

ICEAA Board of Director's Meeting
0900 – 1600 | Saturday, November 3, 2019

MCR Offices - McLean, VA
AGENDA
as of October 22, 2018

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

Time	Agenda Item	Leader	
8:30	Gather for Continental Breakfast		
9:00	Welcome, Quorum Count, and Introductions	Paul Marston	
9:15	ICEAA Strategic Plan Review	Rick Collins	Tech, Coll, Relev
9:45	Secretary Report Vote: Approve June 2018 Minutes	Greg Kiviat	
10:00	Treasurer Report Vote: Approve Treasurers Report	Bob Hunt	
10:15	ICEAA Training in the UK, Relationship with SCAF	Sanath Rajagopal	Tech, Coll, Relev
10:30	Break		
10:45	ICEAA Business Office Report	Megan Jones	Coll, Relev
11:00	PCEA/CCEA Certification Update	Peter Andrejev	Tech, Coll, Relev
11:30	Membership Outreach Committee Update	Ellie Bassett	Coll, Relev
12:00	Lunch & break		
12:30	CEBoK Update, Comments on Editing Project RFP	Paul Marston	Tech, Coll, Relev
1:00	CEBoK Delivery Platform Task Force Update	Andy Prince	Tech, Coll, Relev
1:15	Software Specialty Certification/Software CEBoK Update	Brian Glauser	Tech, Coll, Relev
1:30	2019-2021 Board Nominating Committee Update	Brian Glauser	Coll, Relev
1:45	Recommended Bylaws & Constitution Edits Vote: Approve Bylaws Edits Vote: Approve Constitution recommendations for all-membership vote	Brian Glauser	Coll, Relev
2:45	Break		
3:00	Questions/Comments on Chapter and Region Reports		Coll
3:15	2018 Workshop Review	Mike Thompson	Tech, Coll, Relev
3:30	Review June 2018 Board Action Summary	Megan Jones	
	Plan Next Meeting & Adjourn	Paul Marston	

ICEAA Strategic Plan (SP) Review Part 2

Rick Collins
John Deem

3 November 2018

Foreword

- This presentation represents Part 2 of the story that Collins started to convey at the 11 June 2018 meeting
 - Parts 3, 4, etc. are inevitable as this is a work in progress
- A few key slides from Part 1 of the story are included in this presentation and reflect the addition of some Part 2 annotations
 - Regardless, BOD members are strongly urged to review Part 1 of the story available via an email from Megan subsequent to 11 June meeting

Planting an Important Part 2 Seed

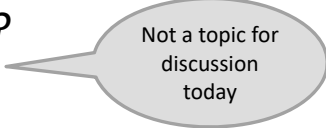
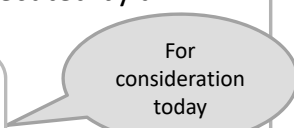
- What are we, the ICEAA BOD, attempting to accomplish on behalf of the association and its membership?
- What should success ultimately look like? How about this?

*A vital, respected, indispensable & growing
community of practice
composed of ICEAA-certified professionals*

- Seems meaningful, purposeful and inspirational to me. How about you?

Slide 3

Bottom Line (per 11 June brief + new call-outs)

- *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/actions
 - revise the SP
 - be accountable
 - GSD

Slide 4

GSD (per 11 June brief + new call-outs)

- 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

Decide what's really important, commit funds & move out

Slide 5

Food for Thought (per 11 June brief + new call-outs)

- 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?

The next SP should be oriented to growing profession size

Slide 6

Draft 2019-21 SP: What I Did & Didn't Do

- Did ...
 - Compare, contrast and leverage select aspects of the 2015-19 & 2013-17 SPs (*see 1st two back-up slides for tabular form of these SPs and <http://www.iceaaonline.com/about/#governance> for public version of 2015-19 SP*)
 - Adopt philosophy that reflects key observations from the 11 June BOD (*see next slide for more on this*)
- Didn't ...
 - Revisit strengths, weaknesses, opportunities, threat (SWOT) analysis that my team conducted for the 2013-17 plan
 - Critique metrics (*since I believe we have yet to use them to measure our performance*)
 - Critique current ICEAA vision and mission statements, though have a vision recommendation

Slide 7

Draft 2019-21 SP: Ground Rules

- Content supports an ICEAA vision that is profession (vice association) health/growth-oriented
 - If this this orientation makes sense, then we should agree on what success will ultimately look like
 - I propose the following from the 2013 SP -- *A vital, respected, indispensable & growing community of practice composed of ICEAA certified professionals*
- Less is more -- draft reflects my best, 'unbiased' shot at what's really important (i.e., reflects tempered expectations)
 - Draft SP identifies specific **objectives** by strategic goal (i.e., the *what*)
 - Draft SP does not identify **actions** required to accomplish each objective (i.e., the *how*)
 - Draft SP replaces one of the SP goals, *Create a Community of Relevance, with Create a Community of Innovation* (*see next slide for more on this*)
 - Draft SP does NOT include a variety of ongoing activities that may (or not) constitute **actions** required to accomplish draft objectives
 - Not suggesting these activities haven't been worthwhile, but strongly recommend we determine what's really important & why?

Slide 8

Draft 2019-21 SP – Objectives by Goal

Goal 1: Create a Community of Technical Excellence	
1	Improve existing CEBOK content/platform & develop new CEBOKs (e.g., software) as appropriate
2	Improve existing certification exams & develop new certification exams as appropriate
3	Establish web-based access to resources (i.e., advisors, study groups & exam-related materials) required to prepare for certification exam
4	Establish web-based forum for routine, real-time exchange of <u>best practices, tips, tricks, etc.</u>
5	Provide a professional, academic quality journal for the sharing of peer-reviewed technical work & other information
6	Conduct an annual conference that offers relevant paper and training sessions that exhibit <u>exceptional technical quality</u>
<p><i>Note: The overall intent of these five strategic plan objectives is to <u>enable cost professional technical competency and credentials</u>, both of which are necessary to <u>enhance the reputation and relevance of the profession</u>.</i></p>	
Goal 2: Create a Community of Collaboration	
1	Conduct quarterly web-based, technical-oriented collaboration events (e.g., panel discussions, mini cost research symposia, brainstorming sessions on common needs/challenges, etc.).
2	Establish web-based forum for routine, real-time exchange of <u>ideas</u> , including but not limited to dialog stimulated by collaboration events
<p><i>Note: The overall intent of these two strategic plan objectives is to <u>ensure the credibility and maximize the value</u> of analytics-based products/services that cost professionals deliver to stakeholders, <u>both of which are necessary to enhance the reputation and relevance of the profession</u>. Furthermore, these two objectives should stimulate meaningful dialog leading to other actionable objectives intended to foster the health & size of the profession. This dialog will necessarily include but not be limited to the following important topics: a) what value cost analysts should/could deliver; b) what products/services constitute the 'right' value; and 3) who should/could be consuming these products/services. Each of these topics touch on the market and have the potential to produce concrete thoughts on how our profession moves up the value chain to impact enterprise-level decision-making, i.e., bigger decisions. In short, Goal 2 is about exploring the full potential of the profession with a <u>next generation mindset</u>.</i></p>	
Goal 3: Create a Community of Innovation	
1	Foster community ability to deliver additional value in the form of innovative solutions to emerging cost estimating/analysis challenges (e.g., agile software development, cloud computing, cyber, etc.)
2	Foster community ability to deliver additional value in the form of new/innovative competencies, techniques and approaches (e.g., data science, artificial intelligence/machine learning, etc.) that constitute state-of-the-art in cost/estimating analysis.
<p><i>Note: The overall intent of these two strategic plan objectives is to <u>ensure important cost estimating/analysis challenges are addressed and big/good ideas</u> (including but not limited to those incubated as a result of Goal 2) <u>are exploited</u>, both of which are necessary to enhance the reputation and relevance of the profession</i></p>	
<p><i>Overarching note: Profession reputation and relevance are paramount to profession health and growth. The SP (therefore the BOD) should focus on initiatives that positively impact profession health and growth and the BOD should expect association health and growth to be a logical by-product of our success on the profession front</i></p>	

Note re. grey shading: I thought seriously about excluding these objectives because we do these as a matter of course

Slide 9

Note re. web-based forum objectives: the first relates to tangible analysis enablers; the 2nd relates to exchange/development of ideas

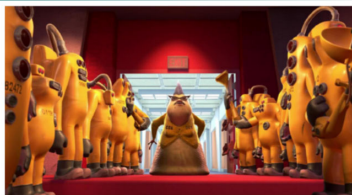
Example of Need for Goal 3 (and Even Goal 2)

Have All the Cost Estimates Already Been Done?
Data Science in Cost Analysis

Jeremy Eden
ICEAA Washington Capital Luncheon Series - Arlington, VA
October 2018

Booz | Allen | Hamilton

ICEAA & Data Science – Run! ICEAA will call the CDA!



Disney Monsters Inc.

Wait! There is no need for ICEAA to be alarmed or to call the CDA (Cost Decontamination Unit)!

Over the last few years ICEAA has said it is a priority to:

- Advance the cost estimating industry by supporting new fields like Agile and Data Science
- Enable the growth of the cost estimating profession and ICEAA membership
- Revise reference material and training opportunities as needed to include the latest techniques

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CONSULTING | ANALYTICS | DIGITAL SOLUTIONS | ENGINEERING | CYBER

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ICEAA & Data Science – How can ICEAA participate?

ICEAA has an opportunity to grow and serve its membership at the same time through data science cost estimation ...

- Include sections on data science cost estimating techniques in the Cost Estimating Book of Knowledge (CEBoK) or create an **Data Science Cost Estimating Book of Knowledge (DSCEBoK)**
- Include specific data science cost estimating in the currently offered classroom training or offer data science versions of the classroom training
- Create a Data Science Certified Cost Estimator/Analyst (DSCCA) credential (or a specialty credential similar to the Parametric Specialty Certification) that complements the existing Certified Cost Estimator/Analyst (CCEA) along with the requirements guidance to sustain the credential

ICEAA



CEBoK

A Data Science Cost Estimator Certification would standardize the baseline knowledge required to conduct cost estimates using data science tools/techniques and further expand ICEAA

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CONSULTING | ANALYTICS | DIGITAL SOLUTIONS | ENGINEERING | CYBER

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Path Forward

- In order to proceed via the course I'm suggesting, we must answer the following questions
 - Do we like *"A vital, respected, indispensable & growing community of practice composed of ICEAA certified professionals"*?
 - Do we agree that ICEAA should be laser-focused on enhancing the reputation and relevance of the profession for the express purpose of profession health and growth?
 - Are we comfortable with ICEAA membership growth being a by-product of our success growing the profession?
 - Have we determined and prioritized what's really important?
 - Do we need to revisit SWOT analysis performed in Fall 2012 (see back-up slides) before doing so?
- Then, we need to identify steps to complete 2019-2021 SP, including but not limited to development of performance metrics

Slide 11

Back-up

Slide 12

Strategic Plan Review

2015-19 SP

Create a Community of Technical Excellence

(Note: activities being performed when plan was adopted are in italics)

- 1 Encouragement
 - a *Provide an awards program that recognizes technical achievement and excellence*
 - b Publicize significant member accomplishments in the field
 - c Proactive engage younger professionals in chapter leadership positions
- 2 Sharing of Experience and Knowledge
 - a *Conducting training at the chapter and national Level*
 - b *Provide a professional, academic quality journal for the sharing of peer-reviewed knowledge*
 - c *Speakers, panel sessions, and paper tracks at the annual international conference*
 - d Improve average content quality of conference presentations by:
 - (1) Analyzing previous Best Paper award scores in order to establish a set of criteria for Program Chairs to follow when selecting papers
 - (2) Linking content keywords to each submission to ensure a breadth of topics covered under previously set content Tracks
 - (3) Regularly reviewing content Tracks to determine if new tracks should be added in order to maintain relevance of overall program
 - e *Technical presentations at local chapter events*
 - f *Maintaining and updating the Cost Estimating Body of Knowledge (CEBoK)*
 - g Establish CEBoK improvement process to include online access/delivery and content updates for CEBoK
 - h Develop specialty training programs to address specific professional requirements
- 3 Competency Validation
 - a *Provide a certification program that enables members to provide tangible demonstration of their competency*
 - b Refine and improve the existing Certification Program and enhance its relevance to the overall cost community by:
 - (1) Expanding on the database of exam questions and refine the evaluation process for determining question merit
 - (2) Establishing Special Interest Groups chartered to create related Specialty Certification Exams

Create a Community of Collaboration

Strategy

- 1 Facilitate live and virtual collaboration with current members at the chapter level, national level and international levels.
- 2 Conduct outreach efforts to collaborate with potential members from academia, industry, other professional organizations and federal government entities.

Tactics

- 1 Networking with current and potential members and stakeholders
- 2 Identification and development of key contributors and facilitators for live and virtual collaborative forums
- 3 Establishing formal and informal partnering agreements with organizations having shared professional development interests

A Attraction of Potential Members

- (1) *Continuous outreach to potential members understanding their needs & providing the means to achieve mutually beneficial professional development goals*
- (2) *Identification & development of relationships in key touching areas within the analysis domain via public & private entities and professional & trade organizations*

B Cultivation & Bonding of Stakeholders

- (1) *Establish process to identify & continuously engage current and potential stakeholders who will support collaborative ICEAA professional development efforts*
- (2) *Identify & maintain a list of current and potential stakeholders at the ICEAA board level as well as the chapter, SIG & international region levels*

C Develop a Broader Range of Contributors

- (1) Key Contributors
 - (a) *Identify & engage key contributors & facilitators and ensure they can continue their commitment to ICEAA (e.g., employment conditions, access to ICEAA resources, etc.)*
 - (b) *Develop mitigation plans against potential loss of contributor (e.g., mentor/protégé, cross train, back-ups, etc.)*
- (2) Focus Groups
 - (a) *Determine 2-3 challenges to be addressed by a focus group (e.g., parametric and/or space SIG, expansion into new industries (e.g., petro/chemical or process) which would not normally be addressed by a standing committee*
- (3) Chaptering Committee/Presidents' Forum
 - (a) *Facilitate cross-chapter engagement regarding current & emerging challenges and provides ICEAA with valuable feedback*

2013-17 SP

Create a Community of Technical Excellence

- 1 Enhance user access to CEBoK content and maintain a system of relevant, timely updates to that material by:
 - a Identifying a provider of content updates and online access/online delivery for the next version of CEBoK (CY2014)
 - b Establishing an Independent Committee to determine scope of necessary maintenance updates and make on those updates
- 2 Enable web-based access to other training resources, especially those required to prepare for certification exam, by:
 - a Establishing an Online Study Group system to connect members with advisors and holding regular webinar meetings for these Study Groups
 - b Designing and posting a “sample test”
- 3 Improve average content quality of conference presentations by:
 - a Analyzing previous Best Paper award scores in order to establish a set of criteria for Program Chairs to follow when selecting papers
 - b Linking content keywords to each submission to ensure a breadth of topics covered under previously set content Tracks
 - c Regularly reviewing content Tracks to determine if new tracks should be added in order to maintain relevance of overall program
- 4 Refine and improve the existing Certification Program and enhance its relevance to the overall cost community by:
 - a Expanding on the database of exam questions and refining the evaluation process for determining question merit
 - b Establishing Special Interest Groups chartered to create related Specialty Certification Exams

Create a Community of Collaboration

1 Establish and maintain an online, real-time connection to its members by:

- a Conducting regular training, panel discussions, and mini cost research symposia via webinar
- b Holding regular brainstorming sessions with stakeholders and members on community needs challenges, etc.

