



COST ESTIMATING
COMMUNITY OF PRACTICE

COST ESTIMATING COMMUNITY OF PRACTICE

10th ANNUAL SYMPOSIUM

Nevada National Security Sites
August 11, 2026 - August 13, 2026

WORKING TOGETHER.
ONE MISSION. ONE VISION. ONE NSE.



U.S. DEPARTMENT
of **ENERGY**



Table of Contents

About Us 4

Keynote Speakers6

Schedule 8

Presenters.....18

Acronyms.....36

Announcements.....37

Notes38

WELCOME TO CECOP 2026

John Ball
NNSS CEAG Council Member



On behalf of the Cost Estimating Analysis Group (CEAG) Council and our National Nuclear Security Administration (NNSA) sponsor, the Office of Management and Budget’s Office of Programming, Analysis, and Evaluation, it is my great pleasure to welcome you to the Tenth Annual Cost Estimating Community of Practice (CECOP) Symposium, proudly hosted by the Nevada National Security Sites (NNSS).

CECOP was established by the NNSA's eight sites in collaboration with the Department of Energy Headquarters to foster the exchange of best practices in cost estimation, advance innovation in analytical methods, and strengthen collaboration across the nuclear security enterprise (NSE). Over the years, this community has grown into a vital forum where practitioners share expertise, develop new approaches, and build lasting professional connections.

We are honored to welcome our keynote speakers: **Roger Rocha**, President, Mission Support and Test Services (NNSS) and **David A. Hoagland**, Executive Principal Assistant Deputy Administrator for Defense Programs at NNSA, who oversees the safety, security, and reliability of the U.S. nuclear weapons stockpile. We extend our sincere gratitude to these distinguished leaders for contributing their time and perspectives to this year’s symposium.

The 2026 program offers a diverse range of presentations covering capital acquisition and cost estimation, risk and uncertainty, schedule analysis, and more. In addition, attendees will enjoy engaging networking opportunities, and NNSS will provide time to connect with colleagues during Wednesday evening’s no-host social.

We look forward to your participation in this year’s symposium and hope the sessions and discussions inspire new ideas, strengthen professional ties, and advance the practice of cost estimation across the NSE.

Welcome to the Tenth Annual CECOP Symposium.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Ball', written in a cursive style.

John Ball



CEAG is an NSE wide working group sponsored by NNSA management with membership from the nuclear weapons design and production agencies. CEAG is a principal source for cultivating expertise, experience, and excellence for NNSA cost estimating capabilities.

CEAG leads a focused effort to continue to improve NNSA's and each site's ability to forecast the scope, resources, and funding required for program execution, while also developing associated skill sets and fostering communication, collaboration, and information sharing. CEAG leverages existing individual capabilities, evaluates models, and conducts requested analysis to support the needs of NNSA.

- CEAG is based on the following principles:
- Emphasis on enterprise-wide perspective in addition to and aligned with site perspectives
Participation from all NNSA sites
 - Mutual respect and transparency with open and honest dialogue among all members and participants
 - Sites negotiate their deliverables, resources, and intellectual property issues
 - Encourage original and innovative analytic approaches with potential to develop insight and confidence in results

The CEAG Council is comprised of representatives from across the NSE, integrating the knowledge and expertise of professionals at the sites and NNSA and is chaired by NA-BA, Budget and Accounting. CEAG is chartered to lead independent cost estimate reviews and other cost analysis efforts as requested by NNSA leadership or from the nuclear weapons design and production agencies and approved by CEAG.

CEAG COUNCIL MEMBERS	
Cash Fitzpatrick - CEAG Chair	NNSA
Eric White	Y-12
Nathalie Lemmon	PX
Tim Hogan	KCNSC
Todd Proffitt	LANL
Carol Meyers	LLNL
John Ball	NNSS
Blair DuBois	SNL
John Salter	SRS

CEAG SITE REPRESENTATIVES	
Steve Blake	KCNSC
Clint Bowman	KCNSC
Gabe Andrade	LANL
Elliot Sondheim	LANL
Hannah Goldstein	LLNL
Amanda Walton	NNSS
Chris Nesbit	SNL
Carla Moncayo Jordan	SNL
Rhonda Tiller	SRS
Russ Howell	PX
Keith Burd	PX
Randy Miller	Y-12
Julie Anderson	NNSA
Charlie Loelius	NNSA

CEAG SUPPORT PERSONNEL	
Xander Marlette	NNSA
Payton Deeney	NNSA



CECOP serves as the NNSA's premier collaborative forum for advancing cost estimating practices across the NSE. CECOP promotes the exchange of best practices, emerging analytical techniques, and strengthens partnerships among professionals in cost estimating, resource planning, scheduling, risk management, and cost control. While centered on the NSE, the symposium is open to the public and regularly draws participants from across the federal government, including the DOE, Department of Defense (DoD), National Aeronautics and Space Administration (NASA), Government Accountability Office (GAO), and other relevant agencies and institutions.

CECOP operates under the leadership of CEAG and provides a structured venue for sharing cost estimating principles, methodologies, and innovations. The primary vehicle for this knowledge exchange is the annual CECOP Symposium, first held in Washington, DC on March 21-22, 2017. Each year, the symposium rotates among different NSE locations and is jointly organized by CEAG and the local host site. The event showcases CEAG-led initiatives, encourages peer exchange, and highlights forward-leaning topics in cost analysis and project controls.

The CECOP Symposium is designed to be an interactive, cross-disciplinary forum for professionals in cost estimating, project controls, and project management. It aims to deepen the understanding of cost analysis from multiple perspectives, enabling participants to share challenges, solutions, and advancements. By fostering dialogue among practitioners, the symposium seeks to bridge gaps in practice and promote consistent application of best-in-class estimating methods across the NSE. Ultimately, the event supports continuous improvement in strategic planning, decision-making, and execution of complex government programs.

The three-day symposium features a dynamic agenda that includes keynote addresses, technical presentations, hands-on workshops, and professional networking opportunities. While in-person attendance is

encouraged to maximize engagement, virtual participation is available for those unable to travel to the host location.

The core objective of the CECOP Symposium is to support the professional development of NNSA's cost estimating community by fostering collaboration, disseminating knowledge, and cultivating leadership in the field. Attendees will gain actionable insights, expand their professional networks, and leave better equipped to deliver more accurate, defensible cost estimates. These improved capabilities contribute directly to more informed decisions, enhanced resource stewardship, and greater mission success across the Nuclear Security Enterprise.

CECOP 2026 PLANNING TEAM		
Name	Site	Role
Xander Marlette	NNSA	Planning Committee Chair
Payton Deeney	NNSA	CEAG Support Personnel
John Ball	NNSS	Host Site CEAG Council Member
Amanda Walton	NNSS	Host Site Lead
Blake Connelly	NNSS	Host Site Support
Tony Getsinger	NNSS	Host Site Support
Desiree Sandoval Maes	LANL	Planning Committee Member
Gabriel Andrade	LANL	Planning Committee Member
Kathy Lane	NNSA	Planning Committee Member
Derrian Doblado	NNSA	Planning Committee Member
Rhonda Tiller	SRS	Planning Committee Member
Shane Farris	Y-12	Planning Committee Member
Hannah Goldstein	LLNL	Planning Committee Member
Terry Mantle	LLNL	Planning Committee Member
Daniel McCollom	SNL	Planning Committee Member
Carla Moncayo Jordan	SNL	Planning Committee Member
Steve Blake	KCNSC	Planning Committee Member
Keith Burd	PX	Planning Committee Member



KEYNOTE SPEAKER - DAY 1

David Hoagland Executive Principal Assistant Deputy Administrator, Office of Defense Programs, NA-10

David Hoagland serves as Executive Principal Assistant Deputy Administrator, a position which he accepted in January 2024. Prior to this role, Mr. Hoagland was the Acting Associate Administrator for Counterterrorism and Counterproliferation, where he was responsible for countering nuclear terrorism and proliferation and preparing for and responding to nuclear and radiological accidents and incidents worldwide. The Office of Counterterrorism and Counterproliferation (CTCP) mission includes providing technically informed policy and operational recommendations to advance U.S. nuclear counterterrorism and counterproliferation objectives, while informing U.S. government agencies on nuclear threat devices (i.e., improvised nuclear devices, proliferant devices, and devices outside of state control). CTCP applies NNSA's nuclear expertise, science, technology, and engineering capabilities to support whole-of-government activities, while sustaining deployable assets for both nuclear incident response and nuclear forensics activities.

Previously, Mr. Hoagland was the Deputy Associate Administrator for CTCP, where he coordinated several programs to reduce nuclear threats, including through the application of innovative capabilities in nuclear threat science. From February 2022 through March 2023, he led NNSA support to the people and government of Ukraine, integrating a diverse range of capabilities to reduce and respond to nuclear risks stemming from Russia's unprovoked invasion. He also served previously as Acting Associate Administrator for Defense Nuclear Security.

From 2014 to 2017, Mr. Hoagland served on the National Security Council (NSC) staff, where he developed Administration policy on issues ranging from nuclear terrorism to global nuclear proliferation and contributed to policy on regional nuclear issues. He also led the development of Presidential Policy Directive-33, which guides whole-of-government efforts to detect and provide early warning of nuclear proliferation.

Prior to the NSC, Mr. Hoagland directed the Department of Energy's specialized Nuclear Emergency Support Team assets to search for, diagnose, stabilize, and render safe nuclear devices, and oversaw technology development for DOE, the Federal Bureau of Investigation, and the Department of Defense to counter nuclear terrorism and proliferation.

In his early career, Mr. Hoagland served as a Naval Special Warfare Officer, including deployments to the Middle East, Europe, and the Balkan conflict. He earned his Bachelor of Science in mechanical engineering (aerospace concentration) from Worcester Polytechnic Institute.



