

**ICEAA Board of Director's Meeting  
0830 – 1615, Saturday, March 1, 2014**

Technomics, Inc.  
201 12th Street South, Suite 612  
Arlington, VA 22202

**AGENDA**  
*as of February 26, 2014*

0800 - 0830	Gather for Continental Breakfast	
0830 - 0845	Welcome, Quorum Count, and Introductions	Brian Glauser
0845 - 0915	Secretary Report Action: Approve October 2013 minutes	Patricia Zedaker
0920 - 0945	Treasurer Report Action: Approve treasurers report	Mike Thompson
0950 - 1030	ICEAA Business Office Report ICEAA Information Technology Update	Megan Jones
1035 - 1045	BREAK	
1045 - 1115	Certification	Peter Andrejev
1120 - 1140	2014 ICEAA Conference Report	Rich Harwin
1145 - 1200	2016 International Conference	Kurt Brunner
1200	Lunch	
1230 - 1300	Special Interest Group (SIG) Briefing	Brian Glauser
1305 - 1320	Chapter and Regional Training Coordinator Report	Kevin Cincotta
1325 - 1345	“Introduction to Estimating”	Greg Kiviat
1350 - 1415	Regional VP Reports	
1420 - 1445	Chapter President Reports	
1450 - 1545	New Business ACostE Conference in UK Process and baseline for International Office expenditures	Brian Glauser
1545 - 1600	Plan Next Meeting & Adjourn	Brian Glauser

***ICEAA Board of Directors Meeting***

19 October 2013

Arlington, VA

**Voting Attendees:**

**OFFICERS**

Brian Glauser, President

Patricia Zedaker, Secretary

Michael Thompson, Treasurer, Director of Chaptering & Membership

Peter Braxton, VP of Professional Development, Director of BoK (acting)

Paul Marston, Executive Vice President, Strategic Planning

**REGIONAL DIRECTORS**

Eleanor Bassett, Region 1 (web)

Jeffrey Moore, Region 2

Kirk Schneider, Region 3 (web)

Michael Doherty, Region 5

Kurt Brunner, Region 7

Andy Nicholls, United Kingdom (web 11 am)

Andrew Nicholls, Australia (web 8:30-10:30)

Herve Joumier, Europe (web)

Greg Kiviat, Non-Aligned, SIG Board Oversight

**ELECTED DIRECTORS**

Katie Geier Noreiga Y

Daniel Nussbaum, Inter-Organization Outreach (web)

**Present (Non-Voting):**

Rich Harwin, 2014 Workshop Chair

Peter Andrejev, Director of Certification

Jason Dechoretz, Inter-Organizational Outreach

Sharon Burger, Certification Administrator

Don Clarke, IT Administrator

Joe Wagner, Director of Publications, Interim Executive Director

Brittany Walker, Member Services Assistant

**Welcome and Introductions**

**Brian Glauser**

- Quorum noted, meeting called to order @8:30 AM by Brian Glauser, ICEAA -President.

**ICEAA Secretary's Report**

**Pat Zedaker**

- Review action item status from last Board meeting
- Report accepted

**Treasurer's Report**

**Mike Thompson**

- P&L statement presented
- IPM Conference impacted by government shutdown.
- Combination of reduced revenues from the Conference, legal costs and the CEBoK upgrade result in a projected net negative of \$20K for 2013.

- **Action:** Joe and Mike to develop proposed 5 year fiscal plan
- **Action:** Distribute “Rick Collins” report to Board
- **Action:** Executive Committee to caucus on “Rick Collins” plan
- See Treasurer slides for full report with balance and income statements.
- Treasurer report accepted.

#### **ICEAA International Business Office**

**Joe Wagner**

- Presented key metrics including current membership of 2203 members, top company membership (Boeing, Booz Allen, US Air Force), certifications and breakout for each chapter
- *ICEAA World*: second issue published electronically- no hard copy printing. Third issue – hard copy due out mid-November.
- *JCAP*: Winter issue completed. Online process management implemented. Tony White resigned as one of the co-editors, replacement sought.
- Current Individual CEBOK Licenses: 931
- 10 Webinars for 2013 Conference Best Papers
- 8 Training Webinars (began Sep 25<sup>th</sup>) impacted by government shutdown
- Chapter webinars 7 since June 2014 (Detroit and New England)
- Social media outreach
  - 60 twitter followers, Facebook 99 “likes”, LinkedIn 4390 members
  - Membership survey – 456 completions (about 20%)
- 2013 Conference report – made money (308 attendees)
- 2014 Conference Denver 10-13 June (Board meeting 9 June)
  - **Action:** Joe to model conference budget upon completion of IPM conference
  - **Action:** Schedule virtual board meeting for early December to review conference costs
- See International Business Office report for full report.
- International Business Office report accepted.

#### **Certification**

**Peter Andrejev**

- Current CPP will be reissued under ICEAA

#### **Independent Review of Financial Practices**

**Peter Andrejev**

- Reviewed best practices to avoid fraud
- Findings: accounting procedures and practices implemented by ICEAA are consistent with best practices and sufficient for the Association’s needs
- **Action:** IBO to write letter to members explaining new practices in place
- **Action:** Chaptering Committee to consider adding language to Chaptering Handbook regarding roles and responsibilities of officers.

#### **Chaptering & Membership Report**

**Mike Thompson**

- Included recommendations on deactivation
- Discussed at large membership vs. joining local chapter
- Office to send e-mail to nearest chapter president and regional director

#### **Conference Reports**

**Rich Harwin**

- 2014 Conference
- Contract includes provisions for Board meeting at hotel in February/March

- **Action:** Brian to e-mail Dr Burke to regarding DoD CAPE conferences and their continuation.

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### Special Interest Group (SIG)

Joe Wagner

- Joe reviewed the Proposed Management Structure for ICEAA Special Interest Groups (SIGs) and the recommended process.
- Following some wording changes in the By-Law draft, a Motion was made to approve the process and changes to the By-Laws. Brian Glauser seconded the motion. The motion passed.

### ADDITION TO THE BY-LAWS UNDER ARTICLE IV – COMMITTEES

#### Section F.

The President, with the approval of the Board of Directors, may appoint chairs for standing committees, to be known as Special Interest Groups (SIGs). The SIGs will operate as self-sufficient advocates for functional specialty areas within the overall field of cost estimating & analysis. SIG committees will organize and manage professional activities for the advancement of the professional area of interest for which they are established.

An MOU to be signed by the SIG committee chair, Executive Director, and Board President will specify agreements on logistical support, cost and revenue sharing, and requirements for financial and other reports from the SIG to the International Business Office. SIG committees may be discharged with approval of the Board of Directors.

### Chapter Reports

- Atlanta: Pamela Robinson reported o chapter activities.
- Southern California: Kurt Brunner provided feedback on their chapter workshop this past summer, the management structure of the chapter, and the many activities and projects they have undertaken.
- New England: Ellie Basset, Region 1 Director, reported on the New England chapter activities.
- Northwest/Washington: Michael Doherty, region 5 Director, reported on the Northwest chapter meetings, networking events, and fundraising events.

### New Business

Brian Glauser

- Executive director search
  - ~ 60 applicants
  - Paul Marston proposed increasing salary range to mid \$80s to add flexibility to search, which was approved.
  - **Action:** Brian to discuss with Erin Whittaker:
    - 1) Return to position at new salary
    - 2) Assistance with job search
- Government Steering Committee
  - Discussed prohibition of government employees holding positions on board.
  - Redefine those government employees who are ICEAA members and connected to the Board structure as “Liaison Committee” to get around restrictions on Board membership.

- Dan Nussbaum reported on the MORS Affordability Analysis group to which he belongs as part of ICEAA outreach to other professional organizations. Their report and briefing are available from the International Business Office.
- Status of legal activity concerning Bruce Minett were reviewed
  - ICEAA has received a favorable civil judgment for the collection of funds
  - Did not receive favorable ruling regarding punitive damages and legal fees
  - An attempt at collection and putting in place a restitution plan will be made.
  - Criminal charges will be attempted following completion of the civil case.
- Journal Co-Editor Committee
  - A search team guided by Peter Braxton was formed to solicit candidates to replace Tony White as one of the two Editors of the Journal.

#### Next Meeting

- Mid December (virtual)
- Next in person meeting week of Feb 8<sup>th</sup> in Denver or Feb 11<sup>th</sup> in Williamsburg. Brian Glauser will determine the future status of the DoD Cost Analysis Symposium to decide if Williamsburg is viable.

