



COST ESTIMATING
COMMUNITY OF PRACTICE

Cost Estimating Community of Practice

9th Annual Symposium

Los Alamos National Laboratory
October 28–30, 2025

WORKING TOGETHER.

ONE MISSION. ONE VISION. ONE NSE.



U.S. DEPARTMENT
of **ENERGY**



Los Alamos
NATIONAL LABORATORY

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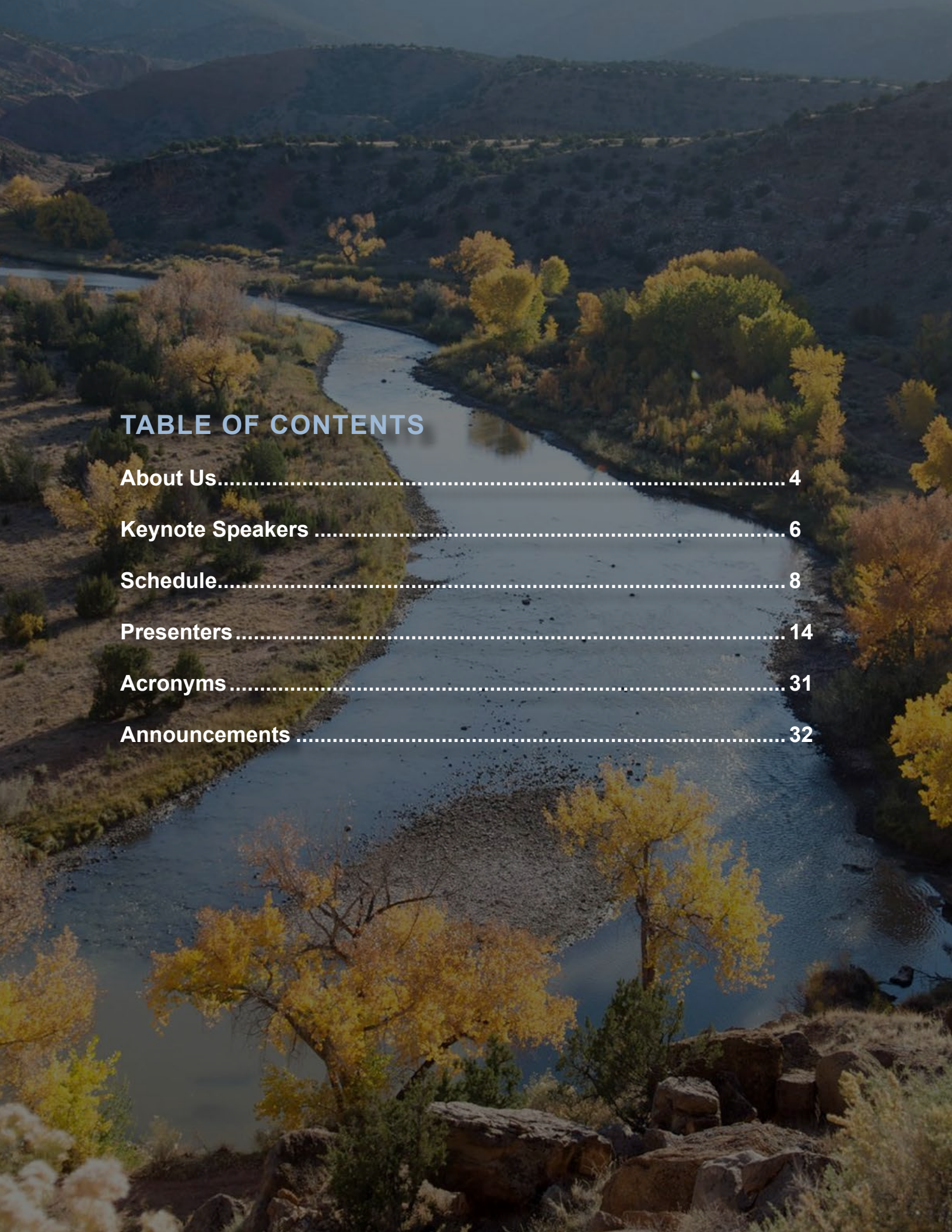


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WELCOME TO CECOP 2025

Todd Proffitt LANL 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 Ninth Annual Cost Estimating Community of Practice (CECOP) Symposium, proudly hosted by Los Alamos National Laboratory (LANL).

