



Welcome and thanks for taking time to join me, Megan Jones, ICEAA's Executive Director, and your ICEAA colleagues today.

We're excited to have the opportunity to connect with you and hope that today's discussion bears fruit for you and us.

Purpose

- Describe where ICEAA is going and how we're getting there
- Stimulate both your ideas and interest in helping
- Address your comments/questions

The objective of today's meeting is pretty straightforward.

Most of today's session is devoted to us transmitting information that we hope you find useful. The current board is 15 months into its 24 month term, which ends 30 June 2021. Megan and I will refresh your memory on the board's direction and our progress to date.

Regardless of whether you've volunteered time to the association in the past, I'm hoping you hear something that sparks an idea and/or stimulates your interest in rolling up your sleeves to contribute.

Once we've run through our prepared material, we will address questions/comments that some of you have already imparted and entertain any others you want to share real-time. In the interest of the audience benefitting from all our presentation content, I'd appreciate you holding questions/comments until the end. If we are not able to get to something that's on your mind, please reach out to the ICEAA Business office at iceaa@iceaaonline.org.



Every organization, regardless of whether it's profit motivated or not, needs a compass in the form of principles that guide its course. The next three slides address our vision, mission and strategic goals.

Our Vision

- Vision for the *Profession*

To be a vital, respected, indispensable and growing community of practice composed of ICEAA certified professionals recognized as best-in-class.

- Vision for the *Organization*

To be universally recognized for developing, disseminating and advocating best practices that maximize the value of the global cost estimating and analysis community to public and private sector resource decision makers.

Whether you do or don't have strategic planning experience, I think it's worth emphasizing why the 'right' vision statement is critical and represents more than words on a piece of paper or wall.

- A vision statement is the anchor point of any strategic plan. It outlines what an organization would like to ultimately achieve and gives purpose to the existence of the organization.
- A vision statement is a descriptive picture of a desired future state, a declaration of where you are headed.
- A vision statement is a long-term view of what the organization wants to be, or how it wants the world in which it operates to be (an "idealized" view of the world).
- A good vision statement is ambitious.
- A good vision statement is a memorable and inspirational summary that describes the reason for existence as an organization – one that will help to motivate existing members and even attract high-quality new ones.

You may be wondering why we created a vision for the profession as well as the organization itself. Let me explain. Every one of us on any given day should be conscious of delivering increasing value to stakeholders who rely on our analytical products and related advice. Regardless of how important cost is to decision-makers inside and outside the government, not delivering the right value can and has led to cost organizations losing some degree of influence or, worse yet, becoming irrelevant. There are a variety of reasons why ICEAA should be doing whatever it can to help grow our profession, most notably because growth translates to opportunities for professional advancement of our members.

Mission Statement

ICEAA is an 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.

We strive to facilitate the success of the cost estimating and analysis community of practice by providing members opportunities to learn, teach, collaborate, present and network in a collegial environment devoted to professional growth and success.

Our mission statement defines, at a high level, our business, objectives and approach to reach those objectives. Similar to the previous slide, I chose to underscore some of the words for emphasis sake.

Our vision and mission represent two thirds of the compass that helps the association remain headed in the proper direction.

2019-2021 Strategic Goals

1. Create a community of **technical excellence**
2. Create a community of **collaboration**
3. Create a community of **relevance**

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The final third of the compass is our ,strategic goals that support achievement of vision and execution of our mission. Each strategic goal has a corresponding set of objectives (or actions) that are not shown here, but are identified in our strategic plan available via ICEAA’s website. Our biennial strategic plan is reviewed and updated as required by each incoming board.

Important Context for our 2019-21 Priorities



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With the exception of the salaried International Business Office staff composed of Megan, Sharon Burger and Chelsea Torres, aka the Association's engine room, a threesome deserving of members' hearty thanks, ICEAA is a volunteer organization that relies on its membership to accomplish work. In recognition of this fact and my desire as President to ensure that the board had tangible products and results to show for its two year tenure (i.e., let's avoid starting something we can't finish), I established a discrete set of priorities to help us achieve our strategic goals.

We will get to these priorities and our related progress in the next section of the presentation. However, I'd first like to do some stage setting in the form of data that helped inform creation of the priorities.

I recognize that it took seven slides to get us cost analysts to some data, but please contain your excitement cause there's not a lot of data here and there's no higher math.

But you CAN get excited about some fantastic data visualization!

Here we have the total number of current ICEAA members as of September 1. Of that total, about 82% are in the U.S. and 18% are elsewhere.

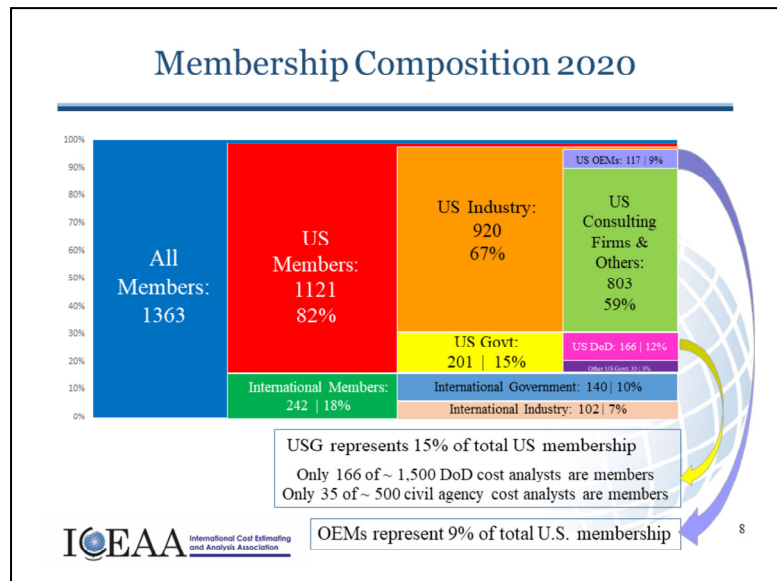
The rest of the percentages we're showing are still against the total number of members, but we're going into more detail within those groups. So the 15% shown is the total number of members who work directly for the U.S. government (this does not count contractors or people who work on government projects, just the people whose checks are signed by Uncle Sam). After the 18% international members and 15% US Government members, we've got 67% left. Within the US Government, we're split about 12% DOD and 3% other.

