

ICEAA Board of Director's Meeting
0900 – 1700, Saturday, March 12, 2016

MCR Offices
2010 Corporate Ridge, Suite 350 | McLean, Virginia 22102

AGENDA
as of March 1, 2016

Time	Agenda Item	Leader
8:00	Gather for Continental Breakfast	
9:00	Welcome, Quorum Count, and Introductions	Paul Marston
9:15	Secretary Report Action: Approve October 2015 meeting and December 2015 call minutes	Greg Kiviat
9:30	Treasurer Report Action: Approve Treasurers Report	Bob Hunt
10:00	International Business	
	Australia Report	Tracey Clavell
	UK Report	Andy Nicholls
	Japan Report	Ken Nishi
	International Training Symposium Update (Bristol 2016)	Jason Dechoretz
	International CEBoK/Certification Efforts	Brian Glauser
10:45	Break	
11:15	Certification Update	Peter Andrejev
	Group Discussion: PCEA/CCEA Challenges	Peter Andrejev, Megan Jones
12:00	Lunch & break	
1:00	2016 ICEAA Workshop Report	Mike Thompson
1:30	ICEAA Business Office Report	Megan Jones
1:45	Professional Development Update	Peter Braxton
2:00	Committee Reports	
	Chapter Support	Bill Barfield
	International Awards Review	Dave Stem
	Governance	Tim Anderson
	Marketing/Communication	Christina Snyder
	Membership	Pat Zedaker
3:00	Floor open for questions on Region/Chapter reports from pre-read	
3:15	New Business	
3:45	Review October, December 2015 Board Action Summary	Megan Jones
4:00	Plan Next Meeting & Adjourn	Paul Marston

TREASURER REPORT

Board of Directors Meeting
March 2016
Bob Hunt

2015 Final P&L Summary

ACTIVITY	2015 ANNUAL BUDGET			END OF YEAR 2015			NET DELTA TO BUDGET
	INCOME	EXPENSES	NET	INCOME	EXPENSES	NET	
ICEAA WORKSHOP	\$425,000	\$281,500	\$143,500	\$450,552	\$305,491	\$145,061	\$1,561
IPM CONFERENCE	\$76,000	\$0	\$76,000	\$76,875	\$1,527	\$75,348	-\$652
CERTIFICATION PROGRAM	\$45,900	\$800	\$45,100	\$42,170	\$1,213	\$40,957	-\$4,143
CEBoK PROFESSIONAL TRAINING	\$15,000	\$0	\$15,000	\$55,747	\$656	\$55,091	\$40,091
PUBLICATIONS-JOURNAL & ICEAA WORLD	\$11,500	\$53,500	-\$42,000	\$12,399	\$46,152	-\$33,753	\$8,247
MEMBERSHIP MANAGEMENT & SUPPORT	\$138,000	\$2,200	\$135,800	\$103,371	\$964	\$102,407	-\$33,393
ADVERTISING	\$8,000	\$0	\$8,000	\$5,199	\$0	\$5,199	-\$2,801
INTEREST & OTHER MISC. INCOME	\$5,000	\$0	\$5,000	\$3,480	\$0	\$3,480	-\$1,520
CHAPTER SUPPORT	\$0	\$8,000	-\$8,000	\$0	\$4,680	-\$4,680	\$3,320
STAFFING & OFFICE SUPPORT CONTRACTORS	\$0	\$240,000	-\$240,000	\$0	\$194,944	-\$194,944	\$45,056
OFFICE OPERATIONS	\$0	\$82,000	-\$82,000	\$0	\$84,532	-\$84,532	-\$2,532
OTHER MISC. EXPENSES	\$0	\$0	\$0	\$0	\$231	-\$231	-\$231
TOTALS	\$724,400	\$668,000	\$56,400	\$749,792	\$640,390	\$109,400	\$53,000

Financial results for 2015 were well above Budget due to strong growth in CEBoK sales as well as savings in staffing from a vacant position.

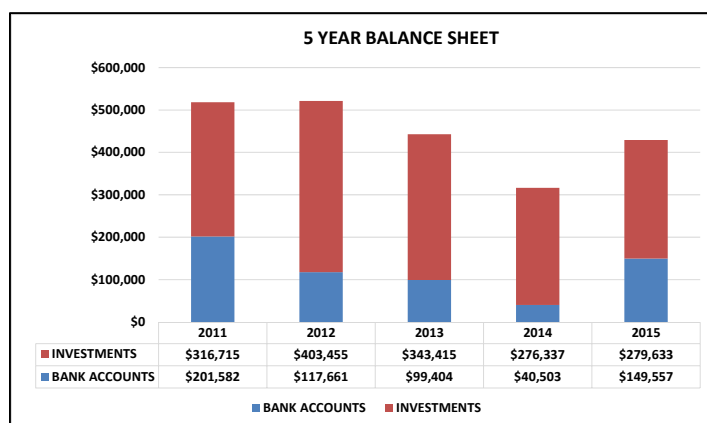
2015 Final Balance Sheet

Current Assets

CUMULATIVE BALANCE SHEET				
INVESTMENTS/CASH POSITION - END OF YEAR 2015				
	BALANCE	RATE	INT.	MATURE
PFCU - 7047946-56-6	\$42,248	1.00%	\$249	Jul-16
PFCU - 4507023-56-4	\$20,398	1.40%	\$248	May-18
PFCU - 4339703-56-5	\$30,985	1.70%	\$484	Dec-16
PFCU - 4566018-56-2	\$79,738	1.20%	\$856	Feb-17
PFCU - 4717075-56-0	\$35,220	1.30%	\$424	Feb-18
PFCU - 4717076-56-8	\$35,041	1.40%	\$446	Feb-16
PFCU - 4717077-56-6	\$35,489	1.90%	\$589	Feb-16
PFCU MONEY MARKET & CASH	\$513			
SUBTOTAL INVESTMENTS	\$279,633			
CHECKING ACCOUNTS	\$146,372			
TD BANK JOURNAL ACCOUNT	\$3,185			
ANNUAL INTEREST EARNED			\$3,297	
TOTAL LIQUIDITY	\$429,191			

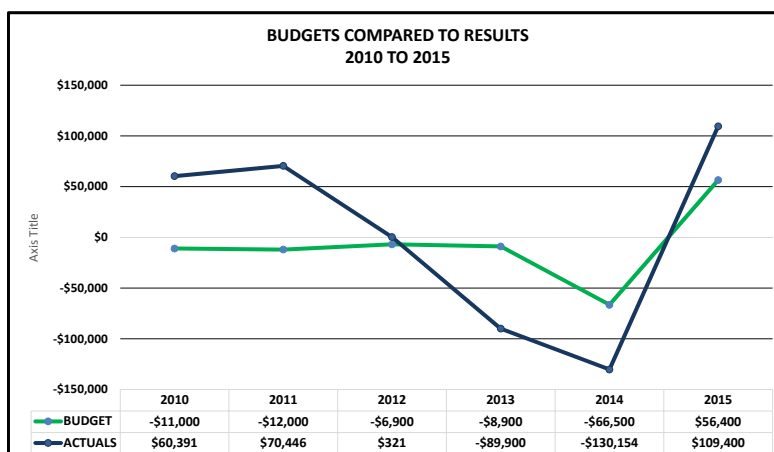
The checking account has a strong balance going into 2016.
Considering an additional CD purchase for \$35,000.

YEAR END BALANCE SHEET 2011 - 2015



Recovery from the recent downturn is underway

BUDGET TO ACTUAL RESULTS – SIX YEAR HISTORY



2016 P&L thru January 2016

2016 ACTIVITY	2016 ANNUAL BUDGET			Jan-16		
	INCOME	EXPENSES	NET	INCOME	EXPENSES	NET
ICEAA WORKSHOP	\$353,149	\$219,992	\$133,157	\$5,000	\$1,398	\$3,602
IPM CONFERENCE	\$30,000	\$0	\$30,000	\$0	\$0	\$0
CERTIFICATION PROGRAM	\$30,402	\$826	\$29,576	\$250	\$102	\$148
CEBoK PROFESSIONAL TRAINING	\$23,868	\$0	\$23,868	\$468	\$0	\$468
PUBLICATIONS-JOURNAL & ICEAA WORLD	\$13,004	\$49,350	-\$36,346	\$6,000	\$0	\$6,000
MEMBERSHIP MANAGEMENT & SUPPORT	\$87,717	\$2,786	\$84,931	\$3,340	\$0	\$3,340
ADVERTISING	\$5,000	\$0	\$5,000	\$0	\$0	\$0
INTEREST & OTHER MISC. INCOME	\$3,465	\$0	\$3,465	\$303	\$0	\$303
CHAPTER SUPPORT	\$0	\$10,000	-\$10,000	\$0	\$0	\$0
STAFFING & OFFICE SUPPORT CONTRACTORS	\$0	\$201,457	-\$201,457	\$0	\$17,522	-\$17,522
OFFICE OPERATIONS	\$0	\$94,590	-\$94,590	\$0	\$5,286	-\$5,286
OTHER MISC. EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS	\$546,605	\$579,001	-\$32,396	\$15,361	\$24,307	-\$8,946

The \$6K in Publications is a one-time payment from T&F.

ICEAA Australia REPORT

March 12, 2016

Tracey Clavell

Board of Directors:

Board last elected : Feb 2014, President, VP, Secretary, Treasurer and committee officer

All positions are now open for nominations, 1-2 people from the current small team may stay

The chapter is trying to set up a quick election process to get things moving. We now have nominations for all positions with over ½ of the current board retiring. The elections should have been started in Nov but due to wide ranging events this didn't happen.

An independent election committee is now under way.

Upcoming Events:

Will organize a social gathering after the new board is elected hopefully early April at the latest

Recent Events:

No events since Aug 2016

Member Outreach:

This will be discussed heavily with the new board, I fear we may have lost quite a few members with the lack of action in the last quarter of last year. Also need to be cognisant that the defense industry / economy is going through a massive reset which has been in process since mid last year. Lots of reform in all parts of the economy and people in general are fearful.

