

# Washington Capital Area Chapter

Washington  
Capital Area  
Chapter, ICEAA



## President's Message

*Meghan Kennedy, Chapter President*



International Cost Estimating  
and Analysis Association

Happy 2018, and welcome back to our chapter newsletter! The new board is pleased to revive the quarterly newsletter to keep our membership better informed, so here it goes.

While this publication was on hiatus, our chapter was not, so in this issue we'll get you up to speed on all of the recent (and even not-so-recent) happenings.

Inside you'll find an introduction to our new board members elected this past Fall, an update from our vice president on upcoming events and

training, a word from our Regional Director, a summary of our chapter's monthly lunchtime programs over the past year, and more.

We can't wait to get 2018 started, along with all of the exciting events we have planned for the year. I encourage each of you to attend one of our events, contact a board member with an idea, or even submit an article for this newsletter. I especially hope to see many of you at our Annual Chapter Meeting at the end of the month. Your participation is what makes this chapter great!

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### Chapter Activities:

- Monthly Luncheons
- Local Training Opportunities
- Conferences
- Newsletter

## Upcoming Events

### Annual Membership Meeting

- 28 FEB, Washington Golf and Country Club, Arlington, VA, 6PM

### March Luncheon

- TBD

### ICEAA Association Award Nominations

- Due 18 MAR

### DC Regional Symposium

- 11 APR, Arlington, VA

### Early Registration for 2018 Workshop

- Through 1 MAY

## New Board Introduction

By Meghan Kennedy,  
Washington Capital Area Chapter  
President

### New Chapter Board Elected

Following our chapter board election and with the start of the new business year, the board would like to announce some changes and welcome new members. First, **Aileen Donohue**, our Social Chair is now the Treasurer, replacing Mike Yanavitch.

Second, the Board would like to welcome three new members to our ranks. Mr. **Michael "Jake" Mender** will be replacing Kammy Mann as Secretary. **Zach Jasnoff** will be replacing Anne-Marie Adams as Membership Chair. And **Omar Akbik** will be replacing Aileen as Social Chair.

Jake Mender is an Operations Research Analyst with the Army's 21<sup>st</sup> Theater Sustainment Command. Previously he was an Operations Research Analyst with the Naval Center for Cost Analysis. He holds a MS in Systems Engineering from GWU, and a BS in Applied Economics from Ithaca College.

Zachary Jasnoff is Vice President, Professional Services for PRICE Systems, LLC. He has previously held roles with Lockheed-Martin, Boeing and JPMorgan Chase. He holds an MSE in Technology Management from the University of

Pennsylvania. He also holds an MBA from American University and a BA from Villanova.

Omar Akbik is a Lead Analyst with Technomics, Inc. Prior to joining Technomics, Mr. Akbik worked as a consultant with Booz Allen Hamilton. He holds a bachelor's degree in economics from the University of Wisconsin at Whitewater, a master's degree in finance from the University of Melbourne, and is a Certified Cost Estimator/Analyst.

The returning members of the board are: **Meghan Kennedy**, President; **Tim Anderson**, Vice President; **Ann Hawpe**, Program Chair; **Kevin Coonce**, Web Manager; and **Dave Stem**, Past President.

A huge thanks to our departing members for all their efforts over the last two-year term. And welcome to our new and returning board members! We're looking forward to a great year! available on our website <http://washingtonecaa.com>.

## Annual Meeting

*The Washington Capital Area Chapter will hold its 2018 Annual Meeting at 6 PM on 28 February at the Washington Golf and Country Club, 3017 N Glebe Road, Arlington, VA 22207.*

*The Board will update the membership on Chapter accomplishments in 2017, and plans for 2018. Annual awards will then be presented, followed by a guest speaker and light refreshments.*

*We look forward to seeing you there!*

### International Cost Estimating and Analysis Association

4115 Annandale Road, Suite 306  
Annandale, VA 22003  
Phone: 703-642-3090  
Fax: 703-642-0457  
[iceaa@iceaaonline.org](mailto:iceaa@iceaaonline.org)  
Office hours: 8:30am -5:00pm ET  
Monday to Friday



