

ICEAA Board of Director's Meeting  
1100 – 1300 | Friday, February 11, 2022

GoToMeeting Virtual Conference  
AGENDA  
as of February 7, 2022

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1. 11:05 – Secretary's Report Arlene Minkiewicz
  - a. **Vote:** approve December 2021 minutes
2. 11:10 – Treasurer's Report Madeline Teller
  - a. **Vote:** Approve Treasurer's Report
  - b. **Vote:** Approve account review check plan
3. 11:15 – Discussion of development of a 5-year strategic plan and forecast Bob Hunt
4. 11:25 – Workshops
  - a. 2022 Workshop Update – Jennifer Scheel
  - b. Update on ICEAA Association Award for Software Estimating Excellence
5. 12:15 – President's Key Initiatives
  - a. Vice President of Professional Development Report – Jennifer Kirchhoffer
    - i. Body of Knowledge Updates
    - ii. CEBok
  - b. CEBok/Certification preparation courses at local universities
  - c. SCEBok: renaming, review team and process
  - d. Government Engagement
  - e. OEM Engagement
  - f. Keep International in ICEAA
    - i. ICEAA/Nesma Software SIG discussion
  - g. Make ICEAA more valuable to its members
  - h. Next Board meeting: May 16, 2021 in-person, Pittsburgh, PA

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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

 ICEAA International Cost Estimating and Analysis Association

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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.

**Vote:** 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

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#### *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.

# Treasurer Report

Madeline Teller



# Balance Sheet as of January 24

Investments	Balance (Mar 2019)	Balance (Sep 2019)	Balance (Jan 20)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)	Balance (Mar 2021)	Balance (Sept 2021)	Balance (Jan 2022)	Mature	APY Rate
PFCU 4339703-56-5	\$ 32,504	\$32,967	\$ 33,199	\$ 33,468	\$ 33,652	\$ 33,883	\$ 33,931	\$ 34,130	\$ 34,194	Sep-22	0.45%
PFCU 4507023-56-4	\$ 21,468	\$21,712	\$ 21,839	\$ 22,009	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
PFCU 4566018-56-2	\$ 83,403	\$84,576	\$ 85,162	\$ 85,952	\$ 86,749	\$ 87,760	\$ 87,924	\$ 88,164	\$ 88,637	Feb-23	0.55%
PFCU 4717075-56-0	\$ 36,964	\$37,475	\$ 37,730	\$ 38,073	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
PFCU 4717076-56-8	\$ 36,772	\$37,232	\$ 37,448	\$ 37,660	\$ 37,872	\$ 38,141	\$ 38,217	\$ 38,297	\$ 38,369	May-22	0.45%
PFCU 4717077-56-6	\$ 37,247	\$37,741	\$ 37,959	\$ 38,174	\$ 38,390	\$ 38,662	\$ 38,739	\$ 38,820	\$ 38,893	May-22	0.45%
PFCU 7047946-56-6	\$ 44,007	\$44,399	\$ 44,652	\$ 44,992	\$ 45,336	\$ 45,770	\$ 45,859	\$ 46,316	\$ 46,433	Jul-23	0.60%
PFCU 7664998-56-9	\$ 50,984	\$51,589	\$ 51,894	\$ 52,283	\$ 52,484	\$ 52,737	\$ 52,789	\$ 52,953	\$ 53,053	Mar-22	0.45%
Money Market & Cash	\$ 514	\$514	\$ 514	\$ 514	\$ 514	\$ 514	\$ 514	\$ 515	\$ 515	n/a	
Subtotal	\$343,863	\$348,205	\$350,396	\$353,126	\$294,997	\$297,467	\$297,972	\$299,193	\$299,434		

	Balance (Mar 2019)	Balance (Sep 2019)	Balance (Jan 2020)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)	Balance (Mar 2021)	Balance (Sept 2021)	Balance (Jan 2022)
Eagle Checking Balance	\$412,185	\$305,743	\$204,281	\$162,250	\$175,746	\$126,047	\$124,675	\$153,983	\$ 96,434

	Balance (Mar 2019)	Balance (Sep 2019)	Balance (Jan 20)	Balance (May 2020)	Balance (Aug 2020)	Balance (Jan 2021)	Balance (Mar 2021)	Balance (Sept 2021)	Balance (Jan 2022)
Total Liquidity	\$756,048	\$653,948	\$554,677	\$515,376	\$470,743	\$423,514	\$422,647	\$453,176	<b>\$396,258</b>

