ICEAA Board of Director's Meeting
1100 – 1300 | Friday, July 22, 2022

Zoom Virtual Conference
AGENDA
as of July 19 2022

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1. <u>11:05 – Workshops</u>

    a. 2022 Workshop Review – Jennifer Scheel

    b. Preparing for 2023: - Bob Hunt
       Government Day, OEM Day/Sessions, BOD meeting date, Cost Challenge

2. <u>11:30 – Secretary's Report</u>   Arlene Minkiewicz

    a. **Vote**: approve December 2021 minutes

3. <u>11:35 – Treasurer's Report</u>   Madeline Teller

    a. **Vote:** Approve Treasurer's Report

4. <u>11:45 – ICEAA/Nesma Software SIG agreement</u>   Bob Hunt

5. <u>12:00 – Professional Development</u>

    a. Vice President of Professional Development Report – Jennifer Kirchhoffer
        i. CEBoK Updates
        ii. CEBoK2.0 Official Release
    b. CEBoK-S – Kevin Cincotta
        i. Exam questions
        ii. Cleanup of content, wiki

6. <u>12:20 – ICEAA Chapters</u>   Bob Hunt

    a. Assessing chapter health/status
    b. How ICEAA can help struggling chapters

7. <u>12:40 – Plan next meeting and adjourn</u>   Bob Hunt

ICEAA Board of Directors Meeting

May 16, 2022 | Wyndham Grand Pittsburgh Downtown

DRAFT MINUTES as of June 28, 2022

<u>Voting Attendees</u>

Tim Anderson, Joe Bauer (virtual), Dave Brown, Rick Collins, Bob Hunt, Brent Johnstone, Jennifer Kirchhoffer, Alan Mayer (virtual) Arlene Minkiewicz, Danny Polidi (virtual), Cari Pullen, Dale Shermon, Christina Snyder, Madeline Teller, Barbara Wilson

<u>Non-voting Attendees</u>:

Kevin Cincotta, Steve Glogoza, Brent Larson, Karen Mourikas, Bob Nehring, Jennifer Scheel, Christian Smart (virtual), Eric van der Vliet, Harold van Heeringen, Stephanie Young (virtual), Megan Jones

<u>Welcome, quorum count, introductions:</u>   Bob Hunt

Meeting is called to order, Bob thanks everyone for joining. Quorum established at 9:05 am.

Megan apologizes to the virtual attendees for the poor audio quality. Bob thanks everyone for attending and presents the group with the Purpose of ICEAA list from the website for all to review and think about. Should the board consider updating the statement given the heavy attention it pays to parametrics, a discipline that isn't as widely used as it was 10 years ago? Bob also discusses the responsibilities and role of the board: to focus on the overall strategy and direction of the association and to make decisions about the bigger and broader issues critical to ICEAA success, and less on the details and day-to-day operations.

<u>Secretary Report:</u>   Arlene Minkiewicz

No comments or edits were suggested for the February 2021 minutes either in advance of the meeting or during.

Vote: Motion is raised to approve the February 2021 minutes. No further discussion is requested. Seconded and passed.

Arlene reminds the board that in compliance with the ICEAA constitution, the annual conflict of interest forms will be distributed after the workshop and each voting board member's signed copy will be due on August 1, 2022. Christina adds that the intention of the conflict of interest policy is for each voting member to affirm that when carrying out their

DRAFT MINUTES as of June 28, 2022

duties as board members, supporting ICEAA and ICEAA's interests remain their primary goal, not their own, their employer's, or any other organization or association.

Treasurer Report: Madeline Teller

Madeline presents slides. Investments and CDs holding steady, checking account high due to usual cash flow cycles (workshop revenue has been received; bills will not be paid until the summer). More accurate revenue and expense predictions for the Workshop allowed for an updated end of year profit & loss prediction of ending 2022 with a $27,000 loss overall. While not ideal, far more positive than some of the earlier predictions. In short, ICEAA's financial situation could have been a lot worse.

Updated Workshop projections reflect 350 attendees, very strong sponsorship participation, decreased audio/video expenses, and approximate bank fees to an estimated $128,000 in revenue to come from the 2022 Workshop.

Vote: Motion is raised to approve the May 2022 treasurer's report. No further discussion is requested. Seconded and passed.

At the February 2022 meeting, Madeline was tasked with forming a 3-5 member financial review committee to conduct an internal review of ICEAA's finances; however, only one of the three former board treasurers approached agreed to participate in the review. Megan prepared a detailed report of all transactions from October 1, 2021-December 31, 2021 for the committee's review.

Bob reminds the board the purpose of the review is to have an independent set of eyes to confirm our finances as part of good business practice. Christina believes this is another way to provide volunteer opportunities to members not on the board who may be interested in getting more involved. Dave asks if recertification points will be provided in exchange for volunteer effort, Megan confirms.

Bob proposes a motion to set a policy to make a similar review, including scrutiny of the October-December transactions for the previous year, an annual occurrence. Jennifer K. asks why only 3 months were covered this time; Madeline replies as a first effort, it seemed only a spot check was necessary, but says the period can be extended to include all of 2021. Bob shares that other organizations he's been involved with begin to prepare and conduct their annual financial reviews around 45 days after the books are closed for a given year, and believes a professional organization like ICEAA can uphold that standard.

Tim points out that an annual financial review is already required in ICEAA's constitution, so amendments or motions may not be necessary. Bob and Christina say this is not the only place ICEAA has fallen short of the requirements outlined in the bylaws or constitution, but one we can start to comply with. Steve suggests we continue with our original plan of an internal audit for the 2021 books, knowing our financial situation is still not ideal, but to aim to pay for a full external/independent audit when finances improve.

Action: Megan to expand the detailed financial report to include all transactions for FY2021, Madeline to seek out additional volunteers for the internal financial review. Steve has some volunteers in mind to suggest.

ICEAA/Nesma Relationship   Bob Hunt, Eric van der Vliet

Bob explains some background for the group: ICEAA and Nesma have been in discussions for several years on how to establish a formal relationship between the two organizations, especially regarding CEBoK-S and promoting software cost estimating in general and as a profession. Any relationship regarding CEBoK-S will require the board to make firm decisions on how we plan to sell, promote, and distribute the new product. Bob asks if anyone has thought about the CEBoK-S price point or distribution.

Jennifer K. believes CEBoK-S should priced similarly to CEBoK 1.2, and adds that CEBoK 2.0 should remain a member benefit, but that we should consider a membership dues increase to cover our expenses. The board agrees that CEBoK-S is not as polished or finished a product as it could be, but that the desire and market for it exists and we should release it soon, with plans to update/improve in the future. Eric adds he believes the potential market for CEBoK-S is not as much for the content itself but for the accompanying certification.

Some discussion of CEBoK-S pricing continues, Bob summarizes that without market research, most have agreed the price point should be in the $300-$400 range when sold as PowerPoints/PDFs, that when converted to a wiki, it should be included in membership dues, and that dues will need to be raised again at that time.

Eric presents slides, outlining a proposal to form ICEAA Software, a special interest group (SIG) within ICEAA to manage the relationship with Nesma and promote CEBoK-S worldwide, then opens the floor for questions. Bob comments that ICEAA has historically done a poor job of promoting the association and its products outside the US, and asks Eric

for a sense of the market size increase we could see as a result of the agreement. Eric says it could be significant, especially in India, where certifications are popular and in demand.

Bob asks if CEBoK-S can be sold independently of CEBoK, Megan reminds the group the intention with CEBoK-S was to be a companion product to CEBoK, and was written expecting the audience to have a basic-to-moderate understanding of the cost estimation topics in CEBoK. Eric believes the international market for CEBoK-S will not be interested in core cost estimation training or CEBoK, but if CEBoK and CEBoK-S were offered as a combined product they would still be interested. Dave adds that if we were to bundle the products together, it would make for easier expensing and reimbursing for our members.

