

ICEAA Board of Director's Meeting  
0900 – 1600 | Monday, June 11, 2018

Renaissance Phoenix Downtown Hotel - Goldwater Room

AGENDA  
as of May 24, 2018

**Strategic Plan Goal**  
Tech = Technical  
Excellence  
Coll = Collaboration  
Relev = Relevance

<b>Time</b>	<b>Agenda Item</b>	<b>Leader</b>	
8:30	Gather for Continental Breakfast		
9:00	Welcome, Quorum Count, and Introductions	Paul Marston	
9:15	Secretary Report <b>Vote:</b> Approve February 2018 Minutes	Greg Kiviat	
9:30	Treasurer Report <b>Vote:</b> Approve Treasurers Report	Bob Hunt	
9:45	Outstanding debt from ICEAA vs. Minett <b>Vote:</b> Approve next steps regarding outstanding debt	Bob Hunt	
10:15	ICEAA Business Office Report	Megan Jones	Coll, Relev
10:30	Break		
10:45	Membership Outreach Committee Update	Ellie Bassett	Coll, Relev
11:00	PCEA/CCEA Certification Update	Peter Andrejev	Tech, Coll, Relev
11:30	Software Specialty Certification/Software CEBoK Update	Brian Glauser	Tech, Coll, Relev
12:00	Lunch & break		
12:30	Professional Development Committee Update Fall CEBoK Training Workshop	Andy Prince	Tech, Coll, Relev
1:00	Phase 1 CEBoK Update Closeout	Paul Marston	Tech, Coll, Relev
1:15	Space SIG Charter <b>Vote:</b> Approve Space SIG Charter	Andy Prince	
1:30	ICEAA and the UK: Training Demand, Anglicizing CEBoK, Relationship with SCAF	Sanath Rajagopal	Tech, Coll, Relev
2:00	Break		
2:15	ICEAA Strategic Plan Review	Rick Collins	Tech, Coll, Relev
2:45	Questions/Comments on Chapter and Region Reports		Coll
3:00	2018 Workshop Update	Mike Thompson	Tech, Coll, Relev
3:30	Review February 2018 Board Action Summary	Megan Jones	
4:00	Plan Next Meeting & Adjourn	Paul Marston	

ICEAA Board of Directors Meeting

February 24, 2018 | McLean, VA

DRAFT MINUTES as of March 13, 2018

Voting Attendees:

Arlene Minkiewicz, Bob Hunt, Greg Kiviat, Jason Dechoretz, Mike Thompson, Paul Marston, Rich Harwin, Tomeka Williams, Andy Prince (virtual), Brian Glauser (virtual), Erin Barkel (virtual - proxy to Andy Prince later in meeting), John Deem (virtual) Nicole Sullivan (virtual). Proxy vote for Steve Glogoza granted to Rich Harwin.

Non-voting Attendees:

Bill Barfield, Britt Staley, Peter Andrejev, Tim Anderson, Ellie Basset (virtual), Mary Rowan (virtual), William Lane (virtual)

Welcome, quorum count, introductions:

Paul Marston

Paul welcomes the group to what we anticipate to be another successful meeting, thanks everyone for their participation, and provides introductions.

Secretary Report:

Greg Kiviat

Quorum established: 11 voting members present of 11 required as of 9:07am.

**Vote:** Floor open to any comments on the September 2017 minutes, none received. Motion to approve the amended Secretary Report raised, seconded, and passed.

Paul stresses the importance of sending comments on the minutes in advance to prevent wasting time during the meeting critiquing typos. The board minutes are an important record of the board's accomplishments, thoughts, and decisions and are important for the health of the organization.

DRAFT MINUTES as of March 13, 2018

Treasurer Report:

Bob Hunt

Bob presents the treasurer report slides, pointing out the excellent condition of the balance sheet and that budgeting for 2018 will again be conservative. Paul agrees with conservative budgeting, noting that while the association is doing well (noted cash on-hand) and moving in the right direction away from the poor financial years of the recent past, we are only a disaster away from being back in that position

Bob explains that while ICEAA has enjoyed some recent success and positive things are happening, we're not entirely sure what the source of the increased interest in programs like certification and CEBoK are coming from, and are not budgeting for 2018 to continue those trends. We aren't sure why the number is going up, so there's not a behavior or action we can actively duplicate to ensure repeat or increases in those revenues.

Paul commends Megan for her efforts in tightening expenses both in the office and at conferences, which provided savings. While continuing the same level of services at the reduced expense, the revenue became more significant.

Bob notes that TD Bank Account required for Journal is no longer needed. It was required as part of our original contract with the Journal publisher, Taylor & Francis, but due to the now universal availability of bank transfers and electronic payment, the publisher is willing to use our regular bank account.

Bob proposes purchasing another CD to invest some of the money we have in our checking account, all agree. Jason adds that with ample cash on hand we should start thinking about how to invest in the products and services that will be revenue builders in the future.

Noting the revenue from our participating in the IPM Workshop and the unlikely possibility of the event continuing as a joint effort with ICEAA and partnering organizations in the fall, Andy asks if there is another group we can partner up with on a new or existing conference. Mike suggests short of co-producing another conference we could start by purchasing a booth at one to increase ICEAA awareness, and proposes the Membership Outreach Committee consider this as they move through their actions.

**Vote:** The board is reminded that approval of this Treasurer Report is an implicit approval of the 2018 operating budget provided within. Floor opened to any comments on the Treasurer Report, none received. Motion to approve the Treasurer Report raised, seconded, and passed.

DRAFT MINUTES as of March 13, 2018

International Business Office Report:

Megan Jones

Megan presents IBO slides, noting a smaller than usual decline in membership since the last board meeting. The group asks if renewal reminder messages are being distributed, and Megan confirms they are done monthly for everyone whose expiration date is 6 months to one year past due and those expiring in the coming 6-8 weeks.

The site for the 2020 Professional Development & Training Workshop has been chosen and contracted: we will be at the Hyatt Regency San Antonio May 12-15, 2020. Some board members had raised concerns that since most members are loyal to Marriott's rewards program that holding the Workshop at another hotel brand would decrease our room numbers; Megan reviewed the data, comparing hotel guest vs. workshop attendee rates from 2015-2017 and noted no significant difference when staying at different brands.

Questions were raised about the hotel site selection process. Megan explains the various reasons and factors that make ICEAA's Workshops particularly difficult to find the right hotel for. Megan presents slides on the challenges of finding hotels for the ICEAA Workshop. The 30% of government per diem rate rooms we are able to negotiate need to go to true government employees, not public sector employees working on government contracts, to make the most out of the per diem rooms we have.

Megan compliments the chapters for recent involvement and communication, citing examples of positive participation that is a great first step in helping our struggling chapters. Paul questions the role and value of the Region Directors, proposes that the Region Directors need both a more clear job description, but also some responsibilities to be accountable for. Jason suggests Regional Directors report to Board, but Paul thinks they should be more engaged with the Chapters. Jason suggests members of Chapter Boards work with Regional Directors

**Action:** Megan to solicit participation for a group to work to define the roles and responsibilities of Region Directors, with a possible brainstorming session to take place at the Phoenix workshop. Erin volunteers.

Jason notes that the percentage of ICEAA's membership that are government employees should be higher, and someone asks what happened to the Senior Government Advisory Panel. The panel held a few meetings in 2015 and 2016 that were well received but have since been overlooked. Megan notes that prior meetings resulted in government asking for free support. Paul notes that government people on the ICEAA Board be in tune with their

DRAFT MINUTES as of March 13, 2018

needs and that we need to encourage senior officials to join ICEAA. Another board member suggests offering free 1-year memberships to government employees

**Action:** Jason to reinvigorate/re-establish the Senior Government Advisory Panel.

Membership Outreach Committee Update

Ellie Basset

Ellie presents Membership Outreach Committee Update slides. In all her years of ICEAA involvement, retention and growth have been a challenge, with efforts to grow mostly unsuccessful. The new committee has been meeting every two weeks and making real strides with a new idea: increasing awareness of cost estimating on the whole.

Members of the committee all noted that none of them intended to have a career in cost estimating and didn't know what it was when they graduated; ICEAA members that do college recruiting say the students don't even know what cost estimating is. The Membership Outreach Committee has created the first of what will be several YouTube videos directed at college graduates to let them know about the possibilities of a cost career. Ellie presented video on YouTube that shows what a career on cost estimating could be. Board was complementary with both the presentation and concepts

While it may not show immediate results in ICEAA membership rolls, this effort can make hiring easier and better for our member companies, and instill an awareness of ICEAA in these junior analysts from the beginning.

Megan reminds the board of excess funds that have been being returned from defunct or dormant chapters, and has allocated \$5,000 of those funds for these marketing and awareness efforts in the 2018 budget for printing, videography, promotional materials, etc.

**Action:** all to send ideas for videos, questions they ask potential hires, the answers they like to hear, and suggestions for future video stars.

**Action:** all to send any contacts they may have at universities with relevant majors to help the Membership Development Committee connect with more colleges.

Paul commends the Membership Outreach Committee for their innovative idea and outstanding momentum, adding that a surge of "young folks" can invigorate ICEAA and our events.

DRAFT MINUTES as of March 13, 2018

Certification Report

Peter Andrejev

Peter A. presents slides and summary statistics on certification, noting the mere 58% recertification rate for CCEAs – how do we bring it closer to 100%? Peter presents the proposal for changing the recertification process from requiring proof of points claimed up front to a more audit-based system that was requested of him at the September 2017 board meeting.

The group discusses the motion, and while objections were raised on the use of the word “suspect” when describing training events conducted outside of ICEAA, no alternative language was put up for debate.

Motion passed with all in favor. Will be implemented by end of March.

Suggestion that an ICEAA World article be written to advertise change.

**Motion to change submission of recertification points to audit-based process (cont'd)**

Discussion (cont'd)

- Much of the evidence required under the current recertification form is already available to the International Office (e.g., Membership in ICEAA, Attendance at International Workshops, Role as National/Chapter Officer).
- Should an applicant claim points that are suspect (e.g., attendance at a not-readily-recognized conference), the International Office would retain the right to withhold recertification until the applicant provides necessary evidence to substantiate the claim.

Motion – I move that:

The International Office employ the proposed new Recertification Application and accept recertification points initially claimed by applicants unless said points are suspect or cannot be easily verified, at which time the International Office will withhold granting those points until the applicant provides evidence of their validity. The International Office may also conduct random audits of points claimed on applicants' submissions, requesting evidence of their validity for review and final adjudication.

5



Software Specialty Certification and sCEBoK Update

Brian Glauser

Brian indicates the Software CEBoK (sCEBoK) team has been making progress, and is on schedule to be able to present 12-15 Software Training modules at the workshop in Phoenix.

The team has created the table of contents for the sCEBoK and is working on getting the foundation of the content together before moving onto practitioner modules.

They hoped to be able to offer a pilot version of the sCEBoK Certification in Phoenix, but it's not likely. Their new goal is to have a solid version 1 of the sCEBoK modules and certification exam by EOY 2018

Brian compliments Andy's inclusion on the team for helping everyone stay on task.

DRAFT MINUTES as of March 13, 2018

CEBoK Update Task Force Report:

Paul Marston

Neil Albert neither present nor provided a pre-read to update the board on the progress of the CEBoK Update Task Force. He had requested Megan to put a copy of the Technomics-created CEBoK wiki on the ICEAA website, Megan found a company that migrated the wiki to the ICEAA site and will host it for \$100 a year, but will only provide limited tech support and ICEAA will be required to perform routine maintenance. While the wiki is now up on the ICEAA site, Megan is not yet comfortable enough with the software to be able to provide tech support even for the limited number of users requested for developing and editing the content, and noted that she was uncomfortable making the wiki public, even on a limited basis, with the board not having been officially informed by the CEBoK Update Task Force Chair on the status or even the passive decision to use wiki as the platform for the next version of CEBoK.

The wiki will be ready for distribution to the CEBoK Update Task Force team shortly for their use in editing and updating, but this is not intended to be the final version available to the membership, as many questions and decisions will have to be made regarding how it will be accessed, how much the board is willing to spend on it, what impacts it will have on the current membership database, etc. While these questions shouldn't prevent the Update team from working on content edits, they will need to be addressed before a platform is chosen.

Paul suggests the board determine a path forward: which platform is best based on cost without getting too mired in budgetary debates on bids. He says we should establish an approval panel to review bids from potential partners and understand the costs and implications before presenting to the board.

The board agrees that Megan should distribute the development wiki to the CEBoK Update team and discusses the possibility of hiring an outside firm/individual to help determine our requirements and feasibility of our wishes.

Brian mentions the International Council on Systems Engineering (INCOSE) has a wiki and may be a good resource for information.

**Action:** Megan to begin researching a consultant to help us figure out our next steps. Tomeka volunteers to help with the plan.

DRAFT MINUTES as of March 13, 2018

Chapter & Region Reports

---

Brian commends the Greater Alabama chapter on their CCEA training program and encourages making chapters aware of it as a best practice.

2018 Workshop Update

Mike Thompson

Mike presents 2018 Workshop slides. Registration ahead of previous years, and all but one booth in the exhibit hall sold out.

Testing out earlybird rates with additional discounts for instructors to register well before the workshop, as late registrations negatively impact menu budgeting and leave us unsure of which instructors will follow through with their commitment to provide training.

New Business

---

Brian asks about IWSM conference in 2019 and says that Nesma wants to launch sCEBoK and certification at it. Action remains to determine the business plan for sCEBoK including pricing and revenue sharing.

Tomeka asks if we have thought about working with a university to create a masters in cost estimating, and says it could incentivize and promote the profession. All agree it sounds like a good idea and would be willing to explore it but have no understanding of what would be involved at this point.