# 2021 End of Year Profit & Loss

Activity	2021 Estimate as of Feb21	2021 Revenue Actual	2021 Expense Actual	2021 EOY Actual
2020 ICEAA Workshop	\$ -	\$ -	\$ -	\$ -
2021 Workshop	\$ 160,185	\$ 186,909	\$ (15,565)	\$ 171,344
2022 Workshop	\$ (32,500)	\$ 10,945	\$ (32,700)	\$ (21,755)
Canada Workshop	\$ -	\$ -	\$ -	\$ -
QED (paid) Webinars	\$ 2,914	\$ 25	\$ -	\$ 25
Certification Program	\$ 30,730	\$ 25,305	\$ (10)	\$ 25,295
Online Exam (Mettl)	\$ -	\$ -	\$ -	\$ -
CEBoK Sales & Training	\$ 12,333	\$ 22,923	\$ (2,494)	\$ 20,429
SCEBoK Contract	\$ (45,375)	\$ -	\$ (45,375)	\$ (45,375)
ICEAA World & Journal	\$ (10,473)	\$ -	\$ (7,820)	\$ (7,820)
Advertising	\$ 2,684	\$ 3,128	\$ (138)	\$ 2,990
Membership: Mgt & Support	\$ 79,842	\$ 88,150	\$ -	\$ 88,150
Chap Support & Outreach	\$ (2,000)	\$ -	\$ (559)	\$ (559)
Interest & Other Income	\$ 6,500	\$ 4,284	\$ -	\$ 4,284
Staffing & Contractors	\$ (261,057)	\$ -	\$ (256,937)	\$ (256,937)
Office Operations + IT	\$ (52,294)	\$ -	\$ (48,658)	\$ (48,658)
Other (COVID Grant)	\$ -	\$ 45,880	\$ -	\$ 45,880
TOTALS	\$ (108,512)	\$ 387,548	\$ (410,257)	\$ (22,709)



# 2022 Budget Estimates

	100 attendees		200 attendees		300 attendees		400 attendees	
	AV with recording	AV without Recording	AV with recording	AV without Recording	AV with recording	AV without Recording	AV with recording	AV without Recording
2022 Workshop w/ Attrition	\$ (78,572)	\$ (51,768)	\$ 29,174	\$ 55,978	\$ 115,160	\$ 137,337	\$ 160,851	\$ 187,655
Canada Workshop*	\$ 20,000							
QED (paid) Webinars	\$ -							
Certification Program	\$ 41,000							
Online Exam Fees	\$ (1,000)							
CEBoK Sales & Training	\$ 16,000							
ICEAA World & Journal	\$ (8,211)							
Advertising	\$ 3,139							
Membership: Mgt & Support	\$ 92,558							
Chap Support & Outreach	\$ (3,000)							
Interest & Other Income	\$ 4,327							
Staffing & Contractors	\$(274,923)							
Office Operations + IT	\$ (51,091)							
<b>2022 Total</b>	<b>\$(239,774)</b>	<b>\$(212,970)</b>	<b>\$(132,028)</b>	<b>\$(105,224)</b>	<b>\$ (46,043)</b>	<b>\$ (23,866)</b>	<b>\$ (351)</b>	<b>\$ 26,453</b>

# Independent Audit/Account Review

---

- Contacted ICEAA accountant regarding an independent audit, quoted \$15,000
- Accountant said last time (2013-2014) we had an “independent audit” that she estimated should cost approx. \$6,500
- Suggest performing our own account review spot check by choosing a random month for IBO to provide all receipts and documentation to confirm all transactions for that month

# 2022 Workshop Update

Jennifer Scheel, 2022 Workshop Chair

Kellie Wutzke, 2022 Workshop Deputy Chair



# Thanks to our 2022 Sponsors



2022 Gold Sponsor



2022 Gold Sponsor



2022 Silver Sponsor



2022 Silver Sponsor



2022 Silver Sponsor



2022 Silver Sponsor



2022 Silver Sponsor



2022 Silver Sponsor



# Contract Cancellation Penalties

Total blocked guest room revenue

$$1,200 * \$169 = \$202,800$$

$$800 * \$169 = \$135,200$$

*Renegotiated guest room commitment  
from 1,200 to 800 in Nov. 2021*

Contracted food & beverage

minimum revenue:

**\$65,000**

From 6 to 3 months prior to arrival  
(before Feb. 13, 2022)

**75%** of total blocked guest room revenue  
and contracted F&B minimum revenue

Guest Rooms

**\$101,400**

F&B

**\$48,750**

Total Penalty

**\$150,150**

Within 3 months prior to arrival  
(after Feb. 13, 2022 – aka Sunday)

**90%** of total blocked guest room revenue  
and contracted F&B minimum revenue

**\$121,680**

**\$58,500**

**\$180,180**



# Sleeping Room Night Attrition Penalty

*This Agreement is based in part on Group's use of ~~1,200~~ 800 guest room nights, the Group Block as defined above. Hotel is relying on, and Group agrees to provide, a **minimum** of ~~1,020~~ 640 guest room nights (80%). Should the Group fall below this amount, **the Group will be responsible for the difference** between the minimum guest room nights and actualized guest room nights multiplied by the single convention guest room rate multiplied by 90% or \$152.10, plus any applicable taxes if required by law to be paid [+14% tax = **\$173.39** per room night]*

- IF they stay at our hotel, most attendees stay between 3 and 4 nights (3.5 for calculations)
- 291 out of 450 attendees stayed at our hotel in 2019, or 65%
- At 3.5 nights/guest, we need 183 attendees to stay at our hotel
- The more attendees stay at our hotel, the lower our attrition risk



# Attendance Estimates

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- Assuming a usual target of 450, averaged a low estimate of 45% vs. a high estimate of 70% came to about 260
- Considering we got 35% fewer abstracts this year, guessing a similar 35% decrease in attendance vs. usual 450 estimates about 292 attendees
- Likely attendance between 260 and 300



# Audio Video Expense Estimate

	With recording	Without recording
Big Breakouts/Papers (4 rooms/3 days)	\$ 17,565	\$13,097
Small Breakouts/Training (3 rooms/3 days)	\$14,830	\$10,593
General Session (1 room, 3 days)	\$40,496	\$24,017
Setup labor, board meeting, other (approx.)	\$4,200	\$4,200
	\$77,091	\$51,907

If we end up with enough paper dropouts that we only need 3 paper rooms on one or more days, we can save a few thousand dollars.

The main expense for recording the keynotes/general sessions is the cameras; the main expense for recording breakouts is the tech support labor.





# Sponsorship Estimate

Sponsors as of February 1	
Gold x2	\$ 22,000
Silver x6	\$ 30,000
Booths x5	\$ 15,000
	\$ 67,000

Max if all Booths Sold	
Gold x2	\$ 22,000
Silver x6	\$ 30,000
Booths x9*	\$ 27,000
	\$ 79,000

\*Qinetiq bought silver but traded out their booth for other stuff, can sell that booth too

Anticipated Sales	
Gold x2	\$ 22,000
Silver x6	\$ 30,000
Booths x7	\$ 21,000
	\$ 73,000

2 usual sponsors haven't committed yet



# Sleeping Room Night Attrition Penalties

Registrants	65%	3.5 nights each	# of rooms below 640 commitment	Attrition penalty
100	65	227.5	412.5	\$ 71,523
150	97.5	341.25	298.75	\$ 51,800
200	130	455	185	\$ 32,077
250	162.5	568.75	71.25	\$ 12,354
282	183.3	641.55	-1.55	
300	195	682.5	-42.5	

	100 attendees		150 attendees		200 attendees		250 attendees	
	With recording	No recording	With recording	No recording	With recording	No recording	With recording	No recording
Est. net revenue	\$ (7,049)	\$ 19,755	\$ 36,351	\$ 63,155	\$ 61,251	\$ 88,055	\$ 86,151	\$ 112,955
Est. room attrition	\$ (71,523)	\$ (71,523)	\$ (51,800)	\$ (51,800)	\$ (32,077)	\$ (32,077)	\$ (12,354)	\$ (12,354)
Net	\$ (78,572)	\$ (51,768)	\$ (15,449)	\$ 11,355	\$ 29,174	\$ 55,978	\$ 73,797	\$ 100,601



