

ICEAA Board of Director's Meeting
1100 – 1300 | Friday, January 22, 2021

GoToMeeting Virtual Conference
AGENDA
as of January 21, 2021

Time	Agenda Item	Leader
11:00	Welcome, Quorum Count, and Houskeeping Annoucements Items for individual reading not on the agenda for live discussion: -November 2020 Membership Statistics	Rick Collins
11:10	Secretary Report Vote: Approve November 2020 Minutes	Christina Snyder
11:15	Treasurer Report Vote: Approve Treasurers Report	Jeff Moore
11:25	Priority 1&2 - CEBoK, Software CEBoK, and Certification	Christian Smart
11:35	Priority 3 - US Government Engagement	Rick Collins
11:45	Priority 4 - International Engagement	Dale Shermon
11:55	Priority 5 - OEM Engagement Update	Bob Hunt
12:05	ICEAA Board Proposals Regarding Region Directors	John Deem
12:20	2021 Workshop Status Update	Christina Snyder
12:40	New Business/Additional Discussion	Rick Collins
12:45	Plan Next Meeting & Adjourn	Rick Collins

ICEAA Board of Directors Meeting
November 20, 2020 | Virtual Meeting

DRAFT MINUTES as of November 30, 2020

Voting Attendees

Erin Barkel, Rick Collins, John Deem, Steven Glogoza, Rich Harwin, Bob Hunt, Meghan Kennedy, Cole Kupec, Paul Marston, Arlene Minkiewicz, Jeffrey Moore, Jen Rose, Dale Shermon, Christian Smart, Christina Snyder, Kellie Wutzke

Non-voting Attendees:

Sandy Burney, Kevin Cincotta, Jon Kilgore, William Lane, Karen Mourikas, Nicole Robertson, Barbara J. Wilson, Sharon Burger, Megan Jones, Chelsea Torres

Welcome, quorum count, introductions:

Rick Collins

Rick calls the meeting to order, wishing everyone continued good health. Thanks to all for participating in today's meeting and everyone's hard work for the association, and wishes those American members in attendance a Happy Thanksgiving. Thanks also to Megan, Sharon, and Chelsea for everything they do for our membership every day. The business office is truly the "engine room" of the association.

Rick appeals to the board to be the association's advocates in all things, especially for the upcoming Association Awards nominations, and encouraging those abstracts that have been accepted for the 2021 Workshop to write narrative papers. He suggests 3 words for every ICEAA board member: Educate. Advocate. Facilitate.

Quorum is established at 11:05.

Secretary Report:

Christina Snyder

Christina echoes Rick's thanks to the board, and thanks everyone for continuing to make time for ICEAA during these unusual times. If anyone needs additional support from Christina or the business office, please don't hesitate to ask.

No comments/corrections were received on the September 2020 minutes in advance of or during the meeting.

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Vote: Motion is raised to approve the September 2020 minutes. No further discussion is requested. Seconded and passed.

Treasurer Report:

Jeff Moore

Jeff presents the slides that were presented at the September 2020 meeting. Given the lapse between the accountant-provided financial information and the short amount of time since the last meeting, nothing has changed significantly since the September meeting. We are still expecting a significant loss for 2020, given the cancelled Workshop.

Second slide shows the reserves available in both checking and savings. Still no expectation that the February 2021 maturing CDs will need to be cashed out prematurely, and reserves remain strong enough to keep the association in business for at least another year.

Jeff has begun working with the business office to determine the amount of money that will need to be made from the 2021 Workshop, whether live or virtual, in order to keep from using reserves to stay in business throughout 2021.

Vote: with no further discussion requested, a motion is raised to approve treasurer's report. Seconded and passed.

Priority 5 OEM Outreach progress report

Bob Hunt

Bob invites Karen Mourikas to present the slides on the OEM committee's progress, and thanks all of the committee members/participants, especially those present on the call, for their time and effort. The OEM outreach project appears to be taking on its on inertia.

Karen presents slides. The team is creating a set of slides that shows the life cycle of an estimate, featuring the elements in which ICEAA is involved, to demonstrate to OEM companies how and where ICEAA can be of value to them and their employees. The first OEM Townhall (first quarter 2021) will provide companies the opportunity to express their needs for ICEAA to assess and determine where we can be of additional assistance. The

Bob believes this will take off and thought it may not be well attended at first, is likely to take hold and become a valuable asset for ICEAA.

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Meghan K. asks if the board is aware of the Aviation C-IPT, a DOD/CAPE-led forum with OEMs and DOD cost agencies, and whether this would compliment or overlap that? John Deem says yes, and that it has drawn the attention of senior OEM leaders from ICEAA to the C-IPT. Jen adds that her organization also runs an IPT, and that the CIPTs are less broad, but more valuable because they are targeted in their approach. She'd like to think they are complimentary elements, and there will be room for both as long as ICEAA doesn't charge for the OEM Townhalls. Meghan K. agrees, saying that while there should be room for everyone, we will need to demonstrate the value of our OEM meetings in order to be seen along with the government-led ones. Jeff suggests coordinating with the CIPTs, and Karen agrees, suggesting anyone who has contacts at existing IPT groups, to find out what works for them and share best practices.

Priority 3 US Government Engagement

Rick Collins

Rick apologizes for the lack of forward movement on Priority 3 since the September meeting, having dedicated significant time to the SCEBoK development in the interim. Those efforts he had undertaken have been around the possibility of a virtual Government Half-Day in November/December 2020 as a test case for an in-person Government Day in May 2021.

Rick has had one-on-one discussion with gov leaders who have expressed interest in a Government Day, hoping to ensure these leaders are genuinely interested and dedicated in the concept before broadening the discussion. He is feeling less optimistic about a virtual Government Half-Day than he was previously but is not giving up.

