

ICEAA Board of Director's Meeting
1100 – 1300 | Friday, May 15, 2020

GoToMeeting Virtual Conference
AGENDA
as of May 13, 2020

Time	Agenda Item	Leader
11:00	Welcome, Quorum Count, and Houskeeping Announcements Items for individual reading not on the agenda for live discussion: -May 2020 Membership Statistics -International CEBoK Update -Chapter & Region Reports	Rick Collins
11:15	Secretary Report Vote: Approve January 2020 Minutes Updated Conflict of Interest Policy - Comments due June 1	Christina Snyder
11:20	Treasurer Report Vote: Approve Treasurers Report	Britt Staley
11:50	Appointment of Jeffrey Moore as new Treasurer	Rick Collins
12:00	Upcoming training/development "Quaran-tunities"	Rick Collins
12:05	CEBoK and Software CEBoK	Christian Smart
12:25	Journal of Cost Analysis and Parametrics Path Forward	Erin Barkel
12:45	Board approval for 2020 Association Award Winners	Erin Barkel
12:55	Nomination of Emeritus Members	John Deem
1:00	New Business/Additional Discussion	Rick Collins

ICEAA Board of Directors Meeting
January 25, 2020 | Arlington, Virginia

DRAFT MINUTES as of February 28, 2020

Voting Attendees

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

Virtual: Anh Pham Waddell, Christian Smart, Cole Kupec, Dale Shermon, Erin Barkel, Jennifer Rose, John Deem, Kellie Scarbrough, Steve Glogoza

Non-voting Attendees:

Present: Kevin Cincotta, Remmie Arnold, Nicole Robertson, Megan Jones

Welcome, quorum count, introductions: Rick Collins

A quorum is established by 9:05. Rick introduces everyone and welcomes to the meeting.

Secretary Report: Christina Snyder

No comments/corrections were received on the October 2019 minutes in advance of or during the meeting.

Vote: Motion is raised to approve the October 2019 minutes. No further discussion is requested. Seconded and passed.

Edits to the Constitution: Since edits to the Constitution require a vote of the full membership, Christina will be collecting suggestions for board review by the fall meeting of 2020 so that they may be included on the all-membership ballot for the 2021-2023 board.

Dave Stem recommends copying language from the chapters' constitutions into the ICEAA constitution indicating the chapters must adhere to the International board's guidance.

Action: All board members are encouraged to send comments or suggestions for possible constitution edits before September 1.

Edits to the Bylaws: Christina explains her plan to vote on many edits in as few votes as possible. The board will review each edit, removing those that require attention or modification from the vote, voting on all of those that received no comment at once, and then voting on those needing discussion individually.

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VOTE: The following edits were reviewed without amendment or request for discussion, and a motion, second and vote took place to approve:

- All edits on slide 8, *Non-substantive suggested edits to the Bylaws*
- Slide 11, edits to article IX, section A
- Slide 12, edits to article X, sections D and F
- Slide 13, edits to article X, section G
- Slide 14, edits to article VII, sections A, E, G, and H
- Slide 15, edits to article III, sections J and L
- Slide 17, edits to article VI, section A
- Slide 18, edits to article VI, sections B-E

VOTES: Proposed edits that underwent amendment or other discussion before eventual motion, second, and vote to approve:

- Slide 10 proposed the removal of article I, section E, but was voted to remain in the bylaws. The other edits shown on slide 10 to article I, sections E and F were approved.
- The edits to article III, section L, number 7 were amended as indicated in the italicized copy on slide 16.
- The edits to article III, section M, number 1 were amended as indicated in the italicized copy on slide 16.

Christina removed the addition of article II, section E, number 4 (slide 10) from consideration after some debate. Additional edits were presented for consideration and vote at an undefined future board meeting.

After closely reading the bylaws and constitution in preparation for her report, Christina noticed that both reference a conflict of interest policy that ICEAA has not establish. An early draft of a conflict of interest policy for ICEAA board members that will continue to encourage networking and interacting with other members, but to ensure no board member uses their vote or position to influence ICEAA practice or policy for the benefit of themselves or their employer. followed up with everyone who had an action item from the May meeting for an update on their progress prior to this meeting.

Action: All board members are encouraged to send comments or suggestions on the conflict of interest policy to Christina by April 1.

Action: Jen Rose will forward a draft of the conflict of interest policy to government members for their perspective once the board's comments are received and incorporated.

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Treasurer Report:

Megan Jones

A last-minute conflict prevented Britt from attending the meeting; Megan presents the Treasurer's slides in her place.

ICEAA's finances remain straightforward and positive. The reduction in liquid assets from October is due to our paying deposits on the 2020 and 2021 Workshops, as well as expenses we incurred for the 2019 ICEAA Canada Workshop. Revenue from the Canada Workshop will be moved back into our funds, and some variation is expected when accounting on a cash-basis and revenue for the future workshops has yet to come in.

Remmie asks if ICEAA members are restricted from encouraging the government to require CCEA[®] certification as a requirement for their jobs. While there is not a restriction in place, this is a topic we should discuss further after we establish our conflict of interest policy.

Jen suggests exploring an agreement with the DAU as a means to increase the budget. Rick agrees, and has had other discussions that lead him to believe there is a real opportunity there. Rick will continue discussions with the DAU in preparation for and at US Government Day in San Antonio.

Vote: Rick raises a motion to approve the Treasurer's Report. Seconded, no discussion, all are in favor.

Priority 5 (OEM Engagement) progress report:

Bob Hunt

Bob reports that the perception of the senior managers of OEMs he has been speaking with is that ICEAA is just a bunch of consultants focused on federal contracts. The advocates at some of the larger companies have either retired or are no longer in the positions they were, so we need to find new advocates in senior positions, as well as increase interest and awareness at the junior level.

Bob suggests ICEAA reach out more actively to the OEM community, try to speak at meetings like the one held by DCMA. Many of the topics ICEAA presents on are important and overlooked by the OEMs and vice-versa. Bob will continue holding OEM calls to move forward ideas on CEBoK and certification. Dave Stem suggests creating and distributing a survey to OEM members to determine their wants and needs.

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Bob will work on trying to get some of the key OEM people at the DC workshop. Christina will send Bob the OEM attendance at the 2019 Workshop. Steve Glogoza requested that Megan send some ICEAA SWAG (not sure if this was for a particular event or in general)

Priority 4 (International Value-Add) progress report: Dale Shermon

Dale presents slides. Progress is being made towards the international CEBoK modules, and Dale welcomes all participation and involvement. Rick asks Kellie, as Body of Knowledge Principal, how the new international modules are being coordinated along with the overall CEBoK updates. Kellie will consider how the international modules will coordinate with the rest of CEBoK as she moves forward.

Canada Chapter e-learning program contract Peter Weltman

Peter included in the pre-read package a contract the ICEAA Canada Chapter would like to enter into with a learning management solution provider, CentralKnowledge, to develop courses to prepare potential candidates for the PCEA and CCEA exams. Additional points for discussion and review were also included in the pre-read package.

While the president of CentralKnowledge was appointed to Canada Chapter board several years ago with awarding this project to his company mind, Peter indicates that any conflict of interest has been avoided since CentralKnowledge has prepared the course material without advance payment. CentralKnowledge created the program using their own funds with the hope of recouping over time via a revenue share with ICEAA.

Paul questions the established rules in the chapters' constitutions and bylaws that says the chapters can't enter contracts without International Board approval, since chapters regularly enter contracts with restaurants or other vendors for events. However, single-term, limited contracts are a very different case than a long-term, open-ended contract like the one presented here.

Peter W. believes ICEAA Canada is its own entity because it pays taxes and is accountable to the Canada government, and therefore they should be able to enter into contracts. Christina asks if the chapter were to go dormant or dissolve, would the contract default to ICEAA? Peter says no. CentralKnowledge would be held harmless if the chapter folded, and ICEAA Canada would reimburse CentralKnowledge's upfront investment from the chapter's funds.

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Peter explains there is a demand for online training in Canada that they need to meet, and ICEAA's pace on updating CEBoK has been too slow. They have set up an agreement with the Canada treasury board to require ICEAA certification on programs, so now they can't wait for us to provide online training for Canadians. Many of Canada's potential certificants are not yet at the knowledge level to study CEBoK, so the first program in the agreement will be a precursor to CEBoK modules.

Paul is concerned that this new program would be a rival product to CEBoK, but would be less concerned if ICEAA had made the content and were supporting it. Peter reiterates that he wanted to use CEBoK but ICEAA took too long to update the content and move it online, so they were forced to look elsewhere and take the initiative on themselves.

Paul suggests a team work to bring this back into the ICEAA fold, so that it's not a stand-alone product using ICEAA branding but outside of ICEAA's control and to ensure the CentralKnowledge product and CEBoK remain aligned. Perhaps an agreement between ICEAA and the ICEAA Canada Chapter to determine ownership.

Nathan applauds the effort Canada has put forth, wants to incorporate with the program ICEAA, but at the same time help them along. Kellie also agrees with the concept, but has and has heard reservations on how it came about, so it will be up to the ICEAA the board to determine whether it the path that got the chapter to CentralKnowledge has ethical questions that need to be discussed. Additional board members add their agreement that online learning is the direction in which we should be headed, but have reservations and want to make sure this contract is the right one and was executed the right way.

Christina asks Peter to confirm that the president of CentralKnowledge was brought onto the ICEAA Canada Board while they were debating whether to engage in an agreement with a learning management system company, and was on the board when the Canada Chapter President made the agreement to award the revenue-sharing project to CentralKnowledge without considering any other vendors. Peter confirms this is correct.

Dave says there seems to be an issue of whether the Canada Chapter is a chapter or its own organization, and if they are their own organization, are they beholden to ICEAA or can they make their own decisions? The Canada Chapter's constitution and bylaws, as well as their Articles of Incorporation with the government of Canada indicate they are "a part of the International Cost Estimating and Analysis Association and shall operate and conduct all of its activities in accordance with the Constitution, By Laws, rules, regulations and direction of the International Cost Estimating and Analysis Association."

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Peter believes there is lots of opportunity in this project and would rather work with us than pursue it on their own.