#### Meeting adjourned at 3:45 pm.

#### Action Summary:

- **Action:** Joe and Mike to develop proposed 5 year fiscal plan
- **Action:** Distribute “Rick Collins” report to Board
- **Action:** Executive Committee to caucus on “Rick Collins” plan
- **Action:** Joe to model conference budget upon completion of IPM conference
- **Action:** Schedule virtual board meeting for early December to review conference costs
- **Action:** Brian to e-mail Dr Burke to regarding DoD CAPE activity
- **Action:** IBO to write letter to members explaining new practices in place
- **Action:** Chaptering Committee to consider adding language to Chaptering Handbook regarding roles and responsibilities of officers.
- **Action:** Brian to discuss with Erin:
  1. Return to position at new salary
  2. Assistance with job search

#### Motion Summary:

- **Motion:** Board approve process and changes to the By-Laws for Special Interest Groups  
**motion passed**



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# TREASURER REPORT

Board of Directors Meeting  
February, 2014

Mike Thompson



# 2013 Year-End Financial Summary

## Profit & Loss Statement

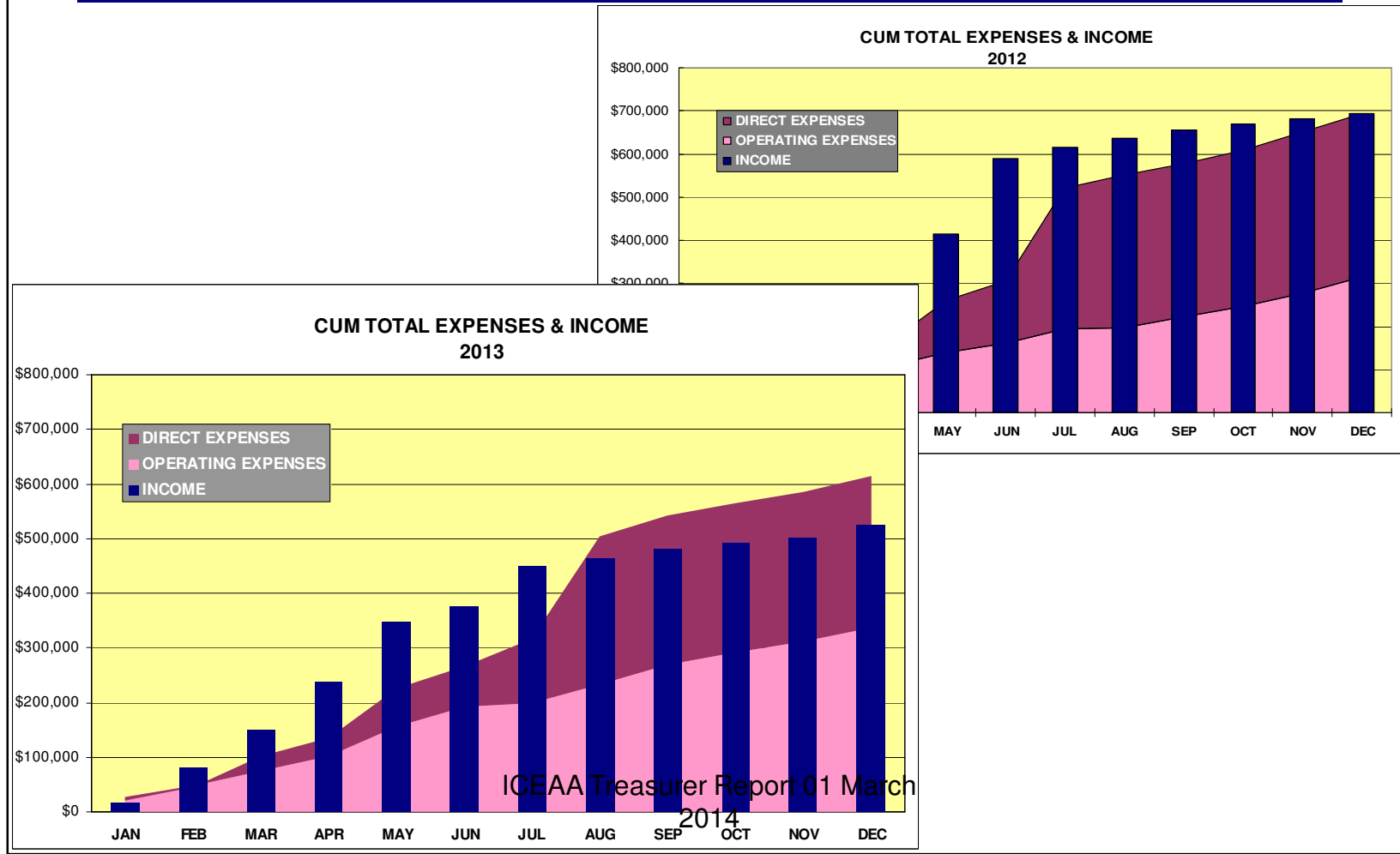
2013 CUMULATIVE													
ACCOUNT SUMMARY	BUDGET	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<b>2013 INCOME</b>													
ICEAA CONFERENCE	\$297,000	\$2,021	\$27,096	\$51,004	\$112,654	\$201,276	\$223,276	\$272,974	\$272,992	\$272,992	\$272,992	\$272,590	\$273,485
IPM CONFERENCE	\$95,000	-\$406	\$24,594	\$49,594	\$49,594	\$49,594	\$49,594	\$56,011	\$56,011	\$56,011	\$56,011	\$56,315	\$68,313
MEMBERSHIPS	\$105,000	\$5,710	\$15,830	\$20,395	\$34,171	\$42,766	\$46,398	\$56,588	\$63,398	\$70,153	\$76,183	\$80,783	\$86,043
CERTIFICATION	\$38,000	\$350	\$3,725	\$9,160	\$14,135	\$21,505	\$23,755	\$26,761	\$29,936	\$33,161	\$38,426	\$40,751	\$41,501
PROFESSIONAL ED. SALES	\$23,000	\$1,480	\$2,394	\$3,469	\$10,274	\$13,694	\$13,694	\$16,334	\$17,024	\$22,218	\$23,138	\$24,213	\$26,208
PUBLICATIONS & ADVERTISING	\$24,000	\$6,509	\$6,850	\$13,663	\$15,072	\$16,026	\$16,426	\$17,710	\$19,921	\$20,717	\$20,888	\$21,401	\$22,084
INTEREST & OTHER INCOME	\$30,600	\$113	\$522	\$1,324	\$2,440	\$2,866	\$2,867	\$4,124	\$4,948	\$5,362	\$5,812	\$6,228	\$6,833
<b>2013 INCOME</b>	<b>\$612,600</b>	<b>\$15,777</b>	<b>\$81,011</b>	<b>\$148,610</b>	<b>\$238,340</b>	<b>\$347,728</b>	<b>\$376,010</b>	<b>\$450,503</b>	<b>\$464,230</b>	<b>\$480,614</b>	<b>\$493,451</b>	<b>\$502,282</b>	<b>\$524,468</b>
<b>2013 EXPENSES</b>													
PUBLICATIONS	\$70,000	\$1,200	\$1,350	\$24,464	\$30,269	\$36,575	\$36,575	\$36,575	\$36,675	\$37,486	\$37,486	\$37,516	\$41,032
PROFESSIONAL EDUCATION	\$20,000	\$0	\$0	\$0	\$0	\$28,000	\$28,473	\$29,208	\$29,208	\$29,242	\$29,242	\$29,242	\$29,242
ICEAA CONFERENCE	\$230,300	\$4,902	\$4,902	\$5,902	\$8,352	\$10,247	\$13,717	\$53,462	\$203,343	\$203,343	\$203,343	\$203,343	\$204,076
IPM CONFERENCE	\$0	-\$15,758	-\$15,877	-\$15,877	-\$15,877	-\$15,877	-\$15,877	-\$15,877	-\$12,538	-\$12,538	-\$11,409	-\$12,018	-\$11,557
CERTIFICATION	\$3,500	\$71	\$324	\$626	\$845	\$1,130	\$1,202	\$1,364	\$1,731	\$1,968	\$2,489	\$2,667	\$2,752
CHAPTER	\$7,000	\$1,319	\$4,860	\$8,638	\$9,813	\$10,013	\$9,813	\$9,813	\$9,813	\$9,988	\$9,988	\$9,988	\$9,731
OTHER DIRECT EXPENSES	\$4,000	\$1,400	\$1,400	\$1,400	\$1,400	\$109	\$940	\$2,433	\$2,433	\$2,433	\$2,433	\$2,433	\$2,433
STAFF & CONTRACTORS	\$204,000	\$18,324	\$33,979	\$57,798	\$76,582	\$102,426	\$121,683	\$115,923	\$133,179	\$149,563	\$166,750	\$181,731	\$199,445
OFFICE OPERATIONS	\$74,000	\$7,904	\$13,263	\$17,521	\$24,330	\$53,554	\$68,100	\$81,000	\$91,641	\$111,031	\$115,878	\$121,466	\$127,727
MEMBER ACTIVITIES	\$7,200	\$0	\$0	\$241	\$242	\$242	\$863	\$2,869	\$8,756	\$8,989	\$9,069	\$9,463	\$9,511
OTHER OPERATING EXPENSES	\$1,500	\$0	\$0	\$0	\$0	\$0	\$388	\$0	\$0	\$0	\$0	-\$25	-\$25
<b>2013 EXPENSES</b>	<b>\$621,500</b>	<b>\$19,363</b>	<b>\$44,202</b>	<b>\$100,714</b>	<b>\$135,955</b>	<b>\$226,418</b>	<b>\$265,877</b>	<b>\$316,770</b>	<b>\$504,241</b>	<b>\$541,506</b>	<b>\$565,269</b>	<b>\$585,806</b>	<b>\$614,268</b>
<b>NET POSITION</b>	<b>-\$8,900</b>	<b>-\$3,586</b>	<b>\$36,810</b>	<b>\$47,897</b>	<b>\$102,385</b>	<b>\$121,310</b>	<b>\$110,134</b>	<b>\$133,733</b>	<b>-\$40,011</b>	<b>-\$60,892</b>	<b>-\$71,818</b>	<b>-\$83,524</b>	<b>-\$89,900</b>

2013 operating results reflect the following major contributors to the negative position:

- ICEAA conference income down almost \$55K from 2012 (from 523 to 308 attendees)
- IPM Conference income down \$30K from 2012 (503 to 330 attendees)
- Legal fees - \$57K

ICEAA Treasurer Report 01 March  
2014

## 2012 and 2013 Year-End Financial Summary







## 2013 Year-End Financial Summary

### Current Assets

CUMULATIVE BALANCE SHEET				
INVESTMENTS/CASH POSITION - 2014				
	BALANCE	RATE	INT.	MATURE
PFCU - 4346114-56-6	\$41,378	1.50%	\$0	Jan-15
PFCU - 4507023-56-4	\$19,902	1.25%	\$0	May-15
PFCU - 4339703-56-5	\$29,977	1.75%	\$0	Dec-15
PFCU - 4566018-56-2	\$77,643	1.60%	\$0	Feb-15
PFCU - 4717075-56-0	\$34,282	1.50%	\$0	Feb-15
PFCU - 4717076-56-8	\$34,121	1.25%	\$0	Feb-14
PFCU - 4717077-56-6	\$34,267	1.16%	\$0	Feb-16
PFCU MONEY MARKET & CASH	\$592			
SUBTOTAL INVESTMENTS	\$272,162			
BoA CHECKING ACCOUNT	\$89,843			
TD BANK JOURNAL ACCOUNT	\$9,561			
<b>ANNUAL INTEREST EARNED</b>			<b>\$0</b>	
<b>TOTAL LIQUIDITY</b>	<b>\$371,566</b>			

We have withdrawn a \$71K CD in February to provide cash coverage through the Denver conference in June.