Tim mentions that as an instructor for the Naval Postgraduate School, they never have promoted the CCEA to their graduates. Peter A. says that AFIT promotes CCEA to their graduates, and has asked in previous discussions with Dan Nussbaum to do the same at NPS.

Ellie says once we achieve our goals on the membership outreach committee, the next step should be a committee to increase awareness and importance of certification, and the board will need to be proactive with it.

Greg stresses the importance of making offerings to and keeping aware of our industry constituents.

ICEAA Board of Directors Meeting

February 24, 2018 | McLean, VA

DRAFT MINUTES as of March 13, 2018

Plan New Meeting & Adjourn

---

The next meeting will be at 9am on June 11, 2018 at the Phoenix Renaissance Downtown Hotel.  
With no further issues or comments, motion to adjourn carried at 2:25

DRAFT MINUTES as of March 13, 2018

## September 30, 2017 Action Item Review

**Peter Andrejev** to work with **Erin Barkel** to get Canadian participants on the CCEA exam question group.

DONE – Peter A. worked with Peter Weltman on Canada-focused CCEA questions

**Sanath** to propose to SCAF to become an ICEAA Chapter; will report to ICEAA on their response. If both groups agree, will begin working out the details of the arrangement.

Megan and Sanath did discuss this, but Sanath indicated it would be a long process. While technically complete, will move to ongoing actions, Megan to follow up with Sanath periodically

**Ellie** to form a Retention/Recruitment focus group. Anyone interested in participating should email **Megan**. **Erin, Britt, Mike, Christina,** and **John Deem** volunteer.

DONE

**Peter A.** to present a motion at the winter 2018 board meeting to change the CCEA recertification process from providing proof of points from all applicants to an audit system.

DONE

**Christina** to develop a presentation and set of FAQs **with Peter A.** to help alleviate concerns from candidates with “cold feet” about achieving their CCEA.

DONE – being taken care of as part of the Membership Outreach Committee

**Brian** to update the board at the Winter 2018 meeting on the ongoing status of the Software Specialty Certification and sCEBoK.

DONE

**Paul** to get a report from Neil on the CEBoK Update Task Force and share with the board prior to the Winter 2018 meeting.

Incomplete. Carried to February actions.

DRAFT MINUTES as of March 13, 2018

**Anyone** interested in participating on the Professional Development Committee should volunteer to **Andy** and/or **Megan**.

Ongoing. Anyone who ever wants to be a part of a committee should volunteer

**Megan** to distribute the link to the current strategic plan to the board.

DONE.

**All:** review the strategic plan to determine what's been accomplished, what still needs to be, and what is still relevant. Volunteers to participate in a strategic plan review group to notify **Megan**, who will schedule a meeting for discussion by EOY 2017.

Rick Collins has volunteered to head this committee, will reach out to volunteers prior to the June 2018 board meeting. Moving to February actions. Still accepting volunteers.

**Megan** and **Britt Staley** to test possibility of chapters updating their pages on the ICEAA website.

Incomplete. Moving to February actions.

**Brian** to schedule a discussion with **Paul** and **Megan** about options and feasibility of collaboration between ISBSG and ICEAA.

Incomplete. Moving to February actions.

**All:** let **Megan** know about various conferences and meetings throughout the year so she can attend if possible to represent ICEAA, meet new potential members, etc.

Always! Moving to ongoing actions

### Carried/Ongoing Action Items

**Jason** to collect wordsmithing suggestions for the Elevator Speeches and Value Propositions and then present to **Christina** for marketing approach by August 1, 2017. (Carried from June 2017)

ICEAA Board of Directors Meeting

February 24, 2018 | McLean, VA

DRAFT MINUTES as of March 13, 2018

Moving to February actions. Adding rest of the Membership Outreach committee to work on and discuss the marketing approach

**Megan** to distribute the slate of winners for 2018 to the board for an electronic vote prior to informing the winners next year. (Carried from June 2017, will be relevant Winter 2018)

Megan will distribute slate of winners to the board for their comment before the 2018 winners are notified.

**Mike** to send the guidelines that he had worked on for association awards to Joe Hamaker. (Carried from June 2017)

DONE – nominated Rich Harwin to chair, consulting with Joe Hamaker

**Megan** will distribute a request for conference call availability from **Paul, Mike, Jason** and **Andy** to discuss SSCAG and the ICEAA Space SIG and will conduct a call by Thanksgiving 2017. (Carried from June 2017)

DONE – several drafts and conference calls conducted to discuss; awaiting response from SSCAG.

**Megan** to send the roster to **Greg** for who has dropped off in the past few years, Greg will contact the board to find out who will reach out to the former POCs. Greg will review for LM, **Rich Harwin** will review for Boeing, **Peter Braxton** will review for Northrop Grumman and **Peter Andrejev** will review for Booz Allen (all to start). (Carried from June 2017)

Incomplete. Moving to February actions.

**Megan** to work with **Sanath** and **Dale Shermon** on possibility of adding two days of International Training Symposium to SCAF's 2018 Workshop. (Carried from June 2017, transferred to Megan)

Incomplete. Moving to February actions.

**ICEAA Executive Committee** to develop a business model for sCEBoK to present to sCEBoK committee, review MOU between ICEAA and Nesma for ideas on how the sCEBoK business model could work. (Carried from June 2017)

ICEAA Board of Directors Meeting

February 24, 2018 | McLean, VA

DRAFT MINUTES as of March 13, 2018

Ongoing: move to March. Brian is getting comments/finalization on MOU now and will be able to move forward

**Brian** to prepare advertising material for the software certification for a 2017 rollout. Carried from March 2016 - keep on until committee is ready to generate marketing. Update, June 2016: needs to wait until after business plan established. (Carried from June 2017)

Brian will work with Megan on marketing and scheduling of sCEBoK modules for Phoenix.

**Megan** to conduct member satisfaction survey. Update: September 2017: delay survey until after value proposition work complete to poll members on those topics. (Carried from June 2015 will keep as an open action until further notice)

Still unsure if necessary but will remain on ongoing actions.

**All board members:** send marketing emails for and links to other conferences they receive to inspire ideas for ICEAA events and marketing.

**All board members:** think about what they would write in their ICEAA World article about what the value of ICEAA means to them. Megan will request testimonials from each board member.

**All board members from sponsor/exhibitor companies:** send Megan ideas on marketing the value of participating in ICEAA Workshops.

DRAFT MINUTES as of March 13, 2018

## February 24, 2018 Action Items

**Megan** to solicit participation for a group to work to define the roles and responsibilities of Region Directors, with a possible brainstorming session to take place at the Phoenix workshop. Erin volunteers.

**Jason** to reinvigorate/re-establish the Senior Government Advisory Panel.

**All board members** to send ideas for videos, questions they ask potential hires, the answers they like to hear, and suggestions for future video stars.

**All board members** to send any contacts they may have at universities with relevant majors to help the Membership Outreach Committee connect with more colleges.

**Megan** to begin researching a consultant to help us figure out our next steps for the CEBoK Version 2 platform. Tomeka volunteers to help with the plan.

**Paul** to get a report from Neil on the CEBoK Update Task Force and share with the board prior to the Winter 2018 meeting (Carried from September 2017).

All board members review the strategic plan to determine what's been accomplished, what still needs to be, and what is still relevant. Volunteers to participate in a strategic plan review group to notify Megan, will be contacted by the June 2018 meeting by Rick Collins who has volunteered to lead the committee. (Carried from September 2017).

**Megan** and **Britt** to test possibility of chapters updating their pages on the ICEAA website. (Carried from September 2017).

**Brian** to schedule a discussion with Paul and Megan about options and feasibility of collaboration between ISBSG and ICEAA. (Carried from September 2017).

**Jason** to collect wordsmithing suggestions for the Elevator Speeches and Value Propositions and then present to Christina for marketing approach by August 1, 2017. (Carried from June 2017) Update February 2018: include the Membership Outreach Committee to work on and discuss the marketing approach. Suggested we create business cards with our elevator speech for members to distribute)

**Megan** to send the roster to **Greg** for who has dropped off in the past few years, Greg will contact the board to find out who will reach out to the former POCs. Greg will review for LM, Rich Harwin will review for Boeing, Peter Braxton will review for Northrop

## ICEAA Board of Directors Meeting

February 24, 2018 | McLean, VA

### DRAFT MINUTES as of March 13, 2018

Grumman and Peter Andrejev will review for Booz Allen (all to start). (Carried from June 2017)

**Megan** to work with Sanath and Dale Shermon on possibility of adding two days of International Training Symposium to SCAF's 2018 Workshop. (Carried from June 2017, transferred to Megan)

**ICEAA Executive Committee** to develop a business model for sCEBoK to present to sCEBoK committee, review MOU between ICEAA and Nesma for ideas on how the sCEBoK business model could work. (Carried from June 2017). Update February 2018: **Brian** is getting comments/finalization on MOU now and will be able to move forward.

### Ongoing Action Items

**All board members:** let Megan know about various conferences and meetings throughout the year so she can attend if possible to represent ICEAA, meet new potential members, etc.

**Megan** to conduct member satisfaction survey. Update: February 2018: delay survey until after value proposition work complete to poll members on those topics. (Carried from June 2015 will keep as an open action until further notice)

**All board members:** send marketing emails for and links to other conferences they receive to inspire ideas for ICEAA events and marketing.

**All board members:** think about what they would write in their ICEAA World article about what the value of ICEAA means to them. Megan will request testimonials from each board member.

**All board members from sponsor/exhibitor companies:** send Megan ideas on marketing the value of participating in ICEAA Workshops

## Balance Sheet through April 2018

<b>CUMULATIVE BALANCE SHEET</b>				
<b>INVESTMENTS/CASH POSITION - END OF APRIL 2018</b>				
	<b>BALANCE</b>	<b>RATE</b>	<b>INT.</b>	<b>MATURE</b>
PFCU - 7047946-56-6	\$43,407	1.51%	\$215	Jul-19
PFCU - 4507023-56-4	\$21,075	1.40%	\$97	May-18
PFCU - 4339703-56-5	\$31,926	1.25%	\$169	Dec-18
PFCU - 4566018-56-2	\$82,196	1.51%	\$394	Feb-19
PFCU - 4717075-56-0	\$36,330	1.90%	\$182	Feb-19
PFCU - 4717076-56-8	\$36,091	1.41%	\$167	Aug-18
PFCU - 4717077-56-6	\$36,584	1.41%	\$169	May-18
PFCU - 7664998-56-9	\$50,037	2.07%	\$37	Apr-19
PFCU MONEY MARKET & CASH	\$514			
<b>SUBTOTAL INVESTMENTS</b>	<b>\$338,160</b>			
<b>CHECKING ACCOUNT</b>	<b>\$310,699</b>			
<b>ANNUAL INTEREST EARNED</b>			<b>\$1,394</b>	
<b>TOTAL LIQUIDITY</b>	<b>\$648,859</b>			

A \$50K CD was purchased in April

## Profit & Loss through April 2018

---

Actuals through April

	2018 Budget	Income	Expenses	YTD Net	2018 EAC
ICEAA Workshop	\$147,280	\$120,890	\$9,551	\$111,339	213,500
IPM Conference	\$32,650	\$36,079	\$0	\$36,079	\$36,079
Certification Program	\$46,550	\$17,470	\$486	\$16,984	\$46,550
CEBoK Sales & Training	\$8,060	\$7,170	\$153	\$7,017	\$8,060
Publications	-\$37,835	\$14,484	\$23,290	-\$8,806	-\$37,835
Membership: Mgt & Support	\$101,100	\$33,755	\$153	\$33,602	\$101,100
Advertising	\$5,500	\$506	\$500	\$6	\$5,500
Interest & Other Income	\$8,800	\$2,564	\$0	\$2,564	\$8,800
Chapter Support	\$0	\$0	\$4,844	-\$4,844	\$0
Staffing & Contractors	-\$249,000	\$0	\$86,021	-\$86,021	-\$249,000
Office Operations	-\$74,085	\$0	\$22,596	-\$22,596	-\$74,085
Other Expenses	-\$5,000	\$0	\$0	\$0	-\$5,000
Totals	-\$15,980	\$232,918	\$147,594	\$85,324	<b>53,669</b>

# ICEAA vs Minett

- Let's not re-litigate the past – I would like for the discussion to be about where we are now NOT what happened in the past
- “Brief” History
  - During merger between \$140 K and \$160 was missing
  - Sept 2013 – Judgement against Minett for \$142,600 with approved payment plan ending **5/15/19**
  - To date about \$6,720 received
  - ICEAA carries \$135,880 on the books as “Accounts Receivable”\*
- Options
  1. Do nothing until May 2019 – acceptable, but not good accounting practice
  2. Write off debt and close issue – may be unpopular, but good accounting practice
  3. Further engage with Minett – expenditure of Staff time and/or resources with little likelihood of a positive result