Also need more communications through mini newsletters

Other:

N/a

ICEAA International Cost Estimating
and Analysis Association
Board of Directors Meeting

Certification Program Report

March 12, 2016
Peter Andrejev, Director of Certification



Overall Summary Statistics

- Overall certifications as of February 23, 2015:
 - CCEA® 794 (771) (including 19 CCEA®-P)
 - PCEA® 103 (138)
 - CPP 58 (58)
- Re-certifications:
 - 66 Re-certifications total in 2015
- Other Countries with Certified Individuals:
 - Australia (9)
 - Canada (16) +9 since Oct
 - Egypt (1)
 - Japan (6)
 - Saudi Arabia (1)
 - UK (79)
 - Germany (1)
 - Netherlands (2)
 - Scotland (1)
 - South Korea (1)

Certification Program since last time...

- Operational Status
 - 175 total applicants tested in 2015 (92 total tested during 2014)
 - Overall 67% of applicants taking the exam earned certification
- Tactical Actions
 - Finalize CCEA-P exam by June 2016
 - Modify CCEA examination for Canada
 - Improve certification application screening and testing processes
- Strategic Agenda
 - Motion to award non-renewable PCEA to applicants with > 5 yrs. experience

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Status on Tactical Actions...

- Finalize Parametric Specialty exam by June Conference
 - Completed revision of 50 questions to test-ready caliber
 - Conducting question review with Stacy Dean (surrogate beta test)
 - Need Work Problem from Dan Nussbaum's training
 - Need to create Parametric Specialty Certification Application and Guidebook
 - Need Parametric SAC volunteers to review work products included in applicants' submission
- Spoke with Canadian representatives regarding reengineering of exam questions and CEBok® training
 - Efforts for revisions to CEBok® training materials addressed separately
 - Representatives from Canada's Costing Centre of Excellence in the Treasury Board Secretariat (TBS) and the Dept. of National Defence (DND) to generate replacement examination questions, e.g.,
 - Inflation, price escalation; contracting; learning curves, large quantity buys
 - Replace confusing phrasing, use of double negatives

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Problem Statement and Motion

Problem Statement:

- Applicants with > 5 years of experience only receive acknowledgement of passing Part I of the CCEA
 - US applicants with > 5 years of experience are understating their years of experience so as to receive the PCEA designation
 - Foreign applicants with > 5 years of experience only want the PCEA designation

Motion:

- Eliminate the current requirement that anyone with more than five years of experience is only eligible for the CCEA® designation.
- Confer the designation of PCEA to any individual who passes Part I of the CCEA examination for three years.
- Prohibit the renewal of the PCEA through attainment of recertification points.
- Allow individuals seeking to maintain their PCEA designation to (re-)take Part I of the CCEA examination as offered at that time.

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Several options were examined

Option	Advantages	Disadvantages
Maintain the status quo	<ul style="list-style-type: none"> • Reinforces attainment of CCEA only 	<ul style="list-style-type: none"> • Perpetuates a "policy loophole" • Alienates a growing market demand from international constituencies • Case-by-case adjudication is burdensome and subjective (leading to possible exposures) • Encourages this contingency to "falsify" their experience to receive the PCEA designation
Create country-specific standards & designations	<ul style="list-style-type: none"> • Allows each country to define the competency standards they desire 	<ul style="list-style-type: none"> • Alternative designations among countries undermine the value of a single internationally recognized standard of competency • Time/effort to screen applicants and process recertification requests can be prohibitive with different standards for each country • Reduced participation from countries running their own certification program (e.g., Japan)

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Several options were examined (cont'd)

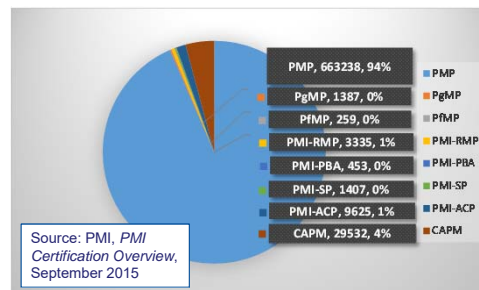
Option	Advantages	Disadvantages
Create a renewable "apprentice" designation	<ul style="list-style-type: none"> Allows individuals to retain "apprentice/junior" designation in perpetuity Increases revenues in short-term, but reductions in CCEA revenues and training will occur 	<ul style="list-style-type: none"> Data shows demand is greatest for the lowest/easiest level of certification that is renewable without having to take multiple exams Recertification—even if it's a junior designation—greatly reduces the incentive to achieve CCEA Minimizes future demand—and revenues—for the CCEA, CEBok®, and training programs Undermines value of the 700+ practitioners who have already attained the CCEA designation Incurs new costs to identify, register, and brand a new designation
Modify the status quo	<ul style="list-style-type: none"> Preserves the value of the CCEA and assures continued revenue streams from CEBok, training and recertification activities Satisfies foreign practitioners seeking to achieve certification below the CCEA Encourages practitioners to achieve the CCEA <ul style="list-style-type: none"> "Threat" of having to take an exam every three years is sufficient deterrent to prevent gravitating to the lowest designation Taking Part II to achieve the CCEA ends their test-tasking burden Closes a "policy loophole" that encourages falsifying applications Easiest and least costly to implement 	<ul style="list-style-type: none"> Increases in PCEA re-tests add burden to National Office

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ICEAA International Cost Estimating and Analysis Association

Back-up data

- Data indicate that practitioners rarely attain multiple certifications in the same discipline
- Anecdotal evidence indicates that employers almost never fund a second certification in the same discipline
- Empirical evidence from PMI shows that despite extensive marketing and branding efforts on their part, only 0.2% (two tenths of one percent) of certified project management practitioners progress from their Project Management Professional (PMP)® to receive their Program Management Professional (PgMP)® designation

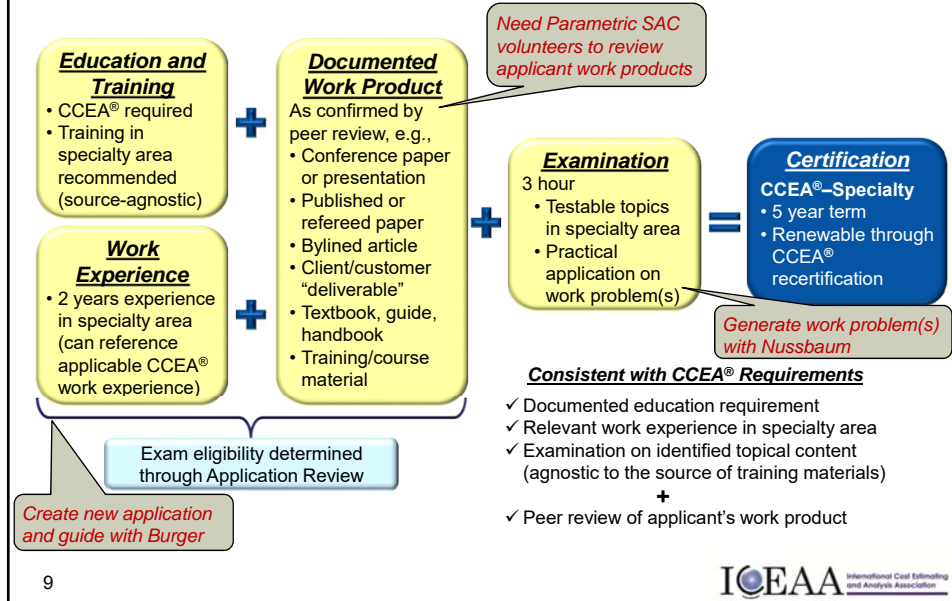


Demand is greatest for the "easiest" level of certification that can be attained without having to take renewal examinations

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ICEAA International Cost Estimating and Analysis Association

Parametric Specialty Certification



DISCUSSION PAPER AND MOTION

PCEA® APPLICATION AND RENEWAL POLICY

ISSUE: Ever since its inception in 2009, the Professional Cost Estimator/Analyst (PCEA)® designation is intended to recognize the competencies of “apprentice” practitioners (i.e., those having between 2- and 5-years of experience) and encourage their continued professional development toward our primary professional designation, the Certified Cost Estimator/Analyst (CCEA)®. (In fact, only recently have we started to refer to Part I of the CCEA examination as the PCEA exam.) To further reinforce attainment of the CCEA, we currently preclude applicants with more than 5 years of experience from receiving the PCEA designation (they receive a letter congratulating them on passing Part I of the CCEA examination, but are not listed as having a PCEA). We also prohibit the renewal of the PCEA designation since after 3 years any practitioner with a PCEA will have at least 5 years of experience and therefore be eligible to complete the CCEA, i.e., pass Part II of the examination.

We are now experiencing two types of behaviors from applicants having more than 5 years of experience that warrant potential changes to our certification program. One group entails US applicants who understate their years of experience so as to receive the PCEA designation if they fail to pass both parts of CCEA examination. If/when they pass Part II, they recall years of experience not originally submitted and request the CCEA be conferred immediately. The other group entail applicants having more than 5-years of experience (many from Canada) who only want the PCEA designation (and not just acknowledgement of passing Part I of the CCEA) because their job does not require the CCEA.

ICEAA does not want to lower its standards and in essence recognize medical students as MDs. We also do not want to alienate those seasoned practitioners who seek recognition, yet remain anxious about their ability, or have no need, to pass the entire CCEA examination.

Our options include:

- **Maintain the status quo**, which allows anyone with more than 2-years of cost estimating experience to sit for any or all parts of the CCEA examination. Those with fewer than 5 years of experience receive a PCEA; those with more than 5 years of experience only receive acknowledgement of passing Part I of the CCEA (no professional designation is awarded), and do receive any professional designation until passing Part II.
- **Create country-specific standards and designations** that allow each country to define the competency standards they desire. This option is especially attractive to practitioners outside of the US who feel the CCEA is more stringent than what they need for their working environment. This is true of the Japanese, who have taken Part I of our examination and made the PCEA their sole certification. In large part because of the language difference, the Japanese now run their own certification program.
- **Create a new “apprentice” designation** that allows for individuals to renew their “apprentice/junior” designation regardless of how many years of experience they have.

With the renewal-through-recertification-points option, there is no requirement, and little incentive, to achieve the CCEA unless the name sufficiently reflects an understudy designation. We would disband use of the Professional Cost Estimator Analyst name since it does not reflect an apprentice level, and replace it with an appropriate “junior” designation (which has been found to be surprisingly unresolvable to date).

