

ICEAA Board of Directors Meeting  
January 25, 2020  
AGENDA  
*As of January 17, 2020*

0900 – Welcome, Quorum & Introductions

0910 – Secretary report

**Vote:** Approve October 2019 minutes

**Votes:** Bylaws and constitution edits/amendments

0945 – Treasurer report

**Vote:** Approve Treasurer's Report

0955 – Priority 5 (*OEM Engagement*) progress report

1005 – Priority 4 (*International Value-Add*) progress report

1015 – Canada Chapter e-learning program contract

1045 – Break

1100 – Priority 1 (*CEBoK*) progress report

**Vote:** Select vendor for online CCEA/PCEA exam delivery

1115 – Priority 2 (*Software CEBoK*) progress report

**Vote:** Approve MOA with DAU for BCF250

1130 – Priority 3 (*U.S. Government Engagement*) progress report

1145 – Break (prepare for working lunch)

Noon – Questions/comments on Chapter/Regional Director reports

1215 – Business Office report

1230 – Workshop update

1240 – Action item review, parting comments, next meeting date

1300 – Adjourn



ICEAA Board of Directors Meeting | October 19, 2019 | Arlington, Virginia

DRAFT MINUTES as of November 6, 2019

Voting Attendees

Present: Rick Collins, David Stem, Arlene Minkiewicz, Britt Staley, Paul Marston, Meghan Kennedy, Bob Hunt, Nathan Eskue, Dale Shermon (via Minkiewicz proxy)

Virtual: Christina Snyder, Kellie Scarbrough, John Deem, Cole Kupec, Christian Smart, Erin Barkel, Jen Rose

Non-voting Attendees:

Present: Kevin Cincotta

Welcome, quorum count, introductions:

Rick Collins

A quorum is established by 9:11. Rick introduces everyone and welcomes to the meeting. The format of the meeting has changed in an effort to increase efficiency and shorten the duration, but in order to make the meeting shorter, everyone present to be aware of and to take active responsibility for staying on topic and making only relevant and appropriate contributions.

Secretary Report:

Christina Snyder

No comments/corrections were received on the May 2019 minutes in advance of or during the meeting. Christina followed up with everyone who had an action item from the May meeting for an update on their progress prior to this meeting.

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

Christina has researched some options for collaboration/project management tools, but isn't sure if the board would benefit from or actually use it, and doesn't want to commit to the expense of a paid program yet. She plans to try out the free version of Trello among the San Antonio Workshop committee, to see if it's useful, effective, and accessible by a government computer before making an official recommendation to the board. Christina asks if anyone has recommendations on preferred programs: Nathan and Arlene have positive experience with Trello. Kellie also likes Trello, advises against Slack.



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**Vote:** Motion is raised for the San Antonio Workshop Planning Committee to test out the free version of Trello. Approve the trial of Trello. Seconded, no discussion, all are in favor.

**Action:** San Antonio Workshop Planning Committee to report on their test use of Trello at the May 2020 board meeting and present their recommendation of if the board should use it for project management.

Treasurer Report:

Britt Staley

Britt presents slides. Investments and liquidity remain strong; rolling over the two CDs maturing in November 2019 for another term. No questions on the budget or profit & loss slides.

Britt presents a slide featuring some new statistics and analysis of ICEAA's finances, including a liquidity growth trend. A previous analysis of our available funds determined that ICEAA could invest up to \$300,000 and still have a comfortable amount of funds in reserve. The new liquidity growth trend chart indicates that ICEAA could invest between \$14,000 and \$64,000 per year above our usual expenses and maintain the current level of growth. Bob agrees that both analyses are correct, with the first being about what we *could* spend and the second what we *should*, but believes we could invest more than \$64,000 in a year and still be fine. Britt agrees, especially if something is particularly valuable, we could cash in our reserves.

Proposed Zero Based Budgeting Team: Britt proposes a plan and a committee to help get cash flowing in the direction of new investments and new ideas. Kevin challenges the terminology of ZBB, suggesting it be called an Investment Review Team. A debate of terminology ensues, eventually concluding that the intention of the proposal is more important than the name.

Dave and Meghan, as former chapter presidents, are concerned that requiring chapters to provide a plan of what they plan to do with their funds in a given year is too much work for the chapters, would take too long to be approved, and therefore disincentivize chapter activity.

Erin is very supportive of the idea, citing ICEAA's history with misappropriated funds and abandoned bank accounts, that this could go a long way towards remedying.



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Christian can't see the difference between proposals 1 and 2, with both being very similar themes of managing expectations of fund use, and Meghan suggests that proposal 1 is sufficient to cover both the board and chapters.

Bob suggests we accept the recommendation to put together a team who can take time to discuss terminology, develop and refine the plan. Christian suggests amending the motion from Zero-Based Budgeting Team to Accountability Team, which is approved.

Rick is concerned that allowing any member to suggest an idea may result in suggestions that are not concert with the Strategic Plan priorities, and wants some limitations to what is an is not accepted. Britt says that one of the jobs of the team to determine if an idea is relevant. Nathan likes the idea of opening the idea funnel wide to collect ideas, then filtering them down through the team and the strategic plan.

**Vote:** Motion is The ICEAA Accountability Budget Team will be established and managed by the sitting BoD Treasurer. This team will establish a standard operating procedure for implementing Accountability Budget practices across the association; manage the Accountability Budget annual reporting cycle nationally, regionally, and locally; manage the ICEAA Accountability Budget funding request funnel; and track and evaluation those projects/innovations approved for funding by the BoD. Seconded, no discussion, all are in favor.

#### Proposal 1: ICEAA Zero-Based Budgeting Team

- **Problem:** The purpose and effective utilization of ICEAA assets is minimally tracked. A structure needs to be employed to proactively project spend plans and provide a standardized path by which chapters/members can submit funding requests for Board of Directors (BoD) consideration and approval.
- **Proposal:** The ICEAA Accountability Budget Team will be established and managed by the sitting BoD Treasurer. This team will:
  - Establish a standard operating procedure for implementing Accountability Budget practices across the association
  - Manage the Accountability Budget annual reporting cycle nationally, regionally, and locally
  - Manage the ICEAA Accountability Budget funding request funnel, and
  - Track and evaluation those projects/innovations approved for funding by the BoD
- **Transitional Consideration:** Adherence to ZBB policies will not be mandated until they have been presented and approved by the ICEAA BoD. Until that time, funding requests may be approved and executed in accordance with the standing "up/down vote" approval policy. Once the ZBB is established, however, a spend plan will be required/submitted for all pre-existing projects tied to approved funding for traceability and tracking.

*Journal of Cost Analysis & Parametrics Status:* At the May 2019 meeting, the board agreed to set up a team to determine the financial impact of the Journal and ICEAA's relationship with Taylor & Francis. The result was that our contract will be terminated and T&F will refund ICEAA what ICEAA paid for the unpublished issues minus the royalties and editor's honoraria that T&F paid to ICEAA during the years the Journal was not being published. The net result is a refund from Taylor & Francis of \$2,994 (Update: refund payment received October 24, 2019).

Now that the financial implications of the Journal and our relationship with T&F are settled, we can figure out how to continue producing an academic journal and what that would entail. Bob reiterates that we have not decided to stop producing a journal, but need to determine



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what to do next. Paul is concerned that the project will lose momentum if we do not act quickly. Erin volunteers to lead a committee to determine the future of the journal, some members have already volunteered to contribute to Megan, whom she will connect with Erin.

**Action:** Erin will lead a committee to determine the future of ICEAA's academic journal. Any volunteers interested in participating in the committee should contact Erin.

Online Training Platform in Canada: The ICEAA Canada Chapter has shown a select few board members a contract they have received but not yet signed to offer online CCEA Exam preparation courses. The ICEAA bylaws and chapter bylaws both indicate that chapters are not permitted to enter contracts without the ICEAA board's written permission.

Paul and others say that they have signed contracts in their chapter leadership roles before, but only for single instances, such as renting a meeting room for a day. The contract in question is for a multi-year agreement with copyright implications that could also complicate or confuse our current CEBoK discussions and plans.

The ICEAA Canada Chapter did not provide the contract for the board to review prior to this meeting, so discussion is limited. Rick wants Christian as VP of Professional Development, to review and discuss the contract with a team of board members, and then present their conclusions to the board for an electronic vote. Megan recommends Kellie be a part of this team, given her recent experience with the CEBoK edit project and her experience with online training.

**Action:** Christian will form a committee to review the ICEAA Canada Chapter's online training vendor contract and present their recommendations to the board for an electronic vote prior to the January 2020 board meeting. Kellie will participate on the team.

Appointment of Certification Principal:

Rick Collins

Rick has appointed Kevin Cincotta as Certification Principal for the 2019-2021 board term. ICEAA bylaws article III/section C indicates the board must approve appointments to the Principal positions.

**Vote:** Motion is raised to approve the appointment of Kevin Cincotta as Certification Principal for the 2019-2021 board term. Seconded, no discussion, all are in favor.



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Priority 1 (CEBoK) and Priority 2 (Software CEBoK) Progress Reports

Christian Smart

CEBoK: Christian presents slides. Board has many business decisions to make before CEBoK can be released in an online format. Kellie raises that there are several modules that need to be re-written before she would recommend we move forward, Paul warns against getting stuck in an editing rut for years without releasing anything, saying that though CEBoK has been flawed for years, it continues to sell, so we should be able to release and then update as we go.

Christian says he needs a Principal for the Body of Knowledge. The board agrees that Kellie would be a great choice, and Kellie is happy to take the job.

**Note:** Motion is raised to appoint and approve the appointment of Kellie Scarbrough as Body of Knowledge Principal for the 2019-2021 board term. Seconded, no discussion, all are in favor.

sCEBoK: After attending several of the sCEBoK presentations at the IWSM-Mensura conference in the Netherlands, Rick believes significant work will need to be done to the modules before they can be widely released. Rick has received a proposal from a subject matter expert to essentially re-write the entire sCEBoK that he has been reviewing with Christian and Kevin and will share more about once they have more time to discuss it.

Moving the CCEA Exam to an online format: Kevin proposes moving the CCEA exam from handwritten hard copies to an online format, suggesting it will be easier to distribute and update questions. He has researched the company QuestionMark, and recommends moving forward with it. Britt says it's within our budget to purchase, but Megan believes the price is high, and given the number of users and tests it allows, is likely intended for larger groups. Britt and Erin ask if there will still be human proctors or if it will be all online, Kevin says there can either still be proctors or QuestionMark has a webcam feature.

**Action:** Kevin to continue researching online testing companies to provide two price comparisons to QuestionMark.

Bob asks if putting the exam online will allow more people to become certified. Consensus is that it certainly won't make fewer people be certified, and should make things easier. John knows of some people who are stationed in Afghanistan that would like to take the exam, so there will be at least some more people certifying because of ease of access.



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**Vote:** Motion is raised to authorize Rick, Christian, Kevin, Megan, and Sharon to work outside of board meetings to: conduct a price analysis of competitors to include at least two additional quotes; present the price analysis to the Board during the electronic meeting and the board to vote to approve the selected vendor; negotiate a contract not-to-exceed \$5,000 one-time and \$9,600 per year; migrate existing CCEA exam materials to online format; allow Kevin to create

a Certification Committee, for purpose of adding/editing/deleting/updating questions; allow Certification Committee to begin work on updating exam materials; allow Kevin to submit revised proposed question set for board review at a future board meeting. Seconded, no discussion, all are in favor.

***Draft Proposed Motion***

- To authorize Rick, Christian, Kevin, Megan, and Sharon to work outside of board meetings to:
  - Conduct a price analysis of competitors to include at least two additional quotes.
  - Present the price analysis to the Board during the electronic meeting and the board to vote to approve the selected vendor.
  - Negotiate a contract for QuestionMark, not-to-exceed \$5,000 one-time and \$9,600 per year
  - Migrate existing CCEA exam materials to QuestionMark format
  - Allow Kevin to create a Certification Committee, for purpose of adding/editing/deleting/updating questions
  - Allow Certification Committee to begin work on updating exam materials
  - Allow Kevin to submit revised proposed question set for board review at a future board meeting

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ICEAA International Cost Estimating and Analysis Association

Priority 3 (U.S. Government Engagement) Progress Report:

Rick Collins

Rick presents slides. There appears to be some definite interest and commitment to our first Gov day May 11 in San Antonio, even though he has received some comment that DODCAS may be restarting. say they are working towards restarting DODCAS, but still like this in concept.

**Action:** Megan will email the board to remind everyone that the BOD is on Friday and to make their travel plans accordingly.

Will the government-only day be US government only or will government employees from other countries be welcome? Rick prefers this first one be with US gov only, at least this first time.

Paul asks what the general agenda is for USGD: Rick says for the general sessions, they will discuss problems common across organizations/departments/branches, then break out into their individual groups, depending on the number and makeup of the attendees.





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Paul believes including international governments would be a good idea, considering they also face those common problems. Dave notes the success of the Canada chapter is mostly due to Canadian government involvement, so having Canadian government reps could help inform US government reps as to the value of ICEAA, while allowing the US government reps to better express what value they want from ICEAA. Rick appreciates the feedback on allowing international government participation and has more to consider. He has started conversations about getting more government employees certified, and spoken to a US government representative who is interested in getting more US government employees certified.

Rick would like to further analyze the data that the IBO collects on ICEAA members. Megan suggests everyone log onto their ICEAA profiles and look at what data they have the ability to provide, and what they would like to see, as we have the ability to collect more data points.

**Action:** All board members are encouraged to request additional visual representations of membership data in the IBO report, or request information from the database for their own analysis.

Priority 4 (International Value-Add) Progress Report:

Rick Collins

ICEAA Publication Policy: Rick presents Dale's slides on his behalf, stressing that he endorses Dale's proposed Publication Policy. The floor is open for discussion of the policy, the board has no additional comments.

International CEBOK: Dale's proposal for making CEBOK more applicable to international audiences involves removing the US-centric information in the main CEBOK modules, and moving the US information as well as information specific to other countries to separate modules. Megan likes the idea, but warns about the size and complexity of the project. Rick stresses that since this is one of the top 5 priorities, it needs to be organized. Some of these priorities will be more difficult than others, some can be done with volunteers, others will take money, but they all need to get done. Christian suggests we start the reorganization of CEBOK into international modules can start by a volunteer effort, then move to paid work if volunteerism isn't working.





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Paul raises two questions: how will it be released, as a major update when the information has been reorganized, or will it go out as it develops? Adding country-specific modules to CEBok will increase maintenance. How do we plan to maintain the new modules?

Bob says much of the content in CEBok is irrelevant to a cost estimator, and we should review what is necessary to be known by cost estimators and what it extra information. Megan suggests moving all Related & Advanced topics to their own module and linking where appropriate; Kellie agrees.