\* This amount NOT reflected in the Treasures report

## ICEAA Membership 2013-2018

## Membership Stats

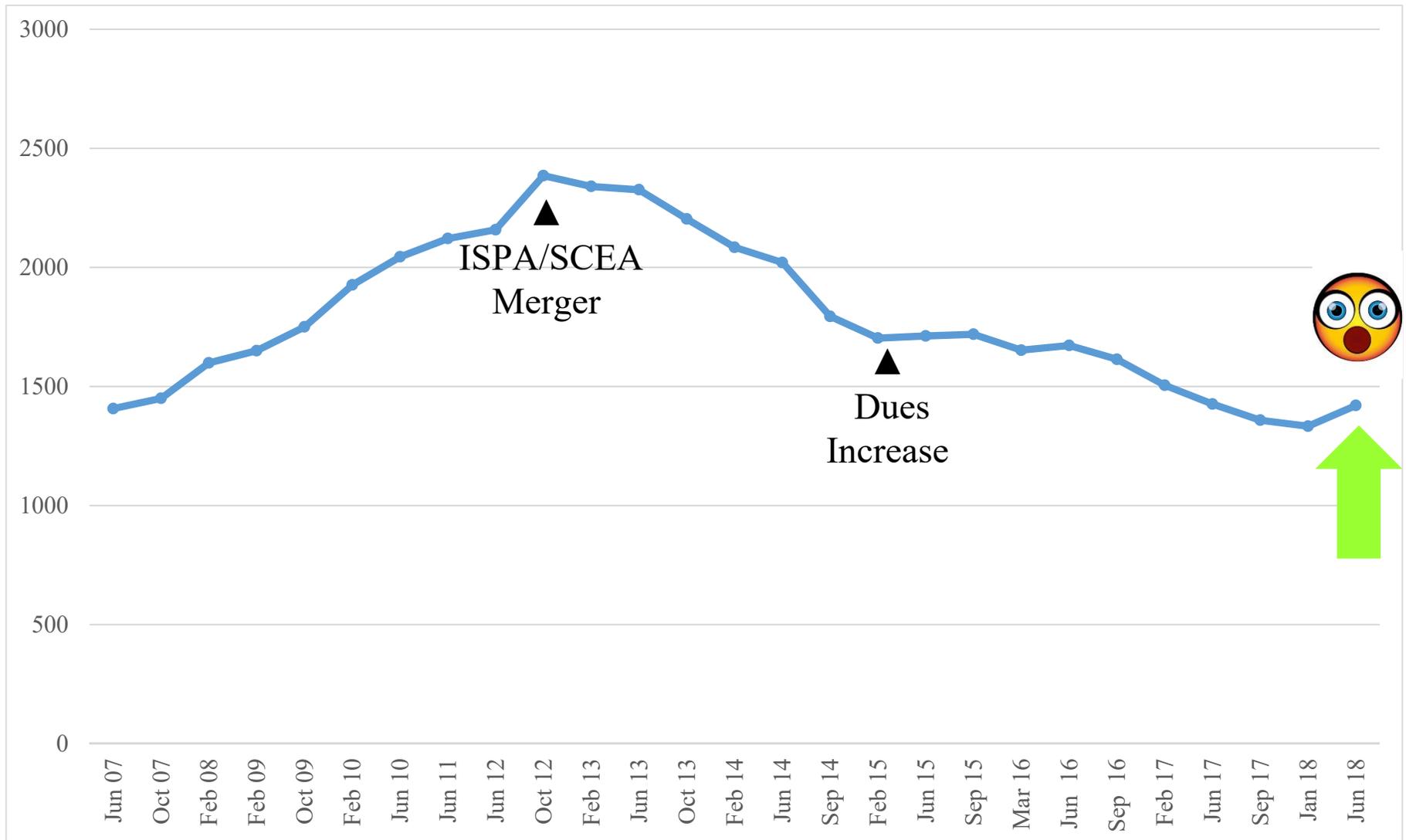
	Feb13	Jun13	Oct13	Feb14	Jun14	Sep 14	Feb 15	Ju 15	Sep 15	Mar 16	Jun 16	Sep 16	Feb 17	Jun 17	Sept 17	Feb 18	Jun 18
TOTAL MEMBERSHIP	2340	2326	2203	2084	2020	1794	1703	1712	1719	1652	1672	1614	1505	1426	1358	1333	<b>1420</b>
Atlanta	15	17	16	16	14	10	11	10	7	6	4	3	4	4	4	4	4
Australia											47	43	42	51	50	48	58
Baltimore	43	44	44	38	30	31	30	27	26	20	23	24	22	18	15	13	18
Canada								24	48	58	60	74	51	55	61	56	56
Central Florida	47	44	40	38	31	28	21	21	21	25	27	25	23	20	16	17	19
Central VA		24	25	21	23	21	22	23	24	26	26	26	24	23	24	23	22
Dayton OH	103	96	94	79	73	63	60	76	73	70	70	70	63	58	47	47	51
DC Metro	559	531	494	196	460	430	429	408	397	375	377	370	359	348	336	345	356
Detroit		19	20	16	12	10	8	8	9	10	10	9	8	8	10	12	14
Greater Alabama	101	104	97	86	83	63	68	80	83	75	80	76	73	60	56	53	57
Hampton Roads VA	39	35	31	28	27	22	20	19	19	17	19	19	21	21	21	18	17
Houston	27	26	22	20	17	15	14	13	16	16	15	15	10	10	9	9	10
Lone Star TX	41	40	3	31	29	24	27	27	27	25	26	27	23	20	19	15	15
Mid-Atlantic	17	14	15	11	11	11	12	13	16	13	13	11	13	13	15	15	16
New England	102	98	91	96	89	83	76	87	82	79	82	81	77	72	56	62	81
Northwest	211	209	194	170	167	124	110	119	130	127	108	78	63	46	36	33	34
Northwest Florida	24	21	15	16	15	15	15	19	16	14	13	12	10	8	7	7	8
Pike's Peak	38	39	37	35	32	31	32	28	27	22	22	25	23	21	22	23	23
Rocky Mountan / Denver	42	40	41	36	30	23	25	27	23	23	27	21	21	18	13	10	11
San Antonio TX	8	6	6	4	4	5	4	6	5	5	5	5	4	4	2	1	2
San Diego	61	64	67	62	59	38	40	45	45	43	47	48	41	40	40	39	46
So Cal	180	186	181	171	166	151	149	150	148	145	140	134	123	120	117	111	118
St. Louis Gateway	50	50	48	46	43	35	30	31	31	30	32	30	30	24	20	16	21
Twin Cities	12	12	12	11	11	9	9	6	6	7	7	6	7	7	7	7	6
At Large/No Chapter		538				442	441	445	440	369	392	382	370	357	355	349	357

## ICEAA Membership 2013-2018

## Membership Stats

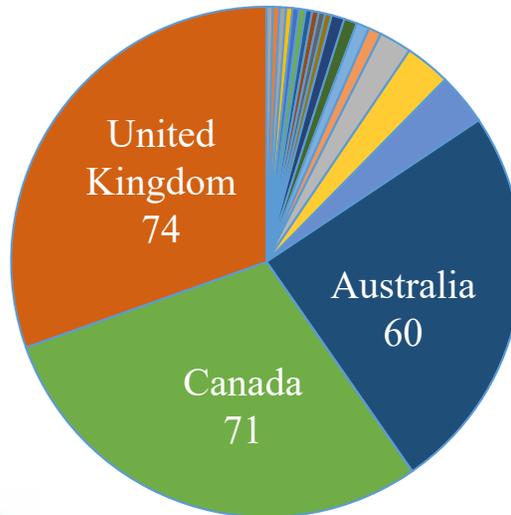
	Feb13	Jun13	Oct13	Feb14	Jun14	Sep 14	Feb 15	Ju 15	Sep 15	Mar 16	Jun 16	Sep 16	Feb 17	Jun 17	Sep 17	Feb 18	Jun 18
TOTAL MEMBERSHIP	2340	2326	2203	2084	2020	1794	1703	1712	1719	1652	1672	1614	1505	1426	1358	1333	<b>1420</b>
BAE												22	26	26	24	24	23
BAH	156	154	133	122	109		79	76	82	84	81	75	61	59	64	71	68
BMT														15	14	15	10
Boeing	285	296	273	244	256		173	177	174	166	145	100	90	69	58	53	65
Cobec					20		20	19	21	16	16	16	18	21	22	27	26
Deloitte					30		17	17	20	17	17	14	9	7	8	16	17
Galorath											14	18	18	21	18	15	18
Herren															12	12	10
KPMG																	15
Lockheed Martin	77	74	67	68	59		42	43	42	39	40	39	35	31	27	24	26
MCR	47		45	39	37		27	28	28	24	29	27	22	25	23	22	25
MITRE			29	30	30		27	26	24	25	24	24	23	22	21	21	20
Northrop Grumman							29	31	33	30	31	30	25	25	23	23	26
PRICE											19	18	17	17	12	11	16
Quantech Services																	21
Raytheon							14	14	15	14	15	16	16	15	15	14	13
TASC/Engility																	18
Technomics	70	67	66	68	68		71	78	62	62	63	60	58	62	47	54	71
Tecolote	113	116	123	118	114		104	113	109	102	112	112	106	103	87	85	99

# State of the Association: Membership Trends 2007-2018



## State of the Association: International Membership

Australia	60
Bahrain	1
Belgium	1
Brazil	1
Canada	71
China	2
Estonia	1
Finland	1
France	2
Germany	8
Japan	5
Mexico	1
Netherlands	7
New Zealand	1
Norway	1
South Africa	2
South Korea	2
Sri Lanka	1
Turkey	1
UK	74



as of May 23, 2018

## Government Employees (estimated)

	May 2017	Sep 2017	Jan 2018	May 2018
DoD et al	15	18	16	23
Air Force	101	109	95	97
Navy	28	39	31	30
Army	11	10	14	12
Marines	-	5	5	4
Coast Guard	-	1	1	2
NASA	22	24	20	21
MDA	-	15	15	14
State/Local	3	0	1	3
Misc Gov.	30	34	36	29

	May 2017	Sep 2017	Jan 2018	May 2018
<b>International Government: 131</b>				
Australia	22	23	22	20
Canada	43	54	49	53
UK	49	40	42	46
<b>International Corporations: 112</b>				

Total Government Employees (est.) 336  
Total Membership as of 5/23 1420

Percentage of Membership 23%



Down from 25% Jan 2018; more members total

## Phishing Emails: A Reminder

---

>From: "Paul R. Marston" <president.a@aol.com>  
>Subject: Re: REQUEST  
>Date: 09 May 2018 11:50  
>To: "Prince, Andy (MSFC-CS50)" <andy.prince@nasa.gov>  
  
>Hi Andy, I am so tied up right now, Can you purchase iTunes gift card 3 pieces - \$100 each? I would reimburse you when  
>am through, Let me know how you would want the payment back, either by check or cash, also i would have preferred  
>to call you but can't receive or call at the moment with my line, i would like you to help me with it ASAP.  
>Regards  
>Paul R. Marston  
>Sent from my iPhone

If it's ICEAA business, has something to do with money, and I'm not cc'd on it, it's probably fake – no matter who it “comes” from.

Don't reply to or forward these emails.

This is the consequence of having your email addresses available to the membership and the public on our website. If it continues to be a problem, we can discuss removing your addresses.



**DON'T FEED THE PHISH**

## 2018 All-Members Meeting

---

### **ICEAA All-Member Virtual Meeting**

**September 20, 2018**  **12:00 noon Eastern**

Join us online for our annual meeting where members can get an update on the state of the association and a forecast of initiatives for the coming years

Sign up and send us your questions and agenda topics by September 1 at: [www.iceaonline.com/membership](http://www.iceaonline.com/membership)

Look for emailed invitations starting in August





---

## International Cost Estimating and Analysis Association:

Membership Outreach Committee

Ellie Bassett, Chair

1

## Team Members

---

Ellie Bassett, Chair

John Deem

Christina Snyder

Britt Staley

Mike Thompson



2

## Overall Goals

---

1. Retain Membership
2. Increase Membership
3. Motivate Members to Become Actively Involved
4. Increase Awareness of Certification
5. **Define the iterative process with common terms**

## Common Language

---

***The lingo we use  
with the  
Math Thing we do***

**Goal: Increase Membership / Awareness**

**Approach: Career Awareness Effort**

---

**Intent:** Increase awareness of cost fields as interesting and lucrative careers for potential graduates to investigate.

**Actions:** Provide resources to colleges/universities to increase awareness of cost professions to prospective graduates in relevant majors

- Reaching out to colleges/universities with relevant programs to offer assistance
- Requesting to have cost careers included on their lists of potential careers for graduates in those majors
- Meeting with/presenting for student groups/chapters/clubs focused on these majors
- Creating videos for YouTube featuring testimonials from recent graduates and young professionals on how they found their career in cost estimating and what it's done for them
- Eventually start participating in career fairs



5

**Goal: Increase Membership / Awareness**

**Approach: Career Awareness Effort**

---

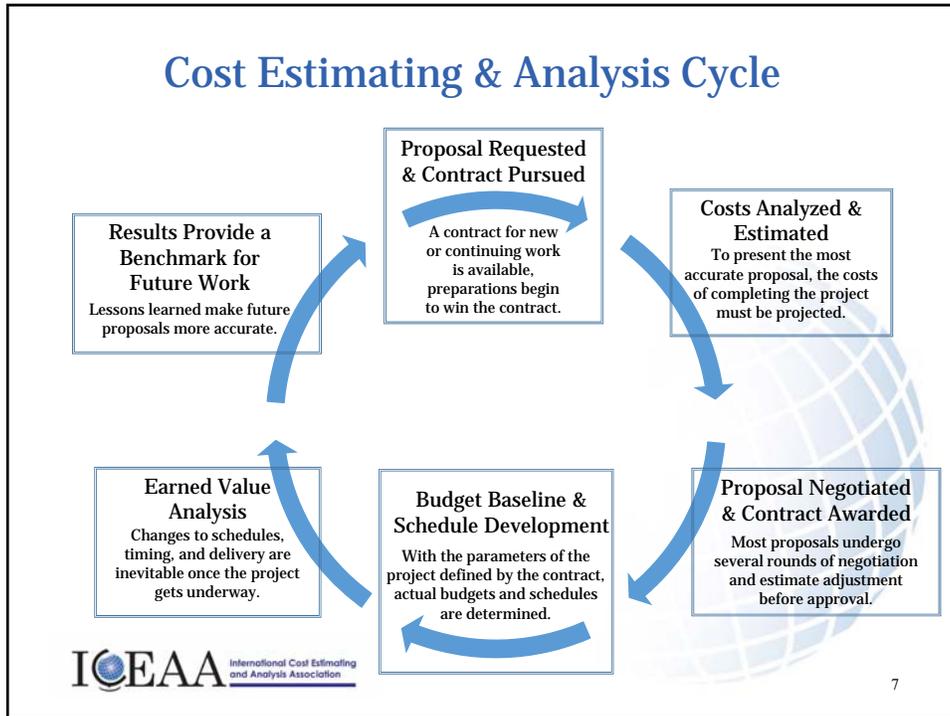
**Intent:** Increase awareness of cost fields as interesting and lucrative careers for potential graduates to investigate.

