an ICEAA member, over a five-year period you receive 20 passively awarded points simply for working in the field (three points per year) and being a member (one point per year). One must now earn ten actively awarded points. If you attended the ICEAA workshop all five years, you would have two points for each workshop and your requirements have been met. For each year you don't attend, you need to acquire two points to stay on track to recertify.

## Recertifying: Slow and Steady Wins the Race

In any given year ICEAA members can knock off your two points for that year by attending the ICEAA workshop, serving in a national or chapter leadership role, winning a national or chapter award, teaching a 90+ minute course, publishing an article, or taking a semester long college course. In some cases, you would even have additional points to apply to the next year. You could also perform a combination of the following to get two points:

- Contribute to a working group or committee (1)
- Win an employer or other award (1)
- Take one or two credits of a college course (1 per credit)
- Attend industry training (0.1 / hour)
- Teach up to 90 minutes (1)
- Ad hoc activities (0.1 / hour)

## Recertifying: What is Deferred is Not Avoided

If you don't do anything until the recertification year, to get ten points you will need to attend one hundred industry trainings, perform one hundred hours of ad hoc activities, teach ten courses, take a full year of college courses, win ten non-ICEAA



## Would You Rather...



Volunteer **20** hours per year  
*or*  
 Volunteer **100** hours in **one** year?



Teach **2** lunch and learns per year  
*or*  
 Teach **10** lunch and learns in **one** year?



Take **20** hours training per year  
*or*  
 Take **100** hours training in **one** year?



Publish **one** paper each year  
*or*  
 Publish **2-4** papers in **one** year?



Attend the ICEAA Workshop **each** year  
*or*  
 Attend **5** cost estimating conferences in **one** year?

awards, participate in ten committees, teach five long courses over ninety minutes each, write and publish two technical or four general articles... You could also go to the workshop, win a national award, and publish a technical article. Or join a committee, publish a paper, go to thirty industry trainings, and perform thirty hours of ad hoc volunteer work. See how much more unmanageable recertification becomes if you wait until the last minute?

Keep in mind, if you are not an ICEAA member, you need an additional five points, or an extra point per year.

### Ad-hoc Activities

ICEAA members can earn additional points by reviewing abstracts and papers for the workshop, helping review or compile materials for ICEAA, watching ICEAA YouTube training, and other approved tasks. The general rate for most activities is 0.1 point per hour of effort unless stated otherwise. Sometimes, solicitations for exam questions result in opportunities for additional points. Ask a member of ICEAA leadership for assistance if you would like to learn about currently available ad hoc activities.



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# Certification Congratulations

Sharon Burger, ICEAA Certification Manager

How incredible the first half of 2023 has been for ICEAA! As you can see below, many are pursuing and maintaining certification with abandon including some certified with our new Software Cost Estimating Certification (SCEC)! If you would like to see your name listed in the next issue of ICEAA World's Certification Congratulations, please take advantage of free access to CEBoK 2.0 for ICEAA members to help prepare for the exam. Additionally, consider supplementing your studies with CEBoK Training Videos available for purchase in our online store. Just a reminder, you can now take the exam when it best fits your schedule! The exam is held online on the date and time of your choosing. Please visit our website or contact the ICEAA Business Office for more information.

Since we returned from our second in-person post-Covid workshop a few weeks ago, we've been basking in the glow of the amazing turnout! Seeing everyone in person, networking, learning, and culminating with an onsite exam was wonderful. Please look at all the workshop related recaps in this issue for a stroll down memory lane or to see what you missed if you didn't attend. Hold the dates May 14-16, 2024, and start planning now to be at the ICEAA Professional Development & Training Workshop in Minneapolis, Minnesota! See you there!

We extend our congratulations to the following individuals for passing either the CCEA®, PCEA® or SCEC exam between January and May 2023:

## **PCEA® Achievers:**

**Tanner Asmusen**, Kalman & Company, Inc.  
**Patrick Bennett**, Air Force Institute of Technology  
**Andrew Boczar**, HunaTek Government Solutions  
**Aubrey Davis**, Technomics, Inc.  
**Kayvon Dejbakhsh**, Booz Allen Hamilton  
**Justin Doi**, Tecolote Research, Inc.  
**Sébastien Gallet**, De Nederlandsche Bank  
**Megan Melville**, Booz Allen Hamilton  
**Mercedes Ripoll de Joz**, European Space Agency  
**Janella Samson**, Booz Allen Hamilton  
**John Schuele**, Booz Allen Hamilton  
**Saniya Sullivan**,  
Department of National Defence (Canada)

## **CCEA® Achievers:**

**Xunding Chen**,  
US Coast Guard  
**Donoh Choi**,  
Agency for Defense Development  
**William Railey**,  
Technomics, Inc.  
**Eric Sick**,  
Galorath, Inc.

## **SCEC Achievers**

**David H. Brown**,  
Technomics, Inc.  
**Carol Dekkers**,  
Quality Plus Technologies, Inc.  
**Sheila Dennis**,  
Systems Planning and Analysis, Inc.



The following 44 individuals recertified between January and May 2023

**Michael Allen**

**Henry Apgar**

**Evangeline Baulch**

**Geoffrey Boals**

**Janice Burke**

**Travis Chapman**

**Curtis Chase**

**Robert Cisneros**

**Jason Comfort**

**Adriana Contreras**

**Aileen Donohue**

**Michelle Ehlinger**

**Jeffrey Feuring**

**Joy Fritz**

**Kevin Gagnier**

**Ricardo Garcia**

**Betsy Gibson**

**Jeffrey Herrera**

**Richard Hoffacker**

**Gregory Hogan**

**Shaun Irvin**

**Jonathan Joo**

**Mark Knarr**

**David Krueger**

**Karen Kunkler**

**Richard Lee**

**Nicole Leighton**

**Joshua Michelson**

**Nicholas Morales**

**Justin Moulton**

**Benjamin Netherland**

**Adam Offenberg**

**Manish Parikh**

**Anna Pastuszak**

**Elizabeth Persons**

**Michael Pfeifer**

**Sanathanan Rajagopal**

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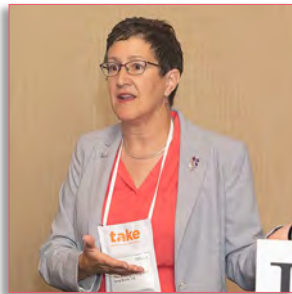




# 2023 Workshop Review



The Hyatt Regency San Antonio was busting at the seams this May when almost 500 cost professionals stampeded the Riverwalk for the 2023 ICEAA Professional Development & Training Workshop. We rounded up the posse from across the fruited plains and around the world, welcoming attendees from Australia, Canada, Germany, the Netherlands, New Zealand, South Korea, Taiwan, and the United Kingdom.



