

DRAFT MINUTES as of February 2, 2022

Voting Attendees

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

Non-voting Attendees:

Kevin Cincotta, Catherine Dodsworth, Dan Germony, Brent Larson, Beth White, Andrew Walker, Sharon Burger, Megan Jones, Chelsea Torres

Welcome, quorum count, introductions: Bob Hunt

With a near-record high attendance from voting members, thanks in part to those who established a proxy prior to the meeting, the quorum was established almost immediately. Bob anticipates a shorter meeting than usual, but encourages all to speak freely or ask any questions necessary.

Quorum established 11:02.

Secretary Report: Arlene Minkiewicz

A few minor edits and clarifications to the *Proposed CEBoK Module on Machine Learning* report were received on the first draft of the September 2021 minutes that were reflected in the version distributed most recently. No additional comments or edits were suggested.

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

Treasurer Report: Madeline Teller

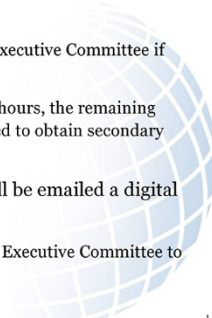

No updated general ledger or profit & loss data has been provided since September; ICEAA's accountant creates those reports quarterly and the next updated set of information will be the EOY 2021 data. EOY projections remain the same since September's meeting.

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Madeline was tasked at the September meeting with forming a group to establish a policy for Treasurer approval on large purchases, since the existing multiple-signature policy has been rendered moot by electronic payments. Jennifer Scheel, Christina Snyder, Megan Jones, and Madeline met to discuss the cost threshold and timing for virtual approval of large expenses. The team suggests a secondary approval for purchases of over \$3,000 (excluding payroll expenses) that can be provided via email from the Treasurer or another member of the Executive Committee when payment is urgent:

ICEAA Expense Approval Process

- Checks to require secondary approval in excess of \$3,000, exclusive of payroll, in order to ensure organizational transparency
 - For non-urgent expenses, treasurer to be emailed a digital copy of the invoice and have 24 hours to approve
 - Treasurer may appoint a proxy approver from the Executive Committee if unreachable for an extended period of time
 - If the treasurer does not approve the expense in 24 hours, the remaining members of the Executive Committee will be emailed to obtain secondary approval
 - For urgent expenses, the Executive committee will be emailed a digital copy of the invoice
 - Approval criteria is met by the first member of the Executive Committee to respond



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Tim asks if the policy is being suggested because of a previous error or oversight, and Madeline assures that no impropriety has taken place, the spirit of the suggestion is for transparency. Bob reiterates no finances have been misused, but the policy is primarily to update the existing check-signing policy to accommodate digital payments.

Note: A motion is raised and seconded to accept the new expense approval process as shown above. All votes in favor, motion and new policy approved.

5-Year Strategic Plan

Christina Snyder

Christina formed a strategic planning committee to include members who ran for office during the most recent election but did not win their seat, some representatives from the US government and from our international contingency, and to provide a perspective from the younger generation of cost estimators, the 2021 Junior Analyst of the Year.

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The team discussed the goals Bob had outlined for a previous board meeting, especially the goal of achieving a 15% growth in membership, which calculates to about 200 new members. The conversation kept coming back to finding out why members join ICEAA, why they stay, and why they leave. The team discussed how previous membership growth/retention strategies had targeted one or two potential members/renewals at a time, and wanted to find more ways to make broader appeals that could draw more members with a singular effort. One particularly good idea was to reach out to complimentary organizations that may not have a certification program and find out what kinds of collaboration and cooperation opportunities may exist.

Another suggestion for broad membership sweeps was to approach companies who had either previously had high representation in ICEAA or are large but don't support us strongly and identify individuals in those organizations who we could make inroads with.

The group also suggested reaching out to organizations on the periphery of cost estimating, such as pricing analysts, and to contact a representative from DCAA or DCMA to either serve as a workshop panelist or keynote which could increase our visibility with those groups.

Christina welcomes feedback from the board, which the Strategic Planning Committee will consider during their next meeting after the new year.

Rick thanks Christina for the group's insight, and asks which goal will the group take on after the 15% membership goal (which he believes is a good and achievable objective), which Christina replies will be to find ways to recover from the impacts COVID has had on in-person attendance at ICEAA events.

