

HRA-INCOSE BoD Meeting Agenda
Wednesday October 17, 12:00 – 1:00 PM Teleconference
Call into 757-534-3969, PW 343969 or
Meet in Conference Room D Bldg 600 @ NGNN

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1. Call To Order (1 minute)

The meeting was called to Order at

2. Roll Call & Quorum (2 minutes)

A simple majority Chapter Officers is required for a Quorum.

Officers (Quorum of	Name	Present	Other
President	Bill Olson		
Vice President	Chris Orłowski		
Treasurer	Sherry Maclay		
Secretary	Kelly Moses		
Past President	Becky Reed		
Web Master	Christy Mazza		
Director at Large for Programs	Tad Walls		
Director at Large for Membership	Michele King		
Director at Large for University Liaisons	Michael Plumb		
Director at Large for Publications	Dan Fontaine		
Director at Large for Training and Education	John Clark		
Members & Invited Guests in attendance	Name	Present	Other
G2SEBOK:	Al Motley		
Peninsula Engineers Council - Representative	Kevin Topp		
Director Media Relations	Steve Forehand		
Technical Committee - Lead	Kevin Topp		

3. Perfect the Agenda (2 minutes)

Changes can be proposed by any BOD member, but require a president approval or a ¾ majority vote of those present to be added.

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4. BoD Member Reports (35 minutes)

BoD members should provide a short report to the secretary even if they can not attend the meeting.

Report & Discussion	
President (4 minutes)	<ul style="list-style-type: none">• Update on Holiday Party
Vice President (3 minutes)	<ul style="list-style-type: none">•
Treasurer's Report (8 minutes)	Appendix A
Secretary's Report (1 minutes)	<ul style="list-style-type: none">•

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Report & Discussion

DaL – Programs
(7 minutes)

Current Calendar – Appendix B
 Risk Conference Discussion

Review Budget:

Worst Case Budget - 80 Attendees										
In		Out								
Sponsors		Food/Facilities	4421.81	worst case - assumes 80 - approx 1K less if 60						
Futron	2000	Speaker Gifts	1000							
GWU	2000	Admin	500							
Reed Integration	500									
Chapter Funds	421.81									
NGNN										
Registration	1000	speakers free: 50 at \$20 each (net after dues)								
	5921.81									
			5921.81							
Revenue										
Members	20/person									
Nonmembers	100/person									
Students	35/person									

Review Volunteers:

Pre Conference	
Get Speakers' Gifts	Sherry
Register new INCOSÉ members who register for conference	Michelle
Advertisement	Tad/Bill/Christy
Website	Christy
Nametags	Sherry
Communications	Tad
Printing	Chris O.
Budget, Facilities, Food, Speakers, Schedule	Tad
Coordinate with sponsors	Bill
Day of Conference: BOD VOLUNTEERS ARRIVE AT 0700	
Bring HRA INCOSÉ materials and banner	Bill
Bring speaker gifts	Sherry
Bring 2 screens	Bill
Bring 2 laptops	TBD
Bring 2 projectors	Kelly/Becky
Bring 2 extension cords	Bill
Bring duct tape to cover cords	TBD
Registration/Check-in	Chris O/Sherry
Help with anything needed for setup	Tad/Bill
Set up sponsor tables Day 1	Kelly and TBD
Set up sponsor tables Day 2	TBD - Need 2
Welcoming Comments (Both days, Everyone in Room 1)	Bill
Introduce Speakers (Both days)	Bill, Room 1 TBD, Room 2
Flip slides (Both days)	Bill, Room 1 TBD, Room 2
Hand out speaker gifts (Both days)	Bill, Room 1 TBD, Room 2
Photography	Kevin T.
Conference Survey/Feedback form (???do we want this???)	Michelle
Cleanup	BOD
Post Conference	
Website Update with Proceedings	Christy
Thank you letters	TBD