The idea for the Government Half-Day remains a two-topic event. The first topic will include subjects like workforce (recruiting, training development, career planning, succession), and increasing relevance: "data scientist vs. cost analyst," and the struggles of working remotely. The second topic will discuss how cost analysts and cost leaders can deliver more value to their particular enterprise; how cost analysts can deliver value to more aspects of that enterprise (what clients and decisions do we impact today, is the impact high/low, where can we make greater impact in the future); how to help the enterprise make better decisions earlier (budget formulation, resource allocation, portfolio analysis, capability analysis); new areas for expansion; what does all of this mean for capability and competency requirements for the organization (evolving staff, data processes, etc.).

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However, given the leadership contacts' apparent ambivalence to the idea, Rick is deprioritizing the effort.

Rick sent an outline of his Virtual Government Half-Day event for the supporting materials which will be posted as an addendum to the minutes.

Rick has not made progress on selling the idea to government entities that ICEAA certification can supersede DAWIA cost certification.

Christina was on a NAVAIR cost call recently where it was announced that DAU is going "back to basics" and that the Cost Estimating is being rolled into Financial Management. This could be an opportunity for ICEAA to demonstrate how our specialized content and certification can be of more specific value.

Action: Rick is taking an action to reach out to DAU and leadership in different organizations to push ICEAA certification.

Jeff asks if Peter Braxton is still involved, and Rick agrees to contact Peter. Jeff adds that DAU doesn't see value in adding/increasing curriculum for cost estimating. Jen forwards a link to Rick and Megan (<https://www.dau.edu/News/Defense-Acquisition-Workforce-Reform-and-DAU's-Transformation>) that explains the process.

Jeff laments not having made forward progress on his "road show presentation" and will be asking for assistance with it.

Rick asks Megan if the Professional Development Package has helped with increasing US Government membership, and unfortunately it has not. No one from the US Government has taken advantage of the Professional Development Package.

Jon K. suggests we consider the reality that the government has had a pendulum swing against cost estimating as a profession, citing some examples, to disband cost agencies for absorption into other departments. US Government's interest in cost analysis seems to be waning, and we need to be aware of that as we move forward. Megan has heard similar evidence that "cost estimator" as a singular profession is falling out of favor, the elements of which being distributed to several other job titles. ICEAA should consider how we present ourselves and how we appeal to the dismantling of the profession, accepting and acknowledging that our discipline exists in many places and to ensure our message does not exclude any of those professions the cost estimating elements may have been moved to. Christina agrees that improving our messaging to express our value to the topics more than

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the titles. Jen reiterates that Cost Estimating is an already small and shrinking field, and being renamed to demonstrate the growth potential for those employees who have those skills.

Priority 1&2 – CEBoK, Software CEBoK, and Certification

Christian Smart

Christian presents slides. The online certification exam is offering us new opportunities to examine the questions, related study material, and make improvements accordingly.

Christian and Kellie present a pricing scheme for CEBoK 2.0 as a subscription package including discounted rates for bulk purchasing. Christian acknowledges the need to discuss the investment necessary to upgrade our software platform in order to provide bulk purchases to the membership, as our current system and the Beta setup does not support it. Megan is concerned about the proposed pricing structure as it is significantly less expensive than the pricing for CEBoK 1.2, which she believes is already underpriced. Whether the price for CEBoK 2.0 is more or less than 1.2, Megan believes it is important to determine the costs involved with providing 2.0 before setting a price structure. Kellie was under the impression that enterprise pricing was currently available, which Megan clarifies it is on a small scale, but there is no security, nor is the method discussed offline capable of limiting users to a specific number. The solution created a year ago was intended to be a short-term stopgap to use while we found a permanent one. Jeff proposes moving the discussion offline and he, Kellie, Christian, and Megan agree to discuss further at another time.

Software CEBoK is progressing quickly, with several lessons complete and more in progress.

Certification statistics are behind previous years, which is not too surprising given how unusual 2020 has been in general.

Congratulations to Christian, whose new book will be released soon.

Journal of Cost Analysis and Parametrics Status

Erin Barkel

Erin presents slides. Her team has agreed to a publication schedule of two issues per year, the first to be released in January/February 2021 to feature the 2020 Best Paper winners. The second, intended to release in September 2021, will be focused on innovation in cost

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estimating. Thanks to David Peeler for volunteering to be Erin's deputy; additional volunteers are requested and needed. Cole volunteers to participate.

The new journal will not require paying a publisher to lay out and produce the issues like we had previously but will be done by the ICEAA business office. ICEAA members will have online access, but the means through which institutional subscribers can access the journal is to be determined.

Thanks and kudos from the board to the business office for their talents in laying out and designing *ICEAA World* magazine, which leads all to believe they will bring that same quality to the new journal.

2021 Workshop & Contingency Plan

Megan Jones & Christina Snyder

In spite of all hopes and efforts to remain positive and hope that the decision could be delayed until January, recent announcements by the Governor of Minnesota bringing more stringent restrictions on gatherings have dashed all hopes of holding the 2021 Workshop in person. The host hotel in Minneapolis is amenable to postponing our 2021 contract to our next available year (2024) like we did this year moving our San Antonio contract from 2020 to 2023.

It is more than likely an online workshop for 2021 is the best of the suboptimal choices before us, and since the work to put on an online event is different and new, will require lots of planning and preparation. All ideas and suggestions regarding the online event are welcome, will be considered, and thoroughly scrutinized to make the best online workshop we can. Not all ideas will end up in the final product, but everything is welcome in the planning stage.