- **Modify the status quo** to allow anyone passing Part I of the examination to receive the PCEA designation regardless of years of experience. Do not permit renewing the PCEA through recertification points, but allow those who want to keep the PCEA designation to take Part I of the CCEA exam again. However, since they would need to take another test, encourage them to take Part II to receive the renewable CCEA designation. Those wanting to keep only foundational competency are re-tested every three years, but there’s an obvious incentive to achieve the CCEA to avoid re-testing.

CONSIDERATIONS: Currently, ICEAA does not acknowledge a PCEA examination; we have a single, two-part CCEA examination in which we will confer the PCEA designation to those passing Part I. The PCEA designation was created to encourage and acknowledge the competencies of junior staff (those with 2-5 years of experience) as they progress toward the CCEA. The non-renewable feature presumes that 3 years (after passing Part I) provides the additional experience that is helpful to pass Part II. We intentionally designed Part II of examination to favor those with five or more years of practical work experience. Test results indicate that applicants with more than five years of applicable experience have a higher pass rate on Part II of the examination than those with less experience.

Applicants with more than 5 years of experience, especially those outside of the US, have a legitimate case for wanting only a PCEA designation that they can renew. The advantages and disadvantages of the options we can pursue are considered below.

Maintaining the status quo entails adjudicating after-the-fact discovery of additional experience on a case-by-case basis, which is both burdensome and subjective (leading to possible unwanted exposures). We alienate a growing market demand from international constituencies if we continue to deny the PCEA designation to individuals having more than 5 years of experience. Continuing with current policy encourages this contingency to “falsify” their experience to receive the PCEA designation. Consequently some change from the status quo is warrant, if for no other reason than to close a loophole.

Creating country-specific standards and designations has appeal, but also bring significant burdens to create and administer. We’re already shifting the burden of creating a country-specific examination to the requesting country, but the time and effort to screen applicants and process recertification requests can be prohibitive as standards differ (e.g., educational requirements, work experience requirements, source training materials) and as numbers grow. When a country takes on this management burden (even if due to language differences like the Japanese have), their incentive to participate and remain active in ICEAA is reduced. Furthermore, alternative designations among countries undermine the innate value of having an

internationally recognized standard from which employers can measure a practitioner's level of competency regardless of their residency.

Create a new “apprentice” designation, whose name indicates a junior, entry or apprentice competency, can allow us to attract new revenues, while preserving the integrity of the CCEA. While new costs would be incurred in identifying, registering, and branding a new designation, the greatest concern is with the realization that recertification through points—even if it's a junior designation—will greatly reduce the incentive to achieve the next level of certification. Anecdotal evidence indicates that employers almost never fund a second certification in the same discipline. Empirical evidence from PMI shows that despite extensive marketing and branding efforts on their part, only 0.2%¹ (two tenths of one percent) of certified project management practitioners progress from their Project Management Professional (PMP)[®] to receive their Program Management Professional (PgMP)[®] designation. In other words, demand is greatest for the “easiest” level of certification that one can achieve without having to take multiple examinations to retain the certification. Offering a renewable certification below the CCEA will minimize future demand for the CCEA (and associated training), undermine the value of the 700+ practitioners who have already attained the CCEA designation, and ultimately lower ICEAA's competency standards.

However, the case for increased revenues from recertifying “junior” practitioners is compelling. But increases in revenues from recertification activities at the “junior” level must be weighed against the likely revenues to be lost from reduced participation in training and testing programs at the CCEA level. Additionally, recertifying “junior” practitioners on a three-year cycle is necessarily more costly to the National Office than the five-year cycle for the CCEA.

PMI has addressed this challenge by creating a Certified Associate Project Manager (CAPM)[®] designation, which is less stringent than their primary designation, the PMP[®], but is renewable *only through re-testing*. PMI is capturing revenues through the creation of the CAPM (it's their second most popular certification among the 8 certification programs they offer), but also discourages practitioners from remaining at their “associate” level by requiring another examination. The intent is to encourage practitioners to engage in their profitable PMBoK[®] training to pass the PMP examination, instead of retraining for the lower CAPM examination.

Modifying the status quo can satisfy foreign practitioners seeking to achieve certification below the CCEA, while encouraging all practitioners to achieve the CCEA. One either continues taking Part I every three years to retain the PCEA, or takes Part II to achieve the CCEA and end their test-tasking burden. The “threat” of having to take an examination every three years is a sufficient deterrent to prevent members from gravitating to the lowest designation, thereby

¹ *PMI Certification Overview*, September 2015 identifies 663,238 certified PMPs (the designation requires ~3 years of experience, passing the PMP exam, and is renewable through recertification points) versus only 1,387 certified PgMPs (which requires 5 years of experience, passing the more extensive PgMP exam and is also renewable through recertification points).

preserving the value of the CCEA and assuring continued revenue streams from current CCEA training and recertification activities.

RECOMMENDATIONS: I make a motion to:

- Eliminate the current requirement that anyone with more than five years of experience is only eligible for the CCEA® designation.
- Confer the designation of PCEA to any individual who passes Part I of the CCEA examination for three years.
- Prohibit the renewal of the PCEA through attainment of recertification points.
- Allow individuals seeking to maintain their PCEA designation to (re-)take Part I of the CCEA examination as offered at that time.

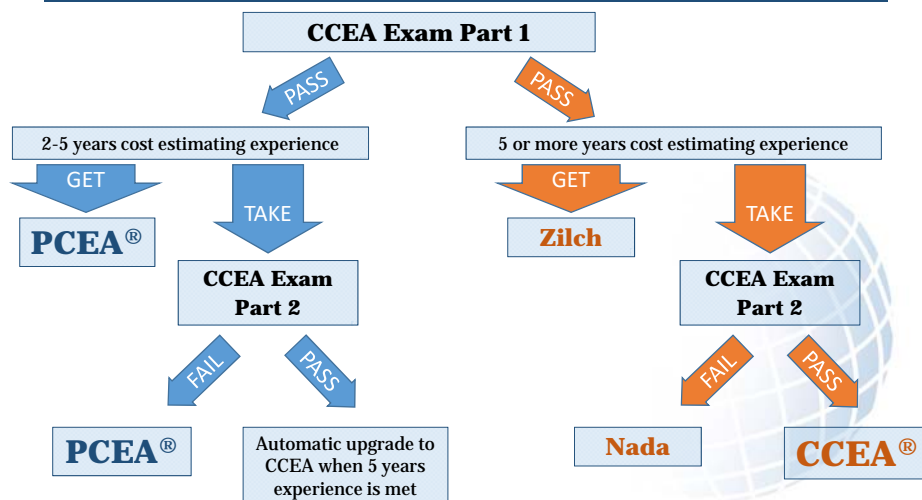
All else remains as is. We will continue to allow anyone who meets the requirements for the PCEA® to be eligible to sit for any or all parts of the CCEA examination. Once an applicant has passed both Parts of the examination and attained five years of applicable work experience the CCEA is automatically awarded.

We will continue to use the CCEA® and PCEA® certification marks as registered with the U.S. Patent and Trademark Office, and reinforce that only individuals whose designations are current and acknowledged in ICEAA's official records are legally eligible to use these designations. ICEAA remains empowered to take legal action against those who use the CCEA or PCEA designations on their business cards, in proposals, or other public documents without ever having been certified, or having their certification expire according to ICEAA policy and records.

PCEA and CCEA: Challenges and Solutions

Megan Jones
ICEAA Executive Director

Problem #1: Hedging Your Bets



Problem #1: Hedging Your Bets

- More and more applications are coming in for people with less than 5 year's experience but want to take both Parts I&II
- Upon passing Part II, they “remember” a few more years of experience and ask to have their application reconsidered with new information since they have enough years to get the CCEA after all

Can we really blame them?

Had they shown their experience in the first place but didn't pass part 2, they'd have done it all for **nothing**.



Problem #2: One Size Doesn't Fit All

- We understand that estimators in the UK and Canada are not interested in pursuing the CCEA certification; are content with PCEA
Why? Lack of need? Misunderstanding of the difference?
- Promotions for the Bristol Workshop advertise “Full training program to prepare for ICEAA's Professional Cost Estimator/Analyst (PCEA) certification, including an opportunity to sit for a proctored exam”
- Official documentation varies on whether or not Part I of the CCEA exam is its own test that awards the PCEA designation
Which it does...sometimes.
- PCEA designations expire after 3 years with no opportunity for renewal
If they don't need or want the CCEA now, why would they in 3 years?
- There is no documented process for keeping the PCEA for longer than 3 years
What do we do then?



The System is Broken

- The current system of not rewarding anything to 5+’s for passing Part I is unfair and encourages dishonesty
- International markets don’t want the CCEA; the system isn’t set up to give them something they do want

Suggestions

Give a PCEA designation to anyone who passes Part I

- PCEA was designed to recognize the competencies of “apprentice” practitioners
- Ability to successfully pass Part I indicates apprentice-level understanding; failure to pass Part II (regardless of experience) indicates the candidate does not possess the level of understanding expected of CCEAs
- Clarify the difference between PCEA and CCEA in all marketing, instructional, and other certification-related material. Explain clearly on the online list of certificate holders the difference between the designations www.iceaonline.com/certification-matters/achievements/

Suggestions

Remove all experience requirements from the application and differentiate PCEAs from CCEAs by test results only... Or get rid of the application altogether.

- The most complicated and labor-intensive aspect of exam application review is determining how much experience a candidate actually has
- The idea of applying for permission to take a test is confusing for many of our applicants, unlike most available certification processes, and counter-intuitive from a business sense
 - We're just making more work for ourselves. We have to spend time and effort reviewing an application before we spend more time and effort in administering the test, and end up regulating ourselves out of revenue

Suggestions

continued

- Make it clear in all documentation and language that we **strongly encourage** a certain number of years' experience before taking. People with lots of experience fail all the time; people with little experience but lots of schooling could do fine, or not, but we warned them
- The PCEA could be come a means for interested or fledgling cost estimators to break into the field

Suggestions

Determine process for sustaining PCEA

Addresses Problem 1:

- There is concern that if given the opportunity to attain and sustain a lower-level designation, they won't get the higher-level one
- Make sustaining the PCEA more arduous than "graduating" to CCEA
 - More points, mandatory Workshop attendance, etc.