Rick asks Jennifer K. and Kevin how much or how frequently CEBoK concepts are assumed in CEBoK-S; Jennifer says there aren't many places since CEBoK-S does not delve as deeply into the mathematics concepts and methods in CEBoK, but there are some. Kevin adds for example the CEBoK-S lesson on risk does not explain how to conduct a full risk analysis, only a few general elements as part of introduction, but points to CEBoK for reference and clarification.

Bob says the board needs to decide whether this relationship will be formed as a SIG, a memorandum of understanding/agreement, or something else. He asks Eric if the agreement with Nesma could be a CEBoK-S reseller agreement, and if so, would Nesma want it to be an exclusive reseller agreement? Eric says ICEAA Software would thoroughly cover markets in Asia and Europe.

Rick thanks Eric for his and Nesma's patience as we've developed CEBoK-S over the years, and while he was ICEAA President. He suggested that we wait until there was a completed CEBoK-S product before we moved forward on plan for ICEAA Software. While he believes CEBoK-S is completed enough now to begin these plans, to Eric's earlier point that the international market's primary interest is in certification, the moment we release CEBoK-S, those potential customers will want to take an exam immediately. Rick suggests ICEAA prioritize creating the CEBoK-S certification and exam, and identify some key volunteers to lead the effort, and suggests Kevin take the lead, since he was so integral in the PowerPoint review.

Kevin asks if any future MOU/MOA between ICEAA and Nesma regarding CEBoK-S would supersede the one signed in 2019, Bob affirms.

Bob promises to give Eric an answer in 90 days on the cooperation relationship, agreement, and ICEAA's plan for releasing CEBoK-S. Bob believes in the interest of moving forward, ICEAA needs to release CEBoK-S even if it is still imperfect.

2022 Workshop Update   Jennifer Scheel

Jennifer presents slides. Financial projections (as shown earlier in the Treasurers Report) have been updated to reflect the more accurate attendance projections, decreased AV expense, and anticipated bank transaction fees. Jennifer commends the board and the workshop committee for their decision to keep the 2022 Workshop in-person only, both for our financial position and for a better attendee experience.

The Workshop will be far more successful than we feared back in November/December 2021, having avoided all hotel sleeping room night attrition penalties and achieving 350 in attendance.

The Workshop Committee is excited to debut several new changes to the Workshop schedule that had been originally planned for 2020 that can finally take place: providing two free drink tickets to all attendees, eliminating the unpopular Friday morning sessions, and holding a closing general panel session on Thursday to officially end the Workshop.

Bob suggests the board and the 2023 Workshop Committee plan to execute a government-only day to take place either immediately before or after next year's Workshop. Tim says in his experience having attended other government-days, that those days are usually before the start of the main event to give a feeling of importance to the day. Rick agrees, explaining the plan that was intended for the 2020 government day would be to hold a morning of general sessions and then breakout sessions in the afternoon.

Karen suggests also including an OEM-only day to happen at the same time as the 2023 government day, whether a full day or half day. Bob likes the idea, others agree.

VP of Professional Development Update   Jennifer Kirchhoffer

Jennifer presents slides. She, Kevin, Kellie, and Dave met to discuss adding a Data Analytics module to CEBoK, but decided they will add information on more modern data analysis techniques as an update to Module 6.

DRAFT MINUTES as of June 28, 2022

As mentioned in previous meetings, Jennifer and Megan have been interviewing and receiving demos from Learning Management System (LMS) providers to find the right platform for ICEAA to sell its video content, and soon, CEBoK-S. The system they chose will cost $14,000 for the first year to cover setup and implementation, and Jennifer suggests we review our finances after the Workshop to see if this is an expense we can incur this year.

Kevin would like to invest in a software that could also administer our exam that would provide more automated and pre-generated question analytics than the Excel files we receive from Mettl (current exam software). Jennifer explains that Freestone, the chosen LMS, is run by the same company that our membership management/event registration system works on and will integrate well with it. Freestone is also far less expensive than any of the other platforms reviewed, but also less robust: most LMS systems focus on a much wider set of features than our current needs.

Vote: Motion is raised to approve investing approx. $14,000 on the Freestone Learning Management System for the purposes of selling our training videos and eventually CEBoK-S. No further discussion is requested. Seconded and passed.

Jennifer says that after some discussions with Kellie, we only have one more area that we need to update on the current CEBoK wiki beta before it can officially become CEBoK2.0. Bob asks the board if there is any objection to updating the beta to the official 2.0 when it's ready, no objections.

Action: Jennifer and Kellie will finalize updates to the current CEBoK wiki beta and once ready, will work with Megan to complete and promote the release of CEBoK2.0.

Since the beta version has been available to the membership for free for over a year, and we intend to continue offering CEBoK2.0 in the wiki/browser version it is in, Jennifer proposes the board consider raising membership dues to reflect the added value, and shows some dues rate comparisons for similar organizations.

Kevin asks if the Professional Development Package, a product where ICEAA members can purchase access to one of our webinars for $100 and receive a complimentary year of membership along with it, Megan confirms the package is still available, as is the complimentary year of membership that is provided to all Workshop attendees who pay the non-member rate for their registration.

The board discusses the viability of raising the dues, particularly for those individuals whose employers do not cover their membership dues expenses.

Megan and Bob had a conversation on the topic of raising the dues prior to the meeting, and Megan did a quick cost analysis: when dividing all of ICEAA's annual expenses (minus those related to the Workshop) by the current number of members, ICEAA spends over $200 per year per member, while dues are only $95. Megan recommends the board conduct some analysis before deciding on a new dues rate. The last dues change was in 2015, when rates were increased from $55 to $95 per year.

Jennifer K. is concerned if we raise dues too much at once it will upset the membership, and as CEBoK-S and other products come available, we will have opportunities to raise the dues again. Others agree, adding concerns that making the dues more expensive may be cost prohibitive for junior members.

Tim suggests setting creating two dues rates: one for junior analysts (less than 5 or 10 years of experience) and one for everyone else. Christina suggests if we were to create two tiers of membership, to make the less expensive rate available for a new member's first year only as a means to entice them into certification and attending the Workshop.

Bob asks if we should consider offering the CEBoK-S slides free for all members to download. Jennifer K. believes they should be a separate product available for purchase, and also that we should continue to make the CEBoK1.2 slides available for those who want to purchase it, even though the CEBoK2.0 wiki will be free for all members. Jennifer also suggests we allow members an amount of time to renew their memberships at the old rate before the new rates take effect, the way we did in 2015.

Bob asks for a motion to raise the dues to $150 starting July 1, 2022. Megan suggests waiting until September in order to give sufficient notice to members and to coincide with the release of CEBoK2.0. Tim suggests extending the timeframe to allow even more time, raising the dues on October 1.

Vote: Motion is raised to raise annual ICEAA dues from $95 per year to $150 per year effective October 1, 2022. No further discussion is requested. Seconded and passed.

Regarding CEBoK-S: Bob believes the Word documents/speaker notes are not as far along as we would like, but are close enough to start to sell as PowerPoint files (with the speaker notes as-is), and then follow a similar plan to converting the PowerPoints into narrative text like we did for CEBoK. The wiki project had begun independently by Technomics, and when ICEAA took it over, we hired Cobec to finalize for about $60,000 (an amount likely underpriced) and took about a year to complete. Bob guesses the cost to convert CEBoK-S into a similar wiki style as CEBoK would take about $100,000, and asks when we could have

that much money to invest in the project. Megan believes if the 2023 Workshop generates about as much as the 2019 one did, we might have that much safely in reserve to invest $100,000.

Christina reminds the board that Eric had requested to conduct CEBoK-S training at the Nesma software conference in October, and asks if the slides would be ready in time. Jennifer K. and Kevin say they can make the final few edits they plan to make in this round of updates in time for the slides to be presented in October.

Eric had also indicated that most of the overseas interest in CEBoK-S would be in the certification; would the CEBoK-S exam be ready for October also? Kevin explains we would need a minimum of 100 questions to have enough in the question bank to make unique exams, so if each of the 20 board members were to supply 5 questions each (and all were viable questions), the exam could be ready within a month of his receiving all 100 questions.

