

ICEAA Board of Director's Meeting
0900 – 1700, Monday, June 8, 2015

Sheraton San Diego Hotel & Marina, Executive Center Room 3A&3B
1380 Harbor Island Drive
San Diego, CA 92101

AGENDA
as of May 29, 2015

Time	Agenda Item	Leader
0800 - 0900	Gather for Continental Breakfast	
0900 - 0915	Welcome, Quorum Count, and Introductions	Brian Glauser
0915 - 0945	Secretary Report Action: Approve February 2015 Minutes	Brian Glauser
0950 - 1015	Treasurer Report Action: Approve Treasurers Report	Mike Thompson
1020 - 1040	ICEAA Business Office Report	Megan Jones
1040 - 1050	BREAK	
1050 - 1120	Certification	Peter Andrejev
1125 - 1145	2015 ICEAA Workshop Report	Mike Thompson
1145-1245	Lunch	
1245-1315	Software Estimation Training and Certification and NESMA MOU	Brian Glauser
1315-1330	Special Interest Group (SIG) Update, Agreement Review	Brian Glauser
1330-1345	International Conferences	Brian Glauser, Jason Dechoretz
1345-1400	BREAK	
1400-1500	Chapter/Region Reports	
1500-1515	Review February 2015 Board Action Summary	Megan Jones
1515-1545	New Business	Brian Glauser
1545-1550	Plan Next Meeting & Adjourn	Brian Glauser

ICEAA Board of Directors Meeting

February 7, 2015 | Arlington, VA

DRAFT MINUTES as of March 12, 2015

Welcome, quorum count, introductions:

Brian Glauser

Six voting members in attendance, four on conference call. Quorum of 10 met at 9:02

Secretary's Report:

Pat Zedaker

A few typos were identified in the draft version of the minutes from the September 17, 2014 meeting and will be corrected for final version.

Motion to accept the September 17 meeting minutes raised, seconded and approved.

Treasurer Report:

Mike Thompson

Income for 2014 IPM did not hit our books until early 2015. Whether or not this is an outlier or the new pattern is yet to be determined. Depends on timing of the IPM event and outside factors.

Mike presents two 2015 budget possibilities: one with a negative of 19K, another with a positive of 56K. The second budget assumes a dues increase from \$55 to \$95.

Mike pauses treasurer's report to allow Paul to present Dues Structure report

Proposed New Dues Structure:

Paul Marston

Paul presents dues structure proposal slides. Questions from the Board:

Will existing lifetime members be grandfathered? Yes. Will continue to honor exiting lifers, but will not offer new ones.

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Will a dues increase discourage membership? The Board discusses value provided vs. cost, the ability to offer new services in the future, etc. Some concerned, but consensus is it is not enough of an increase to deter members and is justifiable.

Will the amount given back to the chapters annually change? This aspect has not yet been discussed and will be a part of ongoing discussions.

Certification rates: increases proposed less significant, fewer concerns for objection

Paul makes a motion:

I make a motion that ICEAA adopt and implement the following Fee Structure on 1 April 2015. Further, that we introduce it to our members on 1 March 2015 with a publicity campaign that includes a special email from the President, an article in the next ICEAA World, and information on the website, giving them one month's notice to renew. The certification fees will be changed as shown, with the recertification fees not changing.

ICEAA Fee Structure

	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
Member Dues			
Annual	\$55.00	\$95.00	\$40.00
Two year	\$100.00	\$170.00	\$70.00
Five year		\$425.00	
Student	\$30.00	\$45.00	\$15.00
Lifetime		Drop	
Certification			
PCEA Member	\$125.00	\$150.00	\$25.00
PCEA Non-member	\$250.00	\$275.00	\$25.00
CCEA Member	\$225.00	\$300.00	\$75.00
CCEA Non-member	\$400.00	\$475.00	\$75.00
Specialty Member		\$300.00	\$300.00
Specialty Non-member		\$410.00	\$410.00

Second: Mike Thompson. One opposed, ten yea. Motion carries.

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Return to Treasurers report. Ellie Bassett makes a motion to accept the “2015 proposed budget”

ACTIVITY	2014 ACTUALS			2015 PROPOSED BUDGET			
	INCOME	EXPENSES	NET	INCOME	EXPENSES	NET	COMMENT
ICEAA WORKSHOP	\$336,332	\$209,516	\$126,816	\$425,000	\$281,500	\$143,500	
IPM CONFERENCE	\$20,201	\$222	\$19,979	\$76,000	\$0	\$76,000	
MEMBERS	\$83,540	\$2,653	\$80,887	\$138,000	\$2,200	\$135,800	\$95 annual membership
CERTIFICATION	\$28,954	\$787	\$28,167	\$45,900	\$800	\$45,100	\$225 exam/\$180 recert.
CEBoK SALES	\$22,731	\$0	\$22,731	\$15,000	\$0	\$15,000	
PUBLICATIONS & ADVERTISING	\$20,171	\$99,317	-\$79,146	\$19,500	\$53,500	-\$34,000	
CHAPTERS	\$0	\$7,833	-\$7,833	\$0	\$8,000	-\$8,000	
STAFF & SUPPORT CONTRACTS	\$0	\$233,627	-\$233,627	\$0	\$240,000	-\$240,000	
OFFICE OPERATIONS	\$0	\$93,043	-\$93,043	\$0	\$82,000	-\$82,000	
OTHER ITEMS	\$5,005	\$91	\$4,914	\$5,000	\$0	\$5,000	
TOTALS	\$516,934	\$647,089	-\$130,155	\$724,400	\$668,000	\$56,400	

Second: Greg Kiviat. All in favor, no opposed.

Certification:

Peter Andrejev

Peter presents certification status slides.

Raises the idea of pursuing the next line of certification products, specifically international certification programs. Where are other people we can certify? Peter wants to look rigorously at where we can get more: UK, Canada, Japan.

What options do we have to certify a company, and what would that look like?

Action: Peter A. will present a more developed plan for certifying companies at the next Board meeting.

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Workshop Overview:

Mike Thompson

Mike presents Workshop Overview slides.

Awards Chair has not been appointed.

Action: Megan to work with Brian on appointing awards chair, begin awards process

Action: Megan to work with Mike on advertising campaign for Volunteer Leadership Orientation

Annual meeting listed on draft workshop schedule as “ICEAA Info Session”. Paul recalls discussion from a previous meeting in which holding the annual meeting virtually was presented, recommends giving the meeting more structure, creating an agenda, etc.

Action: solidify the plan for the annual meeting.

Workshop Training Report:

Peter Braxton

Peter B presents update on training sessions. Settling track chairs for the four tracks, working with other Technomics staff to coordinate. Introduces Remmie Arnold, co-chair.

Action: Peter B. and Mike to confirm Linda Williams for CCEA Study session, or if she’s not available, Nathan H. could do it.

Business Office Report:

Megan Jones

Megan presents Business Office Update slides, with membership statistics and confirmation of Portland, Oregon as the chosen 2017 Workshop location.