Addresses Problem 2:

- If Canada and the UK don't want the CCEA, our options are to give them something they do want or let them get it elsewhere
- Alternatively, make a different designation for international (anyone not US based) cost estimators that is clearly intended for their needs, or different set of requirements for internationals to maintain PCEA

Counter-Points

Why not let PCEAs take Part I again in 3 years if they want to keep their PCEA longer?

- Per the current system, those people would have more than 5 years of experience and therefore would not get anything for passing Part I
- Encouraging maintenance over re-testing is better:
 - Processing recertifications is less time consuming and easier than finding proctors, determining locations, preparing and shipping materials for testing
 - Achievement of certification points encourages more ICEAA involvement and activity (and with that, revenue from workshop attendance, membership, etc.)
 - If taking the test again is too big of a deterrent, we risk losing these members and forfeiting their involvement after 3 years

Counter-Points

Won't people just stop at PCEA if we let them?

- Not if we make it harder than attaining CCEA

Wouldn't letting people keep their PCEA degrade the integrity of the CCEA?

- Not if we make the distinctions crystal clear through written descriptions or even a new jumble of letters to better mark the distinction
- Allowing PCEA to be its own entity has no impact on CCEA's required level of knowledge, or what it stands for. PCEA is PCEA; CCEA is CCEA
- The integrity of an exam lies in its challenge level, not the number of people who pass it



Counter-Points

PMI made a lower level certification and now nobody will take the higher-level one, and so many people have the low-level certification that it is no longer impressive.

- If we make the PCEA harder to keep than getting and keeping the CCEA, we shouldn't have this problem
- Having "too many" ICEAA-certified cost estimators in the community is a problem we should all *want* to have
- Per PMI's 2014 financial statement (available on their website), their net assets at the end of 2014 were \$ 416,970,778
ICEAA's current assets are \$ 426,191

When we hit a million in assets, we can hire someone to worry about a market saturated with PCEAs.



Action Recommendations

I suggest the board consider the following actions:

1. Change the testing and certification rules so that anyone who passes Part I is recognized as a PCEA
2. Determine a set of maintenance requirements for sustaining PCEA that are more intensive than moving on to CCEA
 - a) Make exceptions or different requirement sets international certificants
3. Remove years of experience from application requirements and designation differentiation. PCEA is for passing Part I, CCEA is for passing both

Even better: get rid of the application altogether. Collect info for demographics, but allow anyone with the desire to prepare and sit for the exam to take it. Warn that experience is encouraged, but eliminate the confusing and time consuming application process



Results

These actions will:

1. Make our certification program easier for our intended audience to understand
2. Satisfy more of our constituents' needs
3. Reduce the amount of manual effort spent on certification, thus freeing resources for the success to come
4. Open opportunities for revenue from increased number of tests taken and from the maintenance efforts those new certificants will need to keep their letters





International Cost Estimating & Analysis Association

Professional Development & Training Workshop

June 7-10, 2016 • Atlanta, Georgia

2016 Professional Development & Training Workshop Overview

Michael Thompson
2016 Workshop Co-Chair

IOEAA 2016 Workshop Committee

Workshop Co-Chairs:

Mike Thompson
Rich Harwin

Training Co-Chairs:

Peter Braxton
Remmie Arnold

Program Co-Chairs:

Nathan Honsowetz
Christina Snyder

Best Paper Co-Chairs:

Andrew Drennon
Stacy Dean

ICEAA Grand Hyatt Atlanta at Buckhead

- 3300 Peachtree Road NE
Atlanta, GA 30305
404 364 3928
- Reserve your room online by May 16, 2016 to take advantage of ICEAA's negotiated discount rates for attendees:
 - Standard room rate: \$179
 - Government room rate: \$138*



ICEAA Monday, June 6

- Board of Directors Meeting: 8am-5pm
- Exhibitor Setup: Noon-5pm
- BOD Reception: 5pm-7pm

ICEAA Tuesday, June 7

Tuesday, June 7			
Breakfast buffet available		7:00	8:00
Welcome & Overview		7:45	8:00
Best Paper Awards		8:00	8:30
General Session		8:30	9:30
Vol. Leadership Orientation	Exam Overview	Papers	9:45 10:30
	Break		
Vol. Leadership Orientation	Training Welcome	Papers	11:00 11:45
	Lunch		
Training	Papers	12:45	1:30
	Papers	1:45	2:30
Break		2:30	3:00
Training	Papers	3:00	3:45
	Papers	4:00	4:45
Welcome Reception		4:45	7:00

Volunteer Leadership Orientation Sessions

Open discussion session 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 prior to our first keynote speaker.

Cost Chiefs Panel *Invited*

Panel discussion will focus on the direction, trends, and challenges of cost estimating and analysis within government agencies.

ICEAA Wednesday, June 8

Wednesday, June 8			
Breakfast buffet available		7:00	8:00
Welcome, day intro		7:45	8:00
Association Awards		8:00	8:45
General Session		8:45	9:45
Training	Papers	10:00	10:45
	Papers	11:00	11:45
Lunch		11:45	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
Networking Reception		5:00	7:00

Association Awards

The 2016 Association Awards will be presented prior to Wednesday morning's keynote.

Morning General Session:

Col. Darby McNulty, US Army

Keynote Speaker to discuss the Agile process and how it is being embraced on the IPPS-A program.

IOEAA Thursday, June 9

Thursday, June 9		
Breakfast buffet available		7:00 8:00
Welcome, day intro		7:45 8:00
General Session		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
Break		3:00 3:30
Exhibitor Teardown		3:30 5:00
Training	Papers	3:30 4:15
	Papers	4:30 5:15
Free Evening		

Morning General Session:

Masters in Cost Estimating and Analysis

Dan Nussbaum, Greg Mislick

An update on the all-Distance Learning Masters Degree and/or Certificate Program in Cost Estimating and Analysis (MCEA / CCEA) offered at the Naval Postgraduate School (NPS).

2016 Best Paper Overall

The 2016 Overall Best Paper will be presented as a general session prior to lunch on Thursday

IOEAA Friday, June 10

Friday, June 10		
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 11

7:00am – 2:00pm

IOEAA Totals

- Papers: 78 available time slots
 - 78 papers accepted, 40+ on wait list
 - Eight tracks:

• Acquisition	• Parametrics
• Business Case Analysis	• Risk & Uncertainty
• Management, EVM & Scheduling	• Software & IT
• Methods & Models	• Software Sizing
- Training: 40 available time slots

IOEAA Best Paper Awards

- To be eligible for a 2016 Best Paper Award, authors must submit a long-form paper by **March 30**. Authors submitting only PowerPoint presentations will not be considered
- Judging will conclude **May 1**

IOEAA 2016 Workshop Budget

Awards, gifts, speaker fees	\$7,500	3 year average
IT Requirements	\$1,000	2 year average
Banking Fees	\$8,500	\$20 per transaction
Sponsor/Exhibitor-Related Expenses	\$0	Speaker fees
Security	\$600	San Diego
Host Hotel & Food Service	\$185,725	\$437/Registrant. 7% less than SD
Audio Visual	\$35,000	\$5K above 3 year average
Shipping	\$3,000	Recent range around \$3K
Postage	\$500	
Staff Travel & Incidentals	\$5,000	Recent range
Onsite Contract Staff	\$0	
Printing - Marketing & Signage	\$4,500	Same range as 2015
Printing - Onsite Program Book	\$7,000	Same range as 2015
Total Expenses	\$258,325	
Registration Fees	\$350,200	San Diego = \$824
Sponsor/Exhibitor Revenue	\$55,000	\$58K= San Diego
Total Revenue	\$405,200	
Net Total	\$146,875	
Projected Attendance	425	

8 registrants as of
March 1 (excluding
exhibitor comps)

Three exhibit booths
sold (11 left);
two silver
sponsorships sold
(1 left, tentative
contract); Gold
Sponsorship sold

ICEAA Membership 2008-2016

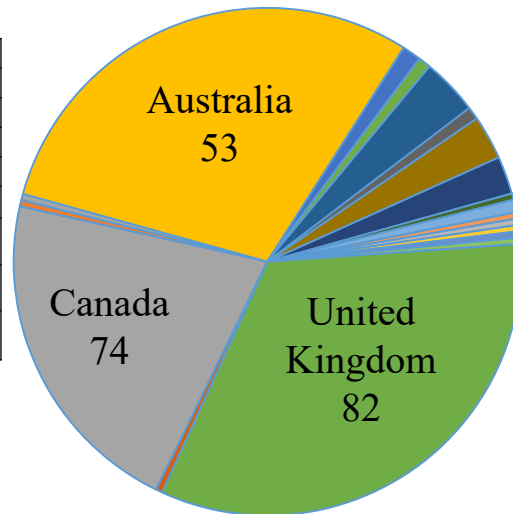
	Feb09	Oct09	Feb10	Jun10	Jun11	Oct11	Jun12	Oct12	Feb13	Jun13	Oct13	Feb14	Jun14	Sep 14	Feb 15	Ju 15	Sep 15	Mar 16
TOTAL MEMBERSHIP	1650	1750	1926	2044	2121	2057	2158	2385	2340	2326	2203	2084	2020	1794	1703	1712	1719	1652
Atlanta			29	31		12	11	12	15	17	16	16	14	10	11	10	7	6
Baltimore			31	44		47	49	55	43	44	44	38	30	31	30	27	26	20
Canada																24	48	58
Central Florida			38	37		43	50	49	47	44	40	38	31	28	21	21	21	25
Central VA										24	25	21	23	21	22	23	24	26
Dayton OH			99	91		95	108	112	103	96	94	79	73	63	60	76	73	70
DC Metro			469	522		542	557	573	559	531	494	196	460	430	429	408	397	375
Detroit										19	20	16	12	10	8	8	9	10
Greater Alabama			95	101		79	95	110	101	104	97	86	83	63	68	80	83	75
Hampton Roads VA			54	48		40	38	51	39	35	31	28	27	22	20	19	19	17
Houston			38	39		31	31	27	27	26	22	20	17	15	14	13	16	16
Lone Star TX				37		32	37	48	41	40	3	31	29	24	27	27	27	25
Mid-Atlantic				46		34	23	33	17	14	15	11	11	11	12	13	16	13
New England			114	118		131	124	110	102	98	91	96	89	83	76	87	82	79
Northwest			89	109		140	191	205	211	209	194	170	167	124	110	119	130	127
Northwest Florida			28	24		24	26	24	24	21	15	16	15	15	15	19	16	14
Pike's Peak			33	30		34	33	39	38	39	37	35	32	31	32	28	27	22
Rocky Mountan / Denver			39	43		40	44	50	42	40	41	36	30	23	25	27	23	23
San Antonio TX			16	13		8	7	7	8	6	6	4	4	5	4	6	5	5
San Diego			40	46		53	61	61	61	64	67	62	59	38	40	45	45	43
So Cal			96	101		100	105	182	180	186	181	171	166	151	149	150	148	145
St. Louis Gateway			105	99		78	51	54	50	50	48	46	43	35	30	31	31	30
Twin Cities				18		13	10	11	12	12	12	11	11	9	9	6	6	7
At Large			489	470						538				442	441	445	440	369