International Workshop in 2020: Having been in Haarlem for the IWSM-Mensura conference recently, Haarlem would be a good location and venue for an international workshop in 2020, but we need to act quickly if we want to do something in 2020. While we have a large contingency in the UK that is growing, we have not held a workshop in Europe since 2012 and should do so. If the UK group continues to grow, we could do a UK workshop in 2022. Anh had sent a request in advance for a workshop in Australia, Megan indicates that 2020 would not be possible given the short amount of time and (if we do a workshop in Europe 2020 would not be feasible) suggests we plan to conduct a workshop in Australia in 2021.

**Action:** Megan to coordinate with RoomTrust, our hotel service provider in Europe, for pricing comparisons for Haarlem and additional locations for a workshop in 2020, and will present to the board for feasibility discussion.

#### NTE Budget for Priorities 1 and 2 (VOTES)

Rick Collins

Rick wants to earmark some money to spend on CEBok and sCEBok over a few years. Britt asks how much Rick wants to spend or if he wants a budget range. Bob believes we can spend about \$50,000 this year, and possibly up to \$100,000 if we took money from our reserves.

The items Rick wants a NTE budget for are:

- 1: The proposal mentioned earlier from a subject matter expert to re-write sCEBok to get it to a level that we can use it.
- 2: Moving the CCEA exam to an online format
- 3: Additional editing work on CEBok modules. Our contract with Cobec for the editing project has options in it for Cobec to send pricing for additional work on the modules.



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Arlene asks about potential ethics/conflict of interest issues if we do not sent out an RFP for the sCEBoK revision? Rick says we know the person who has given us the proposal, we already trust them, and we are already familiar with their work. Paul agrees: this is potentially a lot of money, should we try to find competitors because the ticket is so high?

Britt wants to make sure that earmarking money for these items doesn't prevent investment in new ideas that may arise. Bob believes the sCEBoK re-write and online exam would drain our entire investment budget for the year.

Rick requests a motion to spend money on Priorities 1 & 2 (CEBoK & sCEBoK). The board does not raise a motion, wanting to know how much money Rick wants to spend before they approve spending it.

Bob suggests we get a price from the individual who sent the proposal and, hold a conference a call for the executive committee to discuss and decide whether to award a non-competitive contract for the project, and prepare a statement explaining why we did not distribute an RFP.

**Action:** Rick to request pricing for the sCEBoK proposal received and report it to the executive committee. The executive committee will hold a conference call to discuss and decide upon the proposal.

**Vote:** Rick raises a motion to accept the ICEAA publications policy as presented in the pre-read package by Dale Shermon. Seconded, no discussion, all are in favor.

Priority 5 (OEM Engagement) Progress Report:

Bob Hunt

Bob presents slides. OEM members used to be more involved but have dropped off. Why? They have felt left out, that ICEAA's focus is too much on government members and not their needs. Bob, along with his OEM team is launching some plans to find out more from the OEMs about what they want, how we can get them to be more supportive of ICEAA, and possibly start paying for their employees' memberships.

**Action:** All board members to send any OEM senior leadership contacts to Bob Hunt.



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## Chapter Reports

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Megan compliments the chapters on the high number of reports received in advance of the meeting. Britt adds that Central Virginia has recently elected a new board and she is excited for the new team.

## International Business Office Report

Megan Jones

Megan presents slides. Chapter Affiliation has been made a required field for new members completing their profiles, and we are also asking in what year members began their careers. Suggestions for additional fields welcome and encouraged.

Another field is to opt **in** to receiving the two hard copies of *ICEAA World* every year. Will promote the new option to the membership and starting with the first issue of 2020 will start removing members from the mailing list if they have not opted in.

**Action:** All board members and chapter presidents, update your online profiles and encourage the members you interact with to do the same.

## 2019 Workshop Review

Christina Snyder

The 2019 Workshop in Tampa was a big success, with the most attendees since 2012 and the most sponsorships ever. Christina says Megan puts a lot of time into the details that positively impact the workshop and actively uses the attendee feedback to make decisions the following year.

While we didn't make as much money as we did in Phoenix 2018, we still made over \$150,000 and need to keep that in perspective. The Workshop is ICEAA's biggest source of revenue and only continues to improve.

Rick asks about the feedback received on the quality of the papers in the papers tracks? As with most years, the feedback varied, with many saying the papers ranged from bad to great. Rick asks what can be done to better screen the papers, Britt adds there is a more rigorous process in place for 2020.

**Action:** Christina to share with Rick the 2019 workshop feedback, especially that related to paper quality.



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2020 Workshop Update:

Britt Staley

Preparation for the 2020 Workshop is in full swing. The board meeting that is usually on the Monday before the Workshop has been moved to that Friday (May 15) so government day can be all day Monday. Attendance at government day is included with Workshop registration; only government employees registered for the Workshop may attend government day.

Demand for sponsorship booths is up, and with all space available in San Antonio dedicated to booths, we may not have enough for everyone, so we will be increasing the individual booth price from \$2,500 to \$3,000. Gold and silver sponsorships will remain the same price.

The Workshop will officially close on Thursday afternoon with a closing general session. There will be no training sessions on Friday. A team is working to revamp and refresh the training sessions for 2020.

Abstract summaries are due November 5!

New Business

Christina says that in her preparation for her role as Secretary, she has carefully read the ICEAA bylaws, and has found there are several areas that could be clarified. Christina asks to work with Megan to present the board with some amendments to the bylaws to improve the document, no objections.

**Action:** Christina and Megan to present some amendments to the bylaws for the board to review at the January 2020 meeting.

Plan Next Meeting & Adjourn

Rick Collins

Rick thanks Nathan, Arlene and Paul for making the trip to attend in person, and suggests anyone online who can try to arrange travel to DC to coordinate with the board meeting to please do so.



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The next meeting of the ICEAA board will be January 25, 2020 at the Technomics office in Arlington, VA. The executive committee will hold their conference call on [edited 10/28] October 31 at 9:00am.

With no further comments, a motion to adjourn is raised, seconded, and approved with no nays. Meeting adjourns at 2:03pm.



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May 13, 2019 Action Item Review

Paul requests a committee be formed to decide on the path forward for the Journal, and for the committee to report back in 45 days (July 1). Bill B. volunteers to lead the committee, Bob agrees to participate and will recruit Ricardo.

**DONE**

All board members are encouraged to request additional visual representations of membership data in the IBO report, or request information from the database for their own analysis.

**Always! Moving to ongoing actions**

All board members with software development experience should email Megan with rate estimate for 8-16 hours of consultation and definition of top-level requirements for a subscription-based information platform.

**No recommendations received. Determined to no longer be a relevant action.**

Megan will set up a conference call for the first small chapter discussion meeting in mid-June and promote to the chapter/region folks in the June monthly membership email.

**The first small chapter townhall was a success; looking forward to holding another before the end of 2019.**

All members with software experience willing to volunteer, the Software Working Group needs assistance writing questions for the Software Certification Exam.

**Action rendered obsolete by the sCEBoK re-write proposal received.**

Megan to edit the proposed amendment to bylaws Article III, Section K provided in the slides, finalize and get approval from Rick and John D., then distribute to the board for an electronic vote.

**Incomplete. Megan will complete by November 15**

All new board members, please review the strategic plan and send any comments or suggestions to Rick by June 1.

**June 1 passed, no comments received. Action completed.**

Megan and Sanath to create an MOA between ICEAA and SCAF for conducting a CCEA Finishing School in the UK (Update, May 2019: Megan and Sanath have had discussions about ICEAA/SCAF collaboration, providing CEBoK training in the UK, among other topics, but not created an MOA. Will continue to work on it and keep on actions list.)

**Megan and Sanath have been actively working to enhance the relationship between SCAF and ICEAA, sharing marketing, supporting each other's missions. The relationship is strong enough not to need an MOA; action completed.**



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Greg will organize an OEM Outreach Committee to re-engage supplier and manufacturer members, and will report on his progress (carried from February 2019).

**Action overcome by Priority 5; Bob will continue OEM outreach efforts.**

Tomeka will form a small task force to discuss questions for and a plan to distribute a membership survey. Update, May 2019: A team has been formed but work on a membership survey is ongoing.

**No additional work has been done on the survey since presented in May 2019.**

**Megan assumes the action and will continue the effort.**

Christina and Sharon to develop marketing piece(s) to promote the availability and accessibility of various CCEA recertification point opportunities (Carried since June 2018; Update Feb. 2019: Megan would also like to participate).

**While this particular piece has not been created, several new CCEA-related marketing pieces have been made, and marketing overall is increasing and improving.**

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. The CCEA calculator question is asked frequently and the answer we have is unclear. Anyone willing to help clarify and solidify the exam calculator issue please contact Megan or Peter A. (Carried since June 2018).

**Action rendered obsolete by proposed electronic exam format discussion.**

Megan and Britt will work to test the possibility of chapters updating their own pages on the ICEAA Website (Carried since September 2017; Update Feb. 2019: Early attempts did not work, but Megan and Britt will try a few other methods after 2019 Workshop).

**Update October 2019: latest attempt was successful, but caused unforeseen problems with the rest of the website. Should be ready for chapter use by end of 2019.**

Marketing Committee to translate the Elevator Speeches and Value Propositions provided to them into marketable pieces (Carried since June 2018; Update, Feb. 2019: The Membership Outreach team has this on their list of projects and will continue to work towards it).

**The current marketing committee has dissolved from burnout. A new committee is forming; please forward any volunteers for the marketing committee to Megan**





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October 19, 2019 Action Item Summary

San Antonio Workshop Planning Committee to report on their test use of Trello at the May 2020 board meeting and present their recommendation of whether the board should use it for project management.

Erin will lead a committee to determine the future of ICEAA's academic journal. Any volunteers interested in participating in the committee should contact Erin.

Christian will form a committee to review the ICEAA Canada Chapter's online training vendor contract and present their recommendations to the board for an electronic vote prior to the January 2020 board meeting. Kellie will participate on the team.

Kevin to continue researching online testing companies to provide two price comparisons to QuestionMark.

Megan will email the board to remind everyone that the BOD is on Friday and to make their travel plans accordingly.

Megan to coordinate with RoomTrust, our hotel service provider in Europe for pricing comparisons for Haarlem and additional locations for a workshop in 2020, and will present to the board for feasibility discussion.

Rick to request pricing for the sCEBoK proposal received and report it to the executive committee. The executive committee will hold a conference call to discuss and decide upon the proposal.

All board members to send any OEM senior leadership contacts to Bob Hunt.

Christina to share with Rick the 2019 workshop feedback, especially that related to paper quality.

Christina and Megan to present some amendments to the bylaws for the board to review at the January 2020 meeting.

All board members to send any volunteers for the new Marketing Committee to Megan.



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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.

**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 Marketing 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.

**All board members** should contact or forward the contact info of people who may be interested in and qualified to participate in the Software CEBok review process.

**All board members** are encouraged to request additional visual representations of membership data in the IBO report, suggest additional demographics to collect, or request information reported from the database for their own analysis.

# Proposed Constitution & Bylaws Edits



1

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## Plan for Voting

In the interest of efficiency, the following voting method  
is proposed:

1. Motion/Second to approve on slide 5, *Non-substantive suggested edits to the Constitution*  
If any voting member wishes to discuss any changes suggested on slide 4, discussion will open and then call for motions/seconds to vote on each item individually.
2. Motion/Second to approve on slide 7, *Non-substantive suggested edits to the Bylaws*  
If any voting member wishes to discuss any changes suggested on slide 7, discussion will open and then call for motions/seconds to vote on each item individually.



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## Secretary's Report: Bylaws Amendments with changes from the board meeting

### Plan for Voting

3. Offer the board the opportunity to ask questions about the proposed edits in slides 9-18 and suggest changes to the proposed edits for discussion by the group
  - a) If the board has no comment or changes on the proposed edits, a motion/second/vote will be called to approve the edits presented in slides 9-18 ("motion to approve amendments to the bylaws as shown in slides *a-i*")
  - b) If changes to the edits are proposed, the slide(s) containing the edit(s) will be addressed and voted upon individually ("motion to approve modified amendments to the bylaws as shown in the updated slide *a*;" "motion to approve modified amendments to the bylaws as shown in the updated slide *g*")
  - c) Slides in which the proposed edits received no comment or change will be grouped together for a single vote ("motion to approve amendments to the bylaws as presented in slides *b-f*, *h*, and *i*.")

### Constitution

# Secretary's Report: Bylaws Amendments with changes from the board meeting

## Non-substantive suggested edits to the Constitution

Amending the ICEAA Constitution requires a vote of the full membership. However, the Secretary proposes the following grammar, formatting, or otherwise non-substantive edits can and should be made upon notification of the Board:

1. Universally replace "**ASSOCIATION**" with "ICEAA" or "association"
2. Article IV, Section A: add a paragraph break between "set forth in this Constitution." and "The Board shall establish..."
3. Article V, Section B: remove word "Full"
4. Article X, Section A: remove phrase "As needed from time to time,"
5. Article X, Section C: remove phrase "are established by the Board of Directors and" which is redundant with Section B
6. Article XI, Section B: remove phrase "who is (are)"

## Constitution amendments for future consideration

Compiling a list of potential Constitution amendments for a membership vote concurrent with the next board election:

### ARTICLE V - MEMBERSHIP

Section A: The Membership of the ~~ASSOCIATION~~ shall consist of full members, professional affiliate members and corporate partners. ICEAA membership categories shall be outlined and defined in the Bylaws.

### ARTICLE VI - OFFICERS AND DIRECTORS

Section G: The Appointed positions must be reappointed and approved each new two-year term of office. Individuals may serve more than two consecutive terms in the same appointed position. [Should we consider term-limiting appointed positions?]

Please send any other ideas/suggestions for  
Constitution amendments to Christina.

## Bylaws Edits

*In order of complexity*



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### Non-substantive suggested edits to the Bylaws

- Universally replace “**ASSOCIATION**” with “ICEAA” or “association”
- Universally replace “conference” with “workshop”
- Article I, Section I: remove sentence “A Student Member may retain ... calendar year.”  
*We do not offer pro-rated memberships, nor would it be worth scrutinizing over \$3.75 per month until the calendar year ends. Student Memberships are rare.*
- Article I, Sections K, M: break long paragraph into sub-bullets
- Article III, Section B: rearrange phrase “In concert with the President”
- Article III, Section F: rearrange “shall,” remove “in addition”
- Article IV, Section E: number paragraphs



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# Secretary's Report: Bylaws Amendments with changes from the board meeting

## Clarification of reinstatement and fee

### Current

#### ARTICLE I-MEMBERSHIP

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

Section D: A Member whose membership has lapsed because of non-payment of dues may be restored to membership by paying in full annual dues for the year in which the Member requests reinstatement plus a reinstatement fee as may be established by the Board of Directors.

Section E: A Member in good standing may resign by submitting a resignation in writing to the Secretary.