Bob asks the board if CEBoK-S should also be published as a physical paper textbook. After some discussion, the board concurs that we should not publish CEBoK-S as a physical book.

Action: Kevin will send the CEBoK-S question criteria to Megan; Megan will distribute the criteria to the board and chapter presidents to begin the question writing process.

The Southern California chapter is preparing a 1-hour Design to Cost training course. Karen Mourikas asks if some board members can volunteer to review the material prior to making the course available to the chapters and membership. Jennifer K. offers to extend the invitation to the entire membership also. Karen also put out a notice on Whova for any Workshop attendees who would like to review or contribute.

Discuss ICEAA/Nesma Relationship Proposal   Bob Hunt

The earlier presentation by Eric van der Vliet was based on a draft relationship proposal Nesma had sent to Bob, Rick, and Megan earlier in the year. Bob offers to draft a revised proposal based on the comments and questions from Eric's presentation and distribute to the board.

Christina asks that given some animosity between Nesma and some other organizations closely related to ICEAA, would establishing a formal relationship with Nesma alienate the other groups? Bob says it could be a concern, but we'd be happy to make similar arrangements with other organizations if they would also like to be involved.

Process Improvements   Christina Snyder

During the past year, Christina and Bob have been noticing several areas where ICEAA does not have documented policies and procedures in place for common business practices such as financial reviews, staff management, association award selection, and others. Christina suggests creating a Policies & Procedures manual for items such as those which should not require a board vote to amend or ratify like the bylaws, but where all of this information can be kept and easily available to all members, and to ease board succession.

Dale suggests also creating a short, 1-2 page "executive summary" of ICEAA's benefits, the content and value of CEBoK, and other benefits for helping introduce ICEAA to potential new stakeholders. Christina likes the idea, and says it may be useful to create another version that's focused on attracting junior members. Bob supports the idea.

Dale describes the SCAF Challenge, an event geared towards junior employees that SCAF conducts in April: the participants are given a cost-related problem to solve (for example, "What's the cost of removing plastic from the ocean?"), and give a presentation of their solution to a panel of judges. The board likes the idea. Jennifer S. and Christina agree to work with the 2023 Workshop committee on the possibility of conducting a similar challenge/competition at the 2023 Workshop in San Antonio.

New Business, Plan Next Meeting & Adjourn   Bob Hunt

The board agrees to hold the next meeting virtually on Friday, July 22, and to hold the following meeting in-person in the fall.

Having completed the stated agenda, Bob opens the floor for any old or new business the board would like to discuss. Hearing none, a motion to adjourn is raised, seconded, and approved. The meeting adjourns at 12:57.

Treasurer Report

Madeline Teller

Balance Sheet as of July 11

Investments	Balance (Jan 20)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)	Balance (Mar 2021)	Balance (Sept 2021)	Balance (Jan 2022)	Balance (Apr 2022)	Balance (July 2022)	Mature	APY Rate
PFCU 4339703-56-5	$ 33,199	$ 33,468	$ 33,652	$ 33,883	$ 33,931	$ 34,130	$ 34,194	$34,232	$ 34,258	Sep-22	0.45%
PFCU 4507023-56-4	$ 21,839	$ 22,009	$ -	$ -	$ -	$ -	$ -	-		-	-
PFCU 4566018-56-2	$ 85,162	$ 85,952	$ 86,749	$ 87,760	$ 87,924	$ 88,164	$ 88,637	$ 88,487	$ 88,569	Feb-23	0.55%
PFCU 4717075-56-0	$ 37,730	$ 38,073	$ -	$ -	$ -	$ -	$ -	-		-	-
PFCU 4717076-56-8	$ 37,448	$ 37,660	$ 37,872	$ 38,141	$ 38,217	$ 38,297	$ 38,369	$ 38,411	$ 38,464	May-22	0.45%
PFCU 4717077-56-6	$ 37,959	$ 38,174	$ 38,390	$ 38,662	$ 38,739	$ 38,820	$ 38,893	$ 38,936	$ 38,990	May-22	0.45%
PFCU 7047946-56-6	$ 44,652	$ 44,992	$ 45,336	$ 45,770	$ 45,859	$ 46,316	$ 46,433	$ 45,501	$ 46,548	Jul-23	0.60%
PFCU 7664998-56-9	$ 51,894	$ 52,283	$ 52,484	$ 52,737	$ 52,789	$ 52,953	$ 53,053	$ 53,121	$ 53,201	Mar-22	0.90%
Money Market & Cash	$ 514	$ 514	$ 514	$ 514	$ 514	$ 515	$ 515	$ 515	$ 515	n/a	
Subtotal	$350,396	$353,126	$294,997	$297,467	$297,972	$299,193	$299,434		$ 300,545		

	Balance (Jan 2020)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)	Balance (Mar 2021)	Balance (Sept 2021)	Balance (Jan 2022)	Balance (Apr 2022)	Balance (July 2022)
Eagle Checking Balance	$204,281	$162,250	$175,746	$126,047	$124,675	$153,983	$ 96,434	$273,546	$300,545

	Balance (Jan 20)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)	Balance (Mar 2021)	Balance (Sept 2021)	Balance (Jan 2022)	Balance (Apr 2022)	Balance (July 2022)
Total Liquidity	$554,677	$515,376	$470,743	$423,514	$422,647	$453,176	$396,258	$573,749	**$486,047**

ICEAA
International Cost Estimating and Analysis Association

P&L as of May 31 and EOY Estimate

Activity	2021 EOY Actual	Actual as of May 31	EOY Estimate as of **July 11**
2020 ICEAA Workshop	$ -	$ -	$ -
2021 Workshop	$ 171,344	$ 896	$ 896
2022 Workshop	$ (21,755)	$ 354,247	$ 158,725
Nesma Workshop	$ -	$ -	$ -
Canada Workshop	$ 25		$ 3,923
QED (paid) Webinars	$ 25,295	$ 14,891	$ 200
Certification Program	$ -		$ 35,738
Online Exam (Mettl)	$ 20,429	$ 3,476	$ (1,000)
CEBoK Sales & Training	$ (45,375)	$ -	$ 8,376
SCEBoK Contract	$ (7,820)		$ -
ICEAA World & Journal	$ 2,990	$ 949	$ (8,211)
Advertising	$ 88,150	$ 34,195	$ 2,278
Membership: Mgt & Support	$ (559)	$ (63)	$ 100,000
Chap Support & Outreach	$ 4,284	$ 651	$ (3,000)
Interest & Other Income	$ (256,937)	$ (112,549)	$ 4,400
Staffing & Contractors	$ (48,658)	$ (25,837)	$ (279,224)
Office Operations + IT	$ 45,880		$ (61,091)
Other (COVID Grant)	$ (22,709)		
TOTALS	$ -		$ (45,836)

International Cost Estimating and Analysis Association

2022 Workshop Financial Projections

Expenses	
Other Expenses	$ 26,393
Audio Video	$ 46,346
Food & Service	$ 148,780
Deposit paid in 2021	$ - 32,500
Total expenses	$ 187,420
Revenue	
Registration	$ 293,335
Sponsorship	$ 71,755
Bank fees (5/31 actual + estimate)	$ - 8,000
Revenue received in 2021	$ - 10,945
Total estimated revenue	$ 346,105
Net	**$ 158,725**

As of July 11, 2022

2022 Workshop Update

Jennifer Scheel, 2022 Workshop Chair

Thanks to our 2022 Sponsors

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2022 Workshop Committee

Workshop Chair:

Jennifer Scheel

Deputy Chair:

Kellie Wutzke

Papers Program Chairs:

**Nick DeTore
Cortney Collins**

Training Program Chair:

Jennifer Kirchhoffer

Best Paper Awards Chair:

Catherine Dodsworth

Association Awards Chair:

Christina Snyder

Financial Projection as of July 11

Expenses	May 14 estimate	July 11 estimate
Avg. other expenses	$ 33,448	$ 26,393
Audio Video	$ 46,807	$ 46,346
Food & Service	$ 162,750	$ 148780
Deposit paid in 2021	$ - 32,500	$ - 32,500
Total estimated expenses	$ 210,505	$ 187,420
Revenue		
Reg revenue as of 5/14 (346 attendees)	$ 292,176	$ 293,335
2022 Anticipated Sponsorship	$ 70,905	$ 71,155
Bank fees, approx. 3.5% (5/31 actual + estimate)	$ - 12,733	$ - 8,000
Revenue received in 2021	$ - 10,945	$ - 10,945
Total estimated revenue	$ 339,403	$ 346,105
Net	**$ 128,898**	**$ 158,725**

Historical Averages

Year	Attendees	Net Revenue	Revenue per Attendee
2013	308	$ 69,409	$ 225
2014	386	$ 126,816	$ 329
2015	425	$ 145,061	$ 341
2016	375	$ 132,602	$ 354
2017	406	$ 168,742	$ 416
2018	447	$ 182,650	$ 409
2019	483	$ 152,963	$ 317
2021	570	$ 180,556	$ 317
2022	**352**	**$ 158,725**	**$ 451**

Annual Workshop
Revenue vs. Expense with Attendees
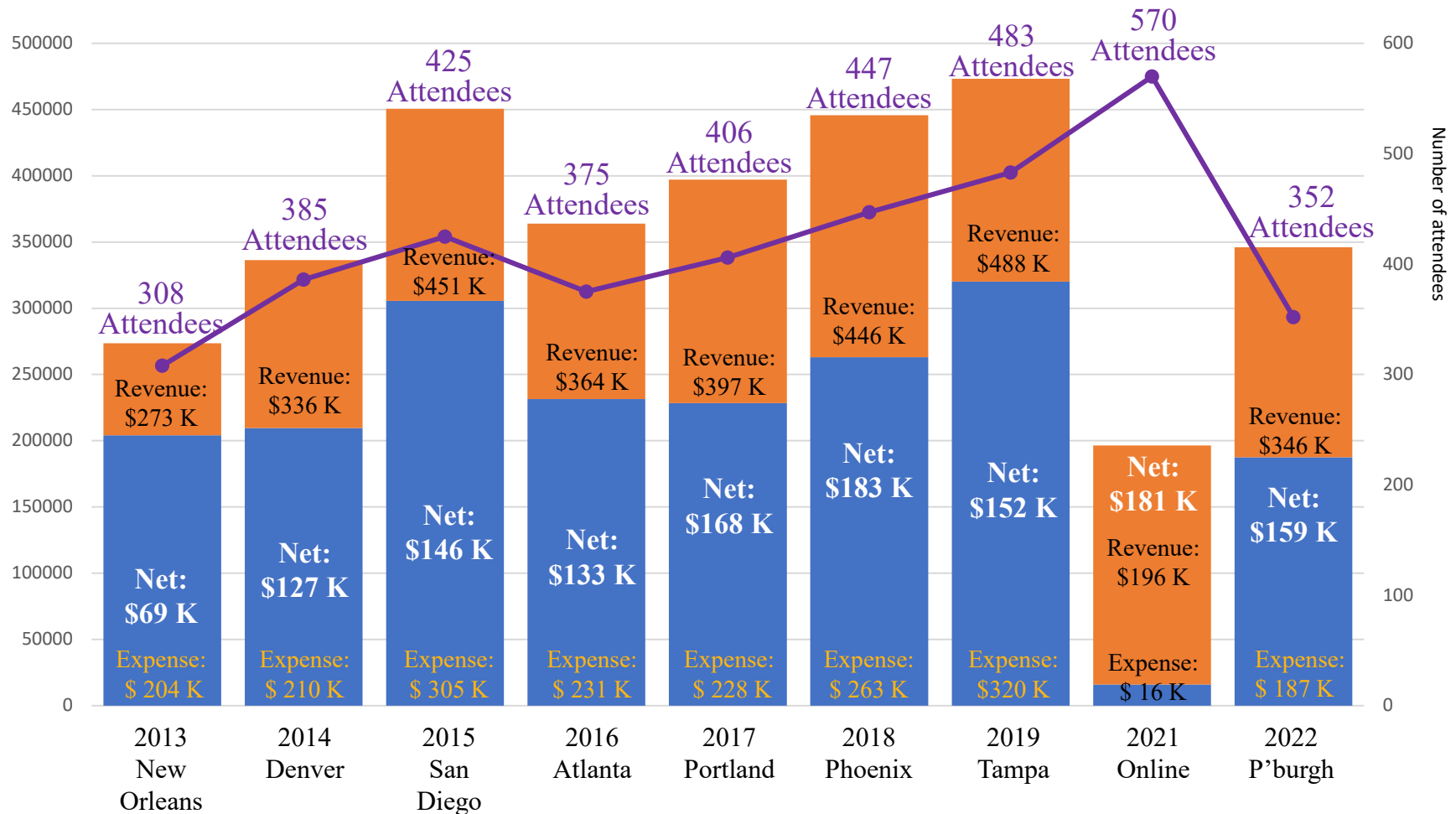
Survey Feedback

"The opportunity to be in-person and see colleagues for the first time in 2 years aside, being together at the conference provided so many opportunities to find out about what other people are working on and engage them after the presentations at receptions, exhibit booths, etc. Several people I met from even competing companies were more than happy to talk about what they'd been working on and their challenges/successes. So many people had similar experiences and had great actionable strategies."

Pros:	Cons:
• Loved the food	• Hated the food
• Loved Pittsburgh	• Hated Pittsburgh
• Happy to be back	• Hotel outdated/ needed renovation

Survey Feedback

Overall, how would you rate your experience at the Professional Development & Training Workshop?

2014	Denver	4.05
2015	San Diego	3.88
2016	Atlanta	4.14
2017	Portland	4.15
2018	Phoenix	4.08
2019	Tampa	4.11
2021	Online	3.99
2022	**Pittsburgh**	**4.35**

**Cooporative Charter Agreement Between ICEAA and Nesma
to Establish a Software Special Interest group**

CHARTER AGREEMENT

SOFTWARE SPECIAL INTEREST GROUP

of the ICEAA and Nesma

**Cooporative Charter Agreement Between ICEAA and Nesma
to Establish a Software Special Interest group**

1. Software SIG Establishment

    A. This Software SIG is a part of the International Cost Estimating and Analysis Association and shall operate and conduct all of its activities in accordance with the Constitution, bylaws, rules, regulations and direction of the International Cost Estimating and Analysis Association. ICEAA reserves the sole and exclusive rights on behalf of and representing the International Cost Estimating and Analysis Association; certifying cost professionals; accrediting and/or recognize training programs and providers; and conducting other ICEAA-identified and ICEAA-prepared organization-wide activities, as determined by the ICEAA Board of Directors ("ICEAA Board") and the Executive Director.

    B. The Software SIG operates as a branch under ICEAA's established Tax ID, and as such, is required to abide by ICEAA's Constitution and Bylaws. SIGs are not separate organizations from ICEAA.

    C. The Software SIG shall not develop, engage in, endorse or sponsor programs, services, products or other activities that may be confused with, detract from or damage the common and standardized products, programs, services and other activities that ICEAA may develop.

    D. The Software SIG may suggest relationships with other organizations, corporations, associations, and similar entities, to establish a basis for mutual activities and exchanges of information related to the field and practice of ~~space system~~software cost estimating and analysis for consideration by the ICEAA board of directors.

    E. The Software SIG shall not enter into any contractual obligation, or other agreement, which directly or indirectly purports or seeks to bind ICEAA, financially or otherwise, unless executed by the ICEAA Executive Director. The Software SIG shall not act on behalf of ICEAA beyond the limits of this Charter Agreement.

    F. Prior to its discussion of a cooperative agreement or other formal relationship with a non-ICEAA entity, the Software SIG shall engage in a full and open exchange and communication with the ICEAA Board concerning the details of the cooperative agreement and expected outcomes.

    G. ICEAA shall not obligate or bind the Software SIG, beyond the terms and conditions of this Charter Agreement, unless agreed by a duly authorized Software SIG officer in writing prior to the execution of the contract or entry into the agreement.