## Vice President's Report

*Timothy Anderson, Chapter Vice President*



Happy 2018 everyone! 2017 was a great year to be an ICEAA member, and 2018 should be no exception, as we have some outstanding events coming up in the next several months. Our biggest event of the year is our annual meeting, which will take place at the Washington Golf and Country Club in Arlington, VA, on February 28. Keep an eye on your email inbox for an invitation to the annual meeting, and be sure to RSVP so that we can plan on you being there. The annual meeting will include: a report on the state of the chapter; an introduction to the new slate of chapter officers; presentation of annual chapter awards; a dynamic guest speaker; and excellent food and drink. Our guest speaker this year is Jamie Morin, formerly of the OSD CAPE, now Vice President of the Defense Systems Operations group at The Aerospace Corporation.

In addition to the chapter's annual meeting, we are in the planning stages for a one-day regional symposium in the spring or summer. The mini-symposium will be open to other surrounding chapters, and will feature an agenda of excellent speakers and topics. We are looking forward to making this happen. More to come.

Also on the topic of training, the Washington Capital Area

Chapter has teamed with Technomics, Inc. to provide training opportunities to the members of the chapter. The Technomics Training Institute provides specialized training sessions every month, on topics relevant to cost estimators, and particularly focused on CCE/A exam topics. The Washington Capital Area Chapter helps Technomics by announcing the training events to our membership. If you have not yet attended one of the Technomics Training Institute sessions, you are highly encouraged to do so. The events are free of charge, and provide focused instruction over a two hour period in the evening.

I look forward to serving you this year and am excited to see many of you at the upcoming annual meeting.

## Call for Members

*The Washington Capital Area Chapter is actively looking for new members to join our Chapter.*

*If you are an ICEAA Member in the Washington DC area and not already aligned with one of our local Chapters we would love to have you join us and take advantage of our many events, seminars and training opportunities.*

*Please contact Zachary Jasnoff at 856.912.0974 and he will provide you with more information.*



## Regional Director's Report

Rick Collins, Region 2 Director, ICEAA Board



I'm guessing that 2018 is starting much like 2017 ended for many of us doing our best to deliver the most credible, defensible analysis and actionable advice to the myriad of decision makers who have come to rely on our product and candid perspective. That is, the demand for our goodness remains strong and will continue to test our capacity to deliver what's needed when it's needed. So, we start 2018 with the same 'good' problem (i.e., our community of practice is relevant) and impetus to do our work smarter, better and faster.

I think it's reasonable to wonder if and how ICEAA can contribute to the "smarter, better and faster." More generally, I think it's reasonable to question whether ICEAA, on the both the local and national levels, delivers value that makes a difference for you and therefore your organization. I'm not suggesting that it does or doesn't, but the fact that you (or your organization) invested in a membership implies some expectation of a return on that investment.

You may or may not be aware that ICEAA's National Board of Directors employs a compass known as the ICEAA

2015-2019 Strategic Plan to ensure that the association is moving in the right direction.

The plan (see <http://www.iceaaonline.com/reedy/wp-content/uploads/2014/02/ICEAA-Strategic-Plan-Feb15.pdf>) includes the three strategic goals shown below and objectives/actions associated with each goal.

1. To create a community of technical excellence
2. To create a community of collaboration
3. To create a community of relevance

I, along with my National ICEAA Board of Directors (BOD) colleagues, would be greatly interested in your take on: a) what aspects of the plan are most (and least) important to you; b) what aspects of the plan represent achievements to date that have been meaningful to you; and c) what if anything you deem important is missing.

The plan is a short, easy read, so I highly encourage you to make time to review it and provide your responses to the aforementioned questions directly to me at [rcollins@technomics.net](mailto:rcollins@technomics.net). I can assure you that I, as your BOD representative, will give serious consideration to any

ideas that translate to ICEAA delivering greater value to you and other members.

Without going into all the details, I want to inform you of a couple important, ongoing activities that support achievement of the *technical excellence* strategic goal.

