

ICEAA Board of Director's Meeting
1100 – 1300 | Friday, December 3, 2021

GoToMeeting Virtual Conference
AGENDA
as of November 29, 2021

1. 11:05 – Secretary's Report Arlene Minkiewicz
 - a. **Vote:** approve September 2021 minutes
2. 11:10 – Treasurer's Report Madeline Teller
 - a. **Vote:** Approve policy to handle multiple signatures/approval of checks and/or electronic transfers over \$3,000 dollars
3. 11:15 – Discussion of development of a 5-year strategic plan and forecast Bob Hunt
4. 11:25 – Workshops
 - a. Status of 2022 Workshop – Jennifer Scheel, Megan Jones
 - b. Discuss offering a virtual attendance option for the 2022 Workshop
 - c. Discuss Government Day at 2022 Workshop
 - d. Introduce new ICEAA Association Award for Software Estimating Excellence
5. 11:45 – President's Key Initiatives Bob Hunt
 - a. Body of Knowledge Updates
 - b. CEBok
 - c. SCEBok
 - d. Government Engagement
 - e. OEM Engagement
 - f. Keep International in ICEAA
 - g. Make ICEAA more valuable to its members

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Voting Attendees

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

Non-voting Attendees:

Kevin Cincotta, William Lane, Cheryl Latimer, Karen Mourikas, Jennifer Scheel, Christian Smart, Sharon Burger, Megan Jones, Chelsea Torres

Welcome, quorum count, introductions: Bob Hunt

Bob calls the meeting to order, welcoming everyone to his first meeting as president. He hopes to keep the meetings focused and concise but reminds everyone to speak up if they feel like something is being overlooked.

Quorum established 11:03.

Secretary Report: Arlene Minkiewicz

No comments/corrections were received on the June 2021 minutes in advance of or during the meeting.

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

Treasurer Report: Madeline Teller

Madeline presents the financial slides. Liquidity has increased since March 2021. The total liquidity shown includes the \$45,880 Paycheck Protection Program loan, which has yet to be forgiven but we expect it will be once the forgiveness process can begin.

The balance sheet shows we still expect to operate at a loss for 2021, but far less of a loss than originally anticipated. Revenue for the Online Workshop exceeded expectations, and

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additional revenue we will receive from the Training Summit will only improve the situation. The majority of our big revenue items for the year have already been received but monthly expenses will continue.

Vote: with no further discussion requested, a motion is raised to approve treasurer's report. Seconded and passed.

Bob would like to use funds to have an outside audit of ICEAA's financials performed, not due to any concerns about impropriety, but as a good business practice. Estimated audit cost (based on previous audit in 2015) is approx. \$600, but to prevent the possible need of a second vote, will allow for up to \$1,000.

Vote: Motion to spend up to \$1,000 on an independent external audit of ICEAA's finances, with the goal of spending less if possible. Motion is seconded and passes with no objection.

Bob would like to establish a policy for multiple signatures on large checks, but understanding that physical checks are rarely used, to set up a system of multiple approval for large purchases/payments. Bob asks Madeline to form a group to determine what the number should be that requires multiple approvals and present to the board at our next meeting. Christina asks the group to consider efficiency as well, understanding that some expenses, usually those related to the Workshop, require quick action and she hopes any policy won't impede or complicate Workshop spending. Bob and Madeline agree.

Action: Madeline to form a group to determine what the number should be that requires multiple approvals and present to the board at our next meeting.

Appointed positions for 2021-2023 Board

Bob Hunt

Bob would like to re-appoint Kevin Cincotta and Kellie Wutzke for the two un-elected, appointed board positions for this term. Compliments and commendations from the group for both Kevin and Kellie's hard work during the 2019-2021 term.

Vote: Motion to approve **Kevin Cincotta** as Certification Principal and **Kellie Wutzke** as Body of Knowledge Principal for the 2021-2023 term. Motion is seconded and passes with no objection.