2 Foster awareness of topics relevant to the association and the overall cost community by:

- a Utilizing social media outlets, emailed newsbriefs, and the ICEAA website to connect members with relevant news and research
- b Partnering with Chapter Presidents (& Regional Directors) to understand local constituent topics of interest and connect members with the right information via the right forum

3 Establish a web-based member forum for routine, real-time exchange of best practices, tips, tricks, etc, by:

- a Creating an online member discussion forum available on iceaaonline.org (as opposed to LinkedIn)
- b Creating an online Chapter President forum to facilitate speaker requests, webinar scheduling, etc.
- c Creating a “Cost Wikipedia” that allows for users to update posted online Glossary of terms (after identifying a Quality Control POC to ensure relevancy of updates)

4 Maintain and enhance ICEAA’s cooperation with the international cost community by:

- a Partnering with similar professional organizations to conduct regional cost research symposia
- b Providing ICEAA-sponsored training opportunities for international members, to include workshops and webinars
- c Maintaining a dialogue with established chapters and international affiliates on necessary updates to training and certification content for an international audience

Strategic Plan Review

2015-19 SP

Create a Community of Technical Excellence

(Note: activities being performed when plan was adopted are in italics)

Create a Community of Relevance

- 1 Listen. Start with voice of the customer and benchmarking efforts.
- 2 Systematically obtain information to determine content relevant to current members and potential members.
- 3 Conduct interviews, surveys, and listening sessions. Enlist all available resources. Obtain feedback from:

Stakeholders	Event participants
Chapter presidents	Training sessions
Conference attendees	Other methods including member surveys (employed selectively)
Track Chairs	Benchmarking data on other professional organizations
- 4 Understand and serve the needs of current and prospective members and sponsors.
- 5 Actively engage in outreach efforts with stakeholders. Not only absorb their objectives and concerns, but utilize ICEAA's central position in the community as an independent actor to drive the cost estimating focus
- 6 Communicate and measure needs effectively
- 7 Analyze and understand data collected along with performance measures and apply a plan-do-check-adjust methodology
- 8 Distill feedback collected from all sources, and synthesize response plans
- 9 Maintain, improve, and expand the use of professional estimating practices. (WHY NOT TECHNICAL EXCELLENCE?)
- 10 Expand our body of knowledge, training and certification programs (WHY NOT TECHNICAL EXCELLENCE?)
- 11 Promote the association's utility and benefits to the membership and the greater cost community
- 12 Provide excellent networking opportunities (WHY NOT COLLABORATION?)
- 13 Make it easy for individuals to get involved, with or without buy in from their company (WHY RELEVANCE?)
- 14 Continue to modify action plans as needed to more accurately align with current member and potential member needs

2013-17 SP

Create a Community of Technical Excellence

Create a Community of Relevance

- 1 Generate Federal government demand for ICEAA by:
 - a Establishing and maintaining routine dialog with Federal Government cost analysis community leadership
 - b Coordinating joint ICEAA/government financed "studies" that benefit the community
 - c Identifying opportunities to create value for Federal Govt organizations, e.g., training, certification, best practices, etc.
 - d Identifying partnering opportunities (e.g., with DAU on training/certification, with OSD CAPE on DODCAS, with GAO on standards, etc.)
- 2 Generate other professional organization (i.e., outside ICEAA) demand for a working relationship with ICEAA by
 - a Establishing & maintaining routine dialog with leadership of other professional orgs (e.g., NDIA, MORIS, NCMA, etc.)
 - b Identifying partnering opportunities for programs, events, products, and research studies
- 3 Generate university/college/student demand for cost estimating and analysis curriculum by:
 - a Making CEBoK content available for curriculum development and student access
 - b Providing mentoring and sponsorship opportunities to connect students with seasoned estimators
 - c Identifying opportunities to create value for Federal Govt organizations, e.g., training, certification, best practices, etc.
 - d Identifying partnering opportunities (e.g., with DAU on training/certification, with OSD CAPE on DODCAS, with GAO on standards, etc.)

SWOT Analysis – Strengths *(as of 10/14/2012)*

- 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 *(not relevant for 2019 SP)*~~
 - ~~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 15

SWOT Analysis – Weaknesses *(as of 10/14/2012)*

- 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 *(not relevant for 2019 SP)*~~
 - ~~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 16

SWOT Analysis – Opportunities *(as of 10/14/2012)*

- 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 *(not relevant for 2019 SP)*~~
 - ~~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 optys
 - 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 17

SWOT Analysis – Threats *(as of 10/14/2012)*

- 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 *(not relevant for 2019 SP)*~~
 - ~~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 18

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

DRAFT MINUTES as of July 17, 2018

Voting Attendees (present):

Andy Prince, Arlene Minkiewicz, Bob Hunt, Brian Glauser, Ellie Bassett, Erin Barkel, Greg Kiviat, Jason Dechoretz, John Deem, Nicole Sullivan (virtual), Paul Marston, Rich Harwin, Rick Collins, Sanathanan Rajagopal, Tomeka S. Williams.

Non-voting Attendees:

Present: Bill Barfield, Britt Staley, Christina Snyder, Jon Kilgore, Meghan Kennedy, Neil Albert, Peter Andrejev, Peter Braxton, Peter Weltman

Virtual: Brian Alford, Melissa Winter, Tom Bosmans

Welcome, quorum count, introductions:

Paul Marston

Paul welcomes and thanks everyone for their participation, noting the high number of in-person attendees as customary for the pre-Workshop meetings. The group introduce themselves and the meeting is called to order.

Secretary Report:

Greg Kiviat

Quorum established: 13 voting members present of 11 required as of 9:05am. Floor is open to the group for additional questions or comments, and Brian notices a typo (page 8) he will email to Megan that will be reflected in the final version of the minutes. The importance of providing feedback on the minutes in the months between the minutes distribution and the meeting is stressed.

Vote: Motion is raised to approve the amended Secretary Report; no further discussion is requested. Seconded and passed.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

DRAFT MINUTES as of July 17, 2018

Treasurer Report:

Bob Hunt

Bob presents the treasurer report slides, making note of the much more positive than anticipated 2018 Workshop revenue and congratulates Mike and the conference team for all of their hard work.

Our savings have increased due to the purchase of a \$50,000 CD in April 2018.

Rick asks if we have a plan for our robust savings, commenting that there is potential put the money to good use investing in products or initiatives. The group asks how much liquid cash the IBO needs to maintain the business, and Megan estimates approximately \$100,000, noting that once the checking account reaches a balance that is higher than anticipated short term needs (that amount varies depending on the time of year), they purchase more CDs.

Bob suggests setting up a committee to decide what to do with our savings. Paul agrees that the association's financial situation is finally headed in the right direction so we should look into strategic investments. Rick offers that this will be a part of his presentation on the strategic plan later in the meeting and the group agrees to table the discussion until that time.

Peter A. wants to get a baseline amount of savings ICEAA would need to have on hand to continue operations for 3 negative-budget years. Erin asks about the seasonality of revenue and expenses and would like to know the usual pace of each.

Action: Bob to create a report of spending vs. revenue throughout the year.

Bill asks if we should periodically re-evaluate the membership fee to ensure it is appropriate; Bob suggests this be a task of the Membership Outreach Committee. Ellie indicates the committee could get to that at some point, but the near-term goals of the committee remain marketing and raising awareness of both ICEAA and cost estimating in general.

Jason points out the revenue reflected in 2018 for the IPM Workshop was the result of the 2017 Workshop and asks if a new stream of revenue will meet that amount for 2019. Plans for the new revenue stream will be explained in a later presentation, and while it is a new program not expected to meet or exceed the 2018 IPM Workshop revenue, it has potential long-term.

Vote: Motion is raised to approve the Treasurer Report; no further discussion is requested. Seconded and passed.

ICEAA Board of Directors Meeting

June 11, 2018 | Phoenix, AZ

DRAFT MINUTES as of July 17, 2018

ICEAA vs. Minett:

Bob Hunt

Bob begins by saying the case of ICEAA vs. Minett has a long and complicated history that is not his intention to relive or relitigate, but wants to discuss the outstanding financial and accounting impacts of the civil case and the funds owed to ICEAA.

During the SCEA/ISPA merger, between \$140,000 \$160,000 of ISPA's funds were misappropriated by then-ISPA treasurer, Bruce Minett. A court ordered Mr. Minett to return the funds to ICEAA over the course of five years, with the final amount due in May 2019. To date, \$6,720 of the court-ordered \$142,600 has been received by the International Business Office. Minett disregards any reminder or request for payment from the IBO, only responding when ICEAA pays our attorney to exchange several emails with him.

ICEAA carries an accounts receivable line of \$135,880 (that is not reflected in the Treasurer Report) annually, which is poor accounting practice. Bob suggests we write off the debt on our books only; the civil case is still valid and ICEAA is still owed money, we should stop holding an accounts payable balance for it. We will not notify Mr. Minett of our decision, as his obligation is not relieved, this is merely an accounting adjustment. Should Minett come into money, he remains liable for it.

Erin asks if we know whether Minett is unable or simply unwilling to pay. Paul explains that ICEAA filed a civil suit against Minett on the advice of our attorneys due to the complexity of jurisdiction (the fraud happened in Virginia; Minett lives in California) and that an investigation showed Minett's assets are minimal, with most in a family trust or otherwise not in his name, the money would be difficult to claim on.

The group asks if we have considered a debt collector; Megan says she has investigated it and most will not take on individual cases like this one for the very reasons above.

Vote: Motion is raised to write the debt off of our accounting records and close the issue from an accounting standpoint. No further discussion is requested. Seconded and voted upon, with one nay and the rest yeas.

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International Business Office Report:

Megan Jones

Megan presents IBO slides, delightfully noting the first (if minor) increase in membership in years!

The group asks the status of JSCEA and whether JSCEA remains active. Megan explains that JSCEA does not respond to her inquiries, and has not submitted their contractually-obligated commitment to send their membership rolls and pay ICEAA an annual per-member fee. With more pressing issues at hand, effort is better spent elsewhere than chasing JSCEA for participation or a nominal annual fee.

It is mentioned that individuals from South Korea and Taiwan frequently attend the Workshop, and that there may be interest in establishing chapters in those locations, but who would take the initiative? The IBO is responsible for maintaining ICEAA's success; it is the job of the Board to focus on growth. Erin explains from experience that it is a big investment to establish a new chapter with no small amount of effort from the IBO.

The group discusses options for international growth, what we would have to do to achieve it, and what it would mean for ICEAA. The discussion circles back to the core issue: CEBOK in its current form is not easily updated or adapted for new and different audiences.

Megan noted recent Phishing emails sent to members and suggested that Megan be notified – especially if asked for money.

Megan noted virtual membership meeting set for Sept 20 as broadcast only, with all questions being submitted in advance. Paul feels live questions would be more authentic and more engaging; the software does have this capability and we will experiment with taking live questions during the 2018 All-Member Meeting.

Membership Outreach Committee Update

Ellie Basset

Ellie comments that the morning's discussions about growth, new audiences, new markets, and new ideas flows nicely into her presentation and the Membership Outreach Committee's task, encouraging all to email their suggestions and ideas.

Ellie presents slides on the committee's plan for a grassroots effort of increasing awareness of cost estimating in general with the long term goal of that awareness being correlated to ICEAA. We need not only to raise awareness of cost estimating to potential young

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professionals starting their careers, but to those already in the business who do what cost estimators do and could benefit from ICEAA, but aren't familiar with the terms or don't understand that what they do is, in fact, cost estimating.

Key committee goals are to: increase membership; motivate members, provide awareness of certification. Suggestions included outreach to colleges and university placement centers and establishment of university courses. Suggested development of a career path ladder and "Make it cool".

Action: All are encouraged to send their comments, thoughts, or suggestions on ways to reach out to the greater community, terms or language that may be helpful in communicating the message, and any other input they may have.

Certification Report

Peter Andrejev

Peter A. presents slides and summary statistics on certification. Christina asks what marketing efforts are in place to promote recertification point renewal opportunities, and offers to work with Sharon to develop an informative piece for chapters and others to explain how common and accessible recertification points are.

Action: Christina and Sharon to develop marketing piece(s) to promote the availability and accessibility of various recertification point opportunities.

Peter A. acknowledges that the pen & paper exam with calculators banned is an outdated practice; that the point of the exam isn't an arithmetic test but of practical application, most of which in the real world are done with MS Excel or other programs.

Long discussion on differences between US and International certifications.

Action: Any board members or others interested in contributing ideas or otherwise volunteering to remove the calculator requirement and incorporate MS Excel into the PCEA/CCEA exam are encouraged to contact Peter A.

Peter mentions his efforts to find a successor for the Director of Certification position, Jason suggests all board members seek out understudies/mentees for their positions. We all need to work towards both establishing a pipeline of interested volunteers and making opportunities more well known. There are likely more people interested in volunteering than we are aware of since we have no real method for distributing or requesting interest.

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Megan and Erin have an action item to define the roles of the region directors; will expand the task to define roles for committee chairs, committees, board members, etc. Erin notes that the Canada Chapter pays for a year of membership for all attendees of their workshop.

CCEA Emeritus: a few soon-to-be retiring CCEAs have requested an emeritus status that absolves them of the work requirement for maintaining their certification. The group discusses the difference between “emeritus” and “retired,” what either would mean, and what the implications would be. All agree to move the topic to the next meeting to allow Peter A. to prepare a plan for the board to review and vote on.

Action: All to send ideas and thoughts on retiree/emeritus certification statuses.

Action: Peter A. to present at the fall 2018 board meeting an outline and plan for allowing retired professionals to maintain some sort of CCEA certification.

Software Specialty Certification and sCEBoK Update

Brian Glauser

Brian announces that thanks to the hard work of the team, 14 sCEBoK modules will be delivered this week in Phoenix. He is very encouraged by their progress. The sCEBoK team is working developing the modules, but looking for another group to conduct a comprehensive review of all the modules for overall cohesion. There is no timeframe in place for the review process, as they have been focused on completing the remaining modules. He hopes to establish the review team by the end of the year.

Nesma holds an IWSM conference in Europe and is looking to present some of the sCEBoK modules there.

Brian had been hopeful the team would be further along by now, citing his own overwhelmed schedule for some of the delay, and that he is looking for someone to replace him as the team lead. The board applauds Brian for the team’s success in spite of his disappointment with the overall progress.

Brian suggests that volunteers might not be enough to complete the work and that an investment may be required.

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Professional Development Committee Update:

Andy Prince

Andy presents his slides, which point to the crux of all ICEAA's Professional Development goals are all dependent on updating CEBoK and getting it on a more accessible web-based platform. While the content-update team is working to improve and adapt what is in CEBoK, Andy suggests forming another group to focus on how the content will be used and distributed. Jason noted need to define online and offline capabilities.

Britt comments this is exactly the sort of thing ICEAA should be spending its money on. Andy and others agree. Megan suggests hiring an outside party to help formulate our plan, sort out and prioritize all of our ideas. It seems there are many opinions on what the platform will be and how it will work, and we will need a cohesive plan before we can distribute requests for proposals to vendors for the eventual end product.

Vote: The following motion is raised: "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." Seconded and voted upon, all in favor.

Action: Andy to form a product development team for the CEBoK interface and create a budget for the requirements-gathering consulting services necessary.

Andy invites Megan to present the CCEA Finishing School slides. The overall plan was to create a potential revenue stream to replace that what was being made from the IPM Workshop, but also satisfy an untapped market of individuals looking for in-person assistance when preparing for the CCEA exam. The program is not intended to take someone from zero to exam-ready in two days; it is designed and has requirements in place to ensure participants have begun their studies.

If successful, the program could be packaged and provided at other places across the country and globe. Sanath says this would be very attractive to potential participants in the UK. Eventually the hope is that it is offered several times a year in different places to help increase involvement and boost certification.

Because prep courses for other exams offer a guaranteed pass rate for their participants, there is some concern that despite the fact that the CCEA Finishing School makes no such claim, participants may expect it and therefore sue ICEAA if they do not pass. Megan will add a disclaimer to the website reiterating that attending the CCEA Finishing School does not assure a passing grade. The first iteration will be held November 1-2 in Crystal City, VA.

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CEBoK Update Task Force Report:

Neil Albert

Neil discusses which portions of CEBoK have most needed an update, and adds concern that people presenting CEBoK modules are not strictly adhering to what or how CEBoK is intended to train. His team has re-written several modules into MS Word and has made updates to existing PowerPoint presentations, but has not yet incorporated those changes to the development wiki.

Neil's team is not making updates to the Software module, rather waiting for Brian's sCEBoK group to complete their work and update the CEBoK software module accordingly. Neil notes that weakest sections are for regression, risk and probability. He asks Greg if Sikorsky will be willing to allow us to incorporate their manufacturing presentation as the update for that module.

He indicates that most of the modules are in good shape and only some need significant changes. He would also like to change layout to group modules 1-6 into a "core" section, with the rest as an "advanced" section, and is looking for a professional editor to review the final product.

Jon recommends updating the modules a few at a time rather than undertaking the entire program at once.

Erin is concerned about the process of translating CEBoK into French if it is to be used widely and officially in Canada. Documents must be final and approved before they are approved for translation, and will not be able to get approval to translate an incomplete product for fear it will never be finished. Notwithstanding the accuracy or timeliness of the information in CEBoK, the language needs to be improved in English before it is translated, if for nothing else than removing inappropriate humor and Biblical references, before the Canadian government will approve CEBoK for use by the state.

Action: Neil to determine with his team a realistic timeframe they can have their content changes entered into the development wiki so that the updated CEBoK can be reviewed by an English-language editor before French translation.

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Space SIG Charter

Andy Prince

Andy presents slides on the history of the Space Systems Cost Analysis Group, and the background of the Space SIG Charter. When asked if creating a Space SIG would result in more ICEAA members, Andy says only a few SSCAG members are not already ICEAA members, but hopes the SIG will facilitate discussion between ICEAA members on space-related issues and make accessible SSCAG's research and knowledge to ICEAA members.

The group discusses the details and merits of the charter but have no edits or changes to what was presented in the pre-read.

Vote: Motion is raised approve the formation of and the charter agreement for the Space SIG. No further discussion is requested. Seconded and voted upon, all in favor.

ICEAA, SCAF and the UK

Sanath Rajagopal

Sanath had raised the idea of SCAF becoming an ICEAA chapter to the SCAF board, who rejected it outright. Sanath still believes that it is a good idea, and plans to increase the cooperative involvement between the two organizations to the point where SCAF joining ICEAA becomes a clear and obvious path.

He and Dale Shermom would also like to craft a module for CEBoK that delineates the differences between the US and UK political elements of CEBoK, stressing that the differences should not require a full re-write or new "UK Version," but given the flexibility of web-enabled content toward which CEBoK is working, providing links and integrating what would have been an appendix in a printed publication will allow users to skip back and forth between the topics to see just how and where the differences come into play.

Strategic Plan Review

Rick Collins

Given the time constraints and how far beyond schedule the meeting had gotten by that point, Rick is unable to present the entirety of his report, but will provide in the backup slides for future review. He also disclaims that while some of his comments in the presentation are critical, his intention is to be constructive. He was part of the original strategic plan

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development in 2013 and believes the 2015 update was a step backwards in both quality and quantifiable measurements. While critical, his comments are intended to be constructive.