ICEAA Treasurer Report 01 March  
2014



## 5 YEAR BUDGET PLAN

YEAR	2013	2014	2015	2016	2017	2018
<b>INCOME</b>	<b>ACTUALS</b>	<b>BUDGET</b>				
ICEAA CONFERENCE	\$273,485	\$295,000	\$356,900	\$378,000	\$403,200	\$420,000
IPM CONFERENCE	\$68,313	\$47,000	\$60,000	\$63,000	\$66,150	\$69,458
MEMBERSHIPS	\$86,043	\$110,000	\$143,000	\$157,300	\$173,030	\$190,333
CERTIFICATION	\$41,501	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
PROFESSIONAL EDUCATION SALES	\$26,208	\$24,000	\$50,000	\$95,000	\$71,250	\$53,438
PUBLICATIONS & ADVERTISING	\$22,084	\$21,000	\$22,050	\$23,153	\$24,310	\$25,526
INTEREST & OTHER INCOME	\$6,833	\$5,000	\$5,500	\$6,050	\$6,655	\$7,321
<b>TOTAL INCOME</b>	<b>\$524,467</b>	<b>\$542,000</b>	<b>\$678,650</b>	<b>\$764,939</b>	<b>\$788,304</b>	<b>\$811,094</b>
<b>EXPENSES</b>						
PUBLICATIONS	\$41,032	\$48,000	\$48,000	\$49,200	\$50,430	\$51,691
PROFESSIONAL EDUCATION PRODUCTS	\$29,242	\$0	\$75,000	\$25,000	\$10,000	\$10,000
ICEAA CONFERENCE	\$204,076	\$198,000	\$258,000	\$274,500	\$292,800	\$305,000
IPM CONFERENCE	-\$11,557	\$0	\$2,000	\$2,000	\$2,000	\$2,000
CERTIFICATION	\$2,752	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
CHAPTER	\$9,731	\$10,000	\$10,500	\$11,025	\$11,576	\$12,155
OTHER DIRECT EXPENSES	\$2,433	\$2,500	\$2,625	\$2,756	\$2,894	\$3,039
STAFF & SUPPORT CONTRACTING	\$199,445	\$256,000	\$263,680	\$271,590	\$279,738	\$288,130
OFFICE OPERATIONS	\$127,727	\$79,000	\$80,975	\$83,404	\$85,906	\$88,484
MEMBER ACTIVITIES	\$9,511	\$9,000	\$9,450	\$9,923	\$10,419	\$10,940
OTHER OPERATING EXPENSES	-\$25	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
<b>TOTAL EXPENSES</b>	<b>\$614,367</b>	<b>\$608,500</b>	<b>\$756,470</b>	<b>\$735,889</b>	<b>\$752,514</b>	<b>\$778,461</b>
<b>NET POSITION</b>	<b>-\$89,900</b>	<b>-\$66,500</b>	<b>-\$77,820</b>	<b>\$29,050</b>	<b>\$35,790</b>	<b>\$32,633</b>

**2014** - Assumes a 350 attendee Denver conference, a slightly improved IPM conference, and no investments in tools or other products during the year.

**2015** – Conferences return to near-normal (around \$180K total net), CEBok upgrade investment underway (\$75K).

ICEAA Treasurer Report 01 March 2014  
Out year projections mostly include a 3% or 5% growth factor



# ICEAA International Business Office Report

03/01/2014  
Board Meeting  
Megan Jones

## KEY METRICS (as of Feb 24)

Numbers in parentheses are October 2013

- Membership: 2,084 (2,203)

Top 10 Companies by Total Membership	
Boeing	244 (273)
BAH	122 (133)
Tecolote	118 (123)
Lockheed	68 (67)
Technomics	68 (66)
TASC	51
MCR	39 (45)
Northrop	34 (35)
Mitre	30 (29)
BAE	25 (33)

# KEY METRICS (as of Feb 24)

Numbers in parentheses are October 2013

<b>U.S. Government</b>	
Air Force	123 (137)
Navy	44 (49)
Army	36 (40)
Marines	7 (8)
DoD	40 (50)
NASA	29 (28)
Other Fed. Gov.	42 (31)

<b>International Government</b>	
United Kingdom	58
Australia	29
Canada	4

<b>International Membership</b>	
United Kingdom	85 (68)
Australia	62 (78)
Europe	38 (40)
Asia/Africa/Middle East	28 (30)
Canada	9 (9)
South America	5 (5)

## Membership By Chapter (as of Feb 24)

<b>Chapter</b>	<b>February 2014</b>	<b>October 2013</b>
Atlanta	16	16
Australia, Canberra	57	71
Baltimore	38	44
Central Florida	38	40
Central Virginia	21	25
Detroit	16	20
Greater Alabama	86	97
Greater Dayton	79	94
Hampton Roads	28	31
Heart of Texas San Antonio	4	6
Houston/Clear Lake	20	22
Lone Star Texas	31	35

<b>Chapter</b>	<b>February 2014</b>	<b>October 2013</b>
Lone Star Texas	31	35
Mid-Atlantic	11	15
New England	96	91
Northwest Florida	16	15
Northwest/ Washington	170	194
Pike's Peak	35	37
Rocky Mountain	36	41
San Diego	62	67
Southern California	171	181
St. Louis Gateway	46	48
Twin Cities	11	12
Washington D.C. Metro	496	494
<b>Total</b>	<b>1584</b>	<b>1696</b>

## Membership by Area (as of Feb 24)

Numbers in parentheses are October 2013

<b>Region 1 - 146 (162)</b>					
Maine	0	Massachusetts	69 (65)	New York	10 (12)
Vermont	1 (2)	Connecticut	6 (5)	Pennsylvania	17 (19)
New Hampshire	20 (24)	Rhode Island	0	New Jersey	23 (24)
<b>Region 2 – 667 (721)</b>					
Delaware	3	Virginia	480 (484)	North Carolina	6 (8)
Maryland	135 (139)	West Virginia	3	District of Columbia	40 (48)
<b>Region 3 – 200 (241)</b>					
Tennessee	9 (6)	Mississippi	4	Georgia	18 (23)
South Carolina	10 (9)	Alabama	93 (107)	Florida	66 (69)
<b>Region 4 – 183 (210)</b>					
Ohio	81 (94)	Michigan	17 (19)	Missouri	38 (40)
Kentucky	4 (5)	Illinois	20 (19)	Iowa	4 (3)
Indiana	4 (5)	Wisconsin	1 (2)	Minnesota	14 (13)

## Membership by Area (as of Feb 24)

Numbers in parentheses are October 2013

<b>Region 5 – 263 (312)</b>					
North Dakota	0	Montana	0	Nevada	3 (2)
South Dakota	0	Wyoming	0 (1)	Idaho	1
Nebraska	1	Colorado	66 (73)	Washington	180 (205)
Kansas	3 (2)	Utah	9 (10)		
<b>Region 6 – 87 (105)</b>					
Arkansas	0	Texas	65 (75)	Oklahoma	4 (5)
Louisiana	7 (9)	New Mexico	11 (9)		
<b>Region 7 – 294 (320)</b>					
Arizona	35	California	258 (280)	Oregon	1 (2)



## ICEAA Business Office Report – March 1, 2014 Information Technology Update

### Background:

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- ICEAA has been using a part-time independent contractor for IT support since 2005
- This individual was responsible for maintaining the website, developing the database, managing email servers and all of ICEAA's other IT needs
- No service contract was ever put in place
- The contractor purchased the ICEAA website in his own name after the merger
- The contractor kept all administrator passwords to himself

The contractor provided services to ICEAA as a second job

- Any tasks sent to the contractor could not be fulfilled until after close of business that day at the earliest
- The contractor requested all communications be sent to both his employer-provided email and his personal email so that he could handle small requests during the day or prepare to work on them after business hours
- The contractor billed an average of 51 hours per month from 2010-2013 (range: 24-87) at a rate of \$45.00/hr

### Enhancing the ICEAA Website:

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- One of ICEAA's 2014 initiatives is to improve the appearance and functionality of the website
  - The website is written in an outdated programming language
  - Many of the initiatives proposed for 2015 and beyond will require improved, more robust website and database to accomplish
- The contractor was approached to discuss solutions to integrate the existing database code with new content templates available for use as part of ICEAA's package with the web hosting provider
  - The contractor insisted that he maintain full control of every aspect of the website, but at the same time that his work for ICEAA is a lower priority, and our expectations must be managed accordingly
  - He indicated that if the website were changed so that ICEAA staff could take responsibility for some of the web management workload, his rate of pay would have to increase

## ICEAA Business Office Report – March 1, 2014

### Information Technology Update

#### Domain server login:

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- ICEAA wanted a login for our account with the web hosting company in order to explore the pre-designed templates available
  - Numerous requests were made to the contractor for the login information, which contractor refused to provide. His primary claim was that it would expose his “proprietary information” (the code he had written on our behalf and for which he was compensated)
  - He further claimed that he was responsible for making strategic decisions about ICEAA’s IT capabilities and that he did not have to answer to staff
  - He then threatened to take down the website if ICEAA were to pursue any website enhancements without his permission
- Upon receipt of the first threat to take down the site, ICEAA staff copied the website content into a Word document for backup and safekeeping and downloaded as much of the data from the ICEAA database into Excel as capable
- ICEAA staff purchased an external hard drive to store the website content copy and data download and to back up the files on our network drives and computers
- On Feb 6 at approximately 4:45, the website was taken down by the contractor
- Jones informed ICEAA president of the situation. A wait-and-see approach was taken in the hopes that this was a temporary problem
- The site was back up around midnight, but down again the morning of February 7