Section F: A Member who has resigned in good standing may be restored to membership by paying dues for the year in which the Member requests reinstatement.

Section G: A Fellow is an individual who has been approved by the Board of Director to represent himself or herself as a Fellow in a field of specialty. Admission to Fellow status shall be by approval...

### Proposed

#### ARTICLE I-MEMBERSHIP

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

~~Section D: A Member whose membership has lapsed...~~

~~Section E: A Member in good standing may resign by submitting a resignation in writing to the Secretary.~~

Section E: A member individual who resigned or allowed their dues to lapse may be restored to membership by purchasing a new membership. Their expiration will be updated to the purchase date plus the number of years of membership purchased (membership available in one-, two-, and five-year terms).

Section F: A Fellow is an individual who has been approved by the Board of Director to represent himself or herself as a Fellow in a field of specialty. Admission to Fellow status shall be by approval...

If a membership lapses, they simply become members again once they pay again.

They don't have to ask. I don't believe we have ever charged a reinstatement fee. 9

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## Nomination Committee Oversight of Petition Nominations

### Current

#### ARTICLE II-NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section D: No Later than 15 December, the Nominating Committee's slate of candidates, complete with biographical data, shall be made available to the membership along with information regarding nominations by petition.

Section E: Other nominations for elected office may be made by petition signed by at least twenty-five (25) Members. The petitioners shall be responsible for:

1. obtaining in writing the agreement of the nominee to serve if elected,
2. securing the biographical data of the nominee, and
3. submitting the petitions, the agreement, and the biographical data to the Secretary no later than 1 February.

### Proposed

#### ARTICLE II-NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

Section D: No Later than 15 December, the Nominating Committee's slate of candidates, complete with biographical data, shall be made available to the membership along with information regarding nominations by petition.

Section E: Other nominations for elected office may be made by petition signed by at least twenty-five (25) Members. The petitioners shall be responsible for:

1. obtaining in writing the agreement of the nominee to serve if elected,
2. securing the biographical data of the nominee, and
3. submitting the petitions, the agreement, and the biographical data to the Secretary no later than 1 February.
4. petition nominations will be reviewed by the Nominating Committee who will inform the petitioned whether their nomination is accepted or rejected

What if an unqualified individual or a candidate already rejected by the nominating committee fills out a petition?

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# Secretary's Report: Bylaws Amendments with changes from the board meeting

## Dues Changes and Effective Date

### Current

#### ARTICLE IX – FINANCIAL

Section A: The schedule of annual dues for Members of various categories shall be established by a two- thirds vote of the entire Board of Directors. The membership and general public shall be notified of approved changes within **60 days** of the decision and the changes in the annual dues schedule shall become effective at the **beginning of the ensuing fiscal year**.

The Board has 30 days to announce the change after they vote on it. Regardless of when the vote or announcement is made, the dues increase won't take effect until January 1.

### Proposed

#### ARTICLE IX – FINANCIAL

Section A: The schedule of annual dues for Members of various categories shall be established by a two- thirds vote of the entire Board of Directors. **The membership and general public shall be provided at least 30 days notice before the fee change takes effect. Any memberships purchased before the new rates take effect will be honored until expiration.**

This is how we did it in 2015.



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## Split Article X into X and XI for Bylaws and Constitution

### Current

#### ARTICLE X – PROCEDURES FOR AMENDING THE CONSTITUTION AND BYLAWS

Section A: [same]

Section B: [same]

Section C: [same]

Section D: The President shall appoint two (2) or more tellers who shall count the ballots and report the results to the Board of Directors at the next meeting.

Section E: [same]

### Proposed

#### ARTICLE X – PROCEDURES FOR AMENDING THE CONSTITUTION **AND BYLAWS**

Section A: [same]

Section B: [same]

Section C: [same]

Section D: **Ballots may be either electronic or paper. In the event of paper ballot voting, ballots date stamped more than seven calendar days after the close of voting will not be counted.** The President shall appoint two (2) or more tellers who shall count the ballots and report the results to the Board of Directors at the next meeting.

Section E: [same]

Section F: **[NEW]** Non-substantive edits to the Constitution, such as spelling or grammatical errors, document formatting, or re-numbering subsequent articles or sections as a result of amendments will not require a vote of the membership. The Secretary will notify the Board of Directors of any such edits and record those changes in the official ICEAA Board of Directors Minutes.



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# Secretary's Report: Bylaws Amendments with changes from the board meeting

## Split Article X into X and XI for Bylaws and Constitution

### Current

#### ARTICLE X – PROCEDURES FOR AMENDING THE CONSTITUTION AND BYLAWS

Section F: The Bylaws may be amended by an affirmative vote of a majority of all voting members of the Board of Directors, and such amendment(s) will become effective immediately.

Section G: The Board of Directors may number and renumber the various Articles and Sections of the Constitution and Bylaws to facilitate ready reference.

### Proposed

#### ARTICLE XI – PROCEDURES FOR AMENDING THE ~~CONSTITUTION AND~~ BYLAWS

Section A: The Bylaws may be amended by an affirmative vote of a majority of all voting members of the Board of Directors, and such amendment(s) will become effective immediately.

Section B: **[Replace X[G]** Non-substantive edits to the Bylaws, such as spelling or grammatical errors, document formatting, or re-numbering subsequent articles or sections as a result of amendments will not require a vote of the membership. The Secretary will notify the Board of Directors of any such edits and record those changes in the official ICEAA Board of Directors Minutes.

## Make Article VII about Membership meetings, move Board meeting items to III

### Current

#### ARTICLE VII – MEETINGS

Section A: [same]

Section B: [same]

Section C: [same]

Section D: [same]

Section E: The Board of Directors shall meet at ...

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

Section G: At all meetings noted in this article, any procedural question requiring parliamentary ruling not provided for in the Constitution and Bylaws shall be decided in accordance with Robert's Rules of Order, Revised.

### Proposed

#### ARTICLE VII – MEETINGS OF THE MEMBERSHIP

Section A: [same, add "of the membership" or "membership" where necessary]

Section B: [same]

Section C: [same]

Section D: [same]

Section E: [move to Article III, Section L]

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

Section G: **[copy from Article VII, Section A]** In all voting conducted by ballot to the entire membership: ...

Section H: **[replace G]** Meetings of the ICEAA Membership are intended to be cooperative, congenial, and productive. Business will be conducted in the spirit of Parliamentary Procedure, with allowances for deviation when the intent or motivation of business is clear to all in attendance.

1. If a participant finds any aspect of an ICEAA membership meeting unclear, it is the responsibility of the individual to ask questions necessary for clarification.

2. Should conflict of intent arise, or a solution cannot otherwise be determined, the President may consult *Roberts Rules of Order, Revised* for direction.

# Secretary's Report: Bylaws Amendments with changes from the board meeting

## Move all Board and Board Meeting related items to Article III

### ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

Sections A-I: same

**[Moved from Article VII]** Section J: Any notices required to be sent to Officers, Directors or Members may be sent through any means the Board deems reasonable to reach the members in a timely manner, including electronic methods.

Section K: same

Section L: The Board of Directors shall meet at least three (3) times per year on the call of the President or a majority of all voting members of the Board of Directors.

1. **[Moved from Article VII]** The Secretary shall notify all members of the Board of Directors and committee chairs of the time and place of the meeting at least 30 days prior to the meeting.
2. **[Moved from Article VII]** A quorum of the Board of Directors is outlined in Article VII, Section C of the ICEAA Constitution as "when half of the voting members are present either physically or via continuous electronic medium."
3. **[Moved from Article VII]** When the quorum is dependent on voting members not physically present, roll may be taken prior to a vote to ensure the quorum remains intact.
4. **[Moved from Article VII]** Any vacant voting positions of the Board will count towards the total number of voting positions of which half must be present to establish a quorum.
5. **[NEW]** Voting and non-voting members of the Board, committee chairs, and chapter presidents are invited and encouraged to attend all ICEAA Board of Directors Meetings.

## Move all Board and Board Meeting related items to Article III

### ARTICLE III – DEFINITION OF OFFICERS' AND DIRECTORS' DUTIES

6. **[Moved from Article VIII]** Voting members of the Board of Directors may assign a proxy in the event they are unable to attend a meeting:
  - a) Proxies must be ICEAA members in good standing.
  - b) The Voting Member must name their proxy in writing to the ICEAA Business Office no later than 2 business days prior to a Board of Directors Meeting.
  - c) Proxies may be assigned to Voting or non-Voting members of the Board. Any ICEAA member may serve as proxy for a maximum of one Voting Member.
  - d) The named proxy will participate on behalf of the Voting Member for the entirety of the meeting for which the proxy is assigned, including contributing to a quorum and casting all votes called during the meeting.
7. **[NEW]** The Secretary shall make the time and place of the Board of Directors meeting publicly available to the membership at least 30 days prior to the meeting. Members may present questions, resolutions, or announcements for the Board to discuss during the meeting in writing to the Secretary up to 5 days prior to the meeting.
8. **[NEW]** Additional members may be invited to attend by any voting Board member by submitting a request in writing to the Secretary at least five days prior to the meeting that includes a short statement of the purpose of the invitation.
9. **[NEW]** Any member in good standing may request to attend a Board meeting as an observer by submitting a request in writing to the Secretary at least five days prior to the meeting that includes a short statement of the purpose of the request.
  - a) These observing members may not raise motions, participate in discussion, or otherwise address the board unless recognized by the President.
  - b) Requests to observe will be reviewed and approved by a majority vote of the Executive Committee.

Section M: ~~At all meetings noted in this article, any procedural question requiring parliamentary ruling not provided for in the Constitution and Bylaws shall be decided in accordance with Roberts Rules of Order. Revised: Meetings of the ICEAA Board of Directors are intended to be cooperative, congenial, and productive. Business will be conducted in the spirit of Parliamentary Procedure, with allowances for deviation when the intent or motivation of business is clear to all in attendance.~~

1. If a board member finds any aspect of a board meeting unclear, it is the responsibility of the individual to ask questions necessary for clarification.
2. Should conflict of intent arise, or a solution cannot otherwise be determined, the Board may consult Roberts Rules of Order, Revised for direction.

# Secretary's Report: Bylaws Amendments with changes from the board meeting

## Clarity for Chapters

### Current

#### ARTICLE VI – CHAPTERS

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

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

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

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

### Proposed

#### ARTICLE VI – CHAPTERS

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

1. The application for establishment shall include the proposed title of the Chapter, the Chapter's geographical boundaries, its proposed Constitution and Bylaws, together with such other information as maybe required by the Board of Directors. The Constitution and Bylaws of the Chapter shall be in harmony with the Constitution and Bylaws of the ASSOCIATION.
2. Petitions for establishing new Chapters shall be approved by the Secretary and shall be transmitted to the Board of Directors for action (acceptance, modification, or denial). The Secretary shall notify the petitioners of the Board's action.
3. At its discretion, the Board of Directors may redefine the boundaries of any Chapter. At a minimum, the boundaries of existing Chapters will be redefined in such a way that it does not include the geographical area of newly formed chapter.

Grouping the four sections about establishing a chapter into one



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## Clarity for Chapters

### Current

#### ARTICLE VI – CHAPTERS

Section E: Chapter assets remain the property of the ASSOCIATION. The Chapter is responsible for and accountable to the Board of Directors for all its actions and must submit an annual report to the Board for presentation at the Annual Meeting. Any Chapter that does not submit an annual report to the Board is subject to having its charter suspended or revoked.

Section F: Chapters shall not commit the ASSOCIATION, nor publicly comment on its behalf unless specifically authorized in writing by the Board of Directors.

Section G: Recognition of any Chapter maybe withdrawn by the Board of Directors if, in its opinion, the Chapter is not serving the best interests of the ASSOCIATION.

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

### Proposed

#### ARTICLE VI – CHAPTERS

Section B: The Chapter is responsible for and accountable to the ICEAA Board of Directors for all its actions.

1. Chapters must submit a financial report to the Board annually. Any Chapter that does not submit an annual report to the Board is subject to having its charter suspended or revoked.
2. Chapter assets remain the property of ICEAA.
3. Chapters shall not commit ICEAA to business relationships, nor publicly comment on the association's behalf unless specifically authorized in writing by the Board of Directors.

Section C: Recognition of any Chapter maybe withdrawn by the Board of Directors if, in its opinion, the Chapter is not serving the best interests of ICEAA.

**[NEW – copied from chapter bylaws]** Section D: In the event that a Chapter should be dissolved for any reason, its assets - physical and monetary - shall be disposed of as follows:

1. All just debts and claims shall be paid from cash on hand, said assets shall be sold if said cash is insufficient to pay all just debts and claims.
2. Any remaining assets for which there are not just debts or claims, shall be sold and the funds derived therefrom shall be turned over, without any restrictions whatsoever, to the International Cost Estimating and Analysis Association.

Section E: Chapter Presidents may attend meetings of the Board of Directors and may participate as non-voting advisors and do not count towards a quorum, unless they also serve on the board as a voting member.

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## Questions/suggestions to consider for future edits



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## How long?

### ARTICLE X – PROCEDURES FOR AMENDING [THE CONSTITUTION]

Section A: Proposed amendments to the Constitution shall be submitted to the Secretary by:

1. a petition signed by twenty-five (25) Members, or
2. a majority vote of all voting members of the Board of Directors.

A short statement of the purpose, goals, and expected benefits of each proposed amendment shall accompany submission to the Secretary. The Secretary shall then inform the membership of proposed amendment and make available a venue available to the members to provide comments for not less than 30 days.

Section B: The Secretary shall place the properly submitted proposed Constitutional amendment(s) on an official ballot and shall distribute said ballot to all Members. The short statement of the purpose, goals, and expected benefits of each proposed amendment submitted as specified in Section A above shall accompany each ballot but not be a part of said ballot.

Section C: Voting shall be open to each member via secure ballot process and returned to the Secretary by the date specified thereon, which date shall be no earlier than thirty (30) days from the date the ballots are distributed by the Secretary.

Does this mean:

Members have 30 days to comment on the amendment + 30 days to vote

-or-

Members have 30 days to both comment and vote on the amendment?



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## Secretary's Report: Bylaws Amendments with changes from the board meeting

### Supermajority?

#### ARTICLE XI – PROCEDURES FOR AMENDING THE BYLAWS

Section A: The Bylaws may be amended by an affirmative vote of a majority of all voting members of the Board of Directors, and such amendment(s) will become effective immediately.

#### Comment from the board:

Most organizations require a supermajority (two-thirds) vote to update their bylaws, because it's supposed to be hard to change them.

Ours require only a simple majority. Consider updating.

So:

Majority required for Bylaws amendments

-or-

Supermajority required for Bylaws amendments?

