



## 2014 Operating Plan

Prepared by:

Patrick Matthews,  
Chapter Secretary

April 5, 2014

Date

Approved by:

Bill Good  
President

April 7, 2014

Date

Larry Millikan  
Membership Director

Date

Ryan Biondo  
Vice-President

Date

Mills Ripley  
Webmaster

Date

Charles J. Huller  
Treasurer

April 7, 2014

Date

Leslie Koshigoe  
Denver Area Director

April 7, 2014

Date

*Approved via Email*  
Adam Morris  
Technical Programs  
Director

April 12, 2014

Date

Nic Ferrington  
Boulder Area Director

Date

Mark Griffith  
Communications Director

April 7, 2014

Date

Scott Frisch  
Colorado Springs Area  
Director

April 7, 2014

Date

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## Table of Contents

<b>1.0 Purpose .....</b>	<b>1</b>
<b>2.0 Chapter Officers .....</b>	<b>1</b>
2.1 2014 Chapter Officer Slate / Executive Committee .....	1
2.2 Officer Training.....	1
2.3 Terms of Office .....	2
2.4. Officer Responsibilities.....	2
<b>3.0 Chapter Objectives .....</b>	<b>2</b>
<b>4.0 Chapter Events &amp; Milestones .....</b>	<b>2</b>
<b>5.0 Chapter Communications.....</b>	<b>4</b>
5.1 Website Plan.....	4
5.2 Event Announcements.....	4
5.3 GlobalMeet.....	5
5.4 Chapter Event Webcasting .....	5
<b>6.0 Chapter Membership .....</b>	<b>5</b>
6.1 Recruiting activities.....	5
6.2 Retention activities.....	6
6.3 Membership Survey .....	6
6.4 Local Student Division.....	6
<b>7.0 Technical Plans .....</b>	<b>6</b>
7.1 2014 Tutorial .....	6
7.2 Chapter Involvement with INCOSE Working Groups.....	6
7.3 Plans for Local Working Groups.....	6
7.5 Member Certification .....	7
<b>8.0 INCOSE support plans .....</b>	<b>7</b>
<b>9.0 Financial Management.....</b>	<b>8</b>
<b>10.0 Chapter Outreach.....</b>	<b>8</b>
10.1 Ambassador/promoter activities.....	8
<b>Annex A Chapter Officer Roles &amp; Interactions</b>	
<b>Annex B Chapter Meeting Planning Procedures</b>	
<b>Annex C Chapter Publicity Procedures</b>	
<b>Annex D: Speaker Guidelines for Webcast Meetings</b>	
<b>Annex E Membership Renewal Procedures</b>	
<b>Annex F Membership Survey Procedures</b>	
<b>Annex G Tutorial Procedures</b>	
<b>Annex H PY2013-2014 Budget</b>	

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## 1.0 Purpose

This annual Operating Plan for PY2014 was developed by the INCOSE Colorado Front Range (CFR) Chapter Executive Committee (EXCOM). It is the execution document to implement governance in the CFR Chapter Bylaws and to realize goals and objectives listed in the 2014-2018 Strategic Plan. The Operating Plan is supported by standing plans and procedures that promote continuity of Chapter operations for communications, membership, and technical programs.

## 2.0 Chapter Officers

### 2.1 2014 Chapter Officer Slate / Executive Committee

The persons listed in Table 1 were elected in June 2013 for Program Year (PY) 2013-2014 or were appointed by the elected EXCOM during the PY to fill vacancies under provision of the Bylaws.

**Table 1. 2014 CFR Chapter Officers**

<b>Role</b>	<b>Name</b>
<b>President</b>	William A. Good
<b>Vice President</b>	Ryan Biondo
<b>Secretary</b>	Patrick L. Matthews
<b>Treasurer</b>	Charles J. "Jerry" Huller
<b>Membership Director</b>	Larry Millikan
<b>Communications Director</b>	Mark Griffith
<b>Technical Program Director</b>	Adam Morris
<b>Colorado Springs Area Director</b>	Scott Frisch
<b>Denver Area Director</b>	Leslie Koshigoe
<b>Boulder Area Director</b>	Nic Ferrington
<b>Webmaster</b>	Mills Ripley
<b>Newsletter Editor</b>	Vacant

The Past President for PY 2013-2014 is Francis Thompson.

### 2.2 Officer Training

Chapter officers elected / appointed for PY2013-2014 completed training prior to December 31, 2013. Training consisted of:

- Reading the Chapter Bylaws and plans for familiarity
- Reviewing the PowerPoint presentation on Keys to Effective Chapters

### 2.3 Terms of Office

Officers who began terms on August 1, 2013, will serve until July 31, 2014.

### 2.4. Officer Responsibilities

General responsibilities are listed in the Chapter Bylaws and are elaborated upon in Annex A.

### 3.0 Chapter Objectives

The following objectives for 2014 are derived from the 2014-2018 CFR Chapter Strategic Plan Objectives, Section 7.2.

- Achieve INCOSE Silver Circle Award for CY2014
- Conduct one tutorial
- Conduct Chapter meetings in Jan, Feb, Mar, Apr, May, Sep, Oct, Nov and Dec
- Conduct a Chapter event at the United States Air Force Academy (USAF) and University of Colorado at Boulder (CU Boulder) to generate student participation
- Conduct Joint Chapter meetings with American Society for Quality (ASQ), Project Management Institute (PMI), and the American Institute for Aeronautics and Astronautics (AIAA)
- Fund one Chapter representative to attend INCOSE International Workshop 2014 (IW2014) and International Symposium 2014 (IS2014)
- Host a summer social event
- Announce Chapter events via email and through our website
- Elicit membership feedback through an electronic survey
- Recognize Chapter members attaining a Systems Engineering Professional (SEP) certification
- Establish the capability to successfully webcast Chapter meetings for geographically remote members

### 4.0 Chapter Events & Milestones

2014 Chapter events are planned to support the objectives identified in Section 3.0. The EXCOM will refine this table throughout the PY.

**Table 2. 2014 Chapter Events & Milestones**

Month	Event	Theme / Topic	Possible Presenters	Location	Lead
January	2013 Chapter Financial Report for INCOSE				Jerry Huller
	INCOSE Circle Award Submission				Pat Matthews

Month	Event	Theme / Topic	Possible Presenters	Location	Lead
	Joint Chapter Meeting with American Society for Quality		Mills Ripley	Co Spgs	Scott Frisch
	IW2014			Los Angeles	Bill Good Ryan Biondo
February	Joint Meeting with Project Management Institute Pikes Peak Regional Chapter	PMI-INCOSE Working Group	Jack Stein Stephen Townsend	Co Spgs	Pat Matthews
March	Tutorial	Agile Systems and System Engineering	Rick Dove	Co Spgs	Ryan Biondo
	Chapter Meeting	Requirements Engineering for Adaptive Life Cycle Projects	Dr Fairley	USAFA	Scott Frisch
April	Chapter Meeting	Application of Systems Engineering to Commercial Product Development	Martin Coe	CU Boulder	Nic Ferrington
	Invitation to attend The IT Summit	Multiple (500+ attendees)	Multiple	Wings Over the Rockies Museum, Denver	Bill Good, Adam Morris
	Joint Meeting with AIAA	Discussion with Dr. Merri Sanchez, Senior Director of Space Exploration Systems, Space Systems Group, Sierra Nevada Corporation.	Dr. Sanchez	Wings Over the Rockies Museum, Denver	Leslie Koshigoe
May	Chapter Meeting	Panel Discussion on Systems Engineering for Sustainable Energy & Water		Colorado School of Mines	Nic Ferrington
May	Call for Officer Nominations			Via Email	Mark Griffith
June	Summer Social			Denver	Leslie Koshigoe
	IS2014			Las Vegas, NV	To Be Determined (TBD)

Month	Event	Theme / Topic	Possible Presenters	Location	Lead
June	Officer Elections			Via Email	Mark Griffith
Aug	EXCOM/Chapter PY 2015 Planning Meeting			TBD	President
September	Chapter Meeting				
	Chapter Member Survey			Via Email	President
October	Chapter Meeting				
November	Chapter Meeting				
December	Chapter Meeting				

Refer to Annex B for Chapter Meeting Planning Procedures

## 5.0 Chapter Communications

### 5.1 Website Plan

The Chapter Webmaster maintains the public website and grants permissions and passwords to Chapter members upon request to access the non-public information.

URL: <http://incoseco.org/>

Permissions:

- Anonymous Users (not logged in) - View all open content (the bulk of the site - not Forums, not Member Profiles)
- Authorized Users (logged in) - Comment on Articles, use Member Forums, view Member and EXCOM Profile pages
- EXCOM - Create new Articles and Events, use EXCOM Forums

EXCOM members may post information directly or send data to the Webmaster.

### 5.2 Event Announcements

Reference: Annex C, Chapter Publicity Procedures

Table 3 provides a quick reference for Chapter event publicity procedures outlined in Annex B. This applies to Chapter meetings and socials. For tutorials, add two weeks to each action, because more lead time is needed for publicity.



**Table 3. Event Announcement Quick Reference**

<b>Calendar Days Prior to Event</b>	<b>Action</b>
30 Days	Technical Programs Director drafts announcement content for Communications Director and Area Director review
25 Days	Technical Programs Director hands off to Event Lead who provides approved announcement to Communications Director and Webmaster
21 Days	Communications Director emails Event Announcement to Chapter Members; Webmaster posts event details to Chapter website
7 Days	Communications Director emails Event Reminder to Chapter Members

**5.3 GlobalMeet**

The Communications Director will schedule GlobalMeet to support virtual EXCOM meetings as required (meetings usually alternate between in-person and virtual). Computer login and phone dial-in information is provided below:

<https://incose.pgimeet.com/GlobalmeetTwelve>

- Participant GlobalMeet Join Details - Join as GUEST

Access Number: USA /Canada (toll free): 1-888-619-1583

Guest Passcode: 944 440 9838

Participant Features:

Mute / Un-mute \*6

Increase volume \*4

Decrease volume \*7

Increase microphone \*5

Decrease microphone \*8

Help menu \*1

Reservationist \*0

**5.4 Chapter Event Webcasting**

Reference: Annex D, Speaker Guidelines for Webcast Meetings

The Area Director, or other chapter member responsible for hosting the meeting, coordinates with a Point of Contact (POC) at the meeting facility to either connect the speaker’s computer to the Internet, or to load the speaker’s presentation on a local computer that is connected to the Internet. GlobalMeet is used to provide the speaker presentation to remote attendees (using an appropriate meeting passcode). Audio is provided by a speakerphone at the speaker’s location.

**6.0 Chapter Membership**

220 current members as of Dec 31, 2013

**6.1 Recruiting activities**

Goal for percent new members: 5%

## **6.2 Retention activities**

Reference: Annex E, Membership Renewal Procedures

2014 Goal for percent retention rates: 90% (not counting persons who move outside the Chapter's geographic area)

Retention is the percentage of members who are up for renewal in a given year who actually renew. New members who join during the year are not counted in the retention rate calculation.

## **6.3 Membership Survey**

Reference: Annex F, Membership Survey Procedures

## **6.4 Local Student Division**

Our plans for student division interaction: increase contact with USAFA. Initiate contact with University of Colorado Boulder and Colorado School of Mines.

# **7.0 Technical Plans**

## **7.1 2014 Tutorial**

Conduct a spring tutorial on Agile Systems Engineering, with speaker Rick Dove.

Reference: Annex G Tutorial Procedures

## **7.2 Chapter Involvement with INCOSE Working Groups**

Throughout 2014, the Chapter intends to identify include Interest Groups and connect with a number of Technical Committees.

Survey the chapter membership to find out who is active in working groups. Follow-up to solicit suggestions on greater chapter participation. Find out about possibilities of INCOSE Working Groups, including the Systems Security Engineering Working Group, the Transportation Working Group, the Lean SE Working Group, and the Affordability Working Group presentations at chapter meetings.

## **7.3 Plans for Local Working Groups**

The Chapter actively participates with AIAA, ASQ, and PMI through joint chapter meetings and events. The Chapter intends to continue and grow these events, as well as further develop and refine relationships with commercial companies such as Lockheed Martin Corporation, Raytheon Company, Northrup Grumman, and Booz Allen Hamilton; governmental organizations such as the National Aeronautics and Space Administration (NASA), the National Renewable Energy Laboratory (NREL), the National Oceanic and Atmospheric Administration (NOAA); and academic partners such as The University of Colorado (CU), Colorado State University (CSU), The University of Denver (DU), Colorado School of Mines (CSM), and USAFA. The Chapter considers these partnerships key to Working Group development intent on tackling specific projects within the local area.