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: **David A. Hoagland**, Acting Deputy Administrator for Defense Programs at NNSA, who oversees the safety, security, and reliability of the U.S. nuclear weapons stockpile; **Frederick M. Grimm**, Senior Vice President of Strategic Planning and Integration at Savannah River National Laboratory; and **Jeffrey Sims**, Associate Laboratory Director for Infrastructure and Capital Projects at LANL. We extend our sincere gratitude to these distinguished leaders for contributing their time and perspectives to this year’s symposium.

The 2025 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, a Los Alamos history presentation and dinner with LANL’s own Alan Carr, and 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 Ninth Annual CECOP Symposium.

Sincerely,

Todd Proffitt



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-MB, Management and Budget. 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	Site
Cash Fitzpatrick - CEAG Chair	NNSA
Ellie Hilts	KCNSC
Todd Proffitt	LANL
Carol Meyers	LLNL
John Ball Jr.	NNSS
Nathalie Lemmon	PX
Jonell Samberson	SNL
John Salter	SRS
Eric White	Y-12

CEAG Site Representatives	Site
Cameron Ayers	KCNSC
Steve Blake	KCNSC
David Parobek	LANL
Elliot Sondheim	LANL
Hannah Goldstein	LLNL
Julie Anderson	NNSA
Charlie Loelius	NNSA
Amanda Walton	NNSS
Russ Howell	PX
Chris Nesbit	SNL
Carla Moncayo Jordan	SNL
Rhonda Tiller	SRS
Randy Miller	Y-12

CEAG Support Personnel	Site
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, a virtual participation option is available for those unable to travel to Los Alamos, NM, this year's 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.

2025 CECOP Symposium Planning Committee Members	Site	Role
Gabriel Andrade	LANL	Planning Committee Chair
Todd Proffitt	LANL	CEAG Council Member
Xander Marlette	NNSA	CEAG Support Personnel
Payton Deeney	NNSA	CEAG Support Personnel
Sarah Haag	LANL	Protocol Office
Vanessa Flores	LANL	Protocol Office
Sarah Tasseff	LANL	Graphic Design
Tri Duc Tran	LANL	Planning Committee Member
Desiree Sandoval Maes	LANL	Planning Committee Member
Daniel McCollom	SNL	Planning Committee Member
Kathy Lane	NNSA	Planning Committee Member
Derrian Doblado	NNSA	Planning Committee Member
Steve Blake	KCNSC	Planning Committee Member
Hannah Goldstein	LLNL	Planning Committee Member
Terry Mantle	LLNL	Planning Committee Member
Rhonda Tiller	SRS	Planning Committee Member
Shane Farris	Y-12	Planning Committee Member



