

ICEAA Board of Directors Meeting

February 11, 2022 | Virtual Meeting

OFFICIAL MINUTES as of May 16, 2022

Voting Attendees

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

Non-voting Attendees:

Kevin Cincotta, Dan Germony, Karen Mourikas, Brent Larson, Cheryl Latimer, Jennifer Scheel, Andrew Walker, Sharon Burger, Megan Jones, Chelsea Torres

Welcome, quorum count, introductions: Bob Hunt

Meeting is called to order, Bob thanks everyone for joining. Quorum established at 11:00 am.

Secretary Report: Arlene Minkiewicz

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

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

Treasurer Report: Madeline Teller

Madeline presents slides. Investments and CDs holding steady, checking account down due to usual cash flow cycles. End of year profit & loss shows a negative 2021, but far less negative than expected at the beginning of the year. The COVID grant from 2021 was forgiven in summer 2021.

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Jennifer Kirchhoffer asks if the Training Summit revenue/expenses were categorized as CEBoK or certification revenue; Madeline explains the Training Summit was included in the Workshop totals.

When budgeting for 2022, almost everything depends on the success of the 2022 Workshop, which will be explored in detail later in the meeting. If the Canada Workshop takes place in September, ICEAA could be compensated up to \$20,000 for support efforts. If the Canada Workshop doesn't happen or is on a smaller scale, that compensation could be reduced. Most budget estimates are between 5-7% over 2021, except for CEBoK and certification, which both performed unusually in 2021, the estimate for 2022 is an average of the past five years.

Madeline reminds the board how so much of ICEAA's budget is dependent on a successful workshop and reiterates the importance of the board supporting this year's workshop. Bob concurs.

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

Madeline and Megan were tasked with pricing an audit or account review of ICEAA's finances. Our accountant quoted \$15,000 for an audit or \$6,500 for an "independent review." Both estimates seemed expensive, and an unwise investment considering our current financial situation and that no evidence that any financial misappropriation is taking place. Madeline suggests an internal review "spot check," where the International Business Office (IBO) can be tasked with providing full receipts and documents for a randomly chosen month or months.

Kellie agrees this isn't the year for such an expense. Jennifer K. shares that her local PTO does an internal annual financial check, so the suggested option is viable; Tim agrees. Dave agrees and volunteers to participate. Rick says that while the review wouldn't technically be independent if conducted by ICEAA members, any ICEAA member working on the review should assume an independent mindset; several board members agree. Danny is concerned there won't be enough members with the financial experience to run an audit. Christina suggested that we reach out to former treasurers to conduct this financial review.

Vote: A motion is raised to task treasurer Madeline Teller with forming a 3-5 member financial review committee and report on their progress at the May 2022 board meeting. Motion seconded, no further discussion requested, motion passed.

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2022 Workshop Update

Jennifer Scheel


Jennifer presents slides showing the financial breakdown and consequences of cancellation, and what is necessary for success both for the Workshop itself and ICEAA’s finances overall.

Rick asks if registration to date for 2022 is comparable to prior years. Megan says yes, but that we usually don’t get many registrations this far in advance, and that the 12-week data comparison (late February) will provide a more reliable comparison.

The 2022 Workshop Committee’s recommendations:


2022 Workshop Committee’s Recommendation

- Conduct in-person Workshop as usual, recording in Pittsburgh is cost prohibitive
- Collect and record breakouts over the summer
 - Offer speakers opportunity to record themselves
 - Get volunteers to assist some speakers who need help
 - IBO can record the rest
- Release recorded breakouts for in-person attendees on Whova when ready, make available to attendees for six months as part of their registration
- When LMS system is in place, sell recorded sessions individually and/or as a package
- Don’t promote recordings before the Workshop, market afterwards as a new product/benefit



Mask & Vax Policy Recommendations

- Vaccinations - notify attendees they will be required to show proof of vaccination or a recent negative COVID test upon check-in
- Masks - follow current CDC guidelines: optional for the vaccinated, encouraged for the unvaccinated
<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/types-of-masks.html>
 - Pennsylvania lifted all masking requirements and gathering restrictions in May 2021
 - Should federal or local recommendations/requirements change between now and May, we will update accordingly



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Rick thanks the Workshop Committee for their thorough analysis, and wants to reiterate his recommendation for all board members to actively encourage their companies, colleagues, and customers to attend and support the Workshop.