Action: Rick to lead a new Strategic Plan Review Task Force, and is accepting volunteers. Erin and John Deem volunteer.

The question is asked if all or any of the ideas that have been floating around and debated during the day's meeting were to come to fruition, what flexibility would Megan have to pursue projects that were not already accounted for in the 2018 budget. Paul says Megan has authority to work within the approved budget and should a new initiative require additional spending, will need to secure approval from the board or at least the treasurer. The group debates how much freedom should be allowed the executive director to act upon opportunities that require spending that would result in going over-budget.

Vote: A motion is raised to allow the ICEAA Executive Director to make purchases or investments up to \$500 in excess of the approved budget before having to seek permission from the board or Treasurer. No further discussion is requested. Seconded and voted upon, all in favor.

Chapter Reports

Compliments to all of the chapters that provided reports for this meeting's pre-read – there were more reports than usual. The floor is open to comments or questions on the chapter reports included in the pre-read, and for chapter representatives to provide additional reports.

Jon Kilgore says that since so many chapters are struggling, he is not confident of the value of local chapters in general, and says if they are going to remain a factor, chapter volunteers will need a lot of help. He believes the efforts of the Membership Outreach Committee will be very valuable to the chapters.

Erin and Peter W. report that with Peter's new position in Toronto, there is lots of opportunity and interest in pursuing a second Canada chapter in the Toronto area.

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2018 Workshop Update

Mike Thompson

Mike and Megan present 2018 Workshop slides. Registration has exceeded all expectations and revenue for the 2018 Workshop is projected to be record-breaking.

Megan and Paul reiterated need to thank sponsors and to develop a “better” elevator speech providing concise reasons for ICEAA support

The experimental idea of offering earlybird rates with additional discounts to instructors who register early, while increasing registration fees six weeks prior to the workshop was very successful. The registration number curve was weeks ahead of the usual, which allowed the IBO to more accurately plan budgets and menus, and assured attendance for speakers, while those who registered late at higher rates recouped the discounts. Will repeat the structure in 2019.

New Business

No new business is raised.

Plan New Meeting & Adjourn

Paul indicates his schedule for the fall is uncertain, and will not be in the US until early November. He would like to tentatively plan the next meeting for November 3 in the Washington, D.C. area, but will be able to finalize that date or offer others by July 15.

Paul thanks the group for volunteering their time and notes that having more attendees present in the room at the meetings positively adds to the group dynamics. Though today's discussions were drawn-out, they were also both lively and necessary.

With no further comments, a motion to adjourn is raised, seconded, and approved with no nays. Meeting adjourns at 4:51.

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February 24, 2018 Action Item Review

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.

Incomplete – Megan and Erin will work to develop roles and responsibilities for the Region Directors, Chapter Presidents, Board Members, and Committee Chairs and will show some progress at the Fall 2018 meeting.

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

Incomplete - Move to June 2018 actions

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.

Ongoing – Suggestions always welcome – moving to ongoing actions.

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.

Ongoing – Suggestions always welcome – merging with above and moving to ongoing actions.

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.

Transferred – June 2018 action for Andy to develop the CEBok v2 platform 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).

Complete – Neil provided an update on the CEBok Task Force at the June 2018 meeting.

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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).

Incomplete – Rick provided an abbreviated update at the June 2018 meeting, will chair the committee. John Deem volunteers to participate. Rick will provide another update at the Fall 2018 meeting.

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

Incomplete – Megan and Britt will work to test the possibility of chapters updating their own pages on the ICEAA Website, moving to June 2018 actions (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).

Incomplete – Brian will attempt a meeting with Paul and Megan on options for and feasibility of collaboration between ISBSG and ICEAA. Moving to June 2018 actions (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)

Incomplete –Update, June 2018: No suggestions collected; Jason distributed the Elevator Speeches and Value Propositions to Megan and Christina during the June 2018 meeting. New Action for June 2018: Membership Outreach Committee to wordsmith the language into marketable pieces.

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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 –Megan will add Greg to the monthly chapter distribution list, send membership roster from 2014-2018.

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)

COMPLETE –Megan discussed with both Sanath and Dale Shermon and concluded that adding two days of ICEAA Workshop to the SCAF Workshop in 2018 is not the ideal plan, given time constraints and indeterminate interest. Sanath and Dale interested in holding a CCEA Finishing School in the UK once ready.

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.

Incomplete –Keep on actions for June 2018.

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June 11, 2018 Action Items

Bob to create a report of ICEAA's spending vs. revenue throughout the year.

Christina and **Sharon** to develop marketing piece(s) to promote the availability and accessibility of various CCEA recertification point opportunities.

Any board members or others interested in contributing ideas or otherwise volunteering to remove the calculator requirement and incorporate MS Excel into the PCEA/CCEA exam are encouraged to contact Peter A.

Peter A. to present at the fall 2018 board meeting an outline and plan for allowing retired professionals to maintain some sort of CCEA certification.

All board members should send any ideas/suggestions/comments on retiree/emeritus status for the CCEA to Peter A.

Andy to form a product development team for the CEBoK interface and create a budget for the requirements-gathering consulting services necessary.

Neil to determine with the CEBoK Update Task Force a realistic timeframe they can have their content changes entered into the development wiki so that the updated CEBoK can be reviewed by an English-language editor before French translation.

Rick will chair and collect volunteers to participate on a Strategic Plan Update Task Force, provide a report at the Fall 2018 meeting.

Megan and **Erin** will work to develop roles and responsibilities for the Region Directors, Chapter Presidents, Board Members, and Committee Chairs and will show some progress at the Fall 2018 meeting.

Jason to reinvigorate/re-establish the Senior Government Advisory Panel (carried from February 2018)

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

Brian will attempt a meeting with Paul and Megan on options for and feasibility of collaboration between ISBSG and ICEAA. Moving to June 2018 actions (Carried from September 2017)

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Membership Outreach Committee to wordsmith the Elevator Speeches and Value Propositions Jason sent into marketable pieces.

Megan to send Greg the membership roster from 2014-2018; 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)

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

All board members are encouraged to send their comments, thoughts, or suggestions to the Membership Outreach Committee on ways to reach out to the greater community, terms or language that may be helpful in communicating the message, and any other input they may have on marketing, communication, the YouTube video series, and contacts with colleges and universities.

Balance Sheet through September 2018

CUMULATIVE BALANCE SHEET					
INVESTMENTS/CASH POSITION - END OF SEPTEMBER 2018					
	BALANCE	RATE	INT.	MATURE	
PFCU - 7047946-56-6	\$43,681	1.51%	\$489	Jul-19	
PFCU - 4507023-56-4	\$21,246	2.10%	\$268	May-19	
PFCU - 4339703-56-5	\$32,141	1.61%	\$384	Dec-18	
PFCU - 4566018-56-2	\$82,698	1.46%	\$896	Feb-19	
PFCU - 4717075-56-0	\$36,613	1.90%	\$465	Feb-19	
PFCU - 4717076-56-8	\$36,324	2.50%	\$400	Nov-19	
PFCU - 4717077-56-6	\$36,820	2.50%	\$405	Nov-19	
PFCU - 7664998-56-9	\$50,468	2.07%	\$468	Mar-19	
PFCU - Money Market & Cash	\$514				
SUBTOTAL INVESTMENTS	\$340,504				
CHECKING ACCOUNT	\$276,522				
ANNUAL INTEREST EARNED			\$3,305		
TOTAL LIQUIDITY	\$617,026				

- Two recently-matured CDs were rolled over for an interest rate of 2.4% for a 15-month term to mature November 2019.
- CDs mature as shown and we roll them over for relatively short periods – 1 to 2 years. We try to keep them spread out as to maturity dates throughout the year.
- If we cash one out for an emergency, we lose the interest for a CD less than one year old, 30% of interest if it is over 1 year old, but never lose any of the actual amount invested.

Profit & Loss through September 2018

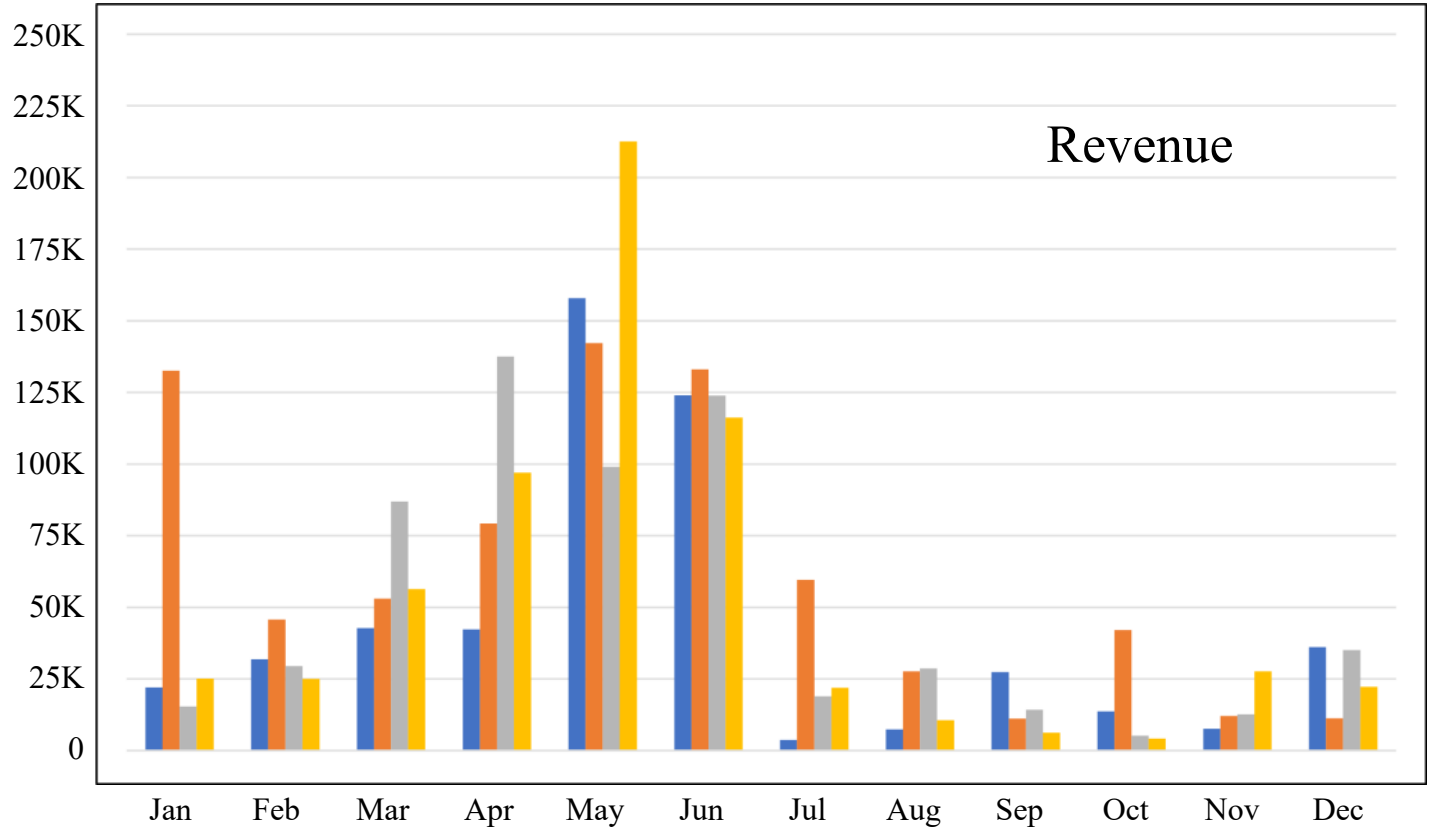
	2018 Budget	Income	Expenses	YTD Net	2018 EAC
ICEAA Workshop	\$147,280	\$420,695	\$264,542	\$156,153	\$184,000
IPM Conference	\$32,650	\$36,079	\$0	\$36,079	\$36,079
Certification Program	\$46,550	\$34,640	\$1,193	\$33,447	\$46,550
CEBoK Sales & Training	\$8,060	\$13,894	\$153	\$13,741	\$18,060
Publications	-\$37,835	\$14,499	\$30,391	-\$15,893	-\$49,835
Membership: Mgt & Support	\$101,100	\$76,720	\$285	\$76,435	\$101,100
Advertising Revenue	\$5,500	\$2,648	\$500	\$2,147	\$5,500
Interest & Other Income	\$8,800	\$4,907	\$0	\$4,907	\$8,800
Chapter Support	\$0	\$0	\$8,776	-\$8,776	\$0
Staffing & Contractors	-\$249,000	\$0	\$191,164	-\$191,164	-\$255,000
Office Operations	-\$74,085	\$0	\$53,586	-\$53,586	-\$74,085
Other Expenses	-\$5,000	\$0	\$0	\$0	\$0
Totals	-\$15,980	\$604,081	\$550,591	\$53,491	\$21,169

Were delinquent in paying Ricardo Valerdi's editorial stipend for 2015-2017;
have committed to paying annually and on time.

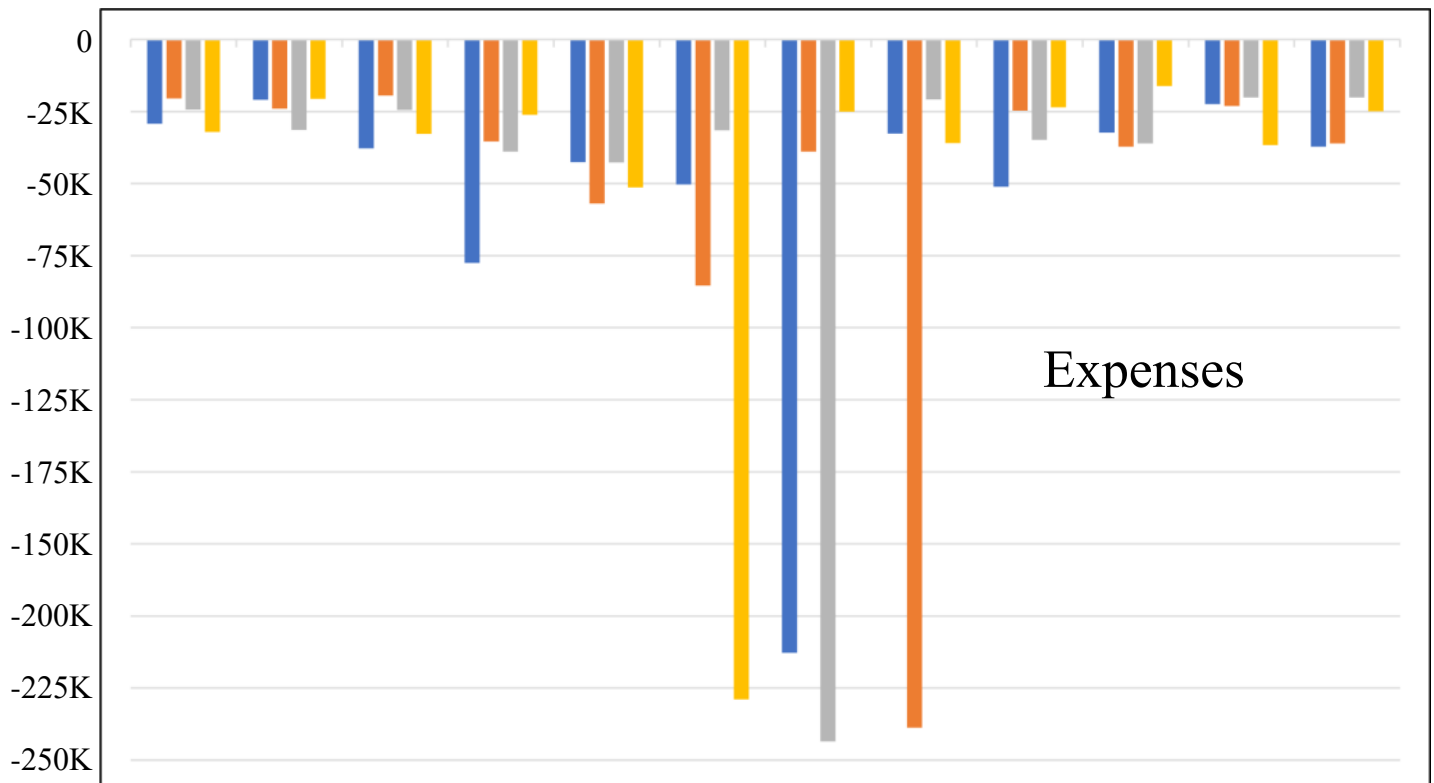
ICEAA Revenue & Expenses by Month: 2014-2017