KEYNOTE SPEAKER - DAY 2

Roger R. Rocha President, Mission Support and Test Services, NNS

Roger Rocha currently serves as President of Mission Support and Test Services (MSTS), which manages and operates the Nevada National Security Sites (NNS).

Rocha joined the NNS in 2020 as the MSTS Vice President and Chief Operating Officer. In that capacity, he led Mission Operations, including Stockpile Experimentation & Operations and Environmental Management; Infrastructure; Global Security; Mission Assurance; Security and Emergency Services and the Field Intelligence Element; Information Technology; Procurement; and Program Integration.

Prior to joining the NNS, Rocha served as Deputy Principal Associate Director for Operations at Lawrence Livermore National Laboratory (LLNL), with management and oversight responsibility of operational matters for Weapons and Complex Integration (WCI). Rocha also led the WCI Facilities Operations organization, tasked with managing all WCI facilities in a safe, secure and efficient manner in support of the programmatic missions.

In addition to Principal Associate Director-level support, Rocha represented WCI on institutional and external committees and working groups that span a broad spectrum of operational, safety and security issues. He collaborated with the programmatic, scientific and operations managers across the laboratory to deliver operations and services in an effective and cost-efficient manner and ensured the organization provided the systems and support necessary to deliver on LLNL's missions.

Rocha joined LLNL in March 1996 and held several key positions at the laboratory over the course of his 25-year career. In addition to his role as the Deputy Principal Associate Director for Operations in WCI, Rocha was also the Deputy Program Director/Division Leader for Operations in WCI's Primary Nuclear Design Program/B Division. In that role, he served as Senior Advisor to the program/division leadership and was the point of contact for major operational issues. Prior to that, Rocha was the Program Leader for the Nuclear Materials Technology Program, where he was responsible for two program elements: superblock and radioactive and hazardous waste management.

Rocha graduated from California Polytechnic State University, San Luis Obispo in 1996 with a bachelor's degree in mechanical engineering.

1st Floor Auditorium (6339)

START	END	ACTIVITY	
8:00 am	9:00 am	Check-in	
9:00 am	9:15 am	Welcome Remarks and Safety Protocols – John Ball	
9:15 am	9:45 am	Keynote Speech – David Hoagland	
9:45 am	10:30 am	CEAG Overview and Key Initiatives – Cash Fitzpatrick CEAG focuses on improving programmatic cost estimating by cultivating expertise, experience, and excellence across the nuclear security enterprise. This briefing provides an overview of CEAG’s organization and ongoing projects, with an emphasis on how interested audience members can engage in these efforts.	
10:30 am	11:00 am	Networking Break	
11:00 am	11:45 am	A Validation a Day Keeps the Errors Away: Refining Data with Novel Health Checks – Daniel Puentes, Emily Van Hoose Reliable cost estimates depend on high-quality data, yet inconsistencies in official databases can undermine their utility. The Department of Energy’s real property database of record includes data health checks but struggles to address root causes of data anomalies, leaving estimators to navigate unreliable inputs. This presentation introduces a centralized error-tracking dashboard that identifies both reliable and unreliable data, empowering analysts to filter out unpredictable parameters and improve data integrity. By sharing recommendations for external validation techniques and lessons learned, this work aims to advance cost estimating practices and strengthen database utility across the Nuclear Security Enterprise (NSE).	
11:45 am	12:45 pm	Lunch	
12:45 pm	1:30 pm	AI’s Emerging Role in Cost Estimating – Des Orsinelli This presentation outlines a practical approach to applying AI in cost estimating workflows across infrastructure projects in the National Security Enterprise. Based on current initiatives, it highlights how AI can improve speed, consistency, quality, and traceability in tasks such as bid versus estimate analysis, basis of estimate support, vendor quote review, peer review, market trend analysis, and labor and equipment rate updates. The session will cover lessons learned, implementation considerations, human oversight, and how AI can expand the estimator’s role while supporting governance, transparency, and professional judgment.	SCURA-thon 2026 Great Basin Room A1

2nd Floor Conference Room (6510)

START	END	ACTIVITY	
8:00 am	9:00 am	Check-in	
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10:30 am	11:00 am	Networking Break	
11:00 am	11:45 am	Say What?! Prompting Large Language Models for Smarter Cost Analysis – Anil Divvela As Large Language Models (LLMs) such as ChatGPT transform analytical workflows, cost estimators can leverage prompting to enhance productivity and insight. This presentation introduces the fundamentals of prompting and demonstrates how structured, well-framed questions can yield defensible, repeatable outputs useful in cost analysis. Core prompting concepts will be outlined, followed by practical use cases tied to real-world cost analysis activities. The session will also cover methods for documenting and validating AI-assisted work to maintain analytical rigor. This session is intended for analysts seeking to responsibly integrate emerging tools into established cost estimating processes to improve quality, transparency, and efficiency.	
11:45 am	12:45 pm	Lunch	
12:45 pm	1:30 pm	NSE at 100: A Century of Nuclear Weapons Spending** – Zachary Matheson NNSA is in the midst of modernizing the stockpile of US nuclear weapons, which in turn requires modernization of enterprise lab, plant, and site infrastructure. These dual modernization efforts, which are occurring during a time of global uncertainty with two near-peer adversaries, are expansive – and costly. As questions are raised during this critical juncture about the costs of modernization, it is interesting and instructive to look backward and forward – backward, to determine whether today’s weapon activity costs are significantly different than in years past, and if so, why; and forward, to ensure alignment between requirements, capabilities, and budgets.	SCURA-thon 2026 Great Basin Room A1

**Presentations containing Controlled Unclassified Information (CUI) may not be available for virtual streaming.

1st Floor Auditorium (6339)

START	END	ACTIVITY	SCURA-thon 2026 Great Basin Room A1
1:30 pm	2:30 pm	Improving Estimate Accuracy Through Probability Calibration and Uncertainty Decomposition – Kimberly Scott Estimates often rely on subjective probability that can introduce bias. Participants will directly experience and measure their own calibration accuracy through a series of structured estimation exercises, observing common bias patterns in real time. Building on these insights, it will provide practical techniques to improve probabilistic judgment, followed by an applied approach to uncertainty decomposition, structuring cost and schedule elements into component level ranges based on historical data and subject matter expertise. Participants will leave with practical tools, scoring methods, and implementation strategies that can be immediately applied to improve estimate defensibility and the reliability of Monte Carlo outputs.	
2:30 pm	3:00 pm	One Nuclear Security Enterprise: An Exploration of Data Governance by the Historical Data Working Group – Terry Josserand Data forms the basis of every cost estimate, but not all data are equal. This is especially true in the Nuclear Security Enterprise, responsible for the nation's highest consequence engineered systems—nuclear weapons. The critical nature of these systems demands heightened physical control and stringent data governance across responsible organizations. With advances in analytical technologies, the urgency to integrate data across the enterprise to enhance the efficiency and effectiveness of the Nuclear Deterrence Mission has intensified. Accordingly, the Historical Data Working Group, championed by the National Nuclear Security Administration and comprising members from across the enterprise, has identified key data sharing obstacles. These challenges will be highlighted in this presentation under the theme: one mission, one vision, one Nuclear Security Enterprise.	
3:00 pm	3:30 pm	Networking Break	
3:30 pm	4:15 pm	Where It All Breaks Down: How Cost Growth Exists Within Specific WBS Elements – Zachary Matheson, Vikram Basude Capital projects executed by the NNSA often experience drastic cost growth despite extensive planning. As part of a detailed exploration of this phenomenon, the NNSA Office of Program Analysis & Evaluation (PA&E) identified cost growth within specific WBS elements. To achieve this, PA&E mapped project Earned Value Management (EVM) data to a standardized WBS using a hierarchical machine learning classifier. The team verified and validated model outputs, tracking cost growth across WBS elements over multiple years of post-baseline execution. PA&E's detailed WBS cost growth framework facilitates estimators to better quantify cost growth risks early, identify mitigation strategies, ultimately leading to more informed mission execution.	
4:15 pm	5:00 pm	Estimating the Unestimated: A Forecasting Approach for Operations Budget Evaluation – Justin Alcorta, John Derks, Mark Matyas Program offices request billions of dollars in operations funding yearly. These requests often lack a formal cost estimate, making it difficult for the enterprise to consistently evaluate and defend operations funding under strict budget constraints. As operations portfolios grow, this challenge increases the risk of unjustified growth and weakens decision-makers' ability to prioritize funding across competing programs and projects. We introduce a benchmarking approach using time-series forecasting techniques built on historical execution data to project costs. This capability enables an independent evaluation of outyear funding requests, helping identify risks of surpluses and shortfalls while strengthening confidence in operations budgets.	
5:00 pm	End of Day 1		

2nd Floor Conference Room (6510)