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Approval of BOD meeting schedule for the next year

Bob Hunt

Bob asks the board their interest in or comfort level with an in-person meeting for Fall 2021. Several members comment that they used to be able to incorporate attending a board meeting with other business travel, but travel remains restricted to mission-critical needs. All agree the next board meeting should be virtual. Two dates are proposed for the next meeting: November 19 or December 3 at 11am Eastern. No immediate consensus is made, Megan will distribute a poll for the Board to choose [**Update:** board polled, December 3 chosen for next meeting date].

The following meeting date proposed is Friday, February 11, 2022 for another virtual meeting, and then an in-person meeting at the Workshop, either the first or last day, to be determined/decided later.

Discussion of development of a 5-year strategic plan and forecast

Bob Hunt

Bob would like to establish a 5-year plan for ICEAA, but understands there is a lot of remaining pandemic uncertainty. He intends for this plan to be flexible and thematic, rather than prescriptive. Christina volunteers to lead the committee, Anh, Cheryl, and Danny volunteer to participate. Christina reminds the board that those members who did not win their elections this year are great candidates to have on the strategic planning committee and will reach out to them as the group forms.

Danny asks if the 5-year plan will include the Journal; Bob says that's something that could be on it, among others, but the plan will focus more on where we want to end up than the steps we will take to get there.

2021 Online Workshop Update

Jennifer Scheel

Jennifer presents slides. The 2021 Online Workshop attendance was beyond expectation, our highest total registration number ever at 571. International attendance more than double the usual. The only demographic that had lower attendance was the US Government attendees, despite suspicions that US Gov attendance would be higher for an online event. Net revenue was the second highest since 2013, thanks to very low expenses, strong sponsorship, and high attendance.

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2021 Training Summit Update

Megan Jones

Megan presents slides. Attendance at the time of the meeting was approximately 70, including the trainers. Compared to in-person attendance at the training tracks, attendance is already higher than usual. Megan believes the real value of the Training Summit is our finally recording online training sessions. Members have been asking for online training for years, and now we have them to sell once we set up a platform with which to do so. Individuals can register for the Training Summit up to and after the live event; Whova will keep the recordings on the app until March 22, 2022.

Christina asks which, if any, board members are registered for the Training Summit or are otherwise planning to watch any of the SCEBoK sessions. Bob and Arlene will be attending as trainers.

Megan, Jennifer Kirchhoffer, and Carol Dekkers have prepared a survey for attendees of the SCEBoK Pilot Program asking for feedback from attendees. Megan asks if board members know of anyone else who would be willing to view and give thorough feedback on the SCEBoK sessions, and if so, Megan will provide a complimentary registration to those who agree to review.

Workshops Update

a. 2022 Workshop – Megan Jones

Predicting what will or will not happen for the 2022 Workshop is a challenge given current unpredictability. Preliminary conversations with the hotel in Pittsburgh imply that we will not have as much flexibility for canceling or postponing as we have in 2020 and 2021; Pennsylvania currently has no gathering restrictions in place, and has been holding full-capacity in-person events for months. There may be some aspects of our contract that we could negotiate away for reduced commitments. As we get closer to the event, we will hopefully know more about the situation and what can and can't be adjusted.

b. Virtual option at 2022 Workshop – Bob Hunt

Bob is not sure what the right answer is for offering an online registration option in 2022. Barb Wilson says she's attended several conferences that have offered both online and in-person options as a hybrid event that she's enjoyed. Christina suggests separating the in-

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person and online Workshop, by having presenters record their sessions in advance of the event and broadcasting them online later, after they're edited and touched up (and serve as a way for speakers to practice their presentations). Megan says hybrid conferences can take many forms, and what form is best for us is yet to be seen. Cheryl says SCAF's events in the UK have been better attended as virtual events, and has their first in-person event next week, and can report on how their attendance goes.

Jennifer Kirchhoffer suggests asking our sponsors their thoughts on a virtual event, as though the attendance may have been higher, the value for the sponsors is negatively impacted.

