

ICEAA Board of Director's Meeting  
1100 – 1300 | Friday, September 13, 2024

Zoom Virtual Conference  
AGENDA  
as of September 6, 2024

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1. 11:00 – Introduction Christina Snyder
2. 11:05 – Secretary's Report Arlene Minkiewicz
  - a. **Vote:** approve August 2024 minutes
3. 11:10 – 2024 International Training Symposium Megan Jones
4. 11:30 – Treasurer's Report Madeline Teller
  - a. **Vote:** approve August 2024 treasurers report
  - b. Temporary chapter funding review requirements
5. 11:45 – Professional Development Update Jennifer Kirchhoffer
6. 12:00 – Federal Cost Estimating Leadership Alliance Chris Massey
7. 12: 15 – Journal of Cost Analysis & Parametrics Status Megan Jones
8. 12:30 – 2024 All-Member Meeting Preparation Christina Snyder
9. 12:45 – Plan next meeting and adjourn Christina Snyder

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11:00 – 1300 | Friday, August 2, 2024  
Zoom Virtual Meeting  
DRAFT MINUTES as of August 12, 2024

Voting Attendees

Tim Anderson, Kellie Benefiel, Carol Dekkers, Rich Hartley, Bob Hunt, Brent Johnstone, Jennifer Kirchhoffer, Arlene Minkiewicz, Cari Pullen (via Anderson proxy), Sanath Rajagopal, Wendy Robello, Jennifer Scheel, Christian Smart, Christina Snyder, Madeleine Teller

Non-voting Attendees:

Kevin Cincotta, Cheryl Latimer, Chris Massey, Megan Jones

Welcome, quorum count, introductions: Christina Snyder

Christina reminds the board not to post comments in the meeting chat that are intended for the official minutes, and asks Arlene to monitor the chat for any relevant comments. She thanks the board for their flexibility in rescheduling the meeting at the last minute. The quorum is established, and the meeting begins at 11:01 am.

Secretary Report: Arlene Minkiewicz

No comments or edits were suggested for the May 2023 minutes either in advance of the meeting or during.

**Vote:** Motion is raised to approve the May 2023 minutes. No further discussion is requested. Seconded and passed.

Treasurer Report: Madeleine Teller

Madeleine presents slides. Our cash flow is returning to its usual summer levels having paid the hotel bills from Minneapolis.

The 2024 Workshop financials have not been fully completed, and the report available for this meeting is only complete through June 30. More revenue from the Workshop is expected. Membership and certification levels are not where we would like, but hopefully

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with the two-year anniversary of our dues increase, many members will be up for renewal this fall.

Christina asks if there is anything we can do to increase revenue between now and the end of the year. Madeleine says hopefully we will see a spike in membership or certification, because we aren't expecting much more revenue to be realized from the 2024 Workshop. Megan adds that we are unlikely to receive the second installment of our PPP loan in FY24, as the government has stopped issuing payouts on PPP loans and has not provided an estimate of when they will restart.

Tim asks what our contingency plan is if we end up at the projected -\$57,000 for the year; Madeleine explains that when we end up in the red, we tap into our reserves, which is not ideal. We will need to find new revenue sources and employ cost savings to close the gap.

**Vote:** Motion is raised to approve the August 2024 treasurers report. No further discussion is requested. Seconded and passed.

During the May meeting, Madeleine was tasked with determining the feasibility of hiring an admin position for the business office. Given our current financial status and the cyclical nature of the business office workload, Madeleine does not recommend hiring an admin at this time. Megan and Madeleine have had a short discussion about possibly earmarking funds for project-based temporary work using 1099 contractors. Christina asks some of the longer-term board members if this is something ICEAA has done before, all responses are that we have not.

Christina asks Megan if there are any tasks or projects she had in mind when discussing the idea, and Megan says there are two kinds of ways she sees this working. The first is for projects that require volunteer contribution for the business office to complete: tasks for new initiatives that require cost-specific knowledge or expertise. With the exception of Workshop-prep time, most of the year the business office's workload is manageable, but we are often waiting on contributions from volunteers to move forward on new projects. Megan believes that with some monetary incentive, we may be able to finally accomplish some of the bigger ideas the board has put forward.

Megan understands that volunteer effort is just that, and that all our volunteers have families and day jobs that take priority over ICEAA; however, if we want to pursue new initiatives that could potentially put us in a financial position to hire more staff, we will need more volunteer contribution. It does not seem that recertification points are as effective a reward as we hope it to be, so it may be time to try paying for work. Megan adds that we should

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analyze the possible costs/benefits of programs to determine the level of resources, whether financial or volunteer time, and whether the program will move ICEAA in a positive financial direction so we can take on even more new initiatives.

Christina mentions something Kevin said at the May meeting that ICEAA needs to determine our 10-20 year strategy; do we want to stay at the level we are now or grow and expand? Christina agrees it will require volunteer participation to advance, and tasks Megan with letting the board know when the business office is being overburdened and needs the board to invest in outside help.

Megan agrees, and suggests the board compile the ideas currently on the table, determine the scope of the idea, whether it will help grow ICEAA financially or with new members, and if so, come up with an organized plan to pursue it. Madeleine adds that the ideas need to be prioritized so they are given the appropriate resources. Christina agrees.