    H. Notwithstanding the preceding provisions, in all cases, ICEAA reserves all legal rights, options and processes available under applicable jurisdictional law and regulation.

Commented [MJ1]: "charter" is used throughout, but not in the title of the document. Should the header be changed?

Commented [VEvd2R1]: I think that is a good idea. I've added it to the title.

2. General

   A. This agreement will be valid for two years after joint signature (except as noted in 17 A of this agreement).

   > **Commented [VEvd3]:** Should this be 18A?

   B. The objective of this agreement is to expand and disseminate athe professional Software and Information Technology (IT) cost estimating and analysis pocesss through training, certification and continuing education opportunities.

   C. A Software Special Interest Group (Software SIG) will be utilized to accomplish this objective.

3. Mission and Purpose of ICEAA and Nesma

   A. Purpose of the ICEAA

      a) Advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis through the use of parametrics and other data-driven techniques by:

      b)a) Fostering the professional growth of its members within the allied fields of estimating and analysis.

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      c)b) Enhancing the understanding and appreciation of using data-driven estimating and analysis techniques throughout allied fields and the general population.

      d)c) Providing educational opportunities to practitioners in cost and parametric estimating and analysis, as well as with allied fields.

      e)d) Establishing standards in terminology, conduct, and application of estimating and analysis techniques.

      f)e) Developing the means to achieve and measure established standards.

      g)f) Recognizing achievement through an appropriate program of recognition and certification.

      h)g) Providing forums and media through which experiences with all of the principles and techniques associated with data-driven cost estimating and analysis may be reported, discussed, and published in furtherance of the public interest.

      i)h) Fostering, promoting, and conducting research in all estimating and analysis techniques.

j)i) Developing and maintaining standards of proficiency and ethics.

k)b) Cooperating with other national and international organizations and individuals, having common or related proposes, in furtherance of the public interest.

B. Mission of Nesma

a) Spread knowledge about software measurement and software metrics;

b) Act as a Body of Knowledge for the industry regarding the use of software metrics in all business areas;

c) Remain independent, objective and not-for-profit;

d) Research the applicability of software metrics in all business areas;

e) Connect relevant organizations in the industry that Nesma feels are expert in one of the areas where software measurement and metrics are important;

f) Produce relevant guidelines, reports and other information products that are useful for the software industry;

g) Produce a platform where people can discuss issues they experience with software measurement and metrics or where they can exchange ideas and/or knowledge.

4. Mission and Purpose of the Sofware SIG

A. The mission and purpose of the Software SIG is:

B.a) To promote the training and certification for software estimation based upon the Cost Estimating Body of Knowledge – Software (CEBoK-S)

C.b) Provide on-going review and updates to CEBoK-S

D.c) Identify and develop additional software/IT estimation related products to advance the profession.

5. Organization

A. The Software SIG is a Special Interest Group (SIG) of ICEAA and members which will be open to all ICEAA and Nesma members.

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B. The Software SIG will have its own set of officers elected by members of the Software SIG.

C. The Software SIG Officers will be comprised of :

   a) President – Nesma representative

   b) Vice President – ICEAA representative

   c) Treasurer – any Software SIG member

   d) Secretary - any Software SIG member

   e) General Membership - the initial Software SIG will be composed of 4 officers and 12 general members. The Software SIG and membership can be adjusted by a majority vote of the Software SIG membership.

   f) The Software SIG will have a non-voting representative on both the ICEAA Board and Nesma Board.

   g) The Software SIG can start working groups where ICEAA and Nesma members can participate.

6. Legal

   A. Creation of a Software SIG in no way obligates ICEAA nor Nesma.

7. Membership

   A. ~~Cross membership will be offered to both~~ Members of both ICEAA and Nesma are eligible to participate in the SIG~~members~~; the Software SIG will not have its own membership but rather participants from both organizations

   B. Nesma members will be eligible for discounts on purchases from the ICEAA webshop

   C. ICEAA members will be eligible for discounts on purchases from the Nesma webshop

   D. A person shall not be a member of ~~this~~ the Software SIG unless he or she is a member in good standing of the International Cost Estimating and Analysis Association and/or Nesma.   ~~Membership~~ in the Software SIG shall terminate when:

   ~~E.~~a)   An ICEAA or Nesma member resigns membership from either organization or the Software SIG

   ~~a)~~b)   The member fails to pay ICEAA and/or Nesma dues

Commented [BG4]: Should this alternate every two years between ICEAA and NESMA?

Commented [VEvd5R4]: It could alternate but it will be good to change the President and Vice President every 2 years.

Commented [BG6]: Is 16 too many? Should it maybe be 4 officers and 6 general members for a total of 10?

Commented [MJ7R6]: I agree, 16 officers is way too many. 10 seems like a lot too, I'd suggest 4 officers + 2 at-large (non-voting)

Commented [VEvd8R6]: I agree with the suggestion of Megan. 4 officers will be good as a starting point. The SIG need to be develop and a smaller groups will be more effective

Commented [MJ9]: What does this mean?

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b)c) The ~~member~~ individual is removed from membership by the ICEAA/Nesma or the Software SIG Officers for just cause

c)d) Or whenever membership is otherwise ended.

8. Financials

A. ICEAA will provide the necessary funding for the Software SIG based on availability of funds and competing ICEAA ~~priprities~~priorities. The Software SIG should become self sufficient/self funded over time by the revenue generated by the activities of the SIG as follows:

B.a) Fees from worldwide training/certification of CEBoK-S (Cost Estimating Body of Knowledge – Software)

C.1. ICEAA will primarily conduct such training and certification activities in North America; whereas Nesma will primarily conduct such training and certification activities in Europe and Asia

D.b) Sales of any other Software Cost Estimation products that are yet to be developed

E.c) Fees from accredited trainers / training institutes that are authorized by ICEAA and Nesma for the CEBoK-S training

F.d) 80% of CEBoK-S related revenue will be assigned to ICEAA

G.e) 20% of CEBoK-S related revenue will be assigned to the Software SIG for sustainment and development of additional Software/IT estimation related products (SIG budget). At its discretion, the ICEAA Board may wish to provide additional funds to support the efforts of the SIG

H.f) Costs for events organized by the Software SIG will be paid from the Software SIG budget

9. Cooperation

A. Nesma will take the lead in the initial set-up of the Software SIG with support of the ICEAA Executive Director and the ICEAA Board

B. Both ICEAA and Nesma will be actively involved in the organization of the Software SIG

    C. Nesma will use its network and outreach to promote the Software SIG in Europe and Asia

    D. ICEAA will use its network and outreach to promote the SIG in North America

10. Responsibilities

    A. ICEAA staff will provide marketing support for the Software SIG, CEBoK-S and any future developed Software Cost Estimation related products in Europe / Asia as well as North America

    B. The Software SIG and NESMA will provide support in the accreditation of trainers / training institutes in Europe / Asia

    C. The Software SIG and ICEAA will provide support in the accreditation of trainers / training institutes in North America

    D. The SIG will provide routine communication to both the ICEAA and Nesma Boards about Software SIG initiatives in North America, Europe and Asia

11. Events

    A. The Software SIG will organize a yearly conference in Europe with support of ICEAA

    B. Software Cost Estimation (CEBoK-S) will be part of the Annual Training Workshop including those conducted in Europe, in whole or in part

12. Certification

    A. The ICEAA online certification process will be utilized for the CEBoK-S certification

13. Benefits for ICEAA

    A. Access to International networks (Europe and Asia)

    B. Marketing and promotion through Nesma channels and related organizations

    C. Promotion of ICEAA and CEBoK in addition to CEBoK-S

    D. Increased ICEAA membership in Europe / Asia

    E. Yearly ICEAA Software conference in Europe, including training and certification exam based upon CEBoK-S

    F. Involvement in the IT Cost Management Summit organized annually by Nesma

Commented [MJ10]: Two IT conferences in Europe seems like too many, at least for the initial agreement. The Nesma IT conference in 2019 drew about 200 people (I think). We should see what the market is before agreeing to do two IT conferences in Europe every year. Maybe start by supporting the Nesma conference then if it seems like we have enough market for two?