**Actions:** Provide resources to colleges/universities to increase awareness of cost professions to prospective graduates in relevant majors

- Reaching out to colleges/universities with relevant programs to offer assistance
- Requesting to have cost careers included on their lists of potential careers for graduates in those majors
- Meeting with/presenting for student groups/chapters/clubs focused on these majors
- Creating videos for YouTube featuring testimonials from recent graduates and young professionals on how they found their career in cost estimating and what it's done for them
- Eventually start participating in career fairs



6



### Rosetta Stone

---

- We don't have give up our words, we just have to understand which words they use to say something
- By acknowledging their words, we can show how ICEAA is valuable regardless of which words are used
- Using their words, explain what they would want from ICBFA is what they will get from ICEAA

ICEAA = ICBFA

International Cost, Budget & Finance Association      International Cost Estimating & Analysis Association

**ICEAA** International Cost Estimating and Analysis Association

8



## *Certification Program Report*

**June 11, 2018**

**Peter Andrejev, Director of Certification**



### ***Overall Summary Statistics***

- Overall certifications as of May 15, 2018:
  - CCEA® 760 (including 18 CCEA®-P) (738 as of 1/30/18)
  - PCEA® 115 (119 as of 1/30/18)
  - CPP 8 (8 as of 1/30/18)
  - Overall 73% of applicants taking the exam earned certification in 2018
- Re-certifications:
  - 39 Re-certifications in 2018 to date
  - 80 Re-certifications in 2017 (159 in 2016)
  - Annualized Recertification rate: 56% (80 of 142 eligible between 1/17-1/18)
- Other Countries with Certified Individuals:
  - Australia – 7
  - Belgium – 1
  - Canada – 39
  - Egypt – 1
  - UK – 59
  - Japan – 1
  - Saudi Arabia – 1

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

- Operational Status
  - 49 applicants have tested in 2018 (133 total tested in 2017)
  - Of the 49, 40 were from consulting companies, 9 from government (5 USAF, 3 Army, 1 US DoD)
  - 34 are currently scheduled to test through July
- Strategic Agenda
  - International certification standards – Tele-meetings with Peter Weltman (ICEAA Canada) to reengineer exam questions that are US-biased and fail to meet international relevance and degree-of-knowledge objectives
  - “New” certification products –
    - Certification in Software Cost Estimating – Software Cost Estimating committee
    - CCEA® Emeritus – Need to develop policy for granting emeritus status to retirees
  - Secession planning – Identifying apprentice(s) for next generation leadership
  - Request Committee Chairs be identified on Web Site for enable better outreach
- Action Items
  - ✓ Continued support to Membership Outreach Committee

3

## ***Discussion Topic: CCEA® Emeritus***

Will offering CCEA Emeritus increase membership retention as baby boomers retire and can no longer attain recertification points for employment?

“No Change at All”	Compromise	“Free-Ride CCEA”
<ul style="list-style-type: none"> <li>• If they are no longer practicing, they no longer need the recognition</li> <li>• Those wanting recognition need to earn it through continued participation</li> <li>• Current Recertification standards encourages continued participation and accompanying revenues</li> </ul>	<ul style="list-style-type: none"> <li>• Identify as separate designation: CCEA Emeritus</li> <li>• Limit eligibility to 65+ years old</li> <li>• Rescind “Working in the Profession” requirement for recertification, i.e., only require 15 points to retain CCEA-Emeritus, which can be gained from Participating/Contributing and Learning/Sharing requirements</li> <li>• No additional rights for privileges; Retain all other requirements, including 5-year renewal and fees (e.g., Membership, Conferences, Recertification Application fees)</li> </ul>	<ul style="list-style-type: none"> <li>• There is no harm in recognizing former practitioners</li> <li>• Years of participation warrant recognition</li> <li>• Rescinding Recertification requirements removes incentives to continue participating and resulting revenue streams</li> </ul>

4

## CCEA® Recertification Program\*

Accumulate at least 30 Recertification Points over a five (5)- year period across three areas of involvement in the cost profession

Working in the Profession

- Employment in cost-related profession

[Maximum of 15 points accruable]

Participating and Contributing

- Membership or service in cost organizations

[Maximum of 15 points accruable]

Learning and Sharing

- Attending, teaching, presenting or publishing

[Maximum of 15 points accruable]

Personal accounting of your Recertification points is in <https://www.iceaaonline.com/>

\* Individuals who do not retain their CCEA designation through accumulation of recertification points must reapply and successfully pass the examination in effect at that time.

5

## Existing Recertification Application requires:

Sample of How Recertification Points Can Be Easily Attained

Recertification Points Category	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total	Evidence Req'd?
<b>Working in the Profession</b>							
Maintain employment in the profession		Rescind employment requirement				0	NA
<b>Participating &amp; Contributing</b>							
Retain ICEAA membership	1	1	1	1	1	5	No
Attend ICEAA Workshop	2			2	2	6	No
Serve on local chapter committee		1	1			2	Only if audited
<b>Learning &amp; Sharing</b>							
Attend local training sessions		0.5	0.5			1	Only if Audited
Present at regional conference				2		2	No
Publish cost-related article						0	No
<b>Total Points Accrued:</b>						<b>16</b>	

6



## Professional Development

## Professional Development

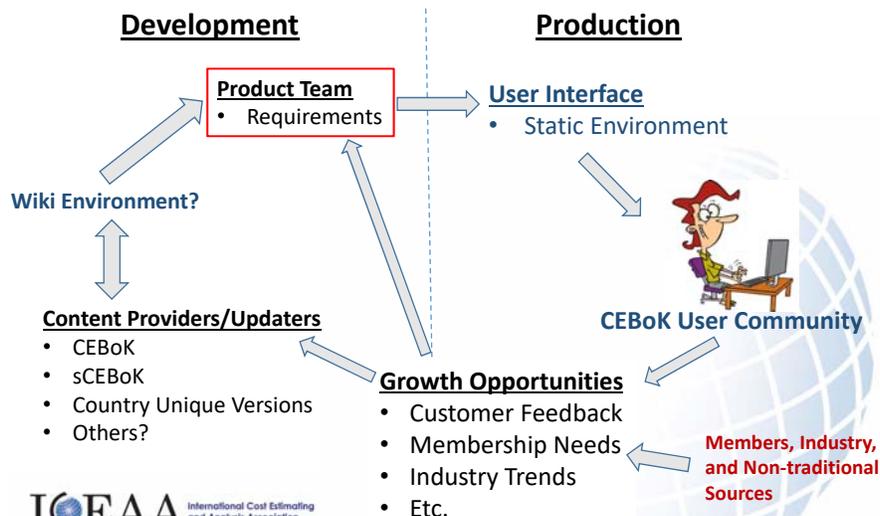


## Professional Development Initiatives

Initiative	Knowledge	Training	Certification
CEBoK Update	✓	✓	?
sCEBoK Creation	✓	✓	✓
On-line CEBoK	✓		
Improve Training Material		✓	
On-line Training		✓	
Licensing & Training Certification	✓	✓	
Country Unique Versions	✓	✓	✓
Fall Training Workshop		✓	✓

CEBoK Updates (including sCEBoK and Country Unique) and On-line Delivery is Key to the Success of all Initiatives

## CEBoK Update and Automation



- 
- **Motion: Andy to set up a product definition team which will determine the preliminary requirements and concept of operation for the CEBoK platform and a budget for initial consulting services**

## Product Development Team

---

- **Job for the Professional Development Committee**
- **Develop Level 1 and Level 2 Requirements for the On-line CEBoK User Interface**
- **Need Services of IT Professional**
- **Draft Requirements Set by Fall Board Meeting**

## CCEA<sup>®</sup> *Finishing School* Background

- ICEAA receives requests for in-person CEBoK instruction on a regular basis
- While some ICEAA members offer in-house training programs for companies looking to prepare their entire department for the exam, no comprehensive program geared towards individuals exists beyond the Workshop
- With the IPM Workshop ending, ICEAA has the resources to dedicate to a new program, and the market made itself clear

## CCEA<sup>®</sup> *Finishing School* Purpose

- To assist individuals who have been studying CEBoK in preparation for the CCEA exam
- To create an “out of the box” program that can be used for additional training offerings around the country and the world wherever the demand or interest to host it appears

## CCEA<sup>®</sup> *Finishing School* Logistics

All participants will be required to:

- Own a CEBoK license
- Have prepared and be familiar with the contents and basic concepts laid out in Modules 1-6
  - The instructors will assume understanding of and will not stop to re-explain definitions or basic concepts that are assumed to be understood from study of Modules 1-6
- Have completed an application for and been approved to take either the PCEA or CCEA exams

## CCEA<sup>®</sup> *Finishing School* Logistics

Details:

- November 1-2, 2018 at the Technomics office in Crystal City
- Exam offering November 3
- Class size limited to 25 to maintain intimate environment
- Registration closes September 28 to reiterate the advanced study requirement

## COEA<sup>®</sup> Finishing School Logistics

- Technomics will sponsor the first event with an in-kind contribution of developing the content
- Technomics will receive full sponsorship credit for their effort
- All content and presentations will be the property of ICEAA
  - Content will not feature Technomics branding beyond introductory slides
  - ICEAA will be able to use these accelerated modules at future events whether Technomics remains a sponsor or otherwise involved

## COEA<sup>®</sup> Finishing School Pricing

Rate includes two days of instruction, breakfast, lunch, coffee

	Member Rate	Non-Member Rate
Course only	\$ 395	\$ 495
<i>For those who already own CEBoK, and have applied for, been approved, and paid for the exam</i>		
Add CEBoK	\$ 195	\$ 295 vs. \$235/\$335
Add PCEA Exam (pt 1)	\$ 100	\$ 225 vs. \$150/\$275
Add CCEA Exam (pt 2)	\$ 100	\$ 225 vs. \$150/\$275
Add Both Exams (pts. 1 & 2)	\$ 250	\$425 vs. \$300/\$475

## Topic Summary

---

**The Space Systems Cost Analysis Group (SSCAG) desires to become a Special Interest Group (SIG) within ICEAA.**



## SSCAG History (1)

---

SSCAG was created in 1977 as a working group of government, contractor, and academia representatives who would meet periodically to perform work that culminates in the following specific end-products:

- Exhibits or standard annexes incorporated in USAF SMC and NASA procurement documents and solicitations for proposals reflecting common understanding among government and contractor participants;
- Standard terminology, definitions, cost information requirements and formats for contractor proposal responses and data submissions;
- Normalized cost data interchanges among contractor and government sources;
- Findings and recommendations concerning relevant government procurement, management, and source evaluation practices, such as the Parametric Estimating Initiative (PEI).



## SSCAG History (2)

---

- Very successful for about 30 years
- Regular meetings, working groups, created a number of products
- DoD and industry created the Joint Space Cost Council, stopped participating in SSCAG
- Last SSCAG event was in Bristol, 2016
- Began discussions with ICEAA to become the Space SIG around 2014



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

## SIG Charter

---

- The Space SIG is part of ICEAA
- Space SIG members must be ICEAA members
- The Space SIG must operate within the ICEAA Constitution and Bylaws
- Limitations
  - Shall not develop, engage in, endorse or sponsor programs, services, products or other activities that may be confused with, detract from or damage the common and standardized products, programs, services and other activities that ICEAA may develop
  - Cannot enter into agreements or contracts with other organization without ICEAA Board approval
  - Shall not conduct activities prohibited by applicable sections of the US tax code
  - Maintain the confidentiality of ICEAA data
  - Must submit to financial oversight by the ICEAA Board



## ICEAA Obligations

---

- Marketing assistance, information distribution, counsel, and support of the SIG activities to the same extent that ICEAA supports its Chapters
- Inform the Space SIG of all new and revised ICEAA governing policies, procedures, rules and directives which affect the SIG
- Any information ... which is provided by the SIG to ICEAA will be used only in connection with the authorized, lawful business of the International Cost Estimating & Analysis Association
- ICEAA shall maintain the confidentiality of any and all of the SIG's confidential, sensitive or proprietary information or data which is specifically marked as confidential, and agrees that such confidential information shall at all times remain the property of ICEAA and the SIG



## Space SIG Purpose

---

- Hold forums and other meetings that address the unique challenges of space systems cost estimating
- Work with ICEAA Chapters to organize, publicize and conduct workshops
- Organize paper tracks at International Workshops
- Create new or update existing products (i.e. Parametric Estimating Handbook)
- *Note: the Space SIG will be financially independent*



## CHARTER AGREEMENT

### SPACE SPECIAL INTEREST GROUP

of the

### INTERNATIONAL COST ESTIMATING AND ANALYSIS ASSOCIATION

This agreement is effective on the date of execution by and between International Cost Estimating & Analysis Association (ICEAA) and ICEAA Space Special Interest Group (Space SIG).