Megan asks for the board's advice on whether to officially pursue postponing the 2021 contract so that work on an online event can begin. Christina raises two motions: to officially decide to reboot the workshop as an online event, and to grant Megan permission to negotiate the contract postponement with the hotel.

The board is in agreement that going to an online event is almost inevitable, but we will need to do research and plan carefully to make as much revenue from the online event as we can.

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Some positives may come out of the online workshop, including having recorded sessions that can be referenced in the future, and forcing our hand to create a suite of online CEBoK training to compliment our online CCEA/PCEA exams.

Vote: with no further discussion requested, a motion is raised to officially begin planning the 2021 Professional Development & Training Workshop as an online event. Seconded and passed.

Vote: with no further discussion requested, a motion is raised to allow Megan to negotiate postponing our 2021 contract with the host hotel to 2024. Seconded and passed.

New Business

Paul has formed the nominating committee for the 2021-2023 election, which was presented to and approved by Rick via email. Paul reports the committee has had two meetings thus far, is well on track to have a full ballot ready before Christmas, ahead of the January 15 deadline. Anyone interested in running for a position who hasn't talked with Paul are encouraged to do so.

Rick has appointed Rich Harwin to serve the remainder of Nathan Eskue's term as Region 7 Director. Thanks to Rich for volunteering to participate.

Plan Next Meeting & Adjourn

Rick Collins

Rick reiterates the board's role in advocating for the association, encouraging participation, and promoting the Workshop.

No additional new business is raised. The participants agree to hold our next meeting on Friday, January 22, 2021. The meeting adjourns at 12:58.

2020 End of Year Profit & Loss

Activity	2019 Actual	2020 Budget as of January	2020 EAC as of August	2020 Actual
2019 ICEAA Workshop	\$ 151,756	\$ -	\$ (188)	\$ (188)
2020 ICEAA Workshop	\$ 9,185	\$ 155,000	\$ (12,475)	\$ (12,475)
2021 Workshop	\$ -	\$ 9,940	\$ 27,000	\$ 23,143
2022 Workshop				\$ (605)
Nesma Workshop	\$ (5,000)	\$ -	\$ -	\$ -
UK Workshop	\$ -	TBD	\$ -	\$ -
Canada Workshop	\$ 20,000	TBD	\$ -	\$ -
QED (paid) Webinars	\$ -		\$ 1,800	\$ 2,775
Finishing School	\$ -	\$ 2,500	\$ -	\$ -
Certification Program	\$ 50,869	\$ 50,000	\$ 40,000	\$ 29,267
Online Exam (Mettl)			\$ (8,000)	\$ (8,000)
CEBoK Sales & Training	\$ (50,209)	\$ 15,000	\$ 11,500	\$ 11,745
SCEBoK Contract			\$ (70,200)	\$ (37,200)
ICEAA World & Journal	\$ 1,445	\$ 1,500	\$ (11,500)	\$ (9,975)
Advertising	\$ 3,756	\$ 3,500	\$ 342	\$ 2,556
Membership: Mgt & Support	\$ 101,939	\$ 104,061	\$ 71,971	\$ 76,040
Chap Support & Outreach	\$ (2,386)	\$ (4,000)	\$ (2,000)	\$ (631)
Interest & Other Income	\$ 8,300	\$ 7,000	\$ 7,500	\$ 7,087
Staffing & Contractors	\$ (248,626)	\$ (273,000)	\$ (251,000)	\$ (237,722)
Office Operations + IT	\$ (47,558)	\$ (49,000)	\$ (51,000)	\$ (49,804)
Other (COVID Grant)	\$ -	\$ -	\$ 10,000	\$ 10,000
TOTALS	\$ (6,529)	\$ 22,501	\$ (236,250)	\$ (193,986)

Treasurers Report

Investments	Balance (Mar 2019)	Balance (Sep 2019)	Balance (Jan 20)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)	Mature	APY Rate
PFCU 4339703-56-5	\$ 32,504	\$32,967	\$ 33,199	\$ 33,468	\$ 33,652	\$ 33,883	Jun-21	2.85%
PFCU 4507023-56-4	\$ 21,468	\$21,712	\$ 21,839	\$ 22,009	\$ -	\$ -	May-20	
PFCU 4566018-56-2	\$ 83,403	\$84,576	\$ 85,162	\$ 85,952	\$ 86,749	\$ 87,760	Feb-21	2.80%
PFCU 4717075-56-0	\$ 36,964	\$37,475	\$ 37,730	\$ 38,073	\$ -	\$ -	Aug-20	
PFCU 4717076-56-8	\$ 36,772	\$37,232	\$ 37,448	\$ 37,660	\$ 37,872	\$ 38,141	Feb-21	2.50%
PFCU 4717077-56-6	\$ 37,247	\$37,741	\$ 37,959	\$ 38,174	\$ 38,390	\$ 38,662	Feb-21	2.50%
PFCU 7047946-56-6	\$ 44,007	\$44,399	\$ 44,652	\$ 44,992	\$ 45,336	\$ 45,770	Jul-21	2.30%
PFCU 7664998-56-9	\$ 50,984	\$51,589	\$ 51,894	\$ 52,283	\$ 52,484	\$ 52,737	Mar-21	2.40%
Money Market & Cash	\$ 514	\$514	\$ 514	\$ 514	\$ 514	\$ 514	n/a	
Subtotal	\$ 343,863	\$ 348,205	\$ 350,396	\$ 353,126	\$ 294,997	\$ 297,467		
	Balance (Mar 2019)	Balance (Sep 2019)	Balance (Jan 2020)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)		
Eagle Checking Balance	\$ 412,185	\$ 305,743	\$ 204,281	\$ 162,250	\$ 175,746	\$ 126,047		
	Balance (Mar 2019)	Balance (Sep 2019)	Balance (Jan 20)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)		
Total Liquidity	\$ 756,048	\$ 653,948	\$ 554,677	\$ 515,376	\$ 470,743	\$ 423,514		