Bob asks if adding a virtual option could increase revenue, but it appears the committee believes having a virtual option will only divert in-person attendance. Jennifer explains the committee discussed and analyzed the topic at length and the conclusion they reached was the risk of losing potential in-person to virtual attendance was too high. Bob believes hybrid events are the future and the conference experience will never return to the way it was before COVID, and if the committee believes the risk is too high for 2022, we should plan to consider hybrid options for 2023 and beyond; Jennifer agrees.

Note: Bob asks for a motion to accept the Workshop Committee's recommendation to conduct the 2022 Workshop as an in-person event only. Motion seconded, no further discussion requested, motion passed.

Bob asks how the in-person only and mask/vax recommendations will be communicated. Megan will be posting them on the website, and including them in the attendee confirmation emails. Now that these decisions have been made, she will start aggressively marketing registration.

Bob assures the board that we do still have ample savings and even if the workshop isn't a success, it will just be a bad year; ICEAA has reserves to allow us to survive.

Tim suggests taking a neutral approach to describing our mask/vax and simply indicate will be following local laws and regulations. He also believes most people are looking forward to returning to some semblance of normalcy and the interest in attending will be high. Megan agrees, but that individual desire to attend only goes so far; if a member's boss won't pay to send them if a virtual option is available, then it doesn't matter how much the individual wants to attend if the decision is not in their hands. \$27,000 could potentially be recouped with 30 virtual attendees, but if those attendees could have come in person if they didn't have the choice, even 10 would make a big difference on our financial risk.

Christina had a conversation with her government client yesterday and got an enthusiastic response from individuals who want to attend. The networking and relationship-building that happens at the Workshop is one of the core benefits of ICEAA membership, and that holding the Workshop virtually does a disservice to our members by essentially taking that benefit away.

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As a final note on the 2022 Workshop, Megan reminds the board the deadline to nominate for the 2022 Association Awards is March 15.

Introduce new ICEAA Association Award for Software Estimating Excellence Bob Hunt

The unanswered questions from our December meeting on the Software Excellence award were should we debut it in 2022, and as the award's namesake, should Dr Boehm receive the first in 2022 then open to the public in 2023, or should it all start in 2023.

Bob recommends instituting the award for 2023. Arlene recommends announcing it in Pittsburgh as an award that will be available for nominations next year.

5-Year Strategic Plan

Christina Snyder

Christina has assembled a committee and held two meetings to discuss how to approach the goal of increasing membership by 15%. The Strategic Planning committee discussed what makes people become members and more importantly, why they stay. The group also discussed how other organizations don't restrict their focus to a singular job title as ICEAA does, and that ICEAA used to have a more expansive reach into other areas that may not be entirely cost estimating but cost-related.

Another idea was to create some marketing materials to encourage employers to seek out certification for their employees, as well as a video or other presentation to help explain the certification process.

Recent undergrads and other junior analysts are a group that we should pursue more actively, and short videos can be a great way to show individuals in their early-career what cost estimating is and how ICEAA can benefit them

During the meeting, Anh Pham Waddell, our Australia Region Director, mentioned that in Australia, there is a need for training to take completely new estimators to the level where they could benefit from CEBoK, and the Strategic Planning Committee suggests creating a CEBoK Module Zero that is free and available to anyone who wants to learn more about the profession, or needs help getting to the point that they are ready to learn. Kevin mentions there is a CEBoK Lesson 0 in CEBoK already, but it was not moved from version 1.2 to the beta. Christina and Megan thank him for the reminder, that will help with the project.

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Bob's intention for a 5-year plan has not been to be prescriptive, but as a general set of directions for the future of the association, and thanks Christina and the Strategic Planning Committee for doing just that.