Then with the US not-government folks, we have 9% further detailed as OEM employees, and then the rest: contractors, consulting firms, product & solutions companies, a handful of academics, retirees, and everybody else.

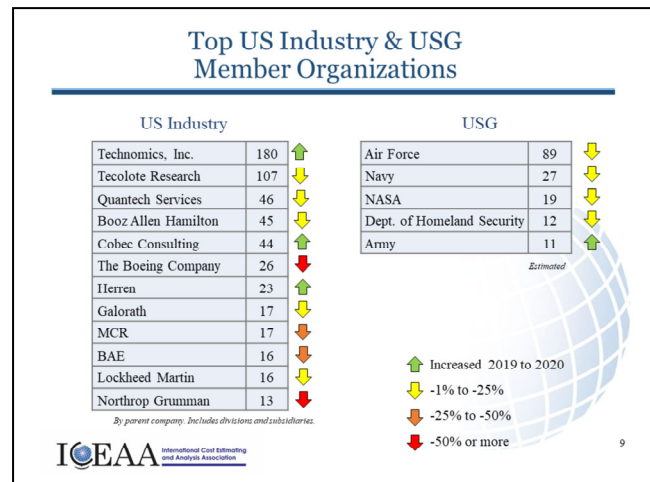
Back in the International contingency, our colleagues overseas are split about 10% to 7% government vs. non-government.

We did some calculations last year to determine what our possible market within the US Government and found that there are around 1,500 total cost analysts in the US DOD, and 500 in civil agencies, so our potential for growth in the US Government is pretty strong. We didn't even try to take a guess of how many analysts working for OEMs are out there, but I think it's safe to say that 117 isn't very many of them and we could get a lot more thanks to our efforts to appeal more to OEMs.

For those with awesome memories, you may notice that we're down about 165 members from this time last year, but interestingly, the proportions of all these groups are almost identical.



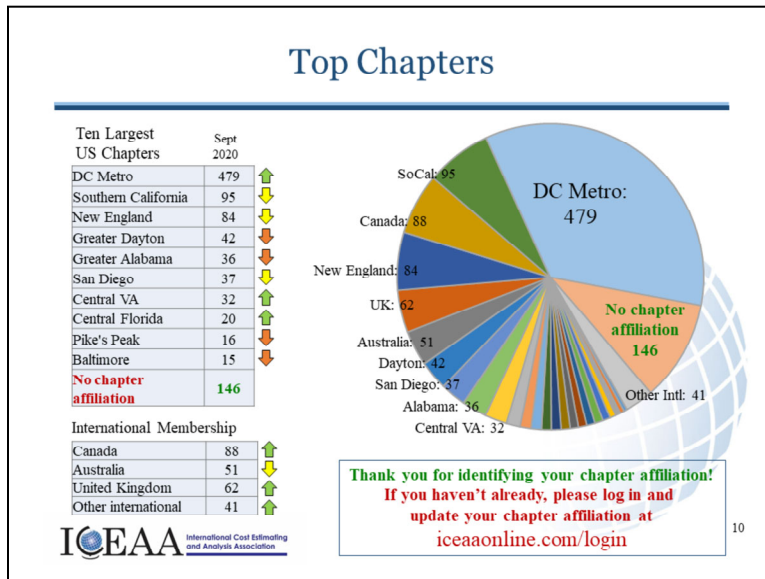
Here's a snapshot of the US organizations with the largest concentration of members. Consistent with the year-over-year drop that Megan just mentioned, 13 of the 17 organizations with the largest concentration of members in 2019 dropped by the magnitude reflected in the colored arrows. We have not reached out to these (and other) organizations to understand why membership increased or decreased, but it is safe to assume that some of the decrease can be attributed to cancellation of the San Antonio workshop and the fact that registrants who signed up at a non-member rate would have received a one year membership.



Outside of giving you some sense of which US organizations have the most members, this slide begs for me to comment on the reason some of these organizations are on this list. That reason is leadership commitment to and/or endorsement of ICEAA membership. This is certainly evident in some of the consulting firm statistics that represent 100% or close to 100% participation, e.g., Technomics, Cobec, and Herren. Industry participation is helped by companies' willingness and ability to finance memberships. In fact, some companies cover up to two professional organization memberships per employee, a stark contrast to the government.

Though the Air Force number does not represent 100% of the Air Force cost analysts, this number would not be nearly as high were it not for the vision and efforts of Rich Hartley, former SES Director of the Air Force Cost Analysis Agency (AFCAA), who actively encouraged AF cost analysts to leverage what ICEAA has to offer, including certification. Similarly, by virtue of Christian Smart's commitment when he was running the Missile Defense Agency cost group a few years ago, most MDA cost analysts were ICEAA members.

If you haven't identified your employer in your ICEAA profile, please log in and update. We've added a few write-in boxes to let you add details like your parent company or your division. If you have your employer listed as a specific program or a string of letters, please help us out by giving us some more general information in those text boxes, like which branch that program is focused on, or the parent company that your specific group is in. This will help us better classify you guys and figure out breakdowns like this. If you find yourself struggling with the website or login in any way, please email us.