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Report & Discussion		
	<i>Review Schedule:</i>	
	Room 1	Room 2
Thursday, November 8	Opening Remarks	
800		
830	Plenary Speaker: Dr. Thomas Mazzuchi; Professor and Chairman of the Department of Engineering Management and Systems Engineering; George Washington University; <i>"A Survey of Dynamic Risk Modeling in the Maritime Industry"</i>	
	Track 1: Risk Analysis	
930	Peter Lierni; High Performance Technologies, Incorporated; <i>"Findings From Assessing the Risk Management Programs of Eighteen Major Defense Acquisition Programs for the Deputy Under Secretary of Defense (DUSD) Acquisition, Technology and Logistics (AT&L)"</i>	Dr. Colin Barrows; Old Dominion University; <i>"Uncertainty Assessments for Estimating Bias in Lifecycle Cost Using Expert Judgment (An Evidence Based Approach)"</i>
1030	Tweed Ross; Booz Allen Hamilton; <i>"RISC-IQ - Risk Integrated with Schedule and Cost - Intelligent Quantification"</i>	James Smith; Smith and Associates, LLC; <i>"Schedule Risk Assessment"</i>
1130	Lunch	
1230	Kelly Moses; Futron; <i>"Assessing Uncertainty"</i>	Tiffany Lewis; Northrop Grumman; <i>"Monte Carlo Risk Analysis of Technical Performance Requirements: The Missing Link"</i>
1330	Stephan Hooker; Futron; <i>"Development of Quantitative Cost and Schedule Risk Analysis Process"</i>	David Gelperin; ClearSpecs Enterprises; <i>"Development with Seat Belts: Controlling Requirements Risk"</i>
	Track 2: Risk Tools	
1430	Dick Kitterman; Northrop Grumman; <i>"Metrics: Their Properties and Uses"</i>	Jan Freedman; Northrop Grumman; <i>"Risk Management Best Practices for Data Center Migrations"</i>
1530	David Gogolkiewicz (Strategic Thought); Presentation TBD	
Friday, November 9	Room 1	Room 2
800	Opening Remarks	
	Track 3: Risk Management	
830	Vikki Parker; Northrop Grumman; <i>"Taking Out the Garbage -- How to Get Good Risks into Your Risk Tool"</i>	Dr. Brian White; MITRE; <i>"Enterprise Opportunity and Risk"</i>
930	Courtney Lane; Booz Allen Hamilton; <i>"It's More Than Just Numbers: How to Implement a Qualitative Risk Analysis Approach"</i>	Kenneth Neubauer (Futron) and Mr. Ted Wirginis; <i>"Operational Risk Management in the Navy: Managing the Human Component of an Operational System"</i>
1030	Dr. Mike Podolsky; Northrop Grumman; <i>"Risk and Opportunity Management: Requirements for Team Collaboration"</i>	
1130	Lunch	
	Track 4: Risk And Systems Engineering	
1230	Becky Reed and Steve Waddell; Reed Integration; <i>"Integrating Risk Efforts Between Systems Engineering and Project Management"</i>	David Lengyel; NASA; <i>"Knowledge-Based Risk Process"</i>
1330	Val Jonas; Risk Decisions Group; <i>"Interfacing Risk and Systems Engineering: Left Shift Risk Management"</i>	Robert Ernsting; George Washington University; <i>"Condition-Based Maintenance: Applicability of Corrosion Models for Scheduling Maintenance on Aging Structural Systems"</i>
1430	Fred Rojek; Booz Allen Hamilton; <i>"Application of a Model Based Systems Engineering Methodology to Identify and Control Project Risk"</i>	
1530	John Clark; Northrop Grumman; <i>"INCOSE Risk Management"</i>	
	**Note: Schedule is subject to change.	
	(Afternoon drink breaks at 1430)	
DaL - Membership (3 minutes)	Membership report – Appendix C	
DaL - University Liaison (2 minutes)		

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Action Item Mtg Date & A/I No	Due Date	Assigned To	Finish Date	Title - Description

6. New Business (15 minutes)

Topics of discussion

New Business	Discussion & Decision
1. Advanced Risk Management Seminar	Risk Conference:
2. Planning for Christmas Party	
3. IS 2008 CSEP Tutorial	The IS 2008 will be held in Amsterdam in June 2008. How much expense will HRA cover?
4. IW 2008	The IW 2008 will be held in Albuquerque NM again in Jan/Feb 2008. How much expense will HRA cover?
5.	
6.	
7.	