Bob concludes that we're at least a board meeting away from determining just what our virtual/hybrid options will be, and suggests we table the discussion until the next meeting.

c. Government Day at 2022 Workshop – Bob Hunt

As much as Bob supports a Government Day at the ICEAA Workshop, given all of the other surrounding uncertainty, this may not be the year to make its debut. Christina adds that the government is the strongest adherent to travel and gathering restrictions, and that an in-person event may not be feasible. Kellie suggests the recent vaccine mandate for federal employees may make a government day easier.

d. International Workshop in 2024 – Bob Hunt

Bob hopes that 2024 is not too soon to plan for an international workshop, but given everything else that is uncertain, it's still hard to say. Cheryl reminds the group that ICEAA and SCAF have had successful cooperative events before, and could have success again in 2024. Bob asks if we can tentatively plan for a SCAF/ICEAA event in 2024, Cheryl will discuss with the SCAF board.

Bob asks if an international workshop would be in place of or in addition to our usual Workshop, Megan says it should be. The vast majority of our Workshop attendees are based in the US, and many would be unable to travel overseas for the ICEAA Workshop, we would suffer if the international event were our only workshop in that year.

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President's Key Initiatives

Proposed CEBoK Module on Machine Learning - Dave Brown

Dave presents slides. Feedback and discussions he has had to point to a strong need to integrate data science and machine learning into CEBoK to address the knowledge gap in the community on those topics. Kellie suggests that since the existing Data Collection (Module 4) and Data Analysis (Module 6) modules in CEBoK were written before much modern data analysis and machine learning practices were invented and is out of date, updating the modules to incorporate data science and machine learning would be an effective means of adding this content. Christina and Kevin agree. Karen suggests involving the Machine Learning Working Group on this initiative.

Jennifer Kirchhoffer plans to gather Kevin, Christian, and others who have been heavily involved with CEBoK to review the modules to determine priority for which modules need the most attention and to perform a more comprehensive review on topics to be added, including Work Breakdown Structures, Operations and Support, and other topics. Kellie says that when Cobec was contracted to migrate CEBoK from slide to wiki format, they made extensive notes on what modules need the most work and will share those notes with Jennifer.

Bob agrees we should move forward with Dave's suggestion, whether a new module or an addition to an existing one. Dave is enthusiastic to be involved in the process.

Proposed SoCal Chapter developing Design to Cost course – Karen Mourikas

The Southern California Chapter has been working to develop some new training modules (not necessarily as a part of CEBoK) and has identified Design to Cost as a good topic. The chapter plans to get a draft version together and offer that draft as a webinar to solicit feedback to further refine the content.

Body of Knowledge Updates – Bob Hunt

Bob believes the Body of Knowledge should primarily be a resource for the membership, and secondarily be a revenue generator for ICEAA. He would like to form a committee to come up with a plan to better market and sell the product.

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Bob and others that have been involved in the SCEBoK development initiative have noticed the similarity in the names and pronunciation of CEBoK (see-bok) and SCEBoK (ski-bok) can and have caused the terms to be interchanged or confused. We may need to consider renaming SCEBoK to help reduce confusion. Christina agrees it should be done, and the sooner the better. Bob suggests the board consider name ideas for SCEBoK.

Bob has received inquiries from another organization asking for permission to present the SCEBoK material at their event. Since SCEBoK is an ICEAA product, that ICEAA paid to develop, he would like to get the board's opinion on copyrighting the material before allowing the other group to present the material. Kevin suggest contacting Carol Dekkers, the lead author ICEAA hired to write SCEBoK for her input on the decision.

Vote: Bob asks for a motion for approval to copyright the Software CEBoK material. Motion seconded and passed with no objection.

What are the next steps for SCEBoK? Bob would like to let the issue sit for a month or two while we collect feedback from users before making a plan for SCEBoK marketing and distribution.

Government Engagement, OEM Engagement, Keep International in ICEAA, Make ICEAA more valuable to its members – Bob Hunt

Bob asks for volunteers to lead the government and OEM engagement initiatives. Bob was the lead on the OEM initiative for a few years and would like to pass the torch. For international outreach, Dale Shermon has been the point of contact for years, should we continue? Christina agrees these are all good questions to answer and will incorporate them into the actions for the strategic planning team.