KEYNOTE SPEAKER DAY 1

David Hoagland
NNSA's Acting Deputy Administrator for Defense Program

David A. Hoagland serves as NNSA's Acting Deputy Administrator for Defense Programs, with responsibility for maintaining the safety, security, and reliability of the U.S. nuclear weapons stockpile. Prior to his current role, Mr. Hoagland served as the Executive Principal Assistant Deputy Administrator for Defense Programs, coordinating efforts across eleven program offices and eight field sites to modernize the nuclear weapons enterprise. As NNSA's Deputy Associate Administrator for Counterterrorism and Counterproliferation (CTCP) and later Acting Associate Administrator for CTCP, Mr. Hoagland was responsible for countering the global threat of nuclear terrorism and nuclear proliferation and responding to nuclear incidents and accidents worldwide. He also held the position of NNSA's Acting Associate Administrator for Defense Nuclear Security. Mr. Hoagland previously served on the National Security Council (NSC) staff from 2014-2017 as the Director for Countering Nuclear Terrorism. In this role he was responsible for developing U.S. national security policy on matters ranging from nuclear terrorism to global nuclear proliferation and contributed to policy on South Asia and other regional nuclear issues. Mr. Hoagland led the development of Presidential Policy Directive-33, guiding whole-of-government efforts to detect and provide early warning of nuclear proliferation. He also led the implementation of policy governing the response to weapons of mass destruction terrorism in the United States and overseas. Prior to serving at the NSC, Mr. Hoagland directed the Department of Energy's specialized capabilities to search for, diagnose, stabilize, and render safe nuclear and radiological devices, overseeing technology development for the Department of Energy, Federal Bureau of Investigation, and Department of Defense to counter nuclear terrorism and proliferation. Earlier in his career, Mr. Hoagland served as a Naval Special Warfare Officer, with deployments to the Middle East, Europe, and the Balkan regions. He received a Bachelor of Science in Mechanical Engineering (Aerospace concentration) from Worcester Polytechnic Institute.



KEYNOTE SPEAKERS DAY 2

Frederick Grimm
Senior Vice President of Strategic Planning and Integration for Savannah River Nuclear Solutions (SRNS)

Freddie Grimm is the Senior Vice President of Strategic Planning and Integration for SRNS at the U.S. Department of Energy's Savannah River Site (SRS) near Aiken, S.C. His responsibility in this role is to assist in adapting to changing priorities and provide direction to several high-level initiatives, including landlord transition and the development of a master campus plan for SRS. Prior to his current assignment, Mr. Grimm served as the Director for Business Planning and Integration, responsible for SRNS Project Controls, Risk Management, Continuous Improvement, Program Integration and other strategic initiatives. Mr. Grimm also served as the Savannah River National Laboratory (SRNL) Facility Maintenance Manager, the SRNL Facility Manager and as the Deputy Manager and Program Integration Manager for the Research Operations Department. He was the Engineering Department Manager for the Facility Support Services Division which provided engineering, waste and environmental, and project management services for SRNL as well as the SRS Central Analytical Laboratory. Mr. Grimm also served as the SRNL Chief Engineer. Most recently, he served as the Director of Research Operations for SRNL, where he had overall leadership responsibility for all nuclear as well as non-nuclear laboratory operations. Mr. Grimm began his career in the SRS utility and production nuclear reactor programs where he served as a manager in the engineering and maintenance organizations. He currently serves on the Board of Directors for North Augusta Forward and on the North Carolina State University Nuclear Engineering Undergraduate Advisory Board.



Jeffrey Sims
Associate Laboratory Director for Infrastructure and Capital Projects at LANL

Jeffrey Sims is the Associate Laboratory Director for Infrastructure and Capital Projects. He is responsible for the leadership, management, oversight, strategic planning and execution of the Laboratory's portfolio of construction projects. Mr. Sims has 34 years of professional experience in many roles related to program and project management, construction management, engineering analysis and the design of large, complex government research facilities. Most recently, Mr. Sims served as deputy laboratory director at the Facility for Rare Isotope Beams in East Lansing, Michigan, where he ensured the operating effectiveness of the user facility that delivers cutting-edge isotope research. Over the course of his career, Mr. Sims has delivered over \$3 billion in complex scientific infrastructure and accelerator projects across the DOE complex. Mr. Sims holds a Bachelor of Science degree in civil/structural engineering from Southern Illinois University, and he holds several professional certificates in project management.