Rick agrees with Paul's suggestion to have another discussion about the product and how to manage it, and that if there is a conflict of interest, we should discuss that too. But the two issues should be discussed separately: ownership, branding, and alignment with CEBoK; and the possible conflict of interest.

Bob makes a motion to ask the board to authorize the executive committee to meet and to act on behalf of the board to resolve the conflict and other chapter and organizational issues surrounding it, within the next two weeks, and with Rick as lead.

Action: Peter will distribute link to the CentralKnowledge demo, and provide comments/edits to the MOU to Rick by January 30 for distribution to the executive committee.

Action: the executive committee will meet to discuss the product and the conflict of interest shortly after the comments from the Canada Chapter are received.

CEBoK Platform Definition Team Update

Bob Hunt

Bob reports that a team has been formed to discuss and determine a short-term solution to moving CEBoK to an online platform. Though efforts to set requirements, find a vendor, and determine the best delivery method for an updated platform have been made for several years, tough questions that still have not been answered have roadblocked any effort.

Bob and the team propose offering the CEBoK wiki as it is now for free to active ICEAA members for six months to allow ICEAA to finally determine the technical and business requirements of an end-goal solution, as well as gain lessons learned from broad member use and scrutiny. Is CEBoK a training product, an education product, both, or neither? Should ICEAA be making money on the content, or focus on revenue from the resulting products?

Bob suggests after the six-month free period to increase dues by a small amount to account for the free CEBoK access.

Kevin asks if the recommendations and changes that were put forth by the 2016-2018 team lead by Neil Albert will be included in the updated version. The group agrees those recommendations will be considered, but the board has not seen them.

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Action: Paul will follow up with Neil Albert to get the results of the critical evaluations of his team's 2016-2018 discussions.

Erin recommends sending out a survey halfway through the 6 month trial period to ask whether members have used their free access to CEBoK, and what they'd want to pay for it, etc.

Bob says he isn't looking for the board to determine the price today, but to agree to offer CEBoK to active ICEAA members for a six-month period. Rick asks how quickly CEBoK could be available to members. Megan says we've done something similar with another website, but while it's possible, she doesn't know how it can be done, nor does she know how to do it. We will need to hire a vendor or consultant to set up the link between the current CEBoK wiki and the ICEAA member login that prevents non-members and the public from seeing the wiki.

Priority 1 (CEBoK) and Priority 2 (sCEBoK) progress report Christian Smart

Christian presents slides. The slides he provided for the pre-read packet were made when he thought his recommendation would be QuestionMark, but after some discussion of value vs. features, the group has agreed to recommend we choose Mettl-Mercer as our provider. The AI proctoring feature was what impressed the group the most, and will allow us to distribute the exam in entirely new ways and places.

Vote: Christian moves that the board select Mercer-Mettl as the vendor and provider for an online PCEA and CCEA exam. The motion is seconded and all are in favor.

Software CEBoK: the discussion left off at the last board meeting to offer a sum of money to an individual to write sCEBoK. Interim discussions resulted in this not being the route to take. Christian has been working with Kevin and the DAU to integrate their BCF 250 course into our sCEBoK.

The proposed MOU with DAU that was provided in the pre-read says DAU gives ICEAA access to their BCF 250 course, and a voice in its updating and maintenance. In exchange, ICEAA will give free access to sCEBoK for a year and a sitting of the sCEBoK exam (once ready) to those who take the BCF 250 course. These candidates will have to be members, so ICEAA will also offer the \$45 student rate if they purchase their membership within the year they finish BCF 250.

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Rick says while we changed our mind about who the right provider for sCEBoK will be, we have not changed our mind that the 16 modules that are currently sCEBoK, are insufficient for our needs, despite all of the hard work that was put into them. There will be some work to be done to generalize some of the BCF 250 content to satisfy the needs that sCEBoK was intended to fill, as well as incorporation of some additional content.

Rick has tasked a Technomics software SME to compare the BCF material with our current sCEBoK to see what could be taken from sCEBoK that could be added to BCF250 and vice versa. The SME has provided a draft of his findings, but will submit a full recommendation of requirements and actions that we should take to adapt BCF250 to sCEBoK.

Kevin says there is precedent with DAU to enter into agreements like this, and there is a possibility they may push back on some terms within the MOU. Kevin suggests making a motion to approve a sub-group to negotiate particulars in the event the final MOU doesn't match what's on the slides right now. Dave Stem recommends also tasking the subgroup with determining the requirements.

Vote: A motion is raised to establish a team to negotiate the MOU with DAU and give permission for that group to determine final terms and execute the MOU on behalf of the board. Motion seconded and approved with all in favor. The group will be Christian, Kevin, Kellie, and Rick. Christina recommends adding Britt as Treasurer to the group.

Action: Arlene volunteers to collect and lead a team to review and determine the requirements for transforming BCF250 into sCEBoK.

Christian presents remainder of slides regarding updates to workshop training program and offerings. There is a question on the pass rate of the exam: why is it 70%? Previous Certification Principals decided that 70% was a good number. Kevin is looking forward to the analytics that will be provided by the Mercer-Mettl software that will allow us to understand more about what questions are working.

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

Rick Collins

Rick presents slides. He has been asking for specific commitments from senior USG executives relative to the USG day, and thanks Britt and Jennie Leotta for their efforts and assistance.

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Chapter Reports

Rick gives kudos to Central VA for their outreach efforts to Pax River; to Detroit for their certification training; New England for their workshops; and to Steve G. for his work reinvigorating the Gateway chapter reinvigorated and getting the new Boeing cost lead engaged with the upcoming DC Workshop. Kellie adds that she's getting some help with getting Region 5 together and revived. Megan reminds chapters to utilize her and the office as a resource for marketing materials, advice, and anything else they may need.

International Business Office Report

Megan Jones

Megan presents slides. The new demographics that were added in late 2019 are showing results, but that data will only be captured for those who are new members or who update their profiles.

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

Regarding a possible European workshop in 2020, based on information from our hotel negotiation vendor and some rough calculations, Megan does not recommend that we conduct a Workshop in Europe in 2020. ICEAA has very few contacts in continental Europe, and the costs would require over 100 attendees at very high registration prices.

Several board members are disappointed by the recommendation, believing that holding a workshop in Europe is crucial to increasing our international exposure. Megan says that her recommendation is based entirely on finances, and if that exposure is worth losing money, we could do it knowing it will negatively impact the budget. Dave suggests that the money we had been talking about investing in CEBok or other initiatives could be used to cover lost revenue from a Europe workshop.

Megan says that while she doesn't recommend a Europe workshop in 2020, with enough time and preparation, we could hold a successful workshop in 2021 or 2022, but with less than nine months and no commitment, there is not enough time to do the research, planning, and coordinating necessary for success. The board agrees we should try for an event for about 60 attendees in the January – March 2021 timeframe.

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2020 Workshop Update: Megan Jones

Megan presents Britt's slides in her absence. Progress is well underway for the 2020 Workshop and all team leads within the Workshop Committee have been moving in the right direction.

Megan warns that there is limited space in the 2020 exhibit hall, and that more companies exhibited in 2019 than there are booths left. Any company who wants to have a booth in the exhibit hall should act as soon as possible.

New Business

No new business is raised.

Plan Next Meeting & Adjourn Rick Collins

The next meeting of the ICEAA board will be Friday, May 15 at the Hyatt Regency San Antonio, immediately following the 2020 Professional Development & Training Workshop.

With no further comments, a motion to adjourn is raised, seconded, and approved with no nays. Meeting adjourns at 2:14pm.

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October 19, 2019 Action Item Review

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.

DONE. The team did download Trello but found they didn't use it and don't recommend using it for the board.

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.

ONGOING A Committee has not yet been established. Moving to January 2020 actions.

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.

DONE.

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

DONE.

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

DONE.

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.

DONE.

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.

DONE. Overcome by other events.

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

ONGOING.

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

DONE.

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

DONE.

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

ONGOING.

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January 25, 2020 Action Item Summary

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All board members are encouraged to send comments or suggestions on the conflict of interest policy to Christina by April 1.

Jen Rose will forward a draft of the conflict of interest policy to government members for their perspective once the board's comments are received and incorporated.

Peter Weltman will distribute link to the CentralKnowledge demo, and provide comments/edits to the MOU to Rick by January 30 for distribution to the executive committee.

The executive committee will meet to discuss the product and the conflict of interest shortly after the comments from the Canada Chapter are received.

Paul will follow up with Neil Albert to get the results of the critical evaluations of his team's 2016-2018 discussions.

Arlene volunteers to collect and lead a team to review and determine the requirements for transforming BCF250 into sCEBoK.

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. (Carried from October 2019)

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

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.

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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.



Preface for the May 2020 Board Meeting Pre-Read:

After some online research, it has come to light that a written conflict of interest policy is not just outlined in the ICEAA Constitution but a requirement dictated by the IRS to maintain our nonprofit status. The following has been customized from templates found on nonprofit law websites.

Please provide comments or feedback by June 1, 2020. We will be submitting the conflict of interest policy for legal review shortly thereafter.

International Cost Estimating & Analysis Association

DRAFT Conflict of Interest Policy

I. Overview

1. Purpose

The purpose of the conflict of interest policy is to protect the interests of the International Cost Estimating & Analysis Association (“ICEAA” or “association”) when enacting a policy or entering into a transaction or arrangement that might benefit the private interest of an officer, director, staff, or other interested person within the association, or might result in a possible excess benefit transaction that involves a interested person’s family, friends, or business. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit organizations.

This Conflict of Interest Policy is intended to prevent a member using their position in ICEAA to influence the association’s actions for their individual, familial, or business benefit.

2. Why is a Conflict of Interest Policy necessary?

As a nonprofit organization, ICEAA is accountable to its members, government agencies, and the general public for responsible and proper use of its resources. Directors, officers and employees have a duty to act in ICEAA’s best interests and may not use their positions for their own financial or personal benefit.

Conflicts of interest must be taken very seriously since they can damage the association's reputation and expose both ICEAA and affiliated individuals to legal liability if not handled appropriately. Even the appearance of a conflict of interest should be avoided, as it could undermine public support for the association.