## Conflict of Interest Policy



# Treasurer Report

Britt Staley, CCEA  
January 25, 2020



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## 2019 End of Year Balance Sheet (as of January 2020)

### Standing Protocol:

- 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 one year old, but never lose any of the actual amount invested.

<sup>1</sup> Matured Nov 2019; rolled over for a 18-month term

<sup>2</sup> Matured Nov 2019; rolled over for a 18-month term

Investments	Balance (Dec 2018)	Balance (Jan 20)	Delta %	Mature	APY Rate
PFCU 4339703-56-5	\$ 32,279	\$ 33,199	2.85%	Mar-20	2.85%
PFCU 4507023-56-4	\$ 21,357	\$ 21,839	2.25%	May-20	2.36%
PFCU 4566018-56-2	\$ 82,997	\$ 85,162	2.61%	Feb-21	2.80%
PFCU 4717075-56-0	\$ 36,782	\$ 37,730	2.58%	Aug-20	2.75%
PFCU 4717076-56-8 <sup>1</sup>	\$ 36,548	\$ 37,448	2.46%	Feb-21	2.50%
PFCU 4717077-56-6 <sup>2</sup>	\$ 37,048	\$ 37,959	2.46%	Feb-21	2.50%
PFCU 7047946-56-6	\$ 43,844	\$ 44,652	1.84%	Jul-21	2.30%
PFCU 7664998-56-9	\$ 50,727	\$ 51,894	2.30%	Mar-20	2.40%
Money Market & Cash	\$ 514	\$ 514	0.00%	n/a	
Subtotal	\$ 342,096	\$ 350,396	2.43%		
	Balance (Dec 2018)	Balance (Jan 20)	Delta %		
Eagle Checking Balance	\$ 281,711	\$ 204,281	-27.49%		
	Balance (Dec 2018)	Balance (Jan 20)	Delta %		
Total Liquidity	\$ 623,807	\$ 554,677	-11.08%		



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## 2019 End of Year Profit & Loss Statement (as of January 2020)

Activity	2018 Actual	2019 Budget	January 2020					2020 Budget
			Revenue	Expenses	Net	2019 EAC	Delta	
ICEAA Workshops Total	\$ 182,657	\$ 163,000	\$ 511,129	\$ (338,286)	\$ 172,843	\$ 172,963	6%	\$ 164,940
2019 ICEAA Workshop <sup>1</sup>	\$ -	\$ 145,000	\$ 473,189	\$ (320,226)	\$ 152,963	\$ 152,963	5%	\$ -
2020 ICEAA Workshop <sup>2</sup>	\$ -	\$ -	\$ 17,940	\$ -	\$ 17,940	\$ -	0%	\$ 155,000
2021 ICEAA Workshop <sup>3</sup>	\$ -	\$ -	\$ -	\$ (12,900)	\$ (12,900)	\$ -	0%	\$ 9,940
Nesma Workshop	\$ -	\$ -	\$ -	\$ (5,160)	\$ (5,160)	\$ -	0%	\$ -
UK Workshop	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	TBD
Canada Workshop <sup>4</sup>		\$ 18,000	\$ 20,000	\$ -	\$ 20,000	\$ 20,000	11%	TBD
Finishing School <sup>5</sup>	\$ 2,194	\$ 2,500	-	-	\$ -	\$ -	0%	\$ 2,500
Certification Program	\$ 48,752	\$ 46,500	\$ 51,950	\$ (2,820)	\$ 49,130	\$ 49,621	7%	\$ 50,000
CEBoK Sales & Training	\$ 15,332	\$ 13,750	\$ 16,059	\$ (405)	\$ 15,654	\$ 15,811	15%	\$ 15,000
CEBoK Update (release from savings) <sup>6</sup>	\$ -	\$ -	\$ 78,000	\$ (68,630)	\$ 9,370	\$ 9,370	0%	\$ -
ICEAA World & Journal	\$ (27,877)	\$ (62,500)	\$ 14,657	\$ (13,212)	\$ 1,445	\$ 1,459	102%	\$ 1,500
Advertising	\$ 4,350	\$ 4,000	\$ 3,756	\$ -	\$ 3,756	\$ 3,794	-5%	\$ 3,500
Membership: Mgt & Support	\$ 95,445	\$ 85,000	\$ 100,056	\$ (950)	\$ 99,106	\$ 100,097	18%	\$ 104,061
Chap Support & Memb Outreach	\$ (4,138)	\$ (4,000)	-	\$ (2,351)	\$ (2,351)	\$ (2,351)	41%	\$ (4,000)
Interest & Other Income	\$ 5,367	\$ 4,000	\$ 7,595	-	\$ 7,595	\$ 7,671	92%	\$ 7,000
Staffing & Contractors <sup>7</sup>	\$ (248,282)	\$ (260,000)	-	\$ (239,854)	\$ (239,854)	\$ (259,842)	0%	\$ (273,000)
Office Operations + IT	\$ (63,418)	\$ (75,000)	-	\$ (45,485)	\$ (45,485)	\$ (45,940)	-39%	\$ (49,000)
Other Expenses	\$ -	\$ -	-	\$ -	\$ -	\$ -	0%	\$ -
<b>TOTALS</b>	<b>\$ (172,275)</b>	<b>\$ (82,750)</b>	<b>\$ 705,202</b>	<b>\$ (643,362)</b>	<b>\$ 61,840</b>	<b>\$ 43,284</b>	<b>152%</b>	<b>\$ 22,501</b>

<sup>1</sup> Includes: ~\$18K of Tampa sponsorship collected in 2018

<sup>2</sup> Sponsorship & registrations

<sup>3</sup> sCEBoK spaces & staff travel

<sup>4</sup> \$2K in unrealized expenses

<sup>5</sup> No Finishing school in 2019

<sup>6</sup> \$78K "income" was released from savings; excluded from profit tabulation

<sup>7</sup> Reduction in Business Office workforce; transition of staff member from contractor to direct hire

Society of Cost Analysis and Forecasting (SCAF)  
(ICEAA UK Chapter)  
Progress Report  
Jan 2020 BoD meeting

Dale Shermon – UK & Europe regional Director

*“Putting the ‘I’ into ICEAA”*

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## SCAF Committee

- Chairman – Sanath Rajagopal
- Deputy chairman – Dale Shermon
- Treasurer – Cheryl Latimer
- Secretary – David Baggley
- Deputy secretary – George Lyons

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## Tasks; Planned, Completed, In progress

	Status	Comments
<u>UK and Europe survey</u>		Objective is to establish what the community wants from ICEAA?
Written and distributed to ICEAA members	Completed	Thanks to Megan!
Distribution to SCAF members	Completed	
Results analysis	Completed	Thanks to Megan!
<u>ICEAA publications policy</u>		Objective is to establish a common philosophy for all ICEAA CEBoKs, training material and exams
Draft for comment	Completed	
Approval	Completed	
ICEAA adoption	Completed	

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## Tasks; Planned, Completed, In progress

	Status	Comments
<u>ICEAA CEBoK re-structure proposal</u>		Objective is to incorporate international cost terminology, regulations and policy in the CEBoK
Journal article	Completed	Positive feedback from readers
Proposal drafted	Complete	
Approval	Completed	
Adoption of new structure	Planned	
Draft sub-titles for national sections for comment	In progress	
Agreement of sub-titles for the national sections	Completed	
Seek volunteers to write national sections	Completed	I have identified help for France, Germany, UK and Australia sections
Storyboard the national sections for comment	In progress	
Draft national section for comment	Planned	
Adopt new national section for ICEAA CEBoK	Planned	Including exam questions

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## Tasks; Planned, Completed, In progress

	Status	Comments
<u>ICEAA European workshop</u>		Objective is to promote ICEAA in UK and Europe
Proposal to ICEAA	In progress	The Netherlands?
Agree workshop	Planned	
Fix date and find venue	Planned	
Establish an workshop committee	Planned	
Draft, agree and circulate marketing	Planned	
Get help from ICEAA office	Complete	I believe Megan is going to support this

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## Major milestones/deliverables

	2019		2020				2021	
	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun
UK and Europe survey	★							
Survey analysis		★						
ICEAA Publication policy drafted	★							
ICEAA CEBoK proposal drafted	★							
ICEAA CEBoK Draft national sections				★				
ICEAA CEBoK National sections agreed						★		
ICEAA workshop					★			

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## CEBoK progress

	UK	USA	Belgium	The Netherlands	Canada	France	Germany	Australia
Lead Authors	Mark Johnson	Kellie Scarbrough	Paul Marston	Eric van der Vliet	Erin Barkel	George Teologlou	Fabian Eilingsfeld	Anh Pham-Waddell
Storyboard the national sections for comment	Draft created, circulated for comment	Draft created, circulated for comment	On schedule for end Jan	Left voice message	resent email to <a href="mailto:iceaacanada@gmail.com">iceaacanada@gmail.com</a>	No progress, will start soon	White board draft, on schedule for end Jan	On schedule for end Jan
Draft national section for comment								
Adopt new national section for ICEAA CEBoK								

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## SCAF events

No	Date	Venue	Theme
2019/20			
2	19 <sup>th</sup> November	BAWA, Bristol	Joint workshop with OR society DSIG
3	11 <sup>th</sup> February	RUSI, London	Cost Management at the Portfolio Level
4	21 <sup>st</sup> April	Bristol Aerospace Centre, Bristol	SCAF Challenge
5	9 <sup>th</sup> June	Rolls Royce, Derby	June Workshop
6	July	Bath	Summer Reception
7	September	QECII, London	TBA
8	November	BAWA, Brisitol	TBA

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## Challenges and help needed

- Help with a European ICEAA workshop

# **eLearning Agreement Between CentralKnowledge and ICEAA Canada**

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## **Revenue Sharing Agreement**

This REVENUE SHARING AGREEMENT (“Agreement”) is effective as of the \_\_\_\_ day of \_\_\_\_\_, 2019 (“Effective Date”), by and between CENTRALKNOWLEDGE, a registered province of Ontario partnership (“CentralKnowledge”) and the *Canadian Chapter of the International Cost Estimating and Analysis Association Canada*, a non-profit association (“ICEAA Canada”), and CentralKnowledge and ICEAA Canada are sometimes individually referred to in this Agreement as a “Party” and collectively as the “Parties.”

This agreement expresses the terms and conditions between *CentralKnowledge* and The *Canadian Chapter of the International Cost Estimating and Analysis Association Canada* (ICEAA Canada) to develop educational and eLearning resources for ICEAA Canada. It also stipulates the terms of agreement between *CentralKnowledge* and its division, LearningSource, and ICEAA Canada. It presents the development and arrangements to deploy learning management resources and eLearning courses for ICEAA Canada.

### **Roles and Responsibility**

CentralKnowledge will be the exclusive eLearning course developer and will manage the learning portal for ICEAA Canada.

ICEAA Canada will participate by offering course suggestions and curriculum direction. They will also provide recommendations for course authors and subject-matter experts.

### **Revenue Sharing**

CentralKnowledge and ICEAA Canada agree to share equally in the revenue earned from the sale of the eLearning courses and any other related activities resulting from the activities on the ICEAA Canada learning portal and online learning environment.

Revenue will be split 50% between CentralKnowledge and ICEAA Canada.

### **Ancillary Costs and Expenses**

ICEAA Canada will be responsible for expenses and costs related to the development of anything associated to the educational resource and eLearning courses. These expenditures will be presented to ICEAA for approval.

### **Direct Intervention**

CentralKnowledge will design, develop, and deploy the eLearning courses. CentralKnowledge will also be involved with other educational activities/interventions. The agreement will include revenue sharing for these related activities (e.g. coaching, webinars, tutorials, etc.).



# **eLearning Agreement Between CentralKnowledge and ICEAA Canada**

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## **Licensing requirements**

Any content developed utilizing ICEAA Canada material and existing curriculum will be at the discretion of ICEAA Canada. The royalty and licensing fees is the sole responsibility of ICEAA Canada. CentralKnowledge will not be held accountable to pay for these financial obligations.

Royalty and licensing fees will be paid from ICEAA Canada's portion of the revenue sharing agreement.

## **Intellectual Property**

CentralKnowledge will develop the courses and content and fully retain the intellectual property rights as a result from assuming the developmental costs and risks.

CentralKnowledge retains the rights to the educational portal and commits to white labeling the portal with ICEAA Canada branding.

No restriction will be placed upon CentralKnowledge on the use of the content.

## **Course Author**

Course authors will be compensated at 8% for the first two courses and 10% for subsequent courses they author of the total course revenue as long as the courses are offered.

In the instance a CentralKnowledge course developer is an author, they will receive 10% royalty on the course revenue paid to the author above the revenue sharing agreement.

The course author royalty will be shared equally between CentralKnowledge and ICEAA Canada.

## **Commitment**

ICEAA Canada agrees to maintain the relationship with CentralKnowledge for 18 months after initial launch of the educational resource. Should ICEAA Canada cancel the agreement prior to the agreed timeframe, ICEAA Canada agrees to reimburse CentralKnowledge for development time and related material costs.

ICEAA Canada will commit to hosting the courses for 12 months upon the implementation of the eLearning courses on the ICEAA Canada educational resource. Should ICEAA Canada cancel the agreement prior to the agreed timeframe, it will reimburse CentralKnowledge for development time and related material costs.

## **Hosting**

ICEAA Canada will host the educational portal on an Internet host that can effectively support the online resources required to deploy the courses and related educational resources. CentralKnowledge will assist in the appropriate selection of a suitable host and payment transaction system.

# eLearning Agreement Between CentralKnowledge and ICEAA Canada

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ICEAA Canada will incur the costs for the hosting of the educational resources.

## **Revenue Collection, Payments, and Taxes**

ICEAA Canada will collect the revenue generated from the educational resources. CentralKnowledge will provide ICEAA Canada with revenue reports, registration enrollment reports, and author payment reports. ICEAA Canada will pay CentralKnowledge the appropriate share of revenue and earnings as stated in this agreement. ICEAA Canada will also pay authors the appropriate royalties as provided by the reports and as stated in this agreement.

ICEAA Canada is solely responsible for any tax obligations of earnings under this agreement. CentralKnowledge will only receive payment as an independent third party and will be responsible for their portion tax obligations.