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

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

Therefore, ICEAA wishes to establish the Space Special Interest Group (Space SIG) to provide additional opportunities for members who wish to focus their attention and activities on space system cost issues. The Space SIG will serve as a forum for those members to discuss space system cost analysis topics, share ideas and best practices, and develop new initiatives that benefit the members of the Space SIG and ICEAA as a whole.

Effective **TBD Date**, ICEAA and the Space SIG agree to the following arrangement:

#### Section 1: SIG Establishment

---

- A. This SIG is a part of the International Cost Estimating and Analysis Association and shall operate and conduct all of its activities in accordance with the Constitution, bylaws, rules, regulations and direction of the International Cost Estimating and Analysis Association. ICEAA reserves the sole and exclusive rights on behalf of and representing the International Cost Estimating and Analysis Association; certifying cost professionals; accrediting and/or recognize training programs and providers; and conducting other ICEAA-identified and ICEAA-prepared organization-wide activities, as determined by the ICEAA Board of Directors (“ICEAA Board”) and the Executive Director.
- B. The Space SIG operates as a branch under ICEAA’s established Tax ID, and as such, is required to abide by ICEAA’s Constitution and Bylaws. SIGs are not separate organizations from ICEAA.
- C. The Space SIG shall not develop, engage in, endorse or sponsor programs, services, products or other activities that may be confused with, detract from or damage the common and standardized products, programs, services and other activities that ICEAA may develop.
- D. The Space SIG may suggest relationships with other organizations, corporations, associations, and similar entities, to establish a basis for mutual activities and exchanges of information related to the field and practice of space system cost estimating and analysis for consideration by the ICEAA board of directors.

# Space SIG Charter

- E. The Space SIG shall not enter into any contractual obligation, or other agreement, which directly or indirectly purports or seeks to bind ICEAA, financially or otherwise, unless executed by the ICEAA Executive Director. The SIG shall not act on behalf of ICEAA beyond the limits of this Charter Agreement.
- F. Prior to its discussion of a cooperative agreement or other formal relationship with a non-ICEAA entity, the Space SIG shall engage in a full and open exchange and communication with the ICEAA Board concerning the details of the cooperative agreement and expected outcomes.
- G. ICEAA shall not obligate or bind the SIG, beyond the terms and conditions of this Charter Agreement, unless agreed by a duly authorized Space SIG officer in writing prior to the execution of the contract or entry into the agreement.
- H. Notwithstanding the preceding provisions, in all cases, ICEAA reserves all legal rights, options and processes available under applicable jurisdictional law and regulation.

## Section 2: SIG Membership

---

- A. A person shall not be a member of this SIG unless he or she is a member in good standing of the International Cost Estimating and Analysis Association.
- B. The membership of the Space SIG shall consist of those members of the International Cost Estimating and Analysis Association who have indicated interest in the area of space system cost analysis.
- C. Membership qualifications and categories shall be solely as authorized in ICEAA's Bylaws. The Space SIG shall not accept any individuals as members who have not first been accepted by ICEAA as members and shall not create its own unique Space SIG membership categories.
- D. A person shall not be a member of this SIG unless he or she is a member in good standing of the International Cost Estimating and Analysis Association. Membership in the Space SIG shall terminate when:
  - 1. An ICEAA member resigns membership in ICEAA or the Space SIG
  - 2. The member fails to pay ICEAA dues
  - 3. The member is removed from membership by the ICEAA or the Space SIG Officers for just cause
  - 4. Or whenever membership is otherwise ended.

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

- A. ICEAA, as the parent organization of all ICEAA Chartered SIG Organizations, agrees to perform the following functions:
  - 1. Provide mutually agreed upon assistance to the SIG including but not limited to: marketing assistance, information distribution, counsel, and support of the SIG activities to the same extent that ICEAA supports its Chapters.
  - 2. Inform the Space SIG of all new and revised ICEAA governing policies, procedures, rules and directives which affect the SIG

# Space SIG Charter

- B. Any information pertaining to membership, including, but not limited to, databases, lists, mailing labels and reports, which is provided by the SIG to ICEAA will be used only in connection with the authorized, lawful business of the International Cost Estimating & Analysis Association.
- C. ICEAA shall maintain the confidentiality of any and all of the SIG's confidential, sensitive or proprietary information or data which is specifically marked as confidential, and agrees that such confidential information shall at all times remain the property of ICEAA and the SIG. Each party may use the confidential, sensitive or proprietary information or data furnished by the other for legitimate, nonprofit ICEAA and SIG purposes.

## Section 4: Space SIG Responsibilities to ICEAA

- A. This SIG is a part of the International Cost Estimating and Analysis Association and shall operate and conduct all of its activities in accordance with the Constitution, By Laws, rules, regulations and direction of the International Cost Estimating and Analysis Association. The provisions of this Constitution shall, at all times, be in harmony with and controlled by the Constitution of the International Cost Estimating and Analysis Association.
- B. Notwithstanding any other provisions of this Charter, this SIG shall not conduct any activities not permitted:
  - 1. to an organization exempt from Federal income tax under Section 501(c)(6) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law), or
  - 2. to an organization to which contributions are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law).
- C. No substantial part of the activities of this SIG shall be spent on influencing legislation or developing, preparing, or disseminating propaganda, or participating in or intervening in (including the publication or distribution of statements or literature) any political campaign on behalf of any candidate for public office.
- D. This SIG shall not commit ICEAA, nor publicly comment on its behalf, unless specifically authorized in writing by the ICEAA Board of Directors or Executive Director.
- E. Authorized SIG representatives shall disclose any interest or affiliation they may have with any entity or individual with which ICEAA, on behalf of the SIG, has entered, or may enter, into contracts, agreements or any other business transaction, and shall excuse themselves from any discussion, and refrain from voting on, or influencing the consideration of, such matters.
- F. The SIG shall abide by all other policies and guidelines established by ICEAA related to the use and protection of ICEAA membership data.
  - 1. Any information pertaining to membership, including, but not limited to, databases, lists, mailing labels and reports, which is provided by ICEAA to the SIG may be used only in connection with the authorized, lawful business of the International Cost Estimating & Analysis Association. Such information is considered confidential and shall not be shared with individuals or business entities outside of ICEAA without the express, written permission of the ICEAA Executive Director.
  - 2. Any publication, document, audio/video recording, or other publication created by the Space System Cost Analysis Group (SSCAG) or by the SIG will be available for use by all ICEAA members and will be considered the property of ICEAA for the purposes of reproduction and distribution.

# Space SIG Charter

- G. The SIG shall maintain the confidentiality of any and all of ICEAA's confidential information. Information or data deemed confidential shall include membership lists, financial information and any other material specifically marked as confidential. Such confidential information shall at all times remain the property of ICEAA and shall be deemed to be furnished to the SIG in confidence and solely in connection with the SIG's obligation under this Charter Agreement.
- H. The SIG will nominate or elect a representative who will serve as the SIG's point of contact to the ICEAA Board of Directors. The SIG representative will be included in ICEAA Board information updates but will not be a voting member of the ICEAA Board. The SIG representative will report activities to the ICEAA Board.

## Section 5: Financial Agreements and Policies

---

- A. No assets or funds of this SIG shall inure to the benefit of, or be distributed to its members, officers, directors, or other private persons, except that the SIG is authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of ICEAA's purposes and mission statement.
- B. A complete accounting shall be kept of all monies received and expended by the SIG. These financial records shall be annually compiled into financial statements in the format proscribed by ICEAA. These financial statements shall be reported to the membership and to the International Cost Estimating and Analysis Association as soon as practicable, no later than 1 March of the succeeding year.
- C. ICEAA will review annual SIG financial statements and provide funding for SIG activities in the same method and using the same policies and processes as ICEAA provides funding to its Chapters.
- D. In the event that this SIG should be dissolved for any reason, its assets - physical and monetary - shall be disposed of as follows:
  - 1. All just debts and claims shall be paid from cash on hand, said assets shall be sold if said cash is insufficient to pay all just debts and claims.
  - 2. Any remaining assets for which there are not just debts or claims, shall be sold and the funds derived therefrom shall be turned over, without any restrictions whatsoever, to the International Cost Estimating and Analysis Association.

## Section 5: SIG Governing Documents

- A. This Charter Agreement may not be modified, changed or amended except by a written document signed by a duly authorized representative of each of the parties hereto.
- B. This Charter Agreement shall renew and remain in force and effect each year following receipt and acceptance by ICEAA Headquarters of required documentation, demonstrating that the SIG has satisfied the minimum standard SIG performance criteria established by ICEAA. Such standard performance criteria and documentation, which may be amended by ICEAA from time to time, will be published annually by ICEAA Headquarters and communicated to the SIG.
- C. Renewals of this Charter Agreement are subject to satisfactory review and subsequent acceptance by ICEAA Headquarters of SIG governing documents to ensure that those documents do not conflict with ICEAA's bylaws, policies, practices, procedures, rules and directives.

# Space SIG Charter

- D. If any portion of this agreement is declared invalid or unenforceable for any reason by a court of law or by action of a government body, all remaining provisions of the Charter Agreement shall remain in full force and effect and shall not be affected thereby.

## Section 6: Dissolution of the SIG

- A. The ICEAA Board shall have the authority to suspend or terminate this agreement upon the determination that the SIG is no longer a viable entity; that the SIG is unable or unwilling to comply with the charter renewal process; or that such an action is in the best interests of ICEAA and in accordance with applicable policies.
- B. The SIG shall have the authority to terminate this Charter Agreement by communicating its decision to do so in writing to the ICEAA Executive Director.
- C. Upon termination of this agreement for any reason, the SIG shall immediately deliver to ICEAA all written or electronically stored documentation, including copies, of or concerning confidential information, shall make no further use of such confidential information and shall make reasonable efforts to ensure that no further use is made by the SIG or its representatives of such confidential information. ICEAA shall act in like manner with regard to SIG confidential information. Each party's confidentiality obligations shall survive the expiration or termination of this agreement.
- D. Recognition of the SIG may be withdrawn by the ICEAA Board of Directors if, in its sole opinion and discretion, the SIG is not serving the best interests of the ICEAA.

# SCAF and ICEAA in the UK: SWOT Analysis

## Strengths

1. Membership (volume and diversity), regular meetings across the UK
2. SCAF is relatively low cost (as annual membership includes attendance at events).
3. Actual ICEAA membership is a low cost (\$95 = £70ish per year). \*
4. SCAF provides value for money.
5. SCAF was initially set up as a chapter of ISPA (one of the 2 organisations that merged to make ICEAA), therefore this may be an obvious step – we would need to fully understand why SCAF stopped being a chapter of ISPA
6. Rationalise organisation effort for events
7. Impact a collective number of delegates
8. Membership - Access to larger membership
9. ICEAA has a strong parametric focus and emphasis is placed on front end forecasting as well as detail estimating
10. Audience – this could broaden SCAF audience as ICEAA covers EVM Contracts, Cost Estimating and Analysts.
11. Coverage – ICEAA is international with other properly constituted international chapters
12. Chance for larger membership
13. Opportunity to offer ICEAA CEBOK
14. Opportunity to offer training or a route to training
15. SCAF members could get certified and professional status
16. Both organisation have the same purpose
17. ICEAA has an administrative office

## Weakness

1. Run in the spare time of the committee, workshops have limited technical content
2. The quality of the Oct 16 ICEAA 3 day Conference was not as good as a 1 day SCAF conference. Note that that may have been down to the SCAG element, which has now folded therefore, will not be running a joint conference again.
3. The ICEAA conference only comes to Europe once every 4 years (UK even less), therefore it is additional expense for members to attend conferences elsewhere in Europe and the US.
4. Conferences and training costs are relatively high
5. ICEAA training, exams, newsletters and conferences are very US focussed, therefore may not appeal to the SCAF membership
6. If a merger does happen, there would be a cost to update documentation and stationary to reflect the merger (website, banners, pens, logo, etc.). This cost should not be underestimated – as if a SCAF member would do that!!
7. We have enough SCAF members who are also ICEAA members, therefore SCAF could already put on a ICEAA flavour (perhaps naming it parametric) conference every now and again without a merger
8. SCAF members will become ICEAA Customers
9. Different set of rules for information and general interaction with members
10. Loss of flexibility of SCAF
11. New overall mission different to SCAF
12. Unknown change in culture

# SCAF and ICEAA in the UK: SWOT Analysis

## SCAF becoming Special Interest Group

1. Membership - Access to larger membership
2. Audience – this could broaden SCAF audience as ACostE covers Quantity Surveying, Project control and CE
3. Parent – ACostE is UK based

13. Irreversible change

14. Identity – SCAF could lose its identity in the long term but these are its roots

15. Parent – ICEAA is USA based

16. Not aware that any discussions have taken place for SCAF to become a UK Chapter – this may have financial implications as US tax laws may impact funding efforts for activities in both directions – ICEAA membership fees go direct to US parent

17. Distraction from the SCAF business

18. Speak a different language

19. ICEAA has a lot of bureaucracy

20. Should we consider ACostE rather than ICEAA?

## SCAF becoming Special Interest Group

1. Coverage – ACostE is not international, but has international parent organisation

2. Identity – SCAF will lose its identity in the long term

# SCAF and ICEAA in the UK: SWOT Analysis

## Opportunities

1. UK focussed. Only organisation that is focussed on Cost Analysis / Forecasting role
2. There could be an opportunity to expand the SCAF membership
3. Depending on the terms of the merger, SCAF could make more money.
4. Interaction with more members
5. Engagement with ICEAA members (but why not just join ICEAA)
6. Training – access to ICEAA training programme
7. Workshops - ICEAA only has one annual conference per year; SCAF organise 4 workshops
8. Knowledge – access to ICEAA book of knowledge
9. Greater attendances and perhaps income, paper variety from the wider audience
10. Chance to share presenters from the USA
11. Takes SCAF back to its roots in ISPA
12. Provides a blanket organisation
13. ICEAA already has a series of chapters
14. Access to the Journal of cost estimating and analysis
15. We already have an MOU with ICEAA