Each member of the board of directors and the staff has a duty of loyalty to ICEAA. The duty of loyalty generally requires a director or staff member to prefer the interests of ICEAA over the directors/staff's interests or the interests of others. In addition, directors and staff of the corporation shall avoid acts of self-dealing which may adversely affect the tax-exempt status of the association or cause there to arise any sanction or penalty by a governmental authority.

3. Definitions

- a. A "Responsible Person" is any officer, director, appointed principal, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is a Responsible Person.
- b. A "Related Party" is a family member (spouse, domestic partner, parent, child, or spouse of a child, brother, sister, or spouse of a brother or sister), business associate, or personal friend of a Responsible Person.
- c. An "Arrangement or Transaction" is any arrangement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a loan or grant, or the establishment of any other type of monetary relationship. The making of an insubstantial gift valued at USD \$100 or less to a Responsible Person is not an Arrangement or Transaction within the meaning of this document.
- d. A "Financial Interest" exists when a Responsible Person, directly or indirectly, through business, investment, or Related Party has:
 - 1. An ownership or investment interest in any entity with which ICEAA has an Arrangement or Transaction,
 - 2. A compensation arrangement with ICEAA or with any entity or individual with which ICEAA has an Arrangement or Transaction, or
 - 3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which ICEAA is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Board or Executive Committee decides that a conflict of interest exists, in accordance with this policy.

- e. A "Nonfinancial Interest" is something that might influence a Responsible Person's participation or vote in an action of the officer's, director's, or committee member's duties:

1. The person's relationship as an unpaid volunteer, officer or director of an organization that may be affected, directly or indirectly, by action to be taken, or not taken, by ICEAA
 2. The person's personal, political, religious, friendship, or personal relationships which may be affected by an action to be taken, or not taken, by ICEAA.
- f. The "Review Committee" shall consist of two sitting regional directors, two chapter presidents. As the legal officer of ICEAA, the Secretary will serve as chair of the Review Committee. In the instance that the potential conflict of interest involves the Secretary, the Vice President will serve as the chair of the review committee.

4. Identifying Conflicts of Interest

It is impossible to list all the possible circumstances that could present conflicts of interest. Potential conflicts of interest include situations in which Responsible Person or Related Party:

- a. Has an ownership or investment interest in any third party that ICEAA deals with or is considering dealing with,
- b. Serves on the board of, participates in the management of, or is otherwise employed by or volunteers with any third party that ICEAA deals with or is considering dealing with,
- c. Receives or may receive compensation or other benefits in connection with an Arrangement or Transaction into which ICEAA enters,
- d. Receives or may receive personal gifts or loans from third parties dealing with ICEAA,
- e. Serves on the board of directors of another nonprofit organization that is competing ICEAA for a grant or contract,
- f. Has a close personal or business relationship with a participant in an Arrangement or Transaction being considered by ICEAA,
- g. Would like to pursue an Arrangement or Transaction being considered by the ICEAA for their personal benefit.

II. Procedures

1. Duty to Disclose

In connection with any actual or possible conflicts of interest, a Responsible Person must disclose the existence of his or her Financial or Nonfinancial Interest and must be given the opportunity to disclose all material facts to the directors, principals, and members of committees with board delegated powers considering the proposed Arrangement or Transaction.

2. Determining Whether a Conflict of Interest Exists

- a. After there has been disclosure of a potential conflict and after gathering any relevant information from the Responsible Person, the board of directors shall convene to determine whether there is a conflict of interest. The Responsible Person shall not be present for deliberation or vote on the matter and must not attempt to influence improperly the determination of whether a conflict of interest exists.
- b. In determining whether a conflict of interest exists, the board of directors shall consider whether the potential conflict of interest would cause an Arrangement or Transaction entered into by ICEAA to raise questions of bias, inappropriate use of the association's assets, or any other impropriety.

3. Procedures for Addressing the Conflict of Interest

- a. A Responsible Person may make a presentation at the Review Committee meeting, but after such presentation, s/he shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement that results in the conflict of interest.
- b. The chairperson of the Review Committee shall, if appropriate, appoint a disinterested person or task force to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the Review Committee shall determine whether the association can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous Arrangement or Transaction is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Review Committee shall determine by a majority vote of the disinterested directors whether the Arrangement or Transaction is in ICEAA's best interest and for its own benefit and whether the transaction is fair and reasonable to the association and shall make its decision as to whether to enter into the Arrangement or Transaction.

4. Violation of the Conflicts of Interest Policy

- a. If the board or committee has reasonable cause to believe that a member has failed to disclose actual or possible conflicts of interest, it shall inform the Responsible Person of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the response of the Responsible Person and making such further investigation as may be warranted in the circumstances, the board or committee determines that the Responsible Person has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

5. Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

6. Compensation

- a. A voting member of the governing board who receives compensation from the association for services, directly or indirectly, is precluded from voting on matters pertaining to their own compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation from the association for services, directly or indirectly, is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation from the association for services, directly or indirectly, either individual or collectively, is prohibited from providing information to any committee regarding compensation.

III. Ongoing Practice

1. Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the association is not for profit in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

2. Annual Statements

To ensure the association operates in a manner consistent with nonprofit purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the association's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

3. Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

Treasurer Report

Britt Staley, CCEA
May 15, 2020



Balance Sheet as of May 7

Investments	Balance (Dec 2018)	Balance (Jan 20)	Balance (May 7)	Delta %	Mature	APY Rate
PFCU 4339703-56-5	\$ 32,279	\$ 33,199	\$ 33,468	0.81%	Jun-21	2.85%
PFCU 4507023-56-4	\$ 21,357	\$ 21,839	\$ 22,009	0.78%	May-20	2.36%
PFCU 4566018-56-2	\$ 82,997	\$ 85,162	\$ 85,952	0.93%	Feb-21	2.80%
PFCU 4717075-56-0	\$ 36,782	\$ 37,730	\$ 38,073	0.91%	Aug-20	2.75%
PFCU 4717076-56-8	\$ 36,548	\$ 37,448	\$ 37,660	0.57%	Feb-21	2.50%
PFCU 4717077-56-6	\$ 37,048	\$ 37,959	\$ 38,174	0.57%	Feb-21	2.50%
PFCU 7047946-56-6	\$ 43,844	\$ 44,652	\$ 44,992	0.76%	Jul-21	2.30%
PFCU 7664998-56-9	\$ 50,727	\$ 51,894	\$ 52,283	0.75%	Mar-21	2.40%
Money Market & Cash	\$ 514	\$ 514	\$ 503	-2.14%	n/a	
Subtotal	\$ 342,096	\$ 350,396	\$ 353,115	2.43%		

	Balance (Dec 2018)	Balance (Jan 2020)	Balance (May 7, 2020)	Delta %
Eagle Checking Balance	\$ 281,711	\$ 204,281	\$ 162,250	-27.49%

	Balance (Dec 2018)	Balance (Jan 2020)	Balance (May 7, 2020)	Delta %
Total Liquidity	\$ 623,807	\$ 554,677	\$ 515,365	-11.08%

Profit & Loss as of May 7 with EOY Projections

Activity	2019 Actual	Revenue	Expenses	2020 EAC	2020 Budget as of January
ICEAA Workshops Total	\$ 175,941	\$ -	\$ -	\$ 376	\$ 164,940
2019 ICEAA Workshop ¹	\$ 151,756	\$ 275	\$ (463)	\$ (94)	\$ -
2020 ICEAA Workshop ²	\$ 9,185	\$ -	\$ (12,475)	\$ (12,475)	\$ 155,000
2021 & 2022 ICEAA Workshops	\$ -	\$ -	\$ (605)	\$ (1,055)	\$ 9,940
Nesma Workshop	\$ (5,000)	\$ -	\$ -	\$ -	\$ -
UK Workshop	\$ -	\$ -	\$ -	\$ (6,000)	TBD
Canada Workshop	\$ 20,000	\$ -	\$ -	\$ 20,000	TBD
Finishing School	\$ -	\$ -	\$ -	\$ -	\$ 2,500
Certification Program	\$ 50,869	\$ 13,090	\$ (881)	\$ 20,120	\$ 50,000
CEBoK Sales & Training	\$ (50,209)	\$ 7,715	\$ (4,157)	\$ (77,500)	\$ 15,000
ICEAA World & Journal	\$ 1,445	\$ -	\$ (2,261)	\$ (13,500)	\$ 1,500
Advertising	\$ 3,756	\$ 336	\$ (746)	\$ (450)	\$ 3,500
Membership: Mgt & Support	\$ 101,939	\$ 24,840	\$ (529)	\$ 59,000	\$ 104,061
Chap Support & Memb Outreach	\$ (2,386)	\$ (631)	\$ -	\$ (4,000)	\$ (4,000)
Interest & Other Income	\$ 8,300	\$ 2,074	\$ -	\$ 5,000	\$ 7,000
Staffing & Contractors	\$ (248,626)	\$ -	\$ (91,849)	\$ (265,000)	\$ (273,000)
Office Operations + IT	\$ (47,558)	\$ -	\$ -	\$ (48,515)	\$ (49,000)
Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Mature CD Transfer May 2020		\$ 22,009		\$ 22,009	\$ -
Mature CD Transfer Aug 2020		\$ 38,073		\$ 38,073	
Early Withdrawl CD Feb 2021		\$ 85,952		\$ 85,952	
Early Withdrawl CD Feb 2021		\$ 37,660		\$ 37,660	
Early Withdrawl CD Feb 2021		\$ 38,174		\$ 38,174	
Forefitted Dividends			\$ (10,000)	\$ (10,000)	
Current Checking Balance		\$ 162,250		\$ 162,250	
TOTALS	\$ (6,529)	\$ 431,817	\$ (123,966)	\$ 49,649	\$ 22,501
Remaining Checking Balance				\$ 49,649	
Remaining CDs total balance		\$ 130,744		\$ 130,744	
2020 EOY Estimated Total Liquidity				\$ 180,393	
Total Liquidity as of May 7, 2020				\$ 515,365	
2020 Impact				\$ (334,972)	

¹ Includes: ~\$18K of Tampa sponsorship collected in 2018

² 2020 contract with San Antonio hotel transferred to 2023 without penalty or early deposit required

Jeffrey Moore

Treasurer

I am interested in the Treasurer position and intend to serve the membership to the best of my ability. I will focus on improving cost estimating and analysis in government and industry by enhancing the competence and achievements of the membership. My goal is to promote and enhance the profession of cost estimating and analysis and to foster the professional growth of its members in cost estimating and associated fields. I will ensure fiscal responsibility of the Association's finances and maximum the member's dollars.