Rich proposes we look back at historical financial statements to see what our revenues and expenses have been, and if there is something we can duplicate or restart that may drive change. He adds that it may be useful in determining whether we should strive to grow the association or stay at the size we are now. Christina agrees.

**Action:** Megan to send historical financial data to Christina, Madeleine, and Bob to review and form a committee to discuss. Christina will report at the next board meeting.

Bob says ICEAA's financial problems started when government agencies stopped sending as many attendees to the Workshop. While the reason was not ICEAA's fault, ICEAA has not changed its approach to reflect the new reality. Christina adds that Chris Massey's FCELA effort should help increase government participation, but that we do need to pivot our efforts to work with the factors that are outside of our control while still making ICEAA valuable to the government.

Megan proposes that we may be able to skip over responding to the 2012-2019 reality now that the world has changed again post-Covid, and we need to incorporate those new lessons as well. While 2013-2019 Workshops faced a different set of challenges than 2012 and earlier, we face a new set of challenges with Workshops after 2019, and many of them we won't know yet. She adds that while it was not ICEAA's fault that the government changed their spending habits, ICEAA does need to figure out how to be more independent in its funding and not rely on others to create success conditions on our behalf.

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**Action:** Christina takes an action to review the data and start the process of figuring out how ICEAA can be proactive and repeatable in how we proceed with Conferences and other potential revenue streams – Christina will brief her findings to the Board at the next meeting.

Madeline's second action from May was to follow up on some ideas that came up to help ease the business office's workload. Madeleine says one of the ideas was to create backup/deputy positions for each member of the Workshop committee to ensure coverage. Kellie suggests assigning the backup roles to Board members as an official duty of their position. Christina says Megan provided a timeline for Workshop preparation that the 2025 Workshop committee will review and during their first meeting will assign tasks and positions to volunteers.

Tim takes a moment to give thanks and kudos to Megan for all her hard work preparing and organizing the Workshop in advance that allowed the board to take over execution in her absence. Christina and others second. Megan thanks the board and all of the ICEAA members who sent kind thoughts and supportive messages during her medical issue.

Another idea proposed was whether ICEAA should purchase additional licenses for Zoom and/or Teams to help. After looking into it, both Teams and Zoom offer free 40-60 minute services if volunteers don't have access to any other means of video conferencing. Madeleine adds that Megan does not need to monitor every committee's calls, committee members can easily set their own meetings and report to Megan and/or the board on their progress. Christina agrees, pointing to the week's FCELA meeting, which was successfully run without Megan's participation. Arlene mentions that if a committee uses Teams for their meeting, they can use the Teams AI function to create meeting minutes from a recording.

While investing in Zoom or Teams may not be financially feasible, Christina would like to explore setting up a document sharing system, whether Dropbox or similar, to ease collaboration among volunteers. She understands that work computers may have technical restrictions, but there has to be a better way to share documents than emailing them back and forth.

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Federal Cost Estimating Leadership Alliance

Chris Massey

Chris says the first meeting went well, but he would have liked to receive resources to help him with it, such as a meeting minutes template, that he had to create. Megan thanks him for creating a meeting minutes template and encourages him to share it with other volunteers.

Chris explains the meeting was held in Crystal City, with 12 attendees in person and 7 attending virtually. His goal for the first meeting was to show the value of ICEAA and the FCELA, and to guide the discussion moving forward.

Chris says there was more participation from civil agencies than the DOD, which he believes to be a good thing, but will need additional support from AFCAA and others on the DOD side to make the effort successful. Chris asks the board for assistance in driving that engagement.

He said the participants were open with the challenges they face, and while he's not sure we can help with everything, there are places where ICEAA can help our government stakeholders. He believes ICEAA and the FCELA need to support each other.

The main concern of the FCELA attendees was finding and expanding their qualified workforce, which plays nicely into what ICEAA can provide. He doesn't believe the FCELA understands how ICEAA can support them in this way, it will be ICEAA's responsibility to explain it.

Chris will compile the minutes from the first FCELA meeting and distribute them to the board and the FCELA members. Their next steps are to set up 30-minute meetings with individual organizations to determine their greatest needs, and then prepare a list of the most common needs among the participating agencies to help ICEAA plan how to address them. The next quarterly meeting of the FCELA will focus on prioritizing those issues and determining action.

Chris believes that the impact of Covid on in-person workshops is over, evidenced by the return of DODCAS this December, and that DOD participation in training events will increase, so ICEAA and the FCELA will need to work to attract those attendees to our events.

Chris makes a call for volunteers to participate in the FCELA initiative. He believes it will be a big success and will need support from volunteers for it to truly realize its potential.

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Christina mentions two points that came up during the FCELA meeting, the first being that the DAU representative on the call mentioned that participation in the DAU's Masters of Cost Estimating and Analysis program is struggling to find students and fill classes. Christina is relieved to learn that others are facing the same challenge, but shows the issue is endemic. Tim, as a DAU professor, agrees, believing the DAU Masters of Cost Estimating course is a victim of its own success, having exhausted the pool of eligible estimators.

Tim thinks the key to describing the value of ICEAA to federal agencies is to explain what is in it for them. He suggests a corporate membership type where we can collect higher dues but give greater benefits to the corporation. He thinks this may change the perception that we're nickel-and-diming our members.