## **SCAF becoming Special Interest Group**

1. Training – access to ACostE accreditation and qualification training
2. Workshops - ACostE only has one conference per year; SCAF organise 4 workshops

## Threats

1. Economic factors – every £ is being squeezed – how long can SCAF survive alongside ICEAA / ACostE
2. CAAS no longer train their staff through ICEAA therefore the UK ICEAA membership may stagnate (not grow further or reduce as people do not renew their memberships).
3. Some SCAF members may not want a merger; therefore we may lose some (low probability that people will actually leave SCAF as a result of the merger).
4. Commercial opportunity for ICEAA unbalanced as SCAF not commercial
5. Loss of unique SCAF culture
6. Members interested in merging both ICEAA and SCAF leave and lose interest eventually
7. Short term benefits rather than long term benefits
8. Why not just collaborate on limited number of events?
9. Admin – ICEAA has an admin staff and office that requires funding, SCAF could inherit/ share ICEAA financial liabilities
10. Taxation regulations may cause litigation expenditure to resolve
11. Finance, will ICEAA drain our funds
12. What influence will ICEAA want on SCAF
13. ICEAA would like to spread to Europe and internationally, if not SCAF they might go somewhere else
14. Will there be an admin burden on SCAF as a chapter of ICEAA or can we continue to operate in the same way
15. What would be the membership model? SCAF has a peculiar membership model which is different to ICEAA

# SCAF and ICEAA in the UK: SWOT Analysis

## SCAF becoming Special Interest Group

1. Knowledge – ACostE would seek to learn from SCAF committee
2. TASC – the assessment centre is a trading entity, SCAF could inherit financial liabilities
3. Admin – ACostE has an admin staff and office that requires funding, SCAF could inherit financial liabilities



## ICEAA Strategic Plan Review

Rick Collins  
John Deem

11 June 2018

## The Task

- *How well are we executing the SP (2015-19)?*
- *Are SP plan changes in order?*
  - *SP adopted by BOD in Feb 15*
  - *Alot can happen/change in three years, so only natural to consider if/how SP should evolve*

Slide 2

## Bottom Line

- *How well are we executing the SP?*
  - Poorly ... more on this in a moment
  
- *Are SP plan changes in order?*
  - Yes
    - SP seems to be an ill-conceived, bastardized version of the original SP (covers 2013-2017) adopted by BOD in Feb 13
  - Yes
    - If we assume that some/much of the SP is to be executed by a volunteer army, we should
      - temper our expectations
      - determine & prioritize what's really important
      - translate the priorities into actionable objectives/activities
      - revise the SP
      - be accountable
      - GSD

Slide 3

## GSD

- Tempered expectations are necessary, but not sufficient
  
- We need to be realistic about the effectiveness of our volunteer army
  
- Why don't we spend some money ... wisely?
  1. Hire the 'right' cost professional to be accountable for:
    - Accomplishing some objectives/activities by being THE thinker/doer
    - Accomplishing other objectives/activities with help from volunteers & contract support
  2. Award one or more contracts to accomplish specific product-oriented objectives/activities

Slide 4

## Accomplishments/Outcomes

- Software CEBoK
  - Developed Version 1 of 12-15 modules
  - Seemingly effective collaboration with Nesma
  - Introduced members to x modules via ICEAA Portland
  - Introducing members to another y modules via ICEAA Phoenix
- Positive CEBoK sales trend
  - Did we do something to affect this outcome?
- Positive certification trend
  - Did we do something to affect this outcome?
- Other tangible outcomes?

Slide 5

## Failures

- Membership
- CEBoK content/platform modernization
- Senior Government Advisory Panel
- Others?

	Membership				
	June 2014	June 2015	June 2016	May/June 2017	May/June 2018
Total*	2020	1712	1672	1426	1420
YoY delta		15.2%	2.3%	14.7%	0.4%
Cum delta		-15.2%	-17.2%	-29.4%	-29.7%
US Govt**				210	235
YoY delta					11.9%
Intl Govt**					
Australia				22	20
Canada				43	53 → +23%
UK				49	46
Total				114	119
YoY Delta					4.4%
Other Govt**					12
Intl Corp**					112
US Corp***					942
Govt share					26%
* June data					
** May data					
*** Derived value = Total less US Govt less Intl Govt less Intl Corp					

- Total of USG & US Corp from above is 1177
- Rick's ROM estimate of US cost community less OEMs is 3750 (USG = 1500; consulting firms = 2250 or 150% of USG)
- 1177 is 31% of 3750

Slide 6

## Report Card

- See spreadsheet

Slide 7

## Food for Thought

- Is the membership situation actually much worse than we think?
- We absolutely need to solve the problem of how to appeal to the 2500+ cost/price analysts who are currently not members
- BUT, as an industry association, shouldn't we be growing the profession's relevance and in turn the size of the community of practice (and population of potential members)?
  - In my opinion, this is the more interesting and important conversation
  - Why? Because it necessarily means talking about the next generation of
    - The value cost/price analysts should/could deliver to customers
    - How that value is delivered, i.e., what products and services constitute the 'right' value?
    - Who the customers should/could be, i.e., what is the market?
- Any guesses regarding a real & significant obstacle to having this conversation?

Slide 8

## SP Goals (2015-2019)

- To create a community of **technical excellence**: Promote technical excellence in the profession of cost estimating and analysis by encouraging and enabling the professional development of our members through growth opportunities built around the sharing of experience and knowledge gained through real-world applications.
- To create a community of **collaboration**: **Achieve technical relevance and proficiency goals by leveraging our cost estimating and analysis community of collaboration.** ICEAA will facilitate live and virtual collaboration with current members at the chapter level, national level and international levels. **ICEAA will also conduct outreach efforts to collaborate with potential members from academia, industry, other professional organizations and federal government entities.**
- To create a community of **relevance**: **To create a community which is relevant, ICEAA will work to ensure that CEBoK is a definitive reference, our certifications are recognized and accepted as meaningful, our training is effective, and our forums are timely, topical, thought provoking and at the forefront of the cost profession. We recognize that relevance is not achieved, maintained or expanded without continuous monitoring, processing of feedback and incorporation of improvements into all ICEAA products and events.**

Slide 9



## Strategic Planning Measurable Goals

Task Force

John Deem, Jason Dechoretz, Andy Prince, Paul  
Martson, Brian Glauser & Jeff Moore

23 September 2014

Read-Ahead

## Background

- **StratPlan Team** was formed as a result of 6/2012 SCEA BOD meeting and includes three SCEA members, Rick Collins, Daniel Mask and Eric Nardi, two chapter presidents and outgoing BOD member
- **Draft SCEA Strategic Plan** was presented to Interim ICEAA BOD on 10/20/12 and is considered the starting point for evolution to a draft ICEAA strategic plan. Updated 02/28/13.
- **ISPA Comments** were provided to the StratPlan team from two former ISPA members, Tom Coonce and Hank Apgar
- **Measureable Goals:** A task force was formed 06/10/14 to translate the strategic plan into measurable goals: John Deem, Jason Dechoretz, Andy Prince, Paul Marston, Brian Glauser. Jeff Moore was added at the 09/16/14 BOD meeting.

Slide 11

## Agenda

- ***Translate the strategic plan into measurable goals***
  1. Review draft **vision, mission and objectives**
  2. Review draft **performance measures**
  3. Do a PICK analysis of **inherent suggestions**
  4. Develop **recommendations** for the BOD to consider adopting
- Reference Section includes: Definitions, ICEAA and SCEA Missions, SWOT Assessment

Slide 12

## 1. Review Draft Vision, Mission & Goals

- Vision
  - To be universally recognized for developing, disseminating and advocating best practices that maximize the value of the global cost estimating and analysis community to public and private sector resource decision makers
- Mission
  - We facilitate the success of the cost estimating and analysis community of practice by providing members opportunity to learn, teach, collaborate, present and network in a collegial environment devoted to professional growth and success.
- Goals
  - Create a community of technical excellence
  - Create a community of collaboration
  - Create a community of relevance

***So what will success ultimately look like?  
A vital, respected, indispensable and growing community of practice  
composed of SCEA certified professionals!***

Slide 13

## 1. Review Draft Objectives\*

- **Primarily related to *Technical Excellence***
  - Enhance CEBoK content and delivery options
  - Enable web-based access to resources (i.e., advisors, study groups & test related materials) required to prepare for certification exam
  - Establish web-based forum for *routine, real-time* exchange of best practices, tips, tricks, etc.
  - Employ strategy to improve average content quality of national conference presentations
- **Primarily related to *Collaboration***
  - Conduct quarterly web-based collaboration/training events (e.g., panel discussions, mini cost research symposia, brainstorming sessions on community needs/challenges, etc.)
  - Employ website/email communication strategy that fosters awareness of all things SCEA-related and many things greater cost community-related
  - Establish web-based forum for *routine, real-time* exchange of technical ideas/works
  - Coordinate joint SCEA/Govt financed 'studies' that benefit the community
- **Primarily related to *Relevance***
  - Generate Federal government demand for SCEA
    - Establish & maintain routine dialog with Federal Government cost analysis community leadership
    - Identify opportunities to create value for Federal Government organizations, e.g., training, certification, best practices, etc.
    - Identify partnering opportunities (e.g., with DAU on training/certification, with OSD CAPE on DODCAS, with GAO on standards, etc.)
  - Generate other professional organization (i.e., outside SCEA) demand for working relationship with SCEA
    - Establish & maintain routine dialog with leadership of other professional organizations (e.g., NDIA, MORS, NCMA, etc.)
    - Identify partnering opportunities
  - Generate university/college/student demand for cost estimating and analysis curriculum

\*The lowest level of detail under Relevance are a start at the "Actions" to accomplish the objectives

## 2. Review Draft Performance Measures

### 1. Primarily related to *Technical Excellence*

- a. # CEBoK licenses (new vs. renewal)
- b. # of certifications (PCE/A vs. CCE/A vs. Parametric, new vs. renewal)
- c. Conference presentation technical quality (via audience member evals)
- d. # of participants (and topics) in web-based technical forum

### 2. Primarily related to *Collaboration*

- a. # of web-based events & attendees
- b. # of visitors to specific website pages
- c. # of participants (and topics) in web-based technical forum

### 3. Primarily related to *Relevance*

- a. # of members (industry vs. govt vs. edu vs. others, U.S. vs. intl, jr vs. sr, new vs. renewal, etc.)
- b. # of conference attendees & presenters (industry vs. govt vs. others, U.S. vs. others, jr vs. sr, etc.)
- c. % of membership certified
- d. % of BOD members from govt
- e. # of partnering arrangements

Slide 15

## 3. Review Inherent Suggestions

- Identify and Prioritize High Payoff Challenges inherent in Vision, Mission, Goals, Objectives and SWOT Assessments

Slide 16

4. Recommendations to the Board

Slide 17

Reference Materials

Slide 18

## Strategic Planning Definitions

- Strategic Planning is a continuous process linking actions to the mission, vision and objectives
- Strategic Plan is a document reviewed regularly for current snapshot reports and updated as necessary for changes in focus, direction and objectives
- Mission Focus (Defines organizational purpose and boundaries)
- Vision Direction (Measure Progress to Desired Future State)
- Tactical Performance Objectives and Metrics
- Tactical Objectives (Pathways, Countermeasures)
- Current Internal Strengths & Weaknesses, Potential External Opportunities & Threats

Slide 19

## ICEAA Mission

ICEAA is dedicated to improving cost estimating and cost analysis in government and industry by enhancing the competence and achievements of its professional members. ICEAA's purpose is to further the effectiveness and efficiency of cost estimating and analysis and related disciplines in the public and private sectors by:

- PROFESSION: Promoting and enhancing the profession of cost estimating and analysis
- MEMBER GROWTH: Fostering the professional growth of its members
- PROMOTION: Enhancing the understanding and appreciation of cost estimating, analysis and related disciplines throughout the general public
- CEBOK: Promoting a Common Body of Knowledge as a standard for individual excellence; Establishing standards in the terminology, conduct and application of cost estimating and analysis
- ETHICS: Advocating a uniform Code of Ethics for the profession
- CERTIFICATION: Rewarding achievement through an appropriate program of recognition and certification per STANDARDS: Developing and maintaining standards of proficiency and performance
- FORUMS: 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
- RESEARCH: Fostering, promoting, and conducting research and educational programs
- COOPERATION: Cooperating with other organizations and individuals, having common or related purposes, in furtherance of public interest; Providing an opportunity for government, industry and academia to collectively discuss and comment on related proposed or suggested subjects of common interest

Slide 20

## SCEA “Mission & Goals”

SCEA is dedicated to improving cost estimating and cost analysis in government and industry by enhancing the competence and achievements of its professional members. SCEA’s purpose is to further the effectiveness and efficiency of cost estimating and analysis and related disciplines in the public and private sectors by:

- Promoting and enhancing the profession of cost estimating and analysis
- Fostering the professional growth of its members
- Enhancing the understanding and appreciation of cost estimating, analysis and related disciplines throughout the general public
- Promoting a Common Body of Knowledge as a standard for individual excellence
- Advocating a uniform Code of Ethics for the profession
- Rewarding achievement through an appropriate program of recognition and certification
- 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
- Fostering, promoting, and conducting research and educational programs
- Developing and maintaining standards of proficiency and performance
- Cooperating with other organizations and individuals, having common or related purposes, in furtherance of public interest
- Providing an opportunity for government, industry and academia to collectively discuss and comment on related proposed or suggested subjects of common interest
- Establishing standards in the terminology, conduct and application of cost estimating and analysis