START	END	ACTIVITY	SCURA-thon 2026 Great Basin Room A1
1:30 pm	2:30 pm	Independent Chain Analysis of Risk and Uncertainty in Schedule** – Abby Schendt ICARUS is a novel approach to predicting capital project schedules by leveraging data from the NNSA Integrated Master Schedules (NIMS). The methodology, though nascent, integrates text analysis and Markov Chain analysis. Text analysis is employed to identify recurring task types within NIMS data and assess their performance against established baselines. Through the application of binary text identifiers and a logistic probability model, each task is assigned a probability of schedule slippage. Then, a regression estimates the duration of such slips. Finally, a Monte Carlo simulation uses these estimates to generate a schedule forecast for capital projects. This work aims to enhance schedule predictability and risk management.	
2:30 pm	3:00 pm	From WDCR Tool to BOEA: A Roadmap to Basis of Estimate Transition** – John Miller At the start of the W80-4 WDCR effort, KCNSC built a cloud-based WDCR Basis of Estimate (BOE) tool to capture project details, later presented to CECOP. For the W93 WDCR, the tool was deemed insufficient for program needs and required changes. This presentation outlines the development roadmap from the original WDCR Tool to today's Basis of Estimate Application (BOEA), describing the data-modeling approach used to define customer requirements and relationship structures. Two case studies are reviewed: (1) legacy weapon programs processed with the original tool, and (2) deployment of the new BOEA on a program, showing improvements from customer feedback and integration with other interfaces.	
3:00 pm	3:30 pm	Networking Break	
3:30 pm	4:15 pm	Technology/Manufacturing Readiness Levels for Schedule and Risk Analysis** – Abby Schendt This work investigates the connection between TRLs and MRLs, recognizing that manufacturing readiness is frequently paced by technology readiness and design stability. The research explores the impact of design novelty on project schedules for components at various readiness levels. Furthermore, it highlights the transition from design to manufacturing as a critical risk area for programs, emphasizing the importance of managing risk from the earliest stages of technology development through end-of-life. By integrating TRL and MRL assessments, this analysis provides better understanding of readiness/risk to improve schedule predictability and successful technology insertion.	
4:15 pm	5:00 pm	Estimating the Unestimated: A Forecasting Approach for Operations Budget Evaluation – Justin Alcorta, John Derks, Mark Matyas Program offices request billions of dollars in operations funding yearly. These requests often lack a formal cost estimate, making it difficult for the enterprise to consistently evaluate and defend operations funding under strict budget constraints. As operations portfolios grow, this challenge increases the risk of unjustified growth and weakens decision-makers' ability to prioritize funding across competing programs and projects. We introduce a benchmarking approach using time-series forecasting techniques built on historical execution data to project costs. This capability enables an independent evaluation of outyear funding requests, helping identify risks of surpluses and shortfalls while strengthening confidence in operations budgets.	
5:00 pm	End of Day 1		

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1st Floor Auditorium (6339)

START	END	ACTIVITY
8:00 am	9:00 am	Check-in
9:00 am	9:30 am	Keynote Speech – Roger Rocha
9:30 am	10:00 am	Introducing the Schedule Community of Practice – Derrian Doblado The Schedule Community of Practice was established to unify schedule practices across the Nuclear Security Enterprise. This presentation will explore how SCOP was established and steps taken to build engagement across teams. Attendees will gain insight into the initial goals, key milestones, and future direction of SCOP, highlighting its role in strengthening schedule practices and risk management efforts. SCOP is sponsored by the Cost Estimating Analysis Group (CEAG) and managed by the Defense Programs Risk Management team.
10:00 am	10:30 am	Quantifying Success: Probabilistic Forecasting for On-Budget, On-Time Projects – Mark Matyas, Remmie Arnold Organizations face critical challenges when project costs exceed initial budget allocations and schedule timelines. Unforeseen cost and schedule growth jeopardizes strategic objectives through delays, scope reductions, and financial strain. This presentation introduces a crosscheck tool that forecasts distributions of Total Project Costs and Project Completion (CD-4) dates based on deterministic estimates at CD-1 and CD-2. These results can be used to validate Management Reserve and Contingency allocations, identify potentially underfunded projects, and quantify data-driven probabilities of successfully completing projects within budget and on time.
10:30 am	11:00 am	Networking Break
11:00 am	12:00 pm	Teaching AI to Think Like a Cost Estimator: Custom Skills and Agents in PARS – Amber Young, Craig Haseler, Sam Runner, Roxy Franks PARS supports DOE project management including cost estimating through earned value and portfolio analysis. Since May 2025, the PARS AI assistant, Walt, has evolved with three technical innovations: Custom Skills providing modular expertise in earned value concepts, variance analysis, and data quality validation; Custom Agents implementing role-specific configurations for cost estimators, schedulers, and analysts; and Workspaces enabling persistent context and sustained analytical workflows. Implementation challenges include differentiating baseline changes from scope creep, balancing autonomy with oversight, and building stakeholder trust. The objective is analytical augmentation providing enhanced decision support tools.
12:00 pm	1:00 pm	Lunch
1:00 pm	2:00 pm	The Connected Risk Journey: Strengthening Enterprise Risk Management Across the Nuclear Security Enterprise – Eleni Rojtas, Jared Christenson This presentation explores the ongoing evolution of Defense Programs Risk Management toward a more connected and integrated enterprise risk management approach. By linking governance frameworks, key risk processes, and practical applications of risk-informed decision making, Defense Programs is strengthening its ability to support safe, secure, reliable, and militarily effective nuclear weapons while improving performance and resilience across the enterprise. Within this broader context, attendees will also gain insight into the Federal Integrated Risk Register as one example of how integrated tools and shared data can support enterprise alignment and decision making. The session will discuss progress, lessons learned, and continuing challenges in maturing a connected risk approach that bridges strategic vision and operational realities in a complex national security environment.

2nd Floor Conference Room (6510)

START	END	ACTIVITY
8:00 am	9:00 am	Check-in
9:00 am	9:30 am	Keynote Speech – Roger Rocha
9:30 am	10:00 am	Introducing the Schedule Community of Practice – Derrian Doblado The Schedule Community of Practice was established to unify schedule practices across the Nuclear Security Enterprise. This presentation will explore how SCOP was established and steps taken to build engagement across teams. Attendees will gain insight into the initial goals, key milestones, and future direction of SCOP, highlighting its role in strengthening schedule practices and risk management efforts. SCOP is sponsored by the Cost Estimating Analysis Group (CEAG) and managed by the Defense Programs Risk Management team.
10:00 am	10:30 am	Adopting a Hybrid Cost/Schedule/Risk estimate for the LANSCE Accelerator Modernization Project (LAMP) at CD-1 – Patrick Shelton, Gregory Dale, Stephani Swickley, Laura Gibson Early-stage estimating is prone to inaccuracy due to limited design definition and an overreliance on build-up methods. Parametric methods bridge that gap by using historic data to capture uncertainty without needing significant design definition. The CD-1 estimate for the LANSCE Accelerator Modernization Project (LAMP) applied a hybrid strategy—parametrics for the uncertain scope and build-ups for mature and near-term elements—producing the right estimate for the right scope at the right time. LAMP’s estimate was described as “confidence inspiring,” and a possible “new standard for complex projects”. This presentation outlines the hybrid methodology, the required cultural shift, and lessons for organizations pursuing similar change.
10:30 am	11:00 am	Networking Break
11:00 am	12:00 pm	Implementing AACE RP-Based Cost Estimating Frameworks on NNSA Capital Projects – Michael Nosbisch NNSA capital projects demand defensible, traceable, and risk-informed cost estimates that evolve in alignment with project maturity. This presentation explores how AACE International's Recommended Practices (RPs), particularly those related to cost estimate classification and scope definition, can be effectively implemented to meet DOE/NNSA requirements, specifically in relation to DOE Order 413.3B. The presenter will walk through the development of estimates in support of Critical Decision (CD) milestones, highlighting methods for scope-based estimating, parametric modeling, and contingency forecasting in the high-stakes nuclear environment. A mini-case study will be utilized to reinforce the concepts presented in a practical way.
12:00 pm	1:00 pm	Lunch
1:00 pm	2:00 pm	GAO Step 6 Spotlight: Smart Data Evaluation for Cost Analysis – Alexis Lewandowski, Terrence Mantle, Daniel McCollom This training presentation engages participants in an interactive exploration of best practices for data evaluation in programmatic and cost analysis, specifically referencing GAO Step 6: Obtain the Data. Attendees will learn to identify relevant data sources, assess data quality, and make informed decisions about usability through a briefing by the presenters as well as group activities. Key takeaways will emphasize the critical evaluation of data's relevance, accuracy, completeness, and timeliness to ensure reliable estimates, ultimately enhancing decision-making processes in program management and cost analysis.

1st Floor Auditorium (6339)

START	END	ACTIVITY
2:00 pm	2:30 pm	To the BATCAIV! A Practical Guide for Building to Cost Targets – Zachary Matheson, Logan Hartley, Payton Deeney Organizations face critical challenges when project costs exceed initial budget allocations and schedule timelines. Unforeseen cost and schedule growth jeopardizes strategic objectives through delays, scope reductions, and financial strain. This presentation introduces a crosscheck tool that forecasts distributions of Total Project Costs and Project Completion (CD-4) dates based on deterministic estimates at CD-1 and CD-2. These results can be used to validate Management Reserve and Contingency allocations, identify potentially underfunded projects, and quantify data-driven probabilities of successfully completing projects within budget and on time.
2:30 pm	3:00 pm	Networking Break
3:00 pm	3:45 pm	Reviews You Can Use: Process Improvements to the WDCR/BCR – Michael Metcalf, Victoria Coddling The WDCR is an iterative process where LPS partners develop scope, cost, schedule, and risk inputs using defined requirements. The FPO consolidates into a report, undergoing a review and approval before informing the BCR. NNSA has used this process over a decade. PA&E streamlined execution through BOE, DIT, and SCURA training, standardized templates, and structured feedback. To strengthen defensibility, PA&E created Component Benchmarking Tool enabled data driven, component level comparisons to validate estimates & identify anomalies. PA&E expanded support by integrating EVM, historical data, and strategic planning as programs advance through BCR cycles & will discuss process improvements that impacted the successful W93 WDCR.
3:45 pm	4:30 pm	From Structure to Schedule: WBS Phasing Across the Infrastructure Project Lifecycle – Xander Marlette, Vikram Basude Government agencies have long struggled to understand when specific work occurs throughout project execution relative to when it is planned. This study defines phasing estimating relationships across lower-level WBS elements using time-phased EVM data from the NNSA infrastructure portfolio. By aligning performance to a standardized WBS framework, consistent timing and sequencing patterns were developed, identifying how elements of cost execute across the project lifecycle. These relationships establish the ability to benchmark expected execution timing. The framework enables evaluation of baseline feasibility and assessment of spend plan realism, equipping decision-makers with actionable insight to drive more reliable program execution.
4:30 pm	End of Day 2	