Proposed constitution amendment on chapter presidents serving as proxies for region directors: after some discussion, the group agrees the idea is better served in a policies and procedures manual, and will be addressed when a committee is formed to develop one.

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Establishing Canada Chapter:

Mike Thompson

Canadian Chapter: Mike was approached by the Canada Parliamentary group that wanted to form a chapter and is working on developing it with Dan Nussbaum. Mike and Dan have also worked with some members in Canada to create an ICEAA training day in Ottawa in April.

The Canada group has prepared their bylaws and constitution, Mike asks for the Board's approval. Brian asks to see the paperwork for review prior to a vote, Mike says previous chapter establishment votes did not require paperwork, so he did not prepare it.

Jason brings up potential tax issues of ICEAA as a non-profit sending money to Canada and suggests any motion to set up the chapter be conditional on a tax attorney reviewing the potential implications of tax code. Would making Canada a region instead of a chapter allow us to avoid tax problems?

Canada as region vs. chapter? If Canada were a region that didn't get chapter contributions, and had an MOU like we have with Japan, this could solve the issue.

Group agrees we should both help Canada get started before their workshop, but also need to look into the tax code and other potential implications.

Action: Mike and Ellie to work together to determine process and implications for Canada.

Special Interest Group (SIG) Update:

Brian Glauser

Not much advancement on SIGs but Brian believes the Space SIG will be the first one that gets going. The Space Systems Cost Analysis Group (SSCAG) is an existing membership association that is looking to be absorbed into ICEAA as a SIG but retain certain amounts of autonomy.

Legal and financial issues of absorbing SSCAG into ICEAA are discussed; group determines a committee should be formed to work with SSCAG on becoming a SIG.

Action: Brian to appoint a committee review and discuss with SSCAG and report back to the Board.

Specialty CEBoK Training Modules:

Brian Glauser

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Brian suggests as part of increasing membership that expanding our training offerings would contribute to a better financial position. Software cost estimating has a big potential audience. Brian has been approached by software and IT companies looking for software estimating training, including a large healthcare group that has said if we created a curriculum that suited their needs, their 300 cost estimators would take the training and join ICEAA.

NESMA a software estimating group in the Netherlands contacted Brian to see about making a software estimating curriculum. NESMA offered to contribute significantly to the development and then offer a joint certification of NESMA/ICEAA software estimating.

Open for discussion: the demand is there. How do we want to meet it? Go alone? Join with NESMA?

Jason suggests separating the training aspect from the certification aspect. Peter B. agrees, get the training sorted out and then determine what is “testable”. Details and preferences of methods would need to be sorted out. Katie says the DHS would strongly support this, as there are not many high quality software estimators available. Paul suggests ICEAA form a committee and NESMA do the same, to meet and discuss details.

Action: Brian to appoint a committee to meet with NESMA to work out the details of jointly developing a training & certification program.

Action: Jason to sign an MOU with NESMA by April 15 to confirm that both groups are interested in moving forward.

International Conferences:

Jason Dechoretz

Jason has been working with SCAF, who will be having a 1-day conference in London on September 15. Jason will present and give more info on ICEAA, and plug the 2016 conference in Bristol. Will be meeting with UK MoD, and wants to talk more about creating a UK-version of CEBoK. SCAF wants us to co-brand their one-day workshop in September 15, as does DACE in the Netherlands who will be conducting a cost estimation competition. ICEAA’s participation would be to include our logo on promotional materials, market the event to our members, make ICEAA information pieces available at the event. The group agrees to co-brand both events.

Action: Jason to work with Megan on coordinating with hotel contracting folks for Bristol 2016.

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Strategic Plan Update:

Brian Glauser, John Deem

Brian reviews the pre-read for the Strategic Plan and asks task force participants to see if there are any points they want to elaborate on. Jason points out there are metrics on each of the points. John discusses the adaptability of the document.

How do these things help us increase and sustain membership? Brian points to how the direction provided gives us an outline for goals towards which the association can move that will increase membership. Group discusses the depth of the goals and metrics provided in the expanded plan, debates whether detailed or specific enough.

Paul makes a motion to vote to adopt the updated strategic plan as a guiding document for the association. Potter seconds, all approved.

Questions from Chapter Reports:

Rex asks for more guidance as to what region directors should be providing for Board updates and ICEAA World, not wanting to duplicate the chapter presidents' reports. Brian suggests summarizing/highlighting the chapter reports and providing extra kudos for jobs well done.

Region 6: two of the three chapters in region 6 have expressed interest in dissolution. Rex would like to establish a process that chapters go to their region directors to discuss issues before going to the entire Board. The group agrees, and recommends working with the two chapters to discuss options and areas for reinvigoration before giving up.

Establishing a Chapter Standards Committee:

Ellie Bassett

Ellie gives background on how the idea for a chapter standards committee stemmed from a discussion on an underperforming chapter and moved to a discussion on the general problem of the overall declining membership. While ICEAA's constitution and bylaws are robust, neither give metrics for chapter success or roles and responsibilities for any volunteer leader position. Proposes the development of a committee to look at current practices and establish guidelines and best practices with the intention of invigorating chapters and providing guidance for leaders. After discussion, the group agrees a committee should be established to provide support and structure for the association.

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Action: Brian will appoint an organizational development committee to look at regions, chapters and overall organization to help come up with best practices and guidelines for helping invigorate the association.

Joint ICEAA/AACE Event in San Diego:

Omar Mahmoud

Not enough information provided in advance to discuss the issue and Omar was no longer on the call. Topic tabled until the next meeting.

Review of September 2014 Action Items:

- Brian to find a person to chair/set up the communications/publications committee to establish a panel when the book link issue comes in to review the books
 - Not addressed. Move to February 2015 Action items to prepare for June.
- Determine possibility of renegotiating Taylor & Francis (JCAP publisher) contract
 - Not addressed. Move to February 2015 Action items to prepare for June.
- Mike T. to establish a committee to look closely at each line item of the budget to better forecast for 2015
 - Accomplished
- Brian to send letter to the Chapter Presidents informing them of the proper execution of the grace period.
 - Incorporate into the announcement of the dues increase.
 - **New Action:** Megan to include language on properly executing the grace period in the information campaign for the dues increase.
- Paul Marston will create and lead a committee to have proposed new fee structure by November 1.
 - Accomplished