The first is an effort to define the requirements for the next version of Cost Estimating Body of Knowledge (CEBoK), including improvements to both content and user experience, the latter of which will be accomplished by offering CEBoK via a wiki software platform that should also enable more frequent and efficient CEBoK enhancement. The requirements generation work is being performed by a committee of notable, experienced government, FFRDC and industry representatives.

The second effort is development of the Software Cost Estimating Body of Knowledge (sCEBoK) and a companion Software Specialty Certification exam. You are likely well aware of the fact that the ever evolving nature of software development/maintenance processes and environments represents a continuing and very real challenge to our community's ability to

understand cost and schedule implications for both weapons and automated information systems.

This exciting and admittedly overdue effort to improve the cost analysis community's competency is being performed by a committee of software savvy representatives, U.S. and international, from government, FFRDCs, academia and industry. Seven draft sCEBoK modules were presented last June at ICEAA's 2017 Professional Development & Training Workshop held in Portland, OR. These modules, available at

<http://www.iceaaonline.com/pdx17training/>, included:

- Solution Based Estimation
- Estimation Methods
- Introduction to Sizing Physical and Functional Methods
- Estimation Maturity Model
- Basis of Estimate
- Metrics Collection
- Benchmarking/Cost Drivers

I have a couple final notes in closing. Although you've probably missed the boat for presenting a paper at ICEAA's 2018 Professional Development & Training Workshop (June 12-15) in Phoenix, AZ., I highly recommend you do whatever you can to maximize the

probability of your organization financing your attendance.

This annual event represents a tremendous learning and networking opportunity, particularly for those of you in the early stages of your career.

If you don't have the opportunity to present a technical paper or co-instruct a CEBoK module, there are other opportunities to contribute to the success of the conference (e.g., co-chair a paper or training track) and possibly use this volunteer role to justify your attendance. If you are fortunate to attend, but don't have the opportunity to be a speaker or trainer, you should use this opportunity to listen, learn and be inspired to be on stage in June 2019!

Finally, and for the same reasons I've cited above, I strongly encourage you to take full advantage of the lunch presentation series sponsored by the DC area chapter and applaud chapter leadership for what is by all accounts the most extensive speaker series offered by any ICEAA chapter in the U.S. and abroad.

#### **A Social Word:**

*Omar Abkik, Chapter Social Coordinator*

As the chair for social outreach my primary goal is to increase member engagement and facilitate networking and knowledge sharing across the Washington chapter. This includes increasing the number of networking events, such as happy hours and relevant events across the DC metro area, as well as potentially partnering with other organizations with member bases similar to ICEAA.

I would also like to increase involvement in any mentoring programs that connect members with established subject matter experts or senior executives with extensive experience in areas that are of interest to mentees.

I am open to any and all feedback regarding programs for social outreach and member engagement, so please pass along any ideas that are important to you. I look forward to serving you.

International Cost Estimating & Analysis Association

### **Professional Development & Training Workshop**

June 12-15, 2018



Phoenix, Arizona

Register by May 1, 2018 to enjoy special earlybird rates!

[www.iceaaonline.com/phoenix2018](http://www.iceaaonline.com/phoenix2018)

## Luncheon News

Our 2017 monthly luncheons have brought our DC Area cost teams together with topics including Software Cost Estimating, Cost Estimating Templates, Risk, Prediction Curves, and Decision Making. We also had some luncheons providing overviews of DHS CAD, Cost and Schedule Estimating Suite (CaSES), and Cost FACTS (Factors, Analogies, CER's & Tools/Studies) Group – our first joint presentation with the New England ICEAA Chapter! The first few months of 2018 are already booked with some spectacular topics, so watch your email inboxes for invitations!

We are always looking for future luncheon speakers, so if you have an idea for a topic you'd like to know more about or a hot topic you would like to share with the local cost community, please let me know. Also, we are looking for a wider range of locations to hold our luncheons, so if your organization is interested in hosting, send me an email at [ProgramChair@washingtonecaa.com](mailto:ProgramChair@washingtonecaa.com). Since the last newsletter we have had Luncheons on the following topics:

Date: January 11, 2017  
 Title: "Applying Earned Value Management to Agile Software Development Programs"  
 Speaker: Bob Hunt, Galorath Federal  
 Location: Technomics, Inc., Arlington, VA

Bob presented on how traditional earned value approaches do not deal sufficiently with the idiosyncrasies of software intensive programs, especially when Agile Software Development processes are employed. He then gave us techniques to achieve successful management of agile software development programs – focusing on establishing the requirements, developing a reliable baseline estimate for cost and schedule, selecting effective software metrics (that include both quantity and quality measures), and using analytic processes to project cost and schedule based on actual performance.