ICEAA Membership 2008-2016

	Feb09	Oct09	Feb10	Jun10	Jun11	Oct11	Jun12	Oct12	Feb13	Jun13	Oct13	Feb14	Jun14	Sep 14	Feb 15	Ju 15	Sep 15	Mar 16
TOTAL MEMBERSHIP	1650	1750	1926	2044	2121	2057	2158	2385	2340	2326	2203	2084	2020	1794	1703	1712	1719	1652
BAE	30	31	35		29						33	25	24		13	21	19	19
BAH	106	127	174	176	196	189	189	172	156	154	133	122	109		79	76	82	84
Boeing	325	323	306	294	288	277	270	293	285	296	273	244	256		173	177	174	166
Cobec													20		20	19	21	16
Deloitte													30		17	17	20	17
Lockheed Martin	49	57	63	98	96	82	80	76	77	74	67	68	59		42	43	42	39
MCR	73	74	76		70		50	53	47		45	39	37		27	28	28	24
MITRE	22	26	30		23						29	30	30		27	26	24	25
Northrop Grumman															29	31	33	30
Raytheon															14	14	15	14
TASC/Engility	96	95	86		70		62	61	59	49	51	51	52		49	29	23	24
Technomics	27	27	32		62		59	70	70	67	66	68	68		71	78	62	62
Tecolote	92	92	107	111	113	114	110	113	113	116	123	118	114		104	113	109	102
Wyle	21														13	15	17	14

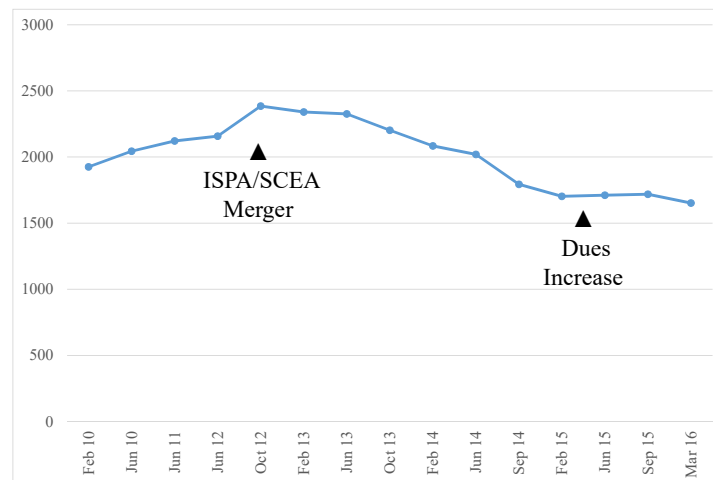
International Membership as of March 1

Australia	53	Netherlands	6
Belgium	1	New Zealand	1
Brazil	1	Norway	2
Canada	74	South Africa	1
China	3	Sri Lanka	1
Egypt	1	Sweden	1
France	2	Trinidad and Tobago	1
Germany	9	United Arab Emirates	1
Italy	2	United Kingdom	82
Japan	7		
Korea	1		



IOEAA International Cost Estimating and Analysis Association

State of Association: Membership Trends 2010-2016



IOEAA International Cost Estimating and Analysis Association



Suggested Improvements to the International Cost Estimating and Analysis Association (ICEAA) Professional Award Criteria

Original prepared by Joe Hamaker, PhD, CPP, CCA
Revised in consultation with members of the ICEAA Awards
Committee

Current Awards vs. Proposed Awards

- | | | |
|--------------------------------------|---|---|
| • Society Service Award | → | • Association Service Award |
| • Educator of the Year Award | → | • Educator of the Year Award |
| • Annual Achievement-Technical Award | → | • Annual Achievement-Technical Award |
| • Parametrician of the Year Award | → | |
| • Annual Achievement-Management | → | • Annual Achievement-Management |
| • Lifetime Achievement Award | → | • Lifetime Achievement Award
(Frank Freiman Lifetime Achievement Award?) |
| • Frank Freiman Award | → | |
| | | • Junior Analyst Award |
| | | • Team Achievement Award |



Association Service Award

This award recognizes individuals (or a team) who have shown continuing dedication to the interests of ICEAA and who have made significant and sustained volunteer contributions to the ICEAA organization for a period of years. Contributions should be of a highly significant nature and contribute positively to the advancement of ICEAA and/or an ICEAA Chapter.

- Uncommon and sustained volunteer service to the Association.
- Assistance with conferences and other ICEAA events.
- Providing forums and media through which experiences with the principles and techniques of cost estimating and analysis may be reported, discussed and published in furtherance of public interest (e.g. editorial, publications, symposium leader, etc.).
- Cooperating with other organizations and individuals, having common or related purposes that contribute to the cost estimating and analysis community of practice.
- Significantly advancing ICEAA's professional status and making significant personal commitments to ICEAA such as long-term service in a leadership role at either the national level or chapter levels.
- The individual recipient or key team member(s) must be current ICEAA members in good standing.
- Any further clarification on how the plaques / names should be managed during a team award?



Educator of the Year Award

This award recognizes individuals (or a team) who have made outstanding education and training contributions to the profession. It recognizes and honors educational and/or teaching achievements, over the previous year. The recipient must have advanced the skills and knowledge of cost estimating and analysis through teaching, writing, editing, and/or publishing educational materials used to train and educate present and future cost professionals.

- Promoting a Common Body of Knowledge as a standard for individual excellence.
- Promoting and providing training in support of ICEAA Cost Estimator/Analyst Certification.
- Developing educational programs.
- Mentoring new cost estimators.
- Disseminating knowledge and developing the next generation of successful cost estimators and analysts.
- Building proficiency and performance in cost estimating capabilities of ICEAA members.
- The individual recipient or key team member(s) must be current ICEAA member(s) in good standing.



Annual Achievement – Technical Award

This award recognizes the individual who has made outstanding technical contributions to the profession of cost estimating and analysis over the past year. Technical excellence may be accomplished through significant achievement in technical work and/or by playing an instrumental part in the development of technical products.

- Performing research in developing new knowledge and advancing theory in cost estimating and analysis.
- Innovative use of cost models or development of new models.
- Promoting integration and synergy among cost estimating and analysis and other disciplines.
- Developing and maintaining standards of proficiency and performance.
- Establishing standards in the terminology, conduct, and application of cost estimating and analysis.
- Using new approaches and techniques to conduct cost estimates/analyses or parametric databases/analyses, develop CERs, databases, and/or models.
- Expert application of statistical procedures for CERs.
- The individual recipient must be a current ICEAA member in good standing.



Annual Achievement – Management Award

This award recognizes the individual who has made outstanding management contributions to the profession of cost estimating and analysis over approximately the previous year. Management excellence may be accomplished through significant administration of cost estimates and analyses. The Award recognizes the individual who provides the most effective demonstration of his/her project management competence.

- Creating a productive work environment as well as the drive and impetus to enable co-workers or employees to accomplish achievements.
- Exhibiting a balance of management skills, juggling different views and perspectives, backgrounds and personalities.
- Maintaining focus ensuring his/her team's performance is efficient and the project's objectives are met.
- Rewarding achievement through an appropriate program of recognition and endorsement.
- Promoting standards of proficiency and performance.
- Providing forums and media through which experiences with the principles and techniques of cost estimating and analysis may be reported, discussed and published in furtherance of public interest.
- Developing and maintaining standards of proficiency and performance.
- The individual recipient must be a current ICEAA member in good standing.



Lifetime Achievement Award

[Frank Freiman Lifetime Achievement Award?]

This award recognizes an individual making lifetime outstanding accomplishments in cost estimating and/or parametric analysis. It is presented to an individual who has demonstrated exceptional dedication and made an outstanding contribution (theoretical or applied aspects) to the cost estimating and analysis community during his or her lifetime. This individual is passionate about their work, skilled in the art of cost estimating, and has/had practiced these fundamentals for a significant amount of his or her career. A Lifetime Achievement Award candidate is expected to have left a legacy to the profession (fifteen years or more) and can receive the award only once in a lifetime.

Question: is 15 years enough or too much?

- They have demonstrated commitment to the profession over time.
- Have qualified as meeting many of the criteria for other award categories over career.
- Shown outstanding and unique capabilities in support of the cost estimating and/or parametric analysis.
- Has provided a body of work that has benefited cost estimating and analysis.



Lifetime Achievement Award

[Frank Freiman Lifetime Achievement Award?]

(Continued)

- Has consistently endeavored to enhance the professional image of cost engineering over an extended period of time.
- Has applied cost modeling principles to unique, highly complex problems.
- Has successfully applied cost estimating and analysis to brand new market segments.
- Outstanding example(s) of advancing the state of the art and/or practice of cost estimating and analysis beyond its current bounds.
- The individual recipient must be a current ICEAA member in good account standing.

Question: Should we include a little more language to cover parametrics here?



Junior Analyst of the Year Award

This award recognizes an individual with 5 or less years of experience who has contributed to significant cost analysis work during the course of the year. This individual should demonstrate a bright future through job-related work and education in the field. Work-related activities can be performed individually or as part of a larger group. This individual demonstrates the use of CEBOK principles within his/her cost analysis work.

Question: should this be an individual award only?

- Demonstrating work toward proficiency in the field through job related activities and education.
- Demonstrating an upward trajectory on increasing levels of skill and impact to cost field.
- The individual recipient must be a current ICEAA member in good standing.



Annual Achievement – Team Award

This award recognizes a team demonstrating significant accomplishments during the year through analysis for their organization (or an organization supported by their work). Achievement should have significant resultant impact on the mission of the organization, or by influencing an important decision through the use of cost analysis.