Rich thinks part of why DAU attendance may be down is that the attention paid to cost estimating has deteriorated over the years. He thinks the rollout of Weapons System Acquisition Reform Act of 2009 (WSARA) that highlighted the shortfalls of cost estimating across the government and tasked the DOD to fix it was helpful. That program came with funding that was used to send individuals for training and grow the cost estimating field, and thinks there may be some attention fatigue.

Rich wonders if we would benefit from increasing collaboration with other organizations, since he, and likely others, get so many invitations to conferences, if we can join up with another group, our speakers and members won't have to choose between events. Christina agrees, citing the 2024 International Training Symposium ICEAA is putting on with SCAF in the UK. She also thinks it would be worth exploring a relationship or collaboration with PMI to help demonstrate how cost estimating fits into other professions. She also thanks Chris Massey and Megan for attending a recent event at the Office of the CIO to help raise awareness of ICEAA.

Carol added a link in the chat: <https://www.dau.edu/credentials/cbce-001> The DAU launched a certification in Software Cost Estimation in October 2023, but is not sure if it was to replace the BCF250 course that we based CEBoK-S on. Carol suggests we review the new DAU certification and compare to CEBoK-S/SCEC to see where the two may overlap and how we can promote CEBoK-S and the SCEC as a result. Christina wants to have a discussion with Kevin on the topic to determine the next steps before moving forward. Kevin adds that our agreement with the DAU allows us to review their material.

**Action:** Christina takes the action to follow up with Kevin and Carol.

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Professional Development Update

Jennifer Kirchhoffer

Jennifer presents slides. Certification is down, but not by a lot, and there was a spike in both exams administered and pass rate after the Minneapolis Workshop.

Considering the discussions on revenue, Jennifer says we could consider putting on some kind of workshop or training event this fall to raise revenue. There had been discussion of making a CEBoK-S training event, but she believes CEBoK training is in higher demand. She has seen a lot of focus on recruiting lately, and that a CEBoK training could appeal to new and junior members.

While new certifications are not as strong, renewals are going well. Pass rates are also improving. She expects the updates to CEBoK Module 6 (Data Analysis) should be uploaded to CEBoK by August or September. She is also collecting volunteers and organizing the efforts to begin updates on Module 5 (Inflation). Sanath reports that the CEBoK-S Content Working Group is working on updates but will reconvene the group in September.

Chris says that during the FCELA meeting the federal government has estimated that 18,000 cost estimators are required to keep the cost estimating effort alive in the government, but that since ICEAA only has around 800 CCEA-certified estimators, that's not enough. Jennifer asks if this includes contractors, Chris and the FCELA participants were not sure. Christina adds that one of the FCELA members said they are the ones who determine whether or not CCEA is a requirement for a contract, but they're concerned that since so few estimators have a CCEA, they're hesitant to require it. She added that they all said they believe in the CCEA and think it is valuable, but we need to have more of them to choose from.

Jennifer raises concerns that if we were to make the exam easier or less expensive to appeal to more individuals, it could be at the expense of ICEAA's standards or finances. Rich does not think it's feasible for government agencies to require CCEA as a mandatory certification, we could get them to include it as a valued aspect of a proposal. Jennifer thinks we need to make certification important for the life of a contract, not just the proposal.



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2024 Workshop Update

Megan Jones

Megan apologizes for not having a full report available, but the financials are mostly complete, with the net revenue likely to hit \$130K. She points out that an additional \$22K of 2024 Workshop revenue was received in FY23, so when considered as a whole workshop, the overall total should exceed \$150K.

Megan says the feedback she's received so far from the Workshop has been great, and thanks everyone for stepping up in her absence.

The May minutes showed a question of what the demand is for CEBoK vs. CEBoK-S training at the 2025 Workshop. We added a question to the feedback survey that was rather evenly split: 40 respondents said CEBoK, 49 said CEBoK-S, so there is a higher demand for CEBoK-S in Atlanta.

Christina re-raises the idea of holding a virtual training event in the fall. There had been discussion of using a training event to motivate us to create CEBoK-S training videos, but if we hold a virtual CEBoK-S training in fall 2024/winter 2025, would that detract from those interested in taking CEBoK-S training at the Workshop? Would companies choose to sign up for a virtual event rather than send their employees to a Workshop?

Jennifer believes they will draw from different audiences and not compete, and could in fact attract new interest. Bob respectfully disagrees, he thinks companies will either send employees to the Workshop or the virtual event, whichever is more cost effective. He also does not believe there is a large demand for SCEC/CEBoK-S training, so we should focus on providing CEBoK-S training at the Workshop. Wendy agrees, she thinks her employees will want either CEBoK or CEBoK-S, and thinks if a virtual CEBoK-S workshop were inexpensive, it could attract her software-focused employees, and could be a way to introduce them to ICEAA and the Workshop. She does believe the audience for CEBoK-S is a smaller population. Arlene suggests bundling registration for a virtual event with the Workshop to encourage attendance at both.