*OEM COGger  
Karen Mourikas*

It was a year of firsts in San Antonio, with a whole mess of new elements added to the Workshop you know and love. The first of our firsts started Monday afternoon before the rest of the Workshop began with the first OEM COG

(that's the Original Equipment Manufacturers' Cooperative Opportunities Group to you and me) Forum & Networking Event. Our OEM-employed, OEM-adjacent, and OEM-interested attendees who were on the range early gathered for presentations and discussions with an OEM bent before hitting the Riverwalk for some pre-Workshop networking.

For the rest of us, ICEAA International President **Bob Hunt** officially kicked off the Workshop Tuesday morning with welcoming remarks and a

preview of the days to come, which offered a peek at those new events that had our attendees hootin' and a-hollerin'!

ICEAA's Vice President of Professional Development,

**Jennifer Kirchhoffer**

moseyed up to the podium next to give the audience an introduction to two of ICEAA's newest products, our Cost Estimating Body of Knowledge - Software (CEBoK®-S) and our Software Cost Estimator Certification (SCEC). CEBoK-S builds upon the cost estimating best practices outlined in CEBoK® by tailoring lessons on core cost estimating tenets like maturity models, risk, uncertainty, data analysis, and data normalization to the specific uses and applications when estimating software. To accompany the new CEBoK-S curriculum, we've added the SCEC to our certification offerings to our suite of certifications along with the PCEA® and CCEA®, to distinguish individuals as masters

of software cost estimating. All nine CEBoK-S lessons were presented during the 2023 Workshop, which according to one of our feedback survey responses, "had amazing sessions that immediately impacted my day-to-day tasks."



*Vice President of Professional Development Jennifer Kirchhoffer*



*ICEAA 2021-2023  
President Bob Hunt*

*continued*



*2023 Workshop Chair  
Jennifer Scheel*

Next up to the stage was 2023 Workshop Chair **Jennifer Scheel** to announce the next of the new elements of the Workshop, the first ever ICEAA Cost Challenge. Back in the spring, we made a call for teams of tenderfoot estimators - all

greenhorns with less than five years of cost experience - to participate in the challenge and then gave our teams a humdinger of a poser: *What is our total life cycle cost?* Those teams then prepared a presentation with their findings that was sent to our judges ahead of the team live presentations on Wednesday. We'll jaw on the Cost Challenge more later in the article, and leave you in suspense like we did our attendees at the Workshop: the winner wouldn't be announced until the closing general session!

The morning carried on as it normally does, with the Jennifer Scheel staying on stage to hand out the blue ribbons. While we continue to hear from our attendees that the most difficult part of the ICEAA Workshop is choosing which of the sessions to attend, we like to showcase those ace-high entries early to give y'all a gander at what lies on the horizon. The winners are listed on the following pages and their full papers and presentations are available on the San Antonio Workshop website and the ICEAA Archives for everyone to download.

With awards distributed, we gave a hale and hearty welcome to our first keynote speaker **Jim Manchisi**, who shared yarns of his 40+ year career in Aerospace from engineer, to leader, to consultant, and shared nuggets of wisdom he'd gained along the trail. Jim's message of never letting yourself get too settled in your saddle and always try new things got our members' thinking about their future and ready to face the Workshop!



*Jim Manchisi expounds on  
Time is Money and the Value of  
Popcorn Stands and Simulations*

Tuesday was chock full of breakout sessions and training workshops capped off with the welcome reception in the exhibit hall that evening – an awesome opportunity to meet with our sponsors and exhibitors, as well as a chance to gather for a little campfire time with fellow attendees in a fun and relaxed environment.

2023-2025 ICEAA International President and 2023 Association Awards Chair **Christina Snyder** kicked us off Wednesday morning with this year's Association 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 appreciation and thanks. Read more about the positive impacts this year's winners have made on the



*Wednesday morning panelists, left to right:  
Jennifer Scheel, James Smirnoff, Jennifer Kirchhoffer, Lisa Kurz, Dave Volpe, and 2023 Workshop Keynote Chair Tom Dauber*





*ICEAA's Women in Estimating Meetup*



*2023-2025 ICEAA President  
and Association Awards  
Chair Christina Snyder*

cost community later in the issue.

Wednesday morning brought us the first of our two panel discussions, *Navigating Staffing Challenges in Today's Environment* featuring panelists **Lisa Kurz** from Take2

Consulting, **Jennifer Kirchhoffer** from Tecolote Research, Inc., **James Smirnoff** from NRO CAAG, **Dave Volpe** from NAVAIR, and moderated by **Jennifer Scheel**. The panel provided their insights and answered the audience's questions on the staffing challenges organizations are grappling with and how individuals and organizations can adapt and thrive.

All day Wednesday, while the majority of our attendees were buzzing from breakout session to breakout session, getting their full of the latest in cost estimating trends, data science innovations, and tips and tricks for using AI, our Cost Challenge teams were giving their presentations to the judges. Our five competing teams represented **Augur Consulting**, **Hunatek Government Solutions**, **Quantech Services, Inc.**, **Technomics, Inc.**, and a combination team from **NAVAIR**, **NSI**, and **SPA**, but the winner would remain a mystery for another day...

Wednesday afternoon brought us another Workshop first: the first ever Women in Estimating meetup, where around 60 cowgirls of all ages traded collaborative ideas like mentorship, outreach, and supporting one another at the Workshop and throughout the year. Thanks to ICEAA Board Members **Christina Snyder** and **Carol Dekkers** for leading the charge, and we look forward to rounding up the ladies again in 2024!