Commented [VEvd11R10]: I agree. Let's develop the IT Cost Management Summit organized by Nesma and promote there ICEAA, the SIG and the CEBOK-S. If there is an audience we can extend this to multiple tracks and non-IT.

G. Promotion of CEBoK-S at the annual IT Cost Management summit in Europe

H. Organization of exams in Europe and Asia

I.H. Support for the advancement of the Software Cost Estimating profession

Commented [MJ12]: The exams are all online, no regional organization necessary

14. Benefits for Nesma

A. Discounts for Nesma members on ICEAA ~~handbooks~~ products and certification

B. Promotion of functional sizing as part of CEBoK-S

C. Support for the advancement of the Software Cost Estimating profession

15. ICEAA's Responsibilities to the Software SIG

A. ICEAA, as the parent organization of all ICEAA Chartered SIG Organizations, agrees to perform the following functions:

a) Provide mutually agreed upon assistance to the SIG including but not limited to: marketing assistance, information distribution, counsel, and support of the SIG activities to the same extent that ICEAA supports its Chapters.

b) Inform the Software SIG of all new and revised ICEAA governing policies, procedures, rules and directives which affect the SIG.

c) Any information pertaining to membership, including, but not limited to, databases, lists, mailing labels and reports, which is provided by the Software SIG to ICEAA will be used only in connection with the authorized, lawful business of the International Cost Estimating & Analysis Association.

d) ICEAA shall maintain the confidentiality of any and all of the Software SIG's confidential, sensitive or proprietary information or data which is specifically marked as confidential, and agrees that such confidential information shall at all times remain the property of ICEAA and the Software SIG. Each party may use the confidential, sensitive or proprietary information or data furnished by the other for legitimate, nonprofit ICEAA and Software SIG purposes.

B. Software SIG Responsibilities to ICEAA

    a) This Software SIG is 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. The provisions of this Constitution shall, at all times, be in harmony with and controlled by the Constitution of the International Cost Estimating and Analysis Association.

    b) Notwithstanding any other provisions of this Charter, this Software SIG shall not conduct any activities not permitted:

1. to an organization exempt from Federal income tax under Section 501(c)(6) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law), or

> **Commented [MJ13]:** Missing words?

2. to an organization to which contributions are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954 (or corresponding provisions of any future United States Internal Revenue Law).

> **Commented [MJ14]:** Missing words?

3. No substantial part of the activities of this Software SIG shall be spent on influencing legislation or developing, preparing, or disseminating propaganda, or participating in or intervening in (including the publication or distribution of statements or literature) any political campaign on behalf of any candidate for public office.

    c) This Software SIG shall not commit ICEAA, nor publicly comment on its behalf, unless specifically authorized in writing by the ICEAA Board of Directors or Executive Director.

    d) Authorized Software SIG representatives shall disclose any interest or affiliation they may have with any entity or individual with which ICEAA, on behalf of the Software SIG, has entered, or may enter, into contracts, agreements or any other business transaction, and shall excuse themselves from any discussion, and refrain from voting on, or influencing the consideration of, such matters.

    e) The Software SIG shall abide by all other policies and guidelines established by ICEAA related to the use and protection of ICEAA membership data.

f) Any information pertaining to membership, including, but not limited to, databases, lists, mailing labels and reports, which is provided by ICEAA to the Software SIG may be used only in connection with the authorized, lawful business of the International Cost Estimating & Analysis Association. Such information is considered confidential and shall not be shared with individuals or business entities outside of ICEAA without the express, written permission of the ICEAA Executive Director.

g) Any publication, document, audio/video recording, or other publication created by the Software SIG will be available for use by all ICEAA members and will be considered the property of ICEAA for the purposes of reproduction and distribution.

C. The Software SIG shall maintain the confidentiality of any and all of ICEAA's confidential information. Information or data deemed confidential shall include membership lists, financial information and any other material specifically marked as confidential. Such confidential information shall at all times remain the property of ICEAA and shall be deemed to be furnished to the Software SIG in confidence and solely in connection with the Software SIG's obligation under this Charter Agreement.

D. Article 15 C applies the same to confidential information from Nesma that is used by the Software SIG.

~~D.~~E.   The Software SIG will nominate or elect a representative who will serve as the SIG's point of contact to the ICEAA Board of Directors. The Software SIG representative will be included in ICEAA Board information updates but will not be a voting member of the ICEAA Board. The Software SIG representative will report activities to the ICEAA Board.

16. Financial Agreements and Policies

A. No assets or funds of this Software SIG shall inure to the benefit of, or be distributed to its members, officers, directors, or other private persons, except that the Software SIG is authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of ICEAA's purposes and mission statement.

B. A complete accounting shall be kept of all monies received and expended by the Software SIG. These financial records shall be annually compiled into financial statements in the format proscribed by ICEAA. These financial statements shall be reported to ~~the membership~~Nesma and to the International Cost Estimating and Analysis Association as soon as practicable, no later than 1 March of the succeeding year.

C. ICEAA will review annual Software SIG financial statements and provide funding for Software SIG activities in the same method and using the same policies and processes as ICEAA provides funding to its Chapters.

D. In the event that this Software SIG should be dissolved for any reason, its assets - physical and monetary - shall be disposed of as follows:

> E.1) All just debts and claims shall be paid from cash on hand, said assets shall be sold if said cash is insufficient to pay all just debts and claims.

> F.2) Any remaining assets for which there are not just debts or claims, shall be sold and the funds derived therefrom shall be turned over, without any restrictions whatsoever, to the International Cost Estimating and Analysis Association.

17. Software SIG Governing Documents

A. This Charter Agreement may not be modified, changed or amended except by a written document signed by a duly authorized representative of each of the parties hereto.

B. This Charter Agreement shall renew and remain in force and effect each year following receipt and acceptance by ICEAA Headquarters of required documentation, demonstrating that the Software SIG has satisfied the minimum standard Software SIG performance criteria established by ICEAA. Such standard performance criteria and documentation, which may be amended by ICEAA from time to time, will be published annually by ICEAA Headquarters and communicated to the Software SIG.

C. Renewals of this Charter Agreement are subject to satisfactory review and subsequent acceptance by ICEAA Headquarters of SIG governing documents to ensure that those documents do not conflict with ICEAA's bylaws, policies, practices, procedures, rules and directives.

D. If any portion of this agreement is declared invalid or unenforceable for any reason by a court of law or by action of a government body, all remaining provisions of the Charter Agreement shall remain in full force and effect and shall not be affected thereby.

18. Dissolution of the Software SIG

A. The ICEAA Board shall have the authority to suspend or terminate this agreement upon the determination that the Software SIG is no longer a viable entity; that the Software SIG is unable or unwilling to comply with the charter renewal process; or that such an action is in the best interests of ICEAA and in accordance with applicable policies.

Commented [VEvd16]: To review the financial statements the SIG and because the SIG doesn't have members there should be a funding of the SIG. According to article 10.C.2 are any debts turned over to ICEAA what would make it reasonable that initial funds are coming from ICEAA. Further funds could be defined based on SIG results (KPI based).

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Commented [VEvd17]: I would expect the same applies to the Nesma board at least for the agreement. The decision to determinate the Software SIG is up to ICEAA.

B. The Nesma board shall have the authority to suspend or terminate this agreement upon the determination that the Software SIG has no longer an added value for the intended audience. The decision with respect to the continuity of the Software SIG remains the responsibility of ICEAA

A.

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19. The Software SIG shall have the authority to terminate this Charter Agreement by communicating its decision to do so in writing to the ICEAA Executive Director.

20. Upon termination of this agreement for any reason, the Software SIG shall immediately deliver to ICEAA all written or electronically stored documentation, including copies, of or concerning confidential information, shall make no further use of such confidential information and shall make reasonable efforts to ensure that no further use is made by the Software SIG or its representatives of such confidential information. ICEAA shall act in like manner with regard to SIG confidential information. Each party's confidentiality obligations shall survive the expiration or termination of this agreement.