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Attachment A – October 2007 Treasurer’s Report

September 2007 Treasurer Report

Date	CAT	Chk Number	Item/Check No or Description	Budget	Credit	Debit	Balance		
		2564	checknot cashed until 4-11-07			\$25.00	\$6,686.62		
1/30/2007	GFS	2565	BOD install Frames/ Kelly Mesez reimburse- for dueses		\$22.00		\$6,664.62		
1/30/2007	SUB	2566	BOD installation/S MacLay reimb for pre-dinner dinner fac		\$69.17		\$6,595.35		
2/7/2007	ADV	2567	Donation to NASA Eng Week			\$100.00	\$6,495.35		
2/15/2007		2568	VOID			\$0.00	\$6,495.35		
2/15/2007	SPK	2569	Andy Shuster Reimbursement Gift Card and Badges		\$34.71		\$6,460.64		
2/15/2007	SPK	2571	Andy Shuster Reimbursement Feb 15 Speaker Dinner		\$20.90		\$6,439.66		
2/18/2007	SEB	2572	PEC Barquet Table (check 2568 Void) Csmen Boatta			\$210.00	\$6,229.66		
2/14/2007	INC		Patrick Kennedy-12-22-06 Xmas party		\$15.00		\$6,214.66		
2/14/2007	ITT		Colleen Farroll SE Handbk tutorial 1 12 07		\$25.00		\$6,289.66		
2/14/2007	ITT		Actava-(qty= 4; Tutorial INCOSE SE Hrdtk-SE certif (ck# 79021 period 12/21/06 to 1/5/07)		\$91.48		\$6,361.14		
2/15/2007	MTG	2570	IEE Dinner Meeting Payment to Restaurant			\$398.84	\$5,962.30		
2/16/2007	INC		IEE Dinner Meeting (cash Payment)		\$281.00		\$5,982.30		
2/16/2007	INC		IEE Dinner Meeting (2 checks-2 dcs & cash dep together=320 deposit slip)		\$41.00		\$6,022.30		
2/18/2007	INC		IEE Dinner Meeting (Actava online payment) NO RECORD of \$120 deposit? See below				\$6,022.30		
3/07/2007	GCW	2573	FW 2007; John Clark	\$300.00		\$446.00	\$5,576.30		
3/15/2007	ICD		Deposit Chck Reimbursement of HRA INCOSE from WMA INCOSE for MARCOM		\$1,727.13		\$7,303.43		
3/15/2007	ITT		Actava Tutorial INCCSE SE Hrdtk-SE certif (ck#E394 period 1/21/07 to 2/5/07)		\$63.61		\$7,372.04		
3/15/2007	ITT		Actava Tutorial INCCSE IEEE-SE Dinner Meeting (ck#F7168 period 2/6/07 to 2/20/07) original amount was \$120.00--minus Actava fees= \$108.00		\$103.00		\$7,480.04		
3/15/2007	ITT		Actava Tutorial INCCSE SE Hrdtk-SE certif (ck#E723 period 1/2/07 to 1/20/07)		\$1,914.56		\$9,394.60		
3/19/2007	ICD		Deposit from Wire Transfer/ INCOSE Share		\$273.00		\$9,670.60		
			Flowers to Funeral -Mother in law of Bill Olson via FTD \$76.48 SC MacLay paid (Repayment of PEC Dinner tickets= \$70) Therefor No reimbursement for flowers.	\$0.00		\$0.00	\$9,670.60		
4/25/2007	ITT		Actava Tutorial INCCSE SE Hrdtk-SE certif (ck#F5611 period 3/21/07 to 4/5/07)		\$22.87		\$9,693.47		
5/4/2007	INC		IEEE payment Reimbursement for Dinner Meeting		\$51.00		\$9,743.47		
5/2/2007	STR	2574	Scott McLellan			\$130.00	\$9,613.47		
5/11/2007	BNK		Bank Service Charge(4-23-07)			\$13.50	\$9,599.97		
6/13/2007	MTG	2576	Tad Walls Reimbursement Speaker Meal 6/31/07		\$30.00		\$9,669.97		
6/25/2007	SWC	2576	Rocky Reed- Wine and Cheese Party 6-2007			\$700.00	\$9,269.97		
6/25/2007		2577	VOID			\$0.00	\$9,269.97		
6/29/2007	SEW	2578	Tad Walls Reimbursement Omni Deposit- Fall Seminar			\$290.00	\$9,019.97	3026.63	Bark Bal 7-12-07 \$6.66
7/10/2007	BOX	2579	HRA INCOSE -P.O.Box Payment (repayment to SC MacLay)	\$30.00		\$28.00	\$8,991.97		
7/26/2007		2580	VOID			\$0.00	\$8,991.97		
7/26/2007	MTG	2581	Johnny Carino's Italian Grille 7-26-07			\$35.00	\$8,956.97	8,9E3.63	Bark Bal 8-13-07 \$6.66
8/23/2007	GFS	2582	Speaker Gifts- 2 USB/ Sheila Olson			\$52.00	\$8,876.47		
8/23/2007	MTG	2583	Sams' Spaghetti & Steak House			\$28.50	\$8,928.47		
8/27/2007	ESP		George Washington University donation (ck#1981030)		\$1,001.00		\$9,876.47	9,8E3.13	Bark Bal 9-11-08 \$6.66
9/18/2007	MTG	2584	OMNI Hotel Dinner Meeting: Turid Smith ? Guest Speaker (Risk Read Comp/Becky Stewart & Steve Waddell)			\$490.90	\$9,385.57		
9/27/2007	INC		OMNI Dinner Meeting (cash)		\$201.00		\$9,586.57		
9/27/2007	INC		ck deposited for payment of OMNI Dinner Meeting		\$21.00		\$9,605.57		
9/27/2007	ESP		George Washington University donation (ck#1988885)		\$1,001.00		\$10,605.57		
9/27/2007	ESP		Futura Corporation donation (ck#34376)		\$2,001.00		\$12,605.57		
10/10/2007	ITT		SE -- uterial pment from John Clark class		\$2,901.00		\$15,505.57		