# Estimated Net Revenue with Attrition

	100 attendees		200 attendees		300 attendees		400 attendees	
<b>Expenses</b>	AV with recording	AV without Recording	AV with recording	AV without Recording	AV with recording	AV without Recording	AV with recording	AV without Recording
Average Other Expenses	\$33,448	\$33,448	\$33,448	\$33,448	\$33,448	\$33,448	\$33,448	\$33,448
Audio Video	\$77,901	\$51,097	\$77,901	\$51,097	\$77,901	\$51,097	\$77,901	\$51,097
Food & Service	\$65,000	\$65,000	\$93,000	\$93,000	\$139,500	\$139,500	\$186,000	\$186,000
Total Estimated Expenses	\$167,240	\$145,063	\$195,240	\$173,063	\$241,740	\$219,563	\$288,240	\$266,063
<b>Revenue</b>								
Estimated Average Registration	\$96,300	\$96,300	\$192,600	\$192,600	\$288,900	\$288,900	\$385,200	\$385,200
2022 Estimated Sponsorship	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000	\$73,000
Total Estimated Revenue	\$169,300	\$169,300	\$265,600	\$265,600	\$361,900	\$361,900	\$458,200	\$458,200
<b>Net</b>	<b>\$ -7,049</b>	<b>\$ 19,755</b>	<b>\$ 61,251</b>	<b>\$ 88,055</b>	<b>\$111,051</b>	<b>\$137,855</b>	<b>\$ 160,851</b>	<b>\$ 187,655</b>
<b>Net minus attrition</b>	<b>\$ -78,572</b>	<b>\$ -51,768</b>	<b>\$ 29,174</b>	<b>\$ 55,978</b>	<b>\$111,051</b>	<b>\$137,855</b>	<b>\$ 160,851</b>	<b>\$ 187,655</b>



# Estimated Overall ICEAA Budget with Registration and Attrition Penalties

	100 attendees		200 attendees		300 attendees		400 attendees	
	AV with recording	AV without Recording	AV with recording	AV without Recording	AV with recording	AV without Recording	AV with recording	AV without Recording
2022 Workshop w/ Attrition	\$ (78,572)	\$ (51,768)	\$ 29,174	\$ 55,978	\$ 115,160	\$ 137,337	\$ 160,851	\$ 187,655
Canada Workshop*	\$ 20,000							
QED (paid) Webinars	\$ -							
Certification Program	\$ 41,000							
Online Exam Fees	\$ (1,000)							
CEBoK Sales & Training	\$ 16,000							
ICEAA World & Journal	\$ (8,211)							
Advertising	\$ 3,139							
Membership: Mgt & Support	\$ 92,558							
Chap Support & Outreach	\$ (3,000)							
Interest & Other Income	\$ 4,327							
Staffing & Contractors	\$(274,923)							
Office Operations + IT	\$ (51,091)							
<b>2022 Total</b>	<b>\$(239,774)</b>	<b>\$(212,970)</b>	<b>\$(132,028)</b>	<b>\$(105,224)</b>	<b>\$ (46,043)</b>	<b>\$ (23,866)</b>	<b>\$ (351)</b>	<b>\$ 26,453</b>



# 2022 Workshop Committee's Recommendation

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- 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

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- 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



# ICEAA BoD Report VP for Professional Development

Jennifer Kirchhoffer  
11 February 2022

# Certification Summary

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- Overall certifications as of January 27, 2022:
  - CCEA® **763** (including 12 CCEA®-P - ↓ 23 since Nov 2021)
  - PCEA® **127** (including 33 CCEA Eligible - ↓ 10 since Nov 2021)
  - CPP **10**
- Re-certifications:
  - 76 certifications were renewed in 2021; 6 in 2022
  - 81 total in 2020, 86 in 2019, 97 in 2018, 80 in 2017
- Other Countries with Certified Individuals:
  - UK - 56
  - Canada – 61
  - Australia – 3
  - Brussels – 5
  - Puerto Rico – 2
  - Saudi Arabia & Egypt – 1



# Certification Program ...

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- Operational Status

- 6 exams administered in 2022 to date

156 in 2021

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)

- 33 exams are scheduled



# Priorities for 2021/22

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- Body of Knowledge Updates
  - Evaluation of Current CEBoK Modules and Prioritization for Additions/Updates
    - Data Analytics Module Addition
- CEBoK and training –sales/marketing plan
  - Purchase LMS system (Freestone) to sell/deliver training and workshop videos
  - Increase in membership dues to cover CEBoK wiki
- Software Estimating Handbook
- 2022 Conference – in person event only
  - Training track to focus on advanced modules
  - Plan to utilize LMS to sell conference and training (prior workshop) videos