## **Confidentiality, Non-Circumvention and Non-Disclosure**

All Parties agree that all information received from any other Party shall be used for the collective good of the transaction between the CentralKnowledge and ICEAA Canada and is not to be used in any way to:

1. Circumvent, eliminate, reduce or in any way diminish the role of the other Party;
2. Capitalize on, leverage, or in any way benefit individually and separately over the other Party from or by the use of said information outside of the spirit and purpose of this joint venture between the Parties;
3. Compete directly or indirectly with another Party. The intent is that recipient by receiving Confidential Information including investor names, customer lists, etc. from the disclosing Party will not use this information to compete with or circumvent the disclosing Party.
4. Disclose any and all internal discussion, dispute to any third unrelated party

Peter Weltman  
President  
ICEAA Canada

Ajay M. Pangarkar  
President  
CentralKnowledge

\_\_\_\_\_  
Signature

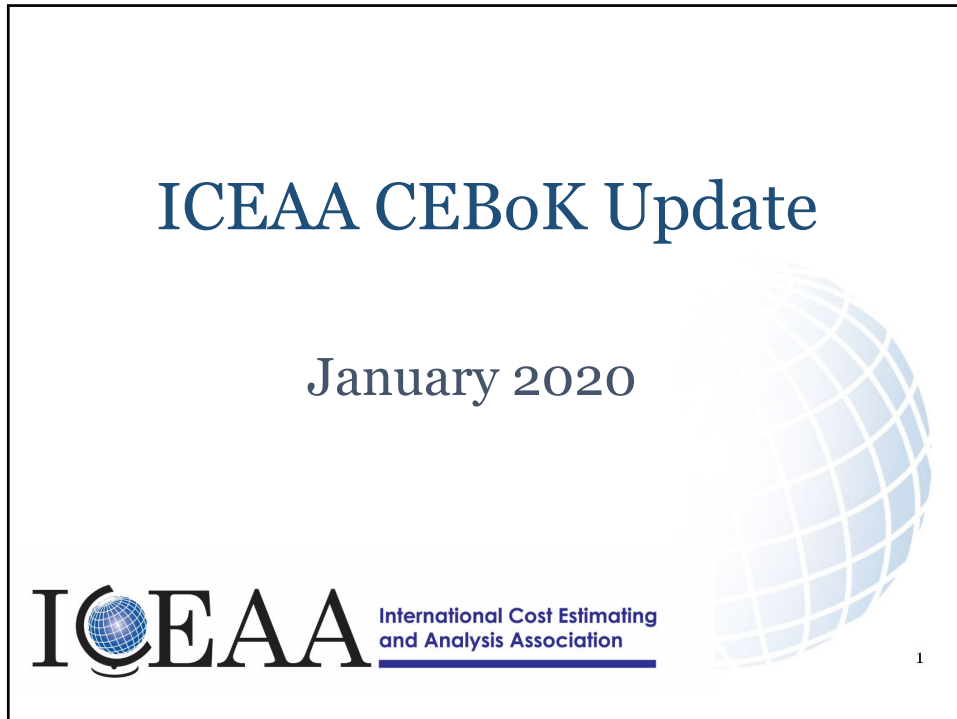
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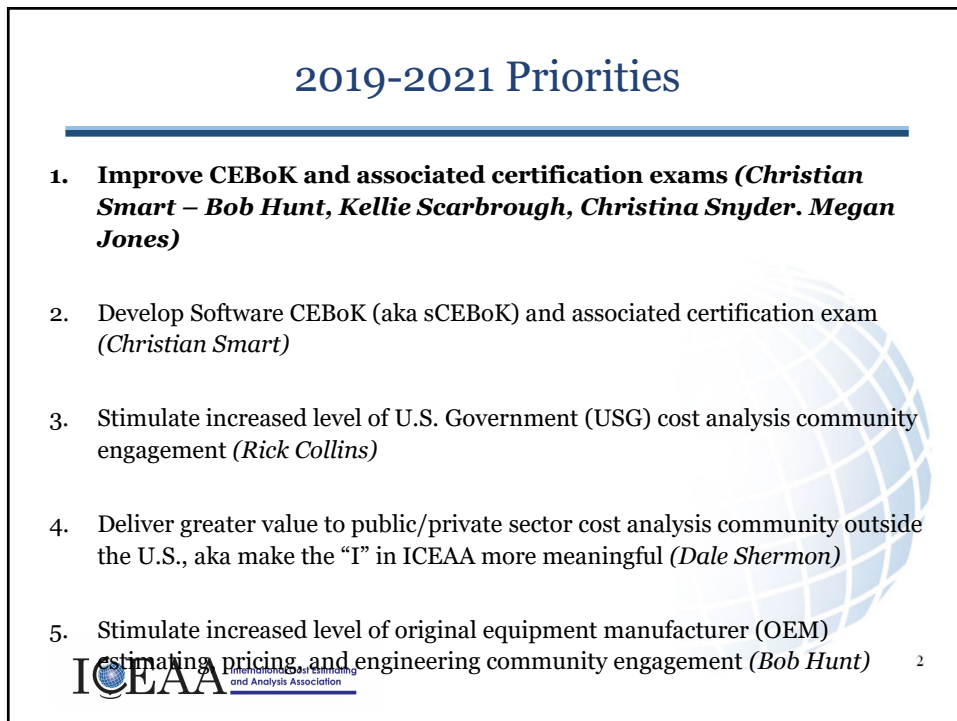
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ICEAA Canada e-Learning Contract  
Comments from Peter Weltman

- 1- Curriculum is loosely based on the table of contents for the CEBok. The materials for the moment are intended to be public domain- we will avoid using the CEBok materials. The objective is not to encroach on ICEAA's IP. The intro courses and subsequent courses are being authored by current and former ICEAA Canada board members and other ICEAA Canada members. For the moment, we have only developed an introductory course.
- 2- The courses will be made available to ICEAA Canada members at a discount, subsidized by ICEAA Canada. Pricing on more advanced courses has yet to be determined.
- 3- Cost is being determined. We are considering \$C299 (Ajay- pick a number that makes sense to you) for the intro course, with a \$250 subsidy from ICEAA Canada.
- 4- The revenue sharing model is effective for ICEAA Canada- we don't have to put up the full course development cost, and CentralKnowledge has an incentive to stay with us and make it successful.
- 5- The Chapter and CentralKnowledge have an excellent working relationship. The chapter does have sufficient funds to pay out CentralKnowledge for the development costs if the agreement doesn't work out.
- 6- I recruited the President of CK to the board of ICEAA when I learned what the company did. I felt that it was the next logical step in the development of ICEAA Canada and its ability to provide its members with ongoing professional development
- 7- We are seeking board approval to enter into the licensing agreement. Ideally, we would adopt and adapt the CEBok as it becomes available, and deliver it via this platform. We would also like to be able to deliver certification training and ongoing professional development through this platform. Future course content would be developed by qualified individuals who are either ICEAA certified or have comparable qualifications. In an ideal world, ICEAA would develop the content and ICEAA Canada would disseminate it via this platform to interested parties in Canada.
- 8- There will be a short demo offered at the Board meeting, and Peter Weltman will attend in order to answer questions
- 9- CentralKnowledge has put a significant amount of work into creating a learning strategy and an initial e-learning course, at its expense. The IP belongs to CK- any demo that may be shown to the Board must remain as a not for disclosure outside the meeting.

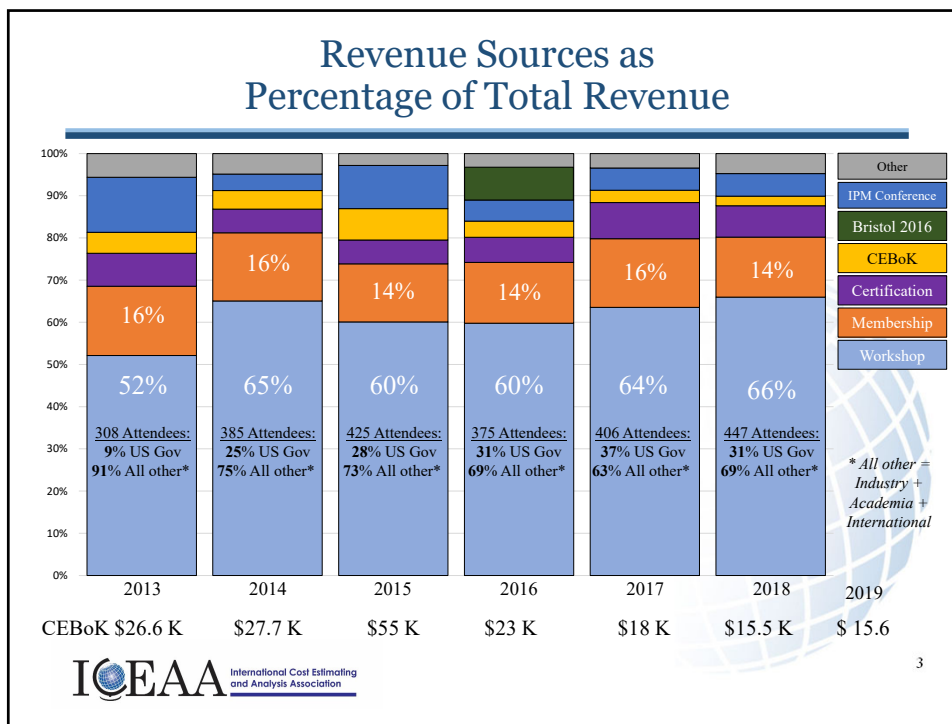


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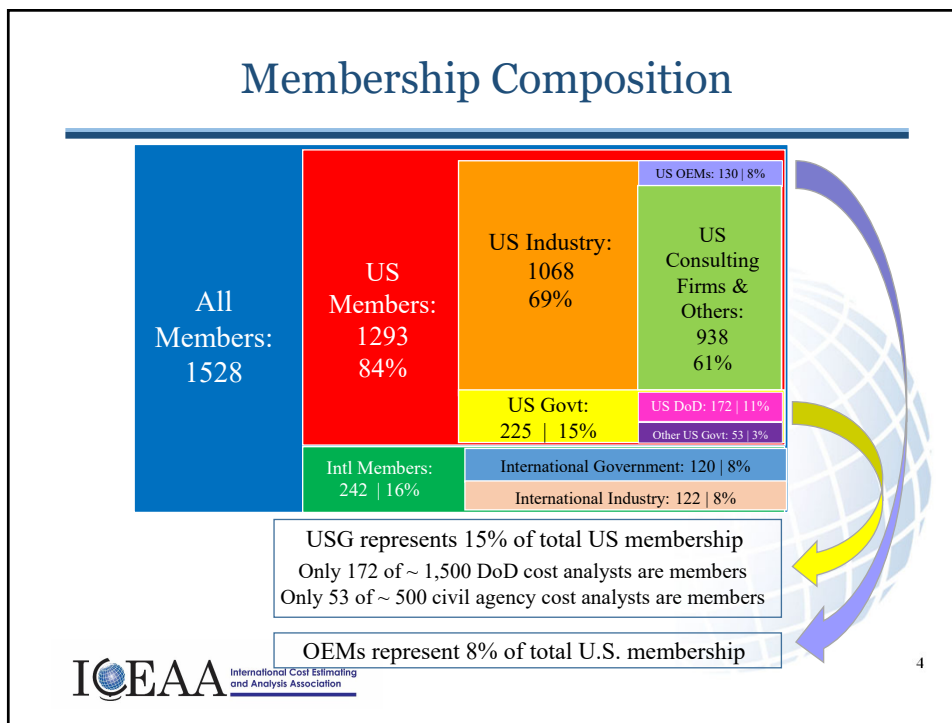


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## Priority 1: CEBoK Platform Update January 25, 2020



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## Priority 1: CEBoK Platform Update January 25, 2020

### CEBoK Plan

1. **Start where we are and development improvement plan as we go!**
2. Offer current CEBoK to all active members via a link off the ICEAA Web Page for 6 months at no cost, during this time we will:
  1. *Develop Lessons Learned*
  2. *Implement necessary changes*
  3. *Update platform if required*
  4. *Update Content as required*
  5. *Create "country" modules*
3. Options to sell CEBoK
  1. Dues increase (about \$20) and include CEBoK in the package ( $\$20 \times 1600 = \$3,200$ )
  2. Sell Annual subscription at \$ TBD with volume discounts
4. Develop
  - Communications plan



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# ICEAA BoD Report VP for Professional Development

Christian Smart  
25 January 2020



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## Agenda

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- Priority 1 – Improve CEBoK and certification
- Priority 2 – Develop SCEBoK
- Improving/revamping Conference Training

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# 2019-2021 Priorities



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## Focus on Delivering Greater Value

1. Improve CEBoK and associated certification exams (*Christian Smart*)
2. Develop Software CEBoK (aka sCEBoK) and associated certification exam (*Christian Smart*)
3. Stimulate increased level of U.S. Government (USG) cost analysis community engagement (*Rick Collins*)
4. Deliver greater value to public/private sector cost analysis community outside the U.S., aka make the "I" in ICEAA more meaningful (*Dale Shermon*)
5. Stimulate increased level of original equipment manufacturer (OEM) estimating, pricing, and engineering community engagement (*Bob Hunt*)

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## Progress to Date (5 Oct to 9 Jan)

### 1. (Priority 1). Improve CEBoK & associated certification exams

- Completed:
  - Cobec Consulting completes initial round of CEBoK wiki content improvement
  - Edited wiki to enable publishing, translation (e.g., to French), sale & distribution
- In Progress:
  - Reviewing wiki update (platform provided by MediaWiki)
  - Board should make high-level decisions about how to release platform ASAP, so that a plan can be selected and implemented by next meeting
  - Evaluation of online platforms to deliver CEBoK, training & certification exam underway
- CEBoK:
  - WikiDot
    - Very similar to MediaWiki with advantage that WikiDot offers more purchasable support
  - Questions for the board:
    - Charge separately for access to CEBoK or include in membership with a higher annual membership fee?
    - How long does subscription last?
    - Offer separate prices for ICEAA members vs. non-members?
    - Same log in/database for both the ICEAA member content and the wiki, or separate?

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## Progress to Date (5 Oct to 9 Jan)

### 1. (Priority 1). Improve CEBoK & associated certification exams

- Completed:
  - Testing Platform Evaluation:
    - We have gotten a demo from QuestionMark and Mettl
    - Recommend board vote to adopt Mettl as our online testing platform provider
  - Pricing:
    - Mettl has a lower price
    - \$3,000 set up and \$2,600 recurring cost per year
    - Mettl has AI proctoring capabilities we want in an online exam provider
  - Capability:
    - QuestionMark has better analytics
  - Recommendation – board vote to approve Mettl as our online exam provider
- Planned:
  - Once board approves, work with Mettl to roll out exam online in 2020
  - Start updating bank of questions after online format rolls out
- Major Milestones
  - Start providing exam online in 2020

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## Progress to Date (5 Oct to 9 Jan)

### 2. (Priority 2). Develop Software CEBoK (aka sCEBoK) & associated certification exam

- In Progress:
  - Decided proposal we discussed last board meeting did not meet our needs
  - Approached DAU about using their new software cost class as the basis for SCEBoK
  - Drafted MOA with DAU (see next slide)



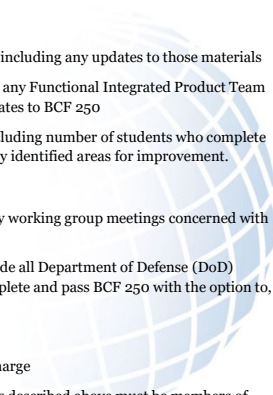
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## Progress to Date (5 Oct to 9 Jan)

### 2. (Priority 2). Develop Software CEBoK (aka sCEBoK) & associated certification exam

- Draft MOA with DAU
  - DAU
    - Provide full access to BCF 250 materials and related exam questions, including any updates to those materials
    - Provide an ICEAA representative with an advisory/non-voting role at any Functional Integrated Product Team (FIPT) or similar working group meetings concerned with future updates to BCF 250
    - Provide Metrics That Matter (MTM) statistics regarding BCF 250, including number of students who complete the course each fiscal year, any relevant ratings for the course, and any identified areas for improvement.
  - ICEAA
    - Provide a DAU representative with an advisory/non-voting role at any working group meetings concerned with commenting upon, accepting, or rejecting proposed sCEBoK content
    - Upon completion of sCEBoK and the related certification exam, provide all Department of Defense (DoD) acquisition professionals in the Cost Estimating career field who complete and pass BCF 250 with the option to, within one year of BCF 250 completion:
      - Receive a free, one-year license to sCEBoK
      - Take the certification exam associated with sCEBoK, free of charge
      - In order to receive these benefits, the acquisition professionals described above must be members of ICEAA. These individuals shall have the option to become ICEAA members at the discounted student rate (currently \$45/year) for the first year, if they join ICEAA within one year of BCF 250 completion.