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- Joe Wagner to determine the proper form the Sikorsky license would take, or if it should be an MOU. Will have Joe look at existing corporate licenses and draft a proposed agreement/license.
 - Ongoing. Need to get the Sikorsky contract together.
 - Paul proposes the Board agree to allow Brian to execute a contract with Sikorsky and then bring to the Board for approval.
 - **New Action:** Brian will negotiate a draft contract with Sikorsky and present to the Board for review.
- Greg K to report to Sikorsky that ICEAA is interested in working with them on some new modules, and that they should begin testing and preparation
 - Accomplished
- Jason D. to initiate discussions with Kevin C to come up with a new pricing structure, clarifying the language and determining a new procedure for enforcing CEBoK instructor licenses
 - In process. Will move to new action items.
- Brian to discuss with the executive committee how to speed up the board officer nomination process, solicit members for the committee.
 - Accomplished
- Jason D. to compile that last few Board meeting agendas to give a structure of what is usually discussed, what would be relevant to the government advisory panel, what they could accomplish. Work with executive committee to prepare an agenda for initial advisory panel meeting, will report progress to BoD at next meeting.
 - Accomplished
- John Deem, Jeff Moore to work on making the narrative points of the strategic plan into bullets, discuss in a meeting, report to the BoD
 - Accomplished
- Megan to initiate time coordination for executive committee conference call on increasing revenue, decreasing expenses, restructuring the corporate sponsorship program and the dues structure

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- Accomplished
- Megan and Pat Z to look through old minutes for records of established committees. Megan to email the Board asking about which committees they “think” they’re on. When creating committee rosters for the new database/members-only website, differentiate between ad hoc and standing committees.
 - Megan tasked this to Joe, who completed the work, but Megan has not moved it forward. Will move to ongoing actions.
- Jeff Moore to work with Dave Stem and Regional Directors to establish system for down/up up/down award processes.
 - Ongoing. Will move to next actions
- Greg to provide Peter A with Sikorsky material, describe what it is, guidelines for what Peters A, B and Kevin need to discuss.
 - Brian distributed the Sikorsky training materials in a series of emails on January 7 to Peter A, Peter B, Kevin, and the executive committee.
 - **New Action:** Brian to provide a compilation of responses on those emails to determine the next steps for Sikorsky
- Peter A to report on recommendations for expanding ICEAA training at next meeting.
 - Presented general ideas, created action to give more specifics in June.

New Business:

Brian Glauser

Jason suggests conducting another member survey. Megan volunteered to start writing the survey. Group agrees.

Action: Megan will draft a survey, present to Jason, send to Board and Chapter Presidents. Goal is to have the survey ready for distribution at the San Diego workshop and launch over the summer.

Peter shows off a cost Wiki that could be a first step towards online CEBoK distribution.

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Next meeting: Monday before the conference in San Diego.

Motion to adjourn: Thompson, second: Zedaker. Meeting adjourned 3:40pm

TREASURER REPORT

Board of Directors Meeting
June, 2015

Mike Thompson

2015 Financial Summary

Cumulative thru April

ACTIVITY	BUDGET			APRIL		
	INCOME	EXPENSES	NET	INCOME	EXPENSES	NET
ICEAA WORKSHOP	\$425,000	\$281,500	\$143,500	\$146,089	\$8,227	\$137,862
IPM CONFERENCE	\$76,000	\$0	\$76,000	\$76,875	\$527	\$76,348
CERTIFICATION PROGRAM	\$45,900	\$800	\$45,100	\$17,940	\$684	\$17,256
CEBoK PROFESSIONAL TRAINING	\$15,000	\$0	\$15,000	\$11,300	\$0	\$11,300
PUBLICATIONS-JOURNAL & ICEAA WORLD	\$11,500	\$53,500	-\$42,000	\$12,264	\$5,591	\$6,673
MEMBERSHIP MANAGEMENT & SUPPORT	\$138,000	\$2,200	\$135,800	\$44,400	\$539	\$43,861
ADVERTISING	\$8,000	\$0	\$8,000	\$923	\$0	\$923
INTEREST & OTHER MISC. INCOME	\$5,000	\$0	\$5,000	\$873	\$0	\$873
CHAPTER SUPPORT	\$0	\$8,000	-\$8,000	\$0	\$284	-\$284
STAFFING & OFFICE SUPPORT CONTRACTORS	\$0	\$240,000	-\$240,000	\$0	\$59,631	-\$59,631
OFFICE OPERATIONS	\$0	\$82,000	-\$82,000	\$0	\$23,874	-\$23,874
OTHER MISC. EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS	\$724,400	\$668,000	\$56,400	\$310,664	\$99,357	\$211,307

2015 operating results to date are favorable due to the following:

- IPM 2014 Conference income (\$77K) paid in January 2015
- CEBoK & certification exam activity has been strong
- Announced increases in membership dues spurred renewals (\$44K)

2015 Balance Sheet

CUMULATIVE BALANCE SHEET			
INVESTMENTS/CASH POSITION - 2015			
	BALANCE	RATE	INT.
PFCU - 7007234-50-8	\$42,036	1.50%	\$37
PFCU - 4507023-56-4	\$20,212	1.25%	\$62
PFCU - 4339703-56-5	\$30,632	1.75%	\$131
PFCU - 4566018-56-2	\$79,128	1.60%	\$246
PFCU - 4717075-56-0	\$34,916	1.50%	\$120
PFCU - 4717076-56-8	\$34,715	1.25%	\$120
PFCU - 4717077-56-6	\$35,058	1.16%	\$158
PFCU MONEY MARKET & CASH	\$513		
SUBTOTAL INVESTMENTS	\$277,208		
CHECKING ACCOUNTS	\$236,879		
TD BANK JOURNAL ACCOUNT	\$15,179		
ANNUAL INTEREST EARNED			\$872
TOTAL LIQUIDITY	\$529,267		

- Workshop registration income boosts checking account balance

Estimate at Completion

2015 ESTIMATE AT COMPLETION					
REPORTING CATAGORIES	2015	Apr-15	2015	2015	
<i>INCOME</i>	BUDGET	ACTUALS	EAC	EAC TO BUDGET	COMMENTS
ICEAA WORKSHOP	\$425,000	\$146,089	\$325,000	-\$100,000	350 attendance estimate
IPM CONFERENCE	\$76,000	\$76,875	\$76,875	\$875	No payout this year for 2015 IPM
CERTIFICATION PROGRAM	\$45,900	\$17,940	\$45,900	\$0	Maintain budget value
CEBoK PROFESSIONAL TRAINING	\$15,000	\$11,300	\$22,000	\$7,000	Projected as equal to 2014 (\$22.7K)
PUBLICATIONS-JOURNAL & ICEAA WORLD	\$11,500	\$12,264	\$12,264	\$764	Actuals -payments to ICEAA complete
MEMBERSHIP MANAGEMENT & SUPPORT	\$138,000	\$44,400	\$138,000	\$0	Maintain budget value
ADVERTISING	\$8,000	\$923	\$8,000	\$0	Maintain budget value
INTEREST & OTHER MISC. INCOME	\$5,000	\$873	\$5,000	\$0	Maintain budget value
TOTAL EXPENSES	\$724,400	\$310,664	\$633,039	-\$91,361	
<i>EXPENSES</i>					
ICEAA WORKSHOP	\$281,500	\$8,227	\$225,500	-\$56,000	350 attendance estimate
CERTIFICATION PROGRAM	\$800	\$684	\$800	\$0	Maintain budget value
PUBLICATIONS-JOURNAL & ICEAA WORLD	\$53,500	\$5,591	\$53,500	\$0	Maintain budget value
MEMBERSHIP MANAGEMENT & SUPPORT	\$2,200	\$539	\$2,200	\$0	Maintain budget value
CHAPTER SUPPORT	\$8,000	\$284	\$8,000	\$0	Maintain budget value
STAFFING & OFFICE SUPPORT CONTRACTORS	\$240,000	\$59,631	\$240,000	\$0	Maintain budget value
OFFICE OPERATIONS	\$82,000	\$23,873	\$82,000	\$0	Maintain budget value
OTHER MISC. EXPENSES	\$0	\$527	\$0	\$0	Maintain budget value
TOTAL EXPENSES	\$668,000	\$99,356	\$612,000	-\$56,000	
NET P - L	\$56,400	\$211,308	\$21,039	-\$35,361	

- Net \$21K EAC compared to budget of \$56.4K largely attributed to the budget for 475 workshop attendees reduced to 350 estimate.