HRA-INCOSE Program for 2007

September 2007 FY Report

INCOME		YTD		
		Budget	Actual	
Chapter Dues	ICD	\$1,700.00	\$2,003.13	
Chapter Mtg	INC	\$2,300.00	\$605.00	
Sponsorship	ISP	\$1,230.00	\$4,000.00	
Tutorials	ITT	\$1,000.00	\$5,130.52	
Total Income		\$6,230.00	\$11,738.65	Difference IAW Budget \$5,508.65

EXPENCES		YTD		
		Budget	Actual	
Chapter Meeting	MTG	\$2,300.00	\$1,243.24	
Chpt Mtg Subsidy	SUB	\$200.00	\$69.17	
Chpt Mtg Speaker	SPK	\$200.00	\$55.69	
Gift for Speaker	GFS	\$100.00	\$74.00	
Speaker Travel Reimbursement	STR	\$400.00	\$130.00	
Postage Box	BOX	\$30.00	\$28.00	
Advertising	ADV	\$0.00	\$100.00	
Sponsored Event- PEC Banquet	SEB	\$200.00	\$210.00	
Sponsored Event- Workshop	SEW	\$500.00	\$696.00	
Sponsored Event- Symposium	SES	\$1,000.00		
Sponsored Event- Wine & Cheese	SWC	\$300.00	\$300.00	
Sponsored Event- Christmas Party	SCP	\$1,000.00	\$0.00	
Bank Service Charge	BNK		\$13.50	
Total Expences		\$6,230.00	\$2,919.60	Difference IAW Budget \$3,310.40