Jeffrey Moore is the Chief Growth Officer at Galorath. As the CGO he oversees the business development, capture, proposal and market functions and leads the planning and execution of growth strategies for the firm. He is responsible for maintaining a pipeline of business opportunities, capture and proposals management, and market intelligence.

He is skilled in leading cost & economic analysis teams and has provided economic, acquisition, and cost analysis support including the analysis of program requirements, objectives, and constraints and the subsequent analysis requisite to demonstrate the costs and benefits associated with an acquisition objective. He provides strategic initiatives insight and business development for Herren Associates. Mr. Moore has managed and performed strategic planning, cost/schedule analysis, acquisition management, and program assessment activities in support of the federal government and industry clients. He is experienced in applying cost estimating and cost research projects covering most DoD weapon system commodities and all Military Departments. Mr. Moore has led analytics studies, including cost and decision analysis for dozens of DoD programs. His thought leadership and analysis led to the successful achievement of many milestone decisions and fielding of weapon systems. Mr. Moore has served as Region 2 Director and numerous positions for the Washington Metro Chapter of the ICEAA; he previously served as Member Chair, Secretary, Vice President, and President. He has been a conference track chair, Best Paper Coordinator/ and participated in the Awards committee. He received the 2009 SCEA Cost Estimator of the year Award for Management, the 2008 Department of the Navy Cost and Management Sciences Team Award, 2008 MCSC award for Excellence in Operations Research/Systems Analysis and was a team member of the 2008 David Packard Excellence in Acquisition Award and is a Certified Cost Estimator/Analyst (CCEA). Mr. Moore has a Bachelor's of Arts in Mathematics from West Virginia University and Master's of Science in Mathematics from Virginia Polytechnic Institute and State University.

ICEAA BoD Report VP for Professional Development

Christian Smart
15 May 2020

Agenda

- Priority 1 – Improve CEBok and certification
- Priority 2 – Develop SCEBoK



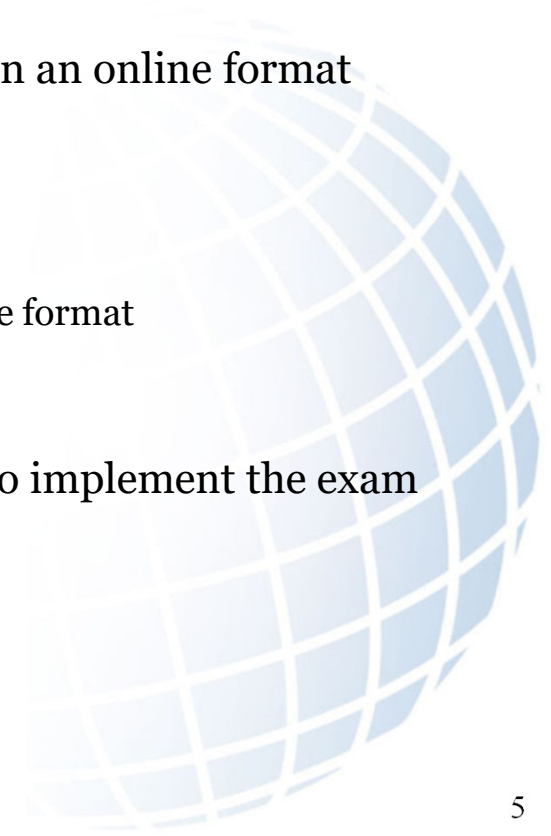
2019-2021 Priorities

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*)

Progress to Date (25 Jan to 30 Apr)

1. (Priority 1). Improve CEBoK & associated certification exams
 - Completed:
 - CEBoK wiki is live!
 - Started working with Mettl to put certification exam in an online format
 - In Progress:
 - Online certification exam
 - Making good progress on porting the exam to the online format
 - Planned:
 - Given the current circumstances, this is a good time to implement the exam
 - We plan to roll out the exam as soon as possible.



Progress to Date (5 Oct to 9 Jan)

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

exam

- Completed:
 - Signed MOU with DAU to use BCF 250 as a foundation for SCEBoK
 - Signed contract with Carol Dekkers to begin this work
- In Progress/Planned:
 - Once Carol completes SCEBoK, with feedback from SCEBoK working group, it will be ported to wiki format by Kellie Scarbrough

Progress to Date (5 Oct to 9 Jan)

3. Workshop Training

- Cancelled with contract
- Question for board:
 - Do we want to offer our members any online training between now and May 2021?



Overall Summary Statistics

- Overall certifications as of April 22, 2020:
 - CCEA® 780 (including 14 CCEA®-P, 791 as Jan 2020)
 - PCEA® 242 (including 67 CCEA Eligible, 229 as of Jan 2020)
 - CPP 10
- Re-certifications:
 - 42 certifications were renewed in 2020 (86 in 2019, 97 in 2018, 80 in 2017)
- Other Countries with Certified Individuals:
 - UK - 61
 - Canada – 63
 - Australia – 5
 - Puerto Rico – 2
 - Saudi Arabia – 1
 - Spain – 1
 - Brussels – 3

Certification Program since last time...

- Operational Status

- 26 applicants have taken the exam in 2020 (45 have been postponed)
(157 total in 2019, 136 in 2018, 133 in 2017)
- Of the 26, 21 were from consulting companies, 5 from AFIT



Certification Program since last time...

- **Military Discount**

- According to AFIT, active military don't qualify for reimbursement, discussed options to encourage more military participation
- Active military can mark a box on their certification application and when approved, their payment link comes with a discount code for 50% off the certification and instructions on purchasing membership at the student rate
- Promotions on the front page of the website, has been on LinkedIn, in NewsBrief and in an ad in the magazine



The background of the slide is an abstract composition of numerous curved, parallel lines in shades of blue, teal, and white, creating a sense of motion and depth. A solid black rectangular box with rounded corners is centered on the slide, serving as a backdrop for the title and author information.