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## Progress to Date (5 Oct to 9 Jan)

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### 2. (Priority 2) Develop Software CEBoK (aka sCEBoK) & associated certification exam

- Planned:
  - Recommend ICEAA board approve MOA
  - Obtain DAU approval of MOA
  - Work with Nesma to adapt BCF250 material into a SW CEBoK, with addition of some materials from the Nesma modules
  - Potentially hire a consultant to make the final product a cohesive product
- Major Milestones
  - Provide BCF250 training at San Antonio (two full days of material)
  - Roll out body of knowledge and exam in Fall 2020
- Challenges:
  - Significant change from previous plan, but will save ICEAA a significant amount of money

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## Progress to Date (5 Oct to 9 Jan)

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### 3. Workshop Training

- Completed:
  - Revamped training
  - Call for volunteers has been sent out to membership
- Planned:
  - Three tracks
    - Certification/CEBoK
    - Advanced Topics for Practitioners
    - SW CEBoK with BCF250 material (pending approval of MOA by ICEAA and DAU)
- Major Milestones
  - Implement new training plan for 2020

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## Progress to Date (5 Oct to 9 Jan)

### 3. Conference Training

- Courses offered:

CCEA Prep/Basics Track	CEBoK Module	Practitioner Track
Basics & Techniques (includes Parametrics)	1,2,3	Advanced Risk Analysis
Data	4	Modern Nonlinear Regression using Excel and R
Inflation	5	Schedule Risk Analysis
Learning Curves	7	R for Cost Estimators
Regression	8	Advanced EVM
Risk Analysis	9	Advanced Economic Analysis
Data Analysis, Probability, and Statistics	6, 10	Contractor Cost Data for DoD and NASA
Manufacturing Cost Estimating	11	Intro to Machine Learning
Software Cost Estimating	12	The Art and Science of Parametrics
Economic Analysis	13	
Contract Pricing and Cost Management	14, 16	
EVM	15	

#### BCF 250/SCEBoK - Outline

Software-Specific Cost Estimating Considerations & Map to GAO 12 Step Cost Estimating Process  
Software Development Paradigms  
Estimating Cost and Schedule for Developed Software  
Basic Estimating Equations for Effort and Schedule  
Measures of Size, Complexity, and Capability  
Economies & Diseconomies of Scale  
Use of Productivity Factors  
Capers Jones and Other Benchmarks  
Estimating Cost of COTS-Intensive and ERP Systems  
Estimating Cost of Post-Deployment Software Support

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## Certification Statistics (1 of 2)

- Overall certifications as of January 10, 2020:
  - CCEA® **791** (including 15 CCEA®-P) (796 as of 4/12/19)
  - PCEA® **229** (155 as of 4/12/19)
  - CPP **9** (9 as of 4/12/19)
  - Overall, **70%** of applicants taking the exam earned certification during 2019
- Re-certifications:
  - **86** Re-certifications in 2019 to date
  - 97 Re-certifications in 2018 (80 in 2017, 159 in 2016)
  - Annualized Recertification rate: 60% (86 of 141 eligible in 2018)
- Other Countries with Certified Individuals:
  - Australia – 7
  - Belgium – 1
  - Canada – 63
  - Egypt – 1
  - UK – 66
  - Japan – 1
  - Saudi Arabia – 1
  - Puerto Rico – 2

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## Certification Statistics (2 of 2)

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- Operational Status
  - 157 applicants tested in 2019 (136 in 2018, 133 in 2017)
  - Of the 157, 121 were from consulting companies, 36 from government (8 USAF, 9 US Navy, 1 US Army, 2 DCMA, 1 DoE, 11 Canadian Gov, 3 NCIA, 1 Census Bureau)
  - 37 are currently registered to take the exam: 19 from consulting companies and 18 from government (1 US Army, 1 US Marines, 16 UK MOD)



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**MEMORANDUM OF AGREEMENT**  
**between the DEFENSE ACQUISITION UNIVERSITY (DAU)**  
**and the INTERNATIONAL COST ESTIMATING AND ANALYSIS ASSOCIATION (ICEAA)**  
**[date]**

***Purpose***

The purpose of this Memorandum of Agreement (MOA) is to define terms under which the parties shall collaborate for the mutual benefit of the software cost estimating community.

***Background***

The mission of DAU is to provide a global learning environment to develop qualified acquisition, requirements and contingency professionals who deliver and sustain effective and affordable warfighting capabilities.

ICEAA is a 501(c)(6) international non-profit organization dedicated to advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis, through the use of parametrics and other data-driven techniques.

DAU has recently developed a course in software cost estimating, BCF 250. ICEAA is currently developing a software Cost Estimating Body of Knowledge (sCEBoK), a related professional certification, and associated certification exam. The parties agree that there is the potential for both organizations to benefit if BCF 250 materials are leveraged to create sCEBoK materials.

***Responsibilities***

**DAU**

- Provide full access to BCF 250 materials and related exam questions, including any updates to those materials
- Provide an ICEAA representative with an advisory/non-voting role at any Functional Integrated Product Team (FIPT) or similar working group meetings concerned with future updates to BCF 250
- Provide Metrics That Matter (MTM) statistics regarding BCF 250, including number of students who complete the course each fiscal year, any relevant ratings for the course, and any identified areas for improvement.

**ICEAA**

- Provide a DAU representative with an advisory/non-voting role at any working group meetings concerned with commenting upon, accepting, or rejecting proposed sCEBoK content
- Upon completion of sCEBoK and the related certification exam, provide all Department of Defense (DoD) acquisition professionals in the Cost Estimating career field who complete and pass BCF 250 with the option to, within one year of BCF 250 completion:
  - Receive a free, one-year license to sCEBoK
  - Take the certification exam associated with sCEBoK, free of charge
- In order to receive these benefits, the acquisition professionals described above must be members of ICEAA. These individuals shall have the option to become ICEAA members at the discounted student rate (currently \$45/year) for the first year, if they join ICEAA within one year of BCF 250 completion.

Both Parties

Both parties shall coordinate by phone and/or email, at least monthly, to discuss progress regarding their respective responsibilities described above.

***Points of Contact***

The DAU point of contact is Sharon Jackson, [insert title and contact info]

The ICEAA point of contact is Rick Collins, [insert title and contact info]

Each organization may establish a new POC at any time.

***Duration of Agreement***

This Memorandum of Agreement will be in effect for five years from the date of last signature. Approximately six months before expiration, both parties will discuss expiration or renewal, based on an assessment of the continuing value of the Agreement to both parties. The Agreement may be terminated, upon 30 days' notice, upon written notification by one party to the other.

***Signatories:***

for DAU:

for ICEAA:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## Priority 3 (USG Engagement) Progress Report

Rick Collins  
25 January 2019



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### 19 Oct 2019 – 25 Jan 2020 Progress

- Completed:

- Re-affirmed USG cost executive support for Govt Day concept in San Antonio
  - Sought and gained four dimensions of commitment from these leaders
    - Willingness to be an active participant on 11 May (i.e., Govt-only day) and 12-14 May (during the Tues/Wed lunch and Thurs closing session open to all) as a speaker, panelist and/or moderator;
    - Willingness to play an active role in planning the day's agenda
    - Willingness to encourage/approve x number of your staff to attend; and
    - Willingness to encourage other organizational leaders and their staff to participate (if applicable) (e.g., Rick Burke encouraging Service Cost Centers (SCCs) and SCC directors encouraging SYSCOM cost shop directors)
  - Leaders committed to date
    - Rick Burke (OSD CAPE/CA)
    - Jen Rose (NRO)
    - Katie Geier-Noreiga (DHS) & Steve Ho (DOE/NNSA)
  - Drafted strawman agenda (combination of senior leader presentations & panel discussions designed to enable interactive discussion-oriented break-out sessions)
    - Important work remains in route to agreed-upon agenda

- In Progress:

- Soliciting commitment of other cost leaders (includes follow-ups with leaders Jen Rose contacted prior to 19 October BOD meeting and initial contacts with others)

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## Priority 3: USG Engagement January 25, 2020

### Looking forward from 25 Jan

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- Planned:
  - Collaborate with Govt execs to refine Govt Day agenda
  - Collaborate with Govt execs to design Tues (lunch), Wed (lunch) & Thurs (last session) panel sessions
  - Explore topics/dates for future sessions of Engage.Collaborate.Advance Webinar Series with potential senior USG panelists
    - Series aligns with following Create a Community of Collaboration enabler, i.e., *"Establish web-based forum for routine, real-time exchange of ideas, including but not limited to follow-on dialog stimulated by collaboration events"*
  - Explore of CCEA equivalency or partial equivalency for DAWIA certification
- Major Milestones (date as of 19 Oct 2019 board meeting)
  - Coordinated Govt Day agenda -- ~~15 January~~ 28 Feb
  - Coordinated Govt panel session design (topic & composition, including moderator) -- ~~31 Jan~~ 28 Feb
  - Plan/announce next Engage.Collaborate. Advance Webinar Series session for ~~15 Jan~~ 15 April -- ~~11 Dec~~ 15 Mar
- Challenges:
  - Achieving Govt exec consensus on Govt Day agenda & panel session design

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# ICEAA Canberra Report

7 January 2020

## Board of Directors:

President: Anh Pham Waddell  
Vice President: Robert Janik  
Treasurer: Kimberley Rowlands  
Secretary: Tracey CLAVELL  
Board elected: July 2018

## Upcoming Events:

March 2020 – Quarterly member meetings and presentation

Presenter:

- Anh Pham Waddell, presenting on Force Structure Plan 2019 Cost Assurance Efforts
- Teresa Blair, presenting on cost enterprise in Defence (TBC)
- PRICE System, presenting on parametric costing tool for capability life cycle costing (TBC)

Location: Russell Office R1 Theater; Date to be confirmed

## Recent Events:

October 2019 ICEAA Canberra Quarterly Meeting and Presentation

- Mr Dale Shermon, presentation on *Critical national infrastructure (CNI): The cost of vulnerability and Achieving effective supply chain tender assessments*

November 2019 Extraordinary member meeting with ICEAA President and Cost Analysis experts from Technomics

- Mr Rick Collins, presentation on *Data Collection, Normalisation & Organisation*
- Mr Paul Hardin, presentation on *Operating & Support Cost Estimating*

## Member Outreach:

- ICEAA Canberra completed a member survey in the 2<sup>nd</sup> quarter of 2019 to obtain members' suggestions for topics of interest for discussion during quarterly meeting and identified areas for improvements.
- Quarterly meetings will be organized in Mar, June and September 2020 with high profile presenters

# ICEAA Canberra Report

7 January 2020

## Member Recognition:

- The new ICEAA Canberra board would like to express our sincere thanks to Ms. Tracey CLAVELL for her efforts in being a professional and enthusiastic president of the Chapter during the past term.
- ICEAA Canberra also would like to acknowledge the time and effort that Mr. Daniel Verwoert has been investing in developing and maintaining the ICEAA Canberra website.

## Other:

ICEAA Canberra Board is preparing information as guided by Ms Megan Jones to coordinate a workshop Australia for 2021.

## ICEAA

The International Cost Estimating and Analysis Association (ICEAA) is a nonprofit organization that strives to promote and enhance the profession of cost estimating and analysis with the primary goal of fostering the professional growth and development of our members in cost estimating, cost analysis, and allied fields.

### ICEAA Canberra Chapter

The Canberra Chapter is specifically dedicated to members of ICEAA who live and work in Australia. Our goal is to connect local members to the international ICEAA organisation and to provide opportunity for professional training, development, support and networking for members through a variety of activities and events.

#### Vision:

- To promote the profession it represents and to offer membership services which support their professional growth.
- To open networks for our members and support networks.

#### Mission:

- To develop and maintain quarterly meeting in March, June and September in order to promote member networking and professional development.
- To engage with senior leaders internal and external to Defence in order to increase ICEAA visibility and support
- To establish an online forum in order to provide our members access to ICEAA global networks

#### Forward Work plan to 2020

Year	Month	Activity	Status
2019	June	Quarterly Meeting	Completed
	October	Quarterly Meeting	Completed
		Board members discuss results of recent Survey for solutions identifications and task allocation	
	November	Extraordinary Meeting with ICEAA President and members from ICEAA Washington DC on 21st November 2019	Completed
2020	Jan	Coordinate members and relevant stake holders comments on Australian country-specific contents of CEBok	
	February	Board members discuss requirements for coordinating ICEAA conference in Australia in 2021 for task allocation	

		Coordinate ICEAA Certificate exam for registered members	
	March	Quarterly Meeting - Presentations	
		ICEAA Canberra board update on solutions to improve the Chapter	
		ICEAA Canberra board update on preparations for ICEAA conference in 2021	
	June	Quarterly Meeting - Presentations and ICEAA Challenges activity	
		ICEAA Canberra board update on preparations for ICEAA conference in 2021	
	September	Quarterly Meeting - Presentations	
		ICEAA Canberra board update on preparations for ICEAA conference in 2021	
		Process for the 2021-2023 ICEAA International Board Election	
	December	End of year event get together	
		ICEAA Canberra board update on preparations for ICEAA conference in 2021	

# ICEAA Central Virginia Chapter Report

January 25, 2020

## Board of Directors:

President: Nicole Robertson, Tecolote  
Vice President: Cortney Collins, Tecolote  
Treasurer: Paul Neubert, NSWCDD Code V21  
Membership Director: Katie Barbre, NSWCDD Code V21  
Secretary: Cat Dodsworth, Technomics  
Board elected October 1, 2019

## Upcoming Events:

- **January 31, 2020** – Chapter BoD Sync Up
- **TBD** – FY2020 Second Quarter Membership Meeting
- **TBD** – Voting opens for Chapter Logo
- **February 29, 2020** - Host C/PCEA Exam
- **TBD** – ICEAA Central Virginia Chapter Second Quarter Networking Social in Dahlgren Virginia.
- **March 21, 2020** - Host C/PCEA Exam
- **TBD** – Presentation/Training practice for Workshop

## Recent Events:

- **November 12, 2019** – Fiscal Year (FY) 2020-2021 Board of Directors Leadership Kick-Off
- **November 22, 2019** – FY2020 First Quarter Membership Meeting
- **January 16, 2019** – Voting opened for Chapter Motto

## Member Outreach:

- Incentivize participation from within the NAVAIR cost community
  - Two of the four quarterly meetings of the fiscal year will be hosted at the Tecolote Pax River office
  - One Networking Social will be hosted in Lexington Park, MD
  - Impact so far: 3 NAVAIR civilians have asked to join the CVA Chapter distro list

## Member Recognition:

- CVA chapter membership submitted six abstracts (and were approved!) for the 2020 Professional Development & Training Workshop

## Other:

- To expand brand recognition and our footprint the Central Virginia Chapter will be voting on a motto and logo that will be included in future chapter announcements and product submissions.