#### Board Involvement:

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- On the morning of February 7, the contractor emailed the Executive Committee claiming he was mistreated by staff, that access to the hosting company account was his alone, and that the website was his “intellectual property” to allow ICEAA to publish or not publish on the web
- He stated the website would remain down until:
  - ICEAA provided a letter claiming that none of his “intellectual property” would be copied, downloaded or accessed without his permission
  - ICEAA returned all copies (one) of the database instruction manual he provided to staff
- The content of his email contained passages that were nearly identical to those exchanged among staff about copying the content off the website, revealing that he had been reading staff emails. Communication regarding the matter was moved to Gmail

ICEAA Business Office Report – March 1, 2014  
Information Technology Update

- Brian Glauser, on behalf of the Board, apologized to the contractor for any perceived slight and asked for the site to be restored until the Board meeting on March 1
- The contractor replied on February 10 requesting a fee of \$500 to restore the site until March 1
- Glauser spoke with the contractor on the phone on February 10 and replied via email on February 11 asking for clarification of the contractor's demands and requesting the site and functionality be restored
- On the morning of February 12, ICEAA staff arrived at the office to discover the network had been remotely accessed. Files and programs, including all installed copies of Adobe Suite, had been deleted
  - Staff took action to ensure the contractor could no longer access the network, changed as many passwords as possible and the locks to the office door
  - Glauser emailed the contractor saying we were aware he deleted files and programs, requesting he no longer access the network or server, and asking for a response to the February 11 email within 24 hours
- The evening of February 12, the contractor emailed Glauser with a response that implied he had not read the February 11 email. He requested
  - ICEAA return the database training manual copy he had provided
  - A letter from ICEAA promising no additional copies of the training manual had been made
  - Prompt payment of his January and February 2014 invoices
- On the night of February 12, the contractor restored the public-facing portion of the website as a "gesture of goodwill" but did not release the portal through which ICEAA staff accesses the database
- The contractor emailed on February 14 to say the database would continue to be unavailable to ICEAA staff, but that he would provide a full export of all data
- The data export was received on the morning of February 24
- Most recent communication from contractor states that he will allow continued use of the website for \$24K/yr. in addition to his hourly rate for services. The \$24K is an annual "use fee"

Overall Impact:

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- iceaaonline.org was down for a total of 6 days, the ICEAA database has been inaccessible since February 6
  - Workshop registration was unavailable for the 6 days the site was down
  - While online registration has been available since February 12, without access to the database, ICEAA staff is unable to confirm or view exactly what has been purchased
  - Without the database, staff is unable to confirm membership status, certification status/eligibility, or export email distribution lists

## ICEAA Business Office Report – March 1, 2014

### Information Technology Update

#### Lessons Learned/Next Steps:

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- Certain universal IT best practices had not been in place for several years. Moving forward, ICEAA will ensure the following from any outside contractor/service provider:
  - Secure a written contract to include conditions for when the relationship is severed
  - Obtain access to all logins and passwords for any IT hardware or software resources
  - Limit the amount of control any one contractor has over multi-faceted areas. No one entity should have “all of the keys”
- ICEAA staff and Brian Glauser have requested proposals from website/database management providers and network/hardware support providers
- Given the potential volatility of the situation, we will need to act quickly. This will likely require additional cost and piecemeal implementation
  - Some processes, like the presentation/papers submission for the Workshop will be changing and there may be some headaches that come with a new process
  - ICEAA staff is dedicated to maintaining the integrity of our data and will take all necessary steps to triple-check any data that is migrated to a new system

#### Silver Lining:

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- The new ICEAA website will be exponentially improved with modern features, a sleek professional look and the infrastructure necessary to take on new programs and initiatives
- A new database means new fields. Information that we have wanted to capture for years will have a new home, allowing ICEAA to sort and examine our members in new and beneficial ways
- While we may incur some sticker-shock from up-front costs, costs will go down in the long term. Based on preliminary research and response from potential new vendors, we have been overpaying for IT service



# ***Certification Program Report***

**March 1, 2014**

**Peter Andrejev, Director of Certification**



## ***Certification Program since last time...***

### **Operations**

- 141 applicants tested in 2013
- Overall 77% of applicants taking the exam earned certification

### **Strategic**

- Finalize CCEA®-P program
- Enhance inventory of CCEA® exam questions
- Consider specialty/alternative certification in Pricing

### **Tactical**

- Finalizing CCEA®-P exam questions
- Article on Specialty Certification

## ***Overall Summary Statistics***

### **Overall certifications as of February 2014:**

- CCEA® 665 (including 15 CCEA®-P)
- PCEA® 115
- CPP 52

### **Certifications by Organization – Top 10**

Booz Allen	121 (-10)	Technomics	23 (-1)
Tecolote	68 (+8)	Lockheed	22 (0)
US Air Force	62 (-1)	TASC	17 (-6)
Boeing	50 (+4)	Army	17
US Navy	38 (0)	NASA	15 (+1)

### **Recertifications:**

- 67 Recertifications in 2013
- 20 Additional recertification applications pending additional supporting documentation and/or payment of fee or access to the database to complete

### **Other Countries with Certified Individuals:**

- Australia, Canada, Egypt, Japan, Saudi Arabia, UK

## ***Certification by Chapter***

<u>Chapter</u>	<u># Members</u>	<u># Certified</u>	<u>% Certified</u>
Heart of Texas San Antonio	4	3	75%
Houston/Clear Lake	20	13	65%
Northwest Florida	16	10	63%
San Diego	66	37	56%
Greater Alabama	91	44	48%
Washington D.C. Metro	502	236	47%
Rocky Mountain	35	16	46%
Central Virginia	22	10	45%
Greater Dayton	81	35	43%
Hampton Roads	28	12	43%
At Large	472	191	40%
Central Florida	39	14	36%



## ***Certification by Chapter (Cont'd)***

<u>Chapter</u>	<u># Members</u>	<u># Certified</u>	<u>% Certified</u>
Pike's Peak	35	12	34%
New England	94	31	33%
Southern California	171	47	27%
Baltimore	37	10	27%
Lone Star Texas	32	8	25%
St. Louis Gateway	47	11	23%
Northwest/Washington	171	37	22%
Twin Cities	11	2	18%
Mid-Atlantic	12	2	17%
Australia, Canberra	61	8	13%
Atlanta	16	2	13%
Detroit	19	2	11%

## ***Parametric Specialty Exam Status***

- CCEA®-P multiple-choice exam questions almost complete
    - 55 questions cannibalized from the CPP exam
    - 20 questions identified from existing CCEA® exam for possible “import” to CCEA®-P exam
    - 25 questions not related to parametric analysis are candidate for “export” to the CCEA® exam
- ...but there is not a one-for-one match, i.e., direct “swapping” of the CPP questions for the CCEA questions affects the integrity of the CCEA®-P exam
- Disrupts targeted distribution profile across testable topics
  - Inconsistent question structure and point values relative to duration allotted to answer questions

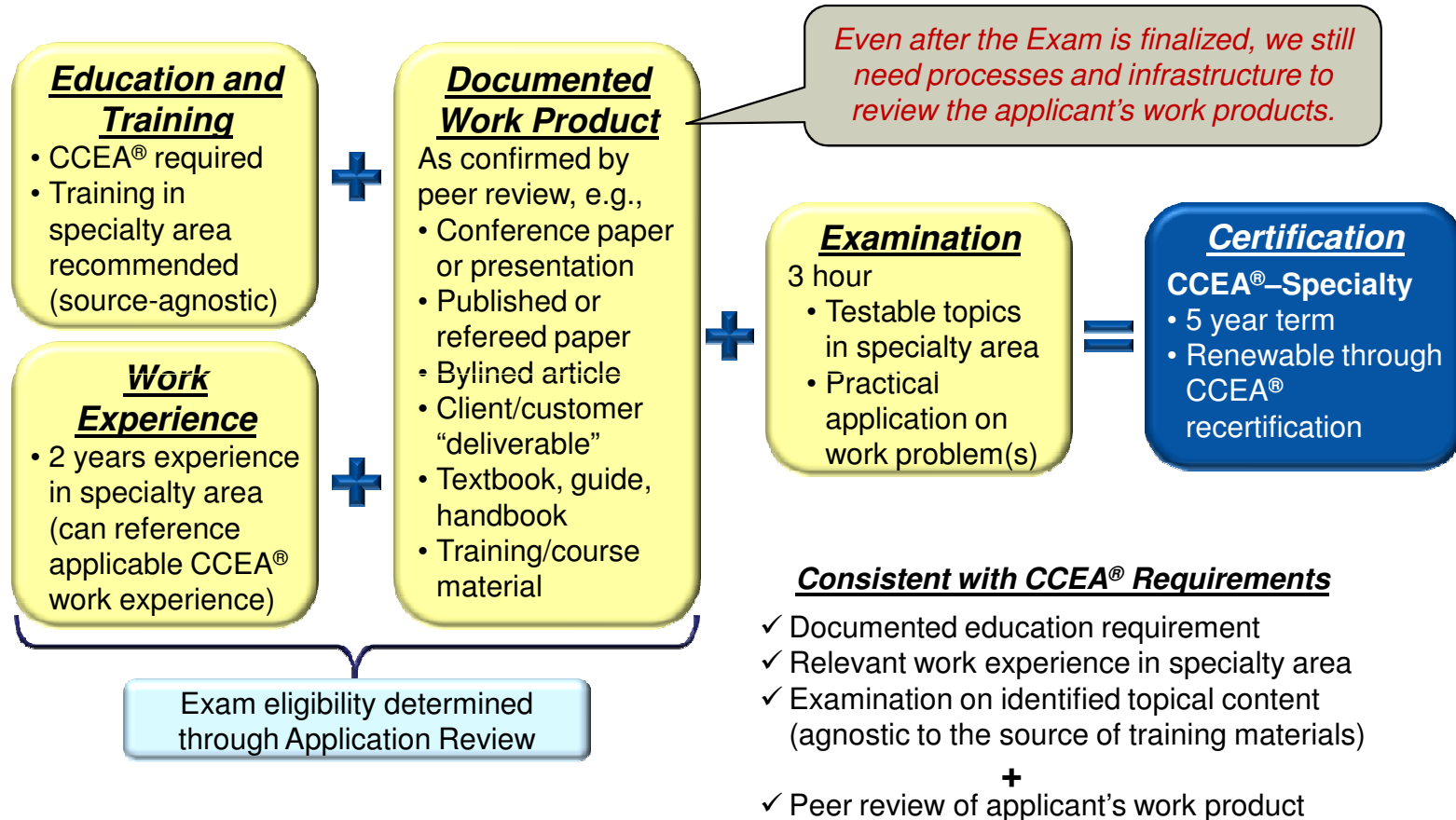
## **CCEA®-P Question Distribution and Next Steps**