# Other Discussion

---

- SoCal Chapter Design to Cost 1 hour training class
  - Led by Karen Mourikas, the group is trying to put together a one hour class on this special topic
  - Looking for any DtC experts who might be willing to review presentation
  - Would like to make this training material available to others in ICEAA chapters and members



# ICEAA – Nesma cooperation

Proposal to create an ICEAA Special Interest Group named ICEAA Software

Eric van der Vliet  
Harold van Heeringen



# Proposal ICEAA Software SIG

## ICEAA Software SIG organization

- 100% part of ICEAA, supported by ICEAA marketing and other ICEAA staff
- Organized as a SIG (to start with a duration of 2 years) to limit financial / legal impact
- ICEAA and Nesma actively involved in the organization of the SIG
- 5 SIG board members, 2 provided by Nesma (Harold and Eric), 3 by ICEAA

## ICEAA Software SIG Role

- Support in the set-up and review of the Software Cost Estimation Handbook
- Focus on the promotion of the SCEBoK / Software Cost Estimation Handbook (Europe / Asia)
- Yearly ICEAA Software conference in Europe, including training and certification exam (SCE Handbook)
- Involvement in the IT Cost Management summit organized by Nesma on October 4, 2022
- Promotion of the Handbook at the IT Cost Management summit
- Software Cost Estimation training / certification at the summit (if the handbook is ready)

## Benefits for ICEAA

- Access to International networks (Europe and Asia)
- Marketing and promotion through Nesma channels and related organizations
- Organization of exams in Europe and Asia
- Promotion of ICEAA and CEBOK as well
- Increased membership in Europe / Asia
- ICEAA members get the option to become Nesma member for free

## Benefits for Nesma

- Discounts for Nesma members on handbook and certification
- Promotion of functional sizing as part of the handbook
- Support of the Nesma objective to make Software Cost Estimator a role / career
- Nesma members get the option to become an ICEAA member

# Proposal ICEAA Software SIG

## Next steps

- Decision in the ICEAA board on this proposal (February)
- MoA between ICEAA and Nesma with the objectives, responsibilities, approach and timelines (March)
- Working group with ICEAA and Nesma representatives to detail the MoU into a plan
- Start the ICEAA Software SIG based on the plan

**Thank you!**

# ICEAA Canberra (Australia) Report

24 January 2022

## Board of Directors:

President: Dr Anh Pham-Waddell  
Vice President: Mr Nick Chapman  
Treasurer: Mr Grant Millar  
Secretary: Mr Andrew Butt  
Public Officer: Mrs Stacey Wehmeier

Board elected: 23 May 2020

## Planned Events:

- Thu 03 Feb – Thu 12 May 2022: Weekly CEBok Study Groups
- Mon 28 March 2022: Chapter meeting
- Tue 17 – Thu 19 May 2022: 2022 ICEAA Professional Development & Training Workshop
- Mon 06 June 2022: Chapter Meeting
- Tue 16 – Wed 17 Aug 2022: PGCS Symposium
- Wed 17 Aug 2022: ICEAA Post Symposium Social Catch-up
- Thu 18 Aug 2022: PGCS Symposium Masterclass

## Recent Events:

- 19 Oct 2021 - President Dr Anh Pham Waddell presented her DCAP 22 Offset Methodology paper and we ran the first round of CE Trivia Competition.
- 23 Nov 2021 – discussed things members would like to see in an Australianised version/section of CEBok and ran part 2 of our CE Trivia Competition.
- 17 Jan 2022 – Shared the ICEAA Distance Learning Series with members and facilitated a discussion afterwards

## Member Outreach:

Moving meetings to a virtual environment appears to have increased engagement with our members.