Christina asks Jennifer if the CEBoK-S slides are ready to record for a training event. Jennifer says yes and no, they are ready as they were presented in 2023, but the CEBoK-S Content Management Working Group is actively making improvements. She cautions against the possible loop of waiting too long for updates, and considering we deemed CEBoK-S complete enough to create an exam on it, it is ready to go as-is, but it's not perfect. Christina

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agrees, and says that if we are serious about holding a virtual event in the next six months we need to start concrete planning. Jennifer believes it's a good idea to hold a virtual CEBoK-S training event even if the event doesn't make money, it will force us to make CEBoK-S videos that we can sell later. Sanath agrees that while updates are being made, we shouldn't wait for them; maintenance is always going to happen. Bob concurs.

Carol says that since CEBoK-S is designed to supplement CEBoK, and CEBoK is our primary curriculum, that we should offer CEBoK training in addition to CEBoK-S when we offer it. Jennifer points out that in 2023 when we held CEBoK-S training, we made the CEBoK videos available for attendees to view for free in a study room.

Kellie thinks that since we can show that attending CEBoK training in-person increases the pass rate, we should market accordingly. Jennifer says CEBoK drew more attendees in 2024 than CEBoK-S did in 2023, but if we held CEBoK training every year, she doesn't think we'd always get 20 attendees. She is also concerned about the workload and logistics of holding two 12-session training tracks at the same event, especially when only 20 attendees is considered a high count. She says once we have CEBoK-S videos, we can offer them for viewing at the Workshops we hold CEBoK training.

Carol offers to work with Jennifer to work out a way to conduct some amount of in-person CEBoK training when we're doing CEBoK-S training, even if just a few of the more difficult modules. She thinks that while it's important to raise awareness of CEBoK-S, CEBoK is still our core product. Madeleine suggests holding "office hours" with experts available for anyone with questions; Jennifer reminds her that we offer these study hours at the Workshop every year, nobody took advantage of them 2024, only two did in 2023.

Christina proposes the Workshop Committee determine how to approach training tracks during their first planning meeting.

### Increasing Volunteer Engagement

Christina Snyder

Christina says she has been thinking about how to get more members engaged and more active with their membership, but after the FCELA call and today's meeting, she realizes we need to focus on outreach. We tend to rely on the same volunteers, likely because we either stick with who we know, or we aren't attracting new volunteers. She thinks we need to focus on areas or ways we haven't previously drawn members and try to find new people who are

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interested and passionate about the profession. She hopes the board will give their thoughts and ideas, but to be mindful of our financial position.

She thinks the FCELA's plans will be effective for increasing engagement from the federal government. How do we attract more OEMs or contractors?

Jennifer asks if Christina would be opposed to offering a free year of membership to new individuals with less than 3 years of experience to introduce them to ICEAA. Christina would want to see an estimate of how much that would cost us vs. what the potential return could be. Jennifer agrees, but concedes that since we are not great at describing the value of ICEAA membership, maybe a free year would do better to show the value.

Rich thinks the Cost Challenge was a very effective way to get members involved, and both the participants and their sponsors were excited and energized by it. He suggests giving free Workshop attendance or year of membership to Cost Challenge participants.

Tim suggests offering recertification points to members for all new members that they attract to ICEAA. Megan thinks it's doable, we would need to figure out the details of how it would work, but it's worth trying and has very little risk. She will add the field to the member profile and report back on what data it collects.

Christina challenges all of the board members to email her and Megan with their short elevator speech of how they would promote ICEAA to a potential member. She will compile the responses in an effort to start an outreach campaign.

**Action:** By August 9, all board members to send a short statement of what ICEAA means to them that would encourage ICEAA membership to a new member.

Christina would like to highlight some profiles of members and how ICEAA has influenced their careers during the October 2 All-Members Meeting. She has asked Chris Massey to discuss the FCELA, promote CEBoK-S and the SCEC, and asks for any additional agenda items.

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New Business, Plan Next Meeting & Adjourn Christina Snyder

Megan is sad to report that Dale Shermon recently passed away, and his family has requested donations to their local hospice in lieu of gifts or flowers. Dale meant a lot to ICEAA and our members, and she proposes we send a \$250 donation in ICEAA's name. The board enthusiastically agrees, so Megan will take care of the donation (completed 10 August).

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Arlene suggests mentioning Dale at the All-Members Meeting, Megan and Christina agree. Christina suggested that we publish one of his papers as a tribute for the next magazine.

With no other new business, a motion to adjourn is raised, seconded, and approved. The board agrees to hold their next meeting Friday, September 13 at 11am EST. The meeting adjourns at 1:01.

#### Chat Log

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(Carol D) I found that the DAU came out with a new certification for Software Cost Estimation - here's the link <https://www.dau.edu/credentials/cbce-001>  
Perhaps we can gain traction by comparing their curriculum with our CEBoK-S.... with the FCLA

**Megan Jones** 11:57 AM

all, please be sure to raise your comments to the meeting rather than as a side conversation. it makes the minutes very challenging

(Kevin C) I'll dial in by phone but the MOU with DAU already provides for the sharing of this content

This is a credential, not a certification and BCF 230 is the new 250

# Treasurer Report

Madeleine Teller



# International Training Symposium Expenses

Number of people	50	75	100	130	140	150	160	180	200
Food £70 ea x 2 Days	£19,600	£19,600	£19,600	£19,600	£19,600	£21,000	£22,400	£25,200	£28,000
Room Rental	£45,228	£45,228	£45,228	£45,228	£45,228	£45,228	£45,228	£45,228	£45,228
Subtotal	£64,828	£64,828	£64,828	£64,828	£64,828	£66,228	£67,628	£70,428	£73,228
Add 20% VAT	<b>£77,794</b>	<b>£77,794</b>	<b>£77,794</b>	<b>£77,794</b>	<b>£77,794</b>	<b>£79,474</b>	<b>£81,154</b>	<b>£84,514</b>	<b>£87,874</b>