VP of Professional Development Update

Jennifer Kirchhoffer

Jennifer presents slides. She notes that a higher percentage of government employees took exams in 2021 compared to the percentage of government employees within the membership. Rick notes the total of government employees in the provided certification stats include UK and Canada government, and asks if they made up a large portion of the certified. Sharon says yes, there was a large group from the UK, but also from the US DHS.

Jennifer., Kellie, Kevin, Christian Smart, and Dave Brown have a meeting for the following week to discuss prioritizing updates for CEBoK modules and the resources available to do them.

Jennifer and Megan have been in discussions with several learning management system (LMS) providers as a platform for selling our products. None have been able to offer a solution for selling restricted access to the CEBoK wiki, so we may have to continue providing the wiki as a member benefit, which means we may want to consider raising membership dues to reflect the added benefit. The CEBoK 1.2 thumb drives still sell, at a higher rate than expected.

The current frontrunner for an LMS platform is Freestone, a product under the same company as our current membership database. Purchasing an LMS will allow us to more easily sell CEBoK training videos created for the 2021 Training Summit, as well as the recordings of previous Workshop presentations. Jennifer and Megan will present a recommendation to the board on an LMS purchase before the Workshop in May.

Bob says he has been contacted recently about what options are available for companies to sell their services to train and instruct using CEBoK materials, and asks what the current procedure is. Megan explains that the outside training agreement currently in place requires any company that offers CEBoK training for profit is required to report to ICEAA their agreement, a roster of trainees, ensure all trainees have paid for access to CEBoK (whether the beta via membership or purchasing a 1.2 thumb drive), and pay ICEAA a stipend of \$20 per day/per student trained. Jennifer reiterates that CEBoK access is on an individual basis

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only, whether using the beta through one's membership, or purchasing the 1.2 thumb drive; users may not duplicate or distribute their copy of CEBoK to others.

Kevin asks if a company is already contracted to give general cost support to a government client who then asks for CEBoK training as part of their contract, with no additional payment from the client to the training company. Bob is unsure, but says ICEAA needs to be business minded when it comes to how we allow CEBoK to be used, and asks Megan's opinion. Megan believes that the rules as written indicate if a company is making money off of CEBoK, they need to report it, not just because ICEAA wants the stipend, but as a means of upholding and protecting ICEAA's copyright on the material.

The Southern California Chapter is developing a 1-hour design-to-cost training course and is looking for DtC experts to participate, and hopes the course will be accessible to all members once developed.

CEBoK Training at Local Universities

Bob Hunt

Christian Smart was approached to create a cost estimating course based on CEBoK for a local university to offer their students. Bob believes the existing training license should cover this case also. Christian had proposed that the university would be responsible for purchasing a 2-year ICEAA membership for everyone enrolled in the course, giving them access to the CEBoK beta/wiki for two years.

Software Cost Estimating Body of Knowledge

Bob Hunt

Regarding naming the product, those involved in the Software CEBoK review have begun referring to it as the Software Estimating Handbook, and asks the board's opinion on the name. Jennifer K. says she reviewed the current SCEBoK materials and is not certain the product we have to offer now qualifies as a "handbook." Bob says the vision for the product was the first iteration to be a set of PowerPoint slides with speaker notes, and that we are 90% ready for that product to be released. The second step would be to make the product more robust and in the beta/wiki format, which we are further away from accomplishing.

Ricks says the vision from the outset was that the ultimate product would be akin to the current CEBoK beta wiki, which is a combination of the 1.2 slides with expanded speaker

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notes. The hope was to go straight to the wiki, but since the SCEBoK slides are close to being ready, we shouldn't wait until the wiki product is available to begin selling it.

Arlene doesn't have an issue with using the word handbook, and believes releasing the slides with speaker notes, regardless of the condition they are in now, is a good first step.