PEH CEBOK	1. Applications of Parametrics	2. Costing Techniques	3. Parametric Estimating	4. Data Collection and Normalization	5. Inflation and Index Numbers	6. Basic Data Analysis	7. Learning Curves	8. Regression Analysis	9. Cost and Schedule Risk Analysis	10. Probability and Statistics	11. Manufactu ring Cost Estimating	12. Software Cost Estimating	13. Economic Analysis	14. Contract Pricing	15. Earned Value Management	16. Cost Management	17. Parametric Models	18. Gov't Policy	# Ques
Profile>	4%	5%	13%	9%	4%	4%	1%	9%	4%	9%	1%	11%	3%	5%	0%	0%	9%	7%	100%
Target>	3	4	10	7	3	3	1	7	3	7	1	8	2	4	0	0	7	5	75
CPP Ques>	3	4	9	5	1	1	1	5	4	3	0	5	0	2	0	0	7	5	55
CCEA Ques>	0	0	1	2	2	2	0	2	0	3	1	3	2	2	0	0	0	0	20
Total Avail>	3	4	10	7	3	3	1	7	4	6	1	8	2	4	0	0	7	5	75
Variance	0	0	0	0	0	0	0	0	1	-1	0	0	0	0	0	0	0	0	0

At 2 min./ques. we have 30 minutes left for  
"practical application work problem(s)" 3.0 total hrs =  
2:24 min./ques.

- Finalize 75 multiple-choice questions
  - Ensure testing integrity (point value, “degree of difficulty”)
- Create “work problem(s)” for remaining 30 minutes
  - Cannibalize unused segment(s) of CCEA® problem set
- Conduct “private” exam beta test at National Conference
  - Select group of volunteers

# Specialty Certification Requirements



## ICEAA 2014 Workshop Financial Update As of February 21, 2014

ACCOUNT NAME		BUDGET ESTIMATE	Actual	2014 - Denver comments		
<b>EXPENSES</b>						
<b>A</b>	Awards & Gifts	\$ 4,000	\$ -	3 year average		
<b>B</b>	Audio Visual	\$ 35,000	\$ -	3 year average: \$26,000. Extra cost for production during general sessions		
<b>C</b>	Bank/CC Fees	\$ 7,560	\$ 339	\$21.6 per registrant - 3 year avg.		
<b>D</b>	Conference Activities - Baseball Game	\$ -	\$ -	No upfront costs		
<b>E</b>	Exhibits	\$ 3,000	\$ -	Last year rounded up - same		
<b>F</b>	Host Hotel Food	\$ 105,000	\$ -	\$95,000 F&B minimum		
<b>G</b>	Host Hotel Other	\$ 2,000	\$ -	3 year avg.		
<b>H</b>	Mailing	\$ 3,000	\$ -	2013 rounded up		
<b>I</b>	On-site Contract Staff	\$ 2,000	\$ -	Baseline assumption		
<b>J</b>	On-site Office/IT Center/Misc. Charges	\$ 900	\$ -	2013 rounded up		
<b>K</b>	Printing - Publicity & Signage	\$ 7,000	\$ 236	3 year average		
<b>L</b>	Registration/Printed Training & Track Mtls	\$ 10,000	\$ -	2013 actual		
<b>M</b>	SCEA Staff Travel	\$ 7,500	\$ 3,353	2013 - \$7425		
<b>N</b>	Security	\$ 500	\$ -	2013 - \$488		
<b>O</b>	Other	\$ -				
<b>Expenses total:</b>		<b>\$ 187,460</b>	<b>\$ 3,928</b>			
<b>INCOME (Does not include "In-Kind")</b>						
<b>P</b>	Registrations	\$ 245,000	\$ 14,110	Assumes 350 registrants at \$702 (2013 average rate)		
<b>Q</b>	Exhibitors - Including registrations	\$ 37,500	\$ 5,000	15 @ \$2.5K each		
<b>R</b>	Sponsors - Including registrations	\$ 13,000	\$ 1,950	3 year average		
<b>S</b>	Other - Post-conference "Go to Webinar" sessions	\$ -	\$ -	Unknown		
<b>Income total (Does not include "In-Kind")</b>		<b>\$ 295,500</b>	<b>\$ 21,060</b>			
<b>NET TOTAL</b>		<b>\$ 108,040</b>				
<b>REGISTRATIONS</b>		<b>350</b>		\$ 308.00	\$ 523.00	\$ 506.00
				<i>New Orleans</i>	<i>Orlando</i>	<i>ABQ</i>
<b>AVERAGE PER REGISTRANT</b>		<b>\$ 2,014</b>		\$ 2,013	\$ 2,012	\$ 2,011
	Exhibit/Sponsor/Other Income	\$ 144		\$ 163	\$ 80	\$ 100
	Registration Only Income	\$ 700		\$ 702	\$ 753	\$ 769
	<b>Total Income</b>	<b>\$ 844</b>		\$ 865	\$ 833	\$ 869
	N/R Expenses	\$ (322)		\$ 274	\$ 221	\$ 199
	Recurring Expenses	\$ 322		\$ 387	\$ 386	\$ 340
	<b>Total Expenses</b>	<b>\$ -</b>		\$ 661	\$ 607	\$ 539
	<b>Net Per Registrant</b>	<b>\$ 844</b>		\$ 204	\$ 225	\$ 330
As of February 21, 2014: 16 paid registrations						

2014 ICEAA Professional Development Training Workshop Schedule  
as of 2/25/2014

Tuesday, June 10		
Continental Breakfast Available	7:00 AM	8:00 AM
Welcome Remarks	8:00 AM	8:15 AM
Keynote Speaker 1	8:15 AM	9:15 AM
Training	9:15 AM	10:45 AM
Coffee Break	10:45 AM	11:00 AM
Training	11:00 AM	12:30 PM
<i>Exhibitor Setup</i>	<i>12:00 PM</i>	<i>4:00 PM</i>
Lunch	12:30 PM	2:00 PM
Training	2:00 PM	3:30 PM
Coffee Break	3:30 PM	3:45 PM
<i>Exhibit Area Open</i>	<i>5:00 PM</i>	
Training	3:45 PM	5:15 PM
Exam Overview	5:15 PM	5:45 PM
Opening Reception	5:30 PM	7:30 PM

Thursday, June 12		
Breakfast buffet available	7:00 AM	8:00 AM
Association Awards	8:00 AM	8:30 AM
Keynote Speaker 3	8:30 AM	9:30 AM
Exhibit Hall Break	9:30 AM	10:00 AM
Training/Papers	10:00 AM	10:45 AM
Training/Papers	10:45 AM	11:30 AM
Networking Lunch	11:30 AM	1:00 PM
Training/Papers	1:00 PM	1:45 PM
Training/Papers	1:45 PM	2:30 PM
Exhibit Hall Break	2:30 PM	3:00 PM
<i>Exhibitor Teardown</i>	<i>3:00 PM</i>	<i>5:00 PM</i>
Training/Papers	3:00 PM	3:45 PM
Training/Papers	3:45 PM	4:30 PM
Open Evening - Enjoy Denver		

Wednesday, June 11		
Breakfast buffet available	7:00 AM	8:00 AM
Best Paper Awards	8:00 AM	8:30 AM
Keynote Speaker 2	8:30 AM	9:30 AM
Exhibit Hall Break	9:30 AM	10:00 AM
Training/Papers	10:00 AM	10:45 AM
Training/Papers	10:45 AM	11:30 AM
Networking Lunch	11:30 AM	1:00 PM
Training/Papers	1:00 PM	1:45 PM
Training/Papers	1:45 PM	2:30 PM
Exhibit Hall Break	2:30 PM	3:00 PM
Training/Papers	3:00 PM	3:45 PM
Training/Papers	3:45 PM	4:30 PM
Pre-Game Reception	4:30 PM	6:15 PM
Baseball Game Starts	6:40 PM	

Friday, June 13		
Continental Breakfast Available	7:00 AM	8:00 AM
Training/Papers	8:00 AM	8:45 AM
Training/Papers	8:45 AM	9:30 AM
Coffee Break	9:30 AM	9:45 AM
Training/Papers	9:45 AM	10:30 AM
Training/Papers	10:30 AM	11:15 AM
Conference Ends		11:15 AM

## ICEAA SIG Agreement Draft February 2, 2014

THIS AGREEMENT is effective on the date of execution by and between International Cost Estimating & Analysis Association (ICEAA) and the Special Interest Group (SIG) segment of the ICEAA membership to be known as ICEAA XXXXX Group.