*Podcast host and ICEAA  
fan Amritpal Agar*

Yet another ICEAA Workshop first happened in San Antonio, this one a little different than the rest. Many of you will remember 2021 Online Workshop keynote speaker **Amritpal Agar**, host of the *Cost of Everything* podcast, who shared insights from the other side of the mic after interviewing estimators. ICEAA is a proud sponsor of the podcast, and invited Amritpal to San Antonio to experience the ICEAA Workshop and talk with the attendees throughout the week to collect more stories and perspectives for the podcast. Check out [www.costofeverything.net](http://www.costofeverything.net) or search your favorite service to catch up on episodes you may have missed, and check out the special ICEAA Workshop episode of the podcast that was just released!

*continued*

Wednesday evening, our attendees and sponsors gathered again for our another round of elbow bendin' and networking in the exhibit hall. Anyone who has attended an ICEAA Workshop knows the only thing that compares to the quality of our presentations is the opportunity to meet with and get to know your peers in the business. And as everyone who has been around in the past few years knows, getting together in person is more important and valuable than we ever took for granted before. Some of us will go months without seeing our teammates, let alone longtime colleagues or clients, and there's nothing quite like being corralled in a hotel for a few days to truly engage with others.

Thursday morning, we met our second keynote presenter of the week, **Larry Clements**. Larry explained *We Are All More than the Sum of Our Parts*, but that a combination of skills, talents, and emotional intelligence will poise us for success as leaders, professionals, and in our personal lives.

After a morning of breakout sessions, our attendees returned to the ballroom for the special presentation of our Best Paper Overall winner. Way back when, we started rescheduling the



*Larry Clements defines the ROI of Emotional Intelligence*

winning Best Paper Overall presentation to a general session on Thursday to give the honor of the main stage to the best paper of the year for all to enjoy. This year's winning paper came from a trio of sharpshooters that you'll read more about in a few pages.

The closing general session on Thursday afternoon wasn't a first for San Antonio - it was a first in Pittsburgh - but what we announced first was: it was finally time to name the winner of our first ever ICEAA Cost Challenge!

After listening to our team's live presentations all day Wednesday, challenge judges **Tim Anderson, Dan Germony, Brent Johnstone, Kimberly Roye, and Sanath Rajagopal** spent the day Thursday reviewing the PowerPoints, the team's data and findings, and after a round of mathin' and calculatin', they came to a decision.

### **And the winner is....**

**Team Quantech!** Congratulations to the team from Quantech Services, Inc: **Patrick Casey, Jennifer Aguirre, Shannon Cardoza, and Gunnar Nelson!** Team Quantech approached the challenge of estimating of a human's total life



*Left to Right: Challenge Judges Tim Anderson, Kim Roye, Brent Johnstone, and Sanath Rajagopal with Quantech Team members Patrick Casey, Jennifer Aguirre, Gunnar Nelson, and Shannon Cardoza*





*Left to Right: Panelists Tim Anderson, Bronwyn Sluz, Ken Odom, Kim Roye, and moderator Jennifer Scheel*

cycle cost as a rough order of magnitude for budgeting the whole life cost of the “The Human Program.” The team’s presentation of their well-defined ground rules and assumptions, structured data collection, thorough data analysis, and consistent conclusions won them the \$1,000 grand prize. Our judges intentionally posed an ambiguous question with neither a definitive answer nor a predetermined dataset to test what our junior estimators would use, how they approached the challenge, and their communication skills while presenting, and were delighted and impressed with each team’s technical expertise, innovation, and creativity. For those who missed the Cost Challenge presentations, encore webinars are available on ICEAA’s YouTube Channel and on [www.iceaaonline.com/costchallenge](http://www.iceaaonline.com/costchallenge)

After the big announcement, we were introduced to the final panel and final presentation of the Workshop of firsts, with us to discuss *Career Perspectives for Every Age*. Moderated by **Jennifer Scheel**, panelists **Timothy Anderson** from the Aerospace Corporation, **Ken Odom** from Take2 Consulting, **Kimberly Roye** from Tecolote Research, and **Bronwyn Sluz** from Booz Allen Hamilton shared their stories and observations from the various stages of their careers, navigating the job market, transitioning and advancing one’s career.

And with that, sunset falls on another ICEAA

Workshop. Your Workshop team is already chomping at the bit to get everything ready for Minneapolis, and if you are too, you can send in your abstract for 2024 now at [iceaaonline.com/min24cfp](http://iceaaonline.com/min24cfp)!

Happy trails until we meet again, pardners.



## 2023 Workshop Committee

### Workshop Chair

**Jennifer Scheel, CCEA®**

### Training Chair

**Jennifer Kirchhoffer, CCEA®**

### Abstract Review Chair

**Cortney Collins, CCEA®**

### Best Paper Chair

**David Peeler**

### Awards Chairs

**Christina N. Snyder, CCEA®**  
**Courtney Gray**

### Keynote Chair

**Tom Dauber**

# 2023 Best Paper Award Winners

Congratulations to the triple-team from Technomics: **Brian Flynn, Robert Nehring, and Peter Braxton!** Their winning paper, *Innovative Risk-Driven Contract Pricing Strategy*

Thanks to all of the 2023 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!



*Left to Right: Bob Nehring, Brian Flynn, and Peter Braxton prepare to take the main stage*

## Data Science & Trending Topics Category Winner

### Hilbert's Problems III: The Post-Pandemic Cost Community

Peter J. Braxton



*Peter Braxton*

Upended by the pandemic, the cost community stands at an inflection point. Revolutions in telework and data science open doors to collaboration and innovation. After a decade, we revisit the seminal Hilbert's Problems paper and reassess Professional Identity, Cost Estimating Techniques, Cost Estimating Implementation, Cost and Schedule Risk Analysis, and Integration with Other Disciplines. We summarize recent progress and issue challenges for future research. We recommend taking advantage of trends in Digital Engineering and Agile and providing meaningful dashboards instead of static briefs.

