

# Washington Capital Area Chapter

Washington  
Capital Area  
Chapter, ICEAA



## President's Message

David Stem, Chapter President



International Cost Estimating  
and Analysis Association

I think the snow is finally behind us here in the Washington Area Chapter. After a brutal winter where it seemed like we got several snowstorms in a row and the kids will be going to school for several more days to make up the time, you can count on another installment of the ICEAA chapter newsletter. Since it's been a while from our last publication, I wanted to get the word out on the happening of the chapter stretching back to the winter and projecting a little bit into the future.

Our mid-February annual business meeting was a great success. We had about 40 members turn out to hear from the board on the previous year as well as our plans for the upcoming year. I'd like to thank our keynote speaker, Ms. Karen Richey from the GAO, for her presentation on best practices for developing and managing capital program schedules. It was a very informative briefing with several real-life lessons learned. It is posted on the chapter website for those who could not attend. We also presented our chapter awards; please see the article in this newsletter to hear about the great achievements being

recognized. Finally, we also need to thank the following sponsors for helping to fund part of the costs of the meeting: Kalman & Company, Inc.; Tecolote Research, Inc.; TASC; and Technomics. If you haven't been to a chapter luncheon, you really should go. Tim Anderson, our program chair, has put together a great series of talks, typically on a monthly basis, that provides members with time to delve into specific cost estimating issues as well as provide an avenue for networking in the chapter. Tim's article details some of the recent luncheons as well as provides a glimpse at upcoming speakers and talks. We hope that you find these talks interesting and invite any briefers to contact Tim to schedule upcoming talks. Thirdly, I hope you had a chance to vote in our election for board members. Most of the board stayed intact, but there were a few changes. Meghan Kennedy who was our vice president and William Laing who was our Treasurer, have switched jobs. In our vacant spot under membership, CAPT Whiticar Darvill will be taking over from Jennifer Scheel. Also, we welcome Aileen Donohue as



our new Secretary replacing Mike Yanavitch. I'd like to thank both Jennifer and Mike for their hard work in supporting our chapter and hope they continue supporting ICEAA into the future. Finally, the national annual conference is coming soon. For the first time, I will be attending to represent the chapter at the national board meeting. I intend to bring up a few initiatives from our chapter, but I also invite members to contact me for any other items they believe need attention at the national level. If you haven't registered and want to go, there is information on the national website and in this newsletter. Thanks again for voting me in to serve as your president. I look forward to an exciting year ahead!

### Inside This Issue:

President's Message	1
Luncheon News	2
Training	3
Elections	3
Annual Meeting Recap	4
ICEAA National Conf	5

### Chapter Activities:

- Monthly Luncheons
- Local Training Opportunities
- Conferences
- Quarterly Newsletter

Check us out online!  
[www.washingiceaa.com](http://www.washingiceaa.com)

## Luncheon News

Finally! Summer is in the air! It was a long, cold winter but your program chair has kept warm by arranging top-notch speakers for the Washington Capital Area Chapter Luncheon Series. Sadly, we mourn the loss of one of our past presenters, Mr. Steven Oxman of the Naval Center for Cost Analysis, who passed away late last year. But we also honor one of our presenters listed below, Mr. Greg Bell of MCR, who won the Luncheon Speaker of the Year Award at this year's Annual Meeting! We have some exciting presentations lined up between now and the rest of the year, and since our last newsletter we have had the following Luncheon Presentations:

### **November 2013: A Cost Assessment: Substitution of Gallium Nitride Substrates for Gallium Arsenide Substrates in Radar T/R Module MMIC Circuits**

The November luncheon, and the winner of the 2013 Luncheon Speaker of the Year award, was given by Mr. Greg Bell of MCR. His presentation was entitled, "A Cost Assessment: Substitution of Gallium Nitride Substrates for Gallium Arsenide Substrates in Radar T/R Module MMIC Circuits." Until the mid 1980s, T/R module electronics were based on Silicon substrate semiconductors, and were limited in practical applications to the lower radar frequencies (from UHF, .4 GHz to C Band - around 4 GHz). The emergence of Gallium Arsenide (GaAs) semiconductor technology in 1985 allowed applications for higher frequencies. Currently, GaAs is the material of choice for most of the standard Monolithic Microwave Integrated Circuits (MMIC) chips used in military T/R modules. The MMIC chip set typically includes a Pre-Driver, Low-Noise Amplifier, and one or more Power Amplifiers. MMICs can account for roughly one third to one half of the cost of high frequency T/R modules. GaAs MMIC chips are dominant in current military phased array radar programs, but next generation modules may employ Gallium Nitride (GaN) chips that can tolerate higher temperatures and operate at higher radar power levels. Higher power provides a performance improvement for a radar system, but GaN is currently an immature material technology and there are questions about its affordability. His presentation explored the potential cost penalties associated with GaN MMICs and suggested possible adjustment factors that could be applied to cost estimates based upon GaAs history.