START	END	ACTIVITY
8:30	9:15	Check In
9:15	9:30	Safety, Security, and Protocol Guidance - Gabe Andrade Welcome Remarks and Programs Cost Perspectives - Bob Webster
9:30	10:00	Keynote Speech - David Hoagland
10:00	10:45	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.
10:45	11:15	NETWORKING BREAK
11:15	12:00	The Revolution is Coming - Cost Estimation: Leveraging AI for Accurate Estimates with Minimal Effort Des Orsinelli, Kevin Thomas, and Erik Herrling Artificial intelligence is transforming industries at an unprecedented pace, but can it truly handle complex cost estimation? Imagine uploading a PDF of project drawings and having AI platforms like Anthropic's Claude or OpenAI's ChatGPT draft a scope, generate quantities, create a detailed estimate, and produce a comprehensive basis document with supporting data—all with minimal human input. This presentation explores the capabilities of AI in cost estimating, evaluates the accuracy of its results, and provides practical tips for integrating AI into your workflow. Learn how to validate AI-generated outputs and discover the potential of cutting-edge platforms to streamline the estimating process.
12:00	1:00	LUNCH
1:00	1:30	Whence Growth? Isolating Cost Growth to Specific WBS Elements - Zachary Matheson NNSA capital projects tend to experience cost growth through all phases. The PA&E office investigated this phenomenon by isolating cost growth to specific WBS elements, providing insight for future estimates. As part of this effort, PA&E standardized EVM data to a common WBS using a hierarchical classification machine learning model, then tracked cost growth across different WBS elements of NNSA projects over multiple years of post-baseline execution. The study's information will support root cause analysis and lead to improved cost estimating models.
1:30	2:15	Findings from Training Resources for Obtaining Data and Reducing Risk and Uncertainty Amanda Abanilla, Steve Blake, and Richard Rodriguez The CEAG Training Working Group (TWG) was formed as a collection of staff among LPS locations working to identify, catalog, and collate the best training practices around the NSE. Following a survey of available training resources available at LPS locations, CEAG council members identified two high priority areas where they would like training to become more robust. The two areas of focus selected were GAO step 6, obtaining data, and GAO step 9, risk and uncertainty analysis. This presentation is an overview of the best practices being taught across the NSE in these two subject areas.
2:15	2:45	NETWORKING BREAK
2:45	3:15	Accelerating Insight: Untangling the Property Puzzle of Experimental Facilities Amanda Schwark, Matt Siiro, and Jason Gardner As part of an NNSA effort to improve infrastructure investment planning and risk management, a pilot data call collected standardized information on experimental facilities' accelerators, lightning facilities, and magnetically propelled systems. These critical facilities often fall between personal and real property, complicating lifecycle cost tracking,risk assessments, and maintenance planning. The data call gathered metrics on cost, condition, operational risk, and property categorization. Discussions with SMEs and site representatives identified a “gray space” where high-value, immobile, infrastructure-integrated assets don't cleanly map to traditional property definitions. Findings highlight data gaps and classification inconsistencies hindering enterprise visibility and funding prioritization.
3:15	3:45	My Dog Ate My Engineering: Empowering Excuse Free Digital Transformation - Logan Hartley-Sanguinett NNSA is striving to integrate digital engineering technology, which enables efficiency, agility, and innovation. However, decision-makers often face unclear objectives, few technical specifications, and cost uncertainties when adopting digital transformation (DT). Our team used a mixed-methods cost estimating approach with public data and Cost as an Independent Variable (CAIV) techniques to clarify DT's cost implications, including redundancy, cloud processing, storage, and AI/ML. This approach helps leadership visualize the tradeoff between DT value and investment costs, providing a clear roadmap for NNSA and other agencies to learn from our experience.
3:45	4:30	Development of PA&E's Site-Level Major Modernization Model - Gabriel Sandler Due to SLCM-N's aggressive schedule, PA&E was tasked with developing expedited cost estimates for the Weapon Design and Cost Report (WDCR). Traditionally, PA&E used the SCORE process with the Major Modernization Model (MMM) for system-level estimates. To address the need for site-level data, PA&E developed the Site-Split MMM, which estimates development and production costs for each LPS using site-level complexity factors from the SCORE process. Development costs were estimated using actuals from B61-12 and W88 Alt370, W80-4 forecast data, and subject matter expertise. Production costs leveraged the MMM's learning curve model and actual costs from W76-1, B61-12, and W88 Alt370 to allocate expenses among LPS partners.
4:30	5:00	NETWORKING BREAK AND DAY 1 CLOSEOUT
5:00	7:00	“The 1958 Testing Moratorium and the 1961 ‘Return’ to Nuclear Testing” & Dinner Presented by Alan Carr