Cost per attendee	£1,556	£1,037	£778	£598	£556	£530	£507	£470	£439
Tickets £400	£20,000	£30,000	£40,000	£52,000	£56,000	£60,000	£64,000	£72,000	£80,000
Tickets -total	<b>-£57,794</b>	<b>-£47,794</b>	<b>-£37,794</b>	<b>-£25,794</b>	<b>-£21,794</b>	<b>-£19,474</b>	<b>-£17,154</b>	<b>-£12,514</b>	<b>-£7,874</b>
Tickets £499	£24,950	£37,425	£49,900	£64,870	£69,860	£74,850	£79,840	£89,820	£99,800
Tickets -total	<b>-£52,844</b>	<b>-£40,369</b>	<b>-£27,894</b>	<b>-£12,924</b>	<b>-£7,934</b>	<b>-£4,624</b>	<b>-£1,314</b>	£5,306	£11,926
Tickets £550	£27,500	£41,250	£55,000	£71,500	£77,000	£82,500	£88,000	£99,000	£110,000
Tickets -total	<b>-£50,294</b>	<b>-£36,544</b>	<b>-£22,794</b>	<b>-£6,294</b>	<b>-£794</b>	£3,026	£6,846	£14,486	£22,126

Registration revenue to date: \$26,000

Sponsorship revenue to date: \$20,000

# Balance Sheet as of September 6, 2024

Investments	Balance (Sep 2022)	Balance (Feb 2023)	Balance (May 2023)	Balance (Sep 2023)	Balance (Jan 2024)	Balance (May 6, 2024)	Balance (July 31, 2024)	Balance (Sept 6, 2024)	Mature	APY Rate
PFCU 4339703-56-5	\$ 34,312	\$ 34,586	\$ 34,789	\$ 35,065	\$ 35,369	\$ 35,990	\$ 36,460	\$ 36,622	Mar-25	5.35%
PFCU 4566018-56-2	\$ 88,691	\$ 88,885	\$ 89,600	\$ 90,915	\$ 92,249	\$ 93,600	\$ 94,620	\$ 94,971	Feb-25	4.45%
PFCU 4717076-56-8	\$ 38,623	\$ 38,836	\$ 38,993	\$ 39,229	\$ 39,800	\$ 40,442	\$ 40,928	\$ 41,905	Nov-24	4.91%
PFCU 4717077-56-6	\$ 39,151	\$ 39,366	\$ 39,526	\$ 39,765	\$ 40,344	\$ 40,995	\$ 41,487	\$ 41,656	Nov-24	4.91%
PFCU 7047946-56-6	\$ 46,619	\$ 46,712	\$ 46,781	\$ 47,026	\$ 47,738	\$ 48,460	\$ 49,005	\$ 49,912	Jul-25	4.60%
PFCU 7664998-56-9	\$ 53,322	\$ 53,482	\$ 53,670	\$ 54,483	\$ 55,309	\$ 56,137	\$ 56,715	\$ 56,913	Mar-25	4.20%
Money Market & Cash	\$ 515	\$ 515	\$ 510	\$ 515	\$ 520	\$ 510	\$ 515	\$ 515	n/a	
Subtotal	\$ 301,233	\$ 302,382	\$ 303,869	\$ 306,998	\$ 311,329	\$ 316,134	\$ 319,730	\$ 322,494		
	<b>Balance (Sep 19, 2022)</b>	<b>Balance (Feb 7, 2023)</b>	<b>Balance (May 8, 2023)</b>	<b>Balance (May 8, 2023)</b>	<b>Balance (Jan 11, 2024)</b>	<b>Balance (May 6, 2024)</b>	<b>Balance (July 31, 2024)</b>	<b>Balance (Sept 6, 2024)</b>		
Eagle Checking Balance	\$ 145,514	\$ 158,611	\$ 514,627	\$ 128,326	\$ 121,792	\$ 459,357	\$ 189,401	\$ 137,942		
	<b>Balance (Sep 19, 2022)</b>	<b>Balance (Feb 7, 2023)</b>	<b>Balance (May 8, 2023)</b>	<b>Balance (Sep 5, 2023)</b>	<b>Balance (Jan 11, 2024)</b>	<b>Balance (May 6, 2024)</b>	<b>Balance (July 31, 2024)</b>	<b>Balance (Sept 6, 2024)</b>		
Total Liquidity	\$ 446,747	\$ 460,994	\$ 818,496	\$ 435,324	\$ 433,121	\$ 775,491	\$ 509,131	\$ 460,436		