## 7.5 Member Certification

### 7.5.1 Objectives for percent of membership certified this year

**Table 4. Certification Objectives**

<b>220 current members as of Dec 31, 2013</b>	<b>ASEP</b>	<b>CSEP / CSEP-Acq</b>	<b>ESEP / ESEP-Acq</b>	<b>Total</b>
Total number / percent of Chapter members certified as of Dec 31, 2013	5 / 2.3%	30 / 13.6%	6 / 2.7%	41 / 18.6%
Goal for Total number / percent of Chapter members certified as of Dec 31, 2014				51 / 23.2%
Goal for number/percent of new certifications in 2014				10 / 4.5%

### 7.5.2 Plan for increasing number of Chapter member certifications

In PY2014, we will identify at least ten Chapter members who are seeking SEP certification and will provide them assistance as necessary to reach their professional goals. We may do this through partnering them with a volunteer Chapter member who was recently certified to assist them with focused preparation.

## 8.0 INCOSE support plans

We will designate and fund an official chapter representative to attend chapters meetings / related meetings at the annual INCOSE International Workshop and INCOSE International Symposium and they will report event results to the EXCOM.

- We will recognize membership participation in INCOSE Working Groups.
- We will participate in the annual INCOSE Chapter Awards Program.
- We will participate in Americas Sector monthly teleconferences
- We will make a financial contribution to the INCOSE Foundation.

*INCOSE CFR Chapter 2014 Operating Plan*

## 9.0 Financial Management

References:

CFR Chapter Bylaws, Article X

2014-2018 CFR Chapter Strategic Plan, Section 7.2.3

Annex H, PY2013-2014 Budget

The Treasurer is responsible for managing the funds and bank accounts of the CFR Chapter. The Treasurer receives all funds paid to the CFR Chapter and approves payment of all bills incurred by the CFR Chapter, in accordance with the approved budget, as modified by guidance provided by the EXCOM. The Treasurer maintains adequate financial records to make an annual report on the financial affairs of the INCOSE CFR Chapter to the EXCOM and to INCOSE Central. The Treasurer retains financial records for the time period identified by INCOSE Central for tax reporting purposes.

At the first meeting of the PY, the Treasurer presents a proposed budget to the EXCOM. After receiving feedback from the EXCOM, the Treasurer obtains EXCOM approval for the budget. The Treasurer presents a reconciliation of the budget for the previous PY at the first meeting of the new PY. The Treasurer oversees expenditures of funds to ensure general alignment with the approved budget. The Treasurer is responsible for making approved donations in accordance with the approved budget.

The Treasurer updates and provides a Memorandum of Agreement (MOA) to the chapter member selected to represent the CFR Chapter at the annual IW and IS. Both parties sign the MOA, which is retained with the chapter financial records.

Because the treasury balance is above \$5000, the Treasurer provides a copy of current bank statements at least quarterly to the EXCOM, or upon request by a member of the EXCOM, but no more frequently than once a month.

**Table 5. 2013-2014 Account Balances**

	<b>Balance as of Dec 31, 2013</b>	<b>Projected balance for Dec 31, 2014</b>
Checking	\$5,572.28	\$1,132
Savings	\$61,287.55	\$61,300

## 10.0 Chapter Outreach

See section 7.3 for proposed Chapter collaboration with local universities and commercial entities.

### 10.1 Ambassador/promoter activities

The President, in concert with EXCOM, will identify volunteer Ambassadors from the Chapter membership to represent the Chapter with outside local organizations who may be interested in Chapter activities. An Ambassador serves as a Point of Contact (POC) between the Chapter and the outside organizations. It is desirable, but not necessary, that the Ambassador also be a member of the outside organization.

The role of these Ambassadors is to publicize Chapter meetings and other activities that may be of interest to the outside organizations. The Ambassadors pass along information about Chapter meetings and other activities of possible interest to their POC within the outside organization. The intent is that the POC publicizes our Chapter meetings and activities to members of the other organization. Ambassadors will review the INCOSE Ambassador orientation presentation on the Keys to Effective Chapter Wiki <http://keys-to-effective-ch.wikispaces.com/file/detail/Ambassador+Orientation+Template.ppt>

The Ambassadors also receive information about meetings and activities from the outside organizations that may be of interest to Chapter members. The Ambassadors pass this information along to the Communications Director and Webmaster to disseminate/post for Chapter members. An Ambassador may coordinate joint meetings or activities with the other organization to encourage exchange and interaction between the organizations. A list of Ambassadors and their organizations is provided below.

**Table 6. Chapter Ambassadors**

<b>Organization</b>	<b>Ambassador</b>
American Institute of Aeronautics and Astronautics (AIAA)	Leslie Koshigoe
American Society for Quality (ASQ)	Scott Frisch
Association of Information Technology Professionals (AITP)	Leslie Koshigoe
Project Management Institute (PMI)	Pat Matthews
Society of Women Engineers (SWE)	Leslie Koshigoe
Information Systems Security Association (ISSA)	Scott Frisch
CU Boulder	Nic Ferrington

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## Annex A Chapter Officer Roles & Interactions

The table below standardizes the role interaction among the EXCOM Officers using **RACI – Responsible/Accountable/Consulted/Informed**, adapted from *A Guide to the Project Management Body of Knowledge – Fifth Ed.*, p. 262

**R** – EXCOM Officer *responsible* for performing the activity

**A** – **Accountable** for ensuring the activity is completed on time and meeting standards (Only one person is accountable for an activity)

**C** – Is **consulted with** by the Responsible EXCOM Officer

**I** – Is **informed** when the activity is complete

Activity	President	Vice President	Secretary	Treasurer	Technical Programs Director	Communications Director	Membership Director	Area Director(s)	Webmaster
Chapter Development – speakers for chapter meetings, tutorials	A	C	I	I	R	I	I	C	I
Communications – event promotions, website	I	I	I	I	R	A	I	C	C
Membership – recruiting, retention/renewal	A	C	I	I	C	I	R	C	I
Plan regular EXCOM meetings and document results	A	C	R	C	C	C	C	C	C
Recruiting new members of leadership team	A	R	I	I	C	I	R	R	I
Conduct elections for the following term	A	C	I	I	I	R	I	I	I
Prepare and submit INCOSE Chapter Circle Award	A	C	R	C	C	C	C	C	C
Use Chapter Awards criteria as metrics to evaluate Chapter health / progress	A	R	C	C	C	C	C	C	C
Identify, encourage, and mentor prospective chapter leaders	A	R	R	R	C	C	C	C	C
Chair a chapter awards committee for EXCOM/Member service recognition	A	R	I	I	C	I	I	C	I

<b>Activity</b>	<b>President</b>	<b>Vice President</b>	<b>Secretary</b>	<b>Treasurer</b>	<b>Technical Programs Director</b>	<b>Communications Director</b>	<b>Membership Director</b>	<b>Area Director(s)</b>	<b>Webmaster</b>
Update new list of officers in Connect and notify INCOSE by January 31	A	I	I	C	I	I	R	I	I
Ensure chapter is responsible in all fiscal matters	A	C	C	R	C	C	C	C	C
Prepare an annual budget	A	C	C	R	C	C	C	C	C
Administer chapter income and payments with appropriate approval	A	I	I	R	I	I	I	I	I
Report income and expenses regularly at EXCOM meetings	A	I	I	R	I	I	I	I	I
Ensure the chapter annual financial report is submitted to INCOSE main office by January 31	A	I	I	R	I	I	I	I	I



## Annex B Chapter Meeting Planning Procedures

Event Detailed Planning Sheets. Work sheet to finalize details for each event [edit for your chapter]

Event	
Type	
Date/Time	
Location(s) & contact(s) info	
Event Coordinator & contact info	
Main Topic	
Presenter/Lead & contact info	
Secondary Topic	
Secondary Presenter & contact info	
Anticipated Attendance	
Snacks/Food Response/contact info	
Equipment Needed	
Electronic Banner Response & contact info	
Date Notification to be sent	
Webcast Coordinator & contact info	
Webcast Locations	
Budget	

## Event Attendance Sheet

Attendance sign-up sheets for use at all chapter events

Event		Date		
Name	Company Organization	Email	Member?	Send Chapter Info?

NOTE: For chapter Circle Award recognition, the percent of membership (at first of the year) attending events will be the basis for points.

## **Annex C: Chapter Publicity Procedures**

These procedures address e-mail publicity for chapter-sponsored events

1. The Technical Program Director, or his/her designee, coordinate(s) with the speaker for the meeting. This contact obtains an abstract of the talk and a brief biography of the speaker and his/her interests.
2. The Technical Program Director (TPD) or his/her designee, develops the meeting announcement, with the following content:
  - Who: name of speaker, speaker bio (very, very brief)
  - What: title of presentation, abstract or summary of talk
  - When: date and time of meeting
  - Where: location of chapter meeting, directions, /Google URL of location
  - Other: name of chapter RSVP receiver, deadline for RSVP, special instructions, cost for program (if any), cost of refreshments (if any)

The TPD coordinates the meeting announcement with the affected Area Director, the Communications Director, and the speaker(s). Once developed the TPD provides the initial announcement to these parties for review and any additional EXCOM parties deemed necessary depending on the context.

3. The TPD provides the approved announcement to the Communications Director to send out to the chapter. The Communications Director can only make changes to the announcement with the approval of the TPD.

Note: For monthly chapter meetings, the Communications Director formats the message as a plain text or HTML message. Attachments may be sent with chapter e-mail messages. If e-mail servers are rejecting messages with attachments, the Communications Director sends a repeat message without the attachment, and refers the recipient to the chapter website, or other source (e.g., INCOSE Connect), for details about the meeting.

For chapter tutorials, the Communications Director does include an attachment that contains registration material. If an e-mail message with the tutorial meeting announcement is rejected or bounced back, the Communications Director sends a plain text message and refers the recipient to the chapter website, or other source (e.g., INCOSE Connect), for details about the tutorial.

4. As a goal, the Communications Director sends out the meeting announcement by e-mail to chapter members and the speaker at least 21 calendar days before the planned meeting. The America's Sector Southwest Deputy Director is bcc'd for the meeting announcement. If the Communications Director has current email addresses for other professional societies in the area served by the Chapter (e.g., ACM, IEEE, PMI), he/she also forwards a copy of the meeting announcement to them, unless there is a chapter ambassador for the society. Ambassadors forward a copy of the meeting announcement to their contacts in the outside organizations they represent. All email is sent out by "blind carbon copy" to preserve the privacy of members.

Note: for chapter tutorials, the goal is to send out the tutorial announcement at least two months before the planned event.

If there is a non-chapter member who is the Point of Contact for the meeting venue, the Area Director, or designee, provides a copy of the meeting announcement to this person.

5. The Membership Director provides the meeting announcement to prospective members, based on a list that he/she maintains.

6. The Chapter Webmaster posts information about the meeting on the chapter website.

7. Seven calendar days before the meeting, the Communications Director sends out a reminder email announcement.

Note: for chapter tutorials, reminder messages are sent out one month prior, and 2 weeks prior to the event (the registration deadline is typically one week prior to the event).

8. If the meeting is cancelled, or if there is a change in speaker or venue, due to unforeseen circumstances, the Communications Director, or designee, sends out a change announcement, as expeditiously as possible.

9. The TPD, or the Area Director, provides guidelines for webcast meetings to the speaker(s) in advance of the meeting. The guidelines are provided in Annex D.

## Sample Meeting Announcement

Email subject: INCOSE Colorado Chapter April Meeting - A Sustainable Energy Economy: The Next Challenge for Systems Engineers - Thu 23 Apr @ 6:30-8:30 PM (MT)



TOPIC: A Sustainable Energy Economy: The Next Challenge for Systems Engineers

SPEAKER: Neil Snyder, Executive Director of Systems Engineering and Program Integration, National Renewable Energy Laboratory, Golden, CO

DATE: Thursday, 23 April 2009, 6:30 – 8:30 PM (Mountain Time)

LOCATION: Alderson Hall, Colorado School of Mines, Golden, CO  
(Please see directions at the bottom of this announcement.)

### MEETING AGENDA:

(Mountain Time Zone)

6:30 pm: Registration & Networking

7:20 pm: Announcements & Speaker Introduction

7:30 pm: Speaker Presentation

ATTENDANCE: Attendance is open to anyone.