2021 Budget Estimates

2021 Est @ 100 attendees	2021 Est. at 350 attendees	2021 Est at 500 attendees	2021 Est at 750 attendees
\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -
\$ 32,125	\$ 112,613	\$ 160,185	\$ 241,313
\$ (32,500)	\$ (32,500)	\$ (32,500)	\$ (32,500)
\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -
\$ 2,914	\$ 2,914	\$ 2,914	\$ 30,730
\$ -	\$ -	\$ -	\$ -
\$ 30,730	\$ 30,730	\$ 30,730	\$ 30,730
\$ -	\$ -	\$ -	\$ -
\$ 12,333	\$ 12,333	\$ 12,333	\$ 12,333
\$ (45,375)	\$ (45,375)	\$ (45,375)	\$ (45,375)
\$ (10,473)	\$ (10,473)	\$ (10,473)	\$ (10,473)
\$ 2,684	\$ 2,684	\$ 2,684	\$ 2,684
\$ 79,842	\$ 79,842	\$ 79,842	\$ 79,842
\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)
\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
\$ (261,057)	\$ (261,057)	\$ (261,057)	\$ (261,057)
\$ (52,294)	\$ (52,294)	\$ (52,294)	\$ (52,294)
\$ -	\$ -	\$ -	\$ -
\$ (236,572)	\$ (156,084)	\$ (108,512)	\$ 432

OEM Webinar – February 18 – Draft Agenda

- **Opening remarks** (Bob, Rick, ..., ?)
- **Overview of Estimating Profession across System Life Cycles** – Steve
- **Results of Initial Conversations on OEM Interests** - Karen
- **Unique Perspectives from various OEMs (order TBD)**
 - Lockheed-Martin
 - Northrop-Grumman
 - Boeing
 - BAE
 - Raytheon / Collins
 - Huntington Ingalls Industries / Newport News Shipbuilding
- **Discussion** – TBD moderator
- **What happens next** - Bob



Proposed Responsibilities for Region Directors

John Deem

South Central Region Director

(Region 6)

Submitted to the ICEAA Board January 15, 2021
for the January 22, 2021 Board Meeting

Region Directors Proposed Change to the Bylaws

Introduction

Two changes to the bylaws regarding region directors are proposed herein for consideration by the board.

One provides more meaning to the responsibilities of region directors regarding *networking* and *professional development*.

The second involves the creation of *region representatives* to assist their region director in performing more meaningful responsibilities. Region reps would be appointed as deemed appropriate by the region directors concurrent with their term.

Background

- Region 6 has active members, but no active chapters due a lack of interest in serving in chapter leadership roles, but they may be interested in contributing to ICEAA operations
- Assume the situation is similar elsewhere except for the larger chapters

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

Region Director Responsibilities

Proposed Change to the Bylaws 1 of 2

Region Director Role (excerpt from current ICEAA Bylaws)

- The Regional Directors shall have the responsibility for the *regional affairs* of ICEAA and shall provide necessary *liaison* between the Chapters of the Region and the Board of Directors.
- The Regional Directors shall be nominated by that Region's Chapter President(s) and then elected by the membership within the Region.

Suggestion #1 of 2

- Utilize Region Directors to *foster networking* and *professional development* within their regions
- Target employers within their region and professionals
- Organize professional development and networking workshops or webinars that cater to region member interests and needs
- *Revise the ICEAA Bylaws* to provide more meaning to the region director role

Region Director Role (Proposed change to the ICEAA Bylaws 1 of 2)

- The Regional Directors shall have the responsibility for the regional affairs of ICEAA and shall provide necessary liaison between the Chapters of the Region and the Board of Directors. *Regional Directors shall foster networking and professional development within their regions.*
- The Regional Directors shall be nominated by that Region's Chapter President(s) and then elected by the membership within the Region.

Region Representatives

Proposed Change to the Bylaws 2 of 2

Regions without Operational Chapters

- If the chapters within a region are struggling or no longer operating, what does a region director do within that region to serve the members according to ICEAA responsibilities? Must the region director do everything without any support?

Active and Engaged Members

- Within each region and communities with struggling or dormant chapters there are active members engaged with ICEAA but without a way of participating other than the activities provided by the ICEAA board

Regional Reps

- Region directors could enlist contacts from the local communities to support regional forums and discussions that listen to and respond to the professional development interests and needs of members within their region.
- Regional Reps could operate much like an ad hoc or informal committee concurrent with the term of the Region Director.

Region Director Role (Proposed change to the ICEAA Bylaws 2 of 2)

- *The Regional Directors may at their discretion appoint region representatives who are active members within their region to support them in the performance of their responsibilities during the course of their term in office.*
- The Regional Directors shall be nominated by that Region's Chapter President(s) *or Region Representatives* and then elected by the membership within the Region.

Regional Director (Proposed Mission)

Region Director

- Research employers within your region and locate professionals on social media
- Organize workshops that cater to Early Career Professionals, Mid-Career Professionals and Advanced Professionals; Seek to understand member interests

Additional thoughts for discussion, but no addition action.