Balance of Total Actual Income and Total Actual Expences	Total Actual Income	Total Actual Expences
	\$11,738.65	\$2,919.60

HRA-INCOSE Program for 2007

Attachment B –HRA-INCOSE Program for 2007

HRA-INCOSE Program for 2007 – October Report

Upcoming Events - Confirmed HRA-INCOSE Program ideas for 2007					
Date	Event Type – <u>Event Title</u> – Presenter	Location	Points	Budget	Notes
Oct – Jan '08	INCOSE CSEP Training	Web-course			John Clark is POC
Oct 17	BOD 12-1	Telecom	25	0	
Nov 8-9	<u>Advanced Risk Management Seminar</u>	Omni Hotel, Newport News	2000	2000	
Nov 11	BOD 12-1	Telecom	25	0	
Dec 11	BOD 12-1	Telecom	25	0	
Dec TBD	Holiday Party	TBD			
Jan TBD (08)	Dinner Meeting <u>Installation of Officers</u>	TBD - Southside	0	-250	Free Dinner for Officers

Completed HRA-INCOSE Program ideas for 2007					
Date	Event Type – <u>Event Title</u> – Presenter	Location	Points	Budget	Assumptions
			1740	\$ 1,007	
Jan 09	Dinner Meeting <u>Installation of Officers</u>	Gus's at Ramada Plaza in VB	0	-250	50+10*\$20 Plaques & Free Dinner for Officers
Jan 16	BOD 12-1	Telecom	25	0	
Jan 12 thru Mar 30	Online Tutorial <u>Tutorial on the INCOSE System Engineering Handbook in Preparation for SE Certification</u> - John Clark	Teleconference https://connect.incose.org/tut/sehandbook/	800	2075	Charging \$25/attendee, net to HRA is 23.50. Net to HRA-INCOSE 2/2/07
Jan 25	Seminar <u>Hampton Roads Quality Management Council Community of Practice Seminar #2</u>	ODU	0	0	HRA-INCOSE involvement is unknown
Jan 27- 31	<u>2007 INCOSE International Workshop</u> J. Clark & B Reed have requested funding from HRA	Albuquerque, New Mexico	100	-500	50 points per attendee
Feb 15	IEEE/INCOSE Dinner Meeting <u>Engineering Professional</u>	Al Fresco Ristorante	100	-108	=30+30+48 Speaker's Gift, Dinner,