Slide 21

## SWOT Analysis - Strengths

- Members / Membership
  - Genuine, volunteer membership
  - Loyalty to association
  - Responsive National Office
  - Primary Cost Estimating/Analysis Professional Society
  - Access to highly inexperienced/young analysts able to mold/shape career progression
- Merger
  - Larger membership base
  - Access to new markets, customers, communities
  - Reduced operating costs after fixed rebranding costs
- Operating Model
  - Mature operating model with healthy revenue and cash balance
  - Allows affordable membership, conference and training fees
  - Cash balance affords opportunities to promote organization, membership, training, and conf
- Training
  - Established certification program (PCEA®, CCEA®, Parametric) & training materials (CEBoK)
  - National and International Conferences
  - Participation with other conferences

Slide 22

## SWOT Analysis - Weaknesses

- Members / Membership
  - Barriers to gov't channels through limited gov't membership
  - Narrow body of knowledge limits membership interest and new / fresh ideas
  - Professional field is geographically wide-spread - little opportunity (besides annual conference) to physically gather field
  - Limited local chapter value to members (lack of collaboration/leverage/coordination is a contributing factor)
  - Lack of national leadership opportunities for less experienced members
- Merger
  - No brand awareness with new organization name
  - New members probably dilute / hinder momentum (training, CEBoK)
- Operating Model
  - Lack of networking & community building opportunities
  - Disconnect between National Office and Chapters
  - Lack of forums or routine dialog/collaboration with (i.e., outreach to)
    - Influential members of the community of practice (COP), incl. but not limited to Govt reps
    - Leadership of other professional organizations, e.g., NDIA, INFORMS, MORS, etc.
    - Academia, incl. but not limited to colleges, universities, Govt schoolhouses (e.g., AFIT)

Slide 23

## SWOT Analysis - Opportunities

- Members / Membership
  - Aging cost analysis workforce
    - Will translate to increased pipeline of new analysts & associated demand for training
    - Will generate 'younger' workforce interest in perpetuating the profession by shaping it in new & different ways (i.e., assuming ownership of the profession's future)
  - Make contact with up and coming analysts – stress that they have an inherent and vested interest in growing this society
- Merger
  - Leverage new networks, membership, best practices, etc. to improve processes, refresh culture, and strengthen association
- Gov't / Fiscal / External Environment
  - Encourage government membership to recognize/request CCE/A capability within gov't solicitations for applicable work (cost, etc.)
  - Budget / fiscal pressures drives focus on accurate cost and budget estimates
  - Reduced operating budget means less internal gov't conferences, training, awards, etc. could translate to gov't personnel seeking external opportunities, events, training, or networking opppty
  - Deficient Govt cost estimating training program (i.e., DAWIA) and cost CoP
    - SCEA training offerings to fill gov't training gaps (CeBOK, conference training tracks, etc.) & even Govt move to embrace PCEA/CCEA/Parametric certification
    - Could incentivize increased Govt membership
    - Will translate to decreased investment in tools, processes, best practices, etc. (i.e., cost research, which is easily considered a non-mission critical cost analysis activity)
- Technology
  - Exploit professional field with web-based events
  - Streamline certification process, CECU, and recert process through online cert management

Slide 24

## SWOT Analysis - Threats

- Gov't / Fiscal / External Environment
  - Conflicting knowledge / certification tracks within gov't (DAWIA) = no incentive for gov't membership or a duplicate, external certification
  - Less gov't budget for conferences, travel, training, non-core events could further hinder gov't involvement, membership (competing memberships) and conference attendance (pick one conference per year = DoDCAS / DoNCAS)
  - Less gov't budget for Gov't cost analysis/estimating billets & professional support services (PSS) funding and has translated to less Govt/CSS TDY funding which in turn could result in decreased memberships and participation (incl. but not limited to conference attendance)
  - Competing professional organizations and events
    - May translate to lower SCEA event attendance (principally annual conference)
    - Which in turn could result in lower quality presentations & higher conference fees
  - Relatively low Govt membership & senior Govt cost official involvement may have adverse impact on perceived credibility/relevance
- Merger
  - Dilution of knowledge base or focus with ISPA merger
  - Membership perception of low organizational value which may translate to even lower membership and event participation

Slide 25

# ICEAA Central Virginia Chapter Report

05/21/18

## 2017-2018 Board of Directors:

President: Britt Staley

Vice President: Thomas Knoll

Treasurer: Brian Bucceri

Secretary: Nicole Robertson

Membership Chair: Erik Gyorgy

## Recent Events:

On March 8th, 2018, the ICEAA Central VA Chapter hosted a luncheon on-site at Naval Surface Warfare Center Dahlgren Division (NSWCDD) for the second meeting of the current term. While attendees chowed-down on some Chapter-provided Jersey Mike's subs, we all learned about "The Collinearity Kill Chain" as presented by Dr. Brian Flynn of Technomics. This engaging, hands-on presentation challenged our members to look deeper into the impacts of the causes and effects associated with multicollinearity. An exceptional presentation, to be sure!

We celebrated the last days of spring during our second ICEAA Central Virginia Chapter Social on May 17th! This event proved to be a great success (and a great time!). Hosted at Highmark Brewing in Fredericksburg, Virginia, chapter members, colleagues, and friends enjoyed good food, good brews, and good company. It was great to see representation from across the region, government and contractors alike. Sincere thanks to Megan Jones (ICEAA Executive Director) and Rick Collins (ICEAA Region 2 Director) for joining us as our special guests!

This summer we intend to hold FY19 elections to realign with the ICEAA Headquarters Election cycle. We also intend to host an exam late summer.

# ICEAA Detroit Chapter Report

June 11, 2018

## Board of Directors:

President: David Holm

Vice President: Dan Germony

Treasurer: Jennifer Flanagan

Secretary: Trevor VanAtta

## Upcoming Events:

Jun 12-15 2018 - Chapter President David Holm will be attending ICEAA National Conference as he received approval from Army leadership to attend.

Sep 11-13 2018 – 4th annual Ground Vehicle Cost Working Group Summit held at the US Army TACOM installation in Warren, Michigan. Event was postponed from original 8-10 May 2018 dates due to Army HQ classifying the event as a conference so a conference hosting package had to be submitted and approved before event could be held. Senior Government leaders from OSD CAPE, Army Acquisition, Army, Navy and USMC cost offices plus Ground Vehicle OEMs participate in the three day event to discuss cost analysis matters. Announcement and registration material will be sent to Megan as soon as it is released in June.

## Member Outreach:

Nothing to report

## Member Recognition:

We had three out of four individuals successfully pass the CCEA certification exam. Congratulations to Karen Kunkler, Paul Gromek and Alexander Krencicki

## Other:

Completed the transfer of funds from the Chapter's local bank account to Megan and subsequently closed the account. Will coordinate with Megan for any future financial support for the Detroit Chapter activities.

# ICEAA Greater Alabama REPORT

May 18, 2018

## 2017/2018 Board of Directors:

- President: Brian Alford
- Vice President: Billy Carson
- Treasurer: Stephanie Warnes
- Publicity: Don Kimminau
- Administration: Leigh Mariotti
- Membership: Rachel Daugherty
- Certification: Paul Gardner
- Government Education: Christian Smart
- Industry Education: Teresa Brown

Board elected: May 19, 2017

As of the date of this report, the chapter is currently accepting nominations for Board positions for the 2018/2019 program year. We will likely finalize the new board before the national board meeting.

## Upcoming Events:

We currently have no upcoming luncheons or training events as we recess for the summer months and reconvene for the new program year in September.

## Recent Events:

The Greater Alabama Chapter conducted our annual training sessions for the CCEA exam from Feb 6 through Mar 20 plus several additional problem sessions at the end of March and April. We had 12 amazing volunteer instructors and leaders conduct the training sessions, teaching topics from inflation to learning curves to software cost estimating to EVM (a new addition for this year). Attendance was up significantly for each class this year compared to previous years, as we had over 20 attendees per class on average (36 different attendees in total) spend some of their Tuesday evenings furthering their careers.

On 7 March, our ICEAA chapter, in coordination with the cost offices at the Missile Defense Agency (MDA) and NASA Marshall Space Flight Center (MSFC), hosted our Annual Workshop at KBR Wyle's office in Huntsville. More than 85 people from the MDA, NASA MSFC, U.S. Army, Industry, and many support contractors attended the all-day event to listen to several interesting topics and gain training/recertification credits. The following presentations were delivered at the workshop:

- Dr. Christian Smart (Galorath Federal): Enhancing Risk Calibration Methods
- Tom Crowe and Skyler Embrey (MDA): Modeling with Fixed and Variable Cost
- Mr. Dan Strickland (MDA): Software Acquisition 101
- Dr. Brian Gillespie (MDA): The Art of Cost: Sun-Tzu's Strategic Insight in Cost Estimation
- Susan Parlamento (Defense Acquisition University) and Lisa White (U.S. Army Contracting Command): The Civil False Claims Act – Recent Procurement Fraud Cases

# ICEAA Greater Alabama REPORT

May 18, 2018

- Mr. Andy Prince (NASA MSFC): Being Certain about Uncertainty, Part 2
- Eric Hawkes (Qualis, Corp): Adventures in Data Visualization

In addition to these activities, the Greater Alabama Chapter held the following luncheon meetings since the last report, with speaker and title noted:

- Apr 2018: Dr. Christian Smart (Galorath Federal): Averaging Regression Estimates: Leveraging the Wisdom of Crowds in Cost Estimating

## Member Outreach:

We will be conducting our annual end of the year social at Kona Grill in Bridge Street on 23 May, inviting all people on our mailing list (both ICEAA and non-ICEAA members) to network and socialize with peers.

We are considering looking into whether the monthly luncheon format works best for our attendees or whether it would be more beneficial to have a smaller number of workshop type events (e.g., ½ day workshops quarterly). Often it is easier for people to plan to be gone for a half day farther in advance than a lunch meeting, and it may be easier for us to have the various Government organizations recognize our workshops for training credits. We may be sending out a survey later this year to discuss this possibility with our local community of estimators and analysts.

## Member Recognition:

We have no additional ICEAA-related outside awards to report at this time for our chapter members.

## Other:

None to report at this time.

# ICEAA Lone Star Chapter Report

05/18/18

## Board of Directors:

President: Rex Potter

Vice President: Augie Goerner

Treasurer: Lisa Schmitz

Secretary: Nate Armstrong

Past President: John Deem

## Upcoming Events:

Brent Johnstone will be presenting a paper at the conference in Phoenix. He will present his paper for chapter members and guests at a meeting prior to the conference. Our spring social and member drive has been delayed due to workload, and will be rescheduled.

## Recent Events:

Our spring board meeting was held to plan leadership changes, networking for guest speakers and planning membership drives/socials.

## Member Outreach:

Hoping to network with local universities TCU, UTA and SMU. More work needs to be done on this front.

## Member Recognition:

Kudos to Brent Johnstone for consistently delivering a quality paper presentation each year for several years in a row. Kudos!

# ICEAA New England Chapter Report

27 May 2018

## Board of Directors:

President: William Lane

Vice President: Andrew Walker

Treasurer: Denise Saltojanas

Secretary: Kelly Kane

BOD members: Sheila Nicholson, Ken Sherman, Jon Lister, James Campbell

Board elected: 1-Oct 2017; Jim Campbell elected 10-May-2018 by BOD Vote

## Upcoming Events:

-We are currently pursuing several potential speakers for fall/winter luncheon events

-20 Jun 2018 Luncheon, "Luck and the Law: The Role of Chance in Fantasy Sports and Other Activities"; Speaker - Prof. Anette (Peko) Hosoi, Associate Dean of Engineering, Professor of Mechanical Engineering, MIT

-Looking into a fall social event

## Recent Events:

-Luncheon June 2017, Presenter: Victoria Galvin (AFLCMC/FZC), "Open System Architecture: Cost and Schedule Saver or Driver?"

-Luncheon July 2017, Presenters: Kevin Buck, Dan Harper and Tony Dziepak of The MITRE Corporation, "Modeling the Influence of System and Application Complexity on the Cost of Cloud Hosting"

-Luncheon November 2017, Presenters: Dan Harper and Ruth Dorr of The MITRE Corporation, "Overview of the Cost FACTS (Factors, Analogies, CER's & Tools/Studies) Group", Joint event with Washington Capital Area Chapter

-Luncheon March 2018, Presenters: Jim Campbell & Zach Tretter, AFCAA/FMCIH, Jim is the AFCAA/FMCIH Chief at Hanscom; "AFCAA Partnering with Industry for Improved AF Cost Analysis Capabilities"

-Began keeping statistics on attendees at events by company/organization; we should be able to retroactively do these for most 2016/2017 events

## Member Outreach:

# ICEAA New England Chapter Report

27 May 2018

-Happy to report that the outreach efforts of our BOD have resulted in the membership rising from 56 (Sep 17) to 82 (May 18). That is essentially what our normal “level” has been since Sep 2014. We will continue to work this.

-Some members have expressed interest in a dial-in for our luncheons (those not in the Hanscom area). Many of the rooms we book do not have internet or phone capabilities. We are looking into whether there are any low cost solutions for being able to do “Skype on the go.” If you have any suggestions, they would be much appreciated.