Professional Development Update

Jennifer Kirchhoffer

Jennifer presents slides. The online exam continues to be successful. Mettl, the exam provider, is working to develop an Excel “scratchpad” to reduce the users’ need to rely on the online calculator that has shown to give some difficulty. The nation-specific content provided by Dale and Cheryl is under review and will not be released for a while, but in lieu of making the nation-specific content live, Jennifer, Kevin, and others have created a “Testable Topics” section for each module that helps the user understand which topics will be on the test. Spread the word to your colleagues about the new feature. We continue to seek out more

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exam questions for the question bank to ensure a unique test for each user, and will be sending out a call to the membership for question suggestions.

The certification program is also going well, on pace to exceed the previous year. Jennifer would like to work with Sharon on metrics for conversion from PCEA to CCEA and some other topics.

Jennifer would like to develop an overall plan for prioritizing addition or updating CEBoK modules, whether the proposed Data Science/Machine Learning module proves to be the top priority should be considered along with all other relevant and necessary priorities. Bob agrees.

New Business, Plan Next Meeting & Adjourn

Bob Hunt

On the topic of renaming SCEBoK, Christina suggests making a poll or contest for the membership to come up with a new name. Cheryl and Dale included some slides in the pre-read regarding membership growth initiatives, and asks if anyone would like to discuss them. Christina would like to, and would like to include these ideas as part of the strategic planning group.

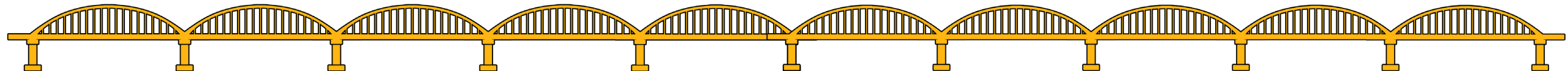
No additional new business is raised. Bob thanks the group for their participation, commending everyone for getting done in 90 minutes what would have taken 6 hours in previous years. Additional kudos to the board and everyone involved in improving and developing CEBoK and SCEBoK over the years. The meeting adjourns at 12:39.

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

2022 Workshop Update

Jennifer Scheel, 2022 Workshop Chair



Thanks to our sponsors:



Six different companies got silver sponsorships in 2020 and 2021
Increased number of available silver sponsorships from four to six



The Good and the Bad: Abstracts

- 71 abstracts received by the deadline
 - 110 abstracts received in 2020 and 2019, 126 in 2018
- Barely more than one per slot available, usually have some dropouts
 - New closing general session Thursday afternoon can easily start earlier, reduce available spots by 5, no one should notice the absence



The Good and the Bad: Registration & Hotel

- Receiving 65% of the usual number of abstracts is a strong indicator registration will be down proportionally
- Negotiated a lower room night commitment with the hotel from 1,200 nights to 800 nights
- Hotel agreed to the reduction in exchange for revoking a \$5 rebate on nights sold and 5% food cost discount
- Same number of meeting rooms and ballroom space
- Cost avoidance of approx. \$67,600 in possible penalties for unsold rooms



ICEAA BoD Report VP for Professional Development

Jennifer Kirchhoffer
17 September 2021

Certification Summary

- Overall certifications as of November 19, 2021:
 - CCEA® **786** (including 13 CCEA®-P - ↑ 10 since Sept 2021)
 - PCEA® **137** (including 36 CCEA Eligible - ↓ 4 since Sep 2021)
 - CPP **10**
- Re-certifications:
 - 57 certifications have been renewed to date in 2021
 - (81 total in 2020, 86 in 2019, 97 in 2018, 80 in 2017)
- Other Countries with Certified Individuals:
 - UK - 56
 - Canada – 61
 - Australia – 6
 - Brussels – 5
 - Puerto Rico – 2
 - Saudi Arabia & Egypt – 2

Certification Program ...