NO HOST SOCIAL AT THE LEGACY CLUB ROOFTOP BAR



2nd Floor Conference Room (6510)

START	END	ACTIVITY
2:00 pm	2:30 pm	Cost Estimation for Assembly and Radiography Capability Sustainment – Alexander Lee Experimental weapon test devices are required to be assembled and nondestructively tested for various programs. The assembly and radiography functions are crucial to the test device testing and qualification. Current facilities pertaining to these capabilities were constructed at LANL in the 1950's, and facility aging has impacted the test device output. We will present cost estimation exercises for the business case analysis to understand investments for modernizing the legacy facilities and sustaining their capacities. Some elements of the work include operations, maintenance, and recapitalization costs. This presentation will also include assumptions and methodologies in this work.
2:30 pm	3:00 pm	Networking Break
3:00 pm	3:45 pm	How Fast Can We Burn Money and When Do We Stop? Compounding Uncertainties in Phasing Curve Shape and Duration – Stephen Colodner Phasing the overall cost of a project is difficult, especially when duration is also uncertain. Acknowledging uncertainty in how spending is phased can improve early-stage independent cost estimates by better reflecting this variability, which affects total then-year costs via escalation. Derive a stochastic estimate of the phasing profile shape and apply it to a stochastic duration in a cost and schedule model. Using historical spend profiles, uncertainty in and correlation between shape parameters can be simulated by Monte Carlo. The resulting phasing profiles can even be applied to estimates that also model schedule uncertainty.
3:45 pm	4:30 pm	The Cost Code: Deciphering the Real Maintenance Cost Drivers of the Nuclear Security Enterprise – Emily Van Hoose, Megan Switz Across the Nuclear Security Enterprise (NSE), Labs, Plants, and Sites (LPSs) operate under vastly different conditions, yet all face the same fundamental challenge: understanding why maintenance costs are so high and what is driving these costs. This Cost Estimating Relationship (CER) analysis cracks that code by diving into the Facilities Information Management System (FIMS) database and applying comparative statistical methods to cut through the noise and isolate the variables that move the cost needle. This maintenance CER provides decision-makers across the enterprise with a stronger basis for forecasting, resource allocation, and strategic planning.
4:30 pm	End of Day 2	



7:00 – 9:00 PM
8 FREMONT ST,
LAS VEGAS, NV 89101

1st Floor Auditorium (6339)

START	END	ACTIVITY
8:00 am	9:00 am	Check-in
9:00 am	9:15 am	SCURA-thon 2026 Overview – Lorrie Blanchard Tietze 2026 SCURA-thon will improve consistency in communicating Schedule Cost Uncertainty Risk Analysis (SCURA) results. Building on prior events, this year focuses on storytelling, anticipating leadership questions, and helping stakeholders better understand SCURA outputs for decision-making. Teams will analyze provided datasets on integrated weapons and infrastructure. Pre-work begins June 15 with a virtual kickoff; exercises are due July 10. Final presentations will take place at the 2026 CECOP Symposium, followed by a summary of lessons learned shared with the larger group.
9:15 am	10:15 am	Field Data Reporting Software and Program – Anthony Getsinger, Blake Connelly, John Ball Our Field Data Reporting (FDR) application was developed to significantly elevate construction project productivity. This innovative solution delivers real-time “wrench time” data and installed material tracking, enabling precise productivity metric calculation. FDR facilitates proactive detection of execution issues, crucial for timely intervention and risk mitigation. It also generates highly accurate historical productivity standards, directly enhancing future project cost estimation. By providing robust data for performance measurement and earned value analysis, FDR strengthens project control, ensuring projects remain on schedule and within budget while offering early exposure to potential execution risks.
10:15 am	11:00 am	Journey of a Cost Estimate – W87-1 Mod Program – Carla Moncayo Jordan, Courtney Allen, David Fong Planning and executing a Replan for a major Modification Program is a complex, multi-team, multi-site, coordination effort. The team plans to share how we integrated cost, schedule and risk analysis in developing a robust, definitive cost estimate. Additionally, we plan to share lessons learned, cost estimation best practices and how we leveraged an internal cost estimate peer review process to inform our final deliverable. We hope the content shared will help future programs mature cost estimating techniques resulting in improved quality of cost estimates provided to our customers.
11:00 am	12:00 pm	AI, the Great and Powerful: Cautious Enthusiasm & Purpose in PA&E's AI Strategy – Zachary Matheson, Maura Lapoff, Charlie Loelius How can the cost community ensure that AI is truly great and powerful and not just a “confidence man” behind the curtain? The NNSA Office of Program Analysis & Evaluation (PA&E) is answering this question by developing an in-house AI Strategy and Implementation Plan which thoughtfully and intentionally approaches AI for programmatic cost estimation and PPBE, built upon the sturdy foundation of an AI-literate workforce with AI-ready data. We will describe the strategy development process, how it supports NNSA's cost estimating goals, implementation challenges, and lessons learned. Further, we will warn what happens when you stray from the yellow brick road leveraging AI tools without a coherent AI strategy.
12:00 pm	End of Day 3	

2nd Floor Conference Room (6510)

START	END	ACTIVITY
8:00 am	9:00 am	Check-in
9:00 am	9:15 am	SCURA-thon 2026 Overview – Lorrie Blanchard Tietze 2026 SCURA-thon will improve consistency in communicating Schedule Cost Uncertainty Risk Analysis (SCURA) results. Building on prior events, this year focuses on storytelling, anticipating leadership questions, and helping stakeholders better understand SCURA outputs for decision-making. Teams will analyze provided datasets on integrated weapons and infrastructure. Pre-work begins June 15 with a virtual kickoff; exercises are due July 10. Final presentations will take place at the 2026 CECOP Symposium, followed by a summary of lessons learned shared with the larger group.
9:15 am	10:15 am	The Use and Features of Off the Shelf Cost Processor – WebEVM, and its Interfaces Between Estimating, Scheduling, Risk, and Finance – Coley Griffin, Rich Lane, Derek Gunter This presentation highlights new estimating features and improved process integration for populating the Data Integration Template (DIT) using the Earned Value Management System (EVMS) cost processor. This approach demonstrates enhanced efficiency, accuracy, and overall project management effectiveness. The cost processor functions as a bridge between cost, schedule, risk, and uncertainty data – automating DIT generation and significantly reducing the potential for human error during manual entry. By leveraging the cost processor's capability to extract and compile data directly from financial systems, scheduling tools, and quantitative risk analysis tools, the DIT can now be populated faster, more accurately, and with greater consistency.
10:15 am	11:00 am	Excel 365 is Turing Complete! Never Touch Analysis ToolPak Again – Stephen Colodner Static output values are the bane of the estimator whether you've inherited a model or are trying to figure out what data you used a year ago. Use Excel 365's LAMBDA functions to transform routine multilinear regression (MLR) into a dynamic, no-code solution for iterative Cost Estimating Relationship (CER) analysis. Leverage the power of vanilla Excel to assess regression sensitivity, outlier impacts, and independent variable significance with full traceability to original data. Get on the fly updating of standard regression outputs, with added validation of Leave-One-Out Cross-Validation (PRESS) statistics. Improve out-of-sample forecast uncertainty with calculated leverage and prediction intervals, surpassing traditional Standard Error of the Estimate (SEE) limitations.
11:00 am	11:30 am	CORE Power: Get Your Project Management in Shape with One Integrated Solution – Alfred Levinson, Gregory Dale, Stephani Swickley Executing a capital acquisition project is no small task and much of the public sector struggles to finish on time and on budget. Part of this is due to the large quantity of data, systems, and stakeholders that need to be managed and the difficulty of exposing that information throughout the organization. To alleviate this problem, the LANSCE Accelerator Modernization Project built an integrated platform to provide access to and visualize ALL project data - allowing everyone from technicians on the floor to leaders to quickly understand the data they need when they need it, enabling both real-time and proactive decision making. This presentation will provide a demo of this platform and share lessons learned for other projects.
11:30 am	12:00 pm	Unlock EVM's Potential: Data Speaks – Hannah Lee, Ryan Cindrich The NNSA requires active projects exceeding Total Project Cost of \$50 million report EVM data in PARS. However, this wealth of performance data is often unused to inform future estimates, due in part to low quality data. PA&E developed 22 Data Quality Indicators (DQIs) to assess quality of reported EVM data, as well as a multi-dimensional Data Quality Score. These metrics are assembled in a report meant to provide understandable, high-level data quality insights to executive stakeholders. This approach enables leaders to pinpoint systemic and actionable data quality issues, turning EVM data into a strategic asset for better project outcomes.
12:00 pm	End of Day 3	



Justin Alcorta Senior Associate, NNSA

Justin Alcorta is a Senior Associate at Technomics, Inc., supporting the NNSA Office of Cost Estimating and Program Evaluation as the Integration Area Lead for Uranium and Tritium. His work focuses on budget analysis, program evaluation, and data-driven cost analysis across the Nuclear Security Enterprise, including operations benchmarking, FYNSP analysis, and PPBE decision support. Justin holds a Bachelor's degree in Business Information Technology from Virginia Tech and a Master of Science in Business Administration with a focus in Business Analytics.

Presentation: Estimating the Unestimated: A Forecasting Approach for Operations Budget Evaluation



Courtney Allen Project Manager, SNL

Courtney Allen is a Project Manager specializing in risk management, with experience in risk framing, qualitative and quantitative risk analysis, and monitoring and controlling risk on the W87-1 Modification Program. Prior to focusing on risk management, she spent several years in general project management, developing expertise in cost estimation and scheduling, which enables her to effectively bridge risk management with other project disciplines. Courtney holds a B.S. in Psychology and an MBA with concentrations in Business Data Analytics and Strategy. She is a certified Project Management Professional (PMP) and regularly contributes to enterprise initiatives on risk management and quantitative risk analysis.