Imagining a future for the Journal of Cost Analysis and Parametrics

Erin Barkel

Business of publishing



Library budgets
are shrinking



Libraries journal
catalogues are
shrinking



Uncited (unused)
journals are less
likely to be
purchased

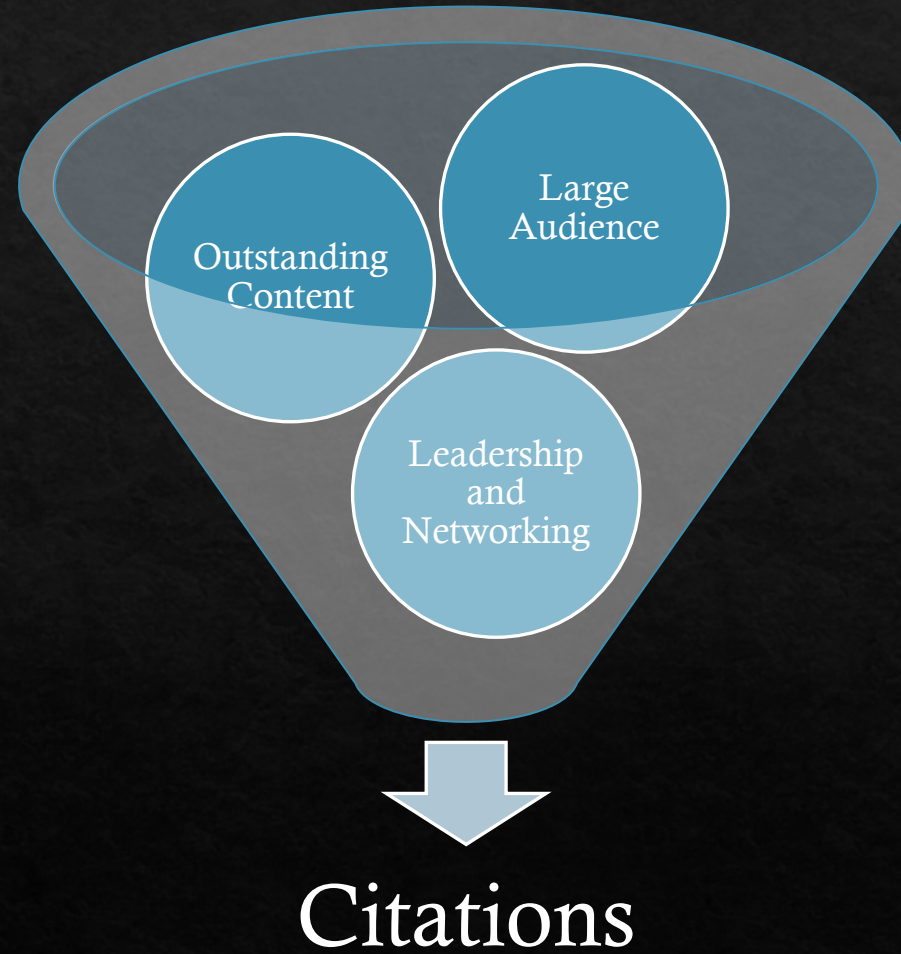


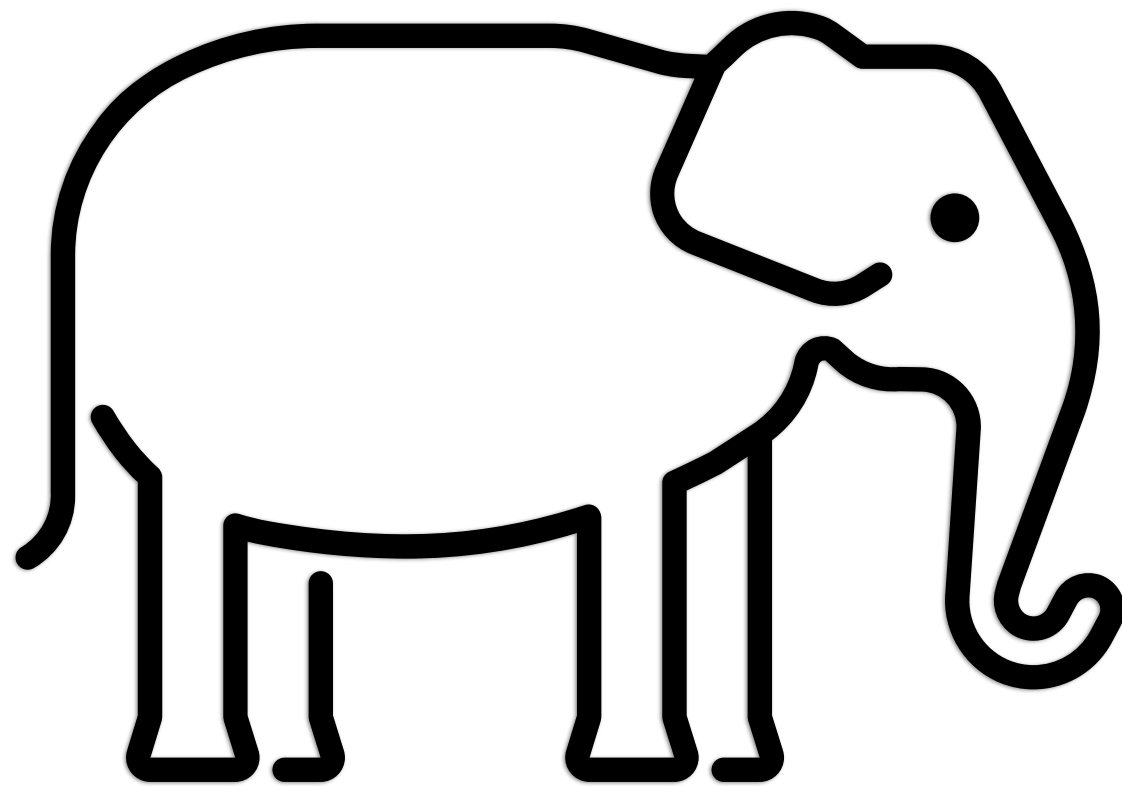
Publisher* must
shoulder the
burden of journals
without an
audience

The journal is
unranked

- ◇ As of May 6, 2019, the most recent issue had one article that was cited once. (Citations = 1)
- ◇ The one before had two articles that were each cited twice. (Citations = 4)
- ◇ Best issue since merger: 12 citations (Vol. 7, Issue 3)
- ◇ Most cited article since merger: 6 citations (*A Process for the Development and Evaluation of Preliminary Construction Material Quantity Estimation Models Using Backward Elimination Regression and Neural Networks*)

What makes a ranked journal?





Considerations

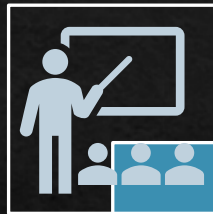
- ◆ What purpose does a journal serve?
- ◆ Is a journal the publishing format for our membership?
- ◆ What resources are available to us?
- ◆ How frequently should we publish?

Options



Professional

- Less formal
- No peer review
- Quarterly



Proceedings

- Less formal
- Peer review
- Annual



Academic

- Formal
- Peer review
- Annual

2020 Association Awards Results

Frank Freiman Lifetime Achievement Award

John J. McGahan Jr. (unanimous)

Educator of the Year

CADE (unanimous)

Junior Analyst of the Year

Justin Cooper

Management Achievement of the Year

Sam Kitchen

Team Achievement Award

Australian Defence Force Structure Plan 2019 (unanimous)

Technical Achievement of the Year

Orly Olbum



ICEAA Emeritus Membership Status Petitions

Proposed by John Deem

April 22, 2020

Emeritus Membership Status for Ralph E. Smith

Petition Initiation Date: March 5, 2020
Petition Initiator: John Deem

ICEAA Bylaws Section H: Emeritus membership may be granted in recognition of individuals who have significantly contributed to the Association but have retired from active business or have become incapacitated.

- Emeritus membership may be awarded by a 2/3 vote of the Board of Directors on its own initiative or upon petition by five (5) Members to the Secretary and then approved by a 2/3 vote of the Board of Directors.
- Individuals under consideration for emeritus membership shall have been a Member of the Association and its predecessor organizations for a minimum of fifteen (15) years or for five (5) years with documented proof of a disability.
- Emeritus Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members.
- **Current Status**
 - Retired from active business
 - ICEAA member since May 16, 2007 per official records, but also participated for many years in predecessor associations, ISPA, SCEA and NES.
- **Significantly contributed to the Association**
 - Achieved CCEA certification, attended chapter meetings and conferences for years
 - Not just a practitioner, but a real pioneer in our profession
 - Shared personal experiences working in cost modeling, affordability and parametric methods
 - In a management position at the Lockheed Martin Aeronautics encouraged and supported individuals to participate in ISPA, SCEA, ICEAA activities, serve as chapter officers, pursue certification, attend conferences, provide presentations at conferences and chapter events
 - Critical in contributing to and fostering growth of SoCal, Marietta and Fort Worth chapters
 - Led and managed CEBOK training initiatives within Lockheed Martin
- **Benefit to ICEAA**
 - Continued membership at Emeritus status will permit continued participation as a retiree
 - Continued contributions at chapter events
 - Valued and much needed help increasing membership at the chapter level
- **This petition is supported by seven members**
 - John Deem, Brent Johnstone, William Ellis, Geoffrey Holland, Rex Potter, Javier Provencio and Rich Harwin
- **Requesting a motion to approve this petition at the May 15, 2020 board meeting.**

Emeritus Membership Status for Michael L. Fuller

Petition Initiation Date: March 5, 2020
Petition Initiator: John Deem

ICEAA Bylaws Section H: Emeritus membership may be granted in recognition of individuals who have significantly contributed to the Association but have retired from active business or have become incapacitated.

- Emeritus membership may be awarded by a 2/3 vote of the Board of Directors on its own initiative or upon petition by five (5) Members to the Secretary and then approved by a 2/3 vote of the Board of Directors.
- Individuals under consideration for emeritus membership shall have been a Member of the Association and its predecessor organizations for a minimum of fifteen (15) years or for five (5) years with documented proof of a disability.
- Emeritus Members shall not be subject to dues or assessments and shall enjoy all the privileges of Full Members.
- Current Status
 - Retired from active business
 - ICEAA member for 11 years per official records, but also participated for many years in predecessor associations, SCEA and NES.
- Significantly contributed to the Association
 - Critical in helping restart and grow the Lone Star Chapter
 - Shared personal experience working in both commercial and U.S. Government financial environments; Saw transition from use of 13 column pads and 10 key calculators to laptop computers
 - Achieved CCEA certification, attended local Lone Star chapter meetings and conferences
 - In a management position at the Lockheed Martin Missiles and Fire Control business area encouraged and supported individuals to participate in ICEAA activities, serve as chapter officers, pursue certification, attend conferences, provide presentations at conferences, proctor certification exams
 - Wrote many financial and training modules for Lockheed Martin Corporation as well as the Missiles & Fire Control Division
- Benefit to ICEAA
 - Continued membership at Emeritus status will permit continued participation as a retiree
 - Continued contributions at chapter events
 - Valued and much needed help increasing membership at the chapter level
- This petition is supported by the following six members
 - John Deem, Brent Johnstone, William Ellis, Geoffrey Holland, Rex Potter and Javier Provencio
- Requesting a motion to approve this petition at the May 15, 2020 board meeting.

Priority 3 (USG Engagement) Progress Report

Rick Collins
15 May 2020

26 Jan 2020 – 15 May 2020 Progress

- Completed:

- Instituted certification exam discount for active military (e.g., at AFIT or NPS)
- Executed MOU with Defense Acquisition University (DAU) for Software CEBOK collaboration

- In-progress:

- Inaugural Govt Day planned for San Antonio had been shaping up nicely
 - CAPE SES's were actively engaged in working agenda with me
 - Mix of panel discussions and presentations in which leaders of defense, intelligence and civil cost organizations had committed to be active participants
 - Planned topics were both strategic and technical in nature.
 - The strategic-oriented topics (AM part of agenda; 100% general session) included challenges the cost community at-large faces, notably workforce and delivering the 'right' value to the enterprise. The panel sessions addressing these challenges (and associated solutions/opportunities) would have been thought-provoking for all attendees, regardless of organization and experience level.
 - The technical topics (PM part of agenda; parallel tracks included agile hardware/ software development, improved source selection techniques, cost implications of cyber, and other topics of interest across the community. The agenda also included topics that would have appealed to some but not other agencies. For example, DoD attendees would have been interested in a session on accelerated acquisition (i.e., Section 804) program lessons-learned and civil agency attendees less (or not) so.
- First choice for keynote speaker was Tim Persons, Managing Director of GAO's Science, Technology Assessment, and Analytics (STAA) organization.
 - Invited him on 11 March and got no answer due to COVID-19 disruption
- Though less than a handful of people had registered by mid-March, I was encouraged by what I was hearing from various leaders who had committed to their organizations showing well and really surprised when a CAPE SES indicated that 19 staff members planned to attend

Looking forward from 15 May

- Planned:

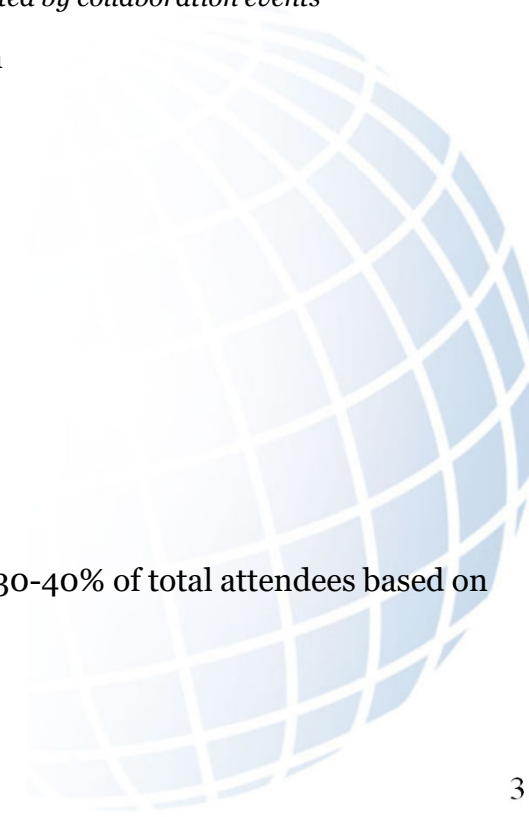
- Explore topics/dates for future sessions of Engage.Collaborate.Advance Webinar Series with potential senior USG panelists
 - Series aligns with following Create a Community of Collaboration enabler, i.e., *“Establish web-based forum for routine, real-time exchange of ideas, including but not limited to follow-on dialog stimulated by collaboration events”*
- Explore of CCEA equivalency or partial equivalency for DAWIA certification

- Major Milestones

- Virtual Govt Day -- ??
- Engage.Collaborate.Advance Webinar Series session - summer date TBD

- Challenges:

- Giving the government attendees who would have attended San Antonio (~30-40% of total attendees based on recent past) other opportunities to derive value from ICEAA



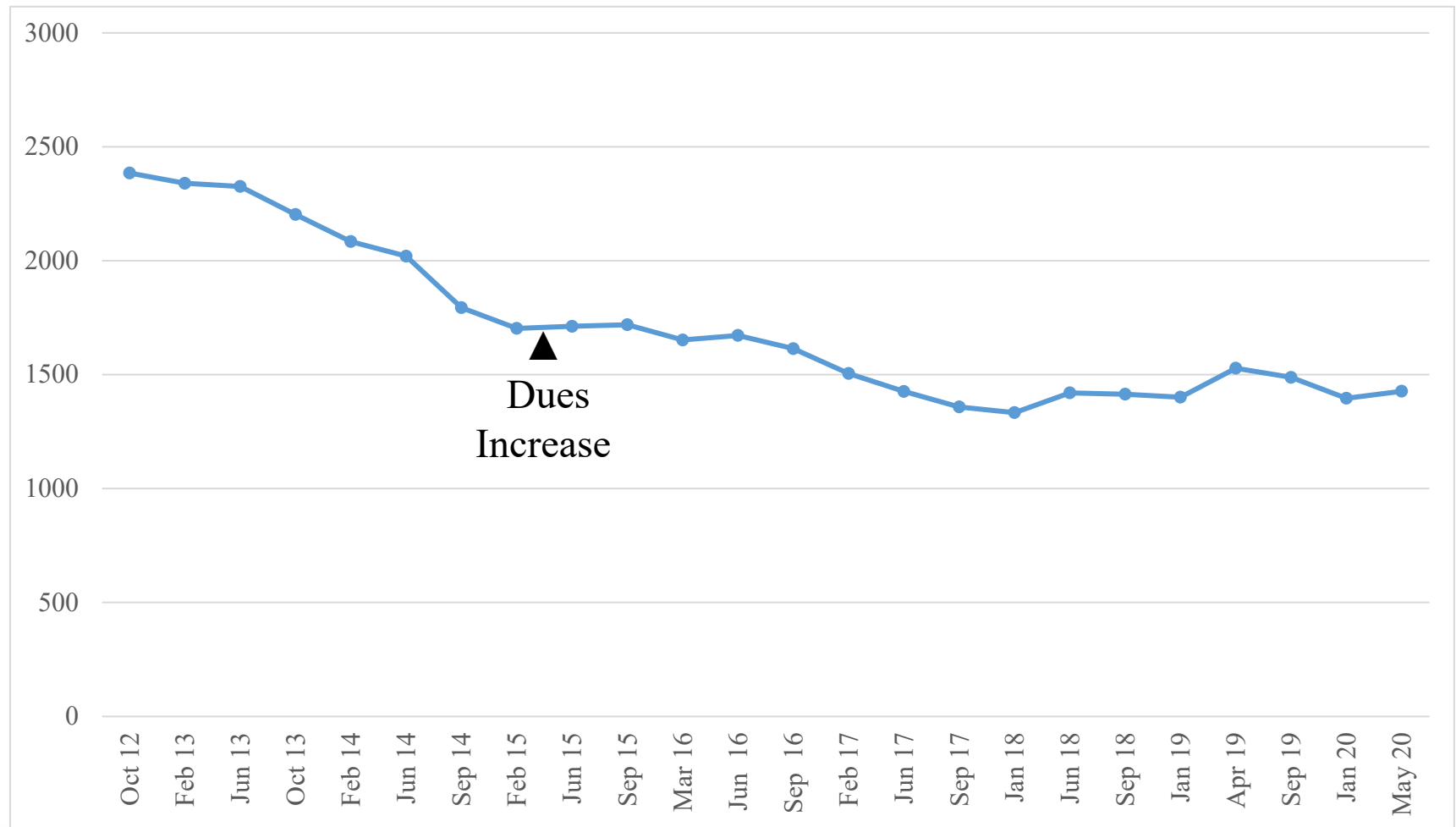
ICEAA Membership 2015-2020

	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	May 20
TOTAL MEMBERSHIP	1703	1712	1719	1652	1672	1614	1505	1426	1358	1333	1420	1414	1401	1528	1488	1398	1427
Atlanta	11	10	7	6	4	3	4	4	4	4	4	5	4	5	4	5	7
Australia					47	43	42	51	50	48	58	60	60	60	51	45	49
Baltimore	30	27	26	20	23	24	22	18	15	13	18	17	17	20	13	13	12
Canada		24	48	58	60	74	51	55	61	56	56	66	57	63	80	85	87
Central Florida	21	21	21	25	27	25	23	20	16	17	19	15	15	16	21	21	22
Central VA	22	23	24	26	26	26	24	23	24	23	22	26	28	30	32	32	34
Dayton OH	60	76	73	70	70	70	63	58	47	47	51	52	51	55	44	41	50
DC Metro	429	408	397	375	377	370	359	348	336	345	356	354	367	451	476	461	480
Detroit	8	8	9	10	10	9	8	8	10	12	14	13	18	18	18	19	20
Greater Alabama	68	80	83	75	80	76	73	60	56	53	57	53	53	48	41	40	40
Hampton Roads VA	20	19	19	17	19	19	21	21	21	18	17	16	14	15	14	14	16
Houston	14	13	16	16	15	15	10	10	9	9	10	10	10	10	10	12	12
Lone Star TX	27	27	27	25	26	27	23	20	19	15	15	16	15	15	12	10	10
Mid-Atlantic	12	13	16	13	13	11	13	13	15	15	16	14	14	16	13	14	12
New England	76	87	82	79	82	81	77	72	56	62	81	87	92	95	91	85	81
Northwest	110	119	130	127	108	78	63	46	36	33	34	31	28	27	18	17	17
Northwest Florida	15	19	16	14	13	12	10	8	7	7	8	18	18	18	21	13	11
Pike's Peak	32	28	27	22	22	25	23	21	22	23	23	21	17	23	22	21	20
Rocky Mountan / Denver	25	27	23	23	27	21	21	18	13	10	11	8	8	9	7	9	8
San Antonio TX	4	6	5	5	5	5	4	4	2	1	2	2	3	4	4	4	5
San Diego	40	45	45	43	47	48	41	40	40	39	46	41	39	40	37	35	35
So Cal	149	150	148	145	140	134	123	120	117	111	118	110	111	117	102	88	93
St. Louis Gateway	30	31	31	30	32	30	30	24	20	16	21	23	22	22	14	14	14
Twin Cities	9	6	6	7	7	6	7	7	7	7	6	7	7	6	6	6	6
At Large/No Chapter	441	445	440	369	392	382	370	357	355	349	357	348	332	345	336	293	286