- Operational Status

- 156 total exams have been administered in 2021 to date (11/1921)
148 in 2020
215 in 2019
167 in 2018
164 in 2017
- Of the 156:
112 Industry
44 Government (MOD, NCIA, DHS, DOE, CAN, AFIT)
- 30 exams are scheduled



Priorities for 2021/22

- Body of Knowledge Updates
 - Evaluation of Current CEBoK Modules and Prioritization for Additions/Updates
 - Data Analytics Module Addition
- CEBoK and training –sales/marketing plan
- SCEBoK –naming, copyright, finalization of materials, update, and other next steps
 - Consideration for S-CCEA exam



ICEAA Region 2 Report

December 3, 2021

The Region 2 Director, Tim Anderson, has begun reaching out to the Region 2 chapter presidents. Tim met with the Washington Capital Area chapter president, Dan Germony, and vice president, Bob Nehring, on November 19 to discuss Tim's responsibilities as Regional Director, and to share National board initiatives as discussed during the September 2021 board meeting. The meeting covered the National board's financial situation, the 2021 and 2022 ICEAA Workshops, the 2021 Training Summit, the 2024 International Workshop, the President's Key Initiatives, and a Professional Development update.

Then on November 23, Tim met with the Baltimore chapter acting president, Asha Dacheppalli, to discuss ways to reinvigorate chapter membership in the Baltimore area, which has waned in recent years. Asha and Tim worked out a plan to attempt to re-start ICEAA interest in that region by hosting a social event/happy hour at a local venue, inviting current chapter members as well as casting a wide net to all local cost estimators, regardless of membership status. The social event/happy hour will feature a presentation on the benefits of ICEAA and chapter membership and participation. They will also use the event to attempt to recruit a new chapter board. If they are successful in identifying a new board, Tim will work with the board to identify additional ways to keep the membership engaged in the future.

Tim is planning to reach out to the remaining outlying chapters (Hampton Roads and Central Virginia) to hold similar meetings in the next few weeks.