HRA-INCOSE Program for 2007

Completed HRA-INCOSE Program ideas for 2007					
Date	Event Type – <u>Event Title</u> – Presenter	Location	Points	Budget	Assumptions
	<u>Certification</u> , by Jim Lowe, General Council HSMM	11710 Jefferson Newport News VA			and member price difference (8*6)
Feb 13	BOD 12-1	Telecom	25	0	
Feb 21,	<u>PEC Career Day, NASA LARC</u> 10-12	Reid Conf Ctr	200	-50	Kevin has lead, we buy PIZZA for kids
Feb 22,	<u>PEC Career Day, NASA LARC</u> 10-12	Reid Conf Ctr	200	-50	
Feb 24 Sat	<u>PEC's National Engineers Week</u> <u>Award Banquet</u>	Plaza in NN	240	-160	Kevin has tickets assume dan plus 3 or 4*\$35
Mar 20	BOD 12-1	Telecom	25	0	
Mar 29	General Membership Meeting <u>CSEP Application Overview</u>	Tidewater Community College	0	50	Mike Plumb and Andy Schuster to arrange, with John Clark as speaker
Apr 13	BOD 12-1	Telecom	25	0	
May 2 Wed	Dinner Meeting <u>NAVY Risk</u> <u>Exchange</u> , Scott McClean, NAVAIR	China Buffet, Military Hwy	100	-130	
May 8	BOD 12-1	Telecom	25	0	
May 31	Dinner Meeting <u>Transportation</u> <u>Technology and Systems</u> <u>Engineering Relationship</u> Dr. Mike Fontaine, ODU	Orapax in Ghent	100	-30	Booked side room at Orapax.
June 2	<u>Wine & Cheese Party</u> - General Membership Mtg	Reed/Waddell Residence	100	-250	
June 13	BOD 530-700	Ruby Tuesday's; College Drive in Suffolk	25	0	Dinner Meeting
June 24- 28	<u>INCOSE – International</u> <u>Symposium</u>	San Diego	100	-1000	
July 10	BOD 12-1	Telecom	25	0	
July 26	<u>Cross SYSCOM Systems</u> <u>Engineering</u> , Chris Utara	Johnny Carinos	30	-120	
Aug 14	BOD 12-1	Telecom	25	0	
Aug 23	Dinner Meeting- <u>Who Moved My</u> <u>Risk?? Integrating Risk Efforts</u> <u>Between Systems Engineering and</u> <u>Project Management</u> , Becky Reed & Steve Waddell	Sam's Spaghetti and Steak House, Newport News	100	-150	
Sept 11	BOD 12-1	Telecom	25	0	
Sept 18	Dinner Meeting - <u>Configuration</u> <u>Management Change Control</u>	Omni Hotel, Newport News	100	-120	

HRA-INCOSE Program for 2007

Completed HRA-INCOSE Program ideas for 2007					
Date	Event Type – <u>Event Title</u> – Presenter	Location	Points	Budget	Assumptions
	<u>Boards</u> – Todd Smith (NG Systems Engineer)				

Missing items from Agenda

- Dinner Meeting – SE in Offshore Oil Industry Projects - Dr Whitcomb, NGSS SE Chair at UNOs NAME/OE dept.

Meeting Suggestions:

From Bill Olson

- Feb - Requirements – Kevin Forsberg
- Mar - Risk in Shipbuilding – Dick Kitterman
- May – TPM & EVMS linkage, John Bates
- Aug - Handbook in August – Vr 3.0 v.s. 2.a
- Sept - Repeat all elements in AM with Workshop In PM Theme “How it works together”
- Oct -Battle Space w/MD
- Nov – Karl Giest

From John Clark:

The following briefs can be presented by John Clark:

- SE from a Standards perspective
- SoSE from a Standards perspective
- Software Reuse Success Story
- INCOSE CSEP Exam and Tutorial overview
- Potential HRA Seminar on the DoD Architecture Framework (DoDAF) by Dr James Martin, INCOSE SE Standards Committee Chair

From Andy Schuster - Joint Meetings:

SOLE – Dan

SNAME – Hockberger Seminar

SAWE – SE to NA interface

PMI – Steve

Potential HRA-INCOSE Program ideas for 2007					
Date	Event Type – <u>Event Title</u> – Presenter	Location	Points	Budget	Assumptions
			700	\$ -2,990	
tbd	<u>One Day Seminar – Systems Engineering in Ship Design</u> – One Day seminar jointly held with ASNE & SNAME – with Hockberg as speaker W.hockberger@verison.net	Norfolk	200	-750	Expenses \$600+150 Honorarium, & travel expenses
tbd	<u>General Membership Mtg</u>	Tbd	0	0	Andy to choose location
tbd	<u>General Membership Mtg @ NGMS</u>	NGMS in VB	0	0	John Clark initial POC
tbd	<u>Tutorial – Achieving Effective Risk</u>	Norfolk	200	-750	=\$600+150,Honorar