### **February 2014: A Method for Estimating the Cost of Joint Open Air Range (OAR) Test and Evaluation Programs**

The February 2013 luncheon also featured Mr. Greg Bell of MCR. This time he gave a talk entitled "A Method for Estimating the Cost of Joint Open Air Range (OAR) Test and Evaluation Programs." The evolution of military technologies has entered a new phase. Groups of complex systems, including both new and existing elements, must now work together to achieve integrated, extended performance and effectiveness. Testing these groups of systems in a realistic way involves mobilization of many resources at Government test ranges, but often other resources are required such as multiple platform systems, special instrumentation,

simulations and special software programs, targets, weapons, and high capacity satellite communication links. Governing all these efforts are Program Office, Battle Management, and highly specialized FFRDC personnel. Some of these OAR tests necessarily involve Joint military services, but there are also cases where a single service must test a System under Development (SUD) with a complex combination of assets. Creating cost estimates for such tests is a problem, because multiple organizations are involved and they generally do not record or report cost data in a useful or repeatable way. The idea that a Government range will absorb the all the test costs is naive, because in most cases, service funding to individual ranges has been cut back to cover only infrastructure and management sustainment costs. If a program needs to use a range, they need to bring money. The importance of the problem is revealed when DoD Agencies or military services conduct a large and increasing number of such tests in a year. This presentation provided a conceptual framework for developing cost estimates for these kinds of tests, and offered suggestions about driving issues and useful analytical methods.

### **March 2014: Analytical Program Management: Integrating Cost, Schedule, and Risk**

The March 2014 luncheon featured Mr. Graham Gilmer of Booz, Allen, and Hamilton. He gave a talk entitled "Analytical Program Management: Integrating Cost, Schedule, and Risk." One of the greatest challenges in managing costs on programs is the lack of cost, schedule, and risk integration. Despite the interconnection of these disciplines, it is rare when cost estimates, schedules, and risk registers are fully integrated artifacts. This lack of integration makes it impossible for leaders to make quick decisions for ensuring programs are scoped properly to finish on-time and on-budget. Analytical Program Management (APM) is a methodology, pioneered on highly complex NASA programs, for completely integrating cost, schedule and risk. APM allows projects to immediately determine the cost impacts of schedule growth and vice versa. In recent years, technology has improved to give managers distinct advantages in analyzing their programs. Through Monte Carlo simulation, the risk-adjusted cost estimate and schedule are generated to enable planning using statistical confidence levels. Relational databases and state-of-the-art dashboards allow for real-time insights to program health and performance. The APM methodology identifies actions like accelerating tasks, mitigating risks, or removing scope, to ensure programs fit within a constrained budget and schedule.

### **April 2014: Enhanced Scenario-Based Method (eSBM) for Cost Risk Analysis**

For our April 2014 luncheon, we had an out-of-town guest, Dr. Paul Garvey of MITRE, one of the pre-eminent experts on cost risk and uncertainty. He gave a talk entitled "Enhanced Scenario-Based Method (eSBM) for Cost Risk Analysis." By providing easily derived measures of risk and confidence, the enhanced scenario-based method (eSBM) helps acquisition programs better plan and manage their cost risks. The MITRE-developed eSBM approach offers an alternative to traditional advanced statistical methods for generating



measures of program cost risk. First, eSBM users build scenarios to represent a program's "risk story." Users then analyze the scenarios and measure how identified risks might increase a program's cost above the amount planned. With its simplified analytics, eSBM eases the mathematical burden on analysts, while encouraging a careful and deliberative approach to cost risk analysis. With today's emphasis on affordability-based decision-making, eSBM promotes realistic program cost estimates by offering decision-makers a traceable and defensible basis behind measures of cost risk.

### **More Luncheon Information**

Be on the lookout for invitations to the following upcoming luncheons in the next few months:

- Bob Hunt, of Dulos, Inc., with a presentation on methods to calculate cost and ROI for Software Testing;
- Alf Smith, of Tecolote Research, Inc., with a discussion of the Joint Cost and Schedule Risk and Uncertainty Handbook;
- And many others.

As always, the Washington Area Chapter luncheon series provides a great venue for local speakers and guests. If you have never attended an ICEAA luncheon, then I invite you to check it out. Washington Area Chapter members receive monthly invitations in their e-mail in-boxes. 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, Tim Anderson, at [timothy.p.anderson@aero.org](mailto:timothy.p.anderson@aero.org). Finally, if you would like to give a presentation at an upcoming Washington ICEAA luncheon, please contact your program chair. We are always looking for interesting speakers and topics, and as a speaker, your lunch is "on the house" making this, truly, the last "free lunch" in town!



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## Training

As we have in the past, the Washington Capital Area Chapter of ICEAA will take advantage of Technomics' offer to allow our members to attend their Technomics Training Institute (TTI) in lieu of offering our own separate training program. Last year, over 15 sessions were offered with a particular focus on CEBoK modules and preparation for taking the PCEA and CCEA exams. A similar TTI session will begin again in July and be available to Washington Chapter members. We'd like to extend a big "Thanks!" to Technomics for including our chapter members in their training series. This method of training differs from the few

weekend sessions over the course of a year offered in the past. After offering these two different methods of training, we'd like to hear from you! What do you prefer? Do you have suggestions for another way to approach training for our chapter? Please contact William Laing, Chapter Vice President, at [wlaing@technomics.net](mailto:wlaing@technomics.net) with your comments, concerns, or questions.