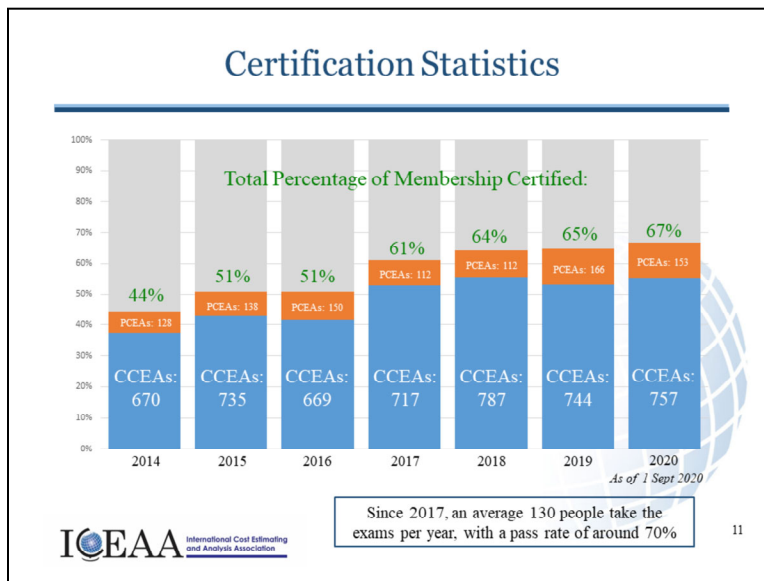


Chapters! Last year's big plea was to get you guys to affiliate yourselves with chapters and boy how did you listen. More than 100 of you listened and we really appreciate it.

Chapter size is either up or a little bit down from last year, which makes sense since our membership total is down by about 165 since this time last year. A shout out to the DC and Central VA Chapters for growing six percent, but let's yell for Central Florida, who are up 25% from last year, when they weren't even in the top ten.

As it was last year too, our International membership is growing. Canada, the UK, and even the countries with just a few members apiece all have more members than they did this time last year. Australia is trending down a little, but they've got strong leadership down there that are planning big things and I'm confident that's going to change.

I want to pause to thank our Chapter presidents for everything they do. Of all of the volunteer jobs with ICEAA, yours is the hardest. Our chapter presidents are out there trying their best to bring ICEAA to the masses and drumming up interest. Our world is more and more designed for people not to do stuff, not to join things, not to participate. It's so easy to just click Like or share an update - and that was before everything we know got turned upside down! It's been a hard year for everything, and all of the rules we knew are out the window. I'm looking forward to things starting to trend back to some semblance of normal and teaming up with all of our chapters to get that energy flowing!



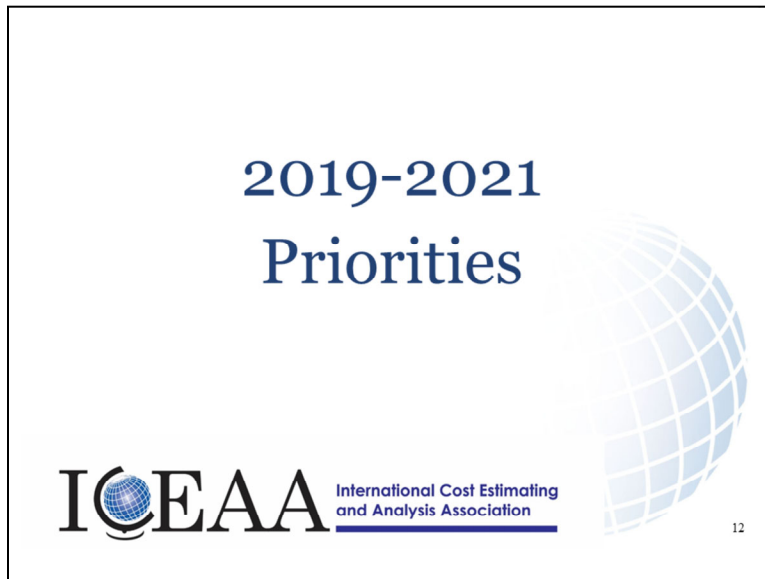
It's encouraging to see the upward trend in the percentage of members who have made the investment to get certified.

Many of you in today's audience are represented in the certification statistics shown. Well done on passing one or both parts of the exam.

If you're not certified, I urge you to prepare for attaining this professional credential, particularly if you are early in your career. Outside of the sense of accomplishment that comes with studying hard, learning and passing the exam, your employer will value your commitment to professional development and growing your knowledge, skills and abilities. Additionally, if you work for a consulting firm, the credential will further your company's ability to compete for future government work that more frequently than not requires staff to possess either an ICEAA or DAWIA certification.

To those of you in the audience who work for the government, I should note it is my understanding that your organization has the ability to recognize the CCEA as equivalent to a DAWIA level 3 cost estimating certification. Based on what I heard from a couple directors of DoD cost analysis organization, I am guardedly optimistic that a groundswell of staff support for CCEA equivalency would prompt leadership to move your organization in that direction. I say this because it was clear from my conversations with a couple directors that they had serious questions about the value of some DAWIA classes vis a vis length and associated time away from the office. In fact, one of the directors expressed the opinion that a comprehensive exam is a more meaningful indicator of knowledge, skills and abilities than simply completing classes.

By the way, in case you're wondering, our records for the last few years indicate that roughly 130 people take either one or both parts of the exam annually and around 70% pass.



Everything in our strategic plan is important, but everything can't be most important. As previously mentioned, I established some priorities to ensure that the board achieved tangible progress in relation to our strategic goals. This section of the presentation addresses these priorities and what we've accomplished to date.

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 "T" in ICEAA more meaningful (*Dale Sherron*)
5. Stimulate increased level of original equipment manufacturer (OEM) estimating, pricing, and engineering community engagement (*Bob Hunt*)

This slide identifies our five priorities. The name of the accountable board member is shown in parentheses. My sincere thanks to them for being willing/able.

The previous section of the presentation paints a pretty clear picture of the fact that there is much room for ICEAA membership growth, particularly relative to USG and OEM membership.