## Modeling & Case Studies Category Winner

### CSI EU (Cost Scene Investigation – European Union)

Doug Howarth



*Doug Howarth*

In 2000, several Airbus units from European Union member countries launched the Airbus A380. The program was projected to sell 1250 units with a development cost of €9.5 billion but shut down after selling 251 copies, as costs more than doubled. This paper examines its causes and how the entire debacle might have been prevented, as all the information needed to assess its viability existed before it started.

**Processes & Best Practices/  
Technical Innovations Category Winner**

**Wouldn't It Be Nice to Use All of Your Data  
Points: An Introduction to NICE**

Steven Read



*Steven Read*

The difficulty of having non-homogeneous data when fitting a CER can be addressed using data imputation. A Non-linear Iterative Constrained Estimator (NICE) is an approach to both data imputation and CER fitting that considers the whole model and uses the WBS relationships to recalibrate systems of equations for a better fit. This presentation will explain what NICE is, how it works, and begin to explore what problems this method can solve.

**Software & Agile/IT & Cloud Computing  
Category Winner**

**The Symbiotic Nature of Requirements  
Quality and Software Cost Estimation**

Colin Hammond



*Colin Hammond*

It is widely recognised that high quality software requirements lead to reliable functional size estimates, what is less apparent is the potential contribution of functional sizing to help assess and improve the quality of requirements. This paper looks at the observations from assessments of software user stories using our NLP (Natural Language Processing) requirements analysis tool, and how this symbiotic relationship is revealed and enhanced with automated analysis tooling.

**Analytical Methods Category Winner  
-and-  
Best Paper Overall**

**Innovative Risk-Driven Contract Pricing  
Strategy**

Brian Flynn, Robert Nehring, Peter Braxton



*Left to right:  
Peter Braxton, Brian Flynn, Robert Nehring*

This paper presents a framework or scoring matrix that quantifies contract risk using a numerical evaluation of the many factors that make or break a program, such as: experience of the contractor, stretch in technology, solidity of requirements, and degree of competitive procurement. The framework, in turn, is made operational by leveraging benchmarks from over 60 U.S. contracts, enabling data-driven selection of contract type, incentives, and share lines for use in evaluating future contract prices.

**2023 Best Paper Judges**

Leslie Abbey	Bob Hunt
Guenever Aldrich	Arthur Kaczynski
Richard Aldrich	Jukka Kayhko
Daniel Andelin	Brandon Lucas
Tim Anderson	Jeremy Mitchell
William Barfield	Danielle Mrla
Walter Bednarski	Twila Murray
Joe Carino	David Peeler
Nick DeTore	Andy Prince
Charlie Dobbs	Jason Richardson
Cynthia Foster	Dan Ritschel
William Gbelee	Barbara Stone-Towns
Dokotah Hogan	





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# ICEAA 2023 Association Awards

ICEAA thanks everyone who nominated one or more of their colleagues for a 2023 Association Award. The stories our nominators 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 nominating them for a 2024 Association Award!

## **Junior Analyst of the Year: Aubrey Davis, PCEA®**

I am pleased to congratulate Ms. Aubrey Davis for receiving the ICEAA 2023 Junior Analyst Award, in recognition of her outstanding support to the Naval Sea Systems Command (NAVSEA) Program Executive Office (PEO) Integrated Warfare Systems (IWS) 2.0 – Above Water Sensors and Lasers Program Office and contributions to the DoD cost community at large. Ms. Davis earned her BS in Mathematics at the Virginia Polytechnic Institute and State University in 2017. Additionally, in May 2023 she earned a Master's in Data Analysis and Applied Statistics (also from Virginia Tech) while working full-time. Her studies positioned her well for her career in cost analysis, which began when she joined Technomics, Inc. in May 2019. Ms. Davis is a Lead Analyst at Technomics currently supporting the high visibility acquisition program Shipboard Panoramic Electro-Optic Infrared (SPEIR). Since joining the field four years ago, her cost-estimating skills have steadily grown, and she recently received her Professional Cost Estimator/Analyst (PCEA) certification. Ms. Davis is a current member of ICEAA in good standing.

Ms. Davis supports NAVSEA PEO IWS 2.0 – Above Water Sensors and Lasers Program Office. PEO IWS 2.0's mission is to “develop, deliver, and sustain the radars, electronic warfare, directed energy and imaging systems that ensure operationally dominant combat systems for our Sailors as we help build the Navy the Nation needs.” Ms. Davis primarily supports the

Shipboard Panoramic Electro-Optic Infrared (SPEIR) program. SPEIR Block I is an ACAT II program to develop and deploy Electro-Optical/Infrared systems on USN surface ships. SPEIR Block I will passively find, fix, track, and target current/emerging threats to support the following warfare missions: Anti-Ship Cruise Missile defense, Mobility, Counter Fast Attack Craft, Fast Inshore Attack Craft, Counter Unmanned Aerial System, and Anti-Terrorist/Force Protection.

Ms. Davis spearheaded the cost support for the SPEIR Block I program (ACAT II) Integrated Baseline Review (IBR) for the Engineering and Manufacturing Design development contract in October 2022. Ms. Davis was instrumental in the IBR prep, coordination, training, facilitation, and analysis, leading to an approved baseline. SPEIR is the first EO/IR Program of Record, and an IBR was new for almost all technical leads (on both the government and Original Equipment Manufacturer (OEM) side). Ms. Davis held a government team training which was instrumental in the IBR success and walked the government through expectations and answered questions. Ms. Davis reviewed contract language, established the IBR schedule, and worked directly with the contractor to identify and collect required documents. She led the junior staff in developing the IBR workbook. This dynamic IBR workbook contained in-depth analysis and visualizations that allowed the Government team to drill down to lower levels and develop questions for Control Account Manager (CAM) interviews. Ms. Davis facilitated a risk workshop, an all-day working meeting with the government team to discuss each CAM, areas of concern, and scope discussions. Ms. Davis



*Aubrey Davis*

supported the overall process from inception to closure, working with both the client and the OEM, furthering her reputation within IWS 2.