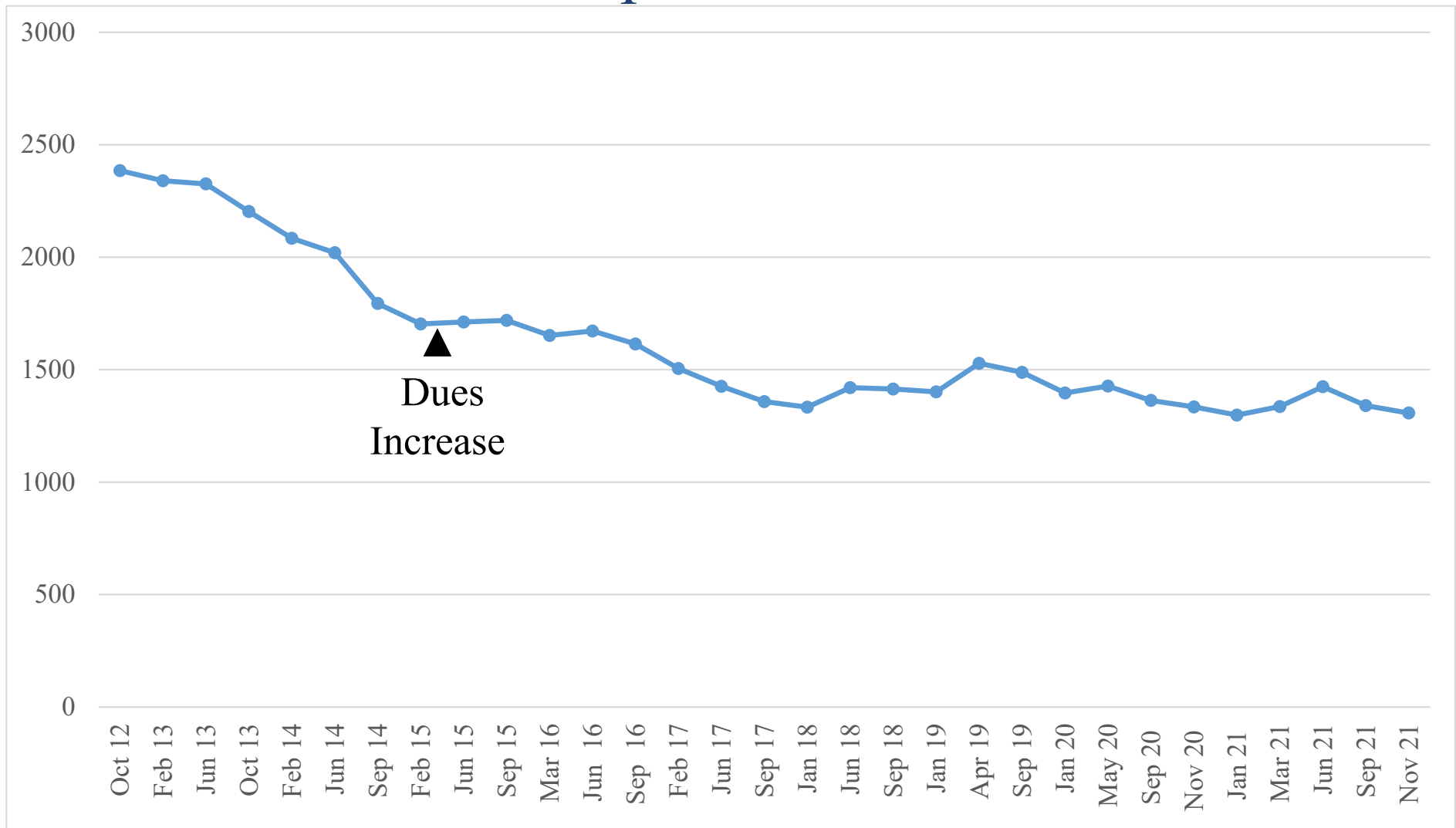
ICEAA Membership 2017-2021

	Sep 17	Feb 18	Jun 18	Oct 18	Jan 19	April 19	Sep 19	Jan 20	May 20	Sep 20	Nov 20	Jan 21	Mar 21	Jun 21	Sep 21	Dec 21
TOTAL MEMBERSHIP	1358	1333	1420	1414	1401	1528	1488	1398	1427	1363	1334	1298	1336	1424	1340	1307
Atlanta	4	4	4	5	4	5	4	5	7	7	9	8	10	10	8	7
Australia	50	48	58	60	60	60	51	45	49	45	35	35	34	40	39	40
Baltimore	15	13	18	17	17	20	13	13	12	15	14	15	15	16	15	13
Canada	61	56	56	66	57	63	80	85	87	83	95	91	86	88	82	74
Central Florida	16	17	19	15	15	16	21	21	22	20	16	16	18	18	18	19
Central VA	24	23	22	26	28	30	32	32	34	32	32	31	32	34	31	31
Dayton OH	47	47	51	52	51	55	44	41	50	42	41	45	47	50	48	46
DC Metro	336	345	356	354	367	451	476	461	480	479	468	461	470	490	442	452
Detroit	10	12	14	13	18	18	18	19	20	14	15	14	15	20	18	17
Greater Alabama	56	53	57	53	53	48	41	40	40	36	34	32	33	41	40	40
Hampton Roads VA	21	18	17	16	14	15	14	14	16	14	16	14	14	13	12	12
Houston	9	9	10	10	10	10	10	12	12	12	11	11	12	12	10	10
Lone Star TX	19	15	15	16	15	15	12	10	10	11	11	9	11	12	12	12
Mid-Atlantic	15	15	16	14	14	16	13	14	12	12	10	9	10	12	11	11
New England	56	62	81	87	92	95	91	85	81	84	80	74	72	73	69	53
Northwest	36	33	34	31	28	27	18	17	17	12	9	7	6	7	5	7
Northwest Florida	7	7	8	18	18	18	21	13	11	12	10	8	7	8	12	10
Pike's Peak	22	23	23	21	17	23	22	21	20	16	19	19	18	19	22	21
Rocky Mountan / Denver	13	10	11	8	8	9	7	9	8	9	12	15	20	20	23	22
San Antonio TX	2	1	2	2	3	4	4	4	5	5	5	6	6	7	6	6
San Diego	40	39	46	41	39	40	37	35	35	37	39	39	37	44	44	40
So Cal	117	111	118	110	111	117	102	88	93	95	94	94	108	117	115	107
St. Louis Gateway	20	16	21	23	22	22	14	14	14	13	14	13	12	12	12	10
Twin Cities	7	7	6	7	7	6	6	6	6	6	5	6	6	7	6	7
At Large/No Chapter	355	349	357	348	332	345	336	293	286	251	239	225	236	252	238	238