Early Career Professionals

- Professional development guidance based on personal experience and others' inputs
- Learn about organizations participating in ICEAA including products & services

Mid-Career Professionals

- Continue on the path to become an advanced cost analysis professional
- Prepare for possible career changes to other cost analysis positions
- Prepare for possible career changes to other functions with your current employer
- Prepare for opportunities with other employers and possibly other industries

Advanced Professionals

- Conduct and share research in your area of expertise
- Provide advice and inspire Early and Mid-Career professionals

ICEAA 2021 Online Workshop Update



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Schedule: May 17-20, 2021

All times EDT

May 17 Start	May 17 End	Breakout Room 1 Sponsored by Gold Sponsor 2	Breakout Room 2 Sponsored by Silver Sponsor 1	Breakout Room 3 Sponsored by Silver Sponsor 2	May 18 Start	May 18 End	Breakout Room 1 Sponsored by Gold Sponsor 1	Breakout Room 2 Sponsored by Silver Sponsor 3	Breakout Room 3 Sponsored by Silver Sponsor 4
11:00 AM	11:45 AM	Keynote/Discussion Panel General Session introduced by Gold Sponsor 1			11:00 AM	11:45 AM	Keynote/Discussion Panel General Session introduced by Gold Sponsor 2		
15 mins	Short sponsor videos and award announcement videos to play for all attendees				15 mins	Short sponsor videos and award announcement videos to play for all attendees			
12:00 PM	12:45 PM	Breakout 1	Breakout 2	Breakout 3	12:00 PM	12:45 PM	Breakout 13	Breakout 14	Breakout 15
15 mins	Short sponsor videos and award announcement videos to play for all attendees				15 mins	Short sponsor videos and award announcement videos to play for all attendees			
1:00 PM	1:45 PM	Breakout 4	Breakout 5	Breakout 6	1:00 PM	1:45 PM	Breakout 16	Breakout 17	Breakout 18
15 mins	Short sponsor videos and award announcement videos to play for all attendees				15 mins	Short sponsor videos and award announcement videos to play for all attendees			
2:00 PM	2:45 PM	Breakout 7	Breakout 8	Breakout 9	2:00 PM	2:45 PM	Breakout 19	Breakout 20	Breakout 21
15 mins	Short sponsor videos and award announcement videos to play for all attendees				15 mins	Short sponsor videos and award announcement videos to play for all attendees			
3:00 PM	3:45 PM	Breakout 10	Breakout 11	Breakout 12	3:00 PM	3:45 PM	Breakout 22	Breakout 23	Breakout 24
15 mins	Short sponsor videos and award announcement videos to play for all attendees				15 mins	Short sponsor videos and award announcement videos to play for all attendees			
4:00 PM	4:45 PM	Networking Event <i>hosted by Gold Sponsor 1</i>			4:00 PM	4:45 PM	Networking Event <i>hosted by Gold Sponsor 2</i>		

ICEAA

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Schedule: May 17-20, 2021

All times EDT

May 19 Start	May 19 End	Breakout Room 1 Sponsored by Gold Sponsor 2	Breakout Room 2 Sponsored by Silver Sponsor 1	Breakout Room 3 Sponsored by Silver Sponsor 2	May 20 Start	May 20 End	Breakout Room 1 Sponsored by Gold Sponsor 1	Breakout Room 2 Sponsored by Silver Sponsor 3	Breakout Room 3 Sponsored by Silver Sponsor 4
11:00 AM	11:45 AM	Keynote/Discussion Panel General Session introduced by Gold Sponsor 1			11:00 AM	11:45 AM	Keynote/Discussion Panel General Session introduced by Gold Sponsor 2		
15 mins		Short sponsor videos and award announcement videos to play for all attendees			15 mins		Short sponsor videos and award announcement videos to play for all attendees		
12:00 PM	12:45 PM	Breakout 25	Breakout 26	Breakout 27	12:00 PM	12:45 PM	Breakout 37	Breakout 38	Breakout 39
15 mins		Short sponsor videos and award announcement videos to play for all attendees			15 mins		Short sponsor videos and award announcement videos to play for all attendees		
1:00 PM	1:45 PM	Breakout 28	Breakout 29	Breakout 30	1:00 PM	1:45 PM	Breakout 40	Breakout 41	Breakout 42
15 mins		Short sponsor videos and award announcement videos to play for all attendees			15 mins		Short sponsor videos and award announcement videos to play for all attendees		
2:00 PM	2:45 PM	Breakout 31	Breakout 32	Breakout 33	2:00 PM	2:45 PM	Breakout 43	Breakout 44	Breakout 45
15 mins		Short sponsor videos and award announcement videos to play for all attendees			15 mins		Short sponsor videos and award announcement videos to play for all attendees		
3:00 PM	3:45 PM	Breakout 34	Breakout 35	Breakout 36	3:00 PM	3:45 PM	Breakout 46	Breakout 47	Breakout 48
15 mins		Short sponsor videos and award announcement videos to play for all attendees			15 mins		Short sponsor videos and award announcement videos to play for all attendees		
4:00 PM	4:45 PM	Networking Event hosted by Silver Sponsor 1		Networking Event hosted by Silver Sponsor 2	4:00 PM	4:45 PM	Networking Event hosted by Silver Sponsor 3		Networking Event hosted by Silver Sponsor 4

ICEAA

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48 Papers in 8 Tracks

- ♦ Analytical Methods
- ♦ Cyber Security & Cloud Computing
- ♦ Machine Learning & Data Science
- ♦ Operations & Support Analysis
- ♦ Processes & Best Practices
- ♦ Soft Skills & Communication
- ♦ Software & Agile
- ♦ Technical Management

Abstract summary and
author bio pages
being released
February 3!