2014 2015 2016 2017

Revenue



Expenses



ICEAA Annual Expenses: 2014-2017

Treasurer's Report

2017 End of Year

2016 End of Year

	Income	Expenses	Net	Income	Expenses	Net
ICEAA Workshop	\$ 397,195	\$ (228,453)	\$ 168,742	\$ 363,987	\$ (231,385)	\$ 132,602
<i>Bristol Workshop (2016 only)</i>				\$ 41,973	\$ (1,368)	\$ 40,605
<i>Canada Workshop (2016 only)</i>				\$ 4,299	\$ (2,207)	\$ 2,092
IPM Conference	\$ 32,989	\$ (1,852)	\$ 31,137	\$ 30,629	\$ (774)	\$ 29,855
Certification Program	\$ 53,497	\$ (1,614)	\$ 51,882	\$ 36,100	\$ (1,379)	\$ 34,721
CEBoK Sales & Training	\$ 18,213	\$ (1,444)	\$ 16,769	\$ 23,447	--	\$ 23,447
Publications: ICEAA World & Journal	\$ 11,523	\$ (34,101)	\$ (22,578)	\$ 12,834	\$ (46,594)	\$ (33,760)
Membership: Mgt & Support	\$ 101,903	\$ (1,609)	\$ 100,294	\$ 84,087	\$ (2,029)	\$ 82,058
Advertising	\$ 5,569	\$ -	\$ 5,569	\$ 5,230	\$ (33)	\$ 5,197
Interest & Other Income	\$ 4,330	\$ -	\$ 4,330	\$ 4,580	\$ -	\$ 4,580
Chapter Support	\$ -	\$ (2,800)	\$ (2,800)	\$ -	\$ (2,540)	\$ (2,540)
Staffing & Contractors	\$ -	\$ (204,266)	\$ (204,266)	\$ -	\$ (191,644)	\$ (191,644)
Office Operations	\$ -	\$ (78,373)	\$ (78,373)	\$ -	\$ (89,003)	\$ (89,003)
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals:	\$ 625,219	\$ (554,512)	\$ 70,706	\$ 607,166	\$ (568,956)	\$ 38,210

Exclusive of Workshop:	\$ (326,059)			\$ (333,996)	
Staffing & Operations:	\$ (282,639)			\$ (280,647)	

2015 End of Year

2014 End of Year

	Income	Expenses	Net	Income	Expenses	Net
ICEAA Workshop	\$ 450,552	\$ (305,491)	\$ 145,061	n/a	n/a	\$ 119,900
<i>Bristol Workshop (2016 only)</i>						
<i>Canada Workshop (2016 only)</i>						
IPM Conference	\$ 76,875	\$ (1,527)	\$ 75,348	\$ 19,306	\$ -	\$ 19,306
Certification Program	\$ 42,170	\$ (1,213)	\$ 40,957	\$ 28,954	\$ (787)	\$ 28,167
CEBoK Sales & Training	\$ 55,747	\$ (656)	\$ 55,091	\$ 22,731	\$ -	\$ 22,731
ICEAA World & Journal	\$ 12,399	\$ (46,152)	\$ (33,753)	\$ 34,313	\$ (99,317)	\$ (65,004)
Membership	\$ 103,371	\$ (964)	\$ 102,407	\$ 83,540	\$ -	\$ 83,540
Advertising	\$ 5,199	\$ -	\$ 5,199	\$ 8,765	\$ -	\$ 8,765
Interest & Other Income	\$ 3,480	\$ -	\$ 3,480	\$ 4,829	\$ -	\$ 4,829
Chapter Support	\$ -	\$ (4,680)	\$ (4,680)		\$ (7,833)	\$ (7,833)
Staffing & Contractors	\$ -	\$ (194,944)	\$ (194,944)		\$ (245,451)	\$ (245,451)
Office Operations	\$ -	\$ (84,532)	\$ (84,532)		\$ (78,016)	\$ (78,016)
Other Expenses	\$ -	\$ (231)	\$ (231)		\$ (5,946)	\$ (5,946)
Totals:	\$ 749,793	\$ (640,390)	\$ 109,403	\$ 202,438	\$ (437,350)	\$ (115,012)

Exclusive of Workshop:	\$ (334,899)			\$ (437,350)	
Staffing & Operations:	\$ (279,476)			\$ (323,467)	

Treasurer's Report

End of-	Income	Expenses	Monthly Net
Jan-14	\$22,076	-\$29,256	-\$7,180
Feb-14	\$31,861	-\$20,956	\$10,905
Mar-14	\$42,806	-\$37,733	\$5,073
Apr-14	\$42,343	-\$77,541	-\$35,198
May-14	\$157,851	-\$42,618	\$115,233
Jun-14	\$123,985	-\$50,343	\$73,642
Jul-14	\$3,704	-\$212,766	-\$209,062
Aug-14	\$7,389	-\$32,711	-\$25,322
Sep-14	\$27,403	-\$51,130	-\$23,727
Oct-14	\$13,686	-\$32,370	-\$18,684
Nov-14	\$7,678	-\$22,417	-\$14,739
Dec-14	\$36,153	-\$37,249	-\$1,096
Total 2014	\$516,935	-\$647,090	-\$130,155
Jan-15	\$132,614	-\$20,436	\$112,178
Feb-15	\$45,680	-\$24,042	\$21,638
Mar-15	\$53,069	-\$19,493	\$33,576
Apr-15	\$79,300	-\$35,385	\$43,915
May-15	\$142,217	-\$56,883	\$85,334
Jun-15	\$133,071	-\$85,423	\$47,648
Jul-15	\$59,633	-\$38,930	\$20,703
Aug-15	\$27,651	-\$238,709	-\$211,058
Sep-15	\$11,159	-\$24,645	-\$13,486
Oct-15	\$42,051	-\$37,255	\$4,796
Nov-15	\$12,035	-\$23,125	-\$11,090
Dec-15	\$11,311	-\$36,066	-\$24,755
Total 2015	\$749,791	-\$640,392	\$109,399
Jan-16	\$15,361	-\$24,307	-\$8,946
Feb-16	\$29,526	-\$31,402	-\$1,876
Mar-16	\$86,939	-\$24,450	\$62,489
Apr-16	\$137,533	-\$38,955	\$98,578
May-16	\$99,003	-\$42,723	\$56,280
Jun-16	\$123,901	-\$31,544	\$92,357
Jul-16	\$18,930	-\$243,525	-\$224,595
Aug-16	\$28,673	-\$20,863	\$7,810
Sep-16	\$14,293	-\$34,813	-\$20,520
Oct-16	\$5,233	-\$36,129	-\$30,896
Nov-16	\$12,635	-\$20,137	-\$7,502
Dec-16	\$35,140	-\$20,108	\$15,032
Total 2016	\$607,167	-\$568,956	\$38,211
Jan-17	\$25,130	-\$32,131	-\$7,001
Feb-17	\$25,053	-\$20,637	\$4,416
Mar-17	\$56,350	-\$32,814	\$23,536
Apr-17	\$96,991	-\$26,224	\$70,767
May-17	\$212,561	-\$51,318	\$161,243
Jun-17	\$116,165	-\$228,997	-\$112,832
Jul-17	\$21,875	-\$25,065	-\$3,190
Aug-17	\$10,601	-\$36,014	-\$25,413
Sep-17	\$6,291	-\$23,586	-\$17,295
Oct-17	\$4,197	-\$16,195	-\$11,998
Nov-17	\$27,699	-\$36,614	-\$8,915
Dec-17	\$22,305	-\$24,918	-\$2,613
Total 2017	\$625,218	-\$554,513	\$70,705

ICEAA Membership 2013-2018

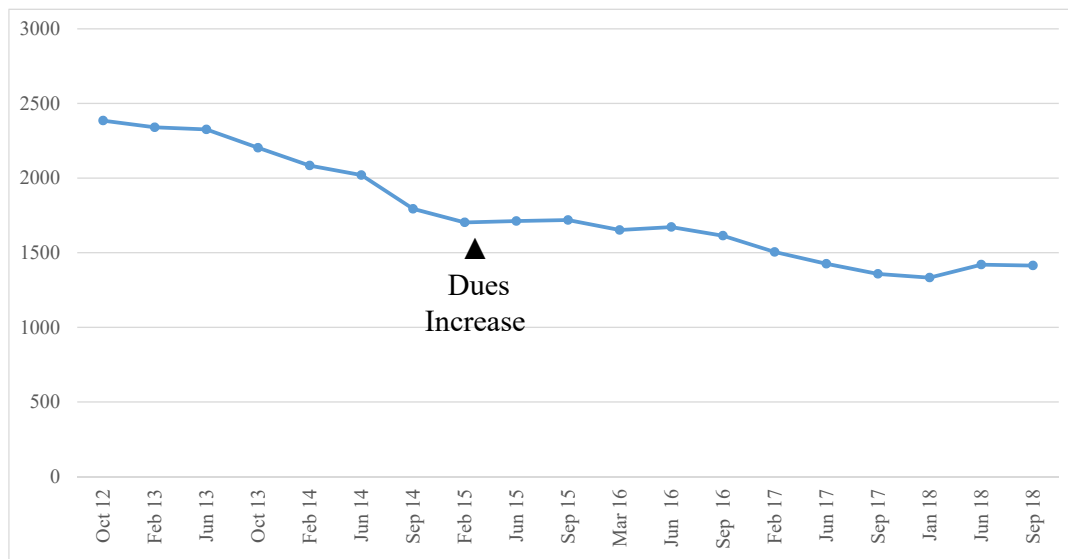
	Jun13	Oct13	Feb14	Jun14	Sep 14	Feb 15	Ju 15	Sep 15	Mar 16	Jun 16	Sep 16	Feb 17	Jun 17	Sept 17	Feb 18	Jun 18	Oct 18
TOTAL MEMBERSHIP	2326	2203	2084	2020	1794	1703	1712	1719	1652	1672	1614	1505	1426	1358	1333	1420	1414
Atlanta	17	16	16	14	10	11	10	7	6	4	3	4	4	4	4	4	5
Australia										47	43	42	51	50	48	58	60
Baltimore	44	44	38	30	31	30	27	26	20	23	24	22	18	15	13	18	17
Canada							24	48	58	60	74	51	55	61	56	56	66
Central Florida	44	40	38	31	28	21	21	21	25	27	25	23	20	16	17	19	15
Central VA	24	25	21	23	21	22	23	24	26	26	26	24	23	24	23	22	26
Dayton OH	96	94	79	73	63	60	76	73	70	70	70	63	58	47	47	51	52
DC Metro	531	494	196	460	430	429	408	397	375	377	370	359	348	336	345	356	354
Detroit	19	20	16	12	10	8	8	9	10	10	9	8	8	10	12	14	13
Greater Alabama	104	97	86	83	63	68	80	83	75	80	76	73	60	56	53	57	53
Hampton Roads VA	35	31	28	27	22	20	19	19	17	19	19	21	21	21	18	17	16
Houston	26	22	20	17	15	14	13	16	16	15	15	10	10	9	9	10	10
Lone Star TX	40	3	31	29	24	27	27	27	25	26	27	23	20	19	15	15	16
Mid-Atlantic	14	15	11	11	11	12	13	16	13	13	11	13	13	15	15	16	14
New England	98	91	96	89	83	76	87	82	79	82	81	77	72	56	62	81	87
Northwest	209	194	170	167	124	110	119	130	127	108	78	63	46	36	33	34	31
Northwest Florida	21	15	16	15	15	15	19	16	14	13	12	10	8	7	7	8	18
Pike's Peak	39	37	35	32	31	32	28	27	22	22	25	23	21	22	23	23	21
Rocky Mountan / Denver	40	41	36	30	23	25	27	23	23	27	21	21	18	13	10	11	8
San Antonio TX	6	6	4	4	5	4	6	5	5	5	5	4	4	2	1	2	2
San Diego	64	67	62	59	38	40	45	45	43	47	48	41	40	40	39	46	41
So Cal	186	181	171	166	151	149	150	148	145	140	134	123	120	117	111	118	110
St. Louis Gateway	50	48	46	43	35	30	31	31	30	32	30	30	24	20	16	21	23
Twin Cities	12	12	11	11	9	9	6	6	7	7	6	7	7	7	7	6	7
At Large/No Chapter	538				442	441	445	440	369	392	382	370	357	355	349	357	348

Certification Update

ICEAA Membership 2013-2017

	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	Oct 18
TOTAL MEMBERSHIP	2326	2203	2084	2020	1794	1703	1712	1719	1652	1672	1614	1505	1426	1358	1333	1420	1414
BAE											22	26	26	24	24	23	26
BAH	154	133	122	109		79	76	82	84	81	75	61	59	64	71	68	64
BMT													15	14	15	10	9
Boeing	296	273	244	256		173	177	174	166	145	100	90	69	58	53	65	68
Cobec				20		20	19	21	16	16	16	18	21	22	27	26	27
Deloitte				30		17	17	20	17	17	14	9	7	8	16	17	17
Galorath										14	18	18	21	18	15	18	18
Herren														12	12	10	13
Kalman & Company, Inc.																	11
KPMG																15	15
Lockheed Martin	74	67	68	59		42	43	42	39	40	39	35	31	27	24	26	25
MCR		45	39	37		27	28	28	24	29	27	22	25	23	22	25	22
MITRE		29	30	30		27	26	24	25	24	24	23	22	21	21	20	19
Northrop Grumman						29	31	33	30	31	30	25	25	23	23	26	24
PRICE										19	18	17	17	12	11	16	14
Quantech Services																21	38
Raytheon						14	14	15	14	15	16	16	15	15	14	13	12
TASC/Engility																18	12
Technomics	67	66	68	68		71	78	62	62	63	60	58	62	47	54	71	56
Tecolote	116	123	118	114		104	113	109	102	112	112	106	103	87	85	99	95

State of the Association: Membership Trends 2012-2018

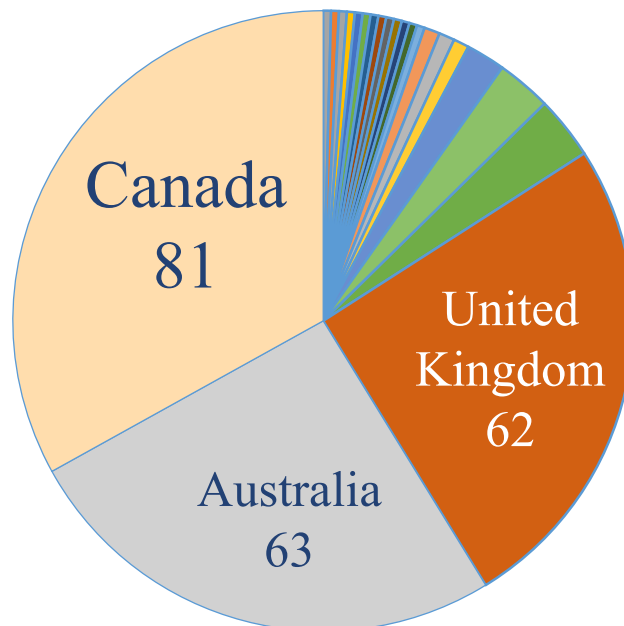


Reporting ICEAA Membership Trends Only



State of the Association: International Membership

Australia	63
Bahrain	1
Belgium	1
Brazil	1
Canada	81
China	2
Estonia	1
Finland	1
France	2
Germany	8
Japan	5
Netherlands	7
New Zealand	1
Norway	1
South Africa	2
South Korea	1
Spain	1
Sri Lanka	1
UK	62
Zimbabwe	1



as of October 12, 2018

Government Employees (*estimated*)

	May 2017	Sep 2017	Jan 2018	May 2018	Sep 2018		May 2017	Sep 2017	Jan 2018	May 2018	Sep 2018
DoD et al	15	18	16	23	26	International Government: 125					
Air Force	101	109	95	97	103	Australia	22	23	22	20	20
Navy	28	39	31	30	32	Canada	43	54	49	53	65
Army	11	10	14	12	10	UK	49	40	42	46	31
Marines	-	5	5	4	2	International Corporations: 117					
Coast Guard	-	1	1	2	1						
NASA	22	24	20	21	20						
MDA	-	15	15	14	16						
State/Local	3	0	1	3	1						
Misc Gov.	30	34	36	29	25						

Total Government Employees (est.) 361

Total Membership as of 10/12 1440

Percentage of Membership: 25%

25% Jan 2018; 23% May 2018



ICEAA Canada Workshop 2019

- The ICEAA Canada Chapter is moving their annual workshop from May to September to eliminate conflict with the International Workshop
- This schedule change allows for the IBO to support logistics and planning for the event
- IBO and the Canada Chapter have agreed to a split of responsibility for which we will receive \$20,000
- Will be included in the budget for 2019



2021 Workshop City: Minneapolis

- Sent RFPs for 2021 to Charlotte, NC/SC; Charleston, SC; Portland, ME; Providence RI; Santa Fe, NM; Salt Lake City, UT; Minneapolis/St. Paul, MN; Indianapolis, IN
- Received responses from:
 - Indianapolis (3 hotels)
 - Minneapolis (5 hotels)
 - Charleston (1 hotel)
 - Santa Fe (sort of – two isolated hotels 1 hour + from city)
 - 3 random isolated resorts in NC/SC
 - 1 hotel in Provo, UT
- Having heard positive reviews of Minneapolis from friends and fellow meeting planners, and the number of venues to choose from, will be visiting Minneapolis next week to select a hotel



COEA[®] *Finishing School* Estimated Budget



Registrations (6 x \$395 + \$100 cancel fee)	\$ 2,470
Student Workbook Materials	\$ - 92
Coffee, Snacks, Break Supplies	
Lunches (2 lunches x 10 people) <i>Provided lunch for instructors</i>	
Incidentals (parking)	
Total:	

Additional Sales tied to Finishing School Registrations:

Add CEBoK – 2 x \$195	\$390
Add Exam Pts. 1&2 – 4 x \$200	\$800
Add Exam Pt. 1 – 1 x \$100	\$100
	<u>\$1,290</u>





Certification Program Report

November 3, 2018

Peter Andrejev, Director of Certification



Overall Summary Statistics

- Overall certifications as of October 12, 2018:
 - CCEA® 800 (including 17 CCEA®-P) (760 as of 5/15/18)
 - PCEA® 122 (115 as of 5/15/18)
 - CPP 8 (8 as of 5/15/18)
 - Overall 76% of applicants taking the exam earned certification in 2018
- Re-certifications:
 - 81 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 – 3
 - Belgium – 1
 - Canada – 52
 - Egypt – 1
 - UK – 62
 - Japan – 1
 - Saudi Arabia – 1

Certification Program since last time...