ICEAA Membership 2007-2015

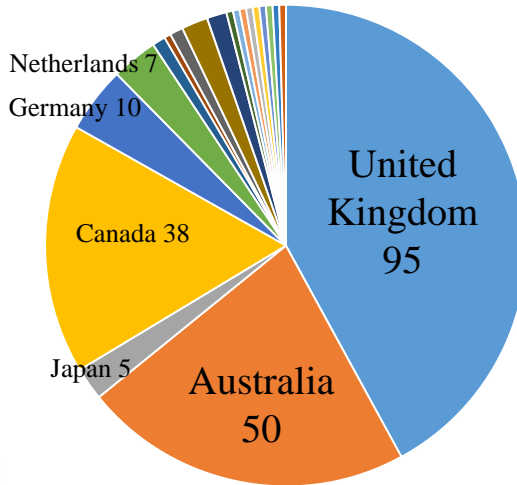
	Oct07	Feb08	Feb09	Oct09	Feb10	Jun10	Jun11	Oct11	Jun12	Oct12	Feb13	Jun13	Oct13	Feb14	Jun14	Sep 14	Feb 15	Ju 15
TOTAL MEMBERSHIP	1450	1599	1650	1750	1926	2044	2121	2057	2158	2385	2340	2326	2203	2084	2020	1794	1703	1712
Atlanta	6	6			29	31		12	11	12	15	17	16	16	14	10	11	10
Baltimore					31	44		47	49	55	43	44	44	38	30	31	30	27
Canada																		24
Central Florida	47	43			38	37		43	50	49	47	44	40	38	31	28	21	21
Central VA												24	25	21	23	21	22	23
Dayton OH	79	93			99	91		95	108	112	103	96	94	79	73	63	60	76
DC Metro	374	384			469	522		542	557	573	559	531	494	196	460	430	429	408
Detroit												19	20	16	12	10	8	8
Greater Alabama	86	93			95	101		79	95	110	101	104	97	86	83	63	68	80
Hampton Roads VA					54	48		40	38	51	39	35	31	28	27	22	20	19
Houston	24	26			38	39		31	31	27	27	26	22	20	17	15	14	13
Lone Star TX						37		32	37	48	41	40	3	31	29	24	27	27
Mid-Atlantic						46		34	23	33	17	14	15	11	11	11	12	13
New England	101	99			114	118		131	124	110	102	98	91	96	89	83	76	87
Northwest	56	69			89	109		140	191	205	211	209	194	170	167	124	110	119
Northwest Florida	22	26			28	24		24	26	24	24	21	15	16	15	15	15	19
Pike's Peak	37	32			33	30		34	33	39	38	39	37	35	32	31	32	28
Rocky Mountan / Denver	34	38			39	43		40	44	50	42	40	41	36	30	23	25	27
San Antonio TX					16	13		8	7	7	8	6	6	4	4	5	4	6
San Diego	22	20			40	46		53	61	61	61	64	67	62	59	38	40	45
So Cal	87	92			96	101		100	105	182	180	186	181	171	166	151	149	150
St. Louis Gateway	80	84			105	99		78	51	54	50	50	48	46	43	35	30	31
Twin Cities						18		13	10	11	12	12	12	11	11	9	9	6
At Large	355	461			489	470						538				442	441	445

ICEAA Membership 2007-2015

[illegible]

International Membership as of January 27, 2015

UK	95	Belgium	1
Australia	50	Dominican Republic	1
Japan	5	New Zealand	1
Canada	38	Norway	1
Germany	10	Oman	1
Netherlands	7	South Africa	1
Italy	2	Sri Lanka	1
South Korea	1	Trinidad & Tobago	1
Brazil	2	Zimbabwe	1
China	4		
France	3		



IOEAA Workshop, April 8-9, 2015

**126 Attendees (oversold!)
98% Canadian Government Employees**

Featured Speakers:

Murray Brewster
Journalist & Author: The Canadian Press

David Mosher
Assistant Director, National Security Division:
US Congressional Budget Office

Karen Richey
Assistant Director, Applied Research and Methods:
US Government Accountability Office

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2015-2017 ICEAA International Board of Directors

President: Paul Marston	Region 5: Michael Doherty
Executive Vice President: Michael Thompson	Region 6: Rex Potter
VP of Professional Development: Peter Braxton	Region 7: Kurt Brunner
Treasurer: Bob Hunt	Non-Aligned Region Director: Jason Dechoretz
Secretary: Greg Kiviat	Europe Region Director: Georges Teoglou
Region 1: Eleanor Bassett	Australia Region Director: Tracey Clavell
Region 2: Rick Collins	U.K. Region Director: Andy Nicholls
Region 3: Nicole Barmettler	Elected Director: Rich Harwin
Region 4: Jennifer Flanagan	Elected Director: Dan Nussbaum



3

2015-2017 ICEAA International Board of Directors

Ballots sent:	1,724
Votes cast:	394
Turnout:	22.85%

ICEAA Constitution: Article VII

Section D: The Term of office for all elected Officers and Directors shall be two (2) years beginning on July 1.



4

February 26, 2015:

Earned Value Management (EVM) and ANSI/EIA-748 Compliance

Presented by: Integrated Management Concepts and Encore Analytics

May 21, 2015:

Data Driven Estimating with PRICE® TrueFindings®

Presented by: PRICE Systems, LLC

June 2, 2015:

Integrated Cost-Schedule Risk Analysis with Booz Allen's Polaris™

Presented by: Booz Allen Hamilton

Webinars from Galorath, Technomics
and more coming soon!