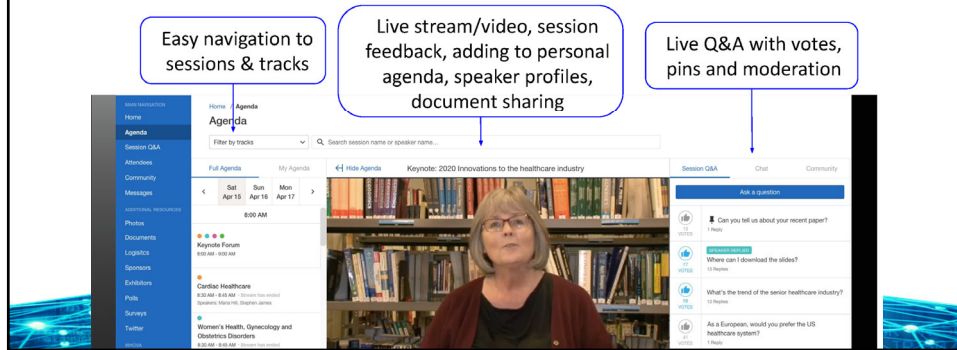
ICEAA

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Online Event App: Whova

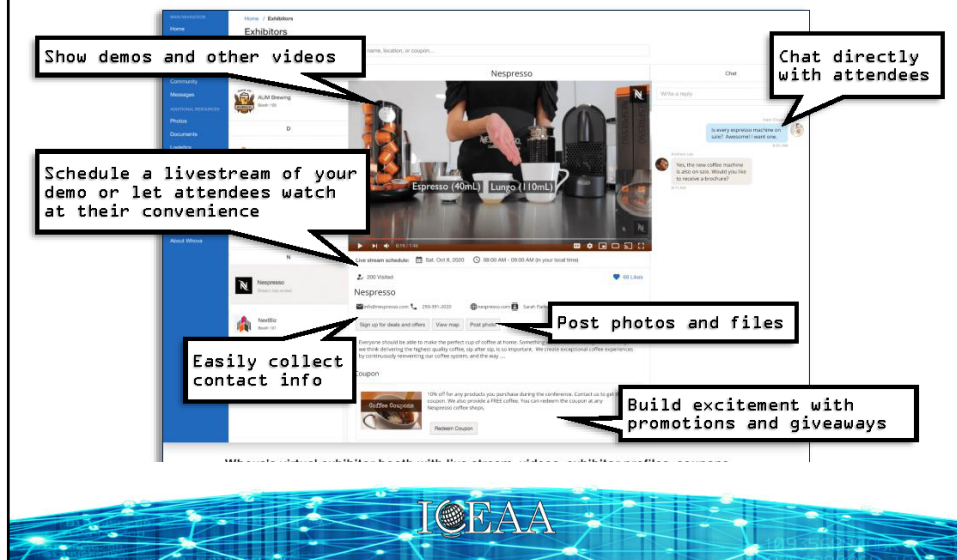
- ◊ Browser and mobile app platforms
- ◊ Dedicated customer support
- ◊ Reporting, live polling, document sharing
- ◊ Virtual exhibit hall
- ◊ Job boards

Total: \$4,798



5

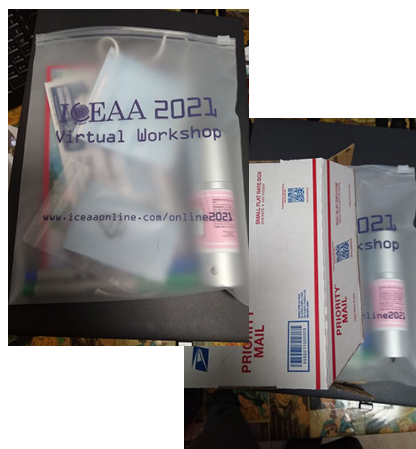
Virtual Exhibit Hall



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Making the online experience more personal

The first 200 paid registrants with US addresses and the first 50 paid registrants with non-US addresses will receive a box of goodies from our sponsors!



Shipping costs between \$3,191-\$3,776

ICEAA

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Registration Pricing

All registration rates
\$700 off usual live workshop prices

	Before April 15		After April 15	
Member	\$995	\$ 295	\$1095	\$ 395
Non-Member	\$1115	\$ 415	\$1215	\$ 515
Member & Gov. Employee	\$890	\$ 190	\$990	\$ 290
Non-member Gov. Employee	\$970	\$ 270	\$1070	\$ 370
Member, 5+ group rate	\$955	\$ 255	\$1055	\$ 355
Non-member, 5+ group rate	\$1060	\$ 360	\$1160	\$ 460

ICEAA

8

Weighted average and possible revenue

	2019 % of tickets	\$700 off rates	\$700 off rates, weighted
Early Member	13%	\$ 295.00	\$ 257.63
Early Non-Member	5%	\$ 415.00	\$ 392.87
Early Member & Gov.	8%	\$ 190.00	\$ 173.96
Early Non-member Gov.	17%	\$ 270.00	\$ 224.40
Early Member, 5+ group	21%	\$ 255.00	\$ 202.30
Early NM, 5+ group	3%	\$ 360.00	\$ 348.00
Late Member	4%	\$ 395.00	\$ 377.44
Late Non-Member	4%	\$ 515.00	\$ 496.69
Late Member & Gov.	7%	\$ 290.00	\$ 270.02
Late Non-member Gov.	14%	\$ 370.00	\$ 318.20
Late Member, 5+ group	2%	\$ 355.00	\$ 348.69
Late NM, 5+ group	2%	\$ 460.00	\$ 450.80
		\$ 347.50	\$ 321.75