- Demonstrating an outstanding accomplishment within the field.
- Promoting high impact on the organization or chapter supported by the work.
- Exemplifying how cost analysis work provides decision support by influencing the management vision, goals, and objectives.
- Key team member(s) must be current ICEAA member(s) in good standing.



Additional Awards Criteria

- For greater clarity, all awardees are eligible only if they are current members of ICEAA in good standing. For group awards, this means that at least one members of the team must be a member in good standing. Greater weight shall be given to teams where a significant contribution was made by one or more ICEAA members.
- Only one plaque shall be awarded per award. For teams, a single plaque will be awarded and a certificate given to each team member who is an ICEAA member in good standing.



Motion

Accept the committee's recommendations for award names and qualifications:

- Association Service Award
- Educator of the Year Award
- Annual Achievement-Technical Award
- Annual Achievement-Management
- Lifetime Achievement Award (Frank Freiman Lifetime Achievement Award?)
- Junior Analyst Award
- Team Achievement Award



Governance Review Committee

(Ad hoc)

Chairperson: Tim Anderson

Committee Members: Ray Covert and Meghan Kennedy

Charter:

To review the current ICEAA Constitution and By-laws and make recommendations for changes.

Considerations:

1. Eliminate redundancy and conflict between documents
2. Eliminate clauses pertaining to "Interim Board"
3. Correct errors and inconsistencies
4. Reconsider the selection/nomination of Regional Directors
5. Consider strengthening voice of Chapter Presidents
6. Document role of Government Liaison Council
7. Re-evaluate Quorum Requirements

Constitution

- Following charts show recommendations for proposed textual revision of ICEAA Constitution
 - Proposed revisions are highlighted in **RED**
 - Unresolved questions are listed at the end
 - Recommend BoD make a decision on these and move on
- Note: Any revisions to Constitution require a vote by the ICEAA membership (not just the BoD)

Constitution – Article I

Current text

ARTICLE I – NAME AND ORIGIN

Section A: The name of the organization is: *International Cost Estimating and Analysis Association* and its abbreviated title is: *ICEAA*.

Section B: Founded on July 17, 1981 as the Institute of Cost Analysis, the Articles of Incorporation were issued pursuant to the non-stock corporation laws of the Commonwealth of Virginia on July 17, 1981. In June 1990 the Institute of Cost Analysis joined with the National Estimating Society to form a non-stock corporation in the Commonwealth of Virginia. On October 26, 2012, the Society of Cost Estimating & Analysis and the International Society of Parametric Analysts merged as a non-stock corporation in the Commonwealth of Virginia to form the International Cost Estimating and Analysis Association (ICEAA).

Proposed text

ARTICLE I – NAME AND ORIGIN

Section A: The name of the organization is: *International Cost Estimating and Analysis Association*, (or the *ASSOCIATION*) and its abbreviated title is: *ICEAA*.

Section B: Founded on July 17, 1981 as the *Institute of Cost Analysis*, the Articles of Incorporation were issued pursuant to the non-stock corporation laws of the Commonwealth of Virginia on July 17, 1981. In June 1990 the *Institute of Cost Analysis* joined with the *National Estimating Society* to form a non-stock corporation in the Commonwealth of Virginia called the *Society of Cost Estimating and Analysis (SCEA)*. On October 26, 2012, the *Society of Cost Estimating and Analysis* and the *International Society of Parametric Analysts* merged as a non-stock corporation in the Commonwealth of Virginia to form the *International Cost Estimating and Analysis Association (ICEAA)*.

Constitution – Article II

Current text

ARTICLE II - BUSINESS OFFICE AND FISCAL YEAR

Section A: The International Business Office of the *International Cost Estimating and Analysis Association* (or *ASSOCIATION*) shall be in the Commonwealth of Virginia or such other place as may be designated by the Board of Directors.

Section B: The Fiscal Year of the *ASSOCIATION* shall be from January 1 through December 31 of each year or such other annual period as may be designated by the Board of Directors.

Proposed text

ARTICLE II - BUSINESS OFFICE AND FISCAL YEAR

Section A: The International Business Office of the *ASSOCIATION* shall be in the Commonwealth of Virginia or such other place as may be designated by the Board of Directors.

Section B: The Fiscal Year of the *ASSOCIATION* shall be from January 1 through December 31 of each year or such other annual period as may be designated by the Board of Directors.

Constitution – Article V

Current text

ARTICLE V - MEMBERSHIP

Section A: The Membership of the **ASSOCIATION** shall consist of full members, professional affiliate members and corporate partners.

Section B: A full Member shall be an individual who is interested in cost estimating and analysis or a related discipline. A Member has the privilege of holding elective office, voting for Officers and Directors, petitioning for and voting on changes to the Constitution and Bylaws, and nominating candidates for office.

Section C: A Corporate Partner or Professional Affiliate shall be an organization as defined in and with the privileges and benefits specified in the Bylaws.

Section D: The Board of Directors may, from time to time, amend the Bylaws to provide for various sub-categories of membership as appropriate, which may vary the rights, including voting rights, from the primary membership category.

Proposed text

ARTICLE V - MEMBERSHIP

Section A: The Membership of the **ASSOCIATION** shall consist of full members, professional affiliate members and corporate partners.

Section B: A full Member shall be an individual who is interested in cost estimating and analysis or a related discipline. Only full members have the privilege of holding elective office, voting for Officers and Directors, petitioning for and voting on changes to the Constitution and Bylaws, and nominating candidates for office.

Section C: A Corporate Partner or Professional Affiliate shall be an organization as defined in and with the privileges and benefits specified in the Bylaws.

Section D: The Board of Directors may, from time to time, amend the Bylaws to provide for various sub-categories of membership as appropriate, which may vary the rights, including voting rights, from the primary membership category.

Constitution – Article VI

Current text

ARTICLE VI – INTERIM BOARD OF DIRECTORS

Section A: Immediately following the founding of the **ASSOCIATION**, there shall be established an interim Board of Directors whose sole purpose is to oversee the operations of the **ASSOCIATION** until full slate of Officers and Directors can be elected from the membership. This Board shall be composed of members in good standing from either SCEA or ISPA.

Section B: The interim Board of Director shall not have the right to modify the Constitution nor Bylaws.

Section C: The Interim Board of Directors is charged with following responsibilities:

1. Ensure a nomination process is conducted which is consistent with the guidelines in the Bylaws;
2. Ensure a transparent and fair election process is completed;
3. Ensure that the legal and financial commitments of the Association are met;
4. Ensure that the membership is afforded a level of service (business office, certification, training, publications, etc) consistent with those provided before the merger.

Proposed text

Recommend deleting this article

Constitution – Article ~~VII~~ VI

Current text

ARTICLE ~~VII~~ – OFFICERS AND DIRECTORS

Section A: The Officers and Directors of the **ASSOCIATION** shall consist of:

1. Elected Officers and Directors: President, an Executive Vice President, ~~the immediate Past President~~, a Secretary, a Treasurer, a Vice President for Professional Development, a Non-aligned Regional Director, Regional Director for each region that may be established under the provisions of Article VIII of this Constitution, and at large Elected Directors;
2. Appointed Directors: Directors of Certification, Body of Knowledge, Training, Publications, Chaptering, Membership, Honors & Awards, and appointed Outside Directors; and
3. Ex Officio Officers and Directors: the ~~immediate Past President~~ and the Executive Director.

Each Officer and Director must be a Full Member of the **ASSOCIATION**. The Director of Certification must hold a current certification from the **ASSOCIATION**...

Proposed text

ARTICLE ~~VI~~ – OFFICERS AND DIRECTORS

Section A: The Officers and Directors of the **ASSOCIATION** shall consist of:

1. Elected Officers and Directors: President, an Executive Vice President, a Secretary, a Treasurer, a Vice President for Professional Development, a Non-aligned Regional Director, Regional Director for each region that may be established under the provisions of Article VIII of this Constitution, and at large Elected Directors;
2. Appointed Directors : Directors of Certification, Body of Knowledge, Training, Publications, Chaptering, Membership, Honors & Awards, and appointed Outside Directors; and
3. Ex Officio Officers and Directors: the immediate Past President and the Executive Director.

Each Officer and Director must be a Full Member of the **ASSOCIATION**. The Director of Certification must hold a current certification from the **ASSOCIATION**...

Constitution – Articles ~~VIII~~ VII to ~~XI~~ X

Current text

ARTICLE ~~VIII~~– BOARD OF DIRECTORS

ARTICLE ~~IX~~ - COMMITTEES

ARTICLE ~~X~~ - CHAPTERS

ARTICLE ~~XI~~ - REGIONS

Proposed text

ARTICLE ~~VII~~– BOARD OF DIRECTORS

ARTICLE ~~VIII~~ - COMMITTEES

ARTICLE ~~IX~~ - CHAPTERS

ARTICLE ~~X~~ - REGIONS

Constitution – Article ~~XII~~ XI

Current text

ARTICLE ~~XII~~ - RECORDS

Section A: A roll of Members shall be maintained which shall include the names, addresses, membership category and other information as specified by the Board of Directors for each Member in good standing.

Section B: A complete accounting shall be kept of all ~~monies~~ received and expended by the **ASSOCIATION**. These financial records shall be annually audited ~~by a person (or persons) who is (are) qualified to perform this audit in accordance with generally accepted accounting principles~~. The results of the audit shall be reported to the membership as soon as practicable.

Proposed text

ARTICLE ~~XI~~ - RECORDS

Section A: A roll of Members shall be maintained which shall include the names, addresses, membership category and other information as specified by the Board of Directors for each Member in good standing.

Section B: A complete accounting shall be kept of all ~~funds~~ received and expended by the **ASSOCIATION**. These financial records shall be annually audited ~~in accordance with generally accepted accounting principles by a Member chosen in accordance with the Bylaws~~. The results of the audit shall be reported to the membership as soon as practicable.

Constitution – Unresolved Questions

- Should we change the titles of non-voting directors to something like “principals” or some similar title to reduce confusion as to who is and is not entitled to a vote?
- Should annual audits be performed by an ICEAA member, or by an outside professional auditor?