WHEREAS: ICEAA is dedicated to improving cost estimating and analysis in government and industry and enhancing the professional competence and achievements of its members by providing a body of knowledge, training, certification, and a forum for shared experience among its members through national conferences and local chapters.

AND WHEREAS: ICEAA XXXX Group recognizes the importance of XXXXX as a functional interest area among the ICEAA membership and wishes to promote the professional competence of members involved in the practice and to adopt business standards and processes which will result in maximum effectiveness of its cost estimating resources.

WITNESSETH: That in consideration of the mutual covenants and agreements to be kept and performed on the part of said parties hereto, respectively as herein stated:

### Section 1: SIG Establishment

- A. This SIG is a part of the International Cost Estimating and Analysis Association and shall operate and conduct all of its activities in accordance with the Constitution, bylaws, rules, regulations and direction of the International Cost Estimating and Analysis Association. ICEAA reserves the sole and exclusive rights on behalf of and representing the International Cost Estimating and Analysis Association; certifying cost professionals; accrediting and/or recognize training programs and providers; and conducting other ICEAA-identified and ICEAA-prepared organization-wide activities, as determined by the ICEAA Board and the Executive Director.
- B. The SIG operates as a branch under ICEAA's established Tax ID, and as such, is required to abide by the following ICEAA's governing rules and requirements. SIGs are not separate organizations.
- C. The SIG shall not develop, engage in, endorse or sponsor programs, services, products or other activities that may be confused with, detract from or damage the common and standardized products, programs, services and other activities that ICEAA may develop.
- D. The SIG may form authorized relationships with other organizations, corporations, associations, and similar entities, to establish a basis for mutual activities and exchanges of information related to the field and practice of cost estimating and analysis. Such relationships shall be consistent with guidelines established by ICEAA. Agreements shall not result in a controlling interest by the non-ICEAA organization, corporation, association or similar entities.
- E. The SIG shall not enter into any contractual obligation or other agreement which directly or indirectly purports or seeks to bind ICEAA, financially or otherwise, unless specifically authorized by the ICEAA Executive Director in writing prior to the execution of the contract or entry into the agreement. SIGs are prohibited from engaging in any activity or taking any action which causes ICEAA to be legally or financially bound to any agreement or other relationship. The SIG shall not act on behalf of ICEAA beyond the limits of this Charter Agreement.
- F. Prior to its acceptance and execution of a cooperative agreement or other formal relationship with a non-ICEAA entity, the SIG is encouraged but not required to employ a fair process for full and open exchange and communication with ICEAA related to agreements they are negotiating with non-ICEAA entities. During such a process, the SIG should inform ICEAA of the terms and conditions of such agreement or relationship and should provide ICEAA with a complete copy of all documents which state the terms and conditions of the relationship.

## ICEAA SIG Agreement Draft February 2, 2014

- G. Any SIG which has established cooperative agreements with non-ICEAA entities shall produce a listing of those entities and shall provide a copy of the listing to ICEAA Headquarters each year.
- H. ICEAA shall not obligate or bind the SIG, beyond the terms and conditions of this Charter Agreement, unless specifically authorized by a duly authorized SIG officer in writing prior to the execution of the contract or entry into the agreement.
- I. The SIG shall indemnify and hold harmless ICEAA, its officers, directors, employees, agents and representatives from and against any and all claims, suits, damages, losses, and liabilities, including reasonable attorney's fees and costs, arising out of, or directly related to, the actions or activities of the SIG. However, as to any claim, suit, damage, loss or liability which may be alleged or brought against the SIG by a ICEAA member, officer, director, or employee, the SIG does not, by this indemnity agreement, waive or otherwise forfeit any defense which the SIG may have with respect to such claim, suit, damage, loss or liability.
- J. Notwithstanding the preceding provisions, in all cases, ICEAA reserves all legal rights, options and processes available under applicable jurisdictional law and regulation.

### Section 2: SIG Membership

- A. The membership of this SIG shall consist of those members of the International Cost Estimating and Analysis Association who have indicated interest in the SIG area of expertise and have paid an additional dues amount to ICEAA designated for activities related to the SIG.
- B. Membership qualifications and categories shall be solely as authorized in ICEAA's Bylaws. The SIG shall not accept any individuals as members who have not first been accepted by ICEAA as members, and shall not create its own unique SIG membership categories.
- C. Membership in the SIG shall terminate when an ICEAA member resigns membership in ICEAA or the SIG; fails to pay ICEAA or SIG dues; is removed from membership by the ICEAA or SIG Board of Directors for just cause; or membership is otherwise ended.

### Section 3: ICEAA's Responsibilities to the SIG

- A. ICEAA, as the parent organization of all ICEAA Chartered SIG Organizations, agrees to perform the following functions:
  - 1. Process memberships of ICEAA members who also join SIGs
  - 2. Collect dues on behalf of SIGs and disburse a portion of those dues to SIGs
  - 3. Gather, distribute and maintain centralized membership data and systems, as applicable
  - 4. Inform SIGs of all new and revised ICEAA governing policies, procedures, rules and directives which affect SIGs
- B. Any information pertaining to membership, including, but not limited to, databases, lists, mailing labels and reports, which is provided by ICEAA to the SIG may be used only in connection with the authorized, lawful business of the SIG. Such information is considered confidential and shall not be shared with individuals or business entities outside of ICEAA without the express, written permission of the ICEAA Executive Director. The SIG shall abide by all other policies and guidelines established by ICEAA related to the use and protection of ICEAA membership data.



## ICEAA SIG Agreement Draft February 2, 2014

- C. The SIG shall maintain the confidentiality of any and all of ICEAA's confidential information. Information or data deemed confidential shall include membership lists, financial information and any other material specifically marked as confidential. Such confidential information shall at all times remain the property of ICEAA and shall be deemed to be furnished to the SIG in confidence and solely in connection with the SIG's obligation under this Charter Agreement.
- D. In like manner, ICEAA shall maintain the confidentiality of any and all of the SIG's confidential, sensitive or proprietary information or data which is specifically marked as confidential, and agrees that such confidential information shall at all times remain the property of the SIG. Each party may use the confidential, sensitive or proprietary information or data furnished by the other for legitimate, nonprofit SIG and ICEAA purposes.

### Section 4: SIG Financial Responsibilities

- A. ICEAA has obtained exemption to income tax as a 501(c)(6) non-profit business league. As the international organization has been approved by the Internal Revenue Service, SIGs function as branches, and also have non-profit status. The SIG must operate under the same guidelines that the international organization follows:
  - 1. The SIG must primarily be engaged in activities related to ICEAA's purpose (and the basis for its tax exemption)
  - 2. The SIG's activities must be supported by membership dues (rebates provided by the Business Office) and other income related to ICEAA's purpose.
  - 3. No substantial part of the activities of this SIG shall be spent on influencing legislation or developing, preparing, or disseminating propaganda, or participating in or intervening in (including the publication or distribution of statements or literature) any political campaign on behalf of any candidate for public office, except that the SIG may take a position on or make statements concerning professional standards, ethics, proficiency, research or other subjects directly related to its Purposes.
  - 4. No part of the SIG's earnings will go to the benefit of any individual except that the SIG is authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its purposes set forth in this document.
  - 5. SIG officers, directors, appointed committee members and authorized representatives shall disclose any interest or affiliation they may have with any entity or individual with which the SIG has entered, or may enter, into contracts, agreements or any other business transaction, and shall excuse themselves from any discussion, and refrain from voting on, or influencing the consideration of, such matters
- B. Notwithstanding any other provisions of this document, this SIG shall not conduct any activities not permitted:
  - 1. To an organization exempt from Federal income tax under Section 501(c)(6) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law).
  - 2. To an organization to which contributions are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law).
- C. The SIG is required to issue a quarterly financial report to the ICEAA Business Office. SIGs should maintain records related to all events (and other income/expense related activities) throughout the year including:

## ICEAA SIG Agreement Draft February 2, 2014

1. Revenue: Typical SIG revenue sources include but are not limited to registration fees for events conducted (for example, breakfasts, luncheons, dinners, receptions, golf outings), sponsorships (money given by a company to help you pursue your mission and programs), donations, and interest and dividends.
  2. Expenses: Typical expenses include but are not limited to SIG business-related travel, meals, and lodging, communications (postage, printing, copying, faxing), office supplies, awards, gifts to recognize service or speakers, membership in local organizations (Chamber of Commerce, for example), website maintenance fees, bank fees.
- D. Upon receipt of the financial report, the Business Office will issue the SIG a check in the amount of XX% of the additional dues paid to ICEAA for SIG membership over the preceding six months. The Business Office will then report SIG income on its Federal Form 990 tax return.
- E. ICEAA requires that someone who does not have regular bank account access review the SIG revenue/expense records against bank account statements.
- F. Failure to provide a financial report may result in revocation of the SIG.

### Section 5: SIG Governing Documents

- A. This Charter Agreement may not be modified, changed or amended except by a written document signed by a duly authorized representative of each of the parties hereto.
- B. This Charter Agreement shall renew and remain in force and effect each year following receipt and acceptance by ICEAA Headquarters of required documentation, demonstrating that the SIG has satisfied the minimum standard SIG performance criteria established by ICEAA. Such standard performance criteria and documentation, which may be amended by ICEAA from time to time, will be published annually by ICEAA Headquarters and communicated to the SIG.
- C. Renewals of this Charter Agreement are subject to satisfactory review and subsequent acceptance by ICEAA Headquarters of SIG governing documents to ensure that those documents do not conflict with ICEAA's Bylaws, policies, practices, procedures, rules and directives.
- D. If any portion of this agreement is declared invalid or unenforceable for any reason by a court of law or by action of a government body, all remaining provisions of the Charter Agreement shall remain in full force and effect and shall not be affected thereby.