## Member Recognition:

NIL

## Other:

- Hoping that increased involvement with PGCS Symposium may increase the likelihood for members to meet face to face.
- Australian ICEAA Board Elections scheduled for May 2022
- ICEAA Chapter will again sponsor a stream at PGCS 2022

## ICEAA Membership 2017-2022

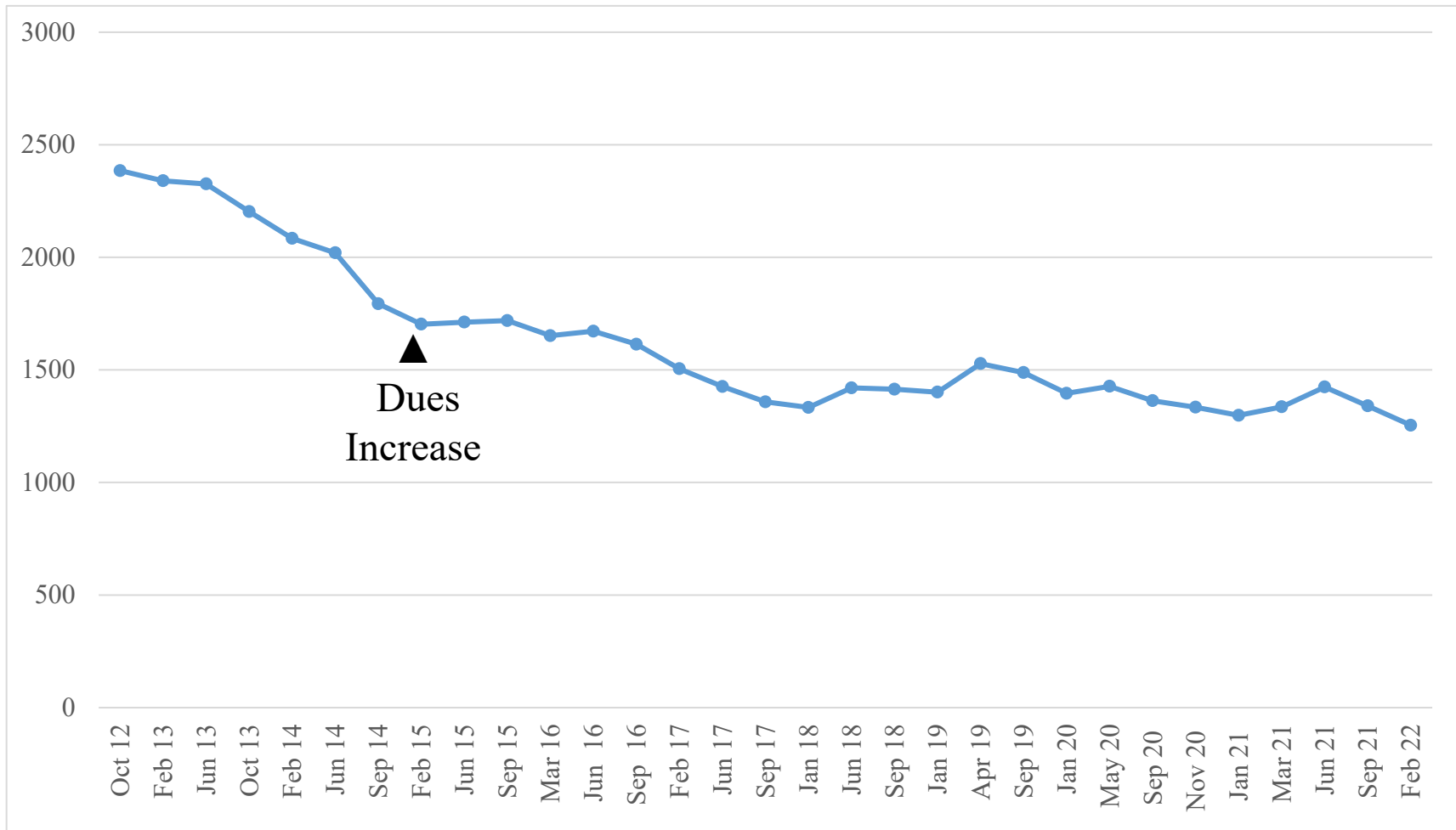
	Jun 17	Sep 17	Feb 18	Jun 18	Oct 18	Jan 19	April 19	Sep 19	Jan 20	May 20	Sep 20	Nov 20	Jan 21	Mar 21	Jun 21	Sep 21	Feb 22
TOTAL MEMBERSHIP	1426	1358	1333	1420	1414	1401	1528	1488	1398	1427	1363	1334	1298	1336	1424	1340	<b>1254</b>
Atlanta	4	4	4	4	5	4	5	4	5	7	7	9	8	10	10	8	6
Australia	51	50	48	58	60	60	60	51	45	49	45	35	35	34	40	39	41
Baltimore	18	15	13	18	17	17	20	13	13	12	15	14	15	15	16	15	16
Canada	55	61	56	56	66	57	63	80	85	87	83	95	91	86	88	82	56
Central Florida	20	16	17	19	15	15	16	21	21	22	20	16	16	18	18	18	19
Central VA	23	24	23	22	26	28	30	32	32	34	32	32	31	32	34	31	30
Dayton OH	58	47	47	51	52	51	55	44	41	50	42	41	45	47	50	48	46
DC Metro	348	336	345	356	354	367	451	476	461	480	479	468	461	470	490	442	437