Bylaws

- Following charts show recommendations for proposed textual revision of ICEAA Bylaws
 - Proposed revisions are highlighted in **RED**
 - Unresolved questions are listed at the end
 - Recommend BoD make a decision on these and move on
- Note: Any revisions to Bylaws require only a majority vote by the ICEAA BoD (no need for a vote by the membership)
- Finally, will also address the subject of quorum requirements

Bylaws – Article I, Sections C and G

Current text

ARTICLE I – MEMBERSHIP

Section C: Members who fail to pay their dues within one hundred and twenty (120) days **after** the date due are automatically transferred to inactive status and lose all rights and privileges of membership.

Section G: A Fellow is an individual who has been approved by the Board of Director to represent himself or herself as a Fellow in a field of specialty. Admission to Fellow shall be by approval of the Board of Directors upon verification of qualifications by the Secretary. The admission by itself shall not grant the individual any membership privileges. The requirements for Fellow are that:

Proposed text

ARTICLE I – MEMBERSHIP

Section C: Members who fail to pay their dues within one hundred and twenty (120) days **after** the date due are automatically transferred to inactive status and lose all rights and privileges of membership. [keep as is]

Section G: A Fellow is an individual who has been approved by the Board of Director to represent himself or herself as a Fellow in a field of specialty. Admission to Fellow **status** shall be by approval of the Board of Directors upon verification of qualifications by the Secretary. The admission by itself shall not grant the individual any membership privileges. The requirements for Fellow are that:

Bylaws – Article I, Sections H and J

Current text

ARTICLE I – MEMBERSHIP

Section H: Emeritus membership may be granted by the Board of Directors, upon verification by the Secretary, to Members who have retired from active business or have become incapacitated, provided that they shall have been Members in good standing for at least ten (10) years prior to the application for Emeritus membership. Membership in the Society of Cost Estimating & Analysis (SCEA) and/or the International Society of Parametric Analysts (ISPA) shall be included in determining the length of membership. Emeritus Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members.

Section J: Life Membership shall consist of two (2) categories: Granted Life Member or Paid-Up Life Member. Both categories may be referred to as Life Member. Granted Life Membership may be granted by the Board of Directors on its own initiative or upon petition by five (5) Members to the Secretary for an individual who has significantly contributed to ASSOCIATION. Paid-up Life Membership may be granted to those individuals who have paid a fee which shall be designated by the Board of Directors from time to time, as appropriate. Members previously designated as Life Members in either the Society of Cost Estimating & Analysis (SCEA) or the International Society of Parametric Analysts (ISPA) shall be grandfathered to Life Members. All Life Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members.

Proposed text

ARTICLE I – MEMBERSHIP

Section H: Emeritus membership may be granted by the Board of Directors on its own initiative or upon petition by five (5) Members to the Secretary for an individual who has significantly contributed to the ASSOCIATION, to Members who have retired from active business or have become incapacitated. Emeritus Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members.

Section J: Life Membership may be granted by the Board of Directors on its own initiative or upon petition by five (5) Members to the Secretary for an individual who has significantly contributed to the ASSOCIATION. Members previously designated as Life Members in either the Society of Cost Estimating & Analysis (SCEA) or the International Society of Parametric Analysts (ISPA) shall be grandfathered to Life Members. All Life Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members. [removed last red sentence]

Bylaws – Article II, Section H

Current text

ARTICLE II–NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section H: The tellers will count the ballots and report the results to the Board by 1 May. Those candidates receiving the greatest number of votes cast shall be elected. In case of a tie vote, the office shall be filled by vote of the Board from among those candidates tied for the office. The President shall see that the entire membership is advised of the election results.

Proposed text

ARTICLE II–NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section H: The tellers will count the ballots and report the results to the Board of Directors by 1 May. Those candidates receiving the greatest number of votes cast shall be elected. In case of a tie vote, the office shall be filled by vote of the Board from among those candidates tied for the office. The President shall see that the entire membership is advised of the election results.

Bylaws – Article III, Sections B and C

Current text

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section B: The Executive Vice President shall act for the President whenever the President is unable to perform his/her duties. The Executive Vice President in concert with the President shall establish priorities, provide guidance and report to the Board of Directors in the areas of Chapter development & reinstatement, membership communication, growth and status, publications, and annual honors & awards. To aid the Executive Vice President in the performance of these duties the President shall appoint, with approval by the Board of Directors, a **Director of Chaptering**, a **Director of Membership**, a **Director of Publications**, and a **Director of Honor & Awards**. These **directors** shall receive their guidance and report their progress through the Executive Vice President.

Section C: The Vice President Professional Development, in concert with the President, shall establish priorities, provide guidance and report to the Board of Directors in the areas of Certification, Training and Body of Knowledge. To aid the Vice President Professional Development in the performance of these duties the President shall appoint, with approval by the Board of Directors, a **Director of Certification**, a **Director of Training** and a **Director of Body of Knowledge**. These **directors** shall coordinate and report their progress through the Vice President Professional Development.

Proposed text

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section B: The Executive Vice President shall act for the President whenever the President is unable to perform his/her duties. The Executive Vice President in concert with the President shall establish priorities, provide guidance and report to the Board of Directors in the areas of Chapter development & reinstatement, membership communication, growth and status, publications, and annual honors and awards. To aid the Executive Vice President in the performance of these duties the President shall appoint, with approval by the Board of Directors, **Principals to advise in the areas of Chaptering, Membership, Publications, Honors & Awards, or in other areas as necessary**. These **Principals** shall receive their guidance and report their progress through the Executive Vice President.

Section C: The Vice President for Professional Development, in concert with the President, shall establish priorities, provide guidance and report to the Board of Directors in the areas of Certification, Training and Body of Knowledge. To aid the Vice President for Professional Development in the performance of these duties the President shall appoint, with approval by the Board of Directors, **Principals to advise in the areas of Certification, Training, Body of Knowledge, or in other areas as necessary**. These **Principals** shall coordinate and report their progress through the Vice President for Professional Development.

Bylaws – Article III, Section G

Current text

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section G: With the approval of the Board of Directors, the Secretary and Treasurer may delegate certain of their duties to the Executive Director (ED). The **role** and responsibilities of the ED shall be documented in a position description. At a minimum the ED shall render to the Board an annual report regarding the Executive Director's duties and the operations of the International Business Office. This description will be made available to Board members, Committee chairs and **other** to ensure effective use of this valuable resource.

Proposed text

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section G: With the approval of the Board of Directors, the Secretary and Treasurer may delegate certain of their duties to the Executive Director (ED). The **roles** and responsibilities of the ED shall be documented in a position description, **approved by the Board of Directors**. At a minimum the ED shall render to the Board an annual report regarding the Executive Director's duties and the operations of the International Business Office. This description will be made available to Board members, Committee chairs and **others as necessary** to ensure effective use of this valuable resource.

Bylaws – Article III, Sections J and K

Current text

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section J: The two (2) **appointed** Outside Directors of the **ASSOCIATION** **are intended to** represent constituencies seen as under-represented and offer opportunities for growing the **Association's** presence within those constituencies. Additionally, these Directors shall be responsible for any other duties which may be assigned to them by the President (with approval by the Board of Directors). The Outside Director **positions** shall be appointed by the President, with approval by the Board of Directors.

Section K: An Officer or Director who misses two (2) consecutive regular meetings of the Board of Directors or three (3) regular meetings of the Board of Directors over a two-year term of office may be removed from office by a majority vote of **Executive Committee**.

Proposed text

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section J: The two (2) Outside Directors of the **ASSOCIATION** **shall be appointed by the President and approved by the Board of Directors from the ASSOCIATION membership**. **Outside directors shall** represent constituencies seen as under-represented and offer opportunities for growing the **ASSOCIATION's** presence within those constituencies. Additionally, these **Outside** Directors shall be responsible for any other duties which may be assigned to them by the President (with approval by the Board of Directors). The Outside Directors shall be appointed by the President, with approval by the Board of Directors.

Section K: An Officer or Director who misses two (2) consecutive regular meetings of the Board of Directors or three (3) regular meetings of the Board of Directors over a two-year term of office may be removed from office by a majority vote of the **Board of Directors**. NOT VOTING ON TODAY.
NEEDS MORE DEBATE/DISCUSSION

Bylaws – Article IV, Section F

Current text

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.

Proposed text

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.

A Memorandum of Understanding (MOU) between SIGs and the **ASSOCIATION's** Board of Directors **will be executed regarding agreements on logistical support, cost and revenue sharing, and requirements for financial and other reports from the SIG to the International Business Office**. **The MOU shall be** signed by the SIG committee chair, Executive Director, and Board President. SIG committees may be discharged with approval of the Board of Directors.

Bylaws – Article V

Current text

ARTICLE V – ADVISORY PANELS

Section A: The Board of Directors shall establish **panels** which will serve as liaisons to the Board for the purpose of advising and informing the Board on the needs of specific constituents of the Association's membership.

Section B: The **panels** shall be comprised of senior leaders from specific constituencies of members of the Association. Panel members shall serve for a term to run concurrently with the term of the President, will carry no voting rights, and are not required to be ICEAA members.

Proposed text

ARTICLE V – ADVISORY PANELS

Section A: The Board of Directors shall establish **Advisory Panels** which will serve as liaisons to the Board for the purpose of advising and informing the Board on the needs of specific constituents of the Association's membership.

Section B: The **Advisory Panels** shall be comprised of senior leaders from specific constituencies of members of the Association. Panel members shall serve for a term to run concurrently with the term of the President, will carry no voting rights, and are not required to be ICEAA members.

Bylaws – Article VI, Sections A-D

Current text

ARTICLE VI – CHAPTERS

Section A: Application for the establishment of a Chapter shall be made to the Secretary by a petition signed by at least ten (10) Members residing within the boundaries of the proposed Chapter.

Section B: The application for establishment shall include the proposed title of the Chapter, Chapter boundaries, **the** proposed Constitution and Bylaws, together with such other information as maybe required by the Board of Directors. The Constitution and Bylaws of the Chapter shall be in harmony with the Constitution and Bylaws of the **ASSOCIATION**.

Section C: **Applications** approved by the Secretary shall be transmitted to the Board of Directors for action (acceptance, modification, or denial) **and** the Secretary shall notify the petitioners of the Board's action.

Section D: At its discretion, the Board of Directors may redefine the boundaries of any Chapter. At a minimum, **an existing chapter's boundary** will be redefined such **that** it does not include the geographical area of newly formed chapter.