# ICEAA Detroit Chapter Report

January 14, 2020

## Board of Directors:

President: David Holm

Vice President: Jennifer Flanagan

Secretary: Dan Germony

Training: Patrick McCarthy

Social Events: Brandon Bryant

## Events:

- The 5<sup>th</sup> annual Ground Vehicle Cost Working Group Summit was held on 29-31 Oct 2019 at the U.S. Army TACOM to promote cost analysis data, policy and methodology interchange between Government and Industry. The event had 187 Government and Industry cost estimators and finance personnel from OSD CAPE, DASA-CE, AMC, PEO GCS, PEO CS&CSS, MARCORSYSCOM, DCMA, DCAA, GDLS, BAE, Oshkosh Defense and Vigor Works come together to discuss current and proposed cost data collection policies as well as demonstrate new data environment and cost estimating tools being used across ground vehicle programs. Dr. Richard Burke, OSD CAPE Deputy Director for Cost Assessment, gave opening remarks highlighting the implementation of the National Defense Strategy, implications of the Bipartisan Budget Act and the Adaptive Acquisition Framework. Ms. Jennifer Bowles, OSD CAPE Director Land and Naval Warfare Cost Analysis Division, discussed the changes to acquisition and cost estimating laws and policies and Mr. Steve Loftus, Director Cost Review Board, DASA-CE provided an update on DASA-CE's role on cost reporting on Army programs, the efforts to migrate LMP data into OSMIS and how DASA-CE is going to review cost estimates for Army CFT Lines Of Efforts. MG Brian Cummins, PEO GCS, Mr. Al Grein, CCDC GVSC and COL Warren Sponsler, NGCV CFT, provided organization overviews and their Lines of Efforts in support the Army's Modernization Strategy.
- We kicked off this year's ICEAA certification training on Wed Jan 8 and will run every Wed through mid-April with the exam tentatively scheduled for April 23rd. Representatives from BAE, U.S. Army TACOM and Red River Army Depot are participating in this training session. Instructors for the modules include: Brandon Bryant, Patrick McCarthy, Karen Kunkler, Dan Germony, Trevor Van Atta, Reese Bergeron, Crystal Rudoff, T. Staffin and Ted Harless.

Member Outreach: Planning is underway for spring and summer events.

Member Recognition: None this reporting period.

## Other Items:

- Membership is currently at 20, slightly up from 18 as of April 2019.
- Submitted the names of David Holm and Dan Germony to Mike Thompson for the Mentor/Mentee program for the Best Paper Committee.

# ICEAA New England Chapter Report

6 Jan 2020

## **Board of Directors:**

President: William Lane

Vice President: Jon Lister

Treasurer: Denise Saltojanas

Secretary: Andrew Walker

BOD members: Kelly Kane, Sheila Nicholson, James Campbell, Annie Bagay

Board elected: 1-Oct 2019

## **Upcoming Events:**

-Winter Luncheon Event (Speaker TBD, Topic TBD)

-Spring Luncheon Event (Speaker = Regional Director, Arlene Minkiewicz, Topic TBD)

-2nd Annual ICEAA NE Golf Outing and BBQ (June 2020)

-Fall Luncheon Event (Speaker TBD, Topic TBD)

-Half Day Workshop & Social Event Oct/Nov 2020...planning to build on success of 2018 / 2019

## **Recent Events:**

-Continued compiling statistics on our events. Continued trends reported in late 2019

Event	Location	Total
June 2017 - Victoria Galvin - OSA	MITRE	15
July 2017 - MITRE Cloud Migration	MITRE	19
Nov 2017 - MITRE Cost Facts	MITRE	18
Mar 2018 - AFCAA/FMCIH Chief	Tecolote Research Conf Facility	46
June 2018 - MIT Professor	Hanscom Chapel Annex	37
Oct 2018 - Speaker & Fall Social	Hanscom Commons Ballroom/Waxys	45
Dec 2018 - Workshop & Brewery Tour	Hanscom Conf Center & Harpoon Boston	58
Apr 2019 - Babson Professor	Hanscom Commons Ballroom	48
Jun 2019 - 1st Annual Golf Tourney & BBQ	Hanscom Commons Ballroom/Waxys	43
Aug 2019 - ACEIT PM Speaker	Tecolote Research Conf Facility	47
Oct 2019 - MITRE Speaker	MITRE	35
Dec 2019 - Workshop & Brewery Tour	Hanscom Conf Center & Harpoon Boston	80

**-Luncheon Apr 2019:** Rick Cleary, Chair, Division of Mathematics and Science, Babson College, *"Big Ideas in Mathematics and Sports"*

**-1<sup>st</sup> Annual ICEAA New England Golf Tournament & BBQ Jun 2019**

**-Luncheon Aug 2019:** Melissa Cyrulik, ACEIT PM, *"ACEIT 8.0 New Features Overview & Demo"*

**-Luncheon Oct 2019:** Dan Ward, MITRE, *"Robots on Mars: What NASA can teach us about Investment Portfolios"*



# ICEAA New England Chapter Report

6 Jan 2020

## **-ICEAA New England Half Day Workshop & Harpoon Brewery Tour Trip, 12/5/2019;**

There were two tracks of topics, allowing for the attendees to pick and choose their focuses. Topics included Agile Software Estimating, SW Factory estimating, Aircraft estimating and Cloud estimating; increased attendance from 58 in 2018 to 80 this year. We also had a Deputy PEO (Hanscom AFB) as keynote speaker. Huge success!

## **Member Outreach:**

-Happy to report that the outreach efforts of our BOD have resulted in the membership rising from 56 (Sep 17) to peak of 94 (Apr 19) which was our highest membership level since Feb 2014. Currently at 85 members (Dec 19)

-Additional efforts are still being made to reach out to the companies who aren't based at Hanscom AFB, though increasing their involvement remains our biggest challenge; some success with workshop attendance in December (1 PRICE, 1 Galorath, 1 BAE, 1 Collins Aerospace attendee)

## **Member Recognition:**

-4 ICEAA Workshop 2020 papers submitted/accepted. Writers/Speakers = William Lane, Alex Smith, Kyle Davis, Jen Lee, Liz Ashwood, Trevor Michelson, Kristen Marquette

-Working to develop ICEAA New England Awards program for spring 2020

## **Other:**

-N/A

# ICEAA Region 4 and St. Louis Gateway Chapter Report

January 25, 2020

## St. Louis Gateway Chapter Report:

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The Gateway chapter needs a leadership change to encourage enthusiasm and reinvigorate the population within the area. 1Q2020 is the target for initiating that action. The key focus needs to be on being a chapter that is not one-dimensional (i.e., Boeing Estimating-function centric). The focus will be outreach to government personnel in the DCMA/DCAA offices, other industry partners, and industry consultants. The geographic and competitive challenge that we have faced in the recent past is:

- 1) Geography – Scott AFB has a large population of similar interest/skilled personnel. The ASMC chapter is active there and has minimized our ability to make inroads. The 50+ mile gap and the active professional organization is a challenge
- 2) Applicability beyond Government Business – successfully developing and identifying topics/networking/learning opportunities that appeal to professionals not directly engaged with the government needs some creativity
- 3) Narrow view of “Estimating” – this chapter has been dominated by Boeing and consistently focuses on Estimating from the “acquisition” perspective

The opportunities that can help re-energize the chapter are:

- 1) Professional population transformation – increased DCMA/DCAA footprint, establishment of the next National Geo-Spatial Agency facility
- 2) Establishing a larger tent philosophy – creating an opportunity to bring in Engineers, Rates & Forecasting modelers, and Data Analytics SMEs to expand the view of the organization
- 3) Enhance the Technical-Financial Linkage – try to promote an environment that always emphasizes the balanced understanding of technical and financial knowledge and the importance of that balance in all cost estimating and analysis

A new chapter leadership that reflects the needs of the different subsets of the population can leverage the existing chapter funds to host events that can create the necessary momentum.

**Help needed:** St. Louis region points of contacts for companies/agencies.

## Region 4 Status:

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I need to increase my engagement with the various chapters in the region and intend to accomplish that prior to the 2020 National Workshop.

# ICEAA Region 4 and St. Louis Gateway Chapter Report

January 25, 2020

## Boeing Enterprise Focus:

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We are having serious conversations about the role of ICEAA within Boeing. I continue to emphasize that ICEAA provides value to the Estimating and Engineering communities across the Boeing Enterprise. The challenge is expanding the base that is involved, differentiating ICEAA from other professional organizations, and capturing an organizational dividend. In the end we need to figure out a better means for Boeing employees to both learn and contribute. For the first half of 2020 I will be bringing the current Director of Estimating for BDS, Barb Wilson, into various engagement opportunities. The intent is to help recover the Boeing participation level and provide ICEAA with a more explicit value proposition from the OEMs to ensure that we are providing the professional environment to reach a broader population.

# ICEAA Region 6 and Lone Star Chapter Report

January 25, 2020

ACTIVITIES: In October 2019 the Lone Star Chapter hosted a social networking event in DFW and a training and professional development workshop in San Antonio. The workshop attracted some new members and new interest in ICEAA as well as giving some members an opportunity to earn CEUs toward recertification. Many thanks to Bob Hunt and Cynthia Prince for making this a successful event.

PLANS: At this time the Lone Star Chapter does not plan to hold elections for new officers however the chapter will continue to plan and conduct ICEAA events for interested members, non-members and potential members. At this time it is envisioned that the chapter will conduct a couple of all-day workshops, lunch telecons and evening socials in the DFW area and other cities within Region 6.

OPERATIONAL MODEL: A core group of active and interested members who do not wish to serve as officers under the current chapter model will explore alternate operational concepts that can effectively serve their needs and continue to provide benefits to the other active and interested members of Region 6. I will coordinate closely with the IBoD and other ICEAA colleagues on how this operational concept effort proceeds.

CHAPTER FUNDS: The Lone Star Chapter is preparing a financial report, planning to close the chapter account and transfer funds to the IBoD by the end of January. Please advise on the process of accomplishing this.

FEEDBACK: Please let me know if you have any comments, questions, ideas or advice about this report, significant or trivial. Thanks!

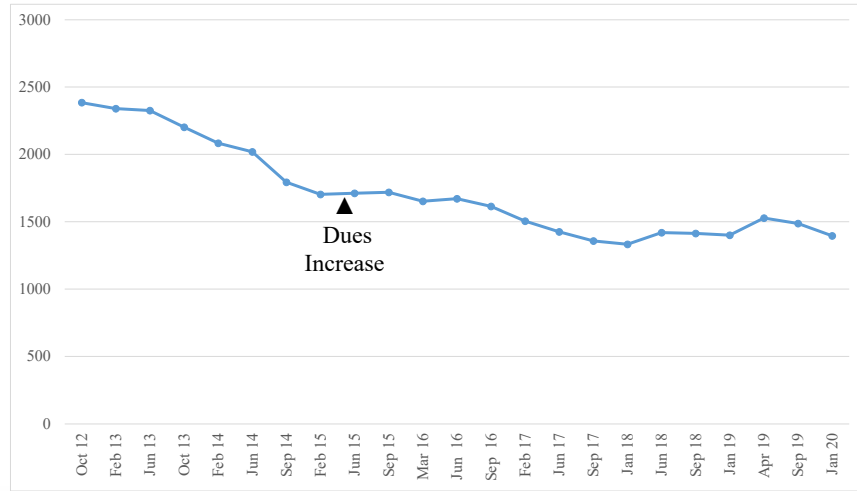
## ICEAA Membership 2014-2020

	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	Jan 19	April 19	Sept 19	Jan 20
TOTAL MEMBERSHIP	1794	1703	1712	1719	1652	1672	1614	1505	1426	1358	1333	1420	1414	1401	1528	1488	<b>1398</b>
Atlanta	10	11	10	7	6	4	3	4	4	4	4	4	5	4	5	4	5
Australia						47	43	42	51	50	48	58	60	60	60	51	45
Baltimore	31	30	27	26	20	23	24	22	18	15	13	18	17	17	20	13	13
Canada			24	48	58	60	74	51	55	61	56	56	66	57	63	80	85
Central Florida	28	21	21	21	25	27	25	23	20	16	17	19	15	15	16	21	21
Central VA	21	22	23	24	26	26	26	24	23	24	23	22	26	28	30	32	32
Dayton OH	63	60	76	73	70	70	70	63	58	47	47	51	52	51	55	44	41
DC Metro	430	429	408	397	375	377	370	359	348	336	345	356	354	367	451	476	461
Detroit	10	8	8	9	10	10	9	8	8	10	12	14	13	18	18	18	19
Greater Alabama	63	68	80	83	75	80	76	73	60	56	53	57	53	53	48	41	40
Hampton Roads VA	22	20	19	19	17	19	19	21	21	21	18	17	16	14	15	14	14
Houston	15	14	13	16	16	15	15	10	10	9	9	10	10	10	10	10	12
Lone Star TX	24	27	27	27	25	26	27	23	20	19	15	15	16	15	15	12	10
Mid-Atlantic	11	12	13	16	13	13	11	13	13	15	15	16	14	14	16	13	14
New England	83	76	87	82	79	82	81	77	72	56	62	81	87	92	95	91	85
Northwest	124	110	119	130	127	108	78	63	46	36	33	34	31	28	27	18	17
Northwest Florida	15	15	19	16	14	13	12	10	8	7	7	8	18	18	18	21	13
Pike's Peak	31	32	28	27	22	22	25	23	21	22	23	23	21	17	23	22	21
Rocky Mountan / Denver	23	25	27	23	23	27	21	21	18	13	10	11	8	8	9	7	9
San Antonio TX	5	4	6	5	5	5	5	4	4	2	1	2	2	3	4	4	4
San Diego	38	40	45	45	43	47	48	41	40	40	39	46	41	39	40	37	35
So Cal	151	149	150	148	145	140	134	123	120	117	111	118	110	111	117	102	88
St. Louis Gateway	35	30	31	31	30	32	30	30	24	20	16	21	23	22	22	14	14
Twin Cities	9	9	6	6	7	7	6	7	7	7	7	6	7	7	6	6	6
At Large/No Chapter	442	441	445	440	369	392	382	370	357	355	349	357	348	332	345	336	293