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## RSVP:

Send your RSVP email by 22 April 2009 to Trace Baker [trace AT treeline DOT com], Boulder Area Director.

Please include “INCOSE April Meeting” in the email’s “Subject:” line.

Refreshments will be pizza and soda for a \$5 donation.

Please state in your RSVP whether or not you will purchase refreshments.

## ABSTRACT:

The realities of shrinking fossil fuel reserves, growing global energy demand, and climate change concerns will force a change to a sustainable energy economy. Systems engineers need to take a leadership role in making the transition to this new energy economy. A study of large projects from the past provides some insights into methodologies that might be used to effect this transition; however, the complexity of the energy transition is far greater in some respects than on these earlier projects. The timeframe of this transition is measured in decades, the technologies involve numerous industries, and the spatial dimension involves the entire planet. Systems engineers will not only need new tools but will need to step into somewhat different roles than in the past. It is time to start planning for these new challenges, and INCOSE should play a key role in this planning.

The National Renewable Energy Laboratory is in an unprecedented period of growth. Performing systems integration tasks in a rapidly changing research environment presents some unique challenges. The traditional role of the laboratory has been basic and applied research, but not design and deployment of operating systems; as such, only a limited subset of traditional systems engineering functions have been applicable. Similarly, there has not been a need for robust project management systems. With the sudden rise of renewable energy to the status of a national priority, the nature of the laboratory is changing to deal with a broader mission. The systems integration function at the laboratory, present and future, will be the subject of this presentation.

## BIOGRAPHY:

Neil Snyder has been a practicing systems engineer and project manager for over 25 years. He has worked in the aerospace, defense, environmental, and energy industries, and has worked for a variety of companies including Lockheed Martin, Bechtel, CSC, SAIC, and Midwest Research Institute / Battelle; he is also a retired Air Force Reserve officer. He holds an MS degree in Civil Engineering and an MBA in Project Management, and is a registered Professional Engineer and a certified Project Management Professional. He is currently the Executive Director of Systems Engineering and Program Integration at the National Renewable Energy Laboratory in Golden CO, where he is leading efforts to address the very large scale issues relating to renewable energy development and integration.

*INCOSE CFR Chapter 2014 Operating Plan*

LOCATION DIRECTIONS:

Site: Room 340, Alderson Hall, Colorado School of Mines

Address: Colorado School of Mines, Golden, CO 80401

Written Directions: to Maple St & 14th St, Golden, CO 80401 from I-70 and I-25:

1. Head west on I-70 W 8.3 mi
2. Take exit 265 for State Hwy 58 W toward Golden/Central City 0.3 mi
3. Merge onto CO-58 W 4.3 mi
4. Take the Washington Ave exit 0.1 mi
5. Turn left at Washington Ave 0.4 mi
6. Turn right at 11th St 0.3 mi
7. 11th St turns slightly left and becomes Maple St 0.2 mi

The University recommends to park on the street or in parking lots with designated "visitor" parking; they advise that not all lots have visitor parking. Alderson Hall is between Maple and Illinois Streets.

MapQuest URL:

<http://www.mapquest.com/maps?city=Golden&state=CO&address=14th+St+%26+Maple+St&zipcode=80401&country=US&latitude=39.751408&longitude=-105.224042&geocode=INTERSECTION>

Very Respectfully,

Kirk A. Moen

Communications Director

INCOSE Colorado Front Range Chapter

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## **Annex D: Speaker Guidelines for Webcast Meetings**

The Colorado Front Range Chapter is experimenting with offering real-time delivery of slides and audio of our meetings to registered remote sites. These sites may be single individuals at their personal computers, or small groups sharing a facility. If you are not experienced with preparing and delivering material in this medium, please consider the following guidelines.

Facilities differ in the equipment they offer, and the microphone for the audio portion may be one that you wear, or may be on a table. Similarly, the remote sites differ in their equipment, and we have to adapt to their conditions where possible.

### **Audio**

Start by asking the remote sites if they can hear you clearly. The Chapter officer introducing the meeting will have done that earlier, but your voice is different.

- If the microphone is on a table, place it close to where you will stand while you talk, and don't walk away from the microphone while talking.
- If you need to walk away from the microphone while talking, talk louder.
- Speak loudly, regardless of the size of the room.
- Repeat questions from the audience, whether local or remote. If you have a conversation with someone in the audience, you may need to repeat each part of the exchange.
- The Chapter officer conducting the meeting will monitor the meeting application for notification of questions from the remote sites. However, it will help to ask for questions from the remote sites frequently. Pause after you ask; remote sites typically mute their microphones, and need time to un-mute before asking a question.

### **Visual**

Remote sites can see your slides, but nothing else in the room: They can't see your gestures or expressions. Try to express non-verbal cues in words, too.

- Use colors and shapes that can be described and differentiated in words easily.
- If you need to draw attention to a part of a slide, describe it in words. Not "This is the relationship of  $x$  vs.  $y$ ," but "The blue line is the relationship of  $x$  vs.  $y$ ."
- Slide transitions and animations are a little slower at the remote sites than at the originating site. A short pause helps the remote sites keep synchronized.

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## **Annex E Membership Renewal Procedures**

This annex describes the procedures for reminding members about their renewal date, and for contacting lapsed and to-be-lapsed members to solicit feedback on reasons for not renewing.

Background: Many members have a membership year of June 1 - May 31. Those who now join INCOSE become members for one year from the date of joining, no matter when they join. INCOSE Central sends out an email message to each member prior to his/her renewal date and reminds the member to renew. INCOSE Central sends out a follow-up email message, and subsequently a letter, if there is no response. INCOSE policy states there is a 30 day grace period for retaining membership following the renewal date. Members who do not renew become lapsed members after 30 days of their renewal date. The chapter is interested in retaining members, or soliciting feedback from lapsed members. The process below is designed to balance the chapter's interest in retaining members against the workload on chapter officers.

1. The Chapter Membership Director is the Point of Contact (POC) for the membership database will download the latest chapter membership database from the INCOSE Connect website at the intervals shown below. The Database POC will check the columns for "Member\_Status" (or equivalent) against "DuesAmt\_20XX\_YY" (or equivalent) to confirm that non-renewing members are lapsed. Such members are not considered current members until they pay their renewal dues. The *minimum* intervals for downloading the latest chapter membership database are:

- First week of August
- First week of November
- First week of February
- First week of May

2. The Membership Director compiles a list of members whose membership renewal date occurs during the subsequent 3 months.

3. The Membership Director sends an email to the members notifying them that their membership renewal date occurs in the next 3 months, and provides renewal information. This is the only reminder email sent by the chapter. INCOSE Central sends out up to 2 renewal reminder messages.

4. After the subsequent quarterly, full membership database download, the Membership Director also notifies the Executive Committee (EXCOM) of the names and email addresses of the lapsed members since the previous, full database update. These lapsed members are archived in a separate tab of the database file to maintain a running list of lapsed members. The Membership director will remove these names from the active membership file and move them to the archive tab.

5. Because the majority of members have a renewal date of 31 May, the chapter only contacts (former) members who became lapsed during the time period 1 May to 30 July to solicit feedback on reasons for not renewing. After the August membership database update, the

*INCOSE CFR Chapter 2014 Operating Plan*

Membership Director, or designee, contacts the identified, lapsed members by email to let them know that their membership has lapsed (in some cases, they may have just forgotten to renew). A *sample* message to use is provided below. The message will ask for feedback on reasons why the lapsed member has decided not to renew. If a lapsed member's email address is no longer valid, the Membership Director, or designee, has no further responsibility to try to contact the person.

6. If the Membership Director does not receive email feedback from at least 10% of the lapsed members, the Membership Director will attempt to contact a sufficient number of lapsed members by telephone to get the feedback.
7. The Membership Director will summarize the feedback by mid-October and send an email to the EXCOM, the Region II Director, and to the Chair of the Member Board (via [info@incose.org](mailto:info@incose.org)), no later than the end of November each year.
8. Due to the time lag between a member becoming lapsed and the interval for the full database updates, a person may be a lapsed member according to INCOSE Central, but still be considered a member according to the chapter's membership database. The INCOSE Central status always has precedence. However, the person may still receive chapter publicity email messages during this time lag.
9. At the beginning of each month, the Chapter Membership Director will download a list of new members from the INCOSE Connect website, and notify the Communications Director and EXCOM of the names and email addresses of the new members. This is a limited database update, whose purpose is to identify new members so that they can receive chapter publicity emails.

## Sample Message to Non-Renewing Members

Email Subject: INCOSE Colorado Front Range Chapter Membership Status

Fellow Chapter Member:

**INCOSE records as of MMM DD, 20YY, indicate that you have chosen *not* to renew your membership.** If this is in error, please contact INCOSE Central (website, email address, and toll-free number provided below) to reinstate your membership. This will allow you to continue receiving the *Journal of Systems Engineering* and *INSIGHT* publications, either electronically or by hardcopy (if separately purchased), as well as information about upcoming chapter activities.

Try renewing the easy, painless way! You may renew your membership and update your membership profile online using secure credit card processing. Login at [https://www.incose.org/cc\\_orders/renewMembership.cfm](https://www.incose.org/cc_orders/renewMembership.cfm) and access your renewal record by providing your last name and member number. If you don't remember your member number, check out the mailing label on your *Journal* or *INSIGHT*.

If you have decided to allow your membership to lapse, *thank you for allowing us to serve you*. If this is the case, I would appreciate it if you would take a moment to give me feedback on your decision. This information will help us better serve our members.

Please indicate if any of the following conditions apply for your decision to not renew:

- Cost
- Change in professional interests
- Meeting times are not convenient for me
- Meeting locations are not convenient for me
- Meeting topics are not interesting to me
- Other chapter services do not meet my needs
- Other (please be specific) \_\_\_\_\_

Do you have any suggestions for improving the chapter?

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Best Wishes,

XXXX

Membership Director

INCOSE Colorado Front Range Chapter



INCOSE Colorado Front Range Chapter

P.O. Box 631201

Highlands Ranch, CO 80163-1201

<http://www.incoseco.org>

For General INCOSE Information, please visit the INCOSE website at <http://www.incose.org>, or contact the INCOSE Office at [info@incose.org](mailto:info@incose.org), 800-366-1164 (toll-free U.S.) or (+1) 206-361-6607, or by fax at (+1) 206-367-8777.

## **Annex F Membership Survey Procedures**

This annex describes the procedures for surveying the chapter membership and disseminating that information to the EXCOM and to INCOSE. The survey provides feedback on the way the chapter is run and solicits comments from the membership, to help the EXCOM improve chapter operations for the benefits of the members.

1. The President, or EXCOM designee, updates the annual survey (see *sample* below; update for name of officers and their email addresses, update due date for responses, modify survey questions as needed – then amend this plan) and sends it out in the fall, after non-renewing members have been removed from the chapter membership e-mail distribution list.
2. The EXCOM may offer a small financial incentive (on the order of 5 to 10 dollars) to the first 5 members to return the survey. If done, the Treasurer ensures that this is a line item in the chapter budget for the program year.
3. The President, or EXCOM designee, compiles the feedback and briefs the EXCOM (can be done via e-mail) no later than 1 December.
4. The President, or EXCOM designee, summarizes the results and sends an email to the Region II Director and to the Chair of the Member Board (via [info@incose.org](mailto:info@incose.org)), for their information.

## Sample Survey Message

Email Subject: INCOSE Colorado Front Range Chapter Membership Survey

Dear fellow INCOSE Colorado Front Range Chapter members:

As President of the Colorado Front Range Chapter of INCOSE, it has been encouraging to see greater attendance and participation in our Chapter activities, monthly meetings, and tutorials. In the past, you have provided some very meaningful inputs about our chapter and how it may best serve your needs. This survey is intended to help us better plan for future meetings and events and so I encourage your inputs at this time.

Please take a few minutes to answer the following questions, and email your results directly to me at leslie DOT koshigoe AT incose DOT org. If you'd rather skip the questions and just send your thoughts, please do that.

If you have suggestions for our monthly programs, tutorial topics and/or guest speakers, please also email those to me at leslie DOT koshigoe AT incose DOT org.

As an incentive for your participation, the Chapter will pay \$10 to five randomly-selected chapter member responses received on or before 30 November 2009.

Thank you and with warmest regards,

Leslie Koshigoe

President, INCOSE Colorado Front Range Chapter

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## Chapter Membership Survey

1. How would you best be able to participate in Chapter functions such as monthly meetings (note that all options may not be currently available)?