As indicated in the title of this slide, the theme of these priorities is delivering greater value to members and potential members. ICEAA can't expect to retain existing members or attract new members without constant attention to value.

The first two priorities have a clear product orientation in the form of CEBoK and Software CEBoK and their associated certification exams.

The other three priorities logically translate to a combination of ICEAA products and services.

The sequence of slides that follow address progress by priority since July 2019, the start of the current board's term.

Progress to Date

Priority 1: Improve CEBoK & associated certification exams

- Online CEBoK Beta available for all members
 - Collecting member comments/suggestions; will use feedback and lessons learned when determining new online platform
- PCEA® and CCEA® exams now online
 - Use any computer with an integrated webcam and microphone.
 - Browser-based testing software only requires an extension to deploy the virtual AI proctor that monitors your test.
 - Reflects improvement to existing questions and addition of new questions, the result of a concerted effort to expand the exam question bank



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The first bullet addresses CEBoK. There are three areas of CEBoK improvement – content, format and on-line distribution.

The previous board decided that it was past time to not only improve CEBoK content, but also move to a more modern medium (i.e. than PPT slides) that provides greater flexibility, functionality, etc. That board awarded a contract to Cobec Consulting to accomplish some of the content improvements, as well as significantly improve the format. Cobec delivered its product to ICEAA in Spring 2019. Late in 2019, after some additional work to ready the content/format, we made an online version of CEBoK available to all members and are evaluating member feedback re. the new non-PPT medium. Feedback to date has been largely positive, but we would appreciate hearing from more of you. We are now evaluating the best way to deliver and sell the on-line version. Thanks to Megan and Kellie Wutzke for their efforts.

The second bullet address the certification exams. In July, we started offering the exam online via Mettl, an online testing platform that affords members greater test-taking flexibility and ICEAA ability to exploit Mettl statistics regarding the exam itself, statistics that should help us understand and improve exam effectiveness.

In parallel with researching and implementing the ‘best’ online testing solution for our needs and budget, we have been revising existing questions as appropriate and creating new questions. We are grateful to former Air Force Institute of Technology (AFIT) students for contributing new questions and welcome any of you to create new questions in exchange for recertification points should ICEAA adopt your questions.

Thanks to Sharon Burger, Kevin Cincotta, and Christian Smart for their efforts.

Progress to Date

Priority 2: Develop Software CEBoK (aka SCEBoK) & associated certification exam

- Contracted body of knowledge development effort to an internationally-recognized software SME, Carol Dekkers
- Partnered with the U.S. Defense Acquisition University (DAU) to leverage their existing software cost estimating course (BCF-250) as appropriate
- Established ICEAA SCEBoK Review Group (ISRG) to ensure a quality, globally-accepted product
- First edition in PowerPoint format (including speaker notes); available for learning and instructing in May 2021
- Exam for specialty Software Cost Estimating certification; available later in 2021

As some of you are probably aware, roughly five years ago, elected and non-elected members of ICEAA, Nesma, IFPUG as well as other organizations with an interest in professionalizing software cost estimating globally initiated a collaborative effort to create a body of knowledge and companion exam. That collaboration, which was 100% volunteer-powered, produced a 16 module body of knowledge that was offered in the training track of the last three ICEAA workshops as well as during a Nesma event held in The Netherlands in October 2019.

Subsequent to that October event, members of the ICEAA board completed a critical evaluation of the 16 modules and concluded that the BoK did not meet ICEAA standards and required major rework. Without going into all the details, I am happy to report that we are five months into a development contract awarded on May 1st. This effort is effectively a new start development that leverages BCF-250, the existing 16 modules and many other sources of useful information, including but not limited GAO's recently released agile guide.

We are optimistic the BoK and companion certification exam, the latter of which will be wholly-developed by volunteers, is going to attract new ICEAA members overseas. If you want to learn more about the BoK, please see Megan's and Christian Smart's presentation at the recent IT-CAST event available via ICEAA's website.

Thanks to Megan, Christian Smart, Kevin Cincotta, Dave Brown, Eric van der Vliet, Harold von Herringen, members of the ICEAA SCEBoK Review Group (Dan French, Denise Nelson, Arlene Minkiewicz, Sanath Rajagopal) and last but not least Carol Dekkers.

We created three initiatives to foster USG engagement.

The first is USG Day, one day at the workshop designed especially and only for government employees.

Agenda planning for the inaugural USG Day was well underway when the workshop was cancelled.

I personally worked with the senior leaders of defense, intelligence and

civil cost organizations to create an agenda that represented a unique opportunity for leaders and their staffs across the government to exchange knowledge, ideas, opinions and lessons-learned on a variety of topics. The day was to include cost leader panel discussions on strategic topics in the morning and staff presentations on policy and technical topics in the afternoon. The panel sessions were to address challenges facing the cost community at-large, notably workforce (i.e., hiring, development, retention, succession planning, millennials, etc.) and delivering the ‘right’ value to the enterprise. The policy/technical presentation topics were to include agile hardware/software development, improved source selection techniques, cost implications of cyber, and other topics of interest across the community.

Recently, I have re-engaged these leaders to determine their appetite for an abridged virtual version, a half day devoted to the strategic-oriented panel discussions. Initial responses from three leaders outside DoD are encouraging. Should virtual USG Day come to fruition, we will evaluate how it goes and consider doing a full day at the 2021 Workshop.

One of the conversations Rick’s been having with government groups got us talking to the Air Force, who let us know that their active military folks were having trouble getting their membership and certification expenses reimbursed, which just won’t do. If you or a colleague are active military and want to get certified and become an ICEAA member, we’re happy to extend a 50% discount on certification fees and the reduced student membership rate of \$45.

The Professional Development Package will be a benefit to all members, including and especially our government employees, and will be discussed in detail in the coming slides.