HRA-INCOSE Program for 2007

Potential HRA-INCOSE Program ideas for 2007					
Date	Event Type – Event Title – Presenter	Location	Points	Budget	Assumptions
	<u>Management</u> by Ed Conrow July 21, 2006				ium, & travel expenses
<i>tbd</i>	Joint Symposium <u>Battle Space Symposium with INCOSE MD Chapter</u>	<i>Solomons?</i>	<i>100</i>	<i>0</i>	<i>Tentatively for 10/12</i>
<i>tbd</i>	<i>Christmas Party Bill's House, TBD?</i>	<i>Chesapeake,</i>	<i>0</i>	<i>-1250</i>	

Attachment C - Membership Report for October 2007 BOD

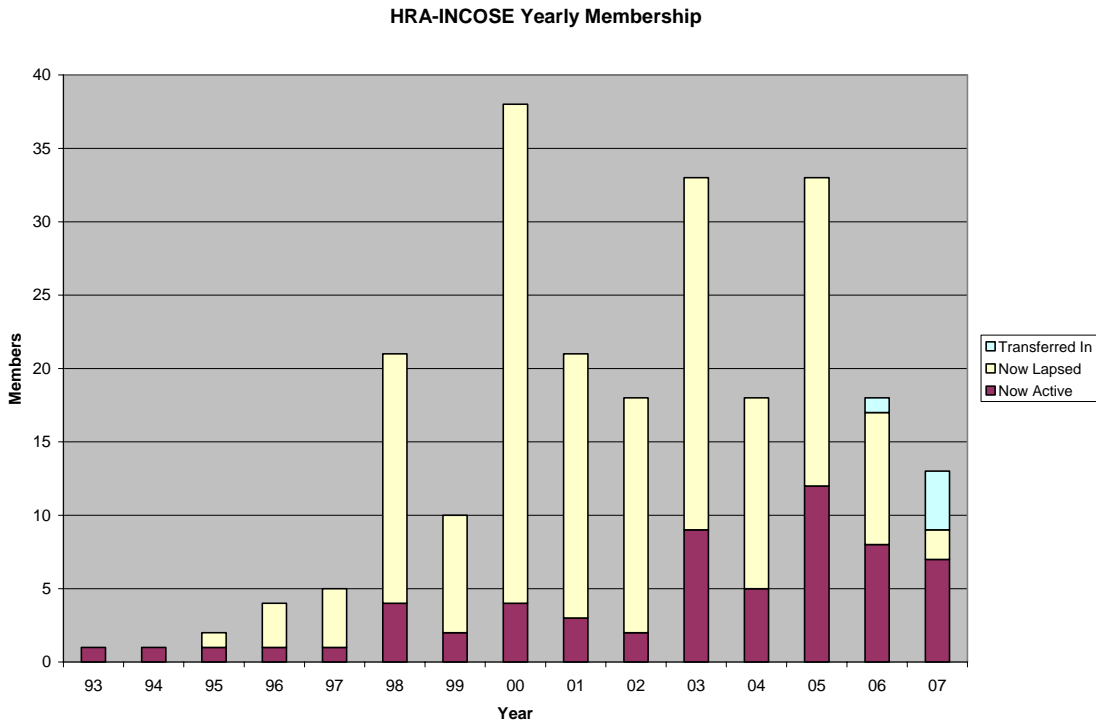
The following chart will be filled out throughout the year to show a comparison of new membership each month for the years 2005, 2006, and 2007. From this chart, the HRA – INCOSE BOD may be able to gauge trends among the specific months new members typically join and plan membership activities accordingly:

Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
New Members 2005	4	2	1	4	2	1	3	4	6	4	4	1	36
New Members 2006	3	2	1	4	0	0	3	0	0	1	2	1	17
New Members 2007	2	1	1	1	1	1	0	2	0				9