Rick believes that the easiest path to 200 more members is for all board members to do everything they can at their organizations to increase ICEAA awareness and membership as they can. He commends Cobec for what he assumes is 100% membership, says that Technomics was once 100% and is no longer, and that Tecolote, given his understanding of the company's makeup, is only at 20% membership. He suggests all Tecolote employees with a volunteer role in ICEAA to do their part to attract or retain new members. He asks how many people on the board encouraged others in their company to submit abstracts, attend the workshop, or nominate others for Association Awards. He asks Christina if there are only 15 cost analysts at MCR, and if not, why not.

Dave says when looking at membership at a by-company level, 15% per company is not an unachievable goal, especially when increasing a company's membership by 15% can be only

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a handful of people. Dave remembers when he was preparing his run for this board seat, every government employee he spoke to who he assumed would be a member said they had been but were no longer because their agency will not pay for membership so they rely on the free membership that comes with the non-member rate at our Workshops.

Madeline has been able to include ICEAA membership as part of her new-employee onboarding process, and suggests to others they sign up new employees as members whenever possible.

Tim believes there is a huge social/networking element to ICEAA membership, and once we can get back together and make ICEAA fun again with in-person activities, we will enjoy an increase in membership.

Kellie thanks Rick for his comments on Cobec's membership retention, but she can't take credit for it. Cobec underwent a culture shift that required making all cost-related employees become ICEAA members, and they are in the process of taking the next step on that initiative by requiring certification for all cost employees. She has noticed an overall dip in morale at the company, and had more difficulty than usual encouraging abstract submissions, but believes this is part of the general exhaustion most people are feeling; everyone is just trying to get by, and hopefully as the global situation improves, so will morale.

Megan reminds the group that ICEAA created the Professional Development Package, a deal where potential (or renewing) members can purchase access to one of our premium webinars for \$100 and will receive a free year of ICEAA membership. For those the board speaks to who say they need to bundle their membership with a training purchase, be sure to suggest the Professional Development Package.

Bob thanks Christina and the Strategic Planning Committee for their efforts and everyone for their thoughtful comments. He believes now that we have created a measurable membership growth goal, we will start to see real improvement towards it quickly.

Workshops

2022 Workshop Status

Bob reminds the board that nobody can predict what May of 2022 will end up looking like, and the Workshop Committee has been doing an outstanding job of making the best of

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what we can try to predict, while still understanding so much is unknown. Kudos to the Workshop team.

2022 Workshop Chair Jennifer Scheel was unable to attend the meeting; Megan Jones presents the slides on her behalf. Good news: sponsorships are selling, including both available gold sponsorships, four of the six silver sponsorships available for 2022, and as of the meeting, three booth sponsorships.

The response to the call for abstracts yielded about 40% fewer abstracts than previous years. The committee agreed this was a strong indicator that in-person attendance will be similarly decreased. In preparation, Megan negotiated with the hotel to decrease our room night commitment from 1,200 nights to 800 nights in exchange for a few concessions that had been included in the contract with the hotel. The decrease in commitment reduces ICEAA's potential attrition penalty, resulting in a cost avoidance of approximately \$67,600.

Bob commends Megan and the Workshop team for a job well done and for their ongoing hard work.

Tim asks if abstracts are still being accepted and Megan says yes, like previous years, late abstracts will be accepted but will not be considered for inclusion on the Workshop schedule until the second round of scheduling begins once the on-time abstract authors start withdrawing their presentations.

Christina reminds the board that if they have any suggestions for keynote speakers or panelists to pass their ideas along to the committee, who will begin securing and scheduling keynotes in the coming weeks.

A board member asks what the deadline is for withdrawing from the in-person event and going fully virtual without penalty from the hotel. Megan says there is no such date, that should ICEAA withdraw from the contract now, the penalty will be in excess of \$200,000. The state of Pennsylvania has no gathering restrictions in place, so unlike the past two years when laws had changed that prevented the hotel from providing the conditions for us to meet our contract and it was neither party's fault the terms would not be met, the state of Pennsylvania would have to return to a strict lockdown situation for us to get out of or postpone this year's contract.

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Discuss offering a virtual attendance option for the 2022 Workshop

Bob asks if the Workshop committee has set a plan for hybrid/virtual offerings at the workshop, and while some discussion has taken place, no decisions have been made yet.