100 attendees = \$ 32,175

250 attendees = \$ 80,438

350 attendees = \$112,613

500 attendees = \$160,875

750 attendees = \$241,313

850 attendees = \$273,488

1000 attendees = \$321,750

ICEAA

9

Training Summit

- ◊ The 2021 Workshop Committee has agreed to hold our usual training sessions as a separate event later in the year
 - ◊ Ease screen fatigue and attention competition
 - ◊ Target audiences more directly
 - ◊ Better align our content to the venue
- ◊ Planning for the Training Summit will begin in February
- ◊ Discounts will be available for those who also attend the 2021 Online Workshop
- ◊ Use of Whova for Training Summit included in package purchased

ICEAA

10

College & University Outreach

- ◊ We will be offering a significantly discounted rate to recent and upcoming college graduates, their professors and career counselors
- ◊ Will hold a special session for the grads explaining career opportunities
- ◊ As registered attendees, grads will be on the sponsors' contact lists, can view the job boards, and attend networking events (can be a real draw to attract gov agencies looking for grads as sponsors too)
- ◊ Anyone with contacts at relevant universities please let us know - more details coming soon!



11

ICEAA Membership 2016-2021

Membership Statistics

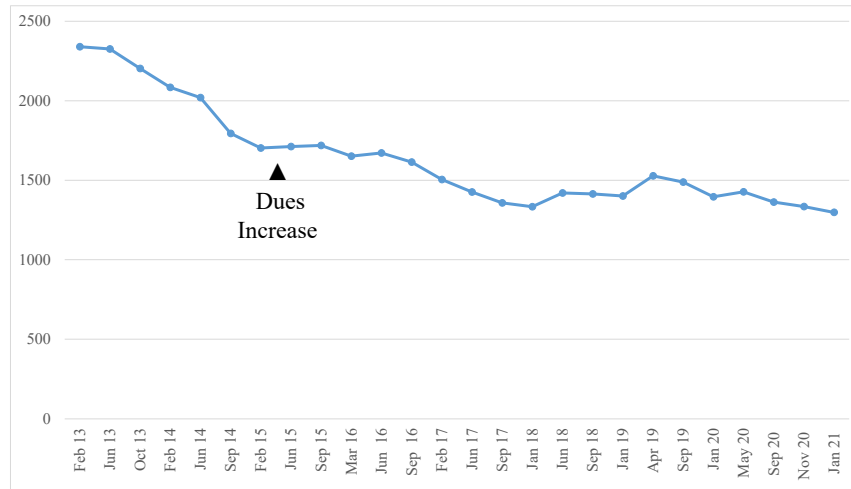
	Mar 16	Jun 16	Sep 16	Feb 17	Jun 17	Sept 17	Feb 18	Jun 18	Oct 18	Jan 19	April 19	Sept 19	Jan 20	May 20	Sep 20
TOTAL MEMBERSHIP	1652	1672	1614	1505	1426	1358	1333	1420	1414	1401	1528	1488	1398	1427	1363
Atlanta	6	4	3	4	4	4	4	4	5	4	5	4	5	7	7
Australia		47	43	42	51	50	48	58	60	60	60	51	45	49	45
Baltimore	20	23	24	22	18	15	13	18	17	17	20	13	13	12	15
Canada	58	60	74	51	55	61	56	56	66	57	63	80	85	87	83
Central Florida	25	27	25	23	20	16	17	19	15	15	16	21	21	22	20
Central VA	26	26	26	24	23	24	23	22	26	28	30	32	32	34	32
Dayton OH	70	70	70	63	58	47	47	51	52	51	55	44	41	50	42
DC Metro	375	377	370	359	348	336	345	356	354	367	451	476	461	480	479
Detroit	10	10	9	8	8	10	12	14	13	18	18	18	19	20	14
Greater Alabama	75	80	76	73	60	56	53	57	53	53	48	41	40	40	36
Hampton Roads VA	17	19	19	21	21	21	18	17	16	14	15	14	14	16	14
Houston	16	15	15	10	10	9	9	10	10	10	10	10	12	12	12
Lone Star TX	25	26	27	23	20	19	15	15	16	15	15	12	10	10	11
Mid-Atlantic	13	13	11	13	13	15	15	16	14	14	16	13	14	12	12
New England	79	82	81	77	72	56	62	81	87	92	95	91	85	81	84
Northwest	127	108	78	63	46	36	33	34	31	28	27	18	17	17	12
Northwest Florida	14	13	12	10	8	7	7	8	18	18	18	21	13	11	12
Pike's Peak	22	22	25	23	21	22	23	23	21	17	23	22	21	20	16
Rocky Mountan / Denver	23	27	21	21	18	13	10	11	8	8	9	7	9	8	9
San Antonio TX	5	5	5	4	4	2	1	2	2	3	4	4	4	5	5
San Diego	43	47	48	41	40	40	39	46	41	39	40	37	35	35	37
So Cal	145	140	134	123	120	117	111	118	110	111	117	102	88	93	95
St. Louis Gateway	30	32	30	30	24	20	16	21	23	22	22	14	14	14	13
Twin Cities	7	7	6	7	7	7	7	6	7	7	6	6	6	6	6
At Large/No Chapter	369	392	382	370	357	355	349	357	348	332	345	336	293	286	251