(Please rank your preferences: 1 = most preferable, 2 = next most, etc.; use 0 for unacceptable)

\_\_\_\_ In person

\_\_\_\_ Teleconference (audio only)

\_\_\_\_ Web-based conference (video plus audio – may be teleconference)

\_\_\_\_ Other (please specify)

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2. Do you find tutorials (from any source) useful? \_\_\_\_\_

a. What topics or speakers would you like your chapter to provide?

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b. Currently, all tutorials are provided for “in person” attendance only. If logistical issues could be resolved, would you be interested in teleconference, or web-based tutorials?

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c. Do you prefer weekdays, weeknights, or Saturdays for our full-day tutorials? \_\_\_\_\_

d. Would you be willing to take a multi-day tutorial (e.g., Thursday through Saturday) if the topic was sufficiently pertinent to your needs and interests? \_\_\_\_\_

e. Please add your comments and suggestions.

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3. Do venue restrictions deter you from attending our meetings (e.g., citizenship restrictions)? Please explain.

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4. What is the longest distance you would be willing to travel to attend:

a. a monthly 1-hour meeting on a topic you found interesting?

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b. a Saturday 8-hour tutorial on a topic you found interesting?

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5. What applications, facilities, or capabilities do you have available for web conferencing, or teleconferencing that meet with your situational constraints?

(Please check all that apply)

WebEx

Windows Live Meeting

Skype

Go To Meeting

Other (please specify)

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6. For those of you who have participated in meetings by teleconference/webconference:

a. Do you believe you get the same value as from a live speaker?

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b. Have the web meeting applications that we have made available to you in the past year served your needs?

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c. Do you prefer weekdays, weeknights, or Saturdays for our full-day tutorials? \_\_\_\_\_

7. We have offered different programs in the past few years and would like to know your inputs on these as follows:

a. Did you find value in the Summer Social event and would you like to have us do this again? If so do you have recommendations on what you would like to see covered (e.g., a tour, some pure social activity, a fun event that is family friendly, an adult-only event, a dinner, etc.--please be specific)?

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b. We have offered programs at non-traditional times such as on a workday morning. Would you like to see programs like this again (e.g., October tour)?

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c. We have deviated from a fixed third-Thursday chapter meeting to programs that vary throughout the month to meet speaker needs. Has this served you well or would you like a fixed program schedule? If so, what would be your schedule preferences?

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d. We have not always provided announcements well in advance of an event (e.g., one month ahead). Does this advance planning help you or is it suitable to receive shorter lead time announcements for events?

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8. What additional features or new functionality would you like to see on the chapter website?

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a. Do you access the website regularly, occasionally, infrequently, or never?

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b. What features of the website do you utilize the most (if applicable)?

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9. How can our chapter help you get more value from your INCOSE membership?

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10. What are your top “wants” or “likes” for the chapter?

---

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11. What are your top “dislikes” or things to change for the chapter?

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12. Are you interested in making a presentation at a chapter meeting? If not you, is there an associate who would be willing to make a presentation? Please provide candidate topics and presenter names.

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13. Do you have, or know about, a facility that might be available for hosting chapter meetings or tutorials? Note that this would probably require internet access, and possibly teleconferencing, or video projection equipment.

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14. What questions should I have asked, and what are your answers?

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## **Annex G Tutorial Procedures**

The following depicts a typical process for planning and conducting a tutorial. Typically we hold an all-day tutorial on a Saturday.

1. Someone proposes a topic to the EXCOM for a tutorial. It is helpful if the proposer identifies the relevance of the topic and any information about the quality of past presentations of the topic material (if known). The following are some sources for obtaining topics:

- Attending conferences and listening to presentations and tutorials.
- The Chapter Publicity Plan is used to send an email to chapter members soliciting topics and speakers.
- Obtain a listing of tutorials presented at a recent International Symposium. Sometimes INCOSE Central will provide confidential rankings of the tutorials by attendees, so that you can find which tutorials were well-received.
- Find out which tutorials have been presented by other INCOSE chapters (this can be done by surveying other chapter's websites). These are announced by email and in INSIGHT magazine. Someone can contact the Chapter President to get feedback on the speaker and the presentation.
- Check with the INCOSE Speakers Bureau.

2. The EXCOM tentatively approves the topic and selects a Tutorial Chair, who has overall coordination responsibility. This can be the TPD or a volunteer.

3. The Tutorial Chair contacts a prospective speaker to find out about availability and fees. Appendix A contains a list of items to be communicated to the prospective speaker about reimbursement.

4. The Tutorial Chair works with the Area Directors to find a venue for the tutorial. Any fees for using the venue are communicated to the Tutorial Chair.

5. The Tutorial Chair finds a registrar for the tutorial. Typically this is the Treasurer.

6. The Tutorial Chair prepares a budget for the tutorial (see sample format in Appendix B).

7. The Tutorial Chair presents the budget and the proposed date for the tutorial to the EXCOM for approval.

8. The Tutorial Chair, or designee, prepares a draft announcement (flyer) for the tutorial which includes the Tutorial Enrollment Form, (see sample in Appendix C; consider modifying a previous tutorial flyer). The Tutorial Chair provides the speaker abstract, speaker biography, and a photograph (if feasible). The EXCOM provides feedback on the draft announcement.

9. Upon approval, the Tutorial Chair, or designee, finalizes the tutorial announcement and confirms the validity of the map and any directions before finalizing the Tutorial Enrollment

Form. The Tutorial Chair then sends the announcement to the Communications Director and Webmaster for dissemination/posting.

10. The following lists the typical responsibilities of chapter officers and others in support of the tutorial.

- a. Area Director for tutorial location: assist with locating a facility. Coordinate with facility to obtain equipment requested by presenter. Post signs on the morning of the tutorial directing participants to the room in which the tutorial will be held. Arrange for refreshments in the morning and mid-afternoon; the expenses need to be less than or equal to the budgeted amount.

Make sure the coffee is hot for the morning refreshments, if coffee is provided.

- b. Communications Director: send out tutorial announcements to the membership. Send out the initial announcement at least 2 months before the tutorial. Send out a reminder email 1 month before, and 2 weeks before (the registration deadline is typically one week prior to the tutorial).
- c. Membership Officer: send out tutorial announcements to prospective members.
- d. Treasurer: handle monies for the tutorial. Deposit participant checks into Chapter bank account. Coordinate with EXCOM to request pro-rated refunds on a case-by-case basis (withhold portion for incurred expenses of food and handouts).
- e. Registrar: receive the registration forms at the Chapter Post Office Box, prepare registration receipts *in advance*, keep track of the number of attendees (and periodically notify the EXCOM and Tutorial Chair), and provide the checks to the Treasurer to deposit into the Chapter bank account.

Notify the Tutorial Chair three business days before the tutorial of the number of enrolled participants. (Note: the deadline may need to be earlier, depending on when reproduction of handouts has to occur, particularly if reproduction is not done locally but by the presenter at a remote location.)

Arrive early on the morning of the tutorial and sign-in participants (check against master list). Provide those who have enrolled and prepaid with a tutorial handout. (This ensures that those who have paid in advance receive a handout.) Register walk-in participants.

Arrange with Tutorial Chair to make a copy of the handout and mail it to those participants who did not receive it at the tutorial (e.g., due to late or walk-in registrations on day of tutorial).

- f. Speaker Gift POC: arrange for a token of appreciation for the presenter. This could be a certificate or other gift, depending on the fee charged by the presenter.
- g. Membership Director: set up the Chapter display/banner (info on the Chapter and/or INCOSE, e.g., multiple copies of INSIGHT magazine).



- h. Tutorial Chair: arrange for attendance certificates for participants. However, do not list PDUs on the certificate, since the actual number of contact hours may be different than planned. Prepare blank attendance certificates in advance (in case needed for walk-in participants); fill in names at the tutorial.

Ask the presenter(s) to sign an INCOSE intellectual-property release. Compliance is optional.

Ask the presenter(s) to allow posting of presentation materials on the Chapter website. Compliance is optional. If the presenter agrees, provide the presentation materials electronically to the Webmaster for posting.

Arrange for reproduction of handouts, unless this is being done by the presenter(s). If the speaker provides the original electronically, print and inspect a sample beforehand to check for unexpected problems. Make 1 to 2 extras (for chapter library and for walk-in registrations); the speaker may request a copy for his or her records as well. If time permits, check for missing pages before doing the repro. Be sure to ask the speaker for an inventory if the master is provided in hardcopy.

Decide prior to the tutorial about whether we have our own feedback sheets, or depend on the presenter for feedback. Hand out evaluation forms for attendees at the tutorials.

Send a thank-you to the presenter after the tutorial. If appropriate, also send a thank-you to the presenter's superiors and to the host organization. If the host organization has a security staff who facilitated attendees' access to the presentation room, a thank-you to the shift supervisor naming the staff on duty should also be sent.

- i. EXCOM members: publicize the tutorial within your companies, if allowed by your employer's policies.

11. If the tutorial is cancelled, or if there is a change in speaker or venue, due to unforeseen circumstances, the Tutorial Chair and/or the Communications Director sends out a change announcement by email, as expeditiously as possible. If necessary, the Tutorial Chair, or the registrar if willing, will contact those who have registered using the contact information on the Tutorial Enrollment Form.

12. If the speaker asks for a fixed fee independent of the number of attendees, then the chapter may decide to pay more than that fee, to share the profits as an inducement to the speaker to give future tutorials. The chapter would pay a base amount and an additional amount based on actual attendance over and above a specified number. For expected attendance of 15 people (to roughly break even on expenses), the base amount for the speaker fee would be a minimum of \$500. For any attendance in excess of 15, the chapter would augment the speaker fee by \$30 per attendee for members/non-members and \$15 for students/senior retired members paying a reduced registration fee. This assumes that the tutorial fee for members is at least \$80 and for students is at least \$40. The EXCOM may modify the base amount, depending on the nature of the tutorial topic and the speaker's reputation.

## Items to Coordinate with Tutorial Presenter

1. We ask for 7.5 to 8 contact hours for a full-day tutorial. We have a geographically-distributed chapter, and we have learned that members are reluctant to travel to the tutorial site for less than half a day of instruction. Members needing the contact hours to maintain professional certifications are also reluctant to commit to shorter times. The Chapter reserves the right to pro-rate the presenter's fee if the number of contact hours is less than 7, unless the EXCOM makes an exception.
2. Presenters may mention that they offer products and services, and may distribute literature. However, the bulk of the tutorial has to have an educational value to the membership. The material can't solely be an advertisement. Presenters have sold books and DVDs, but attendees have to be able to get the full value from the tutorial without buying the extras.
3. We provide snacks and beverages at the start of the morning and in mid-afternoon. Registration begins at 7:30 am, with the start of the tutorial planned for 8 am.
4. Participants are on their own for lunch. On occasions, we have had a working lunch, if pre-arranged.
5. The Chapter pays a negotiated presenter's fee, with higher amounts going to internationally- or nationally-recognized experts. The benefit to the presenter is exposure of his or her expertise, products, and services through contact hours and publicity.
6. The Chapter pays the presenter's actual and documented cost of lodging and meals, but no more than the federal per diem rate for the tutorial's location. Lodging and baggage tips are considered part of the per diem for meals and incidentals.
7. The Chapter pays for shuttle bus transportation between the presenter's home and the local departure airport, or the Chapter pays for POV mileage to the airport and the cost of economy class parking at the departure airport. The Chapter does not pay for taxi or limousine transportation, but will reimburse the POV mileage expense.
8. The Chapter pays actual and documented *economy class* airfare between the metro area in which the tutorial is held and the presenter's home. We will discuss paying airfare that is part of a presenter's larger itinerary, but typically will not pay more than the round-trip cost between the tutorial metro area and the presenter's home. The Chapter can buy the e-ticket for air travel, or reimburse the presenter. The Chapter will provide a suggested maximum price for the ticket (e.g., \$125 more than the lowest economy class price from either Expedia.com or Travelocity.com, for a flight with the fewest number of stops and travel between 8 am and 9 pm). If the projected fare is higher, the presenter will need to obtain concurrence from the Treasurer in advance before incurring the expense.
9. For a Saturday tutorial, the Chapter will fly the presenter into the metro area on Friday afternoon or evening, and will fly the presenter out early Saturday evening if possible (if the presenter can arrive back home by 9 pm); otherwise, on Sunday morning.
10. The Chapter will either arrange transportation to a hotel near the tutorial location (possibly by a shuttle bus), and provide transportation for the presenter to and from the tutorial location, or

the Chapter will authorize a midsize rental car and also reimburse for gasoline for the rental car (between the airport, tutorial location, speaker's hotel, and nearby restaurants).