Requests of the Board

- Region Directors and Chapter Presidents, please send the latest roster for your boards to the ICEAA office
- @mail.mil
 - Government employee addresses recently went through a universal change from their various domains to @mail.mil
 - Many of the records in the ICEAA database are now invalid, and we can't email their old emails to get their new emails
 - If you notice an ICEAA member or associate with a new @mail.mil email, please encourage him or her log in to the members-only portal or email us to update their address

Dues Purchases 2/26 - 4/2

The Good News:

348 memberships purchased from February 26 – April 2:

151 One-year memberships @ \$55

195 Two-year memberships @ \$100

2 Student memberships @ \$ 30

Total: \$27,865



7

ICEAA International Cost Estimating and Analysis Association Current Fee Structure

From the Proposed Dues Structure Presentation, February 7, 2015:

Annual per Member	
Publications	\$ 31.48
Chapter Program Support	\$ 4.71
Member Activities	\$ 2.18
Portion of Staff (25%)	\$ 36.76
Portion of Office Ops (25%)	\$ 12.06
Total	\$ 87.18
Recommended Dues	\$ 95.00
Estimated Surplus	\$ 7.82

- Member Services cost approximately \$87 per member per year
- We are currently subsidizing each member approximately \$32 per year
- This may have made sense in the past when we were making healthy profits on Conferences and running consistent budget surpluses
- Unfortunately, that hasn't been the case in two years
- The financial health and viability of the Association requires we increase our Member Dues now

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Dues Purchases 2/26 - 4/2

The Bad News:

The two-year membership purchases have pushed 195 members' expiration dates to 2017 or later

Average cost to ICEAA per member for products and services: \$87 per year or \$174 for two years

Dues Income: $195 \times \$100 = \$19,500$

Operating Cost: $195 \times \$174 = \$33,930$

ICEAA Loss: **-\$14,430**



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Dues Purchases 2/26 - 4/2

The Reality

Surplus per member at new \$95 dues rate: \$8

ICEAA loss on memberships purchased at old rate: **-\$14,430**

New members needed to cover expenses of the 195: **1,804**

Unless we are able to increase membership by 100%, we are unlikely to see much financial benefit from the dues increase until 2017 or later.



10



Board of Directors Meeting

Certification Program Report

June 8, 2015

Peter Andrejev, Director of Certification



Overall Summary Statistics

- Overall certifications as of May 2015:
 - CCEA® 754 (704) (including 19 (16) CCEA®-P)
 - PCEA® 137 (116)
 - CPP 58 (58)
- Re-certifications:
 - 23 Re-certifications in 2015 to date
- Other Countries with Certified Individuals:
 - Australia
 - Canada
 - Egypt
 - Japan
 - Saudi Arabia
 - UK

Certification Program since last time...

Operational Status

- 78 applicants tested through the end of April with another 27 scheduled to take the exam in June (92 total tested during 2014)
- Overall 75% of applicants taking the exam earned certification

Strategic Options - Next Certification “products”

- ICEAA®-“certified” corporate training programs (Sikorsky pricing training)
- International certifications (UK, Canada, Australia, Japan)
- Specialty certification in Software
- Reciprocity with AACE, PMI, NCMA, IFPUG

Tactical Actions

- Improve Certification application screening and testing processes
- Finalize CCEA®-P exam

Strategic Options...

Provide ICEAA-“approval”/endorsement of company training programs

- “Certify” that the cost/pricing training program used for its employees is consistent with the cost estimating practices endorsed by ICEAA

For the Company		For ICEAA	
Benefits	Costs	Benefits	Costs
<ul style="list-style-type: none"> • Receive statement “certifying” company’s internal training program (use in Annual Reports, recruiting, marketing, proposals, etc.) • Recognize certified companies on ICEAA site, conferences • 5 year renewal • Can “flow down” training certificates to employees for their recognition 	<ul style="list-style-type: none"> • Provide training documentation (curriculum, lesson plans, reading material, exercises, tests) • Provide evidence of application (student records, use) • Host Certification Review for ICEAA reviewers to witness execution • Fee 	<ul style="list-style-type: none"> • Additional revenue stream (market-based pricing) • Increased visibility and stature for ICEAA with current and new corporate stakeholders • Potential new members from exposure to ICEAA 	<ul style="list-style-type: none"> • Non-recurring cost to assemble certification review criteria • Recurring payments to reviewers per applicant • Administration costs (statements, postings, renewals) • Liabilities?

This option is not intended to certify any volunteer training that a group (company, chapter, study group) offers employees or other attendees, i.e., exam prep training.

Strategic Options (cont'd)...

Develop country-specific PCEA® and CCEA® Certification Examinations

- Reengineer questions in the PCEA and CCEA examinations not applicable to that country with suitable replacements

For the Country		For ICEAA	
Benefits	Costs	Benefits	Costs
<ul style="list-style-type: none"> • Removes hurdles to applicants hesitant to take examination because lacking in knowledge of US practices • Improves the stature of the Certification now that applicants are tested on county-specific practices 	<ul style="list-style-type: none"> • Generate candidate questions (to be approved by ICEAA) for incorporation into the examination • Should provide opportunities for training on new materials being tested 	<ul style="list-style-type: none"> • Additional revenues from increase in foreign applicants • Increased visibility and stature for ICEAA internationally • Potential new members 	<ul style="list-style-type: none"> • Non-recurring cost to review and finalize new certification questions • Administration costs of maintaining separate examinations • Push-back from other certifying agents in country?

This option does not include the cost of any revisions to CEBOK® or other ICEAA training materials. Requires partnering with country representatives to generate replacement examination questions.

Strategic Options (cont'd)...

Areas requiring reengineering of exam questions and CEBoK training

- Exam (and CEBoK) phrasing can be confusing and not typically used in the country (e.g., use of double negatives)
- Questions on inflation and price escalation are US-centric and require reengineering (e.g., UK's CAAS considering developing an Anglican version of Module 13)
- Questions on contracting need to reflect country's laws (e.g., replace Module 14 TINA information with UK's Defence Reform Act (DRA) info)
- Emphasis on volume (quantity) and learning curves is more relevant to US than countries acquiring/producing smaller quantities.
- Consider developing country-centric case study(s) for the exam

Policy question...

- Like Japan, progression from foundational PCEA certification to CCEA is not assumed or necessarily desired by UK. CAAS would consider treating the PCEA as a “license to practice cost forecasting” and attractive to new workforce recruited to replace existing CAAS employees as they retire.

Strategic Options (cont'd)...