Progress to Date

Priority 3: Stimulate increased level of U.S. Government cost analysis community engagement

- USG Day
 - Planned for cancelled 2020 Workshop
 - Abridged virtual version possible for late 2020/early 2021
 - Possible for 2021 Workshop
- Offering a Professional Development Package with free one-year membership (see slide 23 for details)
- Offering a 50% certification discount to active military

ICEAA Active Military Personnel Qualify for
A reduced membership rate
50% off certification fees
www.iceaaonline.com/certification

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Progress to Date

Priority 4: Deliver greater value to cost analysis community outside the U.S.

(aka make the "I" in ICEAA more meaningful)

- Restructuring CEBoK to replace U.S.-unique content with universal content
- Adding a US-specific module along with specific modules for the UK, Canada, Australia, Belgium, the Netherlands, France, and Germany
- Team formed to create the modules and work has begun
- Online exam platform allows addition of nation-specific questions to CCEA and PCEA exams

Priority 4, which is being headed by Dale Shermon from the UK, is intended to truly capitalize the I in ICEAA.

The biggest and highest profile effort we're making on that front is on CEBoK. CEBoK was written by, reviewed by, and edited by Americans, so it really shouldn't surprise anyone that it ended up with a bit of a bias. It wasn't until our membership overseas started growing at the pace and magnitude it has over the past few years that we realized just how skewed that bias is.

Dale has compiled an international supergroup of subject matter experts that is working on creating country-specific modules for the UK, Canada, France, Australia, the Netherlands, and others to point out where and how the lessons diverge from place to place, with examples that are practical to that location.

Meanwhile, we're restructuring the rest of CEBoK to use universal language for those concepts that are universal, whether it's as simple as changing an example from the cost of a fighter pilot in American Dollars to the cost of a million donuts in Simoleans. The stuff that is unique to the US will also be moved to its own module to live in the neighborhood with the other country-specific content.

Since all of the nation-specific content will be in modules of CEBoK and not their own CEBoKs, we'll be able to cross-reference and link items from the different modules to show where topics diverge or to draw comparisons.

Another beauty of the new online exam is that once we have those modules in place and new questions to be able to customize the exam to the candidate's country of origin, so for example, 80 of the questions would be about the universal topics, and the other 20 would be based on info in their home country's module.

Progress to Date

Priority 5: Stimulate increased level of original equipment manufacturer (OEM) estimating, pricing, and engineering community engagement

- Team formed (and adding more members to represent more OEMs) to plan a series of events targeted at OEMs
- Events to be a presentation followed by round table/panel discussion
- Anticipate the first in the OEM series to take place January 2021

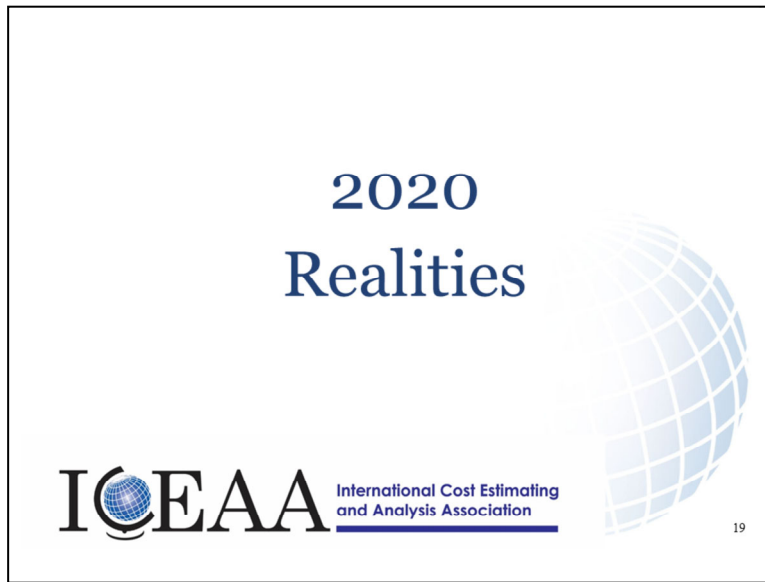
Priority 5 is focused on one of the other groups we identified back on the membership composition slide as an area that could prove to be a source of a lot of new members, the Original Equipment Manufacturers. For those of you who don't know what this is, think of Boeing, Lockheed, Bell Helicopter...aircraft builders, ship builders...the guys who make the stuff.

The progress on this effort is being lead by our Executive Vice President Bob Hunt. Bob has formed a planning team that represents a nice cross section of OEM employees, and they're working to get some more on board. Bob and the team have been cooking up an idea to hold virtual presentations that are followed by online roundtables, or panel discussions, with topics intended to appeal to OEM estimators.

The team is building momentum and setting a solid foundation for these sorts of events, and we look forward to debuting the first one in January.

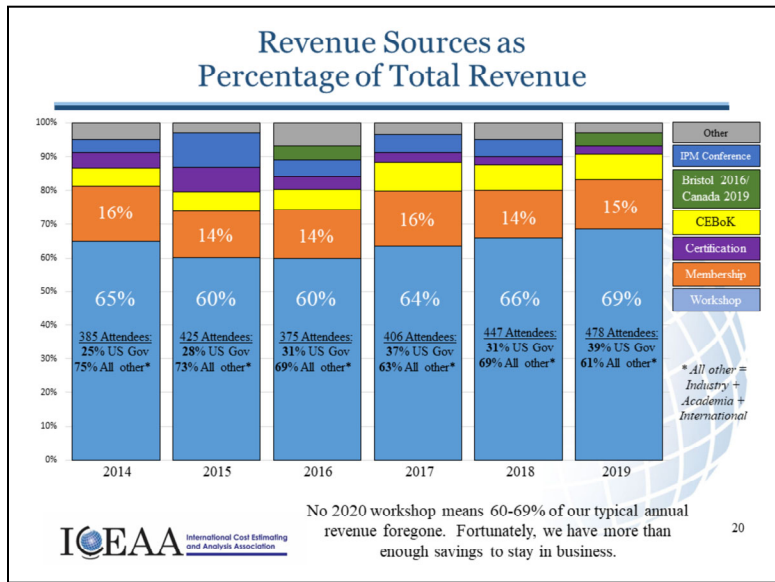
So that's the five priorities, and where we are on them since we last talked in 2019. Unless Rick has anything else to add on the priorities...