# 2023 Actuals and 2024 Estimate

Activity	2021 EOY Actual	2022 EOY Actual	2023 EOY Actual	2024 EOY Est as of 31 July 2024	2024 Actual as of 1 August 2024	2024 EOY Est as of 6 Sept 2024	2024 Estimate from Jan 2024
2024 ICEAA Workshop			\$ 22,376	\$ 130,000	\$ 128,977	\$ 130,000	\$ 125,000
Nesma Workshop	\$ -	\$ (3,667)	\$ -	\$ -	\$ 3,950	\$ 3,950	\$ -
UK Workshop	\$ -			\$ 10,000	?	?	\$ 10,000
QED (paid) Webinars	\$ 25	\$ 175	\$ 75	\$ 100	\$ 50	\$ 100	\$ 100
PCEA/CCEA Certification	\$ 25,295	\$ 31,013	\$ 34,675	\$ 30,000	\$ 17,912	\$ 24,000	\$ 37,500
SCEC Certification			\$ 1,750	\$ 5,000	\$ 3,195	\$ 5,000	\$ 3,000
Online Exam (Mettl)	\$ -	\$ (1,020)	\$ (1,029)	\$ (1,020)	\$ (1,020)	\$ (1,020)	\$ (1,030)
CEBoK 1.2 + Videos	\$ 20,429	\$ 4,620	\$ 8,298	\$ 8,700	\$ 8,415	\$ 9,000	\$ 8,700
CEBoK-S Sales			\$ 11,461	\$ 12,035	\$ 7,845	\$ 11,767	\$ 12,035
ICEAA World & Journal	\$ (7,820)	\$ (8,465)	\$ (9,452)	\$ (10,852)	\$ (10,852)	\$ (10,852)	\$ (9,900)
Advertising	\$ 2,990	\$ 364	\$ (2,020)	\$ (1,100)	\$ (1,285)	\$ (1,500)	\$ (5,000)
Membership: Mgt & Support	\$ 88,150	\$ 133,138	\$ 106,613	\$ 90,000	\$ 58,767	\$ 88,150	\$ 112,000
Chap Support & Outreach	\$ (559)	\$ (6,491)	\$ (986)	\$ (7,000)	\$ (1,058)	\$ (2,000)	\$ (2,000)
Interest & Other Income	\$ 4,284	\$ 2,371	\$ 10,097	\$ 10,000	\$ 8,407	\$ 10,000	\$ 10,000
Staffing & Contractors	\$(256,937)	\$(230,316)	\$(222,264)	\$ (238,000)	\$ (134,260)	\$ (238,000)	\$ (238,000)
Office Operations + IT	\$ (48,658)	\$ (68,457)	\$ (84,222)	\$ (95,000)	\$ (58,658)	\$ (95,000)	\$ (95,000)
Other (COVID Grant)	\$ 45,880	\$ -	\$ 19,950	\$ -	\$ -	\$ -	\$ 30,050
<b>TOTALS</b>	<b>\$ (22,709)</b>	<b>\$ 57,499</b>	<b>\$ (15,549)</b>	<b>\$ (57,137)</b>	<b>\$ 30,385</b>	<b>\$ (66,405)</b>	<b>\$ (2,545)</b>



# 2025 ICEAA Professional Development & Training Workshop

May 13-16, 2025

The Westin Peachtree Plaza - Atlanta, Georgia

Calling for Workshop  
Committee Volunteers!





Call for Papers!



Abstract Summaries Due  
**November 4, 2024**

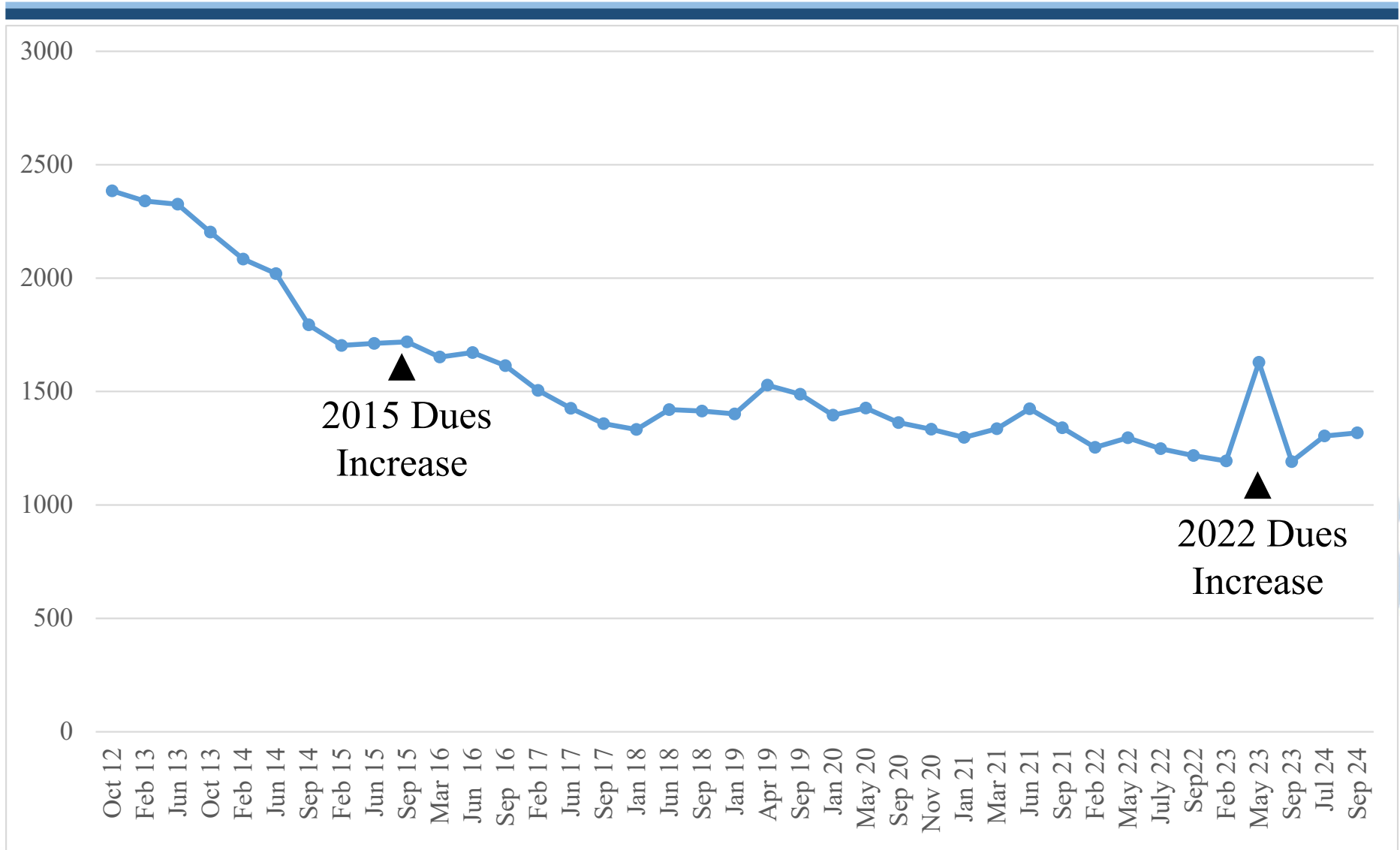
[www.iceaaonline.com/atl25cfp](http://www.iceaaonline.com/atl25cfp)