Presentation: Journey of a Cost Estimate – W87-1 Mod Program



Remmie Arnold Analyst, NNSA

Remmie is a Senior Analyst with over ten years of experience in cost, program, portfolio, and budget analysis currently supporting multiple clients including the National Nuclear Security Administration (NNSA). Within the NNSA he has supported NA-BA-40, primarily supporting the planning and prioritization of capitol acquisition Line Item projects and General Plant Projects (GPPs), CEPE, as the Integration Area lead for Pu Pit Production, and DOE PM, in development of Cost Estimating Relationship (CERs) and the execution of ICRs, ICEs, and EIRs. He holds a Bachelor of Science in Statistics from Virginia Tech and a Masters of Science in Economics from Johns Hopkins and is an International Cost Estimating and Analysis Society (ICEAA) Certified Cost Estimator/Analyst (CCEA®).

Presentation: Quantifying Success: Probabilistic Forecasting for On-Budget, On-Time Projects



John Ball Estimating and Project Support Manager, NNSS

John Ball is the Senior Manager at the NNSS, with 30+ years experience in cost analysis, scheduling, risk, micro and macro economic analysis. John supports project analytics across the enterprise at NNSS. Before working with the federal space worked in the commercial construction market before joining the overseas building operations at the State Department. John holds a BS in Civil Engineering and is certified through AACEi as a certified cost consultant.

Presentation: Field Data Reporting Software and Program



Vikram Basude Senior Associate, NNSA

Vikram Basude is a Senior Associate at Technomics, Inc. and supports the NNSA on IIP (Integrated Infrastructure Planning) and the Navy at PEO IWS (Program Executive Office Integrated Warfare Systems) in Cost Estimating, Performance Management, and Proposal Evaluation.

Presentations: Where It All Breaks Down: How Cost Growth Exists Within Specific WBS Elements • From Structure to Schedule: WBS Phasing Across the Project Lifecycle



Jared Christenson Program Analyst, NNSA

Jared Christenson is a Program Analyst in NA-181 with over 6 years of experience working in nuclear modernization programs at our national laboratories and NNSA. Jared specializes in Risk Management and technical design subjects and supports NNSA's Chief Risk Advisor for Defense Programs and technical policy work. Jared has a master's degree in Entrepreneurship from the University of Washington and has spent the majority of his life on the West Coast.

Presentation: The Connected Risk Journey: Strengthening Enterprise Risk Management Across the Nuclear Security Enterprise



Ryan Cindrich
Associate, NNSA

Ryan Cindrich is an Associate at Technomics supporting NA-BA-40 in cost estimating and data analytics in support of Planning Studies and Analyses of Alternatives. Ryan is a Virginia Tech graduate with a B.S. in Mechanical Engineering and contributes analytical skills to key decision-making efforts.

Presentation: Unlock EVM's Potential: Data Speaks



Victoria Coddling
Analyst, NNSA

Victoria Coddling is a Lead Analyst with Technomics, Inc., supporting the NNSA within NA-BA-40. In this role, she delivers analytical, programmatic, and evaluation support across major weapons programs. Victoria previously spent seven years at Sandia National Laboratories, including three years as a Project Controller within Global Security. Victoria holds a BA in Finance and an MBA in Management, and is a Certified Scrum Master, Lean Six Sigma Green Belt, and Project Management Professional (PMP).

Presentation: Reviews You Can Use: Process Improvements to the WDCR/BCR



Stephen Colodner
Operations Research Analyst, NNSA

Stephen Colodner serves as an experienced cost estimator and data analyst within the National Nuclear Security Administration's Office of Program Analysis & Evaluation (NA-BA-40). He is passionate about improving data traceability in estimates. His career encompasses significant contributions to defense cost analysis, with prior positions at NAVSEA 05C and the Air Force Cost Analysis Agency. His academic background includes degrees in Mathematics, Physics, and Philosophy from the University of Maryland, College Park, providing a strong foundation for his analytical work.

Presentations: How Fast Can We Burn Money and When Do We Stop? Compounding Uncertainties in Phasing • Excel 365 is Turing Complete! Never Touch Analysis ToolPak Again



Blake Connelly
Cost Estimator, NNSS

Blake Connelly is a Cost Estimator with 16 years of government experience, leveraging his strong I.T. knowledge to benefit the Estimating Department at Mission Support and Test Services (MSTS). He plays a crucial role in producing accurate estimates, ensuring quality control, and rolling out the Field Data Reporting (FDR) Software. This innovative software empowers real-time tracking of labor, materials, and equipment, significantly enhancing job site productivity. Blake holds a B.S. in Information Technology and an MBA in Project Management, reinforcing his comprehensive expertise in both technical and strategic aspects of his field.

Presentation: Field Data Reporting Software and Program



Gregory E. Dale
LANSCE Accelerator Modernization Project Director, LANL

Dr. Gregory E. Dale is the Project Director for the Los Alamos Neutron Science Center (LANSCE) Accelerator Modernization Project (LAMP) at Los Alamos National Laboratory (LANL). In this role Greg is responsible for leading the overall technical development, design, and integration efforts to modernize LANL's 50+ year old 800 MeV proton accelerator. Previously, Greg led the technical maturation effort and successfully delivered the accelerator final design for the Scorpion Linear Induction Accelerator, being installed in an underground facility at the Nevada National Security Site. Prior to this he led LANL's technical effort for commercial domestic production of the medical radioisotope, Mo-99, without the use of highly enriched uranium. Dr. Dale holds a PhD in Electrical Engineering from the University of Missouri, a MS in Nuclear Engineering from North Carolina State University, and a BS in Nuclear Engineering from the University of New Mexico.

Presentations: Adopting a Hybrid Cost/Schedule/Risk Estimate for the LANSCE Accelerator Modernization Project (LAMP) at CD-1 • CORE Power: Get Your Project Management in Shape with One Integrated Solution



Payton Deeney
Senior Associate, NNSA

Payton Deeney is a senior associate at Technomics, where she supports the National Nuclear Security Administration (NNSA) Office of Program Analysis & Evaluation (PA&E) through project coordination, cost estimation, and the development of analytical methods and models using VBA programming. Payton earned a degree in Global and International Studies and a Master of Public Policy from Penn State University.

Presentation: To the BATCAIV! A Practical Guide for Building to Cost Targets



John Derks
Senior Associate, NNSA

Dr. John Derks is a Senior Associate at Technomics, Inc., supporting the NNSA Office of Cost Estimating and Program Evaluation. John’s work focuses on how formal statistical estimation and predictive analytics can be used to augment various estimation-related tasks. John’s current work applies this focus on improving earned value management techniques. John holds a PhD in Political Science from the University of Maryland and a B.S. in Economics.

Presentation: Estimating the Unestimated: A Forecasting Approach for Operations Budget Evaluation



Anil Divvela
Operations Research Systems Analyst, DHA

Anil Divvela is an Operations Research Systems Analyst with Andrew Morgan, supporting activities at PEO Defense Healthcare Management Systems (DHMS). He has supported multiple DoW, civilian, and healthcare organizations. Anil is a Certified Cost Estimator/Analyst (CCEA®), Project Management Professional (PMP®), holds an MBA from Boston College, and a B.S. in Industrial Engineering from Purdue University.

Presentation: Say What?! Prompting Large Language Models for Smarter Cost Analysis



Derrian Edward Doblado
Schedule Community of Practice Federal Lead, NNSA

Derrian is part of the Defense Programs Risk Management Team, where he serves as the federal lead for the Schedule Community of Practice. He previously worked as a project controls specialist at the U.S. Department of Energy’s Waste Isolation Pilot Plant, where he began his career as an Emergency Management Intern. He holds an M.S. in Emergency Management from the University of Denver and a B.S. in Sociology from the University of North Texas.

Presentation: Introducing the Schedule Community of Practice



Cash Fitzpatrick
Director, Office of Programming Analysis and Evaluation, NNSA

Mr. Cash Fitzpatrick is the Director of Program Analysis & Evaluation for NNSA (organization code NA-BA-40). In this role, he oversees a range of analytical and policy functional areas including programmatic cost estimating, analyses of alternatives, enterprise modeling, and planning studies for the agency.

Presentation: CEAG Overview and Key Initiatives



David Fong
Project Manager, SNL

David Fong is an experienced Project Manager with strong expertise in Earned Value Management (EVM), financial analysis, and integrated project oversight across complex national security programs. At Sandia National Laboratories, he serves as the EVM Lead for the W87 1 Modification Program, ensuring effective integration and reporting of cost, schedule, and performance. Over his eight years at Sandia, David has supported multiple nuclear deterrence modernization programs, applying rigorous project controls and partnering closely with technical and leadership teams. Before joining Sandia, he supported satellite programs as a financial analyst for a major defense contractor.

Presentation: Journey of a Cost Estimate – W87-1 Mod Program



Roxy Franks
Analyst, DOE

Roxy Franks is a Data Analyst with the Department of Energy’s Office of Project Management (PM-30), specializing in project controls and data integrity across DOE’s capital asset portfolio. As part of the Project Management Data Analytics (PMDA) team, Roxy supports contractors for JSON-based data submissions, maintains the PARS Wiki knowledge base, and develops training materials that help contractors navigate EVMS reporting requirements. Her work focuses on translating technical requirements into accessible guidance, troubleshooting data quality issues, and ensuring compliance with Earned Value Management System standards. Roxy holds certifications as a PDRI and IP2M METRR Facilitator and leverages advanced analytics and AI tools to enhance project reporting and drive better outcomes across DOE’s project portfolio.