That's the 2019-2021 Strategic Plan as it was set up in July of 2019.



Then 2020 happened.

Needless to say, it's changed a few things.



This graph shows ICEAA’s revenue broken out by source. The orange is membership, the yellow, purple, and other colors are some of the programs that bring in smaller amounts of revenue from year to year.

Then there’s the blue part. About 70% of ICEAA’s revenue came from the Workshop in 2019. We didn’t have a Workshop this year, which means we’re not getting the blue part this year. We have had some very good years of cost savings paired with increased revenue that left us with a healthy amount of savings in reserve to be able to make it through 2020 by dipping into our savings.

Good News & Bad News

- + We have applied for and received \$25,000 in federal and local COVID relief funds
- + Due to travel and gathering restrictions, our host hotel in San Antonio transferred our 2020 contract to 2023 without penalty
- + Sponsors have already committed their support for 2021
- We had earmarked funds for new programs & initiatives. Since savings is now being used to keep us in business, some plans may be delayed
- + Some new offerings have emerged from necessity and adversity:

Some good news: yes, we have built a nice fluffy cushion for situations like this, mostly in the form of interest-earning CDs. We also applied for and received three different sources of COVID relief funds, and because state-and-citywide travel and gathering restrictions made holding the Workshop in San Antonio a literal impossibility, we were able to transfer our contract from 2020 to our next available year (we usually book our Workshop hotels about 2 ½ years ahead) with no penalty.

Those sponsors who have already shown their support for the 2021 Workshop have helped us with our cash flow, and kept us from having to use those CD's in savings that weren't yet mature and have so far avoided having to pay any penalties or forfeit dividends on the savings funds we have withdrawn.

We also had some pretty big plans to start using some of that money we had in savings on developing or starting new programs and benefits for the membership. Most of those plans were laid back when the word Pandemic was only used to talk about zombie movies, so naturally, some of those plans will have to go on hold or be spread out since the money we hoped to use on them will now be used to make it possible for us to continue to offer the benefits we have, with no disruption of the current services.

And while it stinks to have to wait on our hopes and dreams, and the year certainly hasn't been the same without a Workshop, there have been a few good things that have come out of it.

Silver Linings & Lemonade

ICEAA Distance Learning Series

Bringing the cost community to your workspace



- Free webinars every Wednesday since July 1
- Registrants (July 1-Aug. 30): 516 total, 57 avg. per webinar
- Attendees: 317 total, 41 avg. per webinar (avg. 70% register vs. attend)
- Each DLS webinar viewed/attended earns 1 hour of training credit toward CCEA recertification
- Webinars scheduled through October and more being added
- Recordings of all webinars available on YouTube



www.iceaaonline.com/calendar
www.iceaaonline.com/dls

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Not having a Workshop, for many of you, meant not being able to get the majority of the continuing education points you depend on every year for your CCEA recertification. And, since the Workshop was cancelled after the deadline for the Best Paper Awards submissions, and after many of our presenters for San Antonio had completed or at least started working on their presentations, there was content to be delivered to people who needed it.

We started the Distance Learning Series as a way to give a home to those orphaned presentations and give an opportunity for CCEAs to get those points they need. We've had a webinar just about every Wednesday since July 1, and have more still planned through the end of October. 317 of you attended the webinars over the summer, and we'll be able to update those statistics again at the end of the month.

If you missed one or more of them, you can watch all of the Distance Learning Series webinars for free on ICEAA's YouTube page, and check out the ICEAA calendar to see what's coming up on the schedule.

Silver Linings & Lemonade

ICEAA Professional Development Package	
PURCHASE A LIVE OR RECORDED TRAINING SESSION	for \$100
	Receive one free year of MEMBERSHIP


- Many members rely on the free year of membership that comes with the non-member Workshop registration rate
- Created the Professional Development Package to pair a paid webinar with discounted membership
- Both members and non-members can purchase the package (members' terms will extend by one year)
- Two webinars to choose from, more to come

 International Cost Estimating and Analysis Association www.iceaaonline.com/qed 23

Another thing the Workshop provides that our attendees depend on is the free year of membership that comes with the purchase of a non-member rate registration. We've learned that many of your employers won't cover your membership fees, but will cover training expenses and without the Workshop non-member ticket to get it, you won't be able to continue your membership.

Our premiere QED webinars, unlike the DLS webinars from the last slide, are available for ICEAA members to purchase for \$25. The non-member rate of \$100, like the non-member rates for the Workshop, comes with a free year of membership. You don't have to be a non-member to take advantage of the package: if you sign up for one of the QED webinars at the \$100 rate and are already a member, we'll just extend your expiration date by another year.

As of today, there are two webinars that can be purchased as part of the bundle: *Solving for Project Risk Management: Understanding the Critical Role of Uncertainty in Project Management* and *Introduction to Machine Learning for Cost Estimators*, that you can choose from. When you sign up for the bundle or just the webinar, you'll get a special link to use to watch the presentation. We've got another one in mind that we plan to release before the end of the year.



• The intent of the ICEAA Machine Learning Working group is to:


- share different machine learning methods and applications
- help our community learn and grow from one another and
- advance the field of machine learning for cost analysis.

• 5 meetings to date: October 2019-July 2020

• Thanks to the ML Working Group Steering Committee:

- Bryan Anderson • Adam James • Christian Smart
- Dan Harper • Karen Mourikas • Akilah Wallace

www.iceaaonline.com/mlgroup



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The Machine Learning Working Group wasn't really born as a result of the 2020 Weirdness, but got started back in October 2019, and they've been roaring along since. The Machine Learning group meets about every 2-3 months, and is likely to have another meeting before the end of the year.