In December 2022, Ms. Davis challenged herself

to use her knowledge of R to write IPMDAR-specific functions in the Technomics-developed “costverse” (akin to “tidyverse” within R). She designed the read\_IPMDAR and tidy\_IPMDAR function(s) that generate a flat file from the individually delivered JSON files. Before this began, Ms. Davis had never supported EVM analysis. Ms. Davis created a standard flat file that can now be fed into a PowerBI dashboard, and any program receiving IPMDARS can leverage this. This work is instrumental in streamlining and standardizing the analysis files and will serve the cost community in the future.

Ms. Davis has demonstrated her ability to generate credible estimates backed by robust analysis and cost models leading to informed decisions by leadership. Over the last year, her technical knowledge of the commodities (electronic sensors) and acquisition process has significantly expanded. As a result, she has served as a critical member of the IWS 2 team. Her detailed approach to estimating has elevated her status from a team contributor to a leader.

Aubrey’s outstanding leadership and engagement with government and industry leaders exemplify her work to raise community of practice standards and advance state-of-the-art. With just four years of experience, she has served as the lead estimator for mission-critical acquisition programs. In addition, she has been responsible for communicating results up the chain of command. Her foundational cost-estimating skills have grown tremendously as she completed the Technomics Training Institute (TTI)

program, which uses the Cost Estimating Body of Knowledge (CEBoK®) curriculum to prepare students for the ICEAA certification exam. As part of her commitment to training, she continues to give back to the cost community and facilitates the Technomics Learn at Lunch program. In addition, her cost-estimating knowledge and skills have sparked her further curiosity as she contributes to developing applied cost-estimating simulation training internally at Technomics, Inc.

-Nominator **Emily Hagerty**

## Technical Achievement of the Year: **Olivia Johnson, CCEA®**

Olivia Johnson, a Senior Analyst at Technomics, Inc., serves as a key cost analysis support contractor to Contracts and Business Operations within the Program Executive Office, Integrated Warfare Systems, Surface Ship Weapons (PEO IWS 3.0). In support of PEO IWS 3.0, she maintains life cycle cost models, supports production cost negotiations, leads independent cost assessments, facilitates contracting milestone planning, conducts acquisition strategy cost analysis, such as multiyear procurement and competition analysis, develops CSDR Plans, and conducts CSDR analyses.

Her specific achievement that led to this nomination centers around her leadership in the cost proposal evaluation for the Standard Missile-2 procurement contract, which included over 200 All-Up Rounds. This complex proposal encompassed US Navy Requirements and 54 FMS CLINs across 9 nations. Olivia combined technical inputs from multiple stakeholders with fact-finding data collection to apply data-driven methods for determining the fairness and reasonableness of the offeror's proposal. She developed an innovative cost model that integrated her data science skillset and cost analysis experience, reducing the offeror BOEs with facts and data, rather than relying on the typical, less defensible approach

*continued*



of using SME inputs. The cost model employed data-scraping techniques in R, compressing relevant data into a flat-file using Power Query, calculation of all burdens to reflect an accurate price, and building a graphical user interface in Excel for ease of use. This process ensured that Olivia understood the mechanics of the contractor's proposal and enabled her to calculate the impact of her proposal analysis accurately. She applied a systematic approach to each area of the proposal, including the evaluation of 126 labor tasks and over 1,800 unique parts across 100+ suppliers.

Olivia's proposal evaluation determined a position 16% below what was proposed. Her cost model was then leveraged by the Procuring Contracting Officer (PCO) to support contract negotiations over a two-month period. During this time, Olivia met daily with contracting officers and key stakeholders to defend the US Navy's position. She ran countless "what-if" scenarios in the model to determine potential paths for contract award. By establishing multiple estimating approaches to each of the offeror's BOE, Olivia was prepared to inform the Government Team how they could modify each offer to reach an award that remains fair and reasonable to both the Government and the contractor. Her techniques enabled efficient data-driven analysis in an environment that is almost always time- and resource-constrained. More importantly, Olivia's work made an immediate impact on the bottom-line price recommendation. Her positive attitude and commitment to the Government Team and negotiations were the driving force behind an on-time contract award. Ultimately, the award led to \$94M in savings from the original proposed contract value. This significant savings will assist in future technology and asset acquisition for the US Navy and our Allies and provides for significant savings to taxpayers. Her efforts promoted teamwork and synergy among the contracting officer, technical SMEs, and cost analysts, and was an excellent demonstration of the tremendous value that cost estimating and analysis provide to acquisition.



*Olivia Johnson*

Olivia was directly recognized by the PCO, stating "You have gone above and beyond, and your efforts have far exceeded my expectations. I cannot thank you enough for all of the late hours, changing directions, adding requirements and pushing the boundaries." The Deputy Division Director of Surface Systems Contracts also complimented the team for which Olivia was the driving force. "Your detailed approach brought convincing arguments that could not be disputed," she said. Without the detailed cost model and

her diligent efforts to modify inputs based on real-time fact-finding discussions and consistently drive to close the negotiation gap with ongoing data collection and analysis, contract award would not have been possible. Too often, cost estimating and analysis results in just a number on a briefing. Olivia's work leveraging data and innovation in data analytics delivered value in every step of the proposal evaluation process leading to real and significant savings.

**-Nominator Sarah Campbell**

## **Team Achievement of the Year: Adaptive Engine Transition Program (AETP) Cost Team**

The adaptive engine transition program (AETP) is located within the Propulsion Acquisition Division, Air Force Life Cycle Management Center (AFLCMC/LPA). The adaptive engine program strives to develop and acquire a jet engine offering a third stream of air that can be dynamically modulated between the engine core and the bypass stream, allowing increased thrust during combat conditions and increased fuel efficiency during cruise conditions. This presents an unprecedented evolution in propulsion technology, offering increased fuel efficiency, increased range, and an increase in max thrust over the current F-35

propulsion system. In March 2022, a team was brought together for the purpose of creating two unique cost estimates for the lifecycle costs of developing, procuring, integrating, operating, and sustaining an adaptive engine on the Air Force-variant of the Joint Strike Fighter, the F-35A. The team consisted of three seasoned cost analysts from AFLCMC's Cost & Economics Division and two in-house cost analysts from the program office. The analysts being nominated for this award include:

Zachariah Sayre, Team Lead, AFLCMC/FZC, Operations Research Analyst Josh Winner, EMD Estimator, AFLCMC/FZC, Operations Research Analyst Aaron Bingham, Production Estimator, AFLCMC/LPA, Operations Research Analyst Beth Hodson, O&S Lead Estimator, AFLCMC/FZC, Operations Research Analyst Adam McGee, O&S Estimator, AFLCMC/LPA, Operations Research Analyst

The analysts were challenged with developing two cost models to support an estimate requirement for a potential competitive source selection cost realism evaluation. The team had to consider outcomes for two different engine manufacturers, each with different strengths/weaknesses, business accounting structures, and technology maturity at the component level. The team led discussions with the LPA program office and the F-35 Joint Program Office (JPO) to establish ground rules and assumptions and integration efforts to include in the estimate. The team leveraged relational cost databases, detailed historical program history, hundreds of Cost Software Data Reports, FFRDC studies, and Navy cost libraries to build a robust repository of propulsion data. Analogy and parametric models were then established for both the development and production phases of the estimate, relying on advanced parametric techniques such as logarithmic transformations. A significant portion of the estimate was also driven by complexity-adjusted analogy using detailed subject matter expert (SME) input. During SME discussions a variety of analogous cost data was presented at the component element-level to better inform uncertainty discussions and avoid biases such as anchoring and overconfidence. SME inputs and rationale were thoroughly documented to improve estimate validity and ensure reproducibility by outside agencies. After completing the risk and uncertainty analysis, a



*AETP Cost Team Members Aaron Bingham (L) and Zachariah Sayre (R)*

variety of advanced costing techniques were employed to finalize the estimate. Development budget phasing was completed using a Beta distribution fit to a historical analogy. Production utilized a cost improvement curve based on over 30 historical engine programs. For all portions of the lifecycle, sensitivity analysis was used to identify key cost drivers and their corresponding effect on the total cost estimate. Schedule analysis and burn rate analysis was used to determine the realism of the program.

Having completed and documented their lifecycle estimates, the team next briefed and defended the results. Despite significant differences between the two estimates along with a previous contractor agnostic estimate that was developed the year before, the team used effective communication to articulate the methodology and results of both estimates. Presentations were delivered to the Senior Materiel Leader and the AFLCMC Chief of Cost and Economics, with representatives from the Air Force Cost Analysis Agency (AFCAA) in attendance. At all levels, the estimates were approved 'on the spot' without requiring further correction. In addition to presenting and defending the two unique program cost estimates, the team became a vital part of the acquisition planning team. Serving as acquisition advisors in addition to cost estimators, the team provided critical information on the acquisition approval process and source selection expectations, particularly as it relates to cost realism evaluations under cost-plus type competitive contracts. The experience and knowledge that the AETP cost team members possessed ultimately led to team members being the de-

*continued*



facto subject matter experts on certain topics and helped craft the programs contracting and acquisition strategy briefs that were presented to the Directorate PEO and Air Force Service Acquisition Executive. Subsequent to estimate approval, the team continued to work with AFCAA and OSD CAPE to further communicate details of the estimate. The results and actions of the AETP cost team provided senior Air Force leadership with vital decision support along with providing the cost community with a more comprehensive propulsion data set to be used by cost estimating professionals.

The complexity associated with AETP far exceeded that of a traditional USAF acquisition program, as the engine's intended platform of operation is within the Joint Strike Fighter (F-35) weapon system. As a result, the cost team had to navigate two program offices (AETP and JPO) to produce their two separate and distinct life cycle cost estimates that accounted for the different strengths/weaknesses, business accounting structures, and technology maturity of each contractor. The team's successful communication of the estimates allowed the program to establish realistic cost and schedule baselines, enabling successful program execution. Moreover, the team went above and beyond by not only providing expert cost analysis and analytical support but also served as acquisition strategy advisors which enabled an acquisition approach that was realistic and executable. For these reasons, the AETP Cost Team embodies the description of the ICEAA Team Achievement of the Year Award.

The Cost and Economics Division, Air Force Life Cycle Management Center (AFLCMC/FZC), serves as the central cost organization within AFLCMC providing cost estimating support through centrally managed resources along with final review and approval authority of all AFLCMC produced cost estimates and products. The AFLCMC Cost and Economics Divisions mission is to provide credible decision support through objective analysis. AFLCMC/FZC executes this mission by offering first-rate research tools and capabilities and experienced cost estimating personnel that are subject matter experts in cost estimating, decision analysis tools, and source selections. AFLCMC/FZC is a centralized staff organization that uses these resources and personnel to support the 13 AFLCMC PEO Directorates and their

supporting organizations, covering more than 50 different aircraft platforms.

The AETP Cost Estimating Team supported the Propulsion Acquisition Division, Air Force Life Cycle Management Center (AFLCMC/LPA), which is the preeminent propulsion program office for the Air Force, ensuring the rapid delivery of dominant, war-winning technologies from the research laboratories and providing them in Ready, Affordable, Safe and Effective propulsion systems to the warfighter.

-Nominator **Zachariah Sayre**

## **Management Achievement of the Year: Christopher Massey**

Christopher Massey is the Vice President for Civilian Accounts at Technomics. He provides direction and guidance to over 60 analysts supporting contracts at the Department of Energy (DOE), Department of Homeland Security (DHS), National Nuclear Security Administration (NNSA), and other civilian federal agencies. He provides cost estimating expertise to shape the Strategic Integrated Roadmap for improving and advancing NNSA's cost estimating capability. Prior to his current role, Chris supported the Air Force Research Lab (AFRL), Air Force Cost Analysis Agency (AFCAA), National Reconnaissance Office (NRO), Defense Acquisition University (DAU), Headquarters Marine Corps (HQMC), and National Aeronautics and Space Administration (NASA).

In his support to NNSA over the last year, Chris has worked with leadership to implement a Cost Capability Maturity Model that shapes the Strategic Integrated Roadmap to better support planning, programming, decision support, and portfolio resource allocation for major projects. His expertise has allowed



*Christopher Massey*



NNSA to focus on improving policy, people, and tools related to cost estimating and analysis.