# ICEAA Membership 2014-2020

	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	Jan 19	Apr 19	Sept 19	Jan 20
TOTAL MEMBERSHIP	1794	1703	1712	1719	1652	1672	1614	1505	1426	1358	1333	1420	1414	1401	1528	1488	<b>1398</b>
BAE							22	26	26	24	24	23	26	23	25	22	19
BAH		79	76	82	84	81	75	61	59	64	71	68	64	63	58	60	55
BMT									15	14	15	10	9	9	8	4	4
Boeing		173	177	174	166	145	100	90	69	58	53	65	68	64	60	40	31
Cobec		20	19	21	16	16	16	18	21	22	27	26	27	33	34	36	38
Deloitte		17	17	20	17	17	14	9	7	8	16	17	17	17	13	10	12
Galorath						14	18	18	21	18	15	18	18	18	21	20	18
Herren										12	12	10	13	12	14	25	26
Kalman & Company, Inc.													11	12	13	14	13
KPMG												15	15	14	14	12	11
Lockheed Martin		42	43	42	39	40	39	35	31	27	24	26	25	23	20	19	16
MCR		27	28	28	24	29	27	22	25	23	22	25	22	23	26	23	22
MITRE		27	26	24	25	24	24	23	22	21	21	20	19	15	16	13	12
Northrop Grumman		29	31	33	30	31	30	25	25	23	23	26	24	19	21	19	19
PRICE						19	18	17	17	12	11	16	14	14	17	12	12
Quantech Services												21	38	42	50	49	47
Raytheon		14	14	15	14	15	16	16	15	15	14	13	12	13	14	14	11
TASC/Engility												18	12	10	6	4	3
Technomics		71	78	62	62	63	60	58	62	47	54	71	56	64	137	159	165
Tecolote		104	113	109	102	112	112	106	103	87	85	99	95	102	110	105	99

### State of the Association: Membership Trends 2012-2020



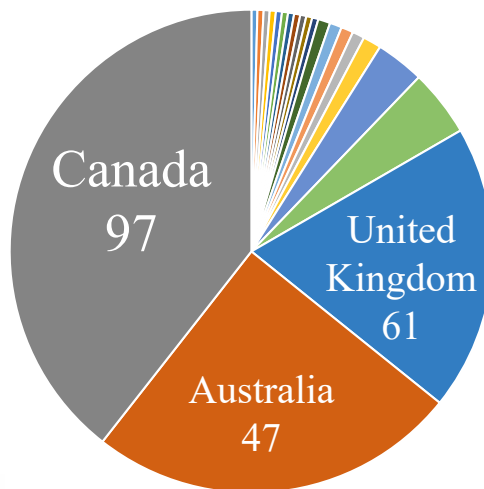
**ICEAA** International Cost Estimating and Analysis Association

as of January 10, 2020

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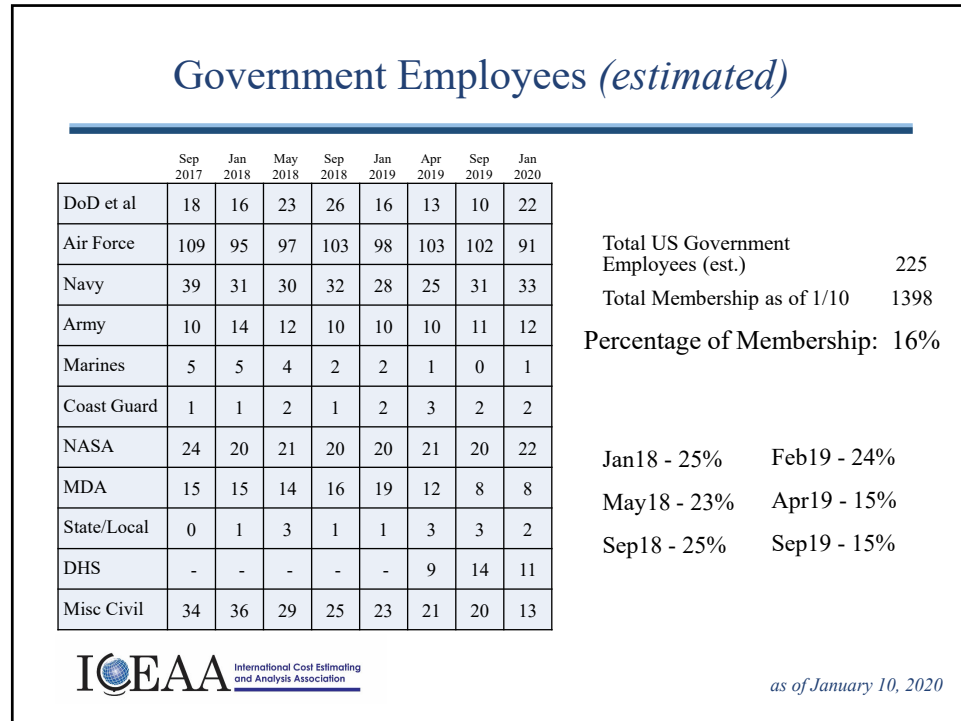
### State of the Association: International Membership

47	Australia
1	Belgium
97	Canada
2	China
1	Columbia
2	France
8	Germany
1	Italy
3	Japan
1	Mexico
11	Netherlands
2	New Zealand
1	Norway
1	Oman
1	Philippines
1	South Africa
2	South Korea
1	Spain
1	Sri Lanka
61	UK
1	United Arab Emirates

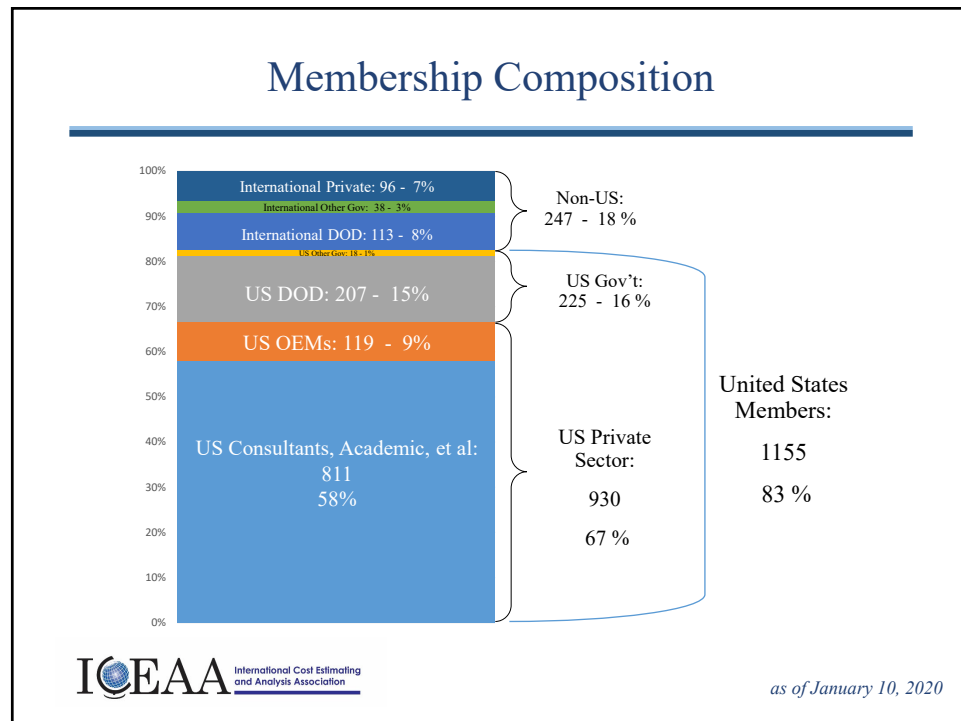


as of January 10, 2020

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## New Demographics!

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In what year did you start your cost career?

142 responses | 10% of membership answered

Average: 2009 | Most frequent: 2019

Gender identification:

35 responses | 2.5% of membership answered

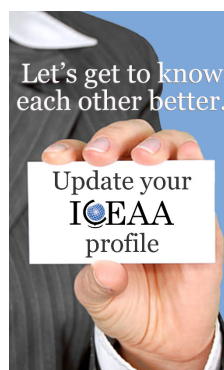
Male: 25 | Female: 7 | Other/NA: 1

Write-in Information:

Company Name: 554 responses

Company Acronym: 274 responses

Job Function: 648 responses



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## Europe Workshop in 2020

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- Contacted RoomTrust, the event management company that assisted us in 2016 for Bristol
- They reviewed options in Haarlem (including the Philharmonie), Amsterdam, The Hague, Brussels, and Antwerp
- Best prices from Antwerp. ~1 hour train from both Amsterdam and Brussels



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## Europe Workshop in 2020

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### Quick Math:

• Antwerp Hotel cost average:	€ 34,000	\$ 38,000
• Bristol AV Charges:	£ 8,000	\$ 10,500
• Approx. Service Charge (est. 20%):		\$ 7,600
• VAT estimate (20%)		\$ 9,120
• Room Trust services:		\$ 5,000
• Marketing, Staff, uh-oh padding:		\$ 5,000
		<hr/> \$75,220 ish



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## Europe Workshop in 2020

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- At €700 per attendee, we would net around \$750 (less conversion and bank fees)
- Break even would be 100 attendees.

### Concerns:

- We got 115 attendees in Bristol 2016, even with a high number of ICEAA members in the UK, and the event located near the MOD offices
- The Nesma event in 2019 barely had 100 attendees
- We have less than 20 email addresses for members living in Europe

I do **not** recommend planning for an  
International Workshop in Europe for 2020.



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## 2022 Workshop in Pittsburgh

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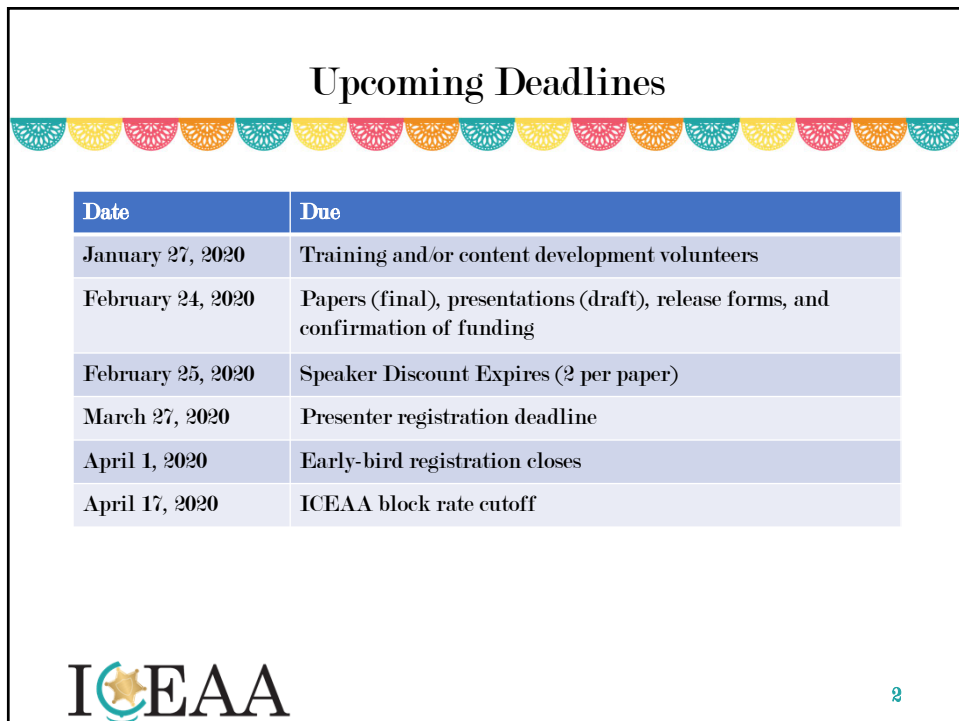
May 17-19, 2022  
Wyndham Grand Pittsburgh

- ICEAA Block Rate: \$169  
(May 2020 per diem \$126)
- Everything will fit on one enormous floor  
AND have room to grow
- F&B minimum: \$65K (*lower than we  
could possibly feed 500 people with*)
- Registration area named “Kings Landing”





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### Progress To Date



- Papers Program (**Karen Mourikas**, Chair)
  - 110 abstracts accepted
  - 70 papers scheduled (six slots lost to closing general session, slots frequently left open anyway)
  - Accepted & wait-listed authors notified
  - Track assignments coming soon
- Training Program (**Kellie Scarbrough**, Chair)
  - Schedule drafted and streamlined
  - Deadline to volunteer for training and/or content development: January 27



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### Progress To Date



- Association Awards (**Erin Barkel**, Chair)
  - Nomination open until March 16
  - Assembling review committee
- Best Paper Awards (**Mike Thompson**, Chair)
  - Instituting Mentorship Program: experienced judges select or are assigned a new judge
  - Mentor & Mentee's votes count as one to encourage collaboration



4

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## May 11 is US Government Day



- U.S Federal Government Day (**Jennie Leotta**, Chair)
  - Continued progress toward commitments and active planning participation from government leaders
  - Coordinating with Rick and other leaders to determine schedule and content

### BoD Reminder:

The Workshop BoD Meeting will be Friday, May 15<sup>th</sup>!



5

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## Secure your Sponsorship



### Contracted Exhibitors:

- PRICE (Gold)
- Cobec (Gold)
- Booz Allen (Silver)
- Galorath (Silver)
- Quantech (Silver)
- ACEIT
- AFLCMC
- Augur Consulting
- Herren Associates
- Tecolote Research

### 2019 Exhibitors not yet booked:

1. IFAS
2. Intaver
3. Logapps
4. MCR
5. MEE Inc.
6. MITRE
7. NNSA
8. NSi
9. Palisade
10. Projstream
11. PropriCER
12. ScopeMaster
13. Space & Missile Systems
14. Systecon
15. Technomics

### 2020 Booths Remaining:

1. Silver booth
2. Standard booth
3. Standard booth
4. Standard booth
5. Standard booth
6. Standard booth
7. Standard booth
8. Standard booth
9. Standard booth
10. Standard booth
11. ☒
12. ☒
13. ☒
14. ☒
15. ☒



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