A big thanks to Karen Mourikas, who's been leading the Machine Learning Working Group Steering Committee, along with Bryan Anderson, Dan Harper, Adam James, Christian Smart, and Akilah Wallace. They've shown that it can be done. They wanted to have a forum to discuss with other folks who were interested in Machine Learning to talk shop and learn from each other, so they formed the group.

Now all of you know it can be done, so what's the next working group? What's the topic you guys have been wanting to talk with each other more about, and are you willing to make it happen? My office and I are here to host your webinars, design your graphics (like that smart little robot up there), promote your meeting, and whatever else you need. You've got to come with the topic, the speakers, and the desire to do it. Even if you've only been kicking around an idea, reach out to me and I'll do what I can to help you find members to join your steering committee and get your group moving.

Rick -- This is a great example of an activity that contributes to our technical excellence and collaboration strategic goals.



Until you hear otherwise, the 2021 Workshop is on. We've turned some tough situations into real positives in the past six months, but that blue part of our annual revenue is still a big part, and we won't be able to go on forever without it. Rules, rumors, and just about everything else change from day to day, and while my team and I are going to be working hard to stay on top of and make the best of what we have to work with, we need you guys to think positive and plan like it's going to happen.

The best way you can do that is to get your abstract summaries in. You know the drill: it's not like an abstract to your masters' thesis or a scientific article. We need 75 words to tell our review team what you want to talk about and sell them on why yours is one we should put on the schedule. Getting your presentation accepted will open up a whole bunch of opportunities to get your name out there and your work noticed. Before the Workshop, you and your summary will be up on the website, and afterwards, your actual presentation files will be up there along with them, just waiting to show up on a Google search. It's a great way to establish yourself as an expert or innovator to the people who you want validation from now, and those you will want interest from in the future.

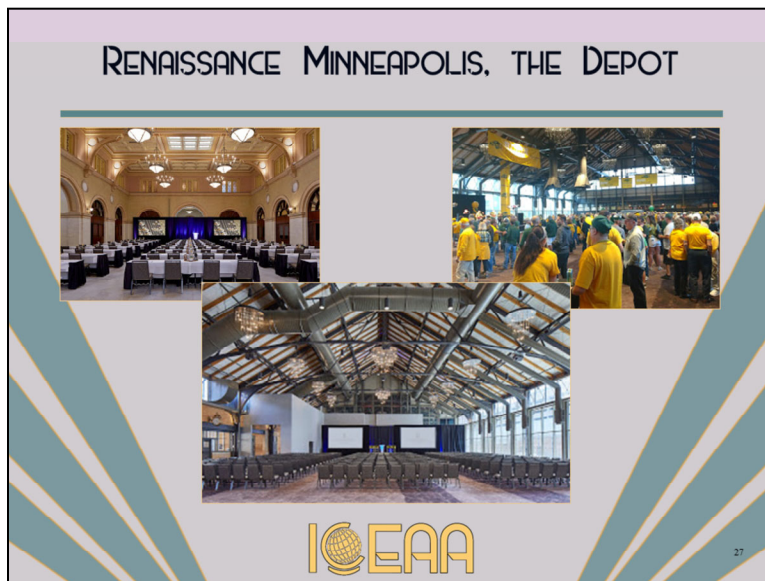
You don't have to have your whole presentation done until the end of February; you don't have to do it all in a month. What you need to do now is come up with a good title and an eye-catching summary, and spend more time later turning that summary into your presentation.

And while it's not required, we can't do enough to encourage you to write a narrative paper to accompany your PowerPoint. Only those entries that have a narrative paper are considered for a best paper award, and there's really something more prestigious about having a paper to go along with your presentation.



I touched on this before, but I want to give my thanks directly to those of our sponsors who have already pledged their support for us in Minneapolis. If I got to have my way, the 2021 Workshop will be even more grand and fun and rewarding than it's been before...so awesome that it makes up for missing it this year. Our sponsors are a huge part of that, and we're grateful to know you guys are still in it with us.

If your company or government organization wants to get up on the 2021 Workshop website along with them, drop me an email at megan@iceaaonline.org. One of the better selling points for the hotel we've chosen for Minneapolis was the size of the general session and exhibit hall, so there's going to be more than enough room for everybody, even if we end up with the kinds of crowds we've gotten used to.



That's because this hotel is just about the coolest hotel I have ever seen and I've been so excited to show it to you guys ever since I laid eyes on it. The Renaissance Depot was built in and around a train station from the 1890's. The room on the upper left was the old ticketing and waiting hall, with the arched ceiling and the original marble floor. There's even a spot where you can see where a divot has been worn into the marble from years of people waiting on line for tickets.

The other two pics are of the room where we'll be having the general sessions and the exhibit hall, which is the old train platform. All of the walls and ceiling are glass, with a huge wide open space and all the cool trellis work.

Most of the rest of the hotel is new construction, but they kept that deco feeling throughout. There are neat old pictures around of Old Hollywood celebrities at the station back when it was in service, like of Lucille Ball and Dean Martin hanging out on a caboose. They even have a few sets of sleeping rooms that are designed in the various styles of the 20's, 30's, and 40's, that are a part of the old station building and have like real keys for the doors. You're going to love it.

Call to Action

- Volunteering for ICEAA is rewarding & hopefully fun
 - Satisfaction of contributing to products and other ICEAA offerings that will benefit the community and association
 - Recognition for your contributions that advances your professional reputation, furthers your career & improves the image of your organization
 - Growth of your professional network
 - Recertification points
 - Potential compensation in the form of a stipend and/or ICEAA currency (e.g., free annual membership or workshop registration)
 - Kindle your interest in contributing more & differently in the future (e.g., elected & non-elected positions)

ICEAA's ability to achieve our five priorities and more broadly our three strategic goal depends on the quantity/quality of help it gets from board members and other ICEAA members who are willing **and** able to help

It's reasonable to ask Why should I volunteer, What's in it for me? I trust that one or more of the benefits shown here resonate.