ICEAA Membership 2016-2020

Membership Statistics

	Mar 16	Jun 16	Sep 16	Feb 17	Jun 17	Sep 17	Feb 18	Jun 18	Oct 18	Jan 19	Apr 19	Sep 19	Jan 20	May 20	Sep 20
TOTAL MEMBERSHIP	1652	1672	1614	1505	1426	1358	1333	1420	1414	1401	1528	1488	1398	1427	1362
BAE			22	26	26	24	24	23	26	23	25	22	19	19	16
BAH	84	81	75	61	59	64	71	68	64	63	58	60	55	52	45
Boeing	166	145	100	90	69	58	53	65	68	64	60	40	31	32	26
Cobec	16	16	16	18	21	22	27	26	27	33	34	36	38	37	44
Deloitte	17	17	14	9	7	8	16	17	17	17	13	10	12	7	7
Galorath		14	18	18	21	18	15	18	18	18	21	20	18	19	17
Herren						12	12	10	13	12	14	25	26	27	23
Kalman & Company, Inc.									11	12	13	14	13	13	10
KPMG								15	15	14	14	12	11	11	11
Lockheed Martin	39	40	39	35	31	27	24	26	25	23	20	19	16	16	16
MCR	24	29	27	22	25	23	22	25	22	23	26	23	22	20	17
MITRE	25	24	24	23	22	21	21	20	19	15	16	13	12	10	11
Northrop Grumman	30	31	30	25	25	23	23	26	24	19	21	19	19	18	13
PRICE		19	18	17	17	12	11	16	14	14	17	12	12	15	12
Quantech Services								21	38	42	50	49	47	46	46
Raytheon	14	15	16	16	15	15	14	13	12	13	14	14	11	11	10
TASC/Engility								18	12	10	6	4	3	3	3
Technomics	62	63	60	58	62	47	54	71	56	64	137	159	165	181	180
Tecolote	102	112	112	106	103	87	85	99	95	102	110	105	99	92	107

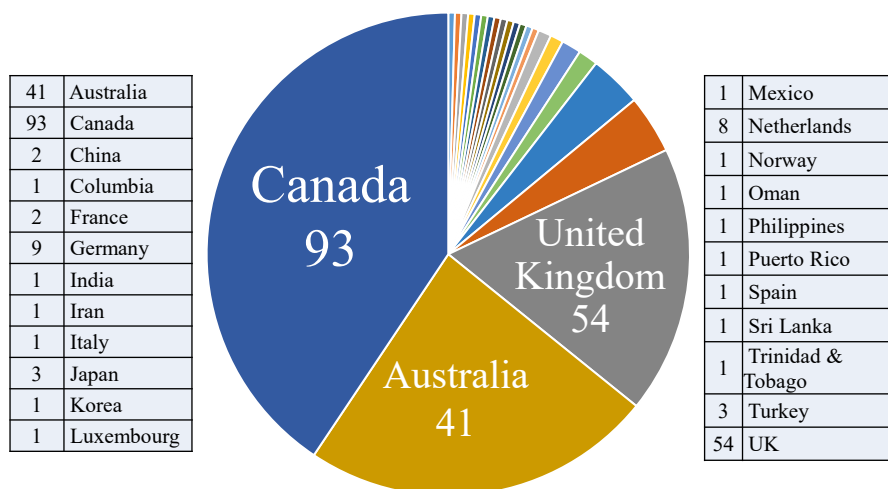
State of the Association: Membership Trends 2012-2020



International Cost Estimating
and Analysis Association

as of January 18, 2021

State of the Association: International Membership



International Cost Estimating
and Analysis Association

as of January 18, 2021

Government Employees (*estimated*)

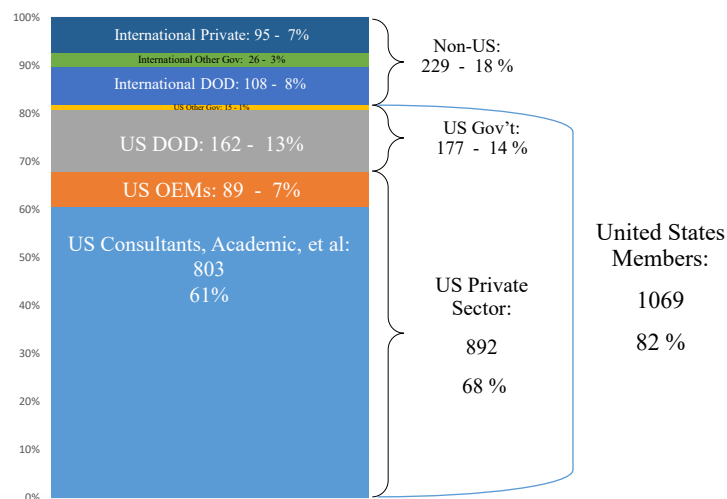
	Jan 2018	May 2018	Sep 2018	Jan 2019	Apr 2019	Sep 2019	Jan 2020	May 2020	Sep 2020	Nov 2020	Jan 2021	
DoD et al	16	23	26	16	13	10	22	16	17	15	16	Total US Government Employees (est.) 177
Air Force	95	97	103	98	103	102	91	104	89	80	76	Total Membership as of 1/18 1298
Navy	31	30	32	28	25	31	33	30	27	21	19	Percentage of Membership: 13.6%
Army	14	12	10	10	10	11	12	15	11	13	11	
Marines	5	4	2	2	1	0	1	1	2	2	3	
Coast Guard	1	2	1	2	3	2	2	2	1	1	1	Jan18 25% Jan20 16%
NASA	20	21	20	20	21	20	22	21	19	18	18	May18 23% May20 16%
MDA	15	14	16	19	12	8	8	7	7	6	5	Sep18 25% Sep20 15%
State/Local	1	3	1	1	3	3	2	2	2	1	1	Feb19 24% Nov20 14.5%
DHS	-	-	-	-	9	14	11	13	12	13	13	Apr19 15% Jan21 13.6%
Misc Civil	36	29	25	23	21	20	13	13	14	13	14	Sep19 15%



International Cost Estimating and Analysis Association

as of January 18, 2021

Membership Composition



International Cost Estimating and Analysis Association

as of January 18, 2021