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11:15	12:00	Prioritized Reduction of NNSA's Infrastructure Deferred Maintenance - Dylan Schmerer Launched in 2001, the Facilities and Infrastructure Recapitalization Program (FIRP) invested \$1.9 billion across ~900 projects over 11 years to address deferred maintenance at NNSA's eight sites. We argue that dedicated deferred maintenance budgets may be required again to address growing maintenance backlogs. The original FIRP program targeted a complex wide Facility Condition Index (FCI) of 5-9% depending on facility mission criticality. Using deferred maintenance projections from NNSA's BUILDER SMS, we demonstrate our cost calculations to bring a federal real property portfolio into this range and discuss methods to hone the scope and prioritization of funding.
12:00	1:00	LUNCH
1:00	1:30	Dr. Strangedata: How I learned to Stop Worrying and Love O&S Data Validation - Daniel Puentes and Patrick Shelton NNSA leadership, GAO, and Congress require total lifecycle cost estimates for capital projects, not just acquisition costs. NNSA initiated efforts to improve data-driven methods for Operations & Support (O&S) lifecycle costs. However, exploratory data analysis revealed inconsistencies, errors, and insufficiencies in NNSA's O&S database due to weak policy and validation in NNSA data reporting. This presentation discusses addressing these challenges through extensive data normalization, validation, and developing defensible O&S cost estimating relationships. Lastly, this presentation includes recommendations for making O&S databases authoritative and functional for cost analysis.
1:30	2:15	The BUILDER's Guide to RSMeans as a Parametric Cost Estimating Resource Patrick Shelton and Logan Hartley-Sanguinett NNSA leadership seeks quicker, more efficient, yet detailed and defensible cost estimates for early infrastructure investments. This creates the perfect environment for parametric estimating techniques that leverage historic data, provide risk-informed insight, and enable quick-turn estimates. Leveraging NNSA's RSMeans data, PA&E developed a suite of parametric cost estimating relationships for major systems in NNSA infrastructure projects. This presentation outlines the process of normalizing and validating RSMeans data, developing these CERs, and demonstrating their functionality and utility.
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3:45	4:30	Federal Integrated Risk Register Introduction - Jared Christenson The Federal Integrated Risk Register (FIRR) is a Defense Programs Risk Management strategic initiative to integrate all risk registers related to weapons activities programs into one NNSA managed database. This presentation will introduce the FIRR and discuss the intent, goals, steps, and challenges with merging all current weapons activities programs risks into one register.
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9:00	10:00	Keynote Speech - Frederick Grimm and Jeffrey Sims
10:00	10:30	(SCOP) Introducing the Schedule Community of Practice - Derrian Doblado and Eleni Rojtas SCOP was established to unify schedule practices across the Nuclear Security Enterprise. The Schedule Community of Practice (SCOP) is sponsored by CEAG. This presentation will explore how SCOP was established and steps that have been 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 scheduling practices and risk management efforts.
10:30	11:00	NETWORKING BREAK
11:00	11:45	The Cost Estimate Road from CD-1 to CD-2/3: Advanced Sources and Detector Project Lessons Learned George Srajer, Michael Furlanetto, and Vincent Riot The Advanced Sources and Detectors (ASD, or “Scorpius”) Project aims to design, build, test, and commission an electron linear induction accelerator for multi-pulse, weapons-scale radiography for subcritical experiments at NNSS. From CD-1 to CD-2/3, Scorpius experienced a \$700 million TPC increase as a result of both internal and external factors. The consideration of these issues and others has informed several observations that can be used to support improved cost estimating for future technically complex scientific projects. These include improving contractor estimating maturity at CD-1, aggressively acquiring experienced project staff, and populating independent review teams with experienced professionals in the specific technology.
11:45	12:45	LUNCH
12:45	1:45	Implementing AACE Estimating Recommended Practices on NNSA 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 O 413.3B requirements. The presentation will walk through the development of estimates from Class 5 through Class 1 in support of Critical Decision (CD) milestones, highlighting methods for scope-based estimating, parametric modeling, and escalation forecasting in the high-stakes nuclear environment. Lessons learned from recent capital projects will be shared to illustrate common pitfalls and best practices.
1:45	2:15	(CUI) Cost and Schedule Estimating for the LANSCE Accelerator Project - Gregory Dale and Stephani Swickley The highly complex Los Alamos Neutron Science (LANSCE) Accelerator Modernization Project (LAMP) achieved CD-0 in November 2024 and is scheduled to submit a CD-1 package in Spring 2026. The scope involves replacing the existing LANSCE accelerator front-end with new ion sources, a first-of-a-kind dual-species radio frequency quadrupole, six drift tube linac tanks, and updated controls systems. Estimating for LAMP is uncertain due to technology maturation, prototyping, evolving requirements, limited design maturity, price fluctuations, and supply chain impacts. This presentation details the hybrid cost estimating methodology being used for LAMP’s conceptual design phase, which integrates top-down and bottom-up approaches.
2:15	3:00	Annie Oakleying the Risk Cube – Management Goes Better with Analysis - Robert Fatzinger, Eleni Rojtas, and Peter Braxton Despite advances, a persistent divide exists between Risk Management and Risk Analysis. Risk Management, in focusing on discrete risks and the central construct of the Risk Cube, often fails to identify the full range of potential outcomes. Risk Analysis, using continuous risks and the central construct of the S-Curve, provides mathematical fidelity in risk calculations but struggles to put a recognizable face on these abstractions. This presentation seeks to provide the risk practitioner with a practical guide to enhanced risk cube calibration, drawing on a survey of Federal risk practices and quantitative principles of Risk Analysis.
3:00	3:30	NETWORKING BREAK
3:30	4:00	Advancing Parametric Estimation for DOE Capital Projects: the 2024 Update of CERs Amber Young, Rennie Arnold, and Hannah Lee DOE’s Office of Project Management (PM) supports effective project delivery with tools for accurate cost estimates. As part of this effort, they’ve updated CERs to assist early-stage planning for capital asset projects across the DOE. Building on the 2016 model, this update refreshes existing relationships and expands coverage to Transition to Operations (TTO). The 2024 CER workbook includes 13 updated and new CERs applicable to various DOE project types. Developed with rigorous statistical techniques, this update significantly advances parametric estimating and is integrated into PARS, DOE’s system of record. These user-friendly tools support improved planning, cost control, and accountability.
4:00	4:30	Enhancing Project Management through Realistic Escalation Rates - Dipali Amin The DOE Office of Project Management (PM) develops and implements DOE-wide policies, procedures, and programs for project management. It also independently monitors, assesses, and reports on project execution performance, including validation of project performance baselines. Collaborating with SMEs, DOE developed a model for establishing realistic escalation rates for capital asset projects, considering both local conditions for labor and materials as well as broader economic trends, and applying these to estimates across all major cost categories. This effort fostered a deeper understanding of agency differences, enhancing the accuracy and reliability of budget projections for capital asset projects.
4:30	5:00	TRAVEL TO NO-HOST SOCIAL
5:00	7:00	SOCIAL HOUR AT BATHTUB ROW BREWING CO-OP