ICEAA Membership 2015-2020

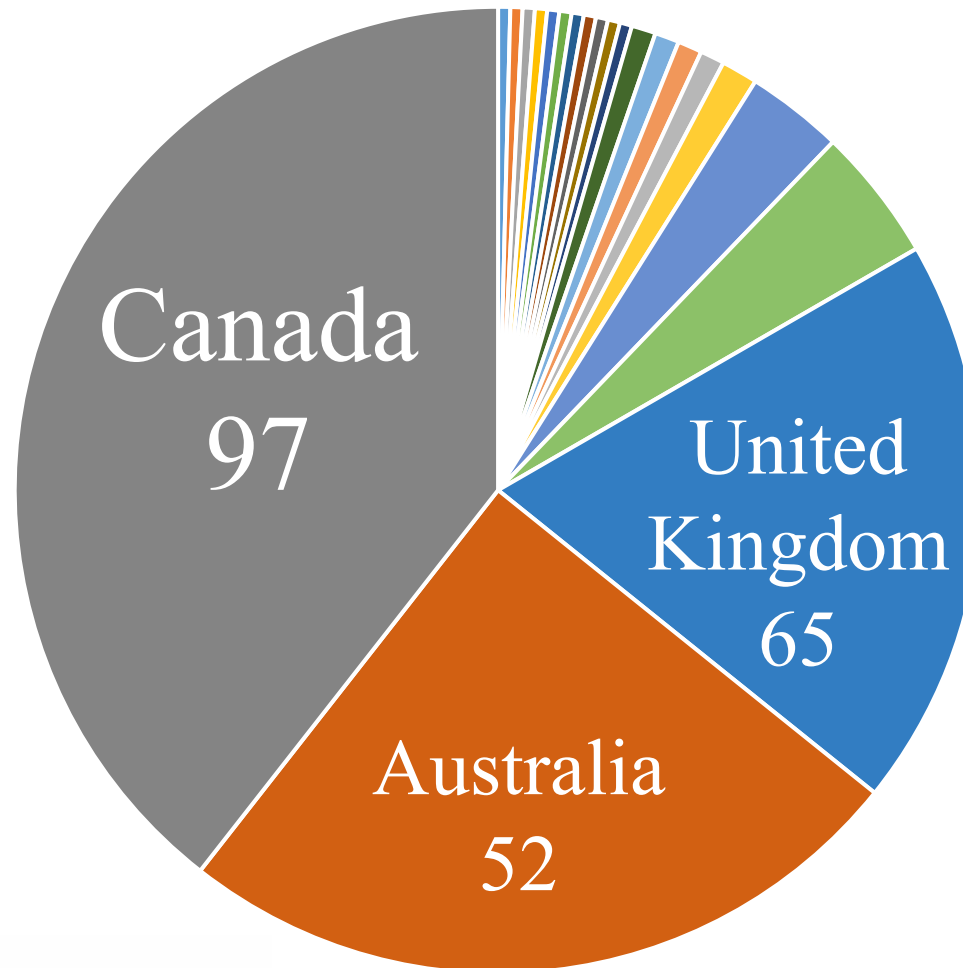
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TOTAL MEMBERSHIP	1703	1712	1719	1652	1672	1614	1505	1426	1358	1333	1420	1414	1401	1528	1488	1398	1427
BAE						22	26	26	24	24	23	26	23	25	22	19	19
BAH	79	76	82	84	81	75	61	59	64	71	68	64	63	58	60	55	52
Boeing	173	177	174	166	145	100	90	69	58	53	65	68	64	60	40	31	32
Cobec	20	19	21	16	16	16	18	21	22	27	26	27	33	34	36	38	37
Deloitte	17	17	20	17	17	14	9	7	8	16	17	17	17	13	10	12	7
Galorath					14	18	18	21	18	15	18	18	18	21	20	18	19
Herren									12	12	10	13	12	14	25	26	27
Kalman & Company, Inc.												11	12	13	14	13	13
KPMG											15	15	14	14	12	11	11
Lockheed Martin	42	43	42	39	40	39	35	31	27	24	26	25	23	20	19	16	16
MCR	27	28	28	24	29	27	22	25	23	22	25	22	23	26	23	22	20
MITRE	27	26	24	25	24	24	23	22	21	21	20	19	15	16	13	12	10
Northrop Grumman	29	31	33	30	31	30	25	25	23	23	26	24	19	21	19	19	18
PRICE					19	18	17	17	12	11	16	14	14	17	12	12	15
Quantech Services											21	38	42	50	49	47	46
Raytheon	14	14	15	14	15	16	16	15	15	14	13	12	13	14	14	11	11
TASC/Engility											18	12	10	6	4	3	3
Technomics	71	78	62	62	63	60	58	62	47	54	71	56	64	137	159	165	181
Tecolote	104	113	109	102	112	112	106	103	87	85	99	95	102	110	105	99	92

State of the Association: Membership Trends 2012-2020



State of the Association: International Membership

52	Australia
1	Belgium
97	Canada
2	China
1	Columbia
2	France
8	Germany
1	India
1	Iran
1	Italy
3	Japan
2	Korea
1	Mexico
10	Netherlands



1	New Zealand
1	Norway
1	Oman
1	Philippines
1	Spain
1	Sri Lanka
3	Turkey
65	UK

Government Employees (*estimated*)

	Sep 2017	Jan 2018	May 2018	Sep 2018	Jan 2019	Apr 2019	Sep 2019	Jan 2020	May 2020
DoD et al	18	16	23	26	16	13	10	22	16
Air Force	109	95	97	103	98	103	102	91	104
Navy	39	31	30	32	28	25	31	33	30
Army	10	14	12	10	10	10	11	12	15
Marines	5	5	4	2	2	1	0	1	1
Coast Guard	1	1	2	1	2	3	2	2	2
NASA	24	20	21	20	20	21	20	22	21
MDA	15	15	14	16	19	12	8	8	7
State/Local	0	1	3	1	1	3	3	2	2
DHS	-	-	-	-	-	9	14	11	13
Misc Civil	34	36	29	25	23	21	20	13	13

Total US Government
Employees (est.) 233

Total Membership as of 5/7 1427

Percentage of
Membership: 16%

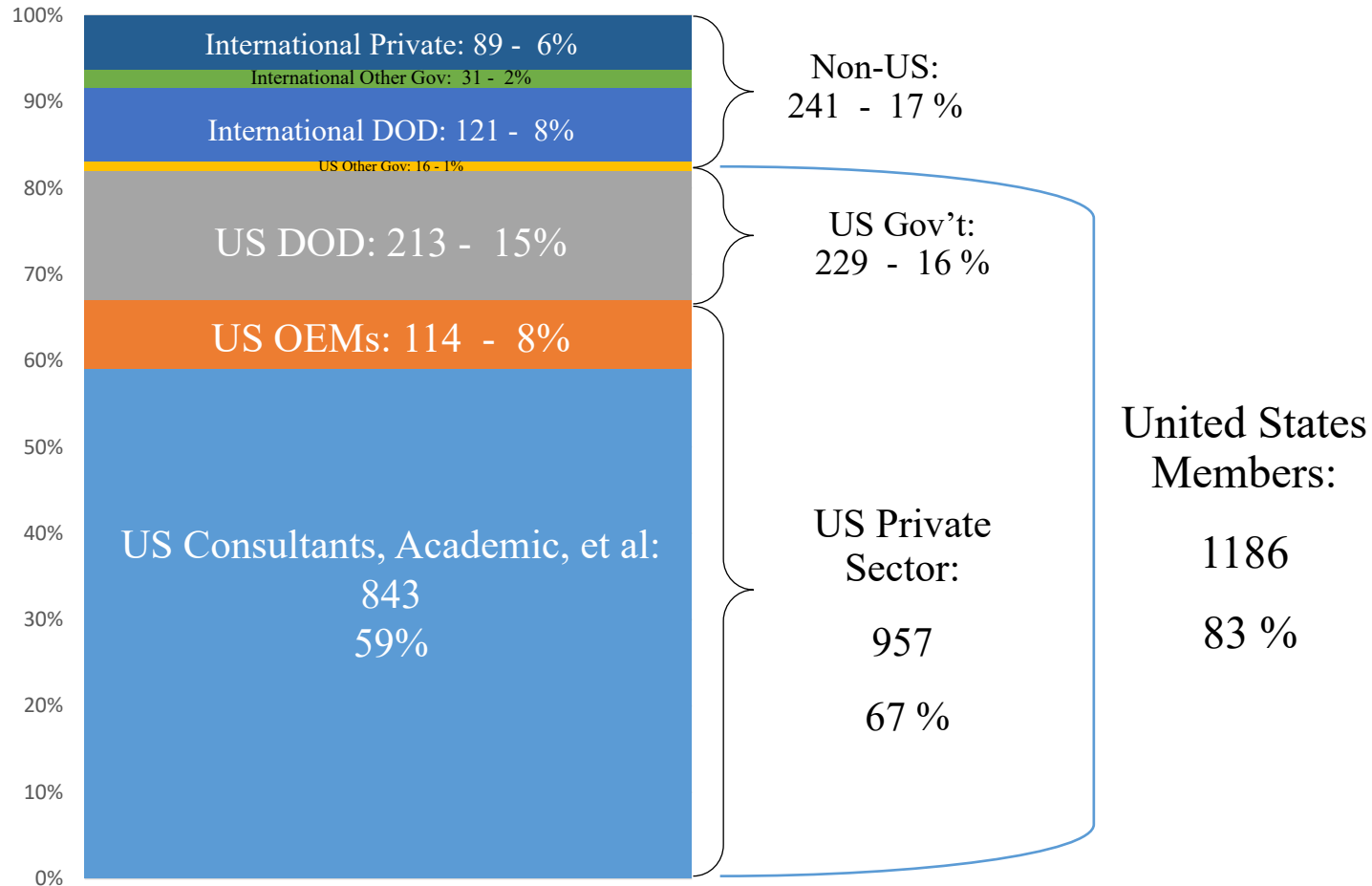
Jan18 - 25% Apr19 - 15%

May18 - 23% Sep19 - 15%

Sep18 - 25% Jan20 - 16%

Feb19 - 24%

Membership Composition



International CEBoK

Progress Report May 2020 BoD meeting

Dale Shermon – UK & Europe regional Director

“Putting the ‘I’ into ICEAA”

Tasks; Planned, Completed, In progress

	Status	Comments
<u>UK and Europe survey</u>		
Written and distributed to ICEAA members	Completed	
Distribution to SCAF members	Completed	
Results analysis	Completed	
<u>ICEAA publications policy</u>		
Draft for comment	Completed	
Approval	Completed	
ICEAA adoption	Completed	

Tasks; Planned, Completed, In progress

	Status	Comments
<u>ICEAA CEBOK re-structure proposal</u>		
Journal article	Completed	
Proposal drafted	Complete	
Approval	Completed	
Adoption of new structure	Completed	CEBoK 2.0 Beta has demonstrated the opportunity to add national sections
Draft sub-titles for national sections for comment	Completed	
Agreement of sub-titles for the national sections	Completed	
Seek volunteers to write national sections	Completed	
Storyboard the national sections for comment	Completed	
Draft national section for comment	On-going	
Adopt new national section for ICEAA CEBOK	Planned	Including exam questions

Tasks; Planned, Completed, In progress

	Status	Comments
<u>ICEAA European workshop</u>		
Proposal to ICEAA	Completed	Agreed to hold joint SCAF / ICEAA workshop in Bristol
Agree workshop	Completed	
Fix date and find venue	Completed	Bristol 17 November, BAWA Filton, Bristol, UK
Establish an workshop committee	On-gong	SCAF with organise with Megan support
Draft, agree and circulate marketing	Planned	Megan has a Save the day banner
Get help from ICEAA office	Completed	

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						★		

CEBoK progress

	UK	USA	Belgium	The Netherlands	France	Germany	Australia
Lead Authors	Mark Johnson	Kellie Scarbrough	Paul Marston	Eric van der Vliet	George Teoglou	Fabian Eilingsfeld	Anh Waddle
Storyboard the national sections for comment	Complete	Complete	Complete	Complete	Promised soon	Complete	Complete
Draft national section for comment	Started	Started	On-going, mainly NATO	Started		Started	Draft end of May
Adopt new national section for ICEAA CEBoK							

Challenges and help needed

- Help with a European ICEAA workshop

ICEAA Canberra Report

20 April 2020

Board of Directors:

President: Dr. Anh Pham Waddell

Vice President: Mr. Robert Janik

Treasurer: Kimberley Rowlands

Secretary: Tracey CLAVELL

Board elected: June 2018

Upcoming Events:

Authors of the Australian Story Board in the updated CeBok are going to meet next week for development of the draft.