Date: February 15, 2017  
 Title: "Better Cost Estimation through Radically Improved Risk Identification"  
 Speaker: Laurie Wiggins, Sysenex Inc.  
 Location: Tecolote Research, Inc., Arlington, VA

Laurie Wiggins is the CEO of Sysenex Incorporated and she stressed accurate cost estimating as an important factor in project success. Unknown project risks can undermine estimates resulting in cost deviations, schedule slides, performance shortfalls and project failure. Sysenex has completed an extensive analysis of over 500 programs and revealed a new, radical and comprehensive approach to risk identification. Additional research has revealed a standard approach to evaluating risk status for a program. By evaluating projects with a standard, comprehensive set of risks, projects can significantly improve both risk identification and cost estimating. Research results have been incorporated in the Program Risk ID software tool, a first to market

capability. Cost estimating for projects in IT, aerospace, energy and other domains can improve a result of this capability.

Date: March 16, 2017  
 Title: "Failure to Reason: Intuition and Decision Making Under Uncertainty"  
 Speaker: Capt. Christopher Thomas, AFCAA/FMA  
 Location: Herren Associates, Inc., Washington, DC

Capt. Thomas started his presentation with a QUIZ! After everyone failed, he proceeded to tell us why we failed and explain the history and application of Behavioral Economics based on work by Daniel Kahneman and Amos Tversky. He made us think about the way we think. It was an interactive discussion about the systemic errors and biases that hinder our judgement and potential remedies for these pervasive impediments to well-reasoned thought when faced with uncertainty. Capt. Thomas included a discussion about the implications of Behavioral Economics for cost estimators: how the lessons learned from this field can augment the methods we use to present information to decision makers, the ways we extract information from experts, and the way we develop cost estimates free of bias.

Date: April 4, 2017  
 Title: "Bottom Up Methods of Estimating Software SEPM and Non-DCTI Costs"  
 Speaker: James "Jay" Black, HHS/ACF  
 Location: TMB, Inc., Washington, DC

Jay's presentation drove home the fact that Systems Engineering/Program Management (SE/PM) and additional non-Design, Code, Test, and Integration (Non-DCTI) activities performed during software development efforts are often significant and drive estimates of total project costs. Yet, cost estimates often omit the detailed research and analysis needed to adequately model SE/PM & Non-DCTI costs. His brief presented a bottom up method useful for understanding and estimating these costs and he shared analysis of recent SE/PM & Non-DCTI data.

Date: May 18, 2017  
 Title: "Modeling with Gumby: Pros and Cons of the Weibull Curve"  
 Speaker: Jake Mender and Ann Hawpe, NCCA and Herren Associates  
 Location: Presidential Towers, Arlington, VA

Since the Weibull function is used to model various cost phenomena, Jake and Ann decided to give a presentation on the pros and cons of using this model. The Weibull's popularity is driven by its significant flexibility (like Gumby), driven by its nature as a two-parameter function. They discussed how additional parameters result in flexibility, which while advantageous, also places incorporating estimates at risk of over fitting (i.e., a model that fits the observed data well, but has little predictive power). The presentation relayed theory, showed a



demo, and exhaustively reviewed pros and cons for cost estimating.

Date: July 11, 2017  
 Title: "DHS Cost Analysis Overview"  
 Speaker: Katie Geier-Noreiga, DHS CAD  
 Location: MITRE, McLean, VA

At our most attended discussion this year, Katie provided insight into how cost estimating plays a role in DHS decision making. She focused on how CAD is improving the role that cost plays in decision-making, to include: the implementation of the LCCE Review Board as a management function, collaboration with the CIO and other opportunities for estimating improvements at DHS, the purpose of Independent Cost Assessments, and how they can be used to better manage the program.