11. The Chapter will consider any special needs by the speaker in making travel arrangements, unless the speaker is making his or her own arrangements, by mutual agreement.

12. The Chapter pays for local reproduction of handouts. The standard is comb binding, clear front cover, card back cover, black and white, double sided, and two charts per page. If there are charts/graphics that would not be legible in such a format, or other deviations, let the Chapter Tutorial Chair know in advance. There must be a compelling reason if color handouts are required. If possible, an electronic copy of charts is preferred. The Chapter will closely control the electronic copy, and dispose of it per direction of the speaker. Only paid attendees and the Chapter Library receive a copy of the handout, unless different arrangements are made with the speaker.

13. The presenter is asked to sign certificates of attendance provided by the Chapter, and given to participants at the end of the day.

14. The Chapter publicizes the tutorial through email to the membership, and posting on the Chapter website. Executive Committee members may publicize the tutorial through internal email at their work locations, if allowed by the employer's policy.

15. The Chapter typically charges participants less than the amount suggested by the speaker. Students pay a little less; non-members pay a little more. Our goal is to provide a service to our membership, and make a small profit. We do not use tutorials as a significant source of income.

16. INCOSE Central asks presenters to sign an intellectual-property release and submit it with a copy of the presentation materials. Compliance is optional, but we do have to ask.

17. The Chapter asks presenters to allow posting of presentation materials on the Chapter website. Compliance is optional.

18. The Chapter asks the presenters to provide a short biography, a brief summary of the tutorial, and any "teaser" material that the Chapter can disseminate, either with the tutorial announcement or separately. A small photo in electronic format can be provided as well.

19. The Chapter asks the presenters if there is any limitation on the number of attendees. Some tutorials may be more effective with a smaller group.

20. The Chapter asks the presenters to identify their audiovisual needs: Proxima-type projector, computer, applications (e.g., PowerPoint, Windows Media Player), whiteboard, butcher paper, etc.

21. Speakers may provide their own feedback forms. If so, the Chapter requests a copy of the summary results.

22. If speakers want to meet the evening before the presentation, either by phone or in person, to go over any last-minute details, please inform the Tutorial Chair.

## Sample Tutorial Budget

Last revised 11/28/2009

<b>Spring Tutorial 2009</b>		<b>number of participants</b>	31	max 60
firm date XXX Apr 2009		\$10 discount for host facility participants who are members		
Speaker's departure airport: Dulles				
Tutorial location: Aurora, Colorado				
		<b>Actuals</b>	<b>Projection</b>	Notes
	<b>category</b>			
	speaker expenses			
	speaker's fee		2000.00	or \$100 per student
	economy class airfare (Remember to add \$125 to the lowest determined airfare)		590.80	
	hotel, 2 nts plus tax (per diem cap)		254.00	
	meals & incidentals (per diem)		122.50	
	midsize car rental + <b>local gas</b>		115.00	
	-- OR shuttle bus to/from hotel			
	Transportation to departure airport			
	-- POV to/from airport		29.10	
	-- plus airport parking		18.00	
	-- OR shuttle bus to/from airport			
	<b>speaker total</b>		<b>3104.40</b>	
	logistics expenses			
	facility		0.00	assume company donates facility
	refreshments		62.00	assume \$2.75/attendee
	handouts (Remember to add 1-2 extra handouts to the projected number of attendees)		465.00	assume \$15/attendee, or (preferred) get written quote from

				local photocopy shop
	speaker token of appreciation		15.00	
	attendance certificates		20.00	
	logistics total		562.00	
	expenses total		3666.40	
	tuition			Tuition per student:
	members attending		20	120.00
	non-members attending		6	150.00
	students or senior retired members attending		2	50.00
	host facility participant member attending		3	110.00
	income to chapter		3730.00	
	net gain (loss)		\$63.60	
Repro standard is comb binding, clear front cover, card back cover,				
black and white, double sided, and two charts per page.				
reproduction				
33	copies	2 extras		
0	each, Name of Business, Date of Estimate			
0	each, Name of Business, Date of Estimate			
Expedia.com pricing: \$465.80 on 9/3/2007		Rental car, midsize, \$80		
Lv IAD 5:30 pm, 11/9, UN 903				
Ar DEN 7:21 pm				
Lv DEN 8:38 am, 11/12, UN 348				
Ar IAD 1:49 pm				
Travelocity.com pricing: \$555.00 on 9/3/2007		Rental car, midsize, \$80		
Lv IAD 4:05 pm, 11/9, UN 6259				
Ar DEN 6:08 pm				
Lv DEN 10:25 am, 11/12, UN 6252				

Ar IAD 3:33 pm			
Lowest airfare = $\text{MIN}\{465.80, 555.00\} = 465.80$ ; projected airfare = $465.80 + 125.00 = 590.80$ .			

Be sure to get 2 independent estimates of printing costs.

If coffee is provided, remember to get decaf coffee as well. If soft drinks are provided, include diet sodas in addition to water.

## Sample Tutorial Announcement

### Applied Space Systems Engineering

Date **Saturday, 21 November 2009**  
Time 8:30 AM – 5:00 PM  
Location Booz Allen Hamilton, Colorado Springs, CO



If the capability gaps in Acquisition and in complex systems implementation are to be closed, then aerospace Systems Engineers need to stay grounded in the basics of Space Systems Engineering. Using material from the text *Applied Space Systems Engineering* (ASSE), the FireSAT case study, hands-on exercises, and the accumulated experience of the presenters and their colleagues, this tutorial instructs an SE: in designing systems, in managing Systems Engineering processes, and in realizing systems.

At the end of this course you should be able to: ...

- Define key terms used in systems engineering in general, and space systems engineering in particular
- Explain systems engineering processes used to characterize an existing need and develop new operational capabilities to address that need throughout the acquisition lifecycle
- Describe lessons learned from past space systems engineering projects
- Apply systems engineering process and tools to real world problems in various stages of lifecycle development
- Critically analyze existing mission requirements, concepts of operations, functional and physical architectures and other system engineering process outputs
- Synthesize systems engineering best practices—beyond a “cookiecutter” approach—to critically evaluate your current technical challenges and enhance your ability to intelligently balance cost, schedule, performance and risk on your own projects and programs

Attendees can pre-order a copy of *Applied Space Systems Engineering*, edited by Larson, Kirkpatrick, Sellers, Thomas, and Verma, McGraw-Hill, 2009, or purchase a copy at the tutorial (subject to availability). Note: the INCOSE Colorado Front Range Chapter offers this tutorial to advance the knowledge and practice of SE, and takes a neutral position on the content or quality of any books associated with a tutorial.

#### ***The Presenters:***

Dr. Jerry Jon Sellers is the author of *Understanding Space: An Introduction to Astronautics* and co-editor of the new *ASSE*. He is a partner and Chief Financial Officer of Teaching Science and Technology, Inc. (TSTI). He was the director of the U.S. Air Force Academy’s Space Systems Research Center. He has over 24 years of space systems experience including Guidance & On-board Navigation Officer in Space Shuttle Mission Control; Assistant Professor of Astronautics at the U.S. Air Force Academy; and Chief of Astronautics for the Air Force European Office of Aerospace Research & Development. He is an Associate Fellow of the AIAA, and a member of the AIAA Space Systems Technical Committee.



*INCOSE CFR Chapter 2014 Operating Plan*

Dr. Pete Van Wirt is a former Deputy Department Head for Labs and Research of the Department of Astronautics at the U.S. Air Force Academy. He served as a systems engineer for the Peacekeeper Missile Program at Norton Air Force Base and as a program manager at Eglin Air Force Base. He has over 20 years of aerospace engineering experience and over 10 years teaching experience. He earned his doctorate at the Utah State University and is currently Adjunct Professor at Stevens Institute of Technology. Dr. Van Wirt is a contributing author to *ASSE*.



For those who have a Systems Engineering Professional (SEP) designation from INCOSE, the tutorial counts for up to 7.5 Professional Development Units (PDUs). The exact number of PDUs depends on the finish time.

### ***Registration and Important Details***

The tutorial is open to INCOSE members and non-members. The cost is \$80 for INCOSE regular members, \$30 for INCOSE Senior members and for students, and \$120 for other non-members. Non-members will receive the member rate if they apply for INCOSE membership at the time of registration. (An application form for INCOSE membership is attached as the last page of this announcement.) Booz Allen Hamilton (host facility) employees who are INCOSE members receive a \$10 discount. Register in advance using the attached registration form, with payment *by cash or check* no later than 13 November 2009 to:

Applied SSE Tutorial  
INCOSE Colorado Front Range Chapter  
P.O. Box 631201  
Highlands Ranch, CO 80163-1201

You will receive acknowledgement of payment receipt by e-mail. Hard-copy tutorial notes are included in the tutorial cost. Refreshments are provided; participants make their own arrangements for lunch. Address questions to Jerry Huller, email: jerry DOT huller AT incose DOT org, telephone: 720.858.5060.

Any cancellation requests are due by telephone or e-mail five calendar days before the tutorial (for a full refund). Pro-rated refunds may be granted after that date, based on a case-by-case review of extenuating circumstances.

Registration and sign-in at the tutorial begins at 8:00 a.m.

### ***Location***

Booz Allen Hamilton  
121 S. Tejon Street, Suite 900  
Colorado Springs, CO 80903  
(512) 587-3573

Directions: From the I-25 intersection at I-70, head southeast on I-25 S toward Exit 208, go 67.5 miles, take exit 141 for US-24/Cimarron St, go 0.2 miles, turn right at W Cimarron St/US-24, go 0.6 miles, turn left at S Tejon St, go 0.3 miles to Booz Allen Hamilton. Park in the “Plaza of the Rockies” underground parking lot just south of Colorado Avenue. Take the elevator to the first floor of the Plaza.

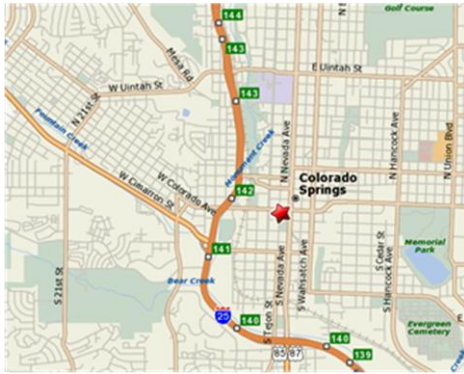
*INCOSE CFR Chapter 2014 Operating Plan*



Walk to the South Tower elevator adjacent to the Nosh Restaurant. A Booz Allen Hamilton employee or Plaza security guard will escort you to the 9th floor conference room. Those who register will be sent more extensive directions and parking instructions.

Google Maps link:

<http://maps.google.com/maps?hl=en&source=hp&q=121+S+Tejon+St+Colorado+Springs+CO+80903&ie=UTF8&hq=&hnear=121+S+Tejon+St,+Colorado+Springs,+CO+80903&gl=us&ei=7OS6SsaWJ9eTtgfhy7itDQ&ll=38.834276,-104.823346&spn=0.006569,0.013754&z=16&iwloc=r0>



## TUTORIAL ENROLLMENT FORM (Return with Payment)

### Applied Space Systems Engineering (ASSE) 21 November 2009, Colorado Springs, CO

Name: \_\_\_\_\_ Company: \_\_\_\_\_

Email: \_\_\_\_\_

Mailing Address (number, street, city, zip code): \_\_\_\_\_  
\_\_\_\_\_

Day Phone: \_\_\_\_\_ Alternate Phone: \_\_\_\_\_

*Please provide an alternate phone number in case we have to reach you about last minute changes for the tutorial.*

Indicate if a member of INCOSE: Yes  No  INCOSE Member No. \_\_\_\_\_

Circle the enclosed amount:

	INCOSE Member	Non-Member	Non-Member <i>plus</i> one-year INCOSE membership	Student Non-Member <i>plus</i> one-year INCOSE membership	Other (student or INCOSE Senior member)
Fee:	\$80*	\$120	\$185*	\$50*	\$30*

Indicate if you would like to pre-reserve a copy of the ASSE textbook (include additional payment of \$55.00):  
Yes

\* Fee for students (at least  $\frac{3}{4}$  of full time) is \$30. Indicate school:  
\_\_\_\_\_

\* Fee for INCOSE Senior members is \$30. Indicate if a Senior member: Yes

\* Booz Allen Hamilton employees who are INCOSE members receive an additional \$10 discount.