Presentation: Teaching AI to Think Like a Project Manager: Custom Skills and Agents in PARS



Anthony Getsinger Senior Project Control Specialist, NNSS

Anthony Getsinger is an Air Force Veteran with 20+ years of experience in operations, quality assurance, project controls, and information management. Currently serving as a Senior Project Control Specialist at Mission Support and Testing Services (MSTS), where he was selected by management to develop and implement the Field Data Reporting (FDR) software, a productivity tracking solution created to increase reporting accuracy, data validity, and construction performance analysis. Recognized by developing practical, data-data driven solutions that improve process efficiency and data-driven decision-making. Proven leader with experience in scheduling, stakeholder coordination, and delivering reliable results in fast-paced, high-responsivity environments. Anthony holds a B.S. in Business Quality Management.

Presentation: Field Data Reporting Software and Program



Laura Gibson Senior Analyst, LANL

Laura Gibson is a Senior Analyst at Technomics, Inc. with over 20 years of experience supporting the federal government, specializing in program controls and budget. With a strong background in program management support to complex acquisition programs, she brings deep expertise in integrated scheduling, earned value management (EVM), and performance reporting. Throughout her career, Ms. Gibson has supported many Government teams to improve program visibility, manage cost and schedule risk, and support informed decision-making across the acquisition lifecycle. Ms. Gibson holds a B.S. in Management from the Pennsylvania State University and a M.S. in Data Analytics Engineering from George Mason University.

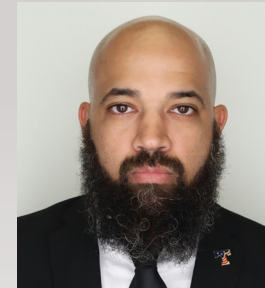
Presentation: Adopting a Hybrid Cost/Schedule/Risk estimate for the LANSCE Accelerator Modernization Project (LAMP) at CD-1



Coley Griffin Advisor for Project Performance Systems, PX

Coley Griffin is an advisor in Pantex's Project Performance Systems organization with 20+ years of project management/project controls experience serving the DOE and Oil & Gas business sectors. His extensive experience with EVMS, scheduling, and cost estimating has allowed him to lead integrated teams focused on successfully implementing valued-added processes/systems and measuring project/program performance. Coley has spent the past 5 years supporting the Pantex LEP/Modernization programs serving in roles for EVMS Compliance, Estimating, and Project Performance Systems. Coley holds a B.B.A in Business - Marketing, Management, Economics.

Presentation: The Use and Features of Off the Shelf Cost Processor - WebEVM, and Its Interfaces Between Estimating, Scheduling, Risk, and Finance



Derek Gunter EVMS Support Classified Manager, Y-12

Derek Gunter serves as the Earned Value Management Support Systems Manager for Classified programs, bringing a robust blend of technical expertise and leadership experience to his role. An alumnus of the University of Tennessee Knoxville, Derek holds a degree in Data Science and Applied Artificial Intelligence, equipping him with a keen understanding of advanced analytical methodologies. His academic background is complemented by over two decades of distinguished service in the United States Marine Corps, where he honed his skills as a military professional. Throughout his extensive military career, Derek gained proven experience in the comprehensive management of critical technological infrastructure. This includes supervising, installing, employing, maintaining, and troubleshooting database support systems, terminal devices, satellite communications equipment, telecommunications networks, and various forms of encryption. His unique ability to adapt to diverse environments, coupled with a sharp observational sense, consistently ensures mission accomplishment. Derek's combined insights from data science, AI, and hands-on systems management make him an invaluable asset in optimizing complex classified programs.

Presentation: The Use and Features of Off the Shelf Cost Processor - WebEVM, and Its Interfaces Between Estimating, Scheduling, Risk, and Finance



Logan Hartley Lead Analyst, NNSA

Logan is a an ICEAA certified cost analyst who has extensive technical experience in working with data via model development, programmatic data analysis, and tool building. His primary areas of responsibility and expertise within PA&E are the MUSCLE tool, escalation/inflation, method development, and leading cost teams.

Presentation: To the BATCAIV! A Practical Guide for Building to Cost Targets



Craig Haseler PARS Technical Lead, DOE

Craig Haseler leads the technical team behind PARS, the Department of Energy's System of Record for Capital Asset Project Performance Information. With a background in software development and cybersecurity, Craig has led the expansion of PARS capabilities over the past several years as a new JSON upload format has been developed and the scope of the system has expanded. More recently, Craig and his team have spearheaded the Department of Energy's efforts to embrace safe, secure Artificial Intelligence tools to improve productivity and further the Department's mission.

Presentation: Teaching AI to Think Like a Project Manager: Custom Skills and Agents in PARS



Emily Van Hoose
Analyst, NNSA

Emily Van Hoose is a Senior Associate at Technomics supporting NNSA's Office of Budget and Accounting through Program Analysis & Evaluation (NA-BA-40), as part of the Methods & Models team. She holds an international M.S. in Politics, Economics, and Philosophy from Universität Hamburg and a B.A. in Economics and Political Science from Bucknell University. Emily also brings experience in economic consulting, with a focus on large-scale infrastructure and transportation projects in the Middle East, as well as a strong background in research and data analysis.

Presentations: A Validation a Day Keeps the Errors Away: Refining Data with Novel Health Checks • The Cost Code: Deciphering the Real Maintenance Cost Drivers of the Nuclear Security Enterprise



Carla Moncayo Jordan
Project Manager, SNL

Carla Moncayo Jordan is a Distinguished PM with experience in high rigor cost estimates across national security programs at SNL. Carla currently works on the W87-1 Mod program by leading the programmatic deliverables for the program. Carla has worked at Sandia National Labs for 22 years supporting satellite programs and ND modernization programs. Carla holds a M.A. in Accounting, is a certified Project Management Professional (PMP) and currently is the SNL site rep for CEAG.

Presentation: Journey of a Cost Estimate – W87-1 Mod Program



Terry Josserand
Nuclear Weapons and Nuclear Security Enterprise Technical Systems Analyst, SNL

Dr. Terry Josserand is a Technical Systems Analyst at Sandia National Laboratories with 17 years of experience in researching, developing, and reviewing estimates and analyses for nuclear weapon systems, secure transporters, satellite programs, and other national security mission areas. He holds a BS in International Business and an MBA from Oklahoma State University, a Master of Science in Organizational Management from La Universidad Popular Autonoma del Estado de Puebla, and a PhD in Political Science and Nuclear Security Policy from the University of Oklahoma. Dr. Josserand completed the graduate program in International Security at Stanford University, is a Microsoft Certified Technical Specialist, Project and Risk Management certified from the Project Management Institute and has been an active member of the Military Operations Research Society for more than 10 years. His recent interests focus on framing the security and organizational design tradeoffs of centrally integrating National Security Enterprise data for technology application across public-private partnerships.

Presentation: One Nuclear Security Enterprise: An Exploration of Data Governance by the Historical Data Working Group



Rich Lane
PMO Program Manager, PX

Rich is a Program Manager in Pantex's Program Management Office with 20 years of experience in program, project, and risk management. He specializes in leading cross-functional teams, enterprise risk management, and project controls. His technical fluency in Primavera and quantitative risk modeling has made him a trusted advisor who helps organizations navigate complex challenges while driving operational excellence. An MBA holder with PMP and ROMP certifications, Rich brings a strategic, data-informed approach to every initiative.

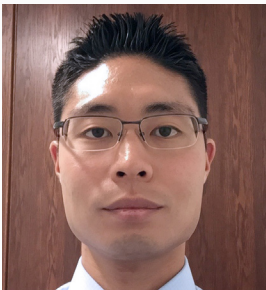
Presentation: The Use and Features of Off the Shelf Cost Processor – WebEVM, and Its Interfaces Between Estimating, Scheduling, Risk, and Finance



Maura Lapoff
Lead Analyst, NNSA

Maura Lapoff supports the NNSA's Office of Program Analysis & Evaluation (PA&E) specializing in ML, NLP, and generative AI. She has experience identifying and building innovative solutions to improve internal business processes and to support PA&E's analytical work. Her prior experience includes supporting CFPB, DoD, and USAID projects. She holds a BS in Neuroscience, an MAIS in Computational Social Science, and an Executive MBA. She is a former NGFP Fellow and Boren Scholar (Arabic) and is VP of the National Security Education Program (NSEP) Alumni Association.

Presentation: AI, the Great and Powerful: Cautious Enthusiasm & Purpose in PA&E's AI Strategy



Alexander S. Lee
R&D Engineer, LANL

Alexander S. Lee is an R&D Engineer at LANL, where he has developed scenario-based planning tools for multiple organizations within the Laboratory. His work provided insights on how potential future weapon design options affect the total nuclear design cost as well as production demand at the nuclear component and material mass levels. He also assessed the SCORPIUS accelerator module installation schedule and component storage impacts due to potential delays in key milestones and changes in the activity rates. Alex holds a B.S. in Biomedical Engineering from the University of Rochester, M.S. in Engineering Management from Duke University, and a Ph.D. in Systems & Industrial Engineering from the University of Arizona.

Presentation: Cost Estimation for Assembly and Radiography Capability Sustainment



Alfred Levinson
Account Manager, LANL

Alfred “Lev” Levinson is an Account Manager for Technomics, Inc. with over 10 years of experience supporting the federal government. In this role, he is responsible for the delivery of Technomics’ support to the National Nuclear Security Administration’s (NNSA) program offices and Management and Operating (M&O) customers. Throughout his career, Mr. Levinson has provided the government with a wide range of capabilities that directly support effective project and program management, including cost, schedule, and risk analysis, procurement and source selection support, and systems engineering. Mr. Levinson has supported the NNSA by conducting early-stage planning studies, including cost, schedule, and risk analysis, enabling decision-makers to close mission-critical gaps. He has supported NNSA on both traditional line-item and non-traditional contracting arrangements across a broad-spectrum of project sizes, ranging from \$50M to \$7B, and capability areas. Additionally, Mr. Levinson has served as a cost Subject Matter Expert for the Department of Energy, participating in review teams for major scientific endeavors, including the Long Baseline Neutrino Facility/Deep Underground Neutrino Experiment and the Linac Coherent Light Source II High Energy. Mr. Levinson holds a B.S. in Mechanical Engineering from Virginia Commonwealth University. He is a Certified Associate in Project Management (CAPM) through the Project Management Institute and is an ICAgile Certified Professional (ICP).