### Section 6: Dissolution of the SIG

- A. ICEAA Headquarters shall have the authority to suspend or terminate this agreement upon the determination that the SIG is no longer a viable entity; that the SIG is unable or unwilling to comply with the charter renewal process; or that such an action is in the best interests of ICEAA and in accordance with applicable policies.
- B. The SIG shall have the authority to terminate this Charter Agreement by communicating its decision to do so in writing to the ICEAA Executive Director.
- C. Upon termination of this agreement for any reason, the SIG shall immediately deliver to ICEAA all written or electronically stored documentation, including copies, of or concerning confidential information, shall make no further use of such confidential information and shall make reasonable efforts to ensure that no further use is made by the SIG or its representatives of such confidential information. ICEAA shall act in

## ICEAA SIG Agreement Draft February 2, 2014

like manner with regard to SIG confidential information. Each party's confidentiality obligations shall survive the expiration or termination of this agreement.

- D. If the SIG is dissolved, terminated, or otherwise required to end its existence for any reason, its assets shall, after payment of all just debts, be returned to ICEAA.
- E. Recognition of this SIG may be withdrawn by the ICEAA Board of Directors if, in its sole opinion and discretion, the SIG is not serving the best interests of the ICEAA.



## Region 7 Report Southern California & San Diego Chapters

International Board of Directors Meeting  
Arlington, Virginia, 1 March 2014

*Kurt Brunner, Region 7 Director &  
Southern California Chapter President*

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## Topics

- Southern California & San Diego Chapter Board Of Directors
- December 2013 SoCal Workshop
- Future SoCal Workshops 2014-2015
- Workshop Metrics
- Other Activities
  - Workshop Procedures Documents
  - Chapter/Workshop Mentoring Program
- Challenges & Issues
- Way Forward
- Discussion
- Backup: SoCal BoD Assignments

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## So Cal Chapter Board

- President: Kurt Brunner
- Vice President: Quentin Redman
- Secretary: Evelyn Davalos
- Chris Hutchings: Treasurer
- Directors:
  - Tom Bosmans
  - David Graham
  - Doug Howarth
  - Suzanne Lucas
  - Carlos Zerpa
- Term is February 15, 2013 thru December 31, 2015

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## San Diego Chapter Board

- President: Omar Mahmoud
- Vice President: Walt Bednarski
- Treasurer: Scott Hardy
- Secretary: Sheona Whitwer
- Director of Membership: Sam Toas

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## December 2013 SoCal Workshop Agenda



*The International Cost Estimating and Analysis Association*  
Southern California Chapter Workshop Agenda

Wednesday, 18 December 2013; Hosted by Northrop Grumman Aerospace Systems

0830-0845

**Welcome Announcements:**

**Kurt Brunner**; President, ICEAA Southern California Chapter

**Scott L. Tobin**; Northrop Grumman Meeting Host; *"Welcome to Northrop Grumman"*

0845-0930

**Contractor Keynote Speaker: Christopher Cool, VP for NGAS**

**Affordability**; *"Northrop Grumman's Approach to Affordability"*

0930-1015

**Government Keynote Speakers: Valerie Zellmer, CFO, NASA**

**DFRC, and Steve Sterk, Cost Analysis Officer, NASA DFRC**; *"Impacts of Future Government Shutdowns and Sequestration"*

1035-1120

**Paul S. Killingsworth, Independent Consultant;**

*"Pseudo-Mathematics: A Critical Reconsideration of Parametric Cost Estimating in Defense Acquisition"*

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## December 2013 SoCal Workshop Agenda (Continued)

1120-1205

**Shu-Ping Hu, Chief Statistician, Tecolote Research Inc.;** *"Fit, Rather Than Assume, a CER Error Distribution"* [Best Overall Paper Winner at 2013 Conference]

1330-1415

**James Fieber, Systems Engineer, Lockheed-Martin Company;** *"Systems Engineering Affordability"*

1430-1530

**Kent Joris, Chief Technology Officer, MEE, Inc; Training Session:**

*"CEBok Module 13 - Economic Analysis"*

1530-1615

**Richard Brodkorb, President, REB Management Company;** *"How EVM and CE&A Do and Do Not Work Together"*.

1615-1630

**Membership Raffle, Submit Workshop Evaluation, Final Announcements**

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## December 2013 SoCal Workshop Agenda (Continued)

- Host: Northrop Grumman
  - Redondo Beach, California
- Date: 18 December 2013
- Host organization POCs: Scott Tobin
- 63 attendees (76 registered)
  - All in person
  - No virtual connection available

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## December 2013 SoCal Workshop Agenda (Continued)

- Seven well received presentations
- All speakers were big draw
- Workshop started and ended on time
- Group photo taken
- ICEAA Membership drawing was conducted by Steve Sterk and prizes awarded
  - New members signed up and old ones re-enlisted
- Conducted evaluations
  - Speaker/topics
  - Future speakers/topic recommendations
  - General comments

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## December 2013 SoCal Workshop Evaluation

- Overall rating = 4.1 (Out of 5 maximum)
- Received positive feedback
  - Recommendations for presentation subjects
  - 'Best Paper' briefings a strong draw
- Prospective host organizations are approaching us
- Some offers to make presentations
- Attendees want to get involved
- No WebEx was issue
- Many out of area briefers & participants
- Training session very well received

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## December 2013 SoCal Workshop Attendees



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## Future SoCal Workshops 2013-2015

- March 19 2014
  - Galorath
  - POC: Brian Glauser
  - El Segundo, CA
- September 17 2014
  - Boeing
  - POC: Rich Harwin
  - Huntington Beach, CA
  - JOINT WITH SD CHAPTER!
- December 17 2014
  - Lockheed Martin
  - POC: Ralph Smith/Tom Orem
  - El Segundo, CA
- March 2014
  - Booz Allen Hamilton
  - POC: Tim Hohmann
  - TBD
- September 2015
  - SpaceX
  - POC: TBD
  - Los Angeles, CA
- December 2015
  - SMC
  - TBD
  - San Pedro (Ft. MacArthur), CA

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## March 2014 SoCal Workshop Agenda



### *The International Cost Estimating and Analysis Association*

**Southern California Chapter Workshop Agenda**  
Wednesday, 19 Mar 2014; Hosted by Galorath, Inc.

**Pacific Corporate Towers; 100 N. Sepulveda Blvd.; Lobby Conference Room; El Segundo, CA 90245**

**0830-0915 Welcome Announcements:**

**Kurt Brunner**; President, ICEAA Southern California Chapter

**Brian Glauser**, VP Business Development, Galorath Inc./ICEAA President;  
"Welcome to Galorath and The State of ICEAA"

**0915-1000 Keynote Speaker: Dan Galorath**, President, Galorath Inc.; "Current Cost Model Developments and Issues"

**1030-1115 Dr. Daniel A. Nussbaum**, Chair of the Naval Postgraduate School Energy Academic Group; "The Nexus Between Acquisition and Energy Studies at the Naval Postgraduate School"

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## March 2014 SoCal Workshop Agenda (Continued)

**1115-1200**      **Dr. Randall Jensen**, Software Acquisition Consultant; *"The Effectiveness Formula: A Quantitative Measure of Organizational Capability"*

**1330-1430**      **Kurt Brunner**, Parametric Cost Estimator, Leidos; *"Manufacturing Cost Estimating"* (CEBoK Module 11 Training Session)

**1445-1530**      **Bob Hunt**, Vice President, Services, Galorath Inc.; *"The Cost of Software Testing and the ROI"*

**1530-1615**      **Anthony Shao & Elizabeth Koltz**, PhD Candidates at USC (University of Southern California) **James Wertz**, Technical Advisor; *"Performance-Based Cost Modeling - Quantifying the Cost Reduction Potential of Small Satellites"*

**1615-1630**      **Membership Raffle, Submit Workshop Evaluation, Final Announcements**

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## Future SoCal Workshops 2014- 2015

- Well connected and established Keynote Speakers are a prime draw to ensure good workshop attendance
- Getting great keynote speakers requires an early start!
- Potential future speakers:
  - Denver Conference Best Paper Winners
  - CEBoK Trainers
  - Dara Billah, JAIN Irrigation
  - Hoyt Sumerel, former BAE Systems
  - David Barry, Pratt Whitney Rocketdyne
  - Nani Tosoc, NASA Langley Research Center

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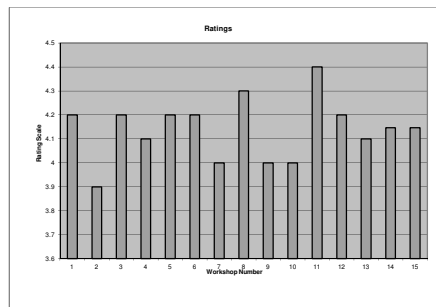
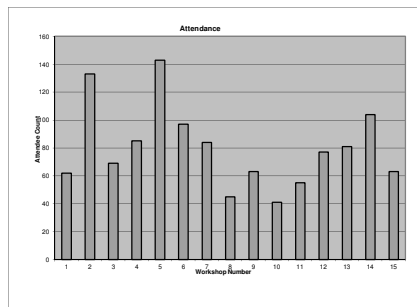
## Workshop Metrics 2009-2013

Workshop Number	1	2	3	4	5	6	7	8	9*	10	11	12*	13	14	15
Workshop Date	12-Mar-09	15-Sep-09	17-Dec-09	17-Mar-10	23-Sep-10	7-Dec-10	16-Mar-11	15-Sep-11	14-Dec-11	21-Mar-12	12-Sep-12	12-Dec-12	27-Feb-13	18-Sep-13	18-Dec-13
Workshop Location	Pasadena	San Pedro	Santa Monica	El Segundo	El Segundo	Huntington Beach	El Segundo	Los Angeles	San Pedro	El Segundo	El Segundo	El Segundo	El Segundo	El Segundo	Redondo Beach
Workshop Sponsor	JPL	SMC/Tecolote	Rand	Lockheed Martin	MCR	Boeing	Galorath	USC	PRICE/SMC	Raytheon	SAIC	Aerospace	Boeing	Lockheed Martin	Northrop Grumman
In Person Attendees	N/A	N/A	62	77	112	87	80	45	63	41	50	67	68	77	63
Virtual Attendees	N/A	N/A	7	8	31	10	4	N/A	N/A	N/A	5	10	17	27	0
Total Attendees	62	133	69	85	143	97	84	45	63	41	55	77	81	104	63
Rating	4.2	3.9	4.2	4.1	4.2	4.2	4.0	4.3	4.0	4.0	4.4	4.2	4.1	4.1	4.1