Indicate if discount applies: Yes

Your registration needs to be *postmarked no later than* midnight, 13 November 2009. Coordinate in advance with Jerry Huller, 720.858.5060, if your registration may be late. Payment, *by cash or check*, is due *prior to* the start of the tutorial, unless you obtain approval in advance from Jerry.

Note: *you are not registered until* you receive a confirmation email, or other written paperwork, from the registrar, Jerry.

Mail completed form(s) and a check made out to "INCOSE Colorado Front Range Chapter" to:

Applied SSE Tutorial  
INCOSE Colorado Front Range Chapter  
P.O. Box 631201  
Highlands Ranch, CO 80163-1201

Please note that the INCOSE Colorado Front Range Chapter is *not* set up to take payment by credit card for the tutorial. For questions about alternate arrangements, call Jerry Huller at 720.858.5060 during business hours.

INCOSE Colorado Front Range chapter website: <<http://www.incoseco.org>>

INCOSE Central website: <<http://www.incose.org/>>

*INCOSE CFR Chapter 2014 Operating Plan*



**INTERNATIONAL COUNCIL ON SYSTEMS ENGINEERING**  
 7670 Opportunity Rd #220, San Diego, CA 92111 (USA)  
 Phone: (858) 541-1725 or (800) 366-1164  
 Fax: (858) 541-1728 Email: info@incose.org  
 World Wide Web URL=http://www.incose.org/

**Individual Membership Application FOR NEW MEMBERSHIPS**

<b>1. Membership Type</b> <i>Please circle the amount remitted</i> <p style="text-align: center;"><b>Membership year is annual based on the date of enrollment.</b>  <b>Membership entitles the member to soft copy only for The SE Journal and INSIGHT.</b>  <b>Please see the INCOSE web site for details and eligibility.</b></p> <p><b>DUES</b> <i>All members may buy hard copies of the Journal and INSIGHT at a reduced rate. (see #6 below)</i>          Regular Membership \$105          Student Membership * \$20</p> <p><b>* Student members must be enrolled at least ¾ time in engineering or related fields and proof of class registration must be submitted with application.</b></p>	
<b>2. Personal Information</b> <i>Please write address exactly as it should appear on a mailing label.</i> Name FIRST (Given name) M.I. (if any) LAST (Family/Surname) Nickname Check One <input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Dr. <hr/> Mailing Address (NOTE - We prefer to mail to your home address.) Check One <input type="checkbox"/> Home <input type="checkbox"/> Office <hr/> City State Zip/Postal <hr/> Office Phone Office Fax <hr/> Email Home Phone (Optional)	
<b>3. Professional Information</b> Company / Agency / Institution Position / Title	
<b>4. INCOSE Chapter Affiliation</b> <i>Chapter list is available at <a href="http://www.incose.org/chapters/findachapter.cfm">www.incose.org/chapters/findachapter.cfm</a></i> <input type="checkbox"/> Colorado Front Range Chapter <input type="checkbox"/> I wish to be a Member-at-large <input type="checkbox"/> Please assign me to the closest chapter	

I do not want to vote in INCOSE elections electronically. Please send me a paper ballot.

I do not wish to receive emails from INCOSE  Please do not publish my information in the INCOSE Membership Directory

<b>5. Today's Date</b> _____
<b>6. Hard copy purchase</b> Journal \$30 _____ INSIGHT \$20 _____
<b>7. Amount Enclosed \$</b> _____ (U.S. Dollars Only) Check One: _____ Check from U.S. Bank (payable to INCOSE) _____ Money Order _____ Charge Card _____
<b>Amex, MasterCard or Visa Card Only – For INCOSE Membership Only</b> Card Number _____ Expiration Date _____ Name as it appears on card _____ Signature _____

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## Annex H PY2013-2014 Budget

Aug 1 - Jul 31 fiscal year	'13 - '14
Number of Initial Full-Time Members (INCOSE dues)	198
Number of initial retired senior members	8
Number of initial students (INCOSE dues)	13
<b>Members joining during year</b>	<b>0</b>
	<b>219</b>
<b>INCOME</b>	
<i>Membership</i>	
Dues (~20% of INCOSE dues)	6,072.00
<i>Meetings</i>	
Attendance Income	0.00
<i>Tutorial ( total = 1 )</i>	
Registration Income	650.00
Contributions	
General	0.00
Bank interest	85.00
Newsletter ad income	0.00
Other	0.00
<b>EXPENSES</b>	
<i>Board expenses</i>	
Location fees, food	-75.00
Survey incentive	-50.00
Operating expenses	
Newsletter	-25.00
	0.00
<i>Meetings</i>	
Location & food fees	-350.00
Publicity	0.00
<i>Tutorial ( total = 1 )</i>	
Location fees	0.00
Food	-75.00
Handouts, books	-350.00
Speaker fee	-3,000.00
Speaker meals from chapter	-15.00
Speaker travel expenses	-1,000.00
Other (e.g., certificates, appreciation token)	-50.00
Membership recruiting expenses	0.00
Speaker Gifts	-400.00
Chapter Award Gifts	-80.00
Honoraria/Speaker Fees	0.00
<i>Donations</i>	
National Engineers Week	-300.00
INCOSE Foundation	-350.00
Air Academy HS (FIRST Robotics Competition)	-350.00
Bank fees	-10.00
<i>Web Site</i>	
DNS registration*	0.00
Hosting fees (HostSave)	-125.00
Post Office Box Rental	-70.00

<i>INCOSE IW travel expenses (only cover 2 dys. 1/25-1/28, plus travel)</i>	
Int'l Workshop airfare (Los Angeles, CA)	-450.00
Home transportation/parking at airport	-70.00
Transportation to hotel	-30.00
Lodging + tip	-448.50
Meals & incidentals	-177.50
Registration fee	-900.00
<i>INCOSE IS travel expenses (only cover 5 dys. 7/20-7/24 + travel)</i>	
Int'l Symposium airfare (Seoul, South Korea)	
Home transportation/parking at airport	
Transportation to hotel	
Lodging	
Meals & incidentals	
Registration fee	
Flat rate reimbursement for above (for int'l symposia)	-2,500.00
Library Publications	0.00
Other	0.00
Total Income	6,807.00
Total Expenses	-11,251.00
Preliminary Net Income	-4,444.00
Transfer from Tutorial Reserve fund (15%)	666.60
Transfer from Speaker Fee, etc. fund (25%)	1,111.00
Transfer from unallocated funds (60%)	2,666.40
<b>If a profit:</b>	
Transfer to Tutorial Reserve fund (55%)	0.00
Transfer to Speaker Fees, etc. fund (30%)	0.00
Transfer to Unallocated funds (15%)	0.00
Money within italicized categories can be reallocated without needing budget re-approval.	
Net Income	0.00
<i>Tutorial Profit</i>	<i>-3,840.00</i>
As of 2013-07-31, treasury balance:	
Total reserve for Tutorial Funding =	\$35,523.55
Total reserve for Speaker Fees/Honoraria/Grants =	\$19,104.90
Unallocated funds =	\$10,014.44
	\$64,642.89
Total reserve for Tutorial Funding =	\$34,856.95
Total reserve for Speaker Fees/Honoraria/Grants =	\$17,993.90
Unallocated funds =	\$7,348.04
	\$60,198.89
* DNS name (INCOSECO.ORG) to be renewed by 9/21/2012 for 3 years	

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## Example Memorandum of Agreement for IW Attendance

Dear \_\_\_\_\_,

This MOA applies for reimbursement of expenses when attending the INCOSE International Workshop to represent the Front Range Chapter at the chapters and regional meetings.

You have been selected by the Front Range Chapter of INCOSE to attend a *portion* of the annual INCOSE International Workshop (IW) prior to and during Saturday, 25 January 2014 – Tuesday, 28 January 2014, in Torrance (Los Angeles), CA, USA, and represent the Colorado chapter. This Memorandum of Agreement (MOA) sets forth the expectations for your attendance and guidelines for financial reimbursement.

The Treasurer will generate this MOA approximately three months before IW and will update this MOA approximately three weeks before IW to reflect the latest prices for airfare and ground transportation, and any schedule changes indicating that chapter meeting activities may be held on Monday through Wednesday of IW.

The IW events occur Sunday through Tuesday, with the chapter officers' meeting [held on Saturday afternoon](#). [You are being funded to attend only the Saturday meeting](#). You should plan to arrive at the IW hotel on early Saturday morning (or Friday evening if the IW meeting is far away and airline schedules dictate an earlier arrival) and leave no later than early Sunday morning. You may stay later, but you are responsible for those expenses.

You are expected to attend any Chapters Meetings, or related meetings, during IW and report back to the EXCOM upon your return (within 45 days), with recommendations for any follow-up activities by the Chapter. You will attend the next EXCOM meeting to provide a summary of what you learned. You are expected to be otherwise available to represent the chapter during IW. You are expected to attend business meetings, working group meetings, etc. and otherwise be present at IW events from 8:00 am – 5:00 pm.

Listed below are targeted reimbursement limits for your IW attendance, which represent tighter, more accurate, estimates than contained in the approved chapter budget. *The chapter will reimburse you for actual and reasonable expenses, but no more than the amounts listed below.*

You should make a *cancelable* hotel reservation as soon as possible at the IW hotel.

In the event that you cannot attend IW due to unforeseen circumstances, notify the Treasurer as soon as possible, so that the EXCOM may select an alternate delegate. Allowable airfare, lodging, and IW registration fee expenses will be reimbursed—to the extent that these prepaid expenses cannot be recovered—if you have purchased them and any of the following conditions apply: IW is cancelled, illness prevents you from traveling, there is a family crisis that prevents you from traveling, you are laid off or furloughed from your job, or there is an urgent business need that prevents you from traveling to IW. The EXCOM may approve reimbursement for other extenuating circumstances. Otherwise, there is no refund if you cancel for other business or personal reasons.

*INCOSE CFR Chapter 2014 Operating Plan*

You may make alternative arrangements for airline, lodging, and ground transportation. You can arrive earlier or stay later. However, your reimbursement is limited as described below; these are maximum reimbursement rates; you are limited to actual and reasonable expenses. *You should make a cancelable hotel reservation as soon as possible*, since the number of rooms available at the discounted conference rate is limited. You should book your flight no later than 3-4 weeks before IW. The guidelines below assume that you stay at the IW hotel.

For Personal Owned Vehicle (POV) mileage, maid tips, and other transportation tips, submit a statement of the corresponding amounts. *You must submit receipts for all other expenses to be reimbursed.*

Summary of Reimbursements by Category

<u>Item</u>	<u>Max Amount Allowed</u>
(1) Registration fee (one day), prior to 01 January  Notes: full registration fee is \$420 for Saturday-Tuesday; \$50 cancellation fee prior to 06 January; no refunds after 06 January.	160.00
(2) Lodging (excluding taxes) per night, 2 nights (assuming Friday arrival). Reserve prior to 03 January to get the IW rate.  Marriott Torrance South Bay	133.00
(3) Maid tips	4.00
(4) Meals  Breakfast is included in the IW hotel rate. Light lunches are also included with IW registration (but not for guests).	Full day: \$66.00  (see below for partial day percentages)
(5) Airfare (from Denver). If flying from a different airport, notify the Treasurer to get an updated rate.	\$378.80
(6) POV mileage (home – airport), from IRS rate (reference <a href="http://www.gsa.gov/portal/content/100715">http://www.gsa.gov/portal/content/100715</a> )	\$0.565 / mile
(7) Economy parking rate at departure city	\$12.00 / day



airport (Denver), reference <a href="http://www.flydenver.com/parking">http://www.flydenver.com/parking</a>	
(8) Round trip shuttle bus transportation (airport – IW), excluding tip Prime Time Shuttle	\$28.00

Note 1: if you want to drive to IW, instead of flying, you may use the amounts in items (5) – (8) above to defray the cost of driving (either POV mileage or cost of rental car), gasoline, and parking at the IW.

Note 2: if you do not drive to your home airport, but take an airport shuttle bus or taxi instead, your reimbursement is limited to the total amounts in items (6) and (7).

Note 3: it is generally assumed that there is shuttle transportation from the IW airport to the IW hotel. This is what is priced in item (8). If shuttle transportation is not available, the Treasurer will price the cheaper of taxi service (to and from the IW hotel) or a rental car.

Note 4: except as allowed for by another note above, if the cost of reimbursement in one category is less than expected, the difference may not be applied to a different category. In such a case, your actual expense represents the maximum reimbursable expense.