Presentation: CORE Power: Get Your Project Management in Shape with One Integrated Solution



Alexis Lewandowski
Senior Associate, NNSA

Alexis Lewandowski is a Professional Cost Estimator/Analyst (PCEA) from Technomics, Inc., supporting the NNSA’s Office of Program Analysis & Evaluation (NA-BA-40). She is a specialist in cost estimating, data modeling, and training development. She holds two degrees in Economics (B.A.) and Applied Economics (M.S.) from The George Washington University. Alexis leads PA&E’s Training Curriculum, supports the development of new analytical tools within the methods and models team, and develops estimates for decision analyses, AoAs, and Planning Studies.

Presentation: GAO Step 6 Spotlight: Smart Data Evaluation for Cost Analysis



Charlie Loelius
Manager, Analysis, Models, and Tools, NNSA

Charlie Loelius is the manager for the Office of Program Analysis & Evaluation’s office of Analysis, Models, and Tools. In this role, Charlie leads development of PA&E’s analytic infrastructure including analytic models, user tools, data visualization, and cross-cutting studies to improve PA&E cost estimation.

Presentation: AI, the Great and Powerful: Cautious Enthusiasm & Purpose in PA&E’s AI Strategy



Terrence Matthew Mantle
Chief Estimator, LLNL

Terrence M. Mantle serves as Chief Estimator for the Project Management Office at Lawrence Livermore National Laboratory, where he leads estimating strategy and cost planning for a broad portfolio of infrastructure, scientific, and mission-critical construction programs. With more than 35 years of experience spanning public and private sector projects worldwide, he brings extensive expertise in construction estimating, cost analysis, project controls integration, and capital program planning.

Presentation: GAO Step 6 Spotlight: Smart Data Evaluation for Cost Analysis



Xander Marlette
Senior Associate, NNSA

Xander Marlette is a Senior Associate at Technomics, Inc. with over three years of experience in Earned Value Management. He has supported both the DOE’s Office of Project Management and, in his current role, the NNSA’s Office of Program Analysis & Evaluation. For PA&E, Xander provides strategic decision analysis for the early acquisition of capital line-item projects. He also provides project management support to CEAG and serves as the CECOP Planning Committee Chair. He holds both MS and BS degrees in Mechanical Engineering from Virginia Tech.

Presentation: From Structure to Schedule: WBS Phasing Across the Project Lifecycle



Zachary Matheson Operations Research Analyst, NNSA

Zachary is an analyst in the National Nuclear Security Administration Office of Program Analysis & Evaluation. Previously, he was an NNSA Graduate Fellow in the Office of Advanced Simulation and Computing. Zachary earned a dual PhD from Michigan State University in Nuclear Physics and Computational Math, Science, and Engineering.

Presentations: NSE at 100: A Century of Nuclear Weapons Spending • To the BATCAIV! A Practical Guide for Building to Cost Targets • AI, the Great and Powerful: Cautious Enthusiasm & Purpose in PA&E's AI Strategy • Where It All Breaks Down: How Cost Growth Exists Within Specific WBS elements



Mark Matyas Operations Research Analyst, NNSA

Mark Matyas works for the Office of Cost Estimating and Program Evaluation (CEPE) at the National Nuclear Security Administration. Prior to joining CEPE, Mark has held roles in cost estimating, program management, and supply chain/logistics at the Army and Navy. Mark holds a B.A. in Mathematics and Spanish from Saint Mary's University of MN and an MBA from West Virginia Wesleyan College.

Presentations: Estimating the Unestimated: A Forecasting Approach for Operations Budget Evaluation • Quantifying Success: Probabilistic Forecasting for On-Budget, On-Time Projects



Daniel McCollom Systems Analyst, SNL

Daniel McCollom is a Systems Analyst in the Nuclear Weapons & Nuclear Security Enterprise Systems Analysis Department at Sandia National Laboratories. Daniel leads Sandia's Scope, Complexity, Options, Risks, and Excursions (SCORE) team, which supports developing complexity and cost estimates for future nuclear weapons programs. Daniel also leads CEAG's Training Working Group (TWG) and supports analysis efforts at Sandia for NNSA's Defense Programs Integrated Modeling and Analysis (DPIMA) group. Daniel holds a B.A. in Political Science and a J.D. from the University of New Mexico. Daniel will be presenting with Alexis Lewandowski (Technomics) and Terry Mantle (LLNL).

Presentation: GAO Step 6 Spotlight: Smart Data Evaluation for Cost Analysis



M. Michael Metcalf Project Manager, NNSA

M. Michael Metcalf is a Project Manager at Technomics Inc, primarily supporting the NNSA Office of Program Analysis & Evaluation (PA&E) with Weapons program cost estimates and portfolio analysis. He has over 21 years of experience across DoD/ DOW, NNSA, and DOE, performing independent cost estimates, data collection and normalization, and performance management. He has a BS in Integrated Business and Engineering and an MS in Industrial Engineering from Lehigh University. He is a Certified Cost Estimator/Analyst through ICEAA, a Project Management Professional through PMI, and Advanced Nuclear Weapons - Surety certified through DNWS.

Presentation: Reviews You Can Use: Process Improvements to the WDCR/BCR



John Miller Senior Project Analyst, KCNSC

John Miller brings more than seven years of specialized experience in developing and processing project and program level Basis of Estimates (BOE) at Kansas City National Security Campus (KCNSC). He now leads the engineering interface for the BOE process, collaborating closely with engineering software groups to design, update, and implement applications that capture detailed data.

Presentation: From WDCR Tool to BOEA: A Roadmap to Basis of Estimate Transition



Michael Nosbisch Director, Project Controls Consulting Services, SMSI

Michael Nosbisch, currently Director of Project Controls Consulting Services with SMSI, LLC, has over 37 years of experience in project management and controls within both the government and private sectors. He has worked for several of the leading engineering, procurement, and construction (EPC) firms in the industry, to include URS Corporation, Jacobs Engineering, Kiewit, and Parsons. After deciding to become a consultant in 2009, Michael has managed practices for leading project/program management firms such as SMA, Project Time & Cost (PT&C), Hill International, and Management Solutions, LLC. Michael is a Fellow at AACE International, having been a member for more than 20 years--during this time he has earned numerous professional certifications in addition to serving as President of the Association from 2011 to 2012. He is also a visiting professor at Texas A&M, teaching a graduate level course in project finance/cost management.

Presentation: Implementing AACE RP-Based Cost Estimating Frameworks on NNSA Capital Projects



Des Orsinelli Senior Cost Estimator, LLNL

Des Orsinelli is a professional mechanical engineer and senior cost estimator with 40 years of experience in project management, construction management, commissioning, and cost estimating. Throughout his career, he has focused on developing practical and reliable cost estimates for complex projects across a range of industries.

Presentation: AI's Emerging Role in Cost Estimating



Daniel Puentes Physical Scientist, NNSA

Daniel Puentes is a physical scientist in the programmatic cost estimating office for the National Nuclear Security Administration (NNSA). Daniel develops analytical products and leads studies to support program offices across the nuclear security enterprise. He is also a federal lead for method development to improve the fidelity and confidence of cost models in the Operations and Support (O&S) space. Daniel graduated with his PhD in Physics in 2023 from Michigan State University.

Presentation: A Validation a Day Keeps the Errors Away: Refining Data with Novel Health Checks



Eleni Rojtas Defense Programs Chief Risk Advisor, NNSA

Eleni Rojtas is an engineer and a risk manager with over 17 years of experience in engineering analysis and risk management. As the Defense Programs Chief Risk Advisor for the National Nuclear Security Administration (NNSA), she is responsible for enterprise-wide risk management strategies focusing on strategic defense programs decision-making through risk informed insights, enhanced communication, and cross-functional collaboration. She works with cross-functional teams to implement robust risk frameworks that align with Defense Programs strategic objectives.

Presentation: The Connected Risk Journey: Strengthening Enterprise Risk Management Across the Nuclear Security Enterprise



Sam Runner PM IT Manager, DOE

Sam Runner serves as an IT Manager, working alongside the PARS Team supporting the Department of Energy's Office of Project Management (PM). With an educational background in computer science, mathematics, and physics, and a professional background in IT and field operations, Sam is committed to the continuous improvement and refinement of business capabilities through a data-driven approach. Serving on PM's AI Strategy Board, he helps guide the strategic implementation of effective AI. In this capacity, Sam has leveraged LLMs to analyze IP2M data, transforming extensive unstructured comments into actionable summaries. He believes that these new tools can unlock qualitative analysis at scale, providing greater context and deeper insights that enhance existing quantitative measures and augment analyst capabilities.

Presentation: Teaching AI to Think Like a Project Manager: Custom Skills and Agents in PARS



Abby Schendt Operations Research Analyst, NNSA

Abby Schendt is a distinguished Operations Research Analyst with extensive experience in cost modeling, risk analysis, and program evaluation, particularly for national security initiatives within the NNSA and Department of Defense. She excels at developing innovative methodologies, conducting complex analyses, and briefing leadership on cost, schedule, and risks for multi-billion dollar programs. Abby's contributions include leading evaluation efforts, co-leading cost estimates, and creating data-driven tools to track technical maturity. Her work has earned her awards for Technical Achievement and Best Papers in Analytical Methods. She holds an MPS in Applied Economics from the University of Maryland and a BS in Physics, Mathematics, and Economics from Rose-Hulman Institute of Technology.