Discuss Government Day at 2022 Workshop

Bob says he and Rick discussed the viability of holding our first Government Day at the 2022 Workshop in Pittsburgh, and while the board agreed at our September meeting to go forward with Government Day in 2022, it is seeming less and less practical. Rick adds he had touched base with some senior government cost leaders who had been enthusiastic about Government Day before the 2020 Workshop cancellation, only one of five indicated some guarded interest. Bob believes there is an appetite for Government Day, but 2022 does not look like the best year to try it out, and we should wait until at least 2023 for its debut.

Dale suggests once we are in Pittsburgh to create a short, small event for those government employees who are present to gather and discuss government issues and their thoughts on Government Day. Bob and Rick concur.

Introduce new ICEAA Association Award for Software Estimating Excellence

Bob is sad to report that Barry Boehm, one who could be dubbed the father of software cost estimating, is in declining physical health. Bob would like to create another ICEAA Association Award in his honor to recognize excellence in software estimating.

Arlene supports the idea. Bob offers to create a set of criteria similar to those for our other awards and will distribute it to the board for their thoughts.

Rick is concerned a software estimating award will open the door to requests for specific awards for lots more specialty areas, and warns we may not want to find ourselves with too many awards. Kevin believes that since we have created a body of knowledge for software cost estimating, it is only appropriate for us to have an award in that category, and we can argue against allowing additional new awards on that precedent. Madeline and Tim agree.

Megan asks Bob and the board to decide whether the award will be in recognition of achievements over a given year (like Team, Management, Junior Analyst) or an overall

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commendation of long term effort and achievements (like the Freiman Award). Bob's initial thought is for it to be an overall/lifetime award.

President's Key Initiatives

Body of Knowledge Updates and CEBoK

Jennifer provided slides for the pre read for all to review, no urgent information or update for the live meeting. Bob does not have anything to add on Body of Knowledge or CEBoK updates.

SCEBoK: renaming, review team, and process

Bob has a few items to discuss regarding SCEBoK, the first the idea of renaming the product that came up in a previous meeting. Several ideas were put forth on what the name should be, and some discussion has taken place, but no decisions made. Tim suggests something along the lines of CEBoK-S or CEBoK-SW to make it easy to distinguish while linking it back to CEBoK. Christina agrees the ski-bok/see-bok mixup is too easy to make and agrees there should be a new name, but suggests moving away from the -BoK acronyms and going into a new direction, one idea she had was CHES, the Cost Handbook for Estimating Software, to separate the products.

Bob appoints Tim to form a committee to propose some new names for the Software Cost Estimating Body of Knowledge, and asks Christina to be a part of that team.

Action: Tim to form a committee to propose new names for SCEBoK, to include Christina and other volunteers.

Regarding SCEBoK progress, Bob believes we are at the 90% mark of completion but would like to form a review committee to check and tidy up the content before going live. Carol Dekkers has done a great job with the product, but a review by fresh eyes seems like a good idea. Bob would like to set up a review committee to go over the content, ideally made up of individuals who were not a part of creating the first draft.

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SCEBoK as it stands is a set of PowerPoint files with accompanying Word documents in which Carol pasted the text that is in the speaker notes section of the PowerPoints. The Word documents have not been distributed due to their excessive file size. Kellie volunteers to serve on the review committee, and has some software professionals in mind who may also be interested in participating.

Kellie would especially like to be on the committee as the existing Word document is most likely to become the basis of any future porting into a wiki-style website, like the CEBoK2.0 Beta, that she expects to be a part of, and would like to start reviewing the material as soon as possible. Arlene volunteers to be a part of the review committee but acknowledges that she was involved in the development, which would go against Bob's suggestion of using all new reviewers for this round of edits.

Bob's vision for SCEBoK is that the product would exist in two forms: a set of slides with notes for use in presentations, and a consolidated written document that would be the form that we would most likely end up selling, like the wiki-style website/browser document.

Rick is surprised that these Word documents were provided as part of Carol's contract, as the focus of the SCEBoK team had been to create and finalize what is on the PowerPoint slides, not the speaker notes, to ensure the content on the slides is correct. Rick believes the content is ready enough for Megan to complete a non-technical copyedit for SCEBoK.