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10:30	11:00	NETWORKING BREAK
11:00	11:45	(SCOP) Integrated Capital and Weapons Schedule Charlie Loelius, Courtney Pompa, Sam Potier, Michael Metcalf, and Robert Fatzinger The PA&E (NA-MB-90) office has developed an initial integrated schedule that connects weapon systems to the large capital acquisitions needed to complete their development and production. This tool integrates knowledge from across the enterprise to provide advance warning of potential schedule slips to weapons programs and to highlight key projects on the critical path for which mitigation strategies may need to be developed. This tool serves as a high-level assessment and a first step on more detailed enterprise level schedule analysis.
11:45	12:45	LUNCH
12:45	2:15	(SCOP) Why your Schedule and Estimate Matter (Unless you Enjoy Chaos) - Kristy Contreras Have you ever reached the last 75% or greater of a project, and found out that the costs for the project are out of control or the schedule doesn’t truly reflect the project’s current plan? Have you ever had too much detail in a schedule and had it cause issues with year earned value calculations? How about too little detail? Schedule quality could be the reason that you aren’t sure where you are in the project. This interactive seminar will explore these issues and provide tips on how to scale your project schedule to best manage the project.
2:15	3:00	(SCOP) Development and Use of Early Program Summary Schedules - Lorrie Tietze and Ian Bailey Quantitative Risk Analysis (QRA) is valuable even in early program stages, helping define requirements and execution approaches for more predictable scope, schedule, cost, and risk. This brief demonstrates that with 1) summary level alternatives-informed schedules, 2) risk data informed by past experience on similar programs/SMEs, and 3) ROM cost/burn-rate data, we can develop effective risk-informed Analysis of Alternatives model(s) and a range of sensitivity analyses before cost and schedule commitments are made.
3:00	3:30	NETWORKING BREAK
3:30	4:30	(SCOP) The Use and Features of Off-The-Shelf Cost Processor Web EV, and its Interfaces Between Estimating, Scheduling, Risk, and Finance - Derek Gunter, Eric White, Rich Lane, and Coley Griffin This presentation highlights the new estimating features in Y-12 and Pantex’s Cost Processor, WebEV. It details WebEV’s interface with Primavera P6, Acumen, Active Risk Manager (ARM), and SAP for our multi-year resource codes and fully burdened rates. Despite transitioning from Success Estimator to Sage Estimating, the presentation explores use cases for WebEV’s new built-in features, capabilities, and future vision. This includes simplifying and accelerating estimating and planning efforts across the NSE, including the possibility of exporting Data Integration Templates (DITs) directly for future Line Items and LEP’s.
4:30	5:00	TRAVEL TO NO-HOST SOCIAL
5:00	7:00	SOCIAL HOUR AT BATHTUB ROW BREWING CO-OP