Presentation: Technology/Manufacturing Readiness Levels for Schedule and Risk Analysis • Independent Chain Analysis of Risk and Uncertainty in Schedule



Kimberly D. Scott Project Risk Advisor, Y-12

Kimberly Scott brings more than 25 years of experience supporting complex projects across government and commercial organizations. Her background spans project management, bid and proposal development, new project integration, enterprise risk management, and project controls. In her current role as a Project Risk Advisor, she facilitates cross-functional risk discussions, guides teams through qualitative risk identification and assessment, and applies quantitative risk methodologies including Monte Carlo analysis to support project planning, contingency development, and uncertainty analysis for capital and infrastructure projects. Kimberly is a certified Project Management Professional (PMP), PMI Risk Management Professional (PMI-RMP), ISO 9001:2015 Internal Auditor, and holds a Master of Arts in Political Science.

Presentation: Improving Estimate Accuracy Through Probability Calibration and Uncertainty Decomposition



Patrick Shelton
Lead Analyst, LANL

Patrick Shelton is an ICEAA Certified Cost Estimator/Analyst with six years of experience conducting budget and lifecycle cost estimates for NNSA capital acquisition projects, including his current role as cost estimating lead for the LANSCE Accelerator Modernization Project (LAMP) at Los Alamos National Laboratory. He also leads quality assurance and method development at Technomics, including publishing cutting edge machine learning techniques to standardize work breakdown structures and validate historic data. He holds a BS in Marketing and a BS in Political Science from Penn State University’s Schreyer Honors College.

Presentation: Adopting a Hybrid Cost/Schedule/Risk estimate for the LANSCE Accelerator Modernization Project (LAMP) at CD-1



Stephani Swickley
Project Manager, LANL

Stephani Swickley currently serves as the Project Manager for the Los Alamos Neutron Science Center (LANSCE) Modernization Project (LAMP) at the Los Alamos National Laboratory. Stephani is an experienced Project Management Professional with over 25 years of experience leading complex projects within the construction, environmental, and scientific/accelerator sectors. She has managed cost, schedule, and scope for 11 projects under DOE Order 413.3b totaling more than \$9B. The projects supported critical infrastructure, environmental cleanup, and scientific advancements at both the Savannah River Site and the Los Alamos National Laboratory. Stephani’s strong command of cost, schedule, and scope management has resulted in opportunities to play a key role in M&O contractor organizations. Known for her collaborative leadership style and results-driven approach, Stephani brings a practical understanding of project delivery, facility operations, risk management, earned value management systems (EVMS), and stakeholder engagement across diverse and highly regulated environments.

Presentation: Adopting a Hybrid Cost/Schedule/Risk estimate for the LANSCE Accelerator Modernization Project (LAMP) at CD-1 • CORE Power: Get Your Project Management in Shape with One Integrated Solution



Megan Switz
Analyst, NNSA

Megan Switz is an Analyst supporting the NNSA's Office of Program Analysis & Evaluation through the Methods & Models team. Megan holds a Bachelor’s degree in Integrative Studies and a Master of Science in Business Analytics, both from George Mason University, bringing a multidisciplinary analytical background to planning and programming efforts. Megan contributes to method development, crosscut portfolio analytics, and schedule analysis in support of NA-BA-40.

Presentation: The Cost Code: Deciphering the Real Maintenance Cost Drivers of the Nuclear Security Enterprise



Lorrie Blanchard Tietze
NNSA Contractor

Lorrie Blanchard Tietze is a contractor to NNSA. For 30+ years, she has provided training and consulting to global Fortune 30 companies, Mid-Tier Companies, Government, and Not-For-Profit Organizations. Lorrie has two degrees in nuclear engineering and has held operational, engineering, and project implementation positions. A skilled trainer and innovative facilitator, she has taught individuals, from entry level to executive leadership, on both technical and human skills. Her training has crossed 28 countries and included technical skills for processes, tools, and implementation of project analytics/controls and schedule/cost/integrated risk modeling and analysis; and human skills for communications, conflict resolution, purpose, commitment, and team dynamics.

Presentation: SCUR-A-THON



Amber Young
Senior Associate, NNSA

Amber Young is the PARS System Owner at the Department of Energy’s Office of Project Management, Project Controls Division (PM-30). An EVMS professional with extensive experience with both DOE and DOD data structures, she has been pivotal in leading review efforts using new tools like the IP2M METRR and is a pioneer in integrating detailed AI analysis into the Environment and Maturity Assessment process. Ms. Young’s background in physics and mathematics has allowed her to apply a spirit of scientific inquiry to understanding, analyzing, and teaching complex data structures in project management and Earned Value. Ms. Young leads the DOE Office of Project Management AI Strategy Board and works closely with the other board members to review and approve PM’s implementation of AI technologies.

Presentation: Teaching AI to Think Like a Project Manager: Custom Skills and Agents in PARS

Acronyms

AACE	Association for the Advancement of Cost Engineering (AACE International)	M&O	Management and Operating (contractor)
AI	Artificial Intelligence	MAIS	Master of Arts in Interdisciplinary Studies
ALDWP	Associate Laboratory Directorate for Weapons Production (LANL)	MBA	Master of Business Administration
AoA	Analysis of Alternatives	ML	Machine Learning
BATCAIV	Business Center Acquisition Toolkit Cost-As-Independent-Variable	MLR	Multilinear Regression
BCR	Baseline Cost Report	MPS	Master of Professional Studies
BOE	Basis of Estimate	MRL	Manufacturing Readiness Level
BOEA	Basis of Estimate Application	MSTS	Mission Support and Test Services
CAIV	Cost-As-Independent-Variable	MUSCLE	Multi-System Cost and Logic Estimating
CAPM	Certified Associate in Project Management	NA-1.3	NNSA Office of Cost Estimating and Program Evaluation
CCC	Certified Cost Consultant (AACE International)	NA-12	NNSA Principal Assistant Deputy Administrator for Stockpile Management
CCEA	Certified Cost Estimator/Analyst (ICEAA)	NA-181	NNSA Office of Policy and Requirements
CCP	Certified Cost Professional (AACE International)	NA-BA-40	NNSA Office of Program Analysis & Evaluation
CD	Critical Decision (e.g., CD-1, CD-2, CD-4)	NAP	NNSA Policy
CEAG	Cost Estimating Analysis Group	NAVSEA	Naval Sea Systems Command
CECOP	Cost Estimating Community of Practice	ND	Nuclear Deterrence
CEPE	(NNSA) Office of Cost Estimating and Program Evaluation	NGFP	NNSA Graduate Fellowship Program
CER	Cost Estimating Relationship	NIMS	NNSA Integrated Master Schedules
CFO	Chief Financial Officer	NLP	Natural Language Processing
CFPB	Consumer Financial Protection Bureau	NNSA	National Nuclear Security Administration
CPI-U	Consumer Price Index for All Urban Consumers	NNSS	Nevada National Security Site
DHMS	Defense Healthcare Management Systems	NSE	Nuclear Security Enterprise
DIT	Data Integration Template	NSEP	National Security Education Program
DNWS	Defense Nuclear Weapons School	O&S	Operations and Support
DoD / DoW	Department of Defense / Department of War	PA&E	(Office of) Program Analysis & Evaluation
DOE	Department of Energy	PARS	Project Assessment and Reporting System
DPIMA	Defense Programs Integrated Modeling and Analysis	PCEA	Professional Cost Estimator/Analyst (ICEAA)
DQI	Data Quality Indicator	PDRI	Project Definition Rating Index
EIR	External Independent Review	PEO	Program Executive Office
EPC	Engineering, Procurement, and Construction	PM	Project Management
EVM	Earned Value Management	PMDA	Project Management Data Analytics
EVMS	Earned Value Management System	PMI	Project Management Institute
FAACE	Fellow of AACE International	PMP	Project Management Professional
FDR	Field Data Reporting	PPBE	Planning, Programming, Budgeting, and Evaluation
FIMS	Facilities Information Management System	PRA	Probabilistic Risk Analysis
FPO	Federal Program Office	PRESS LOOCV	Predicted Residual Error Sum of Squares Leave-One-Out Cross-Validation
FYNSP	Future Years Nuclear Security Program	PSP	Planning & Scheduling Professional (AACE International)
GAO	Government Accountability Office	PT&C	Project Time & Cost
GPP	General Plant Project	R&D	Research and Development
ICAgile	International Consortium for Agile	RMP	Risk Management Professional
ICARUS	Independent Chain Analysis of Risk and Uncertainty in Schedule	ROMP	Risk and Opportunity Management Professional
ICE	Independent Cost Estimate	RP	Recommended Practice
ICEAA	International Cost Estimating and Analysis Association	SAIV	Schedule-As-Independent-Variable
ICP	ICAgile Certified Professional	SCOP	Schedule Community of Practice
ICR	Independent Cost Review	SCORE	Scope, Complexity, Options, Risks, and Excursions
IIP	Integrated Infrastructure Planning	SCORPIUS	Linear Induction Accelerator program
IP2M METRR	Integrated Program/Project Management Maturity and Environment Total Risk Rating	SCURA	Schedule Cost Uncertainty Risk Analysis
ISO	International Organization for Standardization	SEE	Standard Error of the Estimate
IT	Information Technology	SMSI	Strategic Management Solutions, LLC
IWS	Integrated Warfare Systems	SNL	Sandia National Laboratories
KCNSC	Kansas City National Security Campus	TPC	Total Project Cost
LAMP	LANSCe Accelerator Modernization Project	TRL	Technology Readiness Level
LANL	Los Alamos National Laboratory	TWG	Training Working Group
LANSCe	Los Alamos Neutron Science Center	USAID	United States Agency for International Development
LEP	Life Extension Program	VBA	Visual Basic for Applications
LLM	Large Language Model	VP	Vice President
LLNL	Lawrence Livermore National Laboratory	WBS	Work Breakdown Structure
LPS	Labs, Plants, and Sites	WDCR	Weapon Design Cost Report

Announcements

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