Date: September 27, 2017  
 Title: "Cost and Schedule Estimating Suite (CaSES) Overview"  
 Speaker: Nicholas Lanham, NCCA/CAPE  
 Location: NGA, Springfield, VA

Over the past three years, the Naval Center for Cost Analysis (NCCA) has developed cost and schedule time-phasing functions, cost estimating productivity improvement tools, and a standard cost model template that are collectively called the Cost and Schedule Estimating Suite (CaSES). Nick gave an overview of all the functions included in CaSES and showed a demo video. CaSES is a free tool that includes 20+ cost estimating productivity improvement tools, generic cost model templates, and cost and schedule time phasing functions. CaSES offers an open source structure that allows any SYSCOM, Service, or organization to add modules and provides very powerful cost estimating tools to the entire cost community.

Date: October 25, 2017  
 Title: "The Shortcomings of Cost Estimating Templates"  
 Speaker: Faye Kim and Meagan Gadreault, Herren Associates  
 Location: Herren Associates, Inc., Washington, DC

Faye and Meagan discussed how templates are seen as a best practice in many industries to standardize workflow and reduce redundancy; however, they may not be the ideal solution for cost estimating as they can suppress innovation and constrain analysts. Instead, they presented some best practices, using process improvement methods, to create customized estimates. Their presentation explored leveraging Lean Six Sigma techniques to determine

alternatives to templates in order to put forth the best estimates.

Date: November 2, 2017  
 Title: "Overview of the Cost FACTS (Factors, Analogies, CER's & Tools/Studies) Group"  
 Speaker: Dan Harper and Ruth Dorr, The MITRE Corporation  
 Location: Skype/in person at MITRE in McLean, VA

In our first joint presentation, Dan and Ruth gave us the Cost FACTS! In the cost community, it is often a challenge when it comes to sharing cost data within one's own organization, much less outside of one's own company. Overcoming this challenge is the purpose of the Cost FACTS (Factors, Analogies, CER's & Tools/Studies) Group, a networking forum of nearly 400 cost and acquisition professionals from Government, industry, academia, and non-profits/FFRDCs. Cost FACTS is a community engaging enterprise social media to facilitate knowledge sharing and discussion throughout the cost community.

Date: December 13, 2017  
 Title: "Calculating a Project's Reserve Dollars from its S-Curve (cost distribution)"  
 Speaker: Marc Greenberg, NASA  
 Location: Technomics, Inc., Arlington, VA

Marc leveraged a NASA-funded cost research project, and presented on a probabilistic method that was developed to calculate the amount of funds a project would need if it exceeded the project's point estimate. This conditional cost reserve is depicted as the amount of funds held in reserve "above the project of program." For example, at NASA this would be funds held at the Directorate-level. The method required three data inputs to calculate cost reserve: (1) the project cost dispersion (measured by its coefficient of variation), (2) the project point estimate, and (3) the confidence level of the project point estimate. These three requisite inputs were found (or derived) from the project's S-curve (cost distribution). The presentation covered other ways to approximate these three inputs for cases when there is not a project S-curve (i.e., the cost analyst only has a discrete point estimate).

The Washington Area Chapter luncheon series provides a great venue for local speakers and guests. It can also be a good venue to practice or do a trial run for an upcoming conference presentation. Washington Area Chapter members receive monthly invitations in their e-mail inboxes. If you are not yet a member, or your e-mail address has changed, you can sign up to receive invitations at the chapter website, [www.washingtoniceaa.com](http://www.washingtoniceaa.com), or by contacting your program chair, Ann Hawpe, at [ProgramChair@washingtoniceaa.com](mailto:ProgramChair@washingtoniceaa.com).

### Get Credentials: Give Me a C-C-E-A

Are you new to cost estimating? Have you been a cost estimator for a while but haven't become a certified cost estimator? Regardless of your path, now it's time to take the next step. The ICEAA website has a plethora of information available to anyone seeking to become a certified cost estimator. While wading through the various pages and information can be a bit daunting here are a few helpful hints to streamline the process.