Bob reiterates the review team he envisions will not be tasked with rewriting SCEBoK, but to polish and prepare it for the wiki/written product. Bob will form a review committee and send the list of names and the team's objectives to the Executive Committee for review. He believes, barring any objections, that Arlene can serve on the review committee despite her involvement in the previous phase.

Action: Bob to form a review committee and send the list of names and the team's objectives to the Executive Committee for review.

Bob asks the board how publicly available SCEBoK should be made before the review is completed and the product is officially released.

Kellie asks if our plan for SCEBoK is to release a PowerPoint version and then later release a wiki, or wait until we have the same wiki format for both CEBoK and SCEBoK. Bob's plan is to release the PowerPoints first, then focus on the wiki. Rick's objective has always been to be in lockstep with CEBoK, which Kellie agrees having one primary wiki-style version with secondary PowerPoints rather than having to repeat the project of translating

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the PowerPoints into the wiki like contracted with Cobec to do for CEBoK a few years ago. Kellie is concerned that the wiki version of SCEBoK is far from ready and releasing the PowerPoints first will create more work.

Kellie asks if we have exam questions ready for SCEBoK, Kevin says before he can write exam questions, the content needs to be finalized, which would be after this review. Bob asks Arlene about how long she thinks the review would take, she estimates 20 hours of work, given how difficult it is to edit speaker notes in PowerPoint.

Bob proposes a goal of end of January 2022 to complete the SCEBoK review, Arlene believes (while not speaking for other potential reviewers) that this seems achievable. Kellie says its wise to ask for help soon, both to catch people before they leave work for the year, and so that they can use their free time over the holidays on the review. Arlene agrees. Bob will contact those interested in serving on the review committee by the following week, and set a goal for completing the review by the end of January 2022, and communicate with Carol Dekkers that she can discuss SCEBoK with the caveat that the final version is not yet available.

Action: Bob will contact those interested in serving on the SCEBoK review committee by the following week, and set a goal for completing the review by the end of January 2022, and communicate with Carol Dekkers that she can discuss SCEBoK with the caveat that the final version is not yet available.

Kellie asks if we can offer CCEA recertification points for the review effort, Megan agrees to the same 0.1 CCEA point per hour of review that's awarded per hour of training when recertifying.

Having read all of the speaker notes from the SCEBoK PowerPoint files during development, Rick warns that the 20-hour estimate is about 50% short; Kevin agrees 40 hours is a more accurate estimate, as does Bob. Megan adds that she got a previous estimate from Carol that all the SCEBoK PowerPoints total approximately 10,000 slides [Edit: actual count of slides closer to 1,000].

Arlene says that if the review is only of the slides and not the text, it shouldn't take too long, but Megan points out that if edits are made to the slides, they need to be reflected in the text.

Bob asks Rick if he believes end of January is a reasonable target, and Rick says if enough reviewers are involved, yes, but a singular voice/decision maker needs to oversee the

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review. Rick asks Kellie if the work that Cobec did on CEBoK helped CEBoK have a cohesive voice as part of their project, Kellie says yes, it was very apparent that CEBoK was written by several different people, but Carol's voice drives SCEBoK since she wrote most of it, so the review and edits won't have to focus too much on unifying the voice and entire sections won't need to be rewritten like they were for CEBoK.

The group agrees that 40 hours is a more appropriate estimate of the amount of time each reviewer will need to spend on it and when encouraging reviewers, to promise the four CCEA recertification points for the 40-hour effort.

Bob believes the additional value of a review committee, beyond polishing the product, is to generate buy-in from those involved and create a buzz about its release.

Kevin adds that while SCEBoK was written in a singular voice, the reviewers do need to consider the overall product when providing feedback, rather than modules in isolation, as they are heavily interrelated. Kellie asks if we will require software estimating experts on the review team or if we should cast a wider net, Rick and others agree the review team should be experienced software cost estimators.

Bob will set an executive committee meeting for mid-January to assess the review team's progress and whether the end of January goal will be met or will need to be extended.

Government Engagement and OEM Engagement

Bob believes our progress towards engaging the government and government employees is moving along, as are our efforts in engaging the OEM community.

Keep International in ICEAA

Bob asks Dale if our goal of better appeal to the international community is going well, and what more needs to be done. Dale says it will always be a challenge, especially in COVID time, but no more or different a challenge than what faces our chapters in the US.

Make ICEAA more valuable to its members

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Bob thinks the goal of making membership more valuable will be achieved along with the developing strategic plan.