Recent Events:

March 2020 meeting was cancelled due to COVID-19

ICEAA Canberra Board Election for 2020-2022 has been sent out to member on 20 April 2020.

Member Outreach:

Video conferencing has been discussed as a method to reach out to members during the COVID-19 social distancing restriction.

Member Recognition:

Nil

Other:

Nil

ICEAA Detroit Chapter Report

April 20, 2020

Board of Directors:

President: David Holm until 30 April / Trevor VanAtta takes over 1 May

Vice President: TBD

Secretary: TBD

Training: Patrick McCarthy

Social Events: Brandon Bryant

Events:

- Trevor VanAtta will assume the President duties for the Detroit Chapter effective 1 May 2020. The current President David Holm was management reassigned to another job at TACOM that will require him to step down as President. An email soliciting interest was sent out to the Chapter members and Trevor VanAtta was the only one who expressed interest so he was selected. An email was sent to the Chapter members indicating that Mr. VanAtta would be assuming the President duties as of 1 May.
- The COVID 19 situation caused the remaining in-person training classes to prep for the ICEAA exam to be cancelled. Pat McCarthy continued to send out the training materiel each week so that the students could still study the materiel in preparation for the exam which was scheduled to occur 23 Apr. Due to the State of Michigan social distancing guidelines and Governor imposed restrictions on businesses and residents, the certification exam will be rescheduled once the restrictions have been lifted.

Member Outreach: Planning for the spring and summer events was postponed due to the COVID 19 restrictions. Will pick up the planning activities once restrictions are lifted by the Governor.

Member Recognition: None this reporting period.

Other Items:

- Completed the judging for the best paper award.
- Jennifer Flanagan resigned from her position as Vice President of the Chapter and her job at TACOM to be a full time mom.
- Dan Germony has accepted a position at OSD CAPE and will be moving to the DC region and has resigned as Secretary for the Chapter.

ICEAA Greater Alabama Report

May 15, 2020

2019/2020 Board of Directors:

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

Board elected: August 21, 2018

VP Jim Samuelson stepped down March 10th, 2019.

Upcoming Events:

Plan to hold an election after a Vice President candidate has volunteered. Past President, Brian Alford, is helping to look for candidates and organize the elections.

Recent Events:

The Greater Alabama Chapter held the following luncheon meetings since the last report, with speaker and title noted:

- Jan 14, 2020: Dr. Christian Smart (Galorath Federal): Here Be Dragons: How Risk Blindness is Endangering our National Security and How to Fix it.
- Feb 11, 2020: Darrell Hamilton (Defense Acquisition University (DAU)): The Impact of DoD's Recent Interim Software Acquisition Policy Changes on Software Cost Estimating
- Attempted to hold an online presentation for March luncheon on March 17, 2020 via ICEAA's GoToMeeting account. Presenter would have been Herb Hayes (PROBRANCH, LLC): The Impact of the 2018 Tax Cut and Jobs Act (TCJA) and the Setting Every Community Up for Retirement Enhancement (SECURE) Act of 2019 on personal business taxes.
 - Due to the virus. Our meeting notices were late going out. The meeting was very limited in attendance.

In addition to these meetings, our annual training sessions for the CCEA exam ran every Tuesday night from Feb 25th until classes were postponed on March 17th, 2020 due to the virus. These classes cover many topics of the exam, with additional problem sessions. Attendance varied with about 10-15 people each week.

ICEAA Greater Alabama Report

May 15, 2020

Member Outreach:

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

We are also looking into standing up a committee to promote and to make a selection for the Greater Alabama Chapter Scholarship.

Member Recognition:

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

Other:

None to report at this time.

ICEAA Region 6 Report

04-22-20

Report from John Deem, Region 6 Director

- Members in Region 6 have moved away from operating traditional chapters.
- Chapter funds have been returned to the ICEAA office and continued operations will rely on financial support from the ICEAA office as necessary.
- Some Region 6 individuals remain informal leaders in their local professional communities, but do not aspire to hold traditional chapter officer positions. They do however represent ICEAA to others who are not currently members.
- Region 6 has members in Dallas/Fort Worth, San Antonio, Houston, Albuquerque and Oklahoma City who have or could have active professional communities associated with ICEAA.
- Members in Region 6 represent companies like Lockheed Martin, Boeing, Bell, Rockwell Collins and Booz Allen Hamilton. Also represented are NASA, USAF and Sandia National Laboratories.
- Some members have been participating in live and virtual workshops and some non-members have been participating as well.
- I will continue to network with members and organize live and virtual events building upon the successes and momentum of prior years at a pace that makes sense for myself and members.

ICEAA SCAF Report

22 April 2020

Board of Directors:

Chairman: Sanathanan Rajagopal

Vice Chairman: Dale Shermon – ICEAA Representative

Treasurer: Cheryl Latimer

Secretary: David Baggley

Other Board members: Martin Finch – Newsletter

Dave Hedley – Deputy Treasure

George Lyon – Deputy Secretary

John Philips

Paul Wood – Programme

Linda Newes

Antony March

Andrew Nolan

Board elected: Sept 2019

Upcoming Events:

No	Date	Venue	Event	Theme
2019/20				
4	21 st April	Bristol Aerospace Centre	SCAF Challenge	Electric vehicle
5	16 th June	Rolls Royce, Derby	Northern Workshop	Developing the next generation of Cost Estimators
6	16 th July	The Bailbrook Hotel, Bath	Summer Reception	TBD
7	8 th Sept	QEC	SCAF conference	TBD
8	17 th Nov	BAWA	Joint workshop	SCAF / ICEAA

Events 4, 5, and 6 are all cancelled due to Coronavirus and the need to social distance.

ICEAA SCAF Report

22 April 2020

Following discussions with SCAF Committee and ICEAA Executive it has been agreed to hold a joint workshop in 2020. On the 17th November SCAF and ICEAA will hold a one-day workshop with presentations track and ICEAA training track at the BAWA, Bristol.

Recent Events:

SCAF managed a workshop on the 11 February at RUSI, Whitehall, London prior to the UK country wide lockdown. The theme was '*Cost Management at the Portfolio Level*' and this event was very well attended.



Member Outreach:

We continue to update the SCAF LinkedIn site. We have recently updated the www.scaf.org.uk site for tablet, phones and credit card payments.

Member Recognition:

The SCAF Award event will be cancelled this year due to Coronavirus and social distancing.

Other:

We will be having our first virtual committee meeting in April, a whole new experience!

ICEAA So Cal Chapter

4/22/2020

Instead of the customary 1-Day Spring Workshop (for obvious reasons), the ICEAA SoCal Chapter, in partnership with the RAND Corporation, conducted two (2) webinars. The first one, on April 8th, was to introduce the concept of crowd sourcing to those in attendance and solicit responses to the survey instrument. After the RAND Team presenters provided an overview of Hypersonics, they went on to explain how the survey process would capture the expert opinions of cost-estimating SME respondents regarding cost drivers and confidence levels of the proposed program phases.

The second webinar took place a week later where the RAND Team shared and discussed the survey results with more than forty (40) respondents and attendees.

The SoCal Chapter wishes to express its appreciation to Lisa Colabella, Kelly Klima, and Eder Sousa for their efforts to prepare, survey, and present at the proceedings.

Special Thanks and Emmy Nomination goes to Megan Jones for her outstanding performance as Moderator and virtual Master of Ceremonies!

The ICEAA SoCal Chapter's next workshop is tentatively scheduled for mid-September at the Tecolote Research, Inc. facility in El Segundo, CA. Alternative event plans are being developed in parallel should in-person group activities not yet be allowed. Updates will be posted on the ICEAA website as new information becomes available...Stay Tuned!

ICEAA Washington Capital Area Chapter Report

May 9, 2020

Board of Directors

President: Rennie Arnold
Secretary: Courtney Silies
Past President: Meghan Kennedy
Membership Chair: Tim Anderson
Web Coordinator: Kevin Coonce

Vice President: Kammy Mann
Treasurer: Max Watstein
Programs Chair: Ann Hawpe
Outreach Chair: Aileen Donohue

Recent Events

- Held annual Chapter meeting virtually this year.
- Hosted first ICEAA AfterWork, with speaker David Burgess.
- Technomics Foundations of Cost Analysis training continued to provide training opportunities for the chapter and moved to a virtual platform following the quarantine.
- The Chapter's luncheon speaker series continued with Mr. Josh Smith from Herren presenting his work on Agile estimating and JIRA

Future Events

- Tentatively postponed annual Chapter Workshop to the Fall. This year's focus is on cyber security cost estimating. Once more is understood about COVID-19 and reopening plans, a date will be picked, with no significant changes planned for the Workshop at this time.
- A Workshop social will also be planned as has been done in the past.
- Next luncheon series speaker will be held virtual on June 3rd, hosted by MITRE. The title of the presentation is "Journey to a Reliable Estimate" and the description is, "How and why the Decennial Census program cost estimates went from regularly failing GAO audits to passing and being used as a positive example in the latest GAO Cost Estimation and Analysis Guide."

Member Outreach

- Looking in to options to host a social function in conjunction with the local chapter of the Military Operations Research Society (MORS) Cost Community of Practice.

Member Recognition

- Announced annual Chapter award winners at the virtual annual chapter meeting.
 - Speaker of the Year: Thomas Sullivan
 - Team Achievement: JASI Cost IPT - Katie Geier-Noreiga, Kammy Mann, Ryan Hoang, Lyle Patashnick, David Seaver, Michal Bohn, & Paul Cymerman
 - Leadership/Management: Stuart Dornfeld
 - Technical Achievement: Orly Olbum
 - Junior Analyst: Zachary Donchez