## Member Recognition:

-N/A

## Other:

-N/A

# ICEAA SO CAL REPORT

10 June, 2018

## Board of Directors:

President: Rich Harwin

VP: Tom Bosmans

Secretary: Melissa Winter

Treasurer: Chris Hutchings

Board-members: Dara Billah, David Bloom, Kurt Brunner, Dan Polidi, Steve Sterk

Effective Elected Board as of 1 Jan 2107 for 2 years term

## Recent Events:

The Chapter conducted a day long workshop on 7 March, hosted by NASA Armstrong in Palmdale, CA

Highlights Included:

- 2 Keynote Presentations from NASA Armstrong Executive Leaders
  - o Eddie Zavala SOFIA Program Manager, spoke on the SOFIA Airborne Telescope program
  - o Mike Thomson briefed the NASA atmospheric research aircraft; the ER-2, DC-8 and a G-III
- Tours of NASA Airborne Research Aircraft



# ICEAA SO CAL REPORT

10 June, 2018



There were also presentation from Dr. Jairus Hihn, Sherry Stukes, & Matthew Ramirez, NASA-JPL on “*Cost Estimation @ the Speed of Light*”- *Concurrent Engineering Modernization*”. Dr. Joe Hamaker, Galorath Federal on “*Estimating By the Zodiac*”. Kurt Brunner, CEO, KB Enterprises on “*TRL Impact on Cost*”. Boyan Jonov, Tecolote on “*How Regression Methods Impact Uncertainty Results*”. And Wayne Wright, Lockheed Martin on “*Estimating Life Cycle Costs at the Skunk Works®*”.

And NASA, being the gracious host that they are, also set up a NASA gift shop outside of our meeting room allowing everyone the opportunity to collect lots of souvenirs.

Jeremy Goucher also proctored the certification exams on 3 March, at the MCR office in El Segundo.

## Upcoming Events:

The chapter is planning workshops in Sept and Dec 2018, though hosts have yet to be determined. Candidates may include JPL, Northrop Mission Systems and Lockheed Skunk-works. In Dec, back by popular demand, will again be an abridged workshop followed by a networking lunch nearby.

## Member Outreach:

We are also in discussions with Space & Missile Center at LA AFB to have a joint AF Cost IPT / ICEAA workshop.

# ICEAA Washington Capital Area Report

11 June 2018

## Board of Directors:

President: Meghan Kennedy  
Vice President: Tim Anderson  
Treasurer: Aileen Donohue  
Secretary: Jake Mender  
Past President: Dave Stem  
Luncheon/Program Chair: Ann Hawpe  
Social/Outreach Chair: Omar Akbik  
Membership Chair: Zach Jasnoff  
Web Manager: Kevin Coonce  
Board elected: 1 October 2017

## Upcoming Events:

- Monthly luncheons to resume this summer after the ICEAA Workshop
- Summer happy hour

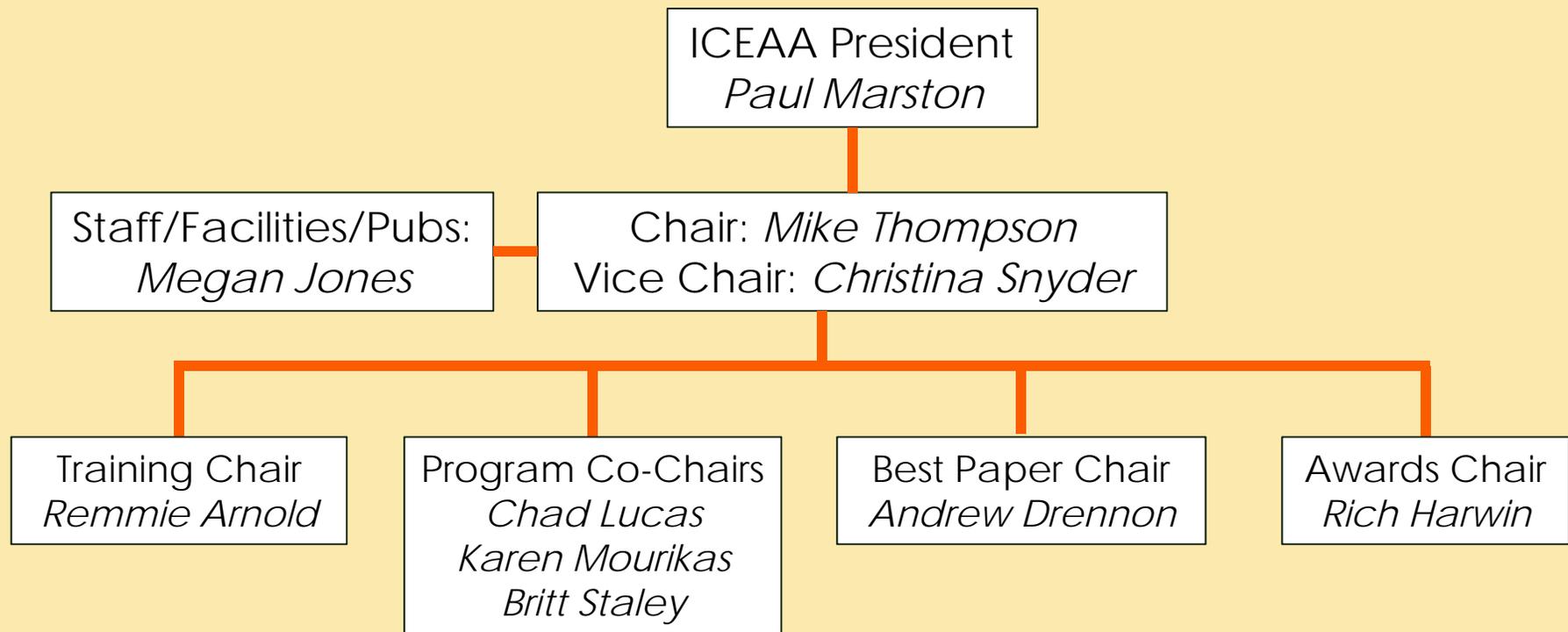
## Recent Events:

- Annual Membership Meeting: Feb. 28, Arlington, VA – Jamie Morin, former Director of CAPE, keynote speaker
- DC Regional Workshop: Apr. 11, Boeing, Arlington, VA – “Operating and Support Cost Management: Are We Practicing What We Preach?”
- Post-Workshop Happy Hour: Apr. 11, Highline RxR, Arlington, VA
- April Luncheon: Apr. 24, Tecolote, Arlington, VA; Marc Russo (NCCA) – “Update on the SURF Process”
- May Luncheon: May 22, Tecolote, Arlington, VA; Mike Thompson (Galorath) – “Cost Estimating and Analysis, not just for Weapons Systems, Any More”

## Member Outreach:

- Chapter Awards:
  - Best Luncheon Speaker: Katie Geier-Noreiga – “DHS Cost Analysis Overview”
  - Team Achievement: DoE NA-143 CapAx Model Team
  - Leadership/Management: George Bayer, Cobec Consulting
  - Technical Achievement: Corinne Wentworth, Tecolote Research
  - Junior Analyst: Marc Stephenson, Technomics, Inc.
- DC Workshop: Our one-day workshop was a great success! Many thanks to Megan and Chelsea for all of their help, expertise, advice, etc. Going forward, we plan to make this at least an annual event and combine it with our winter Annual Meeting. Having a theme seemed to be popular, so we’re open to ideas for 2019.

# 2018 Workshop Committee



# Sponsors & Exhibitors



2018 Gold  
Solutions Sponsor



G A L O R A T H

2018 Silver  
Sponsor



2018 Gold  
Service Sponsor



Automated Cost Estimating Integrated Tools



International Function Point Users Group



Kalman & Company, Inc.



THE SOLUTIONS COMPANY



The Spear and Missile Systems  
Financial Management and Cost



# 2018 Keynotes

- ❖ **David Kriegman**

Author, *Zero to a Billion: 61 Rules Entrepreneurs Need to Know to Grow a Government Contracting Business*

- ❖ **Carol Hibbard**

Former SCEA board member, current  
Vice President & Chief Financial Officer for Boeing  
Defense, Space & Security

- ❖ **Special Wednesday morning general session!**

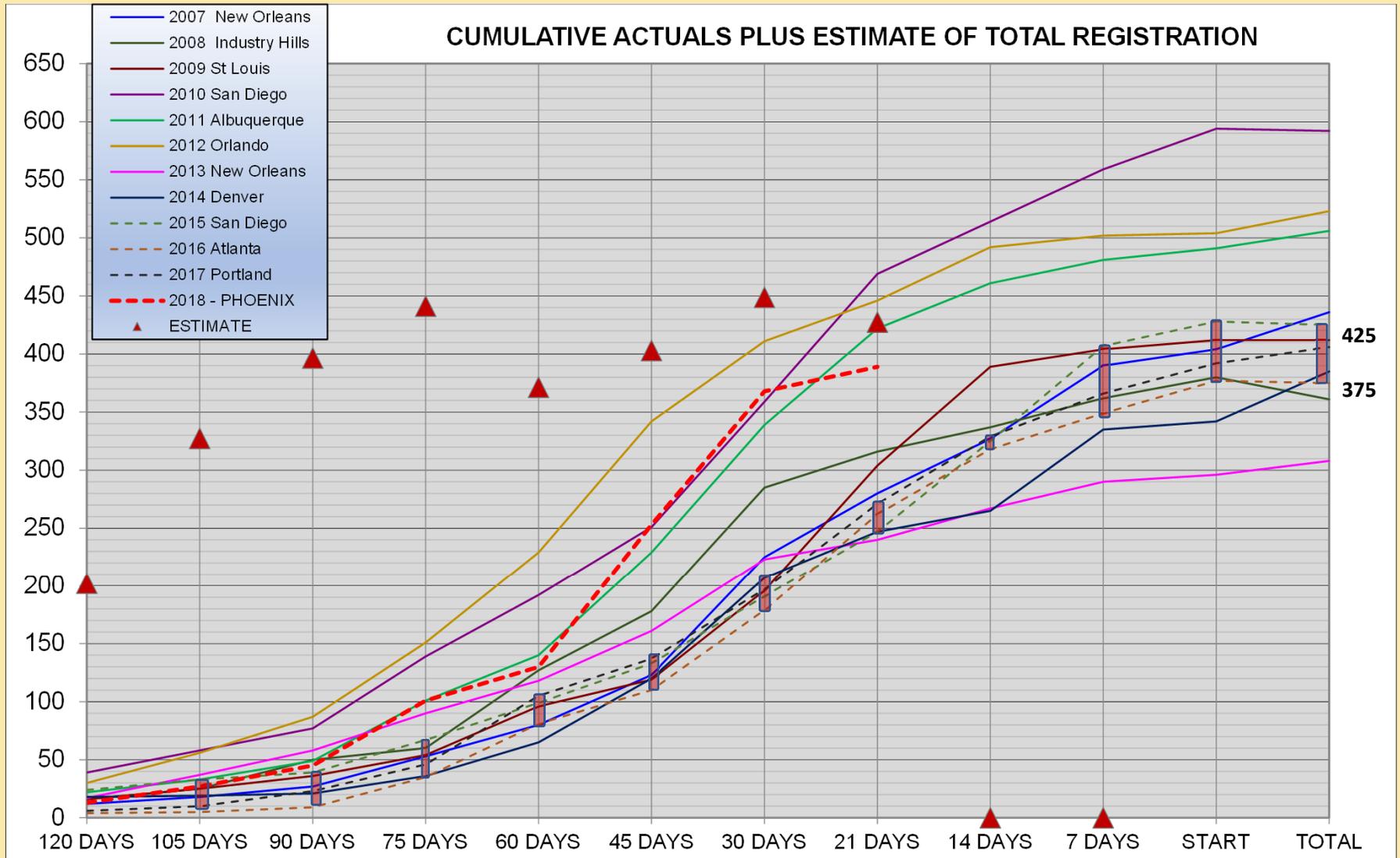


# Did the earlybirds get the worms?

- ❖ Speakers given \$100 discount code to use for registrations made before March 30
  - ❖ 51 codes used: **\$- 5,100**
- ❖ All rates went up by approx. \$100 on May 2
  - ❖ 89 signed up between 4/26 and 5/1
  - ❖ 74 signed up between 5/2 and 5/23: **\$ + 7,400**
- ❖ ICEAA will net a minimum of \$2,300 and gain:
  - ❖ More accurate menu counts
  - ❖ Easier registration setup



# Registration Trend to May 23



# 2018 Budget Estimate with 415 Attendees

	2017 Actual	2018 Thru April 30	2018 EAC - 415
Awards, speaker fees	\$ 1,525	\$ 57	\$ 550
App	\$ 1,000	\$ 3,000	\$ 4,025
Banking Fees	\$ 8,846	\$ 1,775	\$ 11,600
Host Hotel & Food Service	\$ 158,843	\$ -	\$ 160,000
Audio Visual	\$ 41,712	\$ -	\$ 42,172
Shipping & Postage	\$ 987	\$ -	\$ 1,000
Exhibitor Expenses	\$ 5,713	\$ -	\$ 6,000
Staff Travel	\$ 4,131	\$ 362	\$ 5,000
Onsite Contract Staff	\$ 2,250	\$ 1,750	\$ 3,500
Printing & Marketing	\$ 4,015	\$ 407	\$ 4,503
<b>Total Expenses</b>	<b>\$ 229,022</b>	<b>\$ 7,351</b>	<b>\$ 228,350</b>
Registration Fees	\$ 335,050	\$ 56,035	\$ 388,440
Spons/Exhib Revenue	\$ 54,925	\$ 10,200	\$ 63,450
Total Revenue	\$ 389,975		\$ 451,890
<b>Net Total</b>	<b>\$ 161,245</b>		<b>\$ 213,540</b>

Entered new app contract

Est. Revenue \* .03

BIG registration surge on 5/1