- Operational Status
 - 103 applicants have tested in 2018 (133 total tested in 2017)
 - Of the 103, 81 were from consulting companies, 22 from government (5 USAF, 3 Army, 1 US DoD, 13 DND Canada)
 - 30 are currently scheduled to test through the end of the year
- Strategic Agenda
 - International certification standards – Working to reengineer Part II set of questions that are US-biased for Canada (New position for Peter Weltman – ICEAA Canada)
 - “New” certification products –
 - Certification in Software Cost Estimating – Software Cost Estimating committee
 - Capture questions from “Finishing School” to augment Exam and practice sessions
 - Secession planning – Identifying deputy(s) for next generation leadership
- Action Items
 - ✓ CCEA®–Retired/Emeritus – Provide motion for retaining certification when retired/not working full-time
 - ✓ Continued support to Membership Outreach Committee

“Retired CCEAs” – Discussion

- International Business Office receiving an increasing number of inquiries regarding retaining one’s CCEA after “retiring” (usually in order to continue consulting part-time)
 - Too difficult to gain enough recertification points if not fully employed
 - Vast majority of recertification applicants claim full 15 points (of the 30 required for recertification) in *Working in the Profession* category
 - Remaining points accumulated by:
 - *Participating and Contributing* (up to 15 points for membership or service in cost organizations)
 - *Learning and Sharing* (up to 15 point for attending, teaching, presenting or publishing on cost-related topics)
 - These last two categories generate revenues or other benefits for ICEAA, e.g., membership fees, conference registrations, serving as an officer/committee chair, teaching courses, generating papers
- Seek to accommodate practitioners who work less than half-time

“Retired CCEAs” Discussion (cont’d)

- Solution is to reduce the *Working in the Profession* points requirements without compromising the designation
- Do NOT want to advertise/introduce this as a “new certification” to attract applicants
- Propose a consistent “policy response” to inquiries to the IBO that allows for a CCEA®–Retired designation
- Considered CCEA®–Emeritus status, but requirements for CCEA®–Emeritus are in conflict with Emeritus membership designation
 - “Emeritus Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members”
 - CCEA®–Retired requires applicants to accumulate points through (paid) membership, conference registrations, training, etc.
- Motion: The IBO will respond to inquiries regarding the retention of the CCEA® designation by practitioners retiring from full-time employment with the following policy statement:

5

Proposed “Retired CCEAs” Policy

A CCEA®–Retired designation can be bestowed on CCEAs who have retired from fulltime employment and attest they are working less than half-time during the five year period for which they are claiming recertification points. CCEA–Retired designation will be posted on the ICEAA website to identify current certification status. Once the CCEA–Retired designation has been awarded, the CCEA designation will ***not*** be reinstated, even if full-employment is retained. All other rights and privileges remain unchanged.

CCEAs petitioning for the CCEA–Retired designation will be required to accumulate at least **20** Recertification Points over a five-year period across the three areas of involvement in the cost profession:

- ***Working in the Profession*** – Up to **5 (vs. 15)** points for part-time employment in a cost-related profession
- ***Participating and Contributing*** – Up to 15 points for membership or service in cost organizations
- ***Learning and Sharing*** – Up to 15 point for attending, teaching, presenting or publishing on cost-related topics

6

Example of CCEA–R Recertification Points

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?
Working in the Profession							
Maintain employment in the profession	1	1	1	1	1	5	NA
Participating & Contributing							
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
Learning & Sharing							
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
Total Points Accrued:						21	

Reduce employment requirement

Existing Recertification Requirements

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]

The Recertification Application is available at:

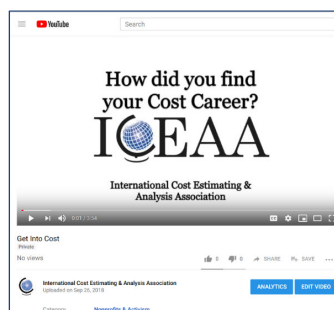
<http://www.iceaaonline.com/recertification/>

* 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.

Membership Outreach Committee Update

1

ICEAA Outreach Videos

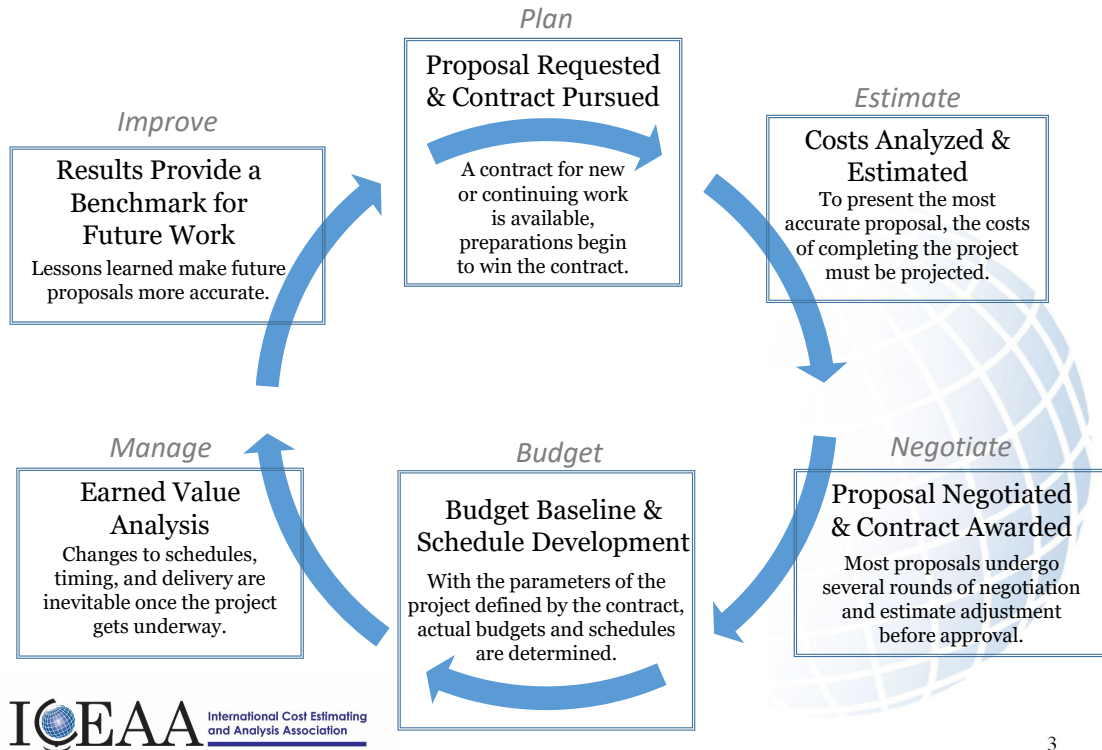


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Gurveen Hemrajani
Kevin Jackameit
Jennie Leotta
Sanath Rajagopal
Nicole Robertson
Christina Snyder

Cost Estimating & Analysis Cycle



3

Proposal Requested & Contract Pursued

A contract for new or continuing work is available, preparations begin to win the contract.

- The **client** distributes a request for proposal: an explanation of what the project to be completed by when and how
- **Companies** (groups interested in taking on that work) review the request and prepare their proposal: a response to the request explaining how they would do the project
- If the **company's** proposal is chosen by the **client**, the company and the client enter a contract to complete the work

Relevant topics/majors:

Accounting, Business, Financial Analysis, Numerical Analysis,
Business Management, Six Sigma, Contract Law, Government Contracting,
Mechanical/Electrical/Software Engineering

4

Costs Analyzed & Estimated

To present the most accurate proposal,
the costs of completing the project must be projected.

- Determine scope of proposed work – how much will it cost the company to complete the project?
- Develop cost estimate based on scope – what can be done for the amount of money the client is willing to spend?
 - Estimate labor, time, materials, etc. necessary for the job based on historical data and experience, trends, similar projects
 - Document the basis of the estimate: which data was used to make the estimate, where it came from, how it was used
- Determine methodology from various types of cost estimating techniques: analogy, parametric, engineering, actual costs
- Define possible problems and provide solutions to avoid or minimize them – what could happen that would change what we predicted?

Estimate

Relevant topics/majors:

Calculus, Economics, Applied Mathematics, Statistics, Earned Value Management

Proposal Negotiated & Contract Awarded

Most proposals undergo several rounds of negotiation
and estimate adjustment before approval.

- **Company** submits their proposal to **client** for consideration
- Both **company** and **client** discuss possible changes to proposal
- Estimates are intended to strike a balance between:
 - Maximized profits - for both the company and the client
 - Reality - how much it costs vs. how much the client wants it to cost
 - Risk/Opportunity – unforeseen (or included) events that impact the estimate either favorably or unfavorably

Negotiate

What skills and disciplines are valuable during this stage?

- Soft skills: communication, intrapersonal interaction, situational awareness, problem solving
- Innate talents: ability to “read your audience,” curiosity, determination, empathy, inquisitiveness, patience
- Quantitative disciplines: Government Contracting, Business Law, Business Management, Engineering

Budget Baseline & Schedule Development

With the parameters of the project defined by the contract, actual budgets and schedules are determined.

The proposal has been accepted: the client hires the company to do the job

- With the parameters of the program established, the company's budget for achieving it (ideally less than the total amount they agreed to be paid) will be adjusted to get the best results with the resources available
- Estimator provides data that will help the company determine what can be done to best use dollars available with the schedule, number of people it will take to accomplish, plus how much they're paid, rent for their offices, etc.
 - If not, research ways to adjust the plan to make it the project the most profitable for the company (e.g. hire more people to get more done in less time)
 - This data can either be evidence to support -or arguments against- whether or not the budget and schedule are reasonable

Relevant topics/majors:

Financial Analysis, Earned Value Management, Supply Chain Engineering, Scheduling, Systems Design, Quality Control, Production/Operations Analysis

Earned Value Analysis

Changes to schedules, timing, and delivery are inevitable once the project gets underway.

- The program is continuously managed to ensure the plan is working, on time, and the resources are appropriate
- Controls are put in place to ensure the requirements, schedule and costs are met
- Earned value management (EVM) is a discipline that continuously compares budget, actual cost, and schedule, to determine if you are on schedule, behind schedule, over or under cost
- EVM data is provided to the program/project managers who then use the data to determine the causes of the variations from cost or schedule, and then explore the means to rectify them

Relevant topics/majors:

Financial Analysis, Earned Value Management, Program/Project Management, Integrated Management Schedule (IMS), Operations/Logistics Management

Results Provide a Benchmark for Future Work

Lessons learned make future proposals more accurate.

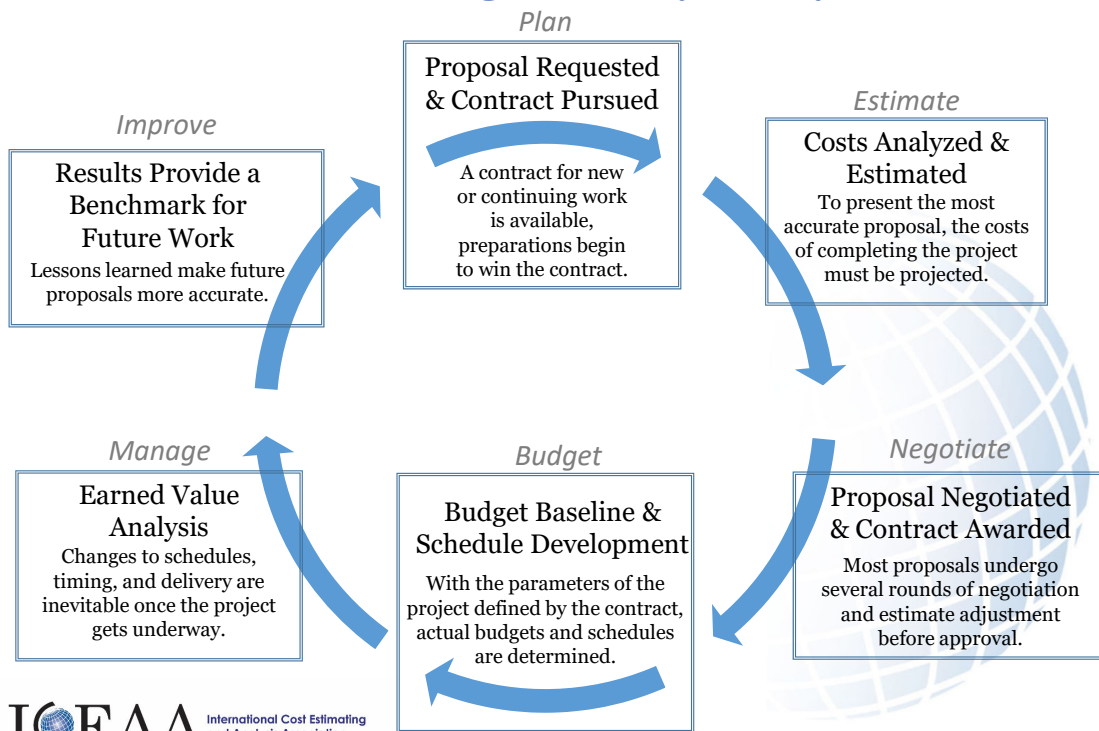
The client's project has been completed. The company can now use the knowledge and experience gained from this project for future projects.

- Actual data collected from this project can be used as a basis for estimates in future proposals
- This project can be related to future project proposals with similar sizes, budgets, or timeframes
- Document lessons learned to use for future projects

Relevant topics/majors:

Business Operations, Business Analysis, Business Capture, Program Management – and everything else from the previous slides!

Cost Estimating & Analysis Cycle



Outreach Committee Update



O*NET OnLine

Occupation Quick Search:



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Summary Report for: 13-1051.00 - Cost Estimators

Updated 2017

Bright Outlook

Prepare cost estimates for product manufacturing, construction projects, or services to aid management in bidding on or determining price of product or service. May specialize according to particular service performed or type of product manufactured.

Sample of reported job titles: Acquisition Cost Estimator, Construction Estimator, Cost Analyst, Cost and Risk Analysis Manager, Cost Consultant, Cost Engineer, Cost Estimator, Estimator, Estimator Project Manager, Preconstruction Manager

View report: [Summary](#) [Details](#) [Custom](#)

[Tasks](#) | [Technology Skills](#) | [Tools Used](#) | [Knowledge](#) | [Skills](#) | [Abilities](#) | [Work Activities](#) | [Detailed Work Activities](#) | [Work Context](#) | [Job Zone](#) | [Education](#) | [Credentials](#) | [Interests](#) | [Work Styles](#) | [Work Values](#) | [Related Occupations](#) | [Wages & Employment](#) | [Job Openings](#) | [Additional Information](#)

Tasks

5 of 14 displayed

- Collect historical cost data to estimate costs for current or future products.
- Consult with clients, vendors, personnel in other departments, or construction foremen to discuss and formulate estimates and resolve issues.
- Prepare estimates used by management for purposes such as planning, organizing, and scheduling work.
- Analyze blueprints and other documentation to prepare time, cost, materials, and labor estimates.
- Confer with engineers, architects, owners, contractors, and subcontractors on changes and adjustments to cost estimates.

[back to top](#)

Technology Skills

5 of 18 displayed [Show 6 tools used](#)

- Accounting software** — Choice Job Cost; ConEst T&M Billing Manager; Intuit QuickBooks; Sage 50 Accounting
- Analytical or scientific software** — ConEst Electrical Formulas; Construction Management Software ProEst; Resources Calculations Incorporated SoftCost; WinEstimator WinEst
- Data base user interface and query software** — Assured Software JPP; Microsoft Access; Sage 300 Construction and Real Estate; Xactware Xactimate
- Financial analysis software** — CPR Visual Estimator; IBM Costimeter; PRICE Systems TruePlanning; Primavera Cost Management
- Project management software** — ConEst JobTrac; Galorath SEER; Microsoft Project; Oracle Primavera Enterprise Project Portfolio Management

Hot Technology — a technology requirement frequently included in employer job postings.

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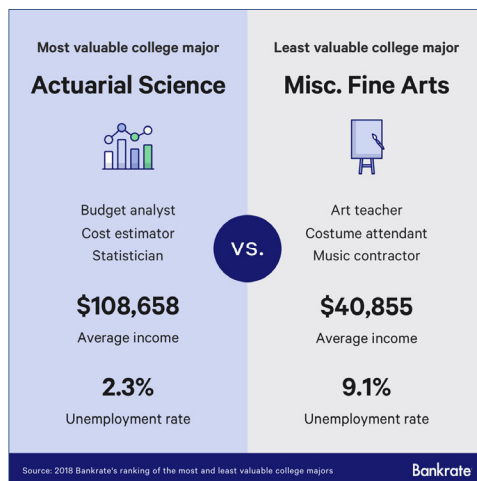
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[HOME EQUITY](#)

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The most valuable college majors, ranked

ADRIAN D. GARCIA [@ADRIANDGARCIA](#) SEPTEMBER 10, 2018 in [CAREER](#)



- Earned more on average (\$108,658) than their peers
- Faced lower unemployment (2.3 percent)
- Only 22 percent held a master's degree or doctoral degree (majority of graduates did not need to take on more schooling - which often comes with more debt - to find employment)

www.bankrate.com/career/most-valuable-college-majors

CEBoK Update: Way Ahead

- CEBoK exists in a wiki format (thanks to Tecnomics)
- The wiki content is not ready for prime-time
- It requires substantial text editing, equation checking, formatting, hyper-link fixing, and reference material updating
- ICEAA will put this “Editing Job” out for bid; Draft RFP in read ahead material
- When ready, we will issue the RFP to interested companies
- When bids are evaluated and we have a price, we will go to the BoD for budget approval

Way Ahead

- Questions?