Detroit	8	10	12	14	13	18	18	18	19	20	14	15	14	15	20	18	18
Greater Alabama	60	56	53	57	53	53	48	41	40	40	36	34	32	33	41	40	40
Hampton Roads VA	21	21	18	17	16	14	15	14	14	16	14	16	14	14	13	12	11
Houston	10	9	9	10	10	10	10	10	12	12	12	11	11	12	12	10	9
Lone Star TX	20	19	15	15	16	15	15	12	10	10	11	11	9	11	12	12	13
Mid-Atlantic	13	15	15	16	14	14	16	13	14	12	12	10	9	10	12	11	11
New England	72	56	62	81	87	92	95	91	85	81	84	80	74	72	73	69	49
Northwest	46	36	33	34	31	28	27	18	17	17	12	9	7	6	7	5	7
Northwest Florida	8	7	7	8	18	18	18	21	13	11	12	10	8	7	8	12	10
Pike's Peak	21	22	23	23	21	17	23	22	21	20	16	19	19	18	19	22	20
Rocky Mountan / Denver	18	13	10	11	8	8	9	7	9	8	9	12	15	20	20	23	19
San Antonio TX	4	2	1	2	2	3	4	4	4	5	5	5	6	6	7	6	6
San Diego	40	40	39	46	41	39	40	37	35	35	37	39	39	37	44	44	36
So Cal	120	117	111	118	110	111	117	102	88	93	95	94	94	108	117	115	101
St. Louis Gateway	24	20	16	21	23	22	22	14	14	14	13	14	13	12	12	12	10
Twin Cities	7	7	7	6	7	7	6	6	6	6	6	5	6	6	7	6	6
At Large/No Chapter	357	355	349	357	348	332	345	336	293	286	251	239	225	236	252	238	235