\*Attendance count of December 2011 & 2012 workshops artificially low

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## Workshop Metrics 2009-2013



- Attendance Mean = 80 (+78%/-49%)
- Ratings Mean = 4.1 (+6%/-6%)
- Speakers (especially Keynote), location, and time of year seem to be primary factors

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## Workshop Procedures Documents

- Checklist continues to evolve
  - Automatic date calculation
  - Includes action item list
- Templates
  - Agenda
  - Registration list
  - Reuse name badges
  - Surveys
- Regular telecons

Lockheed Martin 3/17/2010 Workshop Checklist							Primary Actionee (s)	Action
Item #	Who	What (Activity)	When (Days Prior to Workshop)	Due Date	Done			
1	Workshop Committee	Solicit Workshop Host organizations for a period of 2 years		N/A	X			
2	Host Organization	Select Workshop date and location, usually a Wednesday, in the specified month (May, June, Sept)	120	11/10/09	X			
3	Host Organization	Provide availability of meeting facilities for 50-60 attendees and financial support for refreshment and time to plan and execute the workshop	120	11/10/09	X			
4	Host Organization	For planning purposes the facility should include the following: - computer projection system with MS PowerPoint available - microphone, if needed - laser pointer, if available - speaker podium or table for speaker notes/objects	120	11/10/09				
5	Host Organization	Organize a facility tour if possible (number one request from attendees), provide a brief description and photo	120	11/10/09	NA			
6	Workshop Committee	Identify Workshop subareas from: - online workshop - evaluation forms - Speakers Bureau allow for 1 speaker from Host Org	120	11/10/2009				
7	Host Organization	Identify registration point of contact (recommend an admin person); responsibilities include: - coordinate with security on registration information required, including tour requirements - are there special restrictions for Foreign Nationals? - receive registration information from attendees	120	11/10/09	X		Ann Fisher	

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## Chapter/Workshop Mentoring Program

- SoCal BOD members and volunteers
  - Groom BOD members
  - Decompose and delegate specific assignments
  - Communicate frequently (Weekly or biweekly telecons)
- Workshop Execution
  - Identify POCs and enlist keynote speakers early
  - Shadow and overlap prior workshop

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## Challenges & Issues

- Some locations have unique considerations
  - Room Layout
  - Equipment (Phone lines, Podium, WebEx, etc.)
  - Refreshments & other expenses (Parking) can be prohibitive
  - Adequate lunch breaks
  - Photography constraints
- Must build on current success and not stagnate
  - Exceeding expectations is the goal
  - Can't please all - Must gear workshops to address a broad level of experience and topics
  - Finding dynamite keynote speakers is daunting
- Last minute registrants and drop-outs
  - Maintaining accurate registration counts; especially WebEx participants
  - Foreign Nationals

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## Challenges & Issues (Continued)

- Keeping BoD (and other) members healthy and active
  - One BoD member inactive
- Upcoming SoCal Chapter Election - Need Elections Chair
- Arizona Chapter needs to be established
- Award program established by San Diego Chapter
- Conflicts with other organizations

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## Way Forward

- Continue to offer exciting workshops
  - Occasional lunchtime seminars
- Must build on current success and not stagnate
  - Exceeding expectations is the goal
  - Can't please all - Must gear workshops to address a broad level of experience and topics
  - Finding dynamite keynote speakers is daunting
- Help grow and maintain membership and a volunteer base
  - Membership Drawings are popular!
  - Reach out to members for their ideas and concerns
  - Be inclusive

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## Way Forward (Continued)

- Educate, inspire, challenge, incentivize, and motivate young and new analysts (Training sessions are well received)
- Promote organization and estimating activities
- Establish joint chapter activities
- Use Southern California Chapter paradigm to promote awareness & participation in other ICEAA chapters

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## Discussion

Any questions or comments?

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## Back-Up

SoCal BoD Assignments

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### Board Member Assignments/Responsibilities

- **President (Kurt Brunner):**

- Call, Coordinate, & Orchestrate Meetings
- Chair Proceedings
- Make Southern California Board of Directors (BOD) assignments
- Coordinate workshops
- Draft and present Southern California Reports for ICEAA International BOD meetings
- Draft Southern California *ICEAA World Magazine* articles
- Send Thank You memos to workshop speakers

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### Board Member Assignments/Responsibilities (Continued)

- **Vice President (Quentin Redman):**

- Solicit host organizations for future workshops
- Coordinate future workshops (dates & facilities)
- Assist in drafting Southern California Reports for ICEAA International BOD meetings
- Assist in drafting Southern California *ICEAA World Magazine* articles
- Send Thank You memos to workshop speakers

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Board Member Assignments/Responsibilities (Continued)

- **Secretary (Evelyn Davalos):**

- Issue minutes and action Items from Southern California BOD meetings
- Collect and disseminate information and documents (Workshop Checklist updates, Workshop Registration Lists, Agendas, Presentations, Release Forms, etc.)
- Maintain files and archives of information and documents
- Coordinate Website Postings
- Coordinate Mailing of Workshop Invitations and Agendas
- Assist in drafting Southern California Reports for ICEAA International BOD meetings
- Assist in drafting Southern California *ICEAA World Magazine* articles
- Tally workshop survey results

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Board Member Assignments/Responsibilities (Continued)

- **Treasurer (Chris Hutchings):**

- Control the funds of the Chapter
- Receive and disburse funds upon the authorization of the Board of Directors
- Report fiscal status annually (or more often if requested)

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Board Member Assignments/Responsibilities (Continued)

- **ICEAA Southern California Board of Directors –**
  - One Director (Dave Graham) is Director of Programs
    - Solicit speakers
    - Obtain Presentations & Release Forms
    - Prepare workshop agendas
  - Other Directors to assist Director of Programs
  - Conduct facility surveys
  - Coordinate Badge & Name Tent production
  - Assist with On-Line/Webinar activities
  - Update workshop checklist
  - Assist with Audio Visual activities
  - Coordinate Speaker Gifts
  - Various Ad Hoc responsibilities



International Cost Estimating  
and Analysis Association  
**LONE STAR CHAPTER**



## INDUSTRY MEMBERSHIP

*March 2014* *John Deem*

March 2014

## INDUSTRY MEMBERSHIP

- ✖ **ICEAA Interest in Specific Industries** From our home page
  - + Manufacturing CEBoK® Module 11, Learning Curves, Estimating Tools
  - + Defense Significant Presence
  - + Space Construction, Others?
  - + Environment Some Presence
  - + Transportation Presence
- ✖ **Strategic Planning Questions**
  - + What is our membership make-up by industry?
  - + Does ICEAA have plans to sustain or expand industry membership?
  - + Should we consider designating individuals to explore and recommend actions to expand membership in specific industries?

*Should ICEAA explore strategic growth by industry segment?*

# THE ASSOCIATION OF COST ENGINEERS

*(Limited by Guarantee)*

Member of International Council

Professional Affiliate of the Engineering Council



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## *Invitation to participate in the ACostE Annual Conference 2014*

Dear Brian

On the 14th and 15th October The Association of Cost Engineers (ACostE) will be holding its Annual Conference at the Hilton Birmingham Metropole at the National Exhibition Centre in the United Kingdom.

The ACostE would like to invite the International Cost Estimating and Analysis Association (ICEAA) to run one of the six simultaneous tracks available to delegates which will comprise six presentations and the second day learning event. We are asking for no financial contribution and the ACostE will hold all the financial risk.

You may ask yourself why the ACostE has taken this step; the answer is simple. We know that our members' working lives cross many areas of expertise, and they interact with multiple disciplines both inside and outside their organisations. Thus, they must have an awareness of the needs of their peers when providing their contribution to ensure the success of the business or venture.

This insight has made us question the validity of having only our own special interests available to delegates during our Annual Conference, and this year we want to experiment on how we can increase the value to our members by widening the expertise available to them, and by bringing in delegates from other professional bodies we aim to start to break down barriers.

Our event is run over two days with a Conference Dinner and Awards Presentation on the evening of the first day.

The first day is typical seminar format comprising of an opening by the ACostE President followed by a keynote speaker. Then six presentations of 45 minutes interspersed with coffee breaks and lunch.

The second day is turned over to workshops and training sessions where we provide both academic and vocational sessions that aim to improve specific aspects of the attendees' day jobs. We do offer CPD points and have commercial sponsors who are available during all networking periods.

### Your Commitment

- Provide a track chairman (attends free of charge including evening meal – pays own travel and hotel expenses)
- Six (6) forty five (45) minute presentations (the speaker for each presentation attends free of charge including evening meal – pays own travel and hotel expenses; note, if more than one speaker per presentation only the lead speaker is free of charge)
- Provide four and a half (4 ½) hours of training for the second day (the trainer for each session attends free of charge including evening meal – pays own travel and hotel expenses; note, if more than one speaker per presentation only the lead speaker is free of charge )
- Help market the event through your organisation's professional network

#### **Our commitment**

- **To manage the activities required to run a successful event**
- **To offer your members the same delegate rates as those enjoyed by ACostE members**
- **The ICEAA will also be allocated an area to have a information stand within the exhibition space**

**If you would like to take up our offer and join us on this exciting experiment please reply as soon as possible and nominate a single point for contact that our project manager can liaise with to help you complete your tasks on time. If you have any questions please call me on 07977 431234**

**Regards**



**Andrew Langridge**

**On behalf of the Association of Cost Engineers**