1. How to Apply
  - a. To become certified one must complete two different tests
    - i. Part I/PCEA – Professional Cost Estimator/Analyst
    - ii. Part II/CCEA – Certified Cost Estimator/Analyst
  - b. Tests are presented separately but may be taken in succession on the same day
    - i. Pass both to get PCEA with automatic upgrade once the experience requirement is met
  - c. [PCEA and CCEA Application](#)

CCEA Examination	Members, Military and Government Non-Members	Non-Members	Retake Fees
Part I/PCEA	\$125.00	\$250.00	\$ 65.00
Part II	\$150.00	\$250.00	\$ 75.00
Part I and Part II Combined	\$225.00	\$400.00	\$115.00

2. Exam Preparation – Study Materials
  - a. [Professional Certification Program Handbook](#)
  - b. [Cost Estimating Body of Knowledge \(CEBoK®\)](#)
3. Keeping Your Credentials and Keeping Current
  - a. CCEA must be renewed every five years to ensure continued expertise

Never stop learning and furthering our body of knowledge

### Feedback Requested: Membership Survey Coming Soon

for an invitation to a web based survey within the next few weeks. We want to know how we can better serve you. The survey is designed to be quick yet allow for suggestions on ways to improve the chapter. Please take a few moments and complete our brief survey so that we can better understand how to meet the needs of our members.

### Annual Membership Meeting

Our annual chapter meeting was held on February 23, 2017 at the Washington Golf and Country Club in Arlington, VA. Over 60 members and guests attended, one of our highest annual meeting turnouts. A huge thanks to our event sponsors – **Tecolote Research, Technomics, Cobec Consulting, and Herren** – who were instrumental in its success. While it was a great opportunity to network and partake in good food and drink, the business of the meeting included: a chapter board of directors summary, a short update from Megan Jones of the International office, a keynote presentation by Ms. Shateela Winters of Edelman Financial Services, and a presentation of our annual chapter award winners.

We presented five chapter awards for great work and contributions to the cost estimating field during 2016. Our chapter winners will be put forward as nominees in their respective categories for the 2017 ICEAA Association awards presented at the Professional Development and Training Workshop. Congratulations to all of our winners:

Best Luncheon Presentation: **Kammy Mann**, for “Training Cost Analysts – a Cohesive Pedagogical Framework for Success”



Team Achievement: **Columbia Class Component Cost Position Team, NCCA** – Alan Behning, Michael Mender, Robert Aspden, Rashmi Kumari, Richard Lee, Catherine O’Keefe, Denitra Carter, Adonis Ajayi, Annette Harris, Uma Sivaramakrishnan, Nicholas Rodriguez, Michael Russano, Thais Canedo, Philip Koenig, Juan Avila, Todd Andrews, Samantha Green, Madeline Miller, Christopher Jensen, Jay Bottelson, Nicholas Lanham, Duncan Thomas, Stephen Pack, Alison Bell, Elise Anderson, Michael Perkins, Kevin Gallagher, Avishek Panth, Brittany Basilone, Matthew Lewis, Angela Buck, Lauren Mauceri, Nicolas Wilkoff, Matt England, Sheridan Ward, Bryan Powers, John Semanchick, Richard Wu, Anne Hasson, Aaron Spinak, Matthew Thomson, Stephen Salisbury



Leadership/Management: **Michelle Petre**, Technomics, Inc.



Technical Achievement: **Nicholas Aaron Lanham**, NCCA



Junior Analyst: **Brandon Bryant**, Technomics, Inc.



**Don't Forget about the ICEAA National Conference in June!**

International Cost Estimating  
& Analysis Association

**Professional Development  
& Training Workshop**

**June 12-15, 2018**



Register by *May 1, 2018*  
to enjoy special earlybird rates!

**[www.iceaonline.com/phoenix2018](http://www.iceaonline.com/phoenix2018)**



***Suggestions?***

*If you have comments, ideas, or would like to contribute an article to the newsletter, please contact the secretary, Jake Mender, at [Secretary@Washingtonscea.com](mailto:Secretary@Washingtonscea.com).*