## ICEAA Membership 2019-2024

	Jan 20	May 20	Sep 20	Nov 20	Jan 21	Mar 21	Jun 21	Sep 21	Feb 22	May 22	July 22	Sep 22	Feb 23	May 23	Sep 23	Jul 24	Sep 24
<b>TOTAL MEMBERSHIP</b>	1398	1427	1363	1334	1298	1336	1424	1340	1254	1296	1248	1218	1194	1629	1191	1304	<b>1318</b>
Atlanta	5	7	7	9	8	10	10	8	6	7	5	5	5	10	7	11	9
Australia	45	49	45	35	35	34	40	39	41	44	44	42	43	58	56	53	63
Baltimore	13	12	15	14	15	15	16	15	16	17	18	19	16	22	12	18	17
Canada	85	87	83	95	91	86	88	82	56	71	70	70	72	107	63	68	63
Central Florida	21	22	20	16	16	18	18	18	19	21	19	21	20	29	22	19	17
Central VA	32	34	32	32	31	32	34	31	30	27	25	25	24	32	21	20	19
Dayton OH	41	50	42	41	45	47	50	48	46	47	43	43	48	59	40	39	41
DC Metro	461	480	479	468	461	470	490	442	437	443	421	406	390	536	379	400	400
Detroit	19	20	14	15	14	15	20	18	18	17	18	21	24	26	21	15	17
Greater Alabama	40	40	36	34	32	33	41	40	40	39	37	35	37	48	39	42	39
Hampton Roads VA	14	16	14	16	14	14	13	12	11	11	11	12	12	16	11	8	8
Houston	12	12	12	11	11	12	12	10	9	9	9	8	7	10	6	11	12
Lone Star TX	10	10	11	11	9	11	12	12	13	13	13	12	10	15	13	18	17
Mid-Atlantic	14	12	12	10	9	10	12	11	11	13	12	14	14	22	14	14	14
New England	85	81	84	80	74	72	73	69	49	58	56	53	51	68	46	63	62
Northwest	17	17	12	9	7	6	7	5	7	7	7	6	10	12	10	12	11
Northwest Florida	13	11	12	10	8	7	8	12	10	10	12	12	9	15	8	9	9
Pike's Peak	21	20	16	19	19	18	19	22	20	20	19	18	15	18	17	15	13
Rocky Mountan / Denver	9	8	9	12	15	20	20	23	19	20	18	17	13	22	10	21	20
San Antonio TX	4	5	5	5	6	6	7	6	6	5	3	2	4	6	6	8	10
San Diego	35	35	37	39	39	37	44	44	36	35	31	27	24	41	23	32	35
So Cal	88	93	95	94	94	108	117	115	101	107	101	98	86	118	91	98	92
St. Louis Gateway	14	14	13	14	13	12	12	12	10	9	8	11	10	12	10	9	8
Twin Cities	6	6	6	5	6	6	7	6	6	6	6	5	5	6	2	2	2
No Chapter/Other Int'l	293	286	251	239	225	236	252	238	235	238	240	235	244	320	263	299	321