Develop CCEA®-S specialty examination in software cost estimating

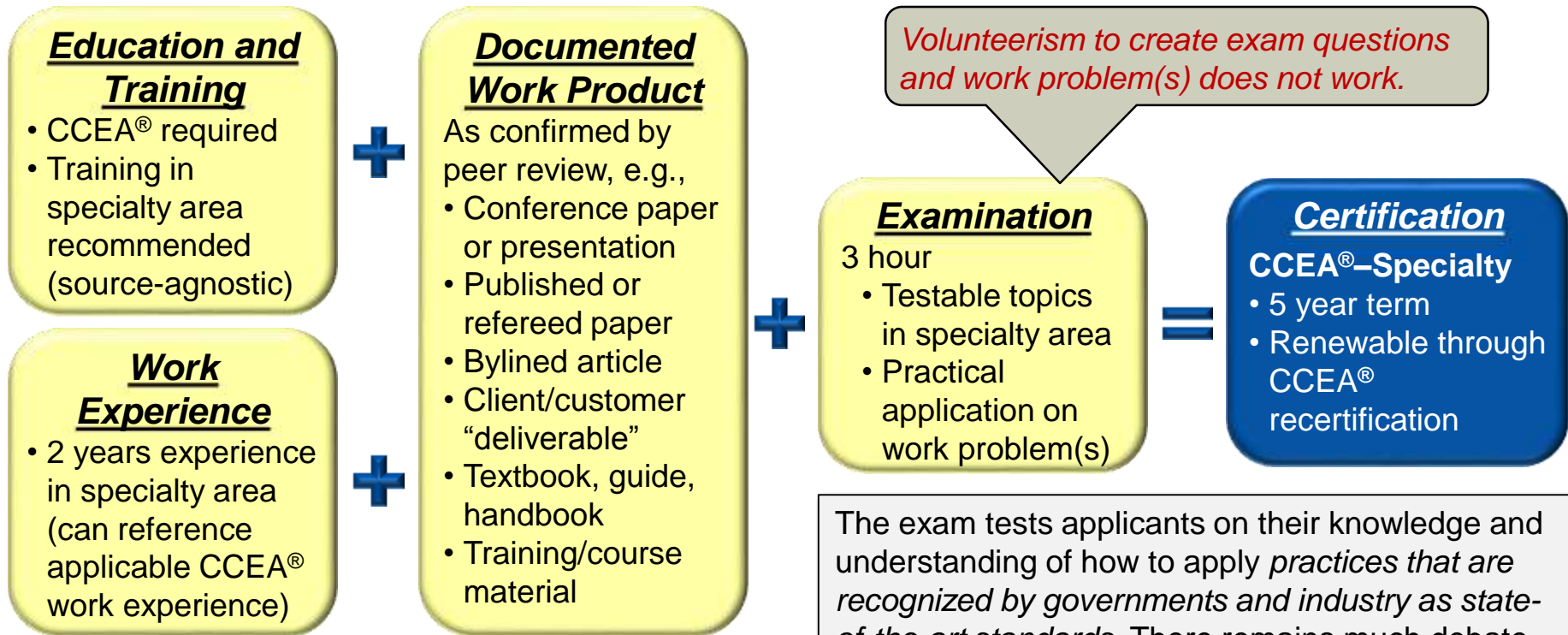
- Investigate partnering with existing software measurement organizations to expedite development/defray costs

For Applicants and Companies		For ICEAA	
Benefits	Costs	Benefits	Costs
For recipients <ul style="list-style-type: none"> Provides evidence of competent/skill Serves to distinguish themselves from non-certified candidates For employers <ul style="list-style-type: none"> Improves quality of work products to answer “How much will it cost?” and “How long will it takes?” Lowers risk/probability of bad answer to above questions 	<ul style="list-style-type: none"> Need to define the testable topics (scope) and standards (practices) for testing Many competing interests in: <ul style="list-style-type: none"> Measurement—IFPUG, NESMA, Center for Systems and Software Engineering, et al Models—COCOMO, SEER, PRICE, et al Topics—Agile, SaaS, SOA, Open-Source, Cloud, ERP, etc. 	<ul style="list-style-type: none"> Additional revenue stream from applicants seeking certification Additional revenues from enterprises seeking training for their staff Potentially opens new constituency of commercial enterprises 	<ul style="list-style-type: none"> Sufficient demand to recoup ROI from significant investment Non-recurring cost to create new certification examination/questions Administration costs of maintaining separate examinations

How much can we beg, borrow, buy or reciprocate on standard practices and examination questions from others?

Specialty Certification Requirements

Certification is more than the Exam, to include Training + Experience



Whether using a specialty designation, or creating a new certification, there will be much debate over Eligibility Requirements, i.e., required education/certification/training, years of work experience, and what constitutes work products.

The exam tests applicants on their knowledge and understanding of how to apply *practices that are recognized by governments and industry as state-of-the-art standards*. There remains much debate on what constitute the topics and standard practices in software measurement and estimation.

Strategic Options (cont'd)...

Create certification “reciprocity” agreements

- Outright reciprocity between professional organizations (AACE, PMI, NCMI, IFPUG, other) not likely; their certification exams do not test in modular form like CPA exam
- CCEA® to serve as equivalency for completing coursework has not been recognized by Government (DAU) to date, but have not approached FAI yet

Is there value in pursuing agreements to review each other's examination questions on topical areas, e.g., ICEAA reviews PMI's cost questions, while PMI reviews ICEAA's WBS and Scheduling questions?

Tactical actions...

- Improve ROI on current Certification operations
 - Reduce time spent reviewing and verifying applications
 - Pursue automation of testing process (investigate price changes and other options since last review of outsourcing)
- Finalize CCEA®-P exam
 - Cannibalize Work Problem from Dan Nussbaum's training
 - Resolve last 20 questions with help from Nathan Honsowetz
 - Create Parametric Specialty Certification application guide
 - Will need volunteers to review applicants' work products once CCEA®-P is officially rolled out

Only about 10 applicants have expressed an interest in attaining the CCEA®-P



2015 Professional Development & Training Workshop Overview

Michael Thompson
2015 Workshop Co-Chair





2015 Workshop Committee

Workshop Co-Chairs:

Mike Thompson

Doug Druley

Training Co-Chairs:

Peter Braxton

Remmie Arnold

Program Co-Chairs:

Nathan Honsowetz

Christina Snyder

Best Paper Co-Chairs:

Andrew Drennon

Stacy Dean

Tuesday, June 9				
Breakfast buffet available			7:00	8:00
Welcome & Overview			7:30	7:45
Best Paper Awards			7:45	8:15
Greg Cotton			8:15	9:15
Volunteer Leadership Orientation	Exam Overview	Papers	9:30	10:45
Break			10:45	11:15
Volunteer Leadership Orientation	Training Welcome	Papers	11:15	12:00
Exhibitor Setup			12:00	4:00
Lunch			12:00	1:00
Training		Papers	1:00	1:45
		Papers	2:00	2:45
Break			2:45	3:15
Training		Papers	3:15	4:00
		Papers	4:15	5:00
Welcome Reception			5:00	7:00

Volunteer Leadership Orientation Sessions: Idea for 2015 to provide a foundation for new and sitting ICEAA Volunteer Leaders to give background on the association, explain policies & procedures, available resources and to answer questions from the group.

Best Paper Awards Presented Tuesday morning
Keynote Speaker: **Greg Cotton** N03, Deputy for Undersea Rescue at Submarine Squadron ELEVEN

ICEAA

Wednesday, June 10			
Breakfast buffet available		7:00	8:00
Welcome, day intro		7:45	8:00
Dennis Connor		8:00	9:00
Training	Papers	9:15	10:00
	Papers	10:15	11:00
Best Paper		11:15	12:00
Lunch		12:00	1:15
Training	Papers	1:15	2:00
	Papers	2:15	3:00
Refreshment Break		3:00	3:30
Training	Papers	3:30	4:15
	Papers	4:30	5:15
Networking Reception		5:15	7:00

Keynote Speaker: **Dennis Conner**

Providing perspective on how his experience at America's Cup is similar to those our attendees go through every day.