START	END	ACTIVITY
8:30	9:00	Check In
9:00	9:15	SCUR-A-THON 2025 Overview - Michael Archibeque and Marissa Christman In 2024, CEAG members proposed and executed a SCUR-A-THON, a workshop which brought together subject matter experts and practitioners across the NSE to identify variations in schedule cost uncertainty risk analysis (SCURA) methodologies and approaches, share overarching best practices, and promote standardization across NNSA's weapons programs. SCUR-A-THON 2025 built on the 2024 effort by focusing on INPUTS to a SURA/SCURA and expanding to include NNSA's infrastructure projects. This two-session virtual workshop continued to encourage labs, plants, and site (LPS) and Federal Program Office (FPO) partners to build enterprise knowledge, competence, consistency, and confidence in developing quality inputs for SURAs/SCURAs, strengthen the community of practice, and develop common resources.
9:15	10:00	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.
10:00	10:45	Spin Rates and Spend Rates: Cost Modeling with PRWG & GSA Advantage Moses Kim, Carson Lo, and Patrick Shelton The development of Cost Estimating Relationships (CERs) is crucial for NNSA's programmatic asset recapitalization. NNSA MB-922's Programmatic Recapitalization Working Group (PRWG) maintains a database of equipment across the Nuclear Security Enterprise (NSE). This research bridges gaps between PRWG data and publicly available GSA Advantage data, a key procurement platform for PRWG vendors. Focusing on lathes, it investigates data relationships for multiple regression parametric validity, assessing multicollinearity. The process covers data collection, feature extraction, exploratory analysis, hypothesis generation, and modeling, reinforcing PRWG cost estimation methodologies in escalation, cross-checking prices in PRWG/GSA Advantage, and price comparisons for attachments.
10:45	11:15	I'm Sorry Dave, I'm Afraid Your WBS Has Been Standardized - Patrick Shelton and Vikram Basude PA&E previously demonstrated a machine learning capability for standardizing disparate data to a common work breakdown structure. PA&E has since applied this AI model to all of DOE’s historic capital acquisition project earned value data, standardizing thousands of WBS elements to the Capital Acquisition Estimating Framework 2.0 Standard WBS. This created a massive database that PA&E and stakeholders have leveraged to inform data-driven, lower-level cost estimates, rapid benchmarking, insightful dashboards, and efficient decision-making. This presentation details the database creation, model validation, and the resulting dashboards and CERs enabled by the CAEF 2.0 WBS, machine learning model, and this new database.
11:15	11:30	NETWORKING BREAK
11:30	12:00	(CUI) Reframing Program Risk: Calm, Context, Curiosity, and Systems Thinking for a Risk-Based Learning Organization - James Arrow and Remy Hallam This presentation introduces a holistic approach to program risk management in complex systems, by integrating Tim Harford's “Three Cs” (calm, context, and curiosity) with Peter Senge’s learning organization and Bent Flyvbjerg’s reference class forecasting (RCF). These principles help teams avoid reactive thinking, understand systemic interdependencies, and ground forecasts in empirical data. Application in practice highlights, ongoing collaborative work from CECOP 2024 and the subsequent development of a LANL Weapons Production RCF, starting with B61-12 LEP performance data. By bridging behavioral and systems thinking, this approach reframes risk as a learning opportunity and a pathway to program adaptability and resilience.
12:00	1:00	LUNCH