CEBoK Editing RFP

REQUEST FOR PROPOSAL

Solicitation Name: ICEAA CEBoK Professional Edit

Solicitation Reference Number: ICEAA2018-01

Release Date: 5 November 2018

Issued by: International Cost Estimating and Analysis Association
(ICEAA)
4115 Annandale Road, Suite 306
Annandale, VA 22003
703.642.3090
Attn: Megan Jones

Proposal due by: 30 November 2018

1.0 Instructions for Bid:

The International Cost Estimating and Analysis Association (ICEAA) requires the services of a qualified and experienced provider to edit its flagship product, Cost Estimating Body of Knowledge (CEBoK), to bring it to professional standards for public release. ICEAA anticipates awarding one contract to the most competitive bidder to perform the entire basic contract. ICEAA reserves the right to exercise additional options without competition. ICEAA reserves the right to make no award to any bidders if the bids are deemed unaffordable or technically unacceptable.

ICEAA's CEBoK has been sold, distributed, presented, in whole and in modules, for over 15 years in PowerPoint versions. ICEAA retains sole ownership and copyright to all versions of CEBoK and CEBoK-derivative materials. These rights include, but are not limited to: CEBoK versions 1.0, 1.1, and 1.2 PowerPoint slides and all modules therein, CEBoK materials provided under license to the Sikorsky Aircraft Corporation (now Lockheed Martin Corporation) for use in company internal training, CEBoK materials utilized by various companies and organizations under training licenses, and other CEBoK materials cited, referenced, and utilized for a variety of purposes by the cost estimating community at large.

CEBoK Editing RFP

Recently, ICEAA has embarked on an effort to update the CEBoK materials and modernize its distribution to online, web-based methods. As part of that effort, ICEAA has ported its PowerPoint materials along with user notes to a wiki format. However, the wiki content has not been professionally edited for the accuracy of its cost estimating and analysis material or the clarity of its English text.

As described in the attached Statement of Work (SOW), the bidder is requested to propose a comprehensive approach to bringing the wiki materials to professional quality to enable ICEAA's distribution and use.

1.1 Proposal Contents:

1.1.1 Technical Approach: The bidder shall describe their understanding of CEBoK, the wiki content, ICEAA's intended use of CEBoK, and the requirements described in the SOW. The bidder should not simply repeat the SOW requirements, but rather describe how each will be accomplished.

1.1.2 Qualifications and Experience of the bidder and the bidder's key personnel: The bidder shall describe their qualifications to perform the SOW requirements and their experience performing similar work. Further, the bidder shall identify key personnel who will perform the work (bidder may not substitute key personnel without ICEAA's approval) and the key personnel's qualifications.

1.1.3 Proposed Performance Schedule. The bidder shall propose a schedule, in concert with its technical approach, that identifies at a minimum:

- a. Basic steps to edit modules;
- b. Delivery date of each draft module;
- c. Delivery date of each final module;
- d. Completion date of basic SOW (no options).

ICEAA's target schedule length is approximately 3 to 6 months to complete the basic contract effort. However, the bidder should evaluate and propose a realistic schedule.

1.1.4 Performance Criteria. The bidder shall propose performance criteria that ICEAA shall use to determine the acceptance of each deliverable. The extent that these criteria are logical, relevant to thoroughness of SOW requirements, objective and measurable, will be part of award evaluation.

1.1.5 Proposed Price for Basic Contract. The bidder shall propose a total price for completion for the entire basic SOW. The bidder shall break this total price into deliverable module prices divided by draft (80%) and final (20%) modules. Selected bidder shall be paid upon acceptance of each draft and final module according to these prices and the proposed performance schedule.

CEBoK Editing RFP

1.2 Proposal Format:

1.2.1 The bidder's proposal shall be delivered in two volumes.

Volume 1 Technical proposal (shall include content paragraph's 1.1.1 – 1.1.4) Volume 2 Pricing proposal.

1.2.2 All proposal text shall be in Calibri 11 and line spacing set at Multiple 1.15 . Tables and graphics may be in smaller font but must be easily legible.

1.2.3 The technical proposal shall include a table of contents.

1.2.4 The technical proposal shall be no more than 25 pages including cover, table of contents, and other material.

1.2.5 The bidder shall not include marketing brochures or other extraneous marketing material in the proposal.

1.2.6 The bidder shall deliver both volumes of the proposal in pdf format.

1.3 Submission Instructions:

The proposal shall be submitted to Megan Jones through email at:

megan@iceaaonline.org

1.4 Submission Due Date:

Bidders must deliver their proposals in accordance with these instructions on or before November 30, 2018, at noon ET.

1.5 Questions or Clarifications:

All questions or clarifications on this solicitation shall be submitted to Megan Jones at:

megan@iceaaonline.org. ICEAA reserves the right to seek clarifications or additional information on any proposal it deems necessary to fairly evaluate proposals.

2.0 Evaluation Criteria:

Bidder's proposals shall be evaluated based on the following evaluation criteria:

2.1 Technical Approach (25%): The bidder's technical approach will be evaluated for appropriateness (will it lead to high probability of success), strength of proposed team (do they have the background to perform the work).

2.2 Proposed Schedule (15%): The bidder's proposed schedule will be evaluated against ICEAA's time constraints and probability of successful on-time completion.

2.3 Performance Criteria (10%): The bidder's proposed performance criteria will be evaluated for relevance, objectivity, and measurability.

CEBoK Editing RFP

2.4 Total Price of Basic Contract (50%): The bidder's total price of basic contract (not including priced options) shall be evaluated for reasonableness and completeness, as well as competitiveness to other qualified bidders.

3.0 ICEAA Furnished Information:

ICEAA shall provide the winning bidder with an electronic copy or online access to the most up-to-date version of the CEBoK wiki content. The winning bidder will complete the SOW requirements based on this version of CEBoK.

All bidders will receive read-only access to the CEBoK wiki content during the bidding process online. This access will end at the proposal due date.

4.0 Award and Resulting Contract:

Upon selection, the winning bidder will be notified and a contract (see model contract) shall be executed. When the contract has been executed by both parties, the unsuccessful bidders shall be notified. If the successful bidder and ICEAA fail to execute a contract within a reasonable period of time, ICEAA reserves the right to award to the next most qualified and competitive bidder.

CEBoK Editing RFP

Statement of Work

1.0 Background:

ICEAA's Cost Estimating Body of Knowledge (CEBoK) was created over 15 years ago as a collection of PowerPoint modules. The modules have been updated, revised, and expanded over the years, but have retained their PowerPoint format. ICEAA has committed to undertake a major revision of CEBoK to modernize its distribution method to an online, web-based platform. Toward that end, the CEBoK PowerPoint modules and presenter notes have been ported to a wiki format and formatted into paragraph/narrative language versus the bulleted style of the PowerPoints. While the CEBoK wiki content is considered complete, it has not undergone professional editing for cost estimating and analysis validity, standard English grammar conformance, or hyperlink/wiki-link/reference construction. In short, the current CEBoK wiki is not ready for publishing or public release.

2.0 General Objective:

ICEAA's objective is to bring the current version (to be provided to contractor) of the CEBoK wiki content up to a professional standard to enable the publishing, sale, and distribution to our users. This objective shall be met according to the contractor's proposed editing approach, management approach, quality standards, schedule, and price.

3.0 Detailed Objectives:

In order to accomplish the stated general objective, the contractor shall meet the following detailed objectives:

3.1 The contractor shall review, edit, and revise all CEBoK wiki modules to ensure all technical cost estimating and analysis methodologies, formulas, mathematics, statistics, graphics, diagrams, and descriptive text is correct and precise, consistent in terminology and format, and clear to the reader. The final deliverable modules shall be at a generally accepted professional standard and ready for public distribution.

3.2 The contractor shall review, edit and revise all CEBoK wiki modules to ensure conformance to standard written English to include grammar, punctuation, and spelling. The contractor shall propose and utilize an appropriate English language style guide, such as the Chicago Manual of Style or such.

3.3 The contractor shall review and correct all hyperlinks and wiki-links. Wiki text that references other modules or materials shall be edited to conform to standard wiki

CEBoK Editing RFP

phraseology (replace statements like, “as seen in earlier module” with hyperlinks to the module referenced).

3.4 The contractor shall review, correct, and update all references to books, articles, presentations, etc. in conformance to accurate, standard English citations (add reference guide).

3.5 The contractor shall remove all religious references, allusions, and statements, unless integral to the meaning of the cost estimating and analysis or technical content.

3.6 The contractor shall remove all inappropriate humor; questionable material shall be referred to an appointed ICEAA official for decision.

3.7 The contractor shall deliver draft revised modules as completed for ICEAA review in accordance with their proposed schedule.

3.8 The contractor shall deliver final modules, after incorporation of any ICEAA identified issues, inaccuracies, or problems, in accordance with their proposed schedule.

4.0 Deliverables:

All deliverables shall be provided to ICEAA as specified in the contractor’s proposal, in accordance with the contractor’s proposed schedule, and at the contractor’s proposed price. ICEAA has the sole right to accept or reject deliverables based on the contractor’s proposed acceptance criteria. Failure to present any deliverable could result in the application of monetary penalties as defined in the contract’s Payment Schedule, termination of the module(s) affected, or termination of the entire contract for cause.

5.0 Schedule:

The contractor’s proposed schedule shall be incorporated into the contract. The contractor shall execute and present all deliverables to ICEAA in accordance with the proposed schedule unless notified in writing by ICEAA.

ICEAA’s target schedule length is approximately 3 to 6 months to complete the basic contract effort. However, the bidder should evaluate and propose a realistic schedule.

6.0 Options:

In addition to the work described paragraphs 1.0 to 5.0 above, ICEAA may execute the following options at our discretion. The work described in these options are not to be priced or included in the bidder’s proposal at this time. If ICEAA executes the options, the price will be negotiated with the bidder at the time of execution. Those options are:

6.1 The current wiki content is roughly CEBoK version 1.1. Bidder is requested to revise specific modules (to be identified at time of execution) to reflect CEBoK version 1.2. Each

CEBoK Editing RFP

module shall be delivered in draft form, to be reviewed by ICEAA, and finalized to include all identified issues, problems, omissions, or other deficiencies. Final revised modules shall be delivered after incorporating all changes identified in draft review. Contractor shall deliver each specified module in accordance to a mutually negotiated schedule, standard, and price.

6.2 New modules shall be created with new content provided by ICEAA. Each module shall be delivered in draft form, to be reviewed by ICEAA, and finalized to include all identified issues, problems, omissions, or other deficiencies. Final revised modules shall be delivered after incorporating all changes identified in draft review. Contractor shall deliver each specified module in accordance to a mutually negotiated schedule, standard, and price.

CEBoK Editing RFP

Price Proposal Template
(Reference Provided Excel File)

CEBoK Editing RFP

Price Proposal for ICEAA CEBoK Professional Edit (ICPE)

Solicitation Number: ICEAA2018-01

Bidder's Name: _____

Basic Contract Price (Do not price Options):

Module	Module Name	Full Price	Draft (80%)	Final (20%)
1		\$0.00	\$0.00	\$0.00
2		\$0.00	\$0.00	\$0.00
3		\$0.00	\$0.00	\$0.00
4		\$0.00	\$0.00	\$0.00
5		\$0.00	\$0.00	\$0.00
6		\$0.00	\$0.00	\$0.00
7		\$0.00	\$0.00	\$0.00
8		\$0.00	\$0.00	\$0.00
9		\$0.00	\$0.00	\$0.00
10		\$0.00	\$0.00	\$0.00
11		\$0.00	\$0.00	\$0.00
12		\$0.00	\$0.00	\$0.00
13		\$0.00	\$0.00	\$0.00
14		\$0.00	\$0.00	\$0.00
15		\$0.00	\$0.00	\$0.00
16		\$0.00	\$0.00	\$0.00
17		\$0.00	\$0.00	\$0.00
18		\$0.00	\$0.00	\$0.00
19		\$0.00	\$0.00	\$0.00
20		\$0.00	\$0.00	\$0.00
21		\$0.00	\$0.00	\$0.00
22		\$0.00	\$0.00	\$0.00
23		\$0.00	\$0.00	\$0.00
24		\$0.00	\$0.00	\$0.00

Total Price (no options)	\$0.00	\$0.00	\$0.00
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ICEAA Central Virginia Chapter Report

October 15, 2018

Board of Directors: Elected October 1, 2017

President: Britt Staley, Technomics

Vice President: Tommy Knoll, Tecolote

Treasurer: Brian Bucceri, Tecolote

Secretary: Nicole Robertson, Technomics

Membership Director: Erik Gyorgy, Tecolote

Upcoming Events:

- **November 14, 2018 – Fiscal Year (FY) 2019 First Quarter Membership Meeting.** Jim Sunderlin will be presenting on the topic of cost/benefit analysis
- **TBD – FY 2019 First Quarter Networking Social**
- **TBD – FY19 C/PCEA Exam** (planned for 3rd Quarter)

Recent Events:

- **June 27, 2018 – FY 2018 Third Quarter Membership Meeting.** Dr. Jon Brown and Gail Flynn of Naval Surface Warfare Center Dahlgren Division (NSWCDD) Code V11 presented, “Impact of Scope Changes on Software Growth”.
- **July 28, 2018 – CCEA/PCEA Exam.** Offering facilitated the certification of three new cost analysts (one in-chapter, two out-of-chapter)
- **August 10, 2018 –Third Quarter Networking Social** in LaPlata, Md.
- **September 19, 2018 – FY 2018 Fourth Quarter Membership Meeting.** Reviewed accomplishment of all FY 2018 established goals. Conducted a “Lessons Learned” with Membership. Ken Rhodes of Technomics presented, “Software Data Collection and Analysis for Proposal Evaluation”
- **October 4, 2018 –FY 2019 Board Kick-Off Meeting.** Board members: evaluated measured performance against FY18 goals, discussed lessons learned from previous year, set quantifiable goals for FY19, and refined Board Member roles and responsibilities.

Member Outreach:

- **Membership Delta** – Increased from **25** to **27** Members
 - 3 Members lost due to relocation
 - 5 New Members – 3 government, 2 contractor.
- **NSWCDD, Code V11 Involvement** – Though the majority of our membership is not government, we decided to routinely host our Membership Meetings on-site at the NSWCDD, Code V11 Cost Team’s building. Over the past year, our non-membership, government involvement has increased. We have added three government employees to our membership distro and will be working with the V11 team to coordinate a group C/PCEA exam in the third quarter of FY19.

Bylaws & Constitution Changes

Low-Hanging Fruit

Constitution: Brand Name vs. Generic

Current

CONSTITUTION:

ARTICLE VII – BOARD OF DIRECTORS

Section C: A quorum of the Board of Directors shall exist when half of the voting members are present either physically or via continuous electronic medium (e.g., telephone conference, WebEx, Net-Meeting, etc).

Proposed

CONSTITUTION:

ARTICLE VII – BOARD OF DIRECTORS

Section C: A quorum of the Board of Directors shall exist when half of the voting members are present either physically or via continuous electronic medium (e.g., telephone conference, virtual meeting, etc).

These are brand names; genericize

Constitution: mis-used word

Current

CONSTITUTION:

ARTICLE IX - COMMITTEES

Section A: Committees, composed of ASSOCIATION Members (full, affiliate or corporate) in good standing, may be established by the Board of Directors, as prescribed in the Bylaws, and shall have such power or authority as delegated by the Board. Any Board purporting to act with Board authority will have at least one Board member as a committee member.

Section B: The Committees of the ASSOCIATION shall consist of those committees deemed necessary by the Board of Directors to manage the affairs and pursue the Purposes of the ASSOCIATION.

Proposed

CONSTITUTION:

ARTICLE IX - COMMITTEES

Section A: Committees, composed of ASSOCIATION Members (full, affiliate or corporate) in good standing, may be established by the Board of Directors, as prescribed in the Bylaws, and shall have such power or authority as delegated by the Board. Any Committee purporting to act with Board authority will have at least one Board member as a committee member.

Section B: The Committees of the ASSOCIATION shall consist of those committees deemed necessary by the Board of Directors to manage the affairs and pursue the Purposes of the ASSOCIATION.

Bylaws & Constitution Changes

Low-Hanging Fruit

Bylaws: typo, allow more inclusive language

Current

BYLAWS:

ARTICLE II—NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section A: Election of **those** Officers and Directors shall be by secure ballot by Members of the ASSOCIATION.

Section B: Prior to 15 August of the year before an election, the President, with the approval of the Board of Directors, shall appoint a Nominating Committee consisting of the Past President, as chairperson, and four (4) or more members **covering multiple regions**. If the office of past president is vacant, another Member shall be appointed as chairman.