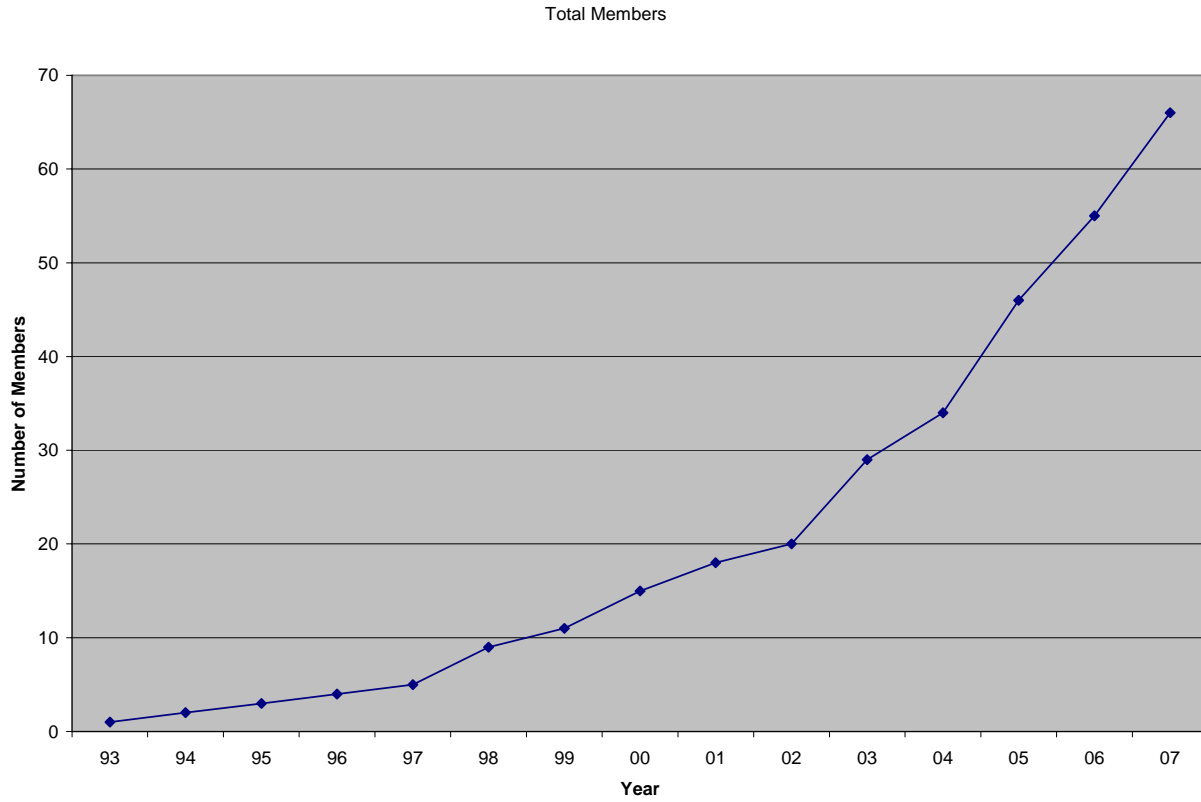
Summary membership statistics are as follows:

- **New Members Joined since September 1, 2007 = 0**
- **Transferred Members since September 1, 2007 = 0**
- Total Members Joined since January 1, 1993 = 231
- Total Members Transferred in since January 1, 1993 = 5
- Total Members Lapsed since January 1, 1993 = 170
- **Total Members Remaining as of October 8, 2007 = 66**

The graph below shows the total number of members that have joined since 1993. Each total is broken up into the number of members that have had a lapse in membership and the number of members that we still have remaining. Specific numbers are shown on the graph.



Because we are in the midst of the membership renewal season, some members that are late in submitting membership dues are shown as “lapsed.” Reminder emails have been sent to all lapsed members (September 10th) about renewing their membership. Follow-up emails will be sent out in mid-October. The graph below shows the membership trend (total members) since 1993.



Action # 9: Find out how many INCOSE members signed up for membership at the Tutorial in Sept/Oct 2005 and are still members.

2005	September	October
<i>Joined</i>	6	4
Lapsed	4	3
Still Active	2	1