You are reimbursed for a nonrefundable, economy class, ticket on a generally direct routing (no stopovers) to the nearest airport to IW, where the airfare is determined by taking a low airfare that meets the departure and arrival criteria from a web search of Expedia.com and from a web search of Travelocity.com at the time this MOA is generated, and taking the higher of the two airfares. The flight time is chosen for a departure on Saturday morning (or Friday evening) and a return on Sunday morning. You are also reimbursed for the booking fee and checked bag fee (one bag allowed for IW), if any. The following guidelines for airfare apply: a direct flight is preferred; if not available, a flight with the fewest stopovers will be selected; departures may be selected from 8:00 am – 7:00 pm (at your option you may book a flight during other times; however, the maximum reimbursement is determined based on the designated time period).

You are reimbursed for lodging at the IW hotel, Marriott Torrance South Bay, Torrance, FL, USA, telephone 1.310.316.3636. You are reimbursed at no more than the conference room rate plus taxes (expected to be 11.25%) and other associated fees for Friday night through Saturday night (2 nights total), depending on airfare arrangements.

You are reimbursed for maid tips, at a maximum amount of \$2 per day, for 2 days.

You are reimbursed for round trip shuttle transportation between the destination airport to and from your IW hotel, plus 15-18% tip (may be rounded up to the nearest dollar). This rate is either obtained from INCOSE website material for the IW, or by contacting the hotel and asking for the

price or name of the shuttle bus company to contact. If shuttle bus transportation is not available, you are reimbursed for a taxi, plus 15-18% tip (may be rounded up to the nearest dollar).

The INCOSE IW2014 website lists shared-ride shuttle bus for airport/hotel transfers as Prime Time Shuttle, telephone 800-733-8267 and hit 1 for reservations and give this discount code 581238 (or go to [www.primetimeshuttle.com](http://www.primetimeshuttle.com) and enter frequent rider ID *INCOSE*).

You are reimbursed for meals not provided at IW from Saturday through Sunday morning. The reimbursement amount per day is limited to the meal portion of the federal per diem M&IE rate for the city of IW. Alcoholic drinks are *not* a reimbursable expense. Usually IW provides a light lunch Saturday through Tuesday for attendees. The following are meals that you can be reimbursed for:

- Friday dinner (if due to travel)
- Saturday breakfast (if due to travel), and dinner
- Sunday breakfast (if due to travel home)

If IW does not provide breakfast (as part of the hotel rate) or a substantial enough lunch, then you will be reimbursed for the costs of those meals, per the guidelines below. For partial days, the maximum reimbursable amount for breakfast is \$12, for lunch is \$18, and for dinner is \$36.

Per diem M&IE amount is \$71.00 per day (meal portion is \$66.00 per day), from U.S. Government rates (reference [www.gsa.gov/perdiem](http://www.gsa.gov/perdiem) and <http://www.gsa.gov/portal/content/101518>). This includes tips.

You are reimbursed for POV mileage between your home and the departure airport, at the prevailing federal rate, and the cost of economy airport parking (lots adjacent to the airport terminal)—or off-airport parking (plus \$3 tip each way, if cheaper)—for no more than 3 days (covering a Friday evening departure and a Sunday morning return). You may take alternate transportation, such as an airport shuttle bus, but you can be reimbursed *no more than* the parking fee plus POV amount. If you take a shuttle, the tip is reimbursed at 15-18% of the fare (may be rounded up to the nearest dollar).

You are reimbursed for any toll fees for POV travel between your home and the departure airport, on a generally direct route. A receipt is preferred. If not available (e.g., due to the use of license plate tolling), submit a statement of the expenses for each date the toll expense was incurred.

You are reimbursed for the IW registration fee for a One Day Registration Member. You are not reimbursed for additional IW expenses (special tours, social events, conference shirt, etc.).

You must submit the following (if claiming reimbursement):

- Receipt for airfare, baggage fees, and booking fee
- Receipt for lodging
- Statement of maid tips paid
- Receipt for transportation to and from destination hotel

- Receipt for airport parking at departure airport and statement of round trip POV mileage or receipt for shuttle bus or taxi from home to departure airport and statement of tip paid
- Receipt for, or statement of, toll fees between home and departure airport
- Receipt for IW registration fee
- Receipts for meals

You may keep “freebies” given to IW attendees. However, if IW provides attendees with a CD or other INCOSE-related media (e.g., provided at the chapter meetings, but excluding free media you pick up from vendors or presenters), then you must turn over the CD or other media to the EXCOM upon your return (within 45 days), to add to the Chapter library.

If you determine that a higher amount is needed in some category, or if you wish reimbursement for some expense not covered in this MOA, notify the Treasurer who will determine if the expense amount is allowable. You must notify the Treasurer as soon as you determine that a higher amount is needed, especially if this is determined prior to departure to IW. If necessary, the Treasurer will work with the Chapter Executive Committee (EXCOM) to get a change to the budget authorized. If you disagree with the Treasurer’s decision, you may ask the EXCOM to reconsider the allowable expense amount; this must be done within four weeks after return from the IW.

I have read and understand the terms and conditions of this MOA, and understand which expenses are reimbursable for which days. I understand that expenses incurred for my convenience may not be reimbursable, except as allowed by this MOA. I will contact the Treasurer if a change in allowable amount is determined to be necessary prior to my departure.

Signed:

\_\_\_\_\_  
INCOSE Chapter IW representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Treasurer, INCOSE Colorado Chapter

\_\_\_\_\_  
Date

Example airfare (sample only):

25-26 Jan

**Expedia: United Airlines \$274.80, Fri – Sun (2 nts)**

**Fri Jan/24/2014 - Departure**



- Denver
- DEN 6:08pm
- United 1121

**Nonstop Total travel time : 2h 35m**

- Los Angeles
- LAX 7:43 pm
- Economy/Coach (T)

**Sun Jan/26/2013 - Return**



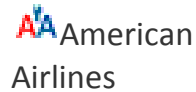
- Los Angeles
- LAX 8:20am
- United 1254

**Nonstop Total travel time : 2h 20m**

- Denver
- DEN 11:45 am
- Economy/Coach (T)

**Travelocity: \$378.80 Sat – Mon (2 nts)**

**Fri Jan/24/2014 - Departure**

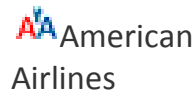


- Denver
- DEN 7:00pm
- AA 3724

**Nonstop**

- Los Angeles
- LAX 8:30pm
- Operated by American Eagle Airlines

**Sun Jan/26/2013 - Return**



- Los Angeles
- LAX 8:00am
- AA 3413

**Nonstop Total travel time : 2h 20m**

- Denver
- DEN 11:20 am
- Operated by American Eagle Airlines

## Example Memorandum of Agreement for IS Attendance: CONUS

Dear \_\_\_\_\_,

This MOA applies for reimbursement of expenses when attending the annual INCOSE Symposium to represent the Front Range Chapter at the chapters and regional meetings.

You have been selected by the Front Range Chapter of INCOSE to attend the annual INCOSE Symposium (IS) prior to and during Monday, 30 June 2013 – Thursday, 03 July 2013, in Las Vegas, Nevada, USA, and represent the Colorado chapter. This Memorandum of Agreement (MOA) sets forth the expectations for your attendance and guidelines for financial reimbursement.

The Treasurer will generate this MOA approximately three months before IW and, upon request, will update this MOA approximately four weeks before IW to reflect the latest prices for airfare and ground transportation.

The regular IS events—tutorials, technical speaker paper presentations, panel discussions, etc.—occur Monday through Thursday, 30 June-03 July. The IS usually ends early on Thursday afternoon. INCOSE business meetings, including working group meetings, start on the preceding Saturday and last throughout the week. Usually the Chapters Meeting is held on the preceding Sunday (29 June). You should plan to arrive at the IS hotel by Saturday evening (28 June) and leave on or after Thursday afternoon (03 July). You may stay earlier or later, but you are responsible for those expenses.

You are expected to attend any Chapters Meetings, or related meetings, during IS and report back to the EXCOM upon your return (within 45 days), with recommendations for any follow-up activities by the Chapter. You will attend the next EXCOM meeting to provide a summary of what you learned. You are expected to be otherwise available to represent the chapter during IS. You are expected to attend business meetings, paper presentations, working group meetings, or panel discussions, etc. and otherwise be present at IS events from 8:00 am – 5:00 pm.

Information about IS, registration, the IS hotel, etc., can be found online at [www.incose.org/symp2014](http://www.incose.org/symp2014) .

Listed below are targeted reimbursement limits for your IS attendance, which represent tighter, more accurate, estimates than contained in the approved chapter budget. *The chapter will reimburse you for actual and reasonable expenses, but no more than the amounts listed below.*

You should make a *cancelable* hotel reservation as soon as possible at the symposium hotel. Also register for IS2014 in time for the early registration discount.

In the event that you cannot attend IS due to unforeseen circumstances, notify the Treasurer as soon as possible, so that the EXCOM may select an alternate delegate. Allowable airfare, lodging, and IS registration fee expenses will be reimbursed—to the extent that these prepaid expenses cannot be recovered—if you have purchased them and any of the following conditions

apply: IS is cancelled, illness prevents you from traveling, there is a family crisis that prevents you from traveling, you are laid off or furloughed from your job, or there is an urgent business need that prevents you from traveling to IS. The EXCOM may approve reimbursement for other extenuating circumstances. Otherwise, there is no refund if you cancel for other business or personal reasons.

You may make alternative arrangements for airline, lodging, and ground transportation. You can arrive earlier or stay later. However, your reimbursement is limited as described below; these are maximum reimbursement rates; you are limited to actual and reasonable expenses. *You should make a cancelable hotel reservation as soon as possible*, since the number of rooms available at the discounted conference rate is limited. You should book your flight no later than 3-4 weeks before IS. The guidelines below assume that you stay at the IS hotel (this is expected, unless there are extenuating circumstances).

For Personal Owned Vehicle (POV) mileage, maid tips, and other transportation tips, submit a statement of the corresponding amounts. *You must submit a copy of actual receipts for all other expenses to be reimbursed.*

Summary of Reimbursements by Category

<u>Item</u>	<u>Max Amount Allowed</u>
(1) Registration fee, Full Symposium Member (save \$200.00 when registering before or on 18 May 2014)  Note: \$75 cancellation fee prior to 06 June; no refunds after 06 June.	1,195.00
(2) Lodging (excluding taxes) per night, 5 nights (Saturday-Wednesday). Reserve prior to 26 May to get IS rate, preferably earlier.  Green Valley Ranch Resort	120.00 + 14.99 hotel service fee
(3) Maid tips (for 5 days)	10.00
(4) Meals	Full day: \$66.00  See below for partial day amounts.
(5) Airfare  Rate quoted is for flight from Denver International Airport. If flying from a different airport, notify the Treasurer to	\$265.00

get an updated rate.	
(6) POV mileage (home – airport), from IRS rate (reference <a href="http://www.gsa.gov/portal/content/100715">http://www.gsa.gov/portal/content/100715</a> )	\$0.56 / mile
(7) Economy parking rate at departure city airport per day  Rate quoted is for flight from Denver International Airport, reference <a href="http://www.flydenver.com/parking">http://www.flydenver.com/parking</a> . If flying from a different airport, notify the Treasurer to get an updated rate.	\$12.00 / day
(8) Round trip shuttle bus transportation (airport – IS), excluding tip  Green Valley Ranch Resort shuttle	\$0 (included in hotel service fee)

Note 1: if you want to drive to IS, instead of flying, you may use the amounts in items (5) – (8) above to defray the cost of driving (either POV mileage or cost of rental car), gasoline, and parking at the IS.

Note 2: if you do not drive to your home airport, but take an airport shuttle bus or taxi instead, your reimbursement is limited to the total amounts in items (6) and (7).

Note 3: it is generally assumed that there is shuttle transportation from the IS airport to the IS hotel. This is what is priced in item (8). If shuttle transportation is not available, the Treasurer will price the cheaper of taxi service (to and from the IS hotel) or a rental car.

Note 4: except as allowed for by another note above, if the cost of reimbursement in one category is less than expected, *the difference may not be applied to a different category*. In such a case, your actual expense represents the maximum reimbursable expense.