For policy, Chris and the Technomics team provided the foundational elements and tools for new policies that improve and codify cost estimate-related activities in standard NNSA business processes including NNSA Policy (NAP) 413.3A, “Responsibilities for Independent Cost Estimates,” NAP 413.5, “Programmatic Cost Estimating,” and NAP 413.6, “Confidence Levels and Escalation for Cost Estimating.”

For people, he leads a team that supports the Cost Estimating Analysis Group (CEAG) and Cost Estimating Community of Practice (CECOP), a community focused on developing and expanding the use of cost estimating and analysis best practices within the agency and contractor-run sites that perform and execute major projects in support of the NNSA mission. CEAG is dedicated to increasing NNSA’s ability to forecast the scope, resources, and funding required for program execution; developing associated skill sets; and fostering communication, collaboration, and information sharing. Chris and his team also provide support to the CEAG in facilitation of the Annual CECOP Symposium, an event for training, education, and the exchange of cost estimating methodologies and best practices within NNSA. Within Technomics, Chris works with his employees and managers to identify resources, development plans, and career paths for his analysts and their areas of interest.

For tools, Chris and the team are developing and refining tools and data collection approaches to enable the development of more tailored and refined cost estimates for planning, programming, decision support, project execution, and portfolio resource allocation. The team developed the Cost, Schedule, Parametric Estimating Relationships for Construction (CSPER-C) model, which uses multiplicative error regression to estimate the cost of future infrastructure projects based on technical cost drivers. The data are used by program managers and analysts to better understand the impact of technical changes on project costs, obtain accurate and defensible estimates for use in planning, and to provide accurate benchmarking for future projects. To further the cost estimating capability, Chris and his team have been collecting, normalizing, and storing data in the Construction Cost Database (C2DB) to analyze data on major capital infrastructure for use in infrastructure planning, program management, cost estimating,

schedule estimating, and acquisition support. To support cost and schedule benchmarking, the team has employed innovative natural language processing to standardize projects to a common WBS which can be used to compare and gain insights into projects to support leadership decisions. Many of these tools and methodologies have resulted in ICEAA papers presented at the 2023 ICEAA Conference, are indicators of a maturing capability, and align with the strategic development Chris has worked on with the leaders within DOE and NNSA. .

Chris has continued to grow his teams in terms of both quantity of analysts and capabilities, support given to various cost analysis and decision support offices within the DOE, and support given to management and operating partners. The policy, processes, and tools Chris has helped develop within the past few years have increased the quality of NNSA cost estimating products and supported the delivery of robust planning studies, Analysis of Alternatives, programmatic cost/schedule estimates, and independent cost estimates and reviews while enabling increased capacity and improving quality. NNSA has come to rely on Chris and his team for their analytical rigor and unique vision.

Chris was fortunate to have started his cost career in highly developed cost shops, and over time he has mastered the fundamentals, risen to a management position in which he is able to influence, and created rich work environments where individuals can learn and grow into excited and capable cost analysts and support organizations to perform and innovate in cost estimating to quantitative analysis.

---Nominator **Victoria Dinh**

## **Association Service Award: Kevin Cincotta, CCEA®**

Kevin Cincotta has demonstrated continuing dedication to the interests of ICEAA and made significant and sustained volunteer contributions to ICEAA (and its predecessors, SCEA and ISPA) for over 14 years. The association and cost analysis community are much better off for his

accomplishments. I have served as an elected member of the board in four different positions since 2015, including but not limited to President and Past President, and can say without doubt that no other volunteer has delivered as impactfully and reliably as Kevin during this timeframe.

His accomplishments, ordered from most to least recent, follow:

- Served as a member of the six-person ICEAA Nominating Committee that developed the slate of candidates for the 2023-2025 ICEAA Board of Directors election.
- Served the ICEAA Board, specifically the Vice President for Professional Development, in the appointed Director of Certification position for two board terms (2019-2023) and has agreed to continue for two more years.
- **Led** development of the companion certification exam for the Cost Estimating Body of Knowledge – Software (CEBoK-S). In addition to creating his own exam questions, he coordinated development of questions from other volunteers, vetted the questions and provided feedback leading to a pool of questions that constitute the exam that is available for testing today. This new ICEAA offering should serve to increase ICEAA membership and certifications in North America, Europe and Asia.
- Contributed significantly to CEBoK-S development. He routinely provided the most significant/thorough review comments of the seven-person review group and, by virtue of his value, became a trusted advisor to the ICEAA consultant awarded the CEBoK-S development contract. (Note: said consultant, Carol Dekkers, won the 2022 ICEAA Educator of the Year in large part for her CEBoK-S work!) He laid the foundation for this development effort by facilitating a memorandum of understanding (MOU) between ICEAA and the Defense Acquisition University (DAU) that allowed ICEAA to use content from DAU's well-established Software Cost Estimating course, aka BCF-250. This MOU was the result of his strong professional relationship with a key DAU representative. Similar to the companion exam, this new ICEAA offering should serve to increase ICEAA membership and certifications in North America, Europe and Asia.



*Kevin Cincotta*

- **Led** migration of the CEBoK certification exam from paper to an online platform that is delivering a number of benefits to test takers (scheduling flexibility, elimination of live proctor requirement, quicker and more illuminating test results, built-in scratch pad feature) and ICEAA (test statistics feature that provides feedback regarding test question strengths/weaknesses, reduced administrative burden for exam registration, administration and grading).
- **Led** expansion of the CEBoK certification exam question pool after years of the exam including the exact same set of questions. In addition to creating his own exam questions, he coordinated development of questions from other volunteers, vetted the questions and provided feedback leading to the pool of questions that now constitute the certification exam.
- Co-chaired conference training at four consecutive international conferences (2010-2014) and served as a trainer or co-trainer for at least one of the 36-48 training sessions offered each year.
- Helped/helping ensure the bright future of the profession by facilitating CCEA certification through most of the above activities, as well creation of the Technomics Training Institute (TTI) which during and since his Technomics tenure (2009-2013) has prepared not only Technomics staff, but also any ICEAA Washington Area Chapter member for the exam by virtue of Kevin opening the after-hours training to them. Kevin prides himself on doing whatever he can to "put people over," his way of saying help people develop and advance. His efforts to facilitate certification demonstrate exactly this.
- Contributed significantly to development of ICEAA certification exam by participating in a five-member team that created the original pool of questions related to Part 2 (i.e., the case study) of the exam. By the way, I too was a member of this team and first met Kevin during this effort.