ICEAA Membership 2017-2020

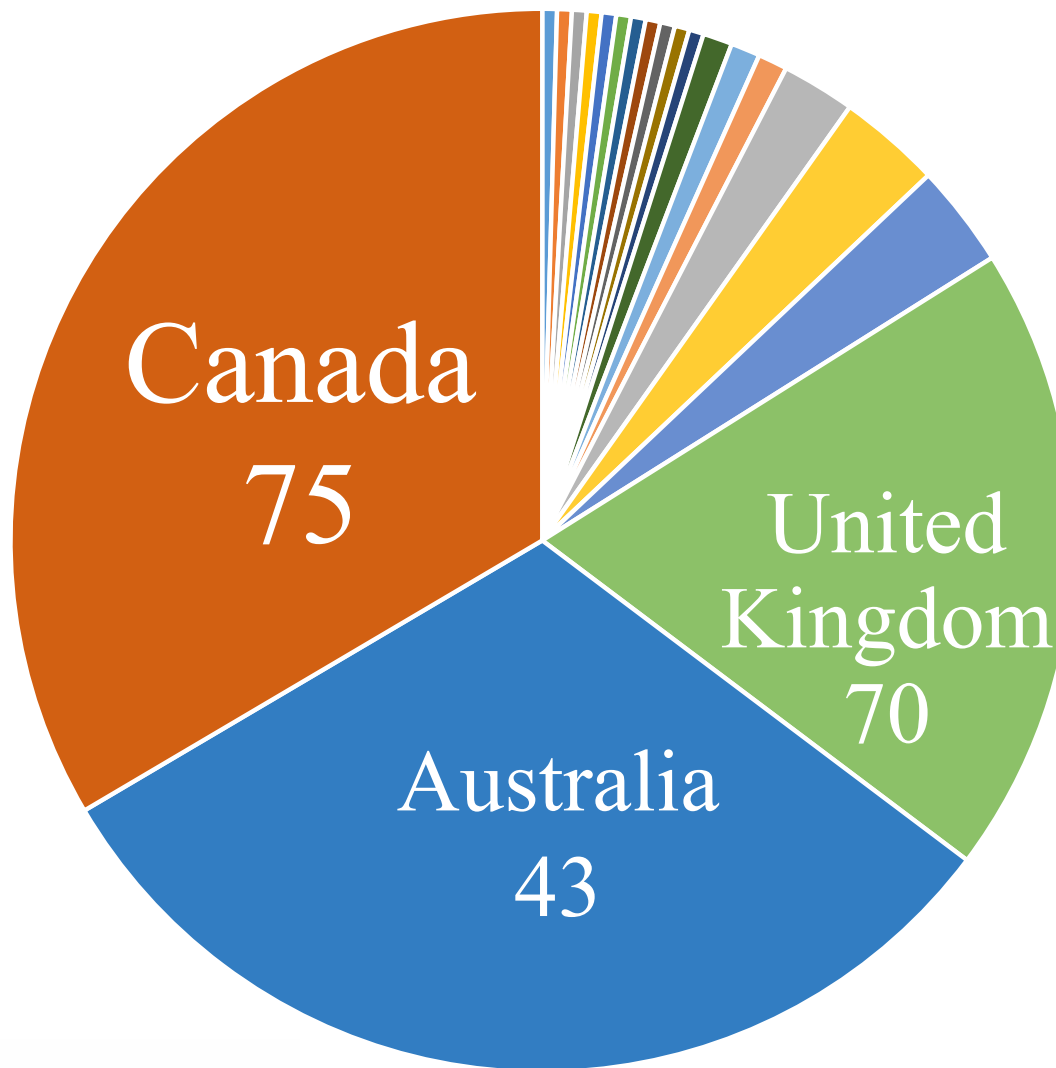
	Jun 17	Sep 17	Feb 18	Jun 18	Oct 18	Jan 19	Apr 19	Sep 19	Jan 20	May 20	Sep 20	Nov 20	Jan 21	Mar 21	Jun 21	Sept 21	Dec 21
TOTAL MEMBERSHIP	1426	1358	1333	1420	1414	1401	1528	1488	1398	1427	1362	1334	1298	1336	1424	1340	1307
BAE	26	24	24	23	26	23	25	22	19	19	16	16	16	17	17	16	14
BAH	59	64	71	68	64	63	58	60	55	52	45	46	42	38	37	36	33
Boeing	69	58	53	65	68	64	60	40	31	32	26	21	18	16	18	17	18
Cobec	21	22	27	26	27	33	34	36	38	37	44	45	48	47	49	49	48
Deloitte	7	8	16	17	17	17	13	10	12	7	7	6	6	5	5	4	4
Galorath	21	18	15	18	18	18	21	20	18	19	17	21	22	25	24	24	24
Herren		12	12	10	13	12	14	25	26	27	23	25	13	10	11	12	11
Kalman & Company, Inc.					11	12	13	14	13	13	10	9	9	8	13	12	12
KPMG				15	15	14	14	12	11	11	11	1	0	1	1	1	1
Lockheed Martin	31	27	24	26	25	23	20	19	16	16	16	17	14	15	15	17	15
MCR	25	23	22	25	22	23	26	23	22	20	17	15	15	13	16	15	15
MITRE	22	21	21	20	19	15	16	13	12	10	11	14	14	17	20	20	18
Northrop Grumman	25	23	23	26	24	19	21	19	19	18	13	15	14	17	21	23	23
PRICE	17	12	11	16	14	14	17	12	12	15	12	14	15	16	16	14	13
Quantech Services				21	38	42	50	49	47	46	46	52	46	45	44	38	28
Raytheon	15	15	14	13	12	13	14	14	11	11	10	11	11	12	12	12	12
TASC/Engility				18	12	10	6	4	3	3	3	0	2	0	0	0	0
Technomics	62	47	54	71	56	64	137	159	165	181	180	177	174	177	178	152	139
Tecolote	103	87	85	99	95	102	110	105	99	92	107	113	113	131	139	124	129