You are reimbursed for a nonrefundable, economy class ticket on a generally direct routing (no stopovers) to the nearest airport to IS, where the airfare is determined by taking the lowest airfare that meets the departure and arrival criteria from a web search of kayak.com and from a web search of expedia.com at the time this MOA is generated, and taking the higher of the two airfares. The flight time is chosen for a departure on Saturday afternoon and a return on late Thursday afternoon or early evening. You are also reimbursed for the booking fee and a checked bag fee (one bag allowed for IS), if any. *In general, you are not reimbursed for a carry-on bag*

*fee (unless total airline expenses would be less than the allowed airfare.)* The following guidelines for airfare apply: a direct flight is preferred; if not available, a flight with the fewest stopovers will be selected; less inexpensive flights are preferred; departures may be selected from 8:00 am – 7:00 pm (at your option you may book a flight during other times; however, the maximum reimbursement is determined based on the designated time period).

You are reimbursed for lodging at the IS hotel, Green Valley Ranch Resort, Las Vegas, Nevada, USA, telephone 1.702.617.7777. You are reimbursed at no more than the conference room rate, including hotel service fee, plus taxes (expected to be 13.0%) and other associated fees for Saturday night through Wednesday night (5 nights total).

You are reimbursed for maid tips, at a maximum amount of \$2 per day, for 5 days.

An advance deposit covering one night room and tax will be charged to the credit card upon reservation. Cancellations must be made 48 hours prior to arrival. Cancellations occurring within 48 hours of arrival will be charged one night room and tax.

For IS2014, there is no reimbursement for round trip shuttle transportation between the destination airport to and from your IS hotel, because the hotel provides shuttle bus service. Check with the hotel for the shuttle schedule. You may tip a maximum of \$3 for the shuttle bus driver, for the trip from/to the airport.

You are reimbursed for meals not provided at IS from Saturday evening through Thursday evening. The reimbursement amount per day is limited to the meal portion of the federal per diem MI&E rate for the city of IS. *Alcoholic drinks are not a reimbursable expense.* Usually IS provides breakfast and lunch Monday through Thursday. (Note: if breakfast is not provided, you will be reimbursed.) There is also one banquet on Wednesday evening that is included in the price of the registration fee. The following are meals that you can be reimbursed for:

- Saturday lunch (if due to travel), dinner (if due to travel)
- Sunday breakfast, lunch, and dinner
- Monday dinner (note that an IS Icebreaker reception is usually held on Monday evening)
- Tuesday dinner
- Thursday lunch (if due to travel) or dinner (if due to travel)

For partial days, the maximum reimbursable amount for breakfast is \$12, for lunch is \$18, and dinner is \$36.

Per diem MI&E amount is \$71.00 per day (meal portion is \$66.00 per day), from U.S. Government rates (reference [www.gsa.gov/perdiem](http://www.gsa.gov/perdiem) and <http://www.gsa.gov/portal/content/101518>). This includes tips.

You are reimbursed for POV mileage between your home and the departure airport, at the prevailing federal rate, and the cost of economy airport parking (lots adjacent to the airport terminal) for no more than 6 days (covering a Saturday departure and a Thursday evening return). You may take alternate transportation, such as an airport shuttle bus, but you can be



reimbursed *no more than* the parking fee plus POV amount. If you take a shuttle, the tip is reimbursed at 15-18% of the fare (may be rounded up to the nearest dollar).

You are reimbursed for the IS registration fee for a Full Symposium Member. You are not reimbursed for additional IS expenses (non-included tutorials, special tours, conference shirt, extra CD/USB of proceedings, etc.).

You must submit the following (if claiming reimbursement):

- Readable copy of receipt for airfare, baggage fee, and booking fee
- Readable copy of receipt for lodging
- Statement of maid tips paid
- Statement of tips paid for transportation to and from destination hotel
- Readable copy of receipt for airport parking at departure airport and statement of round trip POV mileage  
or  
Readable copy of receipt for shuttle bus or taxi from home to departure airport and statement of tip paid
- Readable copy of receipt for, or statement of, toll fees between home and departure airport
- Readable copy of receipt for IS registration fee
- Readable copy of receipts for meals

The electronic copy of the Symposium Proceedings, and other INCOSE-related media (e.g., provided at the chapter meetings, but excluding free media you pick up from vendors or presenters), must be turned in to the EXCOM upon your return (within 45 days), to add to the Chapter library. You may keep other “freebies” given to IS attendees.

If you determine that a higher amount is needed in some category, or if you wish reimbursement for some expense not covered in this MOA, notify the Treasurer who will determine if the expense amount is allowable. You must notify the Treasurer as soon as you determine that a higher amount is needed, especially if this is determined prior to departure to IS. If necessary, the Treasurer will work with the Chapter Executive Committee (EXCOM) to get a change to the budget authorized. If you disagree with the Treasurer’s decision, you may ask the EXCOM to reconsider the allowable expense amount; this must be done within four weeks after return from the IS.

I have read and understand the terms and conditions of this MOA, and understand which expenses are reimbursable for which days. I understand that expenses incurred for my convenience may not be reimbursable, except as allowed by this MOA. I will contact the Treasurer if a change in allowable amount is determined to be necessary prior to my departure.

Signed:

*INCOSE CFR Chapter 2014 Operating Plan*

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INCOSE Chapter IS representative

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Date

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Treasurer, INCOSE Colorado Chapter

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Date

Example airfare (sample only):

**Expedia: United Airlines \$265.00, Sat – Thu (5 nts)**

**Sat Jun/28/2014 - Departure**



Denver  
DEN 3:45 pm  
  
UNITED 775  
Economy/Coach (G)  
Airbus A320

**Nonstop Total travel time : 1h 56m**

Las Vegas  
LAS 4:41 pm  
Terminal 3

**Thu Jul 03/2014 - Return**



Las Vegas  
LAS 3:24 pm  
Terminal 3  
UNITED 1534  
Economy/Coach (K)  
Boeing 737-900

**Nonstop Total travel time : 1h 57m**

Denver  
DEN 6:21 pm

**Kayak: Frontier \$218.21, Sat – Thu (5 nts)**

**Sat Jun/28/2014 – Departure**



Denver  
DEN 2:05 pm  
  
Frontier Flight 777  
Coach  
Airbus A319

**Nonstop Total travel time : 1h 56m**

Las Vegas  
LAS 2:55 pm

**Thu Jul 03/2014 - Return**



Las Vegas  
LAS 6:00 pm  
  
Frontier Flight 780  
Coach  
Airbus A320-100/200

**Nonstop Total travel time : 1h 47m**

Denver  
DEN 8:47 pm

## Example Memorandum of Agreement for IS Attendance: OCONUS

Dear \_\_\_\_\_,

This MOA applies for reimbursement of expenses when attending the annual INCOSE Symposium to represent the Front Range Chapter at the chapters and regional meetings.

You have been selected by the Front Range Chapter of INCOSE to attend the annual INCOSE Symposium (IS) during \_\_\_\_\_ (dates) in \_\_\_\_\_ (city, state, country) and represent the Colorado chapter. This Memorandum of Agreement (MOA) sets forth the expectations for your attendance and guidelines for financial reimbursement.

The Treasurer will generate this MOA approximately three months before IW and, upon request, will update this MOA approximately four weeks before IW to reflect the latest prices for airfare and ground transportation.

The regular IS events—tutorials, technical speaker paper presentations, panel discussions, etc.—occur Monday through Thursday, 30 June-03 July. The IS usually ends early on Thursday afternoon. INCOSE business meetings, including working group meetings, start on the preceding Saturday and last throughout the week. Usually the Chapters Meeting is held on the preceding Sunday (\_\_\_\_\_) (date). You should plan to arrive at the IS hotel by Saturday evening (\_\_\_\_\_) (date) and leave on or after Thursday afternoon (\_\_\_\_\_) (date). You may stay earlier or later, but you are responsible for those expenses.

You are expected to attend any Chapters Meetings, or related meetings, during IS and report back to the EXCOM upon your return (within 45 days), with recommendations for any follow-up activities by the Chapter. You will attend the next EXCOM meeting to provide a summary of what you learned. You are expected to be otherwise available to represent the chapter during IS. You are expected to attend business meetings, paper presentations, working group meetings, or panel discussions, etc. and otherwise be present at IS events from 8:00 am – 5:00 pm.

Information about IS, registration, the IS hotel, etc., can be found online at \_\_\_\_\_ (website).

Listed below are targeted reimbursement limits for your IS attendance, which represent tighter, more accurate, estimates than contained in the approved chapter budget. *The chapter will reimburse you for actual and reasonable expenses, but no more than the amounts listed below.*

You should make a *cancelable* hotel reservation as soon as possible at the symposium hotel. Also register for IS \_\_\_\_ (year) in time for the early registration discount.

In the event that you cannot attend IS due to unforeseen circumstances, notify the Treasurer as soon as possible, so that the EXCOM may select an alternate delegate. Allowable airfare, lodging, and IS registration fee expenses will be reimbursed—to the extent that these prepaid expenses cannot be recovered—if you have purchased them and any of the following conditions

apply: IS is cancelled, illness prevents you from traveling, there is a family crisis that prevents you from traveling, you are laid off or furloughed from your job, or there is an urgent business need that prevents you from traveling to IS. The EXCOM may approve reimbursement for other extenuating circumstances. Otherwise, there is no refund if you cancel for other business or personal reasons.

You may make alternative arrangements for airline, lodging, and ground transportation. You can arrive earlier or stay later. However, your reimbursement is limited as described below; these are maximum reimbursement rates; you are limited to actual and reasonable expenses. *You should make a cancelable hotel reservation as soon as possible, since the number of rooms available at the discounted conference rate is limited. You should book your flight no later than 3-4 weeks before IS. The guidelines below assume that you stay at the IS hotel (this is expected, unless there are extenuating circumstances).*

For Personal Owned Vehicle (POV) mileage, maid tips, and other transportation tips, submit a statement of the corresponding amounts. *You must submit a copy of actual receipts for all other expenses to be reimbursed.*

Summary of Reimbursements by Category

<u>Item</u>	<u>Max Amount Allowed</u>
(1) Registration fee, Full Symposium Member	
(2) All other: Lodging (excluding taxes) Maid tips Meals Airfare, baggage fee, booking fee POV mileage (home – airport) Economy parking at home airport Toll fees between home and departure airport Transportation (airport – IS)	

You are reimbursed for the IS registration fee for a Full Symposium Member. You are not reimbursed for additional IS expenses (non-included tutorials, special tours, conference shirt, extra CD/USB of proceedings, etc.).

Registration fee is \_\_\_\_\_ (amount).

You are reimbursed a maximum, fixed amount of \_\_\_\_\_ (amount) for other expenses incurred as listed below.

- Lodging (conference or other hotel) and taxes
- Economy-class Airfare (**generally direct routing to the nearest airport to IS, no stopovers**), baggage fee (one bag), booking fee
- Transportation to and from destination hotel, including tips
- Airport parking at departure airport and statement of round trip POV mileage or Shuttle bus or taxi from home to departure airport and statement of tip paid
- Toll fees between home and departure airport
- Meals while attending IS
- Maid tips paid

The expected total, maximum reimbursement for you is \_\_\_\_\_ (amount). You must submit copies of actual receipts to substantiate your claims for reimbursement.

As part of the fixed reimbursement, you may be reimbursed for meals not provided at IS from Saturday evening through Thursday evening. The reimbursement amount per day is limited to the meal portion of the federal per diem MI&E rate for the city of IS. *Alcoholic drinks are not a reimbursable expense.* Usually IS provides breakfast and lunch Monday through Thursday. (Note: if breakfast is not provided, you will be reimbursed.) There is also one banquet on Wednesday evening that is included in the price of the registration fee. The following are meals that you can be reimbursed for:

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You must submit the following (if claiming reimbursement):

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or  
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If you determine that a higher amount is needed in some category, or if you wish reimbursement for some expense not covered in this MOA, notify the Treasurer who will determine if the expense amount is allowable. You must notify the Treasurer as soon as you determine that a higher amount is needed, especially if this is determined prior to departure to IS. If necessary, the Treasurer will work with the Chapter Executive Committee (EXCOM) to get a change to the budget authorized. If you disagree with the Treasurer’s decision, you may ask the EXCOM to reconsider the allowable expense amount; this must be done within four weeks after return from the IS.

I have read and understand the terms and conditions of this MOA, and understand which expenses are reimbursable for which days. I understand that expenses incurred for my convenience may not be reimbursable, except as allowed by this MOA. I will contact the Treasurer if a change in allowable amount is determined to be necessary prior to my departure.

Signed:

\_\_\_\_\_  
INCOSE Chapter IS representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Treasurer, INCOSE Colorado Chapter

\_\_\_\_\_  
Date

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