Proposed

BYLAWS:

ARTICLE II—NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section A: Election of **O**fficers and Directors shall be by secure ballot by Members of the ASSOCIATION.

Section B: Prior to 15 August of the year before an election, the President, with the approval of the Board of Directors, shall appoint a Nominating Committee consisting of the Past President, as chairperson, and four (4) or more members **representative of the overall membership**. If the office of past president is vacant, another Member shall be appointed as chairman.

Bylaws: Nomination of Region Directors

Current

BYLAWS:

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section H: The Regional Directors shall have the responsibility for the regional affairs of the ASSOCIATION and shall provide necessary liaison between the Chapters of the Region and the Board of Directors.

1. The Regional Directors shall be **nominated by that Region's Chapter President(s) and then** elected by the membership within the Region.

Proposed

BYLAWS:

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section H: The Regional Directors shall have the responsibility for the regional affairs of the ASSOCIATION and shall provide necessary liaison between the Chapters of the Region and the Board of Directors.

1. The Regional Directors shall be **e**lected by the membership within the Region.

Everybody nominates themselves for everything.

Bylaws & Constitution Changes

Low-Hanging Fruit

Bylaws: Hanging Chads*

Current

BYLAWS:

ARTICLE II—NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section F: The official ballot shall be open to each member via secure ballot process designed by the Board by 1 March. Each voter shall properly signify on the ballot the voter's choice for the various Officers and Directors, and submit their ballot. Ballots may be either electronic or paper, with voting concluding on 1 April. In the event of paper ballot voting, ballots date stamped after 1 April or received after 7 April will not be counted.

Section G: On or before 15 April, the Secretary shall deliver to two or more tellers appointed by the President all ballots properly received and unopened.

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

Proposed

BYLAWS:

ARTICLE II—NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section F: The official ballot shall be open to each member via secure ballot process designed by the Board by 1 March. Each voter shall properly signify on the ballot the voter's choice for the various Officers and Directors, and submit their ballot. Ballots may be either electronic or paper, with voting concluding on 1 April. In the event of paper ballot voting, ballots date stamped after 1 April or received after 7 April will not be counted.

~~Section G: On or before 15 April, the Secretary shall deliver to two or more tellers appointed by the President all ballots properly received and unopened.~~

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

Constitution: huh?

Current

CONSTITUTION:

ARTICLE VIII – BOARD OF DIRECTORS

Section G: Notice of board meetings may be sent through any reasonable method, including by electronic means. **In absence of a meeting, the Board may through written consents to act, signed in counterparts by a majority of the voting Members.**

Proposed

CONSTITUTION:

ARTICLE VIII – BOARD OF DIRECTORS

Section G: Notice of board meetings may be sent through any reasonable method, including by electronic means. ~~**In absence of a meeting, the Board may through written consents to act, signed in counterparts by a majority of the voting Members.**~~

What on earth does that mean?

Bylaws & Constitution Changes

Low-Hanging Fruit

Bylaws: Re-word, re-organize to clarify Executive Committee

Current

BYLAWS:

ARTICLE IV – COMMITTEES

Section E: From time to time it may be necessary for an Executive Committee consisting of the **President, Executive Vice President, Vice President of Professional Development, Secretary, Treasurer, and the Past President** to confer as a group related to pressing Association issues, **or with the addition of the Executive Director** to provide direction and conduct business related to ongoing or special situations for the **ASSOCIATION**. The President may identify other participants in these Executive Committee meetings as needed on a case by case basis. **Decisions implemented as a result of these meeting** shall be binding, and the Board of Directors shall be notified as soon as practical, but not later than the next Board meeting.

Proposed

BYLAWS:

ARTICLE IV – COMMITTEES

Section E: From time to time it may be necessary for an Executive Committee to confer as a group related to pressing Association issues, or to provide direction and conduct business related to ongoing or special situations for the **ASSOCIATION**.

The Executive Committee consists of the President, Executive Vice President, Vice President of Professional Development, Secretary, Treasurer, and the Past President. The Executive Director may participate in these meetings without a vote. The President may identify other participants in these Executive Committee meetings as needed on a case by case basis.

Decisions implemented as a result of these meeting shall be binding, and the Board of Directors shall be notified as soon as practical, but not later than the next Board meeting.

Constitution: Redundant Section on Executive Committee

Current

CONSTITUTION:

ARTICLE VII – BOARD OF DIRECTORS

Section F: From time to time it may be necessary for an **Executive Committee**, acting with the authority of the full board, to address pressing association issues, provide direction and/or conduct business related to ongoing or special situations for the ASSOCIATION. The Board of Directors shall be notified as soon as practical, but not later than the next Board meeting, of any decisions or actions implemented as a result of these meetings.

Proposed

CONSTITUTION:

ARTICLE VII – BOARD OF DIRECTORS

~~Section F: From time to time it may be necessary for an Executive Committee, acting with the authority of the full board, to address pressing association issues, provide direction and/or conduct business related to ongoing or special situations for the ASSOCIATION. The Board of Directors shall be notified as soon as practical, but not later than the next Board meeting, of any decisions or actions implemented as a result of these meetings.~~

This is covered in Bylaws IV-E. Propose removing redundant section in Constitution

Bylaws & Constitution Changes

Low-Hanging Fruit

Constitution: Duplicate Board Lineup

Current

CONSTITUTION:

ARTICLE VIII – BOARD OF DIRECTORS

Section A: The governing body of the ASSOCIATION shall be a Board of Directors in which the government and management of the ASSOCIATION is vested, except as otherwise provided for in the Constitution and Bylaws.

Section B: The Board of Directors shall consist of the Officers and Directors of the ASSOCIATION, the Presidents of each Chapter, and all Committee Chairpersons not already Board members. Voting Board members are the Officers and Directors excluding the appointed Directors (i.e. Directors of Certification, Body of Knowledge, Training Publications, Chaptering, Membership, Honors & Awards, Non-Aligned Director, Outside Director(s) and the Executive Director), Chapter Presidents, and all Committee Chairpersons not already Board members.

Proposed

CONSTITUTION:

ARTICLE VIII – BOARD OF DIRECTORS

Section A: The governing body of the ASSOCIATION shall be a Board of Directors in which the government and management of the ASSOCIATION is vested, except as otherwise provided for in the Constitution and Bylaws.

Section B: The Board of Directors shall consist of the Officers and Directors of the ASSOCIATION, as outlined in Article VII.

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Constitution: Redundancy

Current

CONSTITUTION:

ARTICLE VIII – BOARD OF DIRECTORS

Section D: The Board of Directors may employ, appoint, or contract for the services of individuals or organizations to perform those activities necessary for the operation of the ASSOCIATION. Such individuals or organizations shall be fully qualified to assume the functions, duties, and responsibilities of such office, position, or activity and may be fully and fairly compensated for the actual cost of the duties assumed and functions performed. Such individuals or organizations shall report to the Board of Directors.

Section E: The Board of Directors shall be empowered to employ an Executive Director to manage the International Business Office and to perform other duties as the Board may direct within the powers vested in the Board by the Constitution and Bylaws. The Executive Director shall be an ex-officio member of the Board of Directors without vote.

Proposed

CONSTITUTION:

ARTICLE VIII – BOARD OF DIRECTORS

Section D: The Board of Directors may employ, appoint, or contract for the services of individuals or organizations to perform those activities necessary for the operation of the ASSOCIATION. Such individuals or organizations shall be fully qualified to assume the functions, duties, and responsibilities of such office, position, or activity and may be fully and fairly compensated for the actual cost of the duties assumed and functions performed. Such individuals or organizations shall report to the Board of Directors.

Section E: The Board of Directors shall be empowered to employ an Executive Director to manage the International Business Office and to perform other duties as the Board may direct within the powers vested in the Board by the Constitution and Bylaws. ~~The Executive Director shall be an ex-officio member of the Board of Directors without vote.~~

Covered in the edits to VII-A-3

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Bylaws & Constitution Changes

Low-Hanging Fruit

Constitution: Clarify elected vs. appointed; mushy language

Current

CONSTITUTION:

ARTICLE VII – OFFICERS AND DIRECTORS

Section G: Elected Officers or **Directors** may not serve more than two consecutive terms in the same **office or directorship** unless the first term was not a full term.

Section H: **The Appointed Directors** must be reappointed and approved each new two-year term of office **and may** serve more than two consecutive terms in the same office or directorship.

Section I: Nominations of all elected Officers and Directors shall be made by a Nominating Committee. Nominations may also be made by Members as prescribed in the Bylaws.

Section J: Election of all elected Officers and Directors shall be as prescribed in the Bylaws.

Section K: The Board of Directors may, from time to time, amend the Bylaws to provide for additional Directors, as appropriate, to aid the association in accomplishment of its purposes. The specific roles & responsibilities for these Directors shall be defined by a majority vote of the Board of Directors



Proposed

CONSTITUTION:

ARTICLE VII – OFFICERS AND DIRECTORS

Section G: Elected Officers **may** not serve more than two consecutive terms in the **position** unless the first term was not a full term.

Section H: Appointed **positions** must be re-appointed and approved each new two-year term of office. **I**ndividuals serving in appointed positions may serve more than two consecutive terms in the position.

Section I: Nominations for and elections of all Elected Officers shall be as prescribed in the Bylaws.

Section K: The Board of Directors may, ~~from time to time,~~ amend the Bylaws to provide for additional Board positions, ~~as appropriate,~~ to aid the association in accomplishment of its purposes. The specific roles and responsibilities for these Directors shall be defined by a majority vote of the Board of Directors.

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Constitution: Clarify Voting/non-voting; Elected/appointed; Update “Principal” to match bylaws

Current

CONSTITUTION:

ARTICLE VII – OFFICERS AND DIRECTORS

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

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

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



Proposed

CONSTITUTION:

ARTICLE VII – OFFICERS AND DIRECTORS

Section A: The Board of Directors shall consist of:

1. Elected Officers: President, Executive Vice President, Vice President of Professional Development, Secretary, Treasurer, two (2) At-Large Directors, and Region Directors for each region established by the Board of Directors. Elected Officers are all voting members of the Board.
2. The office of Immediate Past President will be filled by the most recent sitting elected President before the current President. The Immediate Past President is a voting member of the Board.
3. The Executive Director, who will be an ex-officio member of the board and not granted a vote.
4. Positions appointed by the President, to govern areas including but neither limited to nor requiring: Certification, Body of Knowledge, Training, Publications, Chaptering, Membership, Honors & Awards. Appointed positions will be referred to as **Principal** of [Area] and are not granted a vote.
5. Presidents of each Chapter and all Committee Chairpersons will be non-voting members of the Board unless they also hold a voting position on the Board.

All members of the board, whether voting or non-voting, must be a Full Member of the ASSOCIATION. The Principal of Certification (if appointed) must hold a current certification from the ASSOCIATION.

14

Bylaws: Outside Directors vs. Advisory Panels

BYLAWS:

Current

ARTICLE III – DEFINITION OF OFFICERS’ AND DIRECTORS’ DUTIES

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

- Article V was created to address the issue of giving outside participants the “director” title.
- Article III-J no longer necessary
- If approved, remove “Outside Director” from elsewhere in bylaws and constitution
- Appointed, non-voting positions can still be created

BYLAWS:

Proposed

ARTICLE III – DEFINITION OF OFFICERS’ AND DIRECTORS’ DUTIES

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

BYLAWS:


ARTICLE V – ADVISORY PANELS

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

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


Bylaws & Constitution Changes

Constitution: Remove Article V on “Interim Board” incorporate into Constitution Article I

CONSTITUTION: Current	Proposed
ARTICLE VI – INTERIM BOARD OF DIRECTORS	ARTICLE VI – INTERIM BOARD OF DIRECTORS
<p><u>Section A:</u> Immediately following the founding of the ASSOCIATION, there shall be established an interim Board of Directors whose sole purpose is to oversee the operations of the ASSOCIATION until full slate of Officers and Directors can be elected from the membership. This Board shall be composed of members in good standing from either SCEA or ISPA.</p> <p><u>Section B:</u> The interim Board of Director shall not have the right to modify the Constitution nor Bylaws.</p> <p><u>Section C:</u> The Interim Board of Directors is charged with following responsibilities:</p> <ol style="list-style-type: none">1. Ensure a nomination process is conducted which is consistent with the guidelines in the Bylaws;2. Ensure a transparent and fair election process is completed;3. Ensure that the legal and financial commitments of the Association are met;4. Ensure that the membership is afforded a level of service (business office, certification, training, publications, etc) consistent with those provided before the merger).	<p><u>Section A:</u> Immediately following the founding of the ASSOCIATION, there shall be established an interim Board of Directors whose sole purpose is to oversee the operations of the ASSOCIATION until full slate of Officers and Directors can be elected from the membership. This Board shall be composed of members in good standing from either SCEA or ISPA.</p> <p><u>Section B:</u> The interim Board of Director shall not have the right to modify the Constitution nor Bylaws.</p> <p><u>Section C:</u> The Interim Board of Directors is charged with following responsibilities:</p> <ol style="list-style-type: none">1. Ensure a nomination process is conducted which is consistent with the guidelines in the Bylaws;2. Ensure a transparent and fair election process is completed;3. Ensure that the legal and financial commitments of the Association are met;4. Ensure that the membership is afforded a level of service (business office, certification, training, publications, etc) consistent with those provided before the merger.
 <p>International Cost Estimating and Analysis Association</p>	Re-number subsequent articles accordingly

17

Constitution: Remove Article V on “Interim Board” incorporate into Constitution Article I

Current	Proposed
CONSTITUTION:	CONSTITUTION:
ARTICLE I – NAME AND ORIGIN	ARTICLE I – NAME AND ORIGIN
<p><u>Section A:</u> The name of the organization is: International Cost Estimating and Analysis Association and its abbreviated title is: ICEAA.</p> <p><u>Section B:</u> Founded on July 17, 1981 as the Institute of Cost Analysis, the Articles of Incorporation were issued pursuant to the non-stock corporation laws of the Commonwealth of Virginia on July 17, 1981. In June 1990 the Institute of Cost Analysis joined with the National Estimating Society to form a non-stock corporation in the Commonwealth of Virginia. On October 26, 2012, the Society of Cost Estimating & Analysis and the International Society of Parametric Analysts merged as a non-stock corporation in the Commonwealth of Virginia to form the International Cost Estimating and Analysis Association (ICEAA).</p>	<p><u>Section A:</u> The name of the organization is: International Cost Estimating and Analysis Association and its abbreviated title is: ICEAA.</p> <p><u>Section B:</u> Founded on July 17, 1981 as the Institute of Cost Analysis, the Articles of Incorporation were issued pursuant to the non-stock corporation laws of the Commonwealth of Virginia on July 17, 1981. In June 1990 the Institute of Cost Analysis joined with the National Estimating Society to form a non-stock corporation in the Commonwealth of Virginia. On October 26, 2012, the Society of Cost Estimating & Analysis (SCEA) and the International Society of Parametric Analysts (ISPA) merged as a non-stock corporation in the Commonwealth of Virginia to form the International Cost Estimating and Analysis Association (ICEAA). ICEAA established an Interim Board of Directors to govern the Association and facilitate the election of ICEAA's first official Board of Directors that served from October 26, 2012 until the elected Board of Directors was installed on July 1, 2013.</p>
 <p>International Cost Estimating and Analysis Association</p>	

18

Re-Name “Elected Director” position (currently held by Erin & Tomeka) to At-Large Director



Constitution: Create new term for “Elected Director” to ease later confusion

Current

CONSTITUTION:

ARTICLE VII – OFFICERS AND DIRECTORS

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

1. Elected Officers and Directors: President, an Executive Vice President, the immediate Past President, a Secretary, a Treasurer, a Vice President for Professional Development, a Non-aligned Regional Director, Regional Director for each region that may be established under the provisions of Article VIII of this Constitution, and **at large Elected Directors**.

Section E: If the office of the President becomes vacant, the Executive Vice President shall become President for the remainder of the vacated term, with the immediate Past President fulfilling the role of the Executive Vice President. If the offices of the President and Executive Vice President become vacant simultaneously, the Secretary shall become President for the remainder of the vacated term with the **Elected** Directors fulfilling the role of Vice President and Secretary (as directed by the succeeding President with the remaining Board's concurrence).

Proposed

CONSTITUTION:

ARTICLE VII – OFFICERS AND DIRECTORS

Section A: The Board of Directors shall consist of:

1. Elected Officers: President, Executive Vice President, Vice President of Professional Development, Secretary, Treasurer, two (2) **At-Large Directors**, and Region Directors for each region established by the Board of Directors. **Elected Officers are all voting members of the Board of Directors.**

Section E: If the office of the President becomes vacant, the Executive Vice President shall become President for the remainder of the vacated term, with the immediate Past President fulfilling the role of the Executive Vice President. If the offices of the President and Executive Vice President become vacant simultaneously, the Secretary shall become President for the remainder of the vacated term with the **At-Large** Directors fulfilling the role of Vice President and Secretary (as directed by the succeeding President with the remaining Board's concurrence).

Bylaws & Constitution Changes

Constitution: “Elected Directors” and Elected Directors

Current

CONSTITUTION:

ARTICLE VII – OFFICERS AND DIRECTORS

Section B: The **Elected Directors** shall be nominated and elected in accordance with the provisions of the Constitution and Bylaws. The Elected Directors shall be elected without designated areas of responsibility. Their specific areas of responsibility (if any) shall be designated by the President, with approval of the Board of Directors, after the Directors are elected.