State of the Association: Membership Trends 2012-2021



State of the Association: International Membership

75	Canada
70	UK
43	Australia
7	Germany
7	Netherlands
5	Japan
2	Mexico
2	China
2	France



1	Belgium
1	India
1	Iran
1	Italy
1	Korea
1	Norway
1	Pakistan
1	Philippines
1	Puerto Rico
1	Sri Lanka
1	Turkey

Government Employees (*estimated*)

	Jan 2019	Apr 2019	Sep 2019	Jan 2020	May 2020	Sep 2020	Nov 2020	Jan 2021	Mar 2021	Jun 2021	Sep 2021	Dec 2021
DoD et al	16	13	10	22	16	17	15	16	22	18	21	23
Air Force	98	103	102	91	104	89	80	76	78	89	87	82
Navy	28	25	31	33	30	27	21	19	20	22	21	22
Army	10	10	11	12	15	11	13	11	10	10	10	9
Marines	2	1	0	1	1	2	2	3	2	2	2	1
Coast Guard	2	3	2	2	2	1	1	1	1	2	1	2
NASA	20	21	20	22	21	19	18	18	20	22	21	19
MDA	19	12	8	8	7	7	6	5	6	9	10	8
State/Local	1	3	3	2	2	2	1	1	1	1	1	1
DHS	-	9	14	11	13	12	13	13	19	21	20	17
Misc Civil	23	21	20	13	13	14	13	14	14	11	13	12

Total
US Government
Employees (est.) 196

Total Membership
as of 11/29 1307

Percentage of
Membership: 14.9%

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

Membership Composition