In summary, Kevin's accomplishments are clear evidence that his selfless volunteerism has left an indelible mark on the Association and its members. He is well deserving of the 2023 Association Service Award.

--Nominator **Rick Collins**



## Southern California Chapter Report

*Charlotte Merritt, Southern California Chapter Secretary*



*So Cal Board Members, left to right:  
Lisa Colabella, Charley Merritt, Steve Sterk, Cassidy Shevlin,  
Dan Kennedy, Conner Lawston, Karen Mourikas*

At The ICEAA SoCal Chapter has been hard at work in 2023! With many new Board members taking over in January under the stellar leadership of President Karen **Mourikas**, we set out to update our mission and vision statements first, along with our plans for the year. In just six months, we're well on our way to meeting and exceeding those goals we set for our Chapter!

First, we held a virtual webinar in April with a briefing on *Exploring Uncertainty and Risk* by Kurt **Brunner** of Leidos. We had over 50 participants join for the 90-minute conversation about the difference between risk and uncertainty, why it's important to perform cost risk and uncertainty analysis, how to quantify the unknowns, relation to the risk cube, confidence levels, and more! You can check out the briefing on the SoCal Chapter website if you missed it live. <https://www.iceaaonline.com/socal/>

During May's ICEAA Workshop in San Antonio, our Board was well represented with seven attendees and

three briefers. Attendees included President **Karen Mourikas**, Vice President **Lisa Colabella**, Secretary **Charley Merritt**, and Directors-at-Large Cassidy **Shevlin**, **Conner Lawston**, **Steve Sterk**, and **Dan Kennedy**. The briefers included Karen Mourikas and Lisa Colabella, who jointly presented on *Design to Cost*, and Conner Lawston, who presented on *Cloud Based Machine Learning*. There was also a SoCal lunch during the conference; roughly 40 SoCal Chapter members were able to connect, network, and talk about their experiences with ICEAA.



*Cleaning up the beach with  
Charley, Karen, Cassidy, and Steve*

Upon returning from the conference, the board shifted their focus from the national level back to the local level with a beach clean-up morning in June. Networking chair Cassidy Shevlin set up the outing where we had five board members and two family members get together to beautify our beaches and protect the ocean. Every bit of trash collected helps save the planet and the marine wildlife that occupy it!

Coming up this summer and into the fall, the board will be planning a cost challenge for SoCal university and high school students. On small teams, students will be tasked with, and mentored through, the process of creating a cost estimate and Request for Proposal (RFP) response, which they will present during a SoCal board webinar. We are excited and hopeful that this outreach and early involvement with students will encourage more participation from young members and help guide them into the cost estimating and analysis career field.



*The Southern California posse in San Antonio*



# ICEAA Software SIG: Empowering the Software Cost Estimation Community



*Eric van der Vliet*



*Bob Hunt*

## *Eric van der Vliet and Bob Hunt ICEAA Software SIG*

The International Cost Estimating and Analysis Association (ICEAA) has taken a significant step forward in advancing the field of software cost estimation with the launch of the Cost Estimation Body of Knowledge - Software (CEBOK-S) during the ICEAA Workshop in San Antonio Texas in May 2023. During this workshop we had the first opportunity to have a physical meeting with the ICEAA Software Special Interest Group (SIG) leadership team to discuss its mission to promote the CEBOK-S and Software Cost Estimating Certification (SCEC) globally. This article highlights the key points discussed during the meeting.

### **SIG Membership :**

The ICEAA Software SIG leadership team expressed the need to motivate additional members from ICEAA and Nesma to participate in the working groups of the SIG. This collaborative approach aims to involve a broader community and harness diverse perspectives in the field of cost estimation in software and IT.

### **ICEAA Software SIG:**

The SIG's primary focus is on promoting the CEBOK-S and certification across the United States, Europe, and Asia (with the main focus on India). It was emphasized that the SIG operates as an integral part of ICEAA, rather than a separate entity.

### **Marketing Plan:**

Recognizing the significance of effective marketing, the ICEAA Software SIG identified it as a crucial aspect of their mission. In the coming weeks, the SIG will create a marketing plan to raise awareness about the CEBOK-S and the related certification. This plan will include targeted promotion at relevant

conferences, events as well as by means of online media.

### **Training and Certification:**

To equip professionals with the necessary expertise, the ICEAA Software SIG will organize training sessions for the CEBOK-S certification. These sessions, the first of which will be held in the Netherlands in October, will be followed by an examination to evaluate participants' knowledge. Individuals interested in pursuing the certification independently have the option to purchase the CEBOK-S and undertake the SCEC exam on their own schedule.

### **Improving the Software Cost Estimation Community:**

ICEAA acknowledges the need to elevate the Cost Estimation community in the Software and IT industry and chartered the SIG to focus on this area. The SIG provides opportunities for collaboration, sharing best practices, and promoting professional development for Software Estimating through CEBOK-S and the SCEC. The SIG aims to create a platform in ICEAA that enables Software Cost Estimation practitioners the opportunity to refine their skills and contribute to professionalization of this discipline.

Are you interested in participating in the ICEAA SW SIG or would like to have more information about the SIG, CEBOK-S, training session or SCEC exam? Check the ICEAA website or contact us at [iceaasw@iceaaonline.org](mailto:iceaasw@iceaaonline.org).

Join us in shaping the future of cost estimation in the Software and IT industry!





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## ICEAA 2023 All-Member Virtual Meeting

September 20  12 noon EDT

Join the annual *State of the Association* meeting for  
announcements of new initiatives  
and updates on existing programs

Send your questions and tell us  
what you want to hear about when you RSVP at

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