As all of you I'm sure noticed when you signed up for this webinar, we had a link available for you to send us the questions you'd like to see answered today. We got quite a few so we've split them up between us.

Member-submitted Questions

- ★ Please talk about the initiative to increase participation and engagement by OEMs. Specifically mention that we want to know what their needs and concerns are.
- ★ Collaboration with other Cost Analysis organizations such as MORS Cost analysis working group, Govt' cost working groups, NDIA, ...
- ★ What is the status of the Software CEBoK and when will it be released? Likewise, what about the corresponding certification exam?

Megan gave me the easy ones!

We've discussed in pretty good detail the efforts we're making towards increasing participation and engagement by OEMs, our work to enhance our relevance to the current and potential members from various US Government entities, and our plans for software CEBoK.

Member-submitted Questions

★ICEAA 2021 workshop - are there contingent plans if the pandemic restricts travel?

- So much is still unknown, so many things change from day to day
- If we are prevented from hosting the Workshop in 2021, we will conduct a virtual workshop in its place
- If restrictions have been eased to the point where the hotel is open and travel – however inconvenient or undesirable – is permitted, we will host the Workshop
- If the remaining restrictions limit attendance at the Workshop, we will explore supplemental online events for summer 2021 for those who were unable to attend

We're working hard to plan for whatever may come at us between now and 2021, but I couldn't honestly say I'd be comfortable predicting what the state of the world will be next week, let alone in seven months. We were able to cancel the Workshop this year mostly because of the edict from the City of San Antonio to close the Riverwalk tourist area in which the hotel is located, and the gathering limitations put in place by the State of Texas. Without an official mandate from the city of Minneapolis, the State of Minnesota, or the United States federal government that prevents the Workshop from happening, the show will go on, even if it doesn't look exactly like we're used to.

If the official rules are such that we can hold the Workshop but there are still lots of unofficial policies in place, like employer-imposed travel freezes, we will plan virtual events for the summer to provide learning opportunities to those who weren't able to make it.

I am hoping for the best, and I beg that all of you do too. Not just because our being able to meet again means that the whole world will be in a better place than where it's been, but because missing out on what keeps ICEAA's lights on for two years in a row could really start to show in the services and benefits we are able to provide. ICEAA needs this.

I want to thank again our sponsors who have already pledged their hope for the best to us for 2021: PRICE, Cobec, Systecon, ACEIT, Augur, Galorath, and Technomics. We're so glad you're in it with us.

Member-submitted Questions

- ★ Hi. I'd like to know what's going on regarding the future of the UK/Europe ICEAA 'Chapter', and what the communications strategy is for letting members know about UK/Europe things. Thanks
- ★ Are there plans to have future international conferences (Europe or Australia, not Canada)?



Our sister organization in the UK, The Society for Cost Analysis and Forecasting (SCAF), is essentially our extension in Europe. ICEAA and SCAF have a fantastic working relationship where we cross-promote each other's events, whether on the ICEAA calendar, our social media pages, or by email.

Back before it all went down, ICEAA and SCAF had been planning a collaborative event for, well, right around now. Instead, the event will be online and spread across late November and early December. We expect to be able to announce the schedule and details in the next week or so - keep an eye out on your LinkedIn and for emails with the details on the SCAF/ICEAA event.

As for plans to hold a physical event in Europe anytime soon? Let's cross that bridge once we are confident we can have a physical event in the US again.

2021-2023 International Board of Directors

Nominations due January 15, 2021

- ◆ Develop leadership skills and network with driven individuals
- ◆ Impact the future of cost estimating and analysis
- ◆ Influence the direction of the association



We're looking for willing and qualified individuals to serve on people to serve on the 2021-2023 International Board of Directors.

All 19 positions are up for election for the upcoming term. Volunteers are encouraged to complete a nomination application online by **January 15, 2021**

For details and information, visit www.iceaaonline.com/leadership

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ICEAA's board of directors' terms last two years and the next term begins on July 1. That means it's time to start preparing for our next board election. Check out www.iceaaonline.com/about/leadership/ for information on running for office.



**ICEAA 2021
Association Awards**

*Do you know of an outstanding ICEAA member who has made a difference in the profession?
An individual or team whose work is leaping beyond the forefront?
An emerging superstar with a blindingly bright future, or a pillar of the cost community
whose years of dedication have strengthened everyone around him or her?*

**Nominate your candidate for a 2021 ICEAA
Association Award by March 15, 2021**

www.iceaaonline.com/awards

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We are also accepting nominations for the 2021 ICEAA Association Awards from now until March 15. More information on the awards program is at <https://www.iceaaonline.com/awards/>



Rick – I highly recommend you go the extra mile and write a paper.

Why?

- 1) Qualifies you for a best paper award & offers opportunity for you to build your professional reputation and be recognized by your employer, colleagues, family and friends
- 2) Represents an invaluable learning experience. Writing an effective paper is a challenge and great way to build all-important technical writing skills that will serve you well in your career. It's one thing to prepare briefing charts and quite another to tell a compelling story via full sentences.
- 3) Your work will forever be available via Google and more specifically the ICEAA Workshop Archives that makes past papers and presentations readily available to any/all.

Visit www.iceaaonline.com/cfp2021 to submit your summary!



Megan and I greatly appreciate your attention today and sincerely hope the presentation was a productive use of your time. We welcome your comments and observations and encourage you to think about if/how you'd like to contribute to any of the work we discussed today and, in doing so, help ICEAA achieve its three strategic goals – Create a Community of Technical Excellence, Create a Community of Collaboration and Create a Community of Relevance.