Kevin has reviewed the current SCEBoK slides and speaker notes, and has focused primarily on the slides, only reviewing the speaker notes if there is a conflict or question within the slides. Many of the speaker notes are duplicated from slide to slide, there are superfluous statements in the notes that are irrelevant to the material, and that some of the text appears to have been written in a language other than English but translated using a program that hasn't translated in a way that English is usually spoken or read. He believes it will take another editing contract to get the current set of slides/notes into a handbook. Jennifer believes two edits are necessary: one to get the current slides/notes cleaned and organized that could be done by volunteer reviewers, and another to shift the product from slides/notes to a wiki that will require a contract. Kellie agrees.

Bob thinks the current slides/notes are acceptable to sell now, but further review is required to put it in the wiki. Kevin clarifies the speaker notes and slides now are not polished and do require some amount of review and edits before we release them, and that some of the edits that need to be made require an amount of work that's outside the scope of a volunteer contribution.

Rick asks if the product has been accepted and Carol Dekkers paid. Megan says yes, Carol provided the deliverable and Megan was instructed to make the final payment. Rick asks if the amount of time Carol would need to give to assist the volunteer reviewers would be enough to require another contract, Kevin says she would at least need to be closely involved with the review, and how much she would be willing to contribute without a contract. Bob volunteers to contact Carol ask for her willingness to assist with the review without a new contract. Rick says he owes a call to Carol and will take care of the discussion. Bob asks Rick to follow up with him after his conversation with Carol.

Regarding naming, Kevin agrees with Jennifer that the collection of annotated slides we have now does not qualify as a handbook. Megan agrees in theory, but that if we want the product to be a handbook eventually, we can use the word now rather than have to change the name again in the future. Rick doesn't believe the name should be changed, and that we want the name to imply that it's a companion product to CEBoK, so he suggests the official name be Software CEBoK. Bob and Jennifer K. agree. Kevin suggests CEBoK-S, Bob, Arlene and

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Rick like that. Receiving no objections, Bob declares the official rename of the product is CEBoK-S.

President's Key Initiatives

Bob Hunt

Regarding government engagement, the board agreed to postpone the inaugural Government Day to the 2023 Workshop. OEM outreach continues apace, with OEM COG webinars planned for February, April, and June. Bob thanks Rick for getting the OEM outreach initiative off the ground.

International engagement: Bob and Paul Marston have had meetings with SCAF and Nesma, complimentary organizations in the UK and the Netherlands to discuss how we can work more closely together. SCAF is happy with the close relationship with ICEAA that we have currently, wants to continue to be independent with their own name, but is willing to discuss joint memberships and other collaborations going forward. Nesma is interested in becoming a branch of ICEAA as a software estimating special interest group (SIG). Bob likes the idea, and thinks it's a good direction to go, but will need to develop a charter to codify the financial and responsibility details, particularly in regard to CEBoK-S. Bob asks the board for any comments or objections to strengthening our relationships with SCAF and/or Nesma or to creating a Software SIG.

Rick was involved in discussions with Nesma about the Software SIG idea for some time and told them we would not pursue a Software SIG until CEBoK-S was ready for sale. He asked Nesma to clarify how they intend to deliver the benefits to ICEAA they claim the SIG will provide, and a quantification of the potential market, but they never provided details. Rick likes the idea of engaging Nesma more, but that important questions need to be answered and addressed. Bob agrees; simply agreeing to explore the possibility does not mean we have all the details determined yet. Rick will forward to Bob the email exchanges he had with Nesma on the topic.

Make ICEAA more valuable to its members: Bob has no specific comment on this topic, but that all the efforts discussed today regarding CEBoK-S, the potential Software SIG, the Workshop and the Strategic Planning committee all contribute to this goal.

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New Business, Plan Next Meeting & Adjourn

Bob Hunt

The next meeting of the board will be on May 16, in-person at the hotel in Pittsburgh prior to the Workshop.

He reiterates Rick's call to all board members to do the best and most they can to encourage attendance in Pittsburgh.

Having completed the stated agenda, Bob opens the floor for any old or new business the board would like to discuss. Hearing none, a motion to adjourn is raised, seconded, and approved. The meeting adjourns at 12:45.