## Elections

The Chapter completed its Board of Directors election at the end of March. Of 503 eligible voters, 60 ballots were submitted, for a 12% participation rate. Of the six positions up for grabs, four would be filled with returning members and two with new members.

Dave Stem will remain as Chapter President for another term. Our Program Chair, Tim Anderson, will also remain in his position. William Laing and Meghan Kennedy will swap positions for the upcoming term, with William serving as Vice President and Meghan serving as Treasurer.

The Board's new members are Aileen Donohue as Chapter Secretary and Whiticar Darvill as Membership Chair. Welcome Aileen and Whiticar! A big thank you goes out to Mike Yanavitch, who served as Secretary for the past two years. He did a great job continuing the newsletter and communicating with our chapter members. Whiticar replaces Jennifer Scheel, who left our chapter recently when she moved out of the area. We wish Jennifer the best of luck!

The new Board of Directors will serve through the Fall of 2015, when the next elections will be held.

## DC Chapter Meeting – Feb 2014

The Washington Capital Area chapter held its annual meeting on February 18, 2014. A special thanks goes to the sponsors of the event: Kalman, Tecolote Research, TASC, and Technomics. After some socializing and networking time, the chapter board provided an update of the chapter's activities over the past year. Ms. Karen Richey, from the Government Accountability Office, was the keynote speaker. She spoke about the GAO's Schedule Assessment Guide and a few case studies in which it was used. Many thanks to Ms. Richey for the interesting discussion!



To round out the evening, the chapter recognized a few of our outstanding members for their good work during 2013 through our awards program.

The award winners were as follows:

**Leadership & Management:** Kevin Schutt – Cobec Consulting  
No picture

**Team Achievement: Cost Assessment Productivity Program Team**  
Technomics, Inc. Team members: Paul Hardin, Cassandra Capots, Elizabeth Koza, Mike Metcalf, Jack Smuck, Ashton Bulloch, Colleen Craig, Eric Lofgren, Robert Nehring, and Jim York



**Technical Achievement:** Dave Brown – Technomics, Inc.  
(Peter Braxton pictured)



**Junior Analyst:** Caleb Fleming – Kalman & Company, Inc.



**Best Luncheon Presentation:** Greg Bell – MCR, LLC – "A Cost Assessment: Substitution of Gallium Nitride Substrates for Gallium Arsenide Substrates in Radar T/R Module MMIC Circuits"



**Cocktail Hour!**



## ICEAA National Conference

The 2014 ICEAA Professional Development & Training Workshop, taking place June 10-13 in Denver, Colorado, will be an opportunity to stay up-to-date on the most recent developments in the field, exchange best practices with your colleagues, and take lessons learned from industry experts back to your employer or customer.

This year's professional papers and training sessions have been chosen to keep your current skills sharp or to prepare to take the CCEA® or PCEA® exams. The training sessions are designed for all skill levels and organized into 4 tracks: Cost Estimating - Basics, Cost Estimating - Advanced, Parametric Training, and Integration, featuring enhanced content from the Cost Estimating Body of Knowledge (CEBoK®) and the Parametric Estimating Handbook. Those preparing to take the CCEA® exam after the Workshop on June 14 can attend daily two-hour study sessions and work through sample problems with others.

The professional papers are written, reviewed by your fellow ICEAA members, then presented at the Workshop in a format that allows you to meet with and discuss the most relevant topics in the cost community with the authors themselves. The papers will be organized into tracks that will allow you to quickly identify the sessions most relevant to you and your work. Areas are expected to include Information Technology, Methods and Models, Parametrics, Risk, Life Cycle Cost, EVM, and Cost Management.

We are pleased to announce the keynote speakers for the 2014 Professional Development & Training Workshop: Craig Gravelle, Senior Director of Business Development for Sierra Nevada Corporation's Space Systems; Michael Gass, President of United Launch Alliance (ULA); and Bill Seeman, Division Chief, Space Programs with the Air Force Cost Analysis Agency. These leaders in the commercial space transport industry will offer fascinating insights into the costs and opportunities of space travel, and how the future of space travel is reflected across the entire cost profession.

The conference will open with training sessions on the morning of Tuesday, June 10, but the official kickoff of the 2014 Workshop will be during Tuesday evening's attendee reception in the exhibit hall where attendees can mingle and network. For Wednesday night, taking advantage of our location in the heart of Denver, with close proximity to the 16th Street Pedestrian Mall and the LoDo District, we have coordinated a group discount for the June 11 Colorado Rockies/Atlanta Braves game at Coors Field. Discounted baseball tickets can be purchased on the conference registration page at [www.iceaaonline.org/denver](http://www.iceaaonline.org/denver) 14 - but be sure to score your tickets by May 23 – baseball tickets will not be sold at the workshop.

We're all looking forward to seeing you in Denver!

We're on the Web!

See us at:

[www.washingtoniceaa.com](http://www.washingtoniceaa.com)

### ***Suggestions?***

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