Best Paper Presentation:
To alleviate overcrowding in the Best Paper breakout and low-attendance in the concurrent sessions, this year's Best Paper will be presented immediately before lunch in the general session room on Wednesday.

Thursday, June 11			
Breakfast buffet available		7:00	8:00
Association Awards		7:30	8:30
Author Panel		8:30	9:30
Training	Papers	9:30	10:15
	Papers	10:30	11:15
Lunch		11:15	12:15
Training	Papers	12:15	1:00
	Papers	1:15	2:00
Break		2:00	2:30
<i>Exhibitor Teardown</i>		2:45	5:00
Training	Papers	2:30	3:15
	Papers	3:30	4:15
Training	Papers	4:30	5:15
			6:15
Free Evening			

**Morning General Session:
Association Awards**
The 2015 Association Awards will be presented first thing Thursday morning.

ICEAA Authors Panel

A roundtable of authors from the ICEAA community discussing their books and the process of getting from idea to published work.

Steve Book Memoriam
Thursday's lunch will be dedicated to author and longtime ICEAA contributor, Steve Book.

ICEAA

Friday, June 12		
Continental Breakfast Available	8:00	9:00
Training day review, Q&A etc.	8:45	9:00
Training	9:00	10:30
Break	10:30	11:00
Training	11:00	12:30
Conference Ends	12:30	

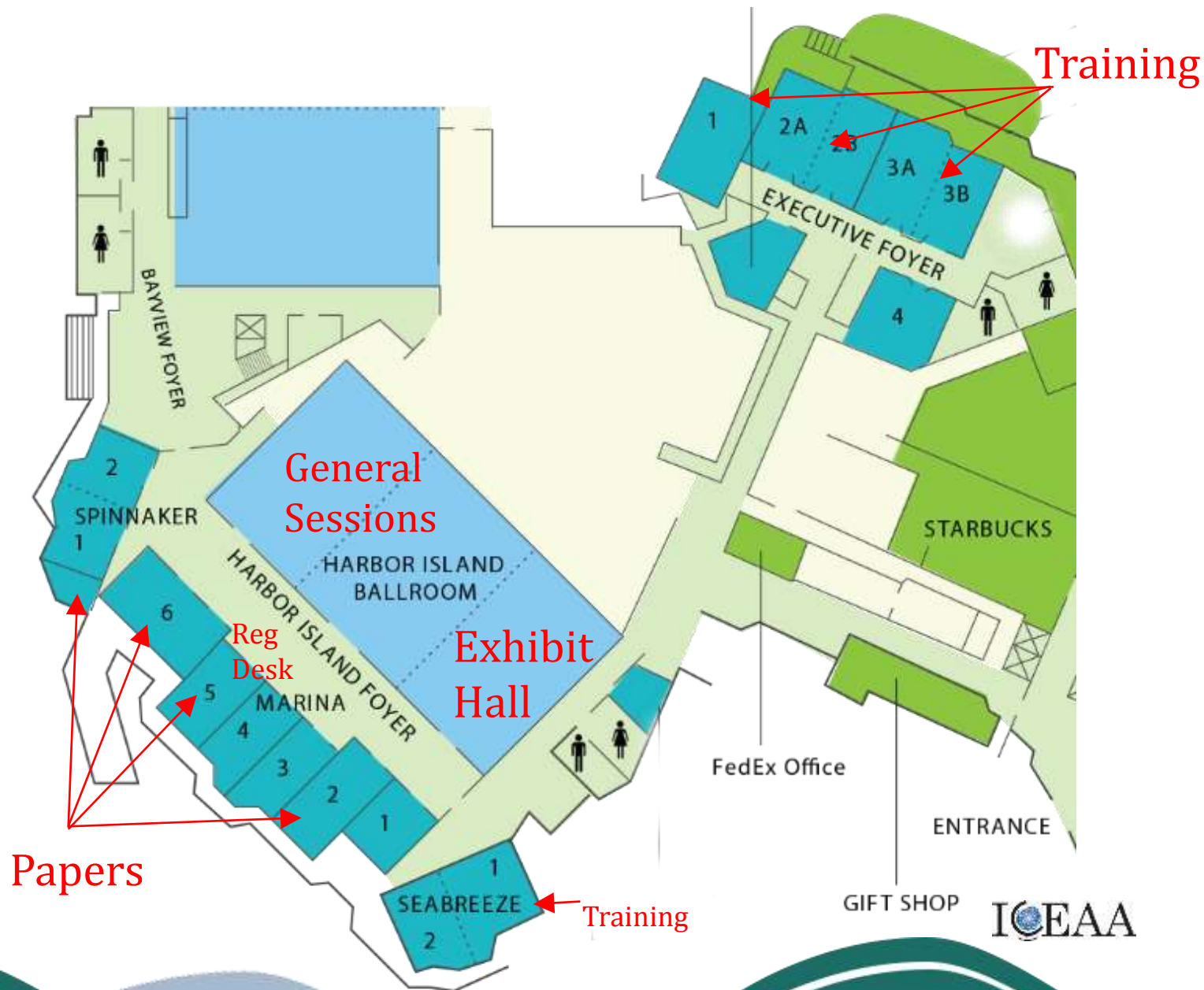
Training Day!

Friday will be focused on training sessions and exam preparation. The day ends early to allow those taking the exam on Saturday additional study time.

CCEA/PCEA Exams

Saturday, June 13

7:00am – 2:00pm





Totals

- Papers: 76 Sessions in 6 Tracks:
 - Government Processes
 - Methods & Models
 - Parametrics
 - Program Management
 - Risk
 - Software Estimating
- Training: 41 Sessions in 4 Tracks:
 - Cost Estimating Basic
 - Cost Estimating Advanced
 - Integration
 - Parametrics



Sponsors & Exhibitors:

Gold Sponsor:



Silver Sponsors:

Booz | Allen | Hamilton
strategy and technology consultants





Sponsors & Exhibitors:



Budget Plan Presented
February 2015
Projecting **450**
Registrants

EAC Based on **350**
registrants with
data as of **May 25**

EXPENSES	\$280,500	\$249,590
Awards & Gifts	\$3,500	\$500
Audio Visual	\$31,000	\$33,000
Bank/CC Fees	\$9,500	\$5,090
Conference Activities - Speaker	\$7,500	\$7,500
Exhibits	\$3,500	\$6,500
Host Hotel Food & Service	\$199,500	\$175,000
Hotel Other - Exhibit support/IT/AV/etc.	\$1,000	\$7,000
Mailing	\$3,000	\$3,000
On-site Contract Staff	\$0	\$500
Printing - Publicity & Signage	\$3,500	\$200
Printing - Registration/Program Mtls.	\$12,000	\$6,600
ICEAA Staff Travel	\$6,000	\$4,000
Security	\$500	\$700
INCOME	\$425,250	\$313,014
Registrations	\$375,250	\$254,484
Exhibitors & Sponsors	\$50,000	\$58,530
NET TOTAL	\$144,750	\$63,424



nesma



Memorandum of Understanding

Cooperation between NESMA and ICEAA

Introduction

NESMA is a Dutch-based non-profit, member governed organization. The mission of NESMA is to be an independent international organization focused on software metrics and software measurement.