Proposed

CONSTITUTION:

ARTICLE VII – OFFICERS AND DIRECTORS

~~Section B: The Elected Directors shall be nominated and elected in accordance with the provisions of the Constitution and Bylaws. The Elected Officers shall be elected without designated areas of responsibility. Their specific areas of responsibility (if any) shall be designated by the President, with approval of the Board of Directors, after the Directors are elected.~~

Is this in reference to the position of “Elected Director” or the group of positions referred to as “Elected Directors” in VII-A-1?

- If a job description of Elected Director, propose removing this section entirely. Board member job descriptions are in the bylaws.
- If referring to the group of positions, this also should be removed as it is incorrect – many of the elected directors have designated areas of responsibility.

Either way, Section B is not necessary.

Bylaws: Update to At-Large Director if/when approved

Current

BYLAWS:

ARTICLE III – DEFINITION OF OFFICERS’ AND DIRECTORS’ DUTIES

Section I: The two (2) **Elected** Directors of the ASSOCIATION shall be responsible for those duties which may be assigned to them by the President (with approval by the Board of Directors).

Proposed

BYLAWS:

ARTICLE III – DEFINITION OF OFFICERS’ AND DIRECTORS’ DUTIES

Section I: The two (2) **At-Large** Directors of the ASSOCIATION shall be responsible for those duties which may be assigned to them by the President (with approval by the Board of Directors).

* This and any other replacement of Elected Director with “At-Large Director” should be voted on now but not incorporated until the relevant constitution changes are approved by the membership in 2019.

Move the responsibility of representing
those members not in a chapter

FROM: Non-Aligned [Region] Director
TO: (hopefully re-named) At-Large Directors

Eliminate Non-Aligned [Region] Director
Position



Non-Aligned [Region] Director

CONSTITUTION VII • A • 1: The Officers and Directors of the ASSOCIATION shall consist of ...**Elected** Officers and Directors: President, an Executive Vice President, ... a **Non-aligned Regional Director**, Regional Director for each region that may be established under the provisions of Article VIII of this Constitution, and at large Elected Directors...

BYLAWS III • H • 2: The **Non-Aligned Regional Director** (or **Non-Aligned Director**) will serve as the Regional Director for those members that have not chosen to align themselves with a Chapter. ...

CONSTITUTION VIII • B: ... Voting Board members are the Officers and Directors **excluding** the appointed Directors (i.e. Directors of Certification, Body of Knowledge, Training Publications, Chaptering, Membership, Honors & Awards, **Non-Aligned Director**, Outside Director(s) and the Executive Director), Chapter Presidents, and all Committee Chairpersons not already Board members.

BYLAWS III • I: The two (2) Elected Directors of the ASSOCIATION shall be responsible for those duties which may be assigned to them by the President (with approval by the Board of Directors).

Is the Non-Aligned Director appointed or elected?

Is the position really necessary when 2 directors have no real job?

Bylaws & Constitution Changes

Proposed:

- Remove the Non-Aligned Region Director Position from the board
- Remove all references to Non-Aligned Director and Non-Aligned Region Director from bylaws and constitution
- Transfer responsibility of representing members not aligned with a chapter to the At-Large Directors

Bylaws: Update At-Large Director Position Description

Current

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section H: The Regional Directors shall have the responsibility for the regional affairs of the ASSOCIATION and shall provide necessary liaison between the Chapters of the Region and the Board of Directors.

2. The Non-Aligned Regional Director (or Non-Aligned Director) will serve as the Regional Director for those members that have not chosen to align themselves with a Chapter. The Non-Aligned Regional Director shall be nominated and elected by the Non-Aligned membership.

Section I: The two (2) Elected Directors of the ASSOCIATION shall be responsible for those duties which may be assigned to them by the President (with approval by the Board of Directors).

Proposed

ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Section H: The Regional Directors shall have the responsibility for the regional affairs of the ASSOCIATION and shall provide necessary liaison between the Chapters of the Region and the Board of Directors.

- ~~2. The Non-Aligned Regional Director (or Non-Aligned Director) will serve as the Regional Director for those members that have not chosen to align themselves with a Chapter. The Non-Aligned Regional Director shall be nominated and elected by the Non-Aligned membership.~~

Section I: The two (2) At-Large Directors of the ASSOCIATION shall serve the interests of all members, including those not aligned with a chapter or region, as well as those duties which may be assigned to them by the President (with approval by the Board of Directors).

ICEAA Central Virginia Chapter Report

October 15, 2018

- **Successful Solicitation of Non-Aligned Member** – Jim Smoot was a non-aligned and looking for a Chapter with which to become affiliated. Our outreach efforts on LinkedIn made the ICEAA Central Virginia Chapter familiar and inviting. After a brief, in-person discussion at the 2018 ICEAA Professional Development and Training Workshop in Phoenix, AZ and he decided to join.
- **LinkedIn Activity** – Through LinkedIn the Central Virginia Chapter has been able to facilitate a reputation for success across the international cost community. This was no better demonstrated through routine recognition at the 2018 ICEAA Professional Development and Training Workshop.
- **International and Regional Representation at Meetings and Socials** – Inviting our Regional and Executive Directors to both membership meetings and networking socials was immensely helpful in relaying the relevance of our chapter and how involvement can (and does) translate to the international theater.
- **ICEAA Central Virginia Newcomers Quick-Sheet** – Worked with ICEAA HQ to develop a Chapter “quick-sheet” detailing the benefits of membership, specifically focusing on those beyond the certification.
- **Dial-In for Distant Members** – Due to the sprawling nature of our membership, it is difficult for many to drive up to two-hours for a meeting. With the approval of HQ, we were able to offer a dial-in option for points to distant members.
- **ALWAYS Provide Food** – The ultimate enticement for participation. “If you [bring] it, they will come.”

Member Recognition:

- **2018 ICEAA Central Virginia Chapter Technical Achievement Award** presented to Gail Flynn, NSWCD.
- **2018 ICEAA Central Virginia Chapter Junior Analyst of the Year Award** presented to Nicole Robertson, Technomics.
- **2018 ICEAA Central Virginia Chapter Service Award** presented to Yun Kim, Tecolote.
- **2018 ICEAA Professional Development and Training Workshop Performance:**
 - Cortney Collins, Tecolote Research Inc. – Papers Program Track Chair
 - Britt Staley, Technomics – Comprehensive Perspective Track Chair
 - “Impact of Scope Changes on Software Growth” – Dr. Jon Brown & Gail Flynn, NSWCD
 - “Robust Non-Design Code Test and Integration Cost Estimating Ratios” – Britt Staley & Nicole Robertson, Technomics

Other:

- Libraries serve as excellent locations for hosting the ICEAA C/PCEA Exam! Non-profit validation will need to be coordinated to avoid fees in some locations.

ICEAA Greater Alabama REPORT

October 18, 2018

2018/2019 Board of Directors:

Board elected: August 21, 2018

- President: Billy Carson
- Vice President: Jim Samuelson
- Treasurer: Stephanie Warnes
- Publicity: Don Kimminau
- Administration: Jean Nicole Hamilton
- Membership: Rachel Daugherty
- Certification: Paul Gardner
- Government Education: Christian Smart
- Industry Education: Teresa Brown

Upcoming Events:

The Greater Alabama Chapter plans to hold the luncheons at T&W Operations, LLC in Huntsville, AL with the dates, speakers (affiliation), and topics presented:

Oct 16th. Jim Samuelson (T&W Operations, LLC): The Origins of CERs

November 2018, date TBD, Neil Albert: The Changing Future of Cost Estimation/ Analysis

Recent Events:

The Greater Alabama Chapter had a longer summer pause due to board elections being later than originally planned.

Member Outreach:

We will plan conducting our annual end of the year social, location and date TBD, and will invite 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 are also looking into standing up a committee to promote and to make a selection for the Greater Alabama Chapter Scholarship.

Member Recognition:

Two members won best paper awards at the 2018 Annual ICEAA Workshop in Phoenix, AZ:

Andy Prince – Comprehensive Perspectives Category Winner and co Best Paper Overall for “Being Certain About Uncertainty, Part 2”

Dr. Christian Smart – Risk, Modeling & Management Category Winner for “Enhancing Risk Calibration Methods”

Other:

None to report at this time.

ICEAA New England Chapter Report

13 Oct 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 executing / planning several fall/winter events

-Speaker & Fall Social Oct 2018: Richard Cockley, AFLCMC/HB (Digital Directorate) Cost Chief: “Leadership Today and Tomorrow” & Fall Social @ Waxy O’Connors (Free for Members)

-ICEAA New England Half Day Workshop & Brewery Tour Trip, 12/6 (still in the planning stages)

Recent Events:

-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”

-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

-Began compiling statistics on our events. Attendance is up significantly. 40+ attendees also projected for our 10/18/2018 event.

Event	Location	Total
June 2017 - Victoria Galvin - OSA	MITRE	15
July 2017 - MITRE Cloud Migration	MITRE	19
November 2017 - MITRE Cost Facts	MITRE	18
March 2018 - AFCAA/FMCIH Chief	Tecolote Research Conf Facility	46
June 2018 - MIT Professor	Hanscom Chapel Annex	37

Member Outreach:

-Happy to report that the outreach efforts of our BOD have resulted in the membership rising from 56 (Sep 17) to 87 (Oct 18). That is essentially what our normal “level” was in the 2014 timeframe.

ICEAA New England Chapter Report

13 Oct 2018

-Additional efforts are being made to reach out to the companies who aren't based at Hanscom AFB, though increasing their involvement remains our biggest challenge

-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.

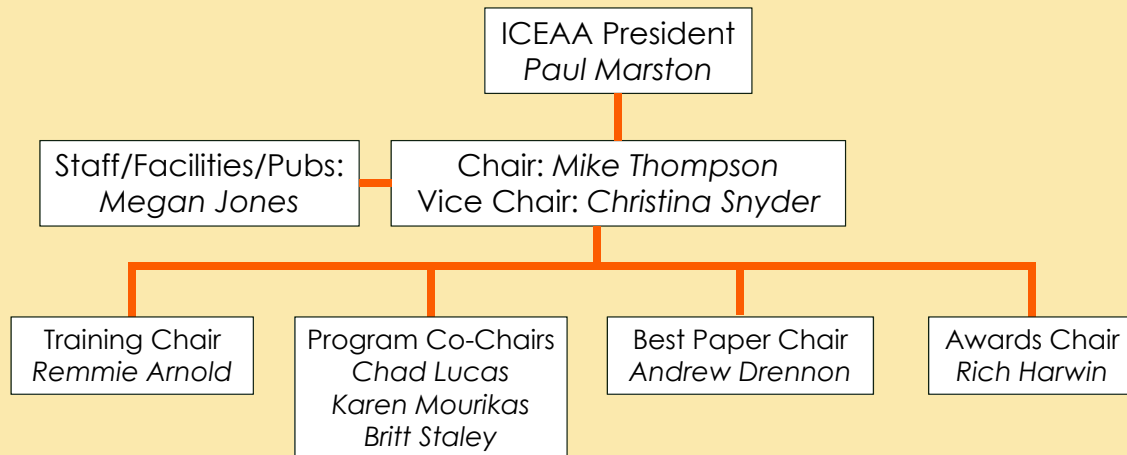
Member Recognition:

-N/A

Other:

-N/A

2018 Workshop Review



Sponsors & Exhibitors

PRICE

2018 Gold
Solutions Sponsor



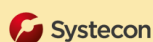
G A L O R A T H
2018 Silver
Sponsor

cobec
CONSULTING

2018 Gold
Service Sponsor



International Function Point Users Group



2018 Budget – 447 Attendees

	2017 Actual	Estimate presented in June	EOY based on Sept Financials
Awards, speaker fees	\$ 1,525	\$ 550	\$ 1,420
App	\$ 1,000	\$ 4,025	\$ 4,025
Banking Fees	\$ 8,846	\$ 11,600	\$ 9,132
Host Hotel & Food Service	\$ 158,843	\$ 160,000	\$ 186,004
Audio Visual	\$ 41,712	\$ 42,172	\$ 42,986
Shipping & Postage	\$ 987	\$ 1,000	\$ 593
Exhibitor Expenses	\$ 5,713	\$ 6,000	\$ 5,864
Staff Travel	\$ 4,131	\$ 5,000	\$ 4,210
Onsite Contract Staff	\$ 2,250	\$ 3,500	\$ 4,029
Printing & Marketing	\$ 4,015	\$ 4,503	\$ 4,730
Total Expenses	\$ 229,022	\$ 228,350	\$ 262,993
Registration Fees	\$ 335,050	\$ 388,440	\$ 378,445
Spons/Exhib Revenue	\$ 54,925	\$ 63,450	\$ 67,205
Total Revenue	\$ 389,975	\$ 451,890	\$ 445,650
Net Total	\$ 161,245	\$ 213,540	\$ 182,657

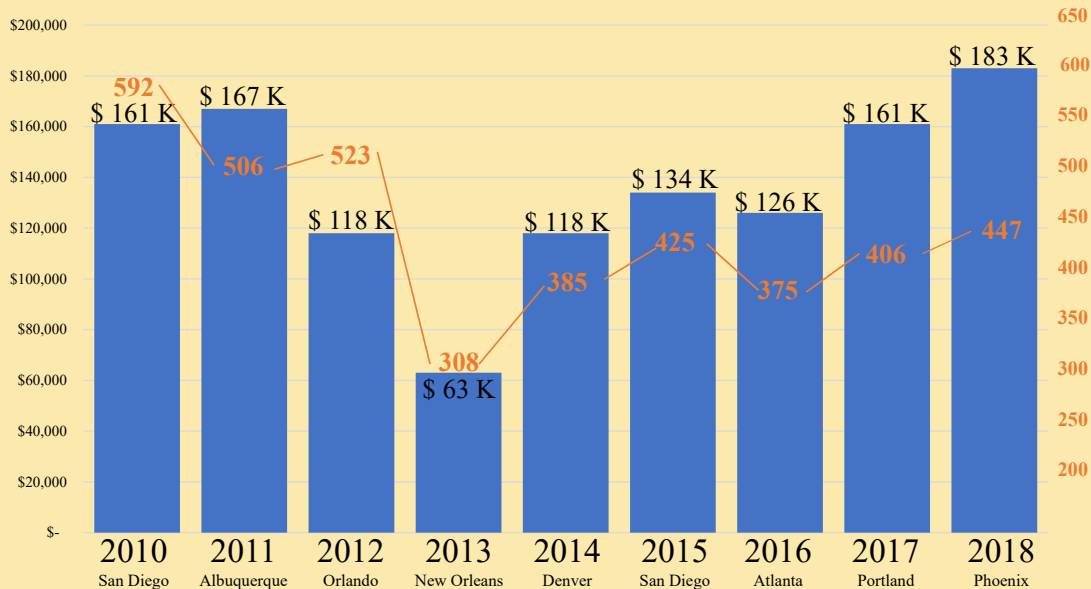
Entered new app contract

Paid for more photographer time to film outreach videos

Attendance vs. Revenue Trend

Net Revenue

Attendees



Historical Averages

	Attendees	Net Revenue	Revenue per Attendee
Phoenix 2018	447	\$ 183K	\$409
Portland 2017	406	\$161K	\$397
Atlanta 2016:	375	\$126K	\$338
San Diego 2015:	425	\$134K	\$315
Denver 2014:	386	\$118K	\$306
New Orleans 2013:	308	\$ 63K	\$205
Orlando 2012:	523	\$118K	\$226
Albuquerque 2011:	506	\$167K	\$330
San Diego 2010:	592	\$161K	\$272

Attendee Feedback

	2018	2017	2016	2015	2014
Overall Conference Rating	4.08	4.15	4.14	3.88	4.03
Keynote Speakers/General Sessions	3.88	3.43	3.66	3.19	3.73
Tuesday Evening Welcome Reception	3.86	3.67	3.56	3.47	3.95
Morning Awards Breakfasts	3.66	3.44	3.45	3.28	3.60
Wednesday Evening Reception	3.88	3.56	3.66	3.36	3.68
Best Paper Overall General Session	3.66	3.33	4.05	4.08	
Conference Schedule	4.11	4.12	4.08	3.80	3.93
Quality of Presentations	3.60	3.64	3.80	3.49	3.79
Networking Opportunities	4.33	4.31	4.24	4.08	4.22
Phoenix Renaissance	4.30	4.29	4.38	3.84	4.05
Exhibit Hall	3.80	3.77	3.52	3.56	3.65
Workshop App	4.42	4.35	4.35	4.17	4.04

2019 Professional Development & Training Workshop

May 14~17, 2019

Tampa Marriott Waterside Hotel & Marina
Tampa, Florida



ICEAA Rate: \$209

30% of block at government
per diem rate

*So book early,
ye govvie swabs!*

www.iceaaonline.com/tampa2019



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Special Earlybird Rates

	Before April 1:	After April 1:
ICEAA Members	\$ 960	\$ 1,060
Non-Members	\$ 1,065	\$ 1,165
Member & Government Employee	\$ 840	\$ 940
Non-member Government Employee	\$ 920	\$ 1,020
<i>For companies sending 5 or more paid registrants:</i>		
Member Group Registrant	\$ 905	\$ 1,005
Non-Member Group Registrant	\$ 1,010	\$ 1,110

*Once selected, speakers will receive a
coupon code for \$100 off registration valid
until March 1, 2019*



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