New Business, Plan Next Meeting & Adjourn

Bob Hunt

Having completed the stated agenda, Bob opens the floor for any old or new business the board would like to discuss.

Danny brings up the recent Southern California Chapter virtual meeting, and says that he got complaints from Northrop Grumman employees that they were unable to attend due to their company servers blocking GoToWebinar, and he asks if anyone else has had that problem and if anyone has a workaround to suggest. Bob says for every customer he has, there's a web-meeting platform that doesn't work for someone. Megan agrees, there is no one service that works for everyone, and the most effective solution for getting around a work firewall for webinars is for the attendees to use their personal computers or tablets.

Christina says she and Dave had been having a conversation regarding the strategic planning committee, Dave mentioned Jorge Bennett, the Executive Director for Cost and Pricing at DCMA recently spoke at the JSCC meeting a few days ago, giving an overview of DCMA, and could be a good contact for membership outreach, as well as DCAA. But Dave doesn't know Jorge personally, and asks if any board members do. Bob says he could reach out, Rick says his employee Peter Braxton may also have a relationship and all agree a personal touch is preferred.

Rick wants to revisit the SCEBoK discussion and has some concerns that the time it will take to get where we are now to a wiki-product for sale will put us in a position where the great product we have now on the slides is good, has been vetted by professionals, and believes it is in ICEAA's best interest to make the slides available as soon as possible and to let Kevin begin writing SCEBoK certification exam questions. Kevin believes the slides can still benefit from review, but agrees they are close to being ready for release and doesn't want to wait until the wiki-format is ready to start selling or writing exam questions. Bob suggests we wait until the end of January to complete our preliminary review, and to be ready to publish the PowerPoints soon after. Kevin asks if in that case will the review include a review of the slides, and Bob says yes, but doesn't want to change too much of the content in them during the review. Kevin says if we are happy with the content on the slides now, they at least need a copyedit to fix font changes, punctuation, etc. at minimum before we release the slides.

Rick says we need to determine what the #1 objective for the review should be, and if we all agree we want to make the slides available as soon as possible. He asks Kevin if his comment

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meant that he believes if the review should focus on content or formatting, and Kevin says the content is sound but a copyedit is important.

Rick believes the only step left then is to have Megan proof the slides; Bob is hesitant to skip any technical reviewing before going to copyedit. He believes there is some content that could use review, but Rick says Kevin and Arlene agree with him it is not necessary, and asks if Bob is voicing the concerns of his company rather than his own. Bob thanks Rick for the reminder to be objective, and while he is unaware of any specific technical problems, it is his own opinion that a review is necessary. Ultimately, it's the board's decision and not Bob's, and asks Kevin and Arlene if a final review of SCEBoK is important. Kevin believes the slides could use another once-over to ensure there are no glaring technical issues, while he doesn't believe there are, something could have been missed due to the authors' familiarity with the content, and additionally the slides need a copyedit and the speaker notes need to be edited. Arlene believes a technical review of the speaker notes needs to be made in the context of the slides to prevent discrepancies. Kevin agrees.

Bob concludes we'd like to conduct a quick review of SCEBoK, mostly a technical review, but that we're open to addressing any major issues that may arise, and aim to complete by the end of January. Bob asks Rick if this is an acceptable plan, and Rick says no, he believes the product is good and should be made available to the community as soon as we determine the distribution method. Rick believes there's no reason the slides shouldn't be available to the public by February/March 2022.

Kevin announces we are ready to announce and release a new feature for the online CCEA/PCEA exam: the Excel scratchpad, a basic-function version of Excel that's built in to the exam software. He and the others involved with the online exam hope this will address some of the issues users had been having with the online calculator, and complaints about having to write and solve formulas by hand. Kevin will have an update on the scratchpad at the next board meeting. This will be a major change for us; we have never allowed use of Excel or anything similar during the exam. Christina asks if formulas will be pre-loaded and auto-completed in the scratchpad, Kevin says the users will need to know and type the entire formula, but the scratchpad will complete the arithmetic. Christina and others say this is a great advancement, and the exam will be testing more common, real-world applications. Madeline knows of a group of candidates who are taking the exam soon and will provide feedback.

With no other items for discussion, a motion to adjourn is raised, seconded, and approved. The meeting adjourns at 12:33.