Proposed text

ARTICLE VI – CHAPTERS

Section A: Application for the establishment of a Chapter shall be made to the Secretary by a petition signed by at least ten (10) Members **in good standing** residing within the boundaries of the proposed Chapter.

Section B: The application for establishment shall include the proposed title of the Chapter, **the** Chapter's **geographical** boundaries, **its** proposed Constitution and Bylaws, together with such other information as maybe required by the Board of Directors. The Constitution and Bylaws of the Chapter shall be in harmony with the Constitution and Bylaws of the **ASSOCIATION**.

Section C: **Petitions for establishing new Chapters shall be** approved by the Secretary **and** shall be transmitted to the Board of Directors for action (acceptance, modification, or denial). **The** Secretary shall notify the petitioners of the Board's action.

Section D: At its discretion, the Board of Directors may redefine the boundaries of any Chapter. At a minimum, **the boundaries of existing Chapters** will be redefined **in** such **a way that** it does not include the geographical area of newly formed chapter.

Bylaws – Article VI, Section H

Current text

ARTICLE VI – CHAPTERS

Section H: Chapter Presidents may attend meetings of the Board of Directors and may participate as non-voting advisors and do not count towards a quorum, unless they also serve the Association as a Regional Director.

Proposed text

ARTICLE VI – CHAPTERS

Section H: Chapter Presidents may attend meetings of the Board of Directors, may participate as non-voting advisors, and do not count towards a quorum, unless they also serve the Association as a Regional Director.

Bylaws – Article VII, Sections C and F

Current text

ARTICLE VII – MEETINGS

Section C: At a minimum, an Annual Meeting of the **ASSOCIATION** shall be held between 1 April and 1 August of each year.

Section F: Any notices required to be sent to Officers, Directors or Members may be sent through any means the Board deems reasonable to reach the members, including electronic methods.

Proposed text

ARTICLE VII – MEETINGS

Section C: At a minimum, an Annual Meeting of the **ASSOCIATION** shall be held once per calendar year.

Section F: Any notices required to be sent to Officers, Directors or Members may be sent through any means the Board deems reasonable to reach the members in a timely manner, including electronic methods.

Bylaws – Article IX, Section A

Current text

ARTICLE IX – FINANCIAL

Section A: The schedule of annual dues for Members of various categories shall be established by a two- thirds vote of the entire Board of Directors. The membership and general public shall be notified of approved changes **with** 30 days of the decision and the changes in the annual dues schedule shall become effective at the beginning of the ensuing fiscal year.

Proposed text

ARTICLE IX – FINANCIAL

Section A: The schedule of annual dues for Members of various categories shall be established by a two- thirds vote of the entire Board of Directors. The membership and general public shall be notified of approved changes **within** 30 days of the decision and the changes in the annual dues schedule shall become effective at the beginning of the ensuing fiscal year.

Bylaws – Unresolved Questions

- Is there really a difference between “Life Members” and “Emeritus Members?”
- We do not define a quorum in the Bylaws, but we should
 - See next section on Quorum

Quorum Requirements

- According to Roberts Rules, the quorum size should be defined in the Bylaws
 - Our Bylaws say nothing about quorums
- But what is the correct quorum size?
 - If it is not stated in the Bylaws, then Roberts Rules (and many legal findings) say that it is a majority of the voting board membership
 - However, the board can modify this by defining the quorum size in the Bylaws
 - But, there is some guidance on this...

Quorum Requirements

- A quorum is defined as “the minimum number of members who must be present at the meeting before business can be legally transacted”
 - The Bylaws should specify the number of members that constitute the quorum
 - That number should be the largest number that can be depended on to attend any meeting except in very bad weather or other extremely unfavorable conditions
 - Most associations should have a provision in their Bylaws for a relatively small quorum
 - A quorum should be small enough to permit the business of the association to proceed, but large enough to prevent a small minority from abusing the right of the majority of members by passing motions that do not represent the thinking of the majority
 - Should have a process for proxy voting, where both members physically present and the proxy is counted in the quorum

Establishing a Quorum

- Some groups set a quorum as a percentage of membership, others use a fixed number
 - To determine what's best for your organization, you need a track record for your group so that you can come up with a number that is neither too large, nor too small
 - Use common sense, and be willing to change the quorum size if appropriate
 - Until you make a decision, and include it in your Bylaws, Roberts Rules sets your quorum at a majority of the members
 - If the bylaws allow proxy voting, then the proxy should be included in the quorum count

Recommendations on Quorum Size

- Option 1: Use Roberts Rules Default
 - Set the quorum size as a majority of the number of voting members
- Option 2: Define a Sensible Quorum Size
 - Take a look at the historical attendance records, going back as far as possible, and determine the average number of attendees
 - Set the quorum size as a majority of the historical average attendance
- Option 3: Define a Reduced Quorum Size
 - Choose a number that represents, say, the 85th percentile of the historical attendance, and set the majority of that number as the quorum size
- Option 4: Add a proxy provision in the bylaws, allowing voters to identify a proxy who can cast votes on their behalf
 - Members physically present as well as their proxies are counted toward the quorum
- The Governance Committee recommends Option 1 (simplest) along with Option 4
 - Whichever choice is made should be written into the bylaws

ICEAA CENTRAL VIRGINIA REPORT

March 12, 2016

Board of Directors:

President: Yun Kim

Vice President: Tommy Knoll

Treasurer: Geoff Driskell

Secretary: Cortney Collins

Director of Membership: Bobby Watts

Board elected 17 April 2015

Upcoming Events:

5 Apr 2016. Bi-Monthly Cost Presentation. Lexington Park, MD. Speaker is currently tentative. Speaker presents a topic that is of interest to the cost community such as cost studies, modeling techniques, or cost practices from public sector or private industry.

Recent Events:

9 Feb 2016. Bi-Monthly Cost Presentation. King George, VA. Speaker: Mr. Stuart Harlow. Industry Independent Cost Estimating (ICE) process to support contract proposal development.

17 Dec 2015. Bi-Monthly Cost Presentation. King George, VA. Speaker: Mrs. Sarah Lloyd. Study of parametric modeling applied to software cost estimation.

6 Oct 2015. Bi-Monthly Cost Presentation. King George, VA. Speaker: Mr. Tom Schaefer. Summary of Agile Software-Related Information from August 2015 DOD Software IPT Meeting.

25 Aug 2015. Bi-Monthly Cost Presentation. King George, VA. Speaker: Mr. Kevin Jackameit. Growing Cost Analysis Capability in the Department of Energy (DOE): Lessons Learned

Member Outreach:

-Member outreach has consisted of recruitment of colleagues and direct support customer base.

-Members have expressed interested in activities that allow them to earn points toward retaining their respective CCE/As.

-Membership chair is working toward a data compilation that tracks local chapter members and points toward recertification of CCE/As.

Member Recognition: -n/a

Other: -n/a

ICEAA New England Chapter Report

March 12, 2016

Board of Directors:

President: Eric Timinski

Vice President: Andrew Walker

Treasurer: William Lane

Secretary: Kelly Kane

BOD members: Sheila Nicholson, Brian Fersch, Ken Sherman

Board elected Sep 2015

Upcoming Events:

No dates planned yet, but we have the following in works

Wilson Rosa on Early Software Estimating

Ms. Ranae Woods from AFCAA (Topic TBD)

Bob Hunt from SEER on Agile Software Estimating

Recent Events:

April 2015 – Brian Fersch presented on walking the Appalachian trail (not cost estimating related)

November 2015 Richard Beavers presented “Lockheed Martin Business Ops – What we do here”

January 2016 Dennis McKeon presented “Considerations in Data Center Migration Life Cycle Cost Estimating – A Joint Information Environment (JIE) Perspective”

Member Outreach:

We have not done any member out reach

Member Recognition:

We have not had any recent awards. Mike Mahoney was recently re-certified.

Other:

We have a CCEA study group with 4 people forming

ICEAA WASHINGTON CAPITAL AREA REPORT

March 12, 2016

Board of Directors:

President: Meghan Kennedy

Vice President: Tim Anderson

Treasurer: Mike Yanavitch

Secretary: Kammy Mann

Program Chair: Ann Hawpe

Membership Chair: Anne-Marie Adams

Outreach Chair: Aileen Donohue

Webmaster: Kevin Coonce

Past President: Dave Stem

Board elected October 5, 2015

Upcoming Events:

We have a robust monthly luncheon program, featuring presentations by local members of the cost community, including the following upcoming topics (no dates set yet):

- Outliers and Prediction Intervals
- Electronics Board Cost Estimating
- NOAA on weather predictions

Recent Events:

Dec. 16, 2015 – Networking Lunch, Crystal City Sports Pub, Arlington, VA

Jan. 20, 2016 – Luncheon, Scott Broadus of Virginia Asset Management – “10 Important Financial Planning Tips While You’re Still Working”, held at Technomics, Arlington, VA

Feb. 9, 2016 – Chapter Membership Annual Meeting, Washington Golf and Country Club, Arlington, VA; Keynote Speaker: Jen Santos, Professional Staff Member, SAC-D; Annual Chapter Awards presented; ICEAA workshop update from Megan Jones

Feb. 17, 2016 – Luncheon, Jay Black of HHS – “Modeling Prediction Intervals Using Monte Carlo Simulation Software”, held at Herren, Washington, DC

Member Outreach:

ICEAA WASHINGTON CAPITAL AREA REPORT

March 12, 2016

- Created an Outreach Chair, appointed by the chapter board, to create more social and service events
- Tentatively planning several happy hours and some service projects
- Plan to reach out to non-chapter-affiliated members who live/work in DC area
- We continue our quarterly-ish newsletter

Member Recognition:

- Annual Chapter Awards presented at our Annual Meeting Feb. 9
 - o Best Luncheon – Graham Gilmer, “Using Stochastic Optimization to Improve Risk Mitigation”
 - o Team Achievement – VIRGINIA Class Submarine VIRGINIA Payload Module Independent Cost Assessment Team, NCAA, Jake Mender, Juan Avila, Krystian Jenkins, Steve Ponchio
 - o Leadership/Management – Travis Winstead, Herren Associates
 - o Technical Achievement – Adam James, Technomics, Inc.
 - o Junior Analyst – Derreck Ross, Technomics, Inc.

Other:

N/A