ICEAA (International Cost Estimating and Analysis Association) is a U.S. based non-profit professional association to advance, encourage, promote and enhance the profession of cost estimating and analysis through the use of parametrics and other data-driven techniques for use by the membership as well as the general public.

NESMA and ICEAA recognize that they share specific objectives. By this Memorandum of Understanding, NESMA and ICEAA express their intention to join forces to meet their shared objectives.

Cooperation between NESMA and ICEAA

NESMA and ICEAA agree to cooperate in overlapping areas of the domains of expertise supported by both organizations.

Goals of the cooperation

The goals of the cooperation between NESMA and ICEAA are:

1. To share, to elaborate, and to develop analysis methodologies in the area of software size measurement, software metrics and software cost estimation.
2. To facilitate professional networking opportunities between NESMA and ICEAA memberships.
3. To promote and to develop formal educational programs in the area of software size measurement, software metrics and software cost estimation and to ultimately offer a joint specialty certification in the area of software estimation.

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Coordination and Communication

1. NESMA and ICEAA will invite authors of their respective articles and papers to submit their work for reciprocating publication (subject to the organization's normal vetting and peer review process).
2. NESMA and ICEAA inform each other about network meetings, seminars, educational programs, and other relevant activities.
3. Both NESMA and ICEAA to provide a hyperlink to the respective website of the other organization.

Financials and Intellectual Property

NESMA and ICEAA will not charge each other for activities resulting from this Memorandum of Understanding.

While both NESMA and ICEAA will make available current material to serve as the basis of future software focused training and educational products they will retain the exclusive rights and ownership of the original material. Both NESMA and ICEAA will have the right to use any material which is developed under the auspice of this MOU to further their association's goals and objectives.

Commitment

1. Once a year the Memorandum of Understanding will be jointly reviewed by NESMA and ICEAA.
2. This Memorandum of Understanding will remain valid until either NESMA or ICEAA wish to discontinue the agreement.

Ton Dekkers
NESMA President

Date: 30 April 2015

Brian Glauser
ICEAA President

Date: 14 April 2015

ICEAA Region 7, SoCal Chapter, and San Diego Chapter June 2015 BoD Report

Upcoming Events:

SoCal Chapter Workshop 16 September 2015 at Aerospace, El Segundo, CA:

- Alf Smith/Shu-Ping Hu, Tecolote Research; "TBD"
- Dr. Sadrul Ula: Winston Chung Global Energy Center; "Technical and Economic Challenges of Integrating Renewable Energy, Electric Vehicle Charging and Battery Energy Storage in a Modern Grid"
- Ed Dean: Design For Value; "TBD"
- Wayne Wright: Lockheed Martin; "TBD"
- Aerospace Speaker TBD
- Plus Training and other briefings

SoCal Chapter Workshop TBD December 2015 at Raytheon in El Segundo, CA

Recent Event:

SoCal Chapter Workshop 18 March 2015 at San Pedro/Fort MacArthur USAF Base, CA:

- Dr. Christian Smart: Missile Defense Agency; "Bayesian Parametrics: Developing A CER With Limited Data And Even Without Data" [Best Overall Paper At Annual ICEAA Workshop]
- Bob Hunt: Galorath Federal; "Cost Estimation Using Story Points"
- Robert Becker: PRICE Systems, LLC; "Cost Management Implementation at U.S. Army PEO TRI"
- Tom Harwick: Northrup Grumman; "Multi-Discipline Analysis & Optimization (MDAO) 2014"
- Kent Joris: MEE LCC; "EVM" [Training Topic]
- David Graham: Independent Consultant, Salient Federal Solutions; "Two Complimentary EVM Cost-Risk Tools"

SoCal Chapter Board 2015-2016:

Kurt Brunner: President

Quentin Redman: Vice President

Chris Hutchings: Treasurer

Melissa Winter: Secretary and Co Programs Administrator

Tom Bosmans: Director at Large and Co Programs Administrator

Dara Billah: Director at Large

Rich Harwin: Director at Large

Doug Howarth: Director at Large

Suzanne Lucas: Director at Large

San Diego Chapter Board 2015-2016:

Omar Mahmoud: President:

Walt Bednarski: Vice President

Scott Hardy: Treasurer

Sheona Whitwer: Secretary

Sam Toas: Director of Membership

ICEAA Board of Directors Meeting

February 7, 2015 | Arlington, VA

DRAFT MINUTES as of March 12, 2015

February 7, 2015 Action Items Summary:

- Megan to include language on properly executing the grace period in the information campaign for the dues increase.
- Peter A. will present a more developed plan for certifying companies at the next Board meeting.
- Megan to work with Brian on appointing awards chair, begin awards process
- Megan to work with Mike on advertising campaign for Volunteer Leadership Orientation
- Solidify the plan for the annual meeting. Will it take place at the workshop or a combination of workshop and post-webinar?
- Peter B. and Mike to confirm Linda Williams for CCEA Study session, or if she's not available, Nathan H. could do it.
- Mike and Ellie to work together to determine process and implications for Canada chapter.
- Brian to appoint a committee to discuss process and desired outcome of absorbing SSCAG members as a Space SIG
- Brian to appoint a committee to meet with NESMA to work out the details of jointly developing a Training & Certification program.
- Jason to sign an MOU with NESMA by April 15 to confirm that both groups are interested in moving forward.
- Brian will appoint an organizational development committee to look at regions, chapters and overall organization to help come up with best practices and guidelines for helping invigorate the association.
- Megan will draft a survey, present to Jason, send to Board and CPs. Goal is to have it ready for distribution in San Diego, launch over summer.
- Brian to provide a compilation of responses on those emails to determine the next steps for Sikorsky
- Brian will negotiate a draft contract with Sikorsky and present to the Board for review.

ICEAA Board of Directors Meeting

February 7, 2015 | Arlington, VA

DRAFT MINUTES as of March 12, 2015

- Brian to find a person to chair/set up the communications/publications committee to establish a panel when the book link issue comes in to review the books (re-assigned from September)
- Jason to initiate discussions with Kevin C to come up with a new pricing structure, clarifying the language and determining a new procedure for enforcing CEBoK instructor licenses (re-assigned from September)
- Megan to review the list of committees and committee members Joe prepared, present to Board and prepare for inclusion on the website/in the database
- Jeff Moore to work with Dave Stem and Regional Directors to establish system for down/up up/down award processes. (re-assigned from September)