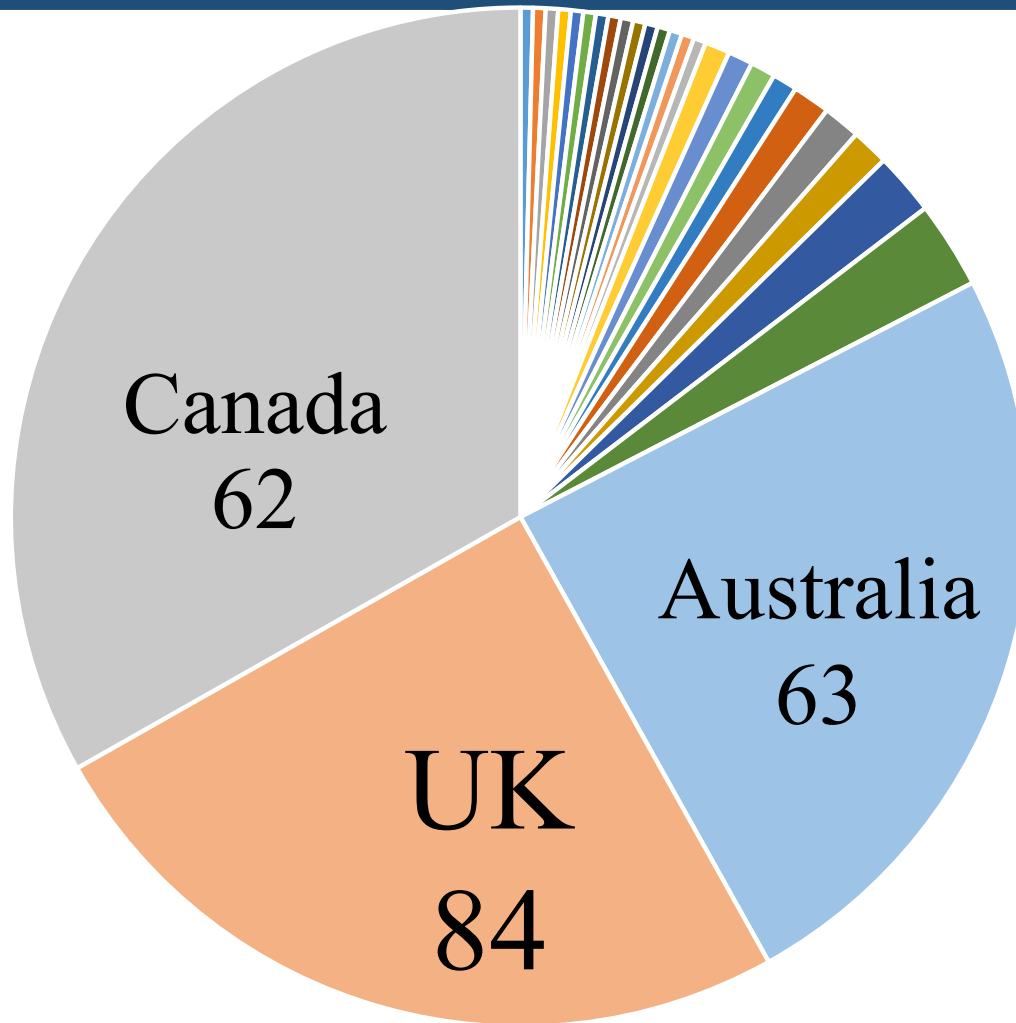


# State of the Association: Membership Trends 2012-2024



# State of the Association: International Membership

84	UK
62	Canada
63	Australia
7	Netherlands
5	Germany
3	France
3	Belgium
3	China
2	Japan
2	India
2	Korea/SK
1	Armenia
1	Botswana



1	Fiji
1	Italy
1	Kazakhstan
1	Kuwait
1	Luxembourg
1	Malaysia
1	Mexico
1	Norway
1	Oman
1	Pakistan
1	Philippines
1	Portugal
1	Qatar

# Government Employees (*estimated*)

	Jun 2021	Sep 2021	Dec 2021	Feb 2022	May 2022	July 2022	Sep 2022	Feb 2023	May 2023	Sep 2023	July 2024	Sep 2024
DoD et al	18	21	23	20	24	16	16	11	24	14	18	23
Air Force	89	87	82	81	80	71	70	69	99	64	80	72
Navy	22	21	22	21	21	19	19	20	27	14	14	13
Army	10	10	9	10	10	12	11	12	14	13	7	11
Coast Guard	2	1	2	3	4	4	4	3	3	3	2	2
NASA/JHU	22	21	19	19	22	20	16	18	22	18	27	25
MDA	9	10	8	8	8	9	9	7	10	5	5	5
State/Local	1	1	1	1	1	1		1	1	0	3	2
DHS	21	20	17	17	17	17	17	18	17	10	13	12
DOE/NNSA						13	15	15	17	13	5	6
FAA							8	8	8	6	7	6
Misc Civil	11	13	12	12	17	18	11	10	10	9	12	11

Total US Government Employees (est.) **193**

Total Membership as of 9/6 **1318**

Percentage of Membership: 14.6%

Jan18 25% Jun21 14.5%

May18 23% Sep21 15.4%

Sep18 25% Dec21 14.9%

Feb19 24% Feb22 15.4%

Apr19 15% May22 15.8%

Sep19 15% July22 16.1%

Jan20 16% Sep22 16.3%

May20 16% Feb23 15.9%

Sep20 15% May23 15.4%

Nov20 14.5% Sep23 14.7%

Jan21 13.6% July24 14.8%

Mar21 14.4% Sep24 14.6%

# Membership Composition