## ICEAA Membership 2017-2020

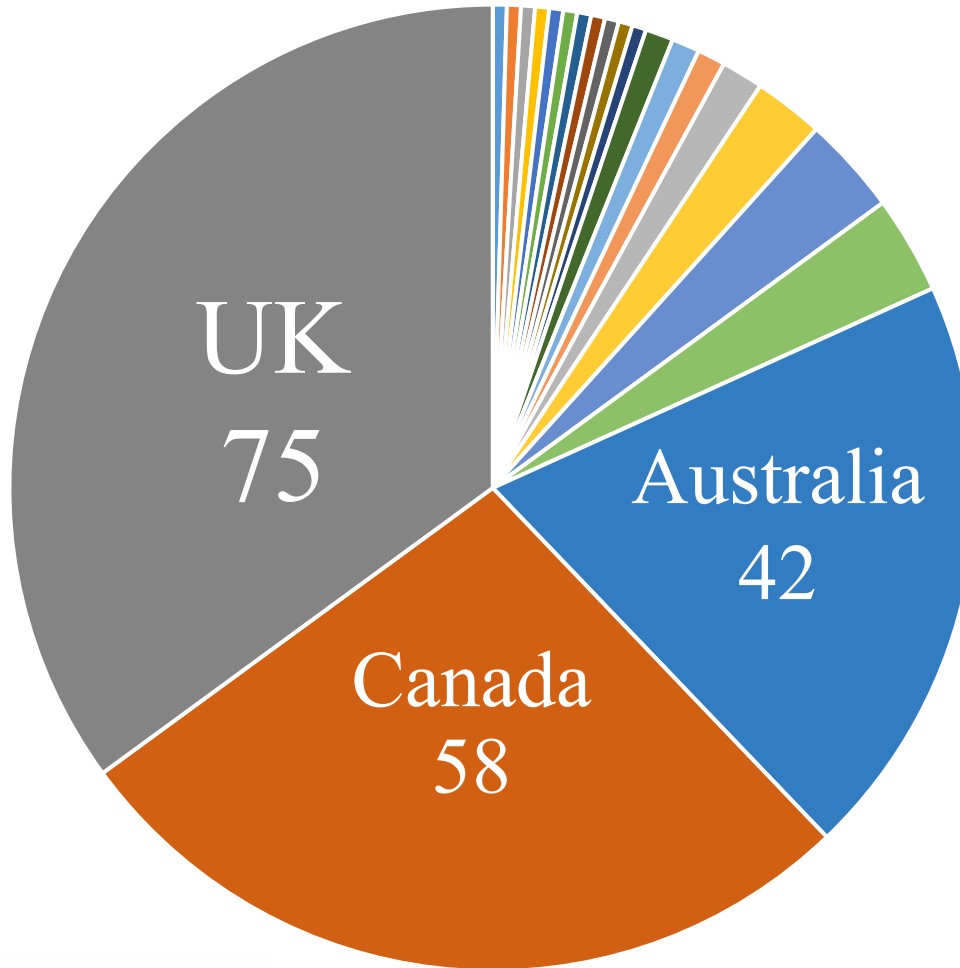
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TOTAL MEMBERSHIP	1426	1358	1333	1420	1414	1401	1528	1488	1398	1427	1362	1334	1298	1336	1424	<b>1340</b>	<b>1254</b>
BAE	26	24	24	23	26	23	25	22	19	19	16	16	16	17	17	16	16
BAH	59	64	71	68	64	63	58	60	55	52	45	46	42	38	37	36	29
Boeing	69	58	53	65	68	64	60	40	31	32	26	21	18	16	18	17	17
Cobec	21	22	27	26	27	33	34	36	38	37	44	45	48	47	49	49	40
Deloitte	7	8	16	17	17	17	13	10	12	7	7	6	6	5	5	4	5
Galorath	21	18	15	18	18	18	21	20	18	19	17	21	22	25	24	24	19
Herren		12	12	10	13	12	14	25	26	27	23	25	13	10	11	12	12
Kalman & Company, Inc.					11	12	13	14	13	13	10	9	9	8	13	12	10
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	13
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	15
Northrop Grumman	25	23	23	26	24	19	21	19	19	18	13	15	14	17	21	23	22
PRICE	17	12	11	16	14	14	17	12	12	15	12	14	15	16	16	14	11
Quantech Services				21	38	42	50	49	47	46	46	52	46	45	44	38	25
Raytheon	15	15	14	13	12	13	14	14	11	11	10	11	11	12	12	12	11
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	127
Tecolote	103	87	85	99	95	102	110	105	99	92	107	113	113	131	139	124	125

# State of the Association: Membership Trends 2012-2022



# State of the Association: International Membership

75	UK
58	Canada
42	Australia
7	Germany
7	Netherlands
5	Japan
3	Mexico
2	China
2	France
2	Malaysia



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

# Government Employees (*estimated*)

	Apr 2019	Sep 2019	Jan 2020	May 2020	Sep 2020	Nov 2020	Jan 2021	Mar 2021	Jun 2021	Sep 2021	Dec 2021	Feb 2022
DoD et al	13	10	22	16	17	15	16	22	18	21	23	20
Air Force	103	102	91	104	89	80	76	78	89	87	82	81
Navy	25	31	33	30	27	21	19	20	22	21	22	21
Army	10	11	12	15	11	13	11	10	10	10	9	10
Marines	1	0	1	1	2	2	3	2	2	2	1	1
Coast Guard	3	2	2	2	1	1	1	1	2	1	2	3
NASA	21	20	22	21	19	18	18	20	22	21	19	19
MDA	12	8	8	7	7	6	5	6	9	10	8	8
State/Local	3	3	2	2	2	1	1	1	1	1	1	1
DHS	9	14	11	13	12	13	13	19	21	20	17	17
Misc Civil	21	20	13	13	14	13	14	14	11	13	12	12

Total  
US Government  
Employees (est.) 193

Total Membership  
as of 2/7 1254

Percentage of  
Membership: 15.4%

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%	Feb22	15.4%

# Membership Composition