21. Recognition of the Software SIG may be withdrawn by the ICEAA Board of Directors if, in its sole opinion and discretion, the Software SIG is not serving the best interests of the ICEAA.

> **Commented [BG18]:** Redundant to 18 A above

For approval

--------------------------------------   d.d. --- --- ---   --------------------------------------
d.d. --- --- ----

ICEAA President   Nesma President

Overall Summary Statistics

- Overall certifications as of July 13, 2022:
  - CCEA® **761** (including 11 CCEA®-P - ↑10 since April 22, 2022)
  - PCEA® **120** (including 30 CCEA Eligible - ↑3 since April 22, 2022)
  - CPP **9** (no change)

- Re-certifications:
  - 42 certifications have renewed in 2022
  - 76 total in 2021, 81 in 2020, 86 in 2019, 97 in 2018, 80 in 2017

- Other Countries with Certified Individuals:
  - UK - 51
  - Canada – 59
  - Australia – 5
  - Brussels – 4
  - Saudi Arabia & Egypt – 2

ICEAA International Cost Estimating and Analysis Association

Certification Program since last time…

- Operational Status
  69 Exam Administered between in 2022 through July13, 2022
  - 156 in 2021
    148 in 2020
    215 in 2019
    167 in 2018
    164 in 2017

  - Of the 69 Exams:
    50 Industry
    19 Government (US Coast Guard, DHS, NAVAIR, Air Force)

  - 43 exams are scheduled

ICEAA International Cost Estimating and Analysis Association

ICEAA Membership 2018-2022

	Feb 18	Jun 18	Oct 18	Jan 19	April 19	Sep 19	Jan 20	May 20	Sep 20	Nov 20	Jan 21	Mar 21	Jun 21	Sep 21	Feb 22	May 22	July 22
TOTAL MEMBERSHIP	1333	1420	1414	1401	1528	1488	1398	1427	1363	1334	1298	1336	1424	1340	1254	1296	**1248**
Atlanta	4	4	5	4	5	4	5	7	7	9	8	10	10	8	6	7	5
Australia	48	58	60	60	60	51	45	49	45	35	35	34	40	39	41	44	44
Baltimore	13	18	17	17	20	13	13	12	15	14	15	15	16	15	16	17	18
Canada	56	56	66	57	63	80	85	87	83	95	91	86	88	82	56	71	70
Central Florida	17	19	15	15	16	21	21	22	20	16	16	18	18	18	19	21	19
Central VA	23	22	26	28	30	32	32	34	32	32	31	32	34	31	30	27	25
Dayton OH	47	51	52	51	55	44	41	50	42	41	45	47	50	48	46	47	43
DC Metro	345	356	354	367	451	476	461	480	479	468	461	470	490	442	437	443	421
Detroit	12	14	13	18	18	18	19	20	14	15	14	15	20	18	18	17	18
Greater Alabama	53	57	53	53	48	41	40	40	36	34	32	33	41	40	40	39	37
Hampton Roads VA	18	17	16	14	15	14	14	16	14	16	14	14	13	12	11	11	11
Houston	9	10	10	10	10	10	12	12	12	11	11	12	12	10	9	9	9
Lone Star TX	15	15	16	15	15	12	10	10	11	11	9	11	12	12	13	13	13
Mid-Atlantic	15	16	14	14	16	13	14	12	12	10	9	10	12	11	11	13	12
New England	62	81	87	92	95	91	85	81	84	80	74	72	73	69	49	58	56
Northwest	33	34	31	28	27	18	17	17	12	9	7	6	7	5	7	7	7
Northwest Florida	7	8	18	18	18	21	13	11	12	10	8	7	8	12	10	10	12
Pike's Peak	23	23	21	17	23	22	21	20	16	19	19	18	19	22	20	20	19
Rocky Mountain / Denver	10	11	8	8	9	7	9	8	9	12	15	20	20	23	19	20	18
San Antonio TX	1	2	2	3	4	4	4	5	5	5	6	6	7	6	6	5	3
San Diego	39	46	41	39	40	37	35	35	37	39	39	37	44	44	36	35	31
So Cal	111	118	110	111	117	102	88	93	95	94	94	108	117	115	101	107	101
St. Louis Gateway	16	21	23	22	22	14	14	14	13	14	13	12	12	12	10	9	8
Twin Cities	7	6	7	7	6	6	6	6	6	5	6	6	7	6	6	6	6
No Chapter/Other Int'l	349	357	348	332	345	336	293	286	251	239	225	236	252	238	235	238	240

ICEAA Membership 2018-2022

	Feb 18	Jun 18	Oct 18	Jan 19	Apr 19	Sep 19	Jan 20	May 20	Sep 20	Nov 20	Jan 21	Mar 21	Jun 21	Sept 21	Feb 22	May 22	July 22
TOTAL MEMBERSHIP	1333	1420	1414	1401	1528	1488	1398	1427	1362	1334	1298	1336	1424	1340	1254	1296	**1248**
BAE	24	23	26	23	25	22	19	19	16	16	16	17	17	16	16	17	16
Ball Aerospace																10	8
BAH	71	68	64	63	58	60	55	52	45	46	42	38	37	36	29	27	26
Cobec	27	26	27	33	34	36	38	37	44	45	48	47	49	49	40	41	41
Deloitte	16	17	17	17	13	10	12	7	7	6	6	5	5	4	5	4	3
Galorath	15	18	18	18	21	20	18	19	17	21	22	25	24	24	19	22	19
Herren	12	10	13	12	14	25	26	27	23	25	13	10	11	12	12	11	11
HunaTek																11	9
Kalman & Company, Inc.			11	12	13	14	13	13	10	9	9	8	13	12	10	10	10
Lockheed Martin	24	26	25	23	20	19	16	16	16	17	14	15	15	17	13	13	14
MCR	22	25	22	23	26	23	22	20	17	15	15	13	16	15	15	16	16
MITRE	21	20	19	15	16	13	12	10	11	14	14	17	20	20	15	15	13
Northrop Grumman	23	26	24	19	21	19	19	18	13	15	14	17	21	23	22	24	22
PRICE	11	16	14	14	17	12	12	15	12	14	15	16	16	14	11	9	8
Quantech Services		21	38	42	50	49	47	46	46	52	46	45	44	38	25	31	26
Raytheon	14	13	12	13	14	14	11	11	10	11	11	12	12	12	11	10	11
Technomics	54	71	56	64	137	159	165	181	180	177	174	177	178	152	127	119	108
Tecolote	85	99	95	102	110	105	99	92	107	113	113	131	139	124	125	136	132
Boeing	53	65	68	64	60	40	31	32	26	21	18	16	18	17	17	17	16

State of the Association:
Membership Trends 2012-2022

Dues Increase

as of July 8, 2022
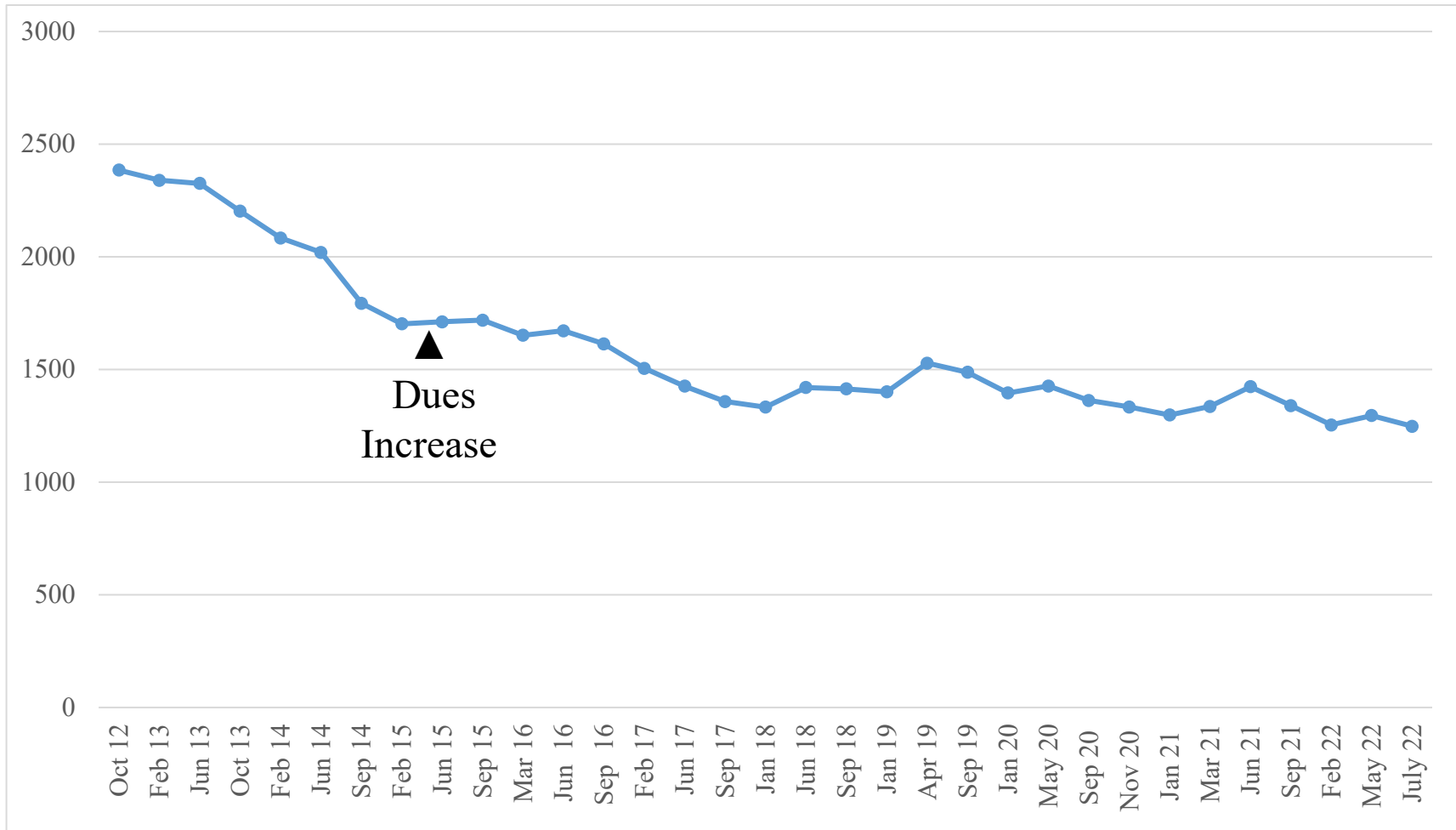
State of the Association: International Membership

75	Canada
64	UK
45	Australia
6	Germany
7	Netherlands
5	Japan
2	Belgium
2	China
2	France
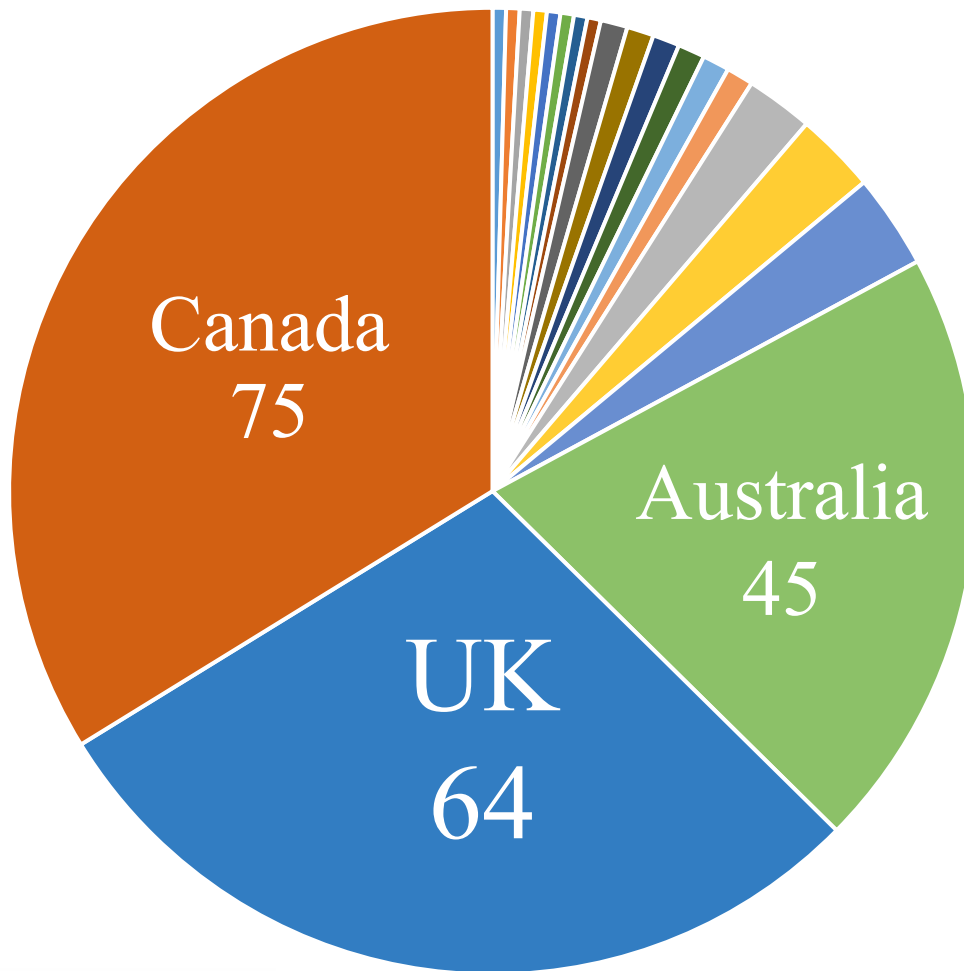
2	Malaysia
2	Mexico
2	Pakistan
2	South Korea
1	Congo
1	India
1	Indonesia
1	Italy
1	Luxembourg
1	Turkey

Canada 75

UK 64

Australia 45

ICEAA International Cost Estimating and Analysis Association

as of July 8, 2022

Government Employees *(estimated)*

	Jan 2020	May 2020	Sep 2020	Nov 2020	Jan 2021	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Feb 2022	May 2022	July 2022
DoD et al	22	16	17	15	16	22	18	21	23	20	24	16
Air Force	91	104	89	80	76	78	89	87	82	81	80	71
Navy	33	30	27	21	19	20	22	21	22	21	21	19
Army	12	15	11	13	11	10	10	10	9	10	10	12
Marines	1	1	2	2	3	2	2	2	1	1	1	1
Coast Guard	2	2	1	1	1	1	2	1	2	3	4	4
NASA	22	21	19	18	18	20	22	21	19	19	22	20
MDA	8	7	7	6	5	6	9	10	8	8	8	9
State/Local	2	2	2	1	1	1	1	1	1	1	1	1
DHS	11	13	12	13	13	19	21	20	17	17	17	17
DOE												13
Misc Civil	13	13	14	13	14	14	11	13	12	12	17	18

Total
US Government
Employees (est.)　　201

Total Membership
as of 7/8　　1248

Percentage of
Membership:　16.1%

Jan18	25%	Nov20	14.5%
May18	23%	Jan21	13.6%
Sep18	25%	Mar21	14.4%
Feb19	24%	Jun21	14.5%
Apr19	15%	Sep21	15.4%
Sep19	15%	Dec21	14.9%
Jan20	16%	Feb22	15.4%
May20	16%	May22	15.8%
Sep20	15%	July22	16.1%

as of July 8, 2022

Membership Composition

International Private: 100 - 8%
International Other Gov: 39 - 3%
International DOD: 84 - 7%
US Other Gov: 32 - 3%
US DOD: 169 - 14%
US OEMs: 108 - 9%
US Consultants, Academic, et al: 716 57%

Non-US: 223 - 18 %

US Gov't: 201 - 16%

US Private Sector: 824 66%

United States Members: 1025 82 %

ICEAA
International Cost Estimating and Analysis Association

as of July 8, 2022