START	END	ACTIVITY
8:30	9:00	Check In
9:00	9:15	SCUR-A-THON 2025 Overview - Michael Archibeque and Marissa Christman In 2024, CEAG members proposed and executed a SCUR-A-THON, a workshop which brought together subject matter experts and practitioners across the NSE to identify variations in schedule cost uncertainty risk analysis (SCURA) methodologies and approaches, share overarching best practices, and promote standardization across NNSA's weapons programs. SCUR-A-THON 2025 built on the 2024 effort by focusing on INPUTS to a SURA/SCURA and expanding to include NNSA's infrastructure projects. This two-session virtual workshop continued to encourage labs, plants, and site (LPS) and Federal Program Office (FPO) partners to build enterprise knowledge, competence, consistency, and confidence in developing quality inputs for SURAs/SCURAs, strengthen the community of practice, and develop common resources.
9:15	11:15	(SCOP) How to Calculate a Schedule - Kathleen Lane Have you ever wondered how Primavera or Microsoft Project calculate a schedule? What determines the critical path? What about this thing called “near critical path”? How are calendars used? How do constraints impact a schedule? Why are lag and lead time discouraged? If you've asked yourself any or all of these questions, this training is for you. The class will demonstrate how schedule calculations are performed and feature a workshop where participants will work through calculations and various scenarios with different schedule-affecting factors.
11:15	11:30	NETWORKING BREAK
11:30	12:00	(CUI) Reframing Program Risk: Calm, Context, Curiosity, and Systems Thinking for a Risk-Based Learning Organization - James Arrow and Remy Hallam This presentation introduces a holistic approach to program risk management in complex systems, by integrating Tim Harford's “Three Cs” (calm, context, and curiosity) with Peter Senge's learning organization and Bent Flyvbjerg's reference class forecasting (RCF). These principles help teams avoid reactive thinking, understand systemic interdependencies, and ground forecasts in empirical data. Application in practice highlights, ongoing collaborative work from CECOP 2024 and the subsequent development of a LANL Weapons Production RCF, starting with B61-12 LEP performance data. By bridging behavioral and systems thinking, this approach reframes risk as a learning opportunity and a pathway to program adaptability and resilience.
12:00	1:00	LUNCH



Amanda Abanilla
Project Manager
SNL

Amanda serves as a Project Manager for Sandia National Laboratories, where she holds role of corporate-level Cost Estimation Lead within the Mission Services Division. In this role, she is responsible for overseeing the Labswide Cost Estimation Policy and procedures. Amanda brings over 20 years of project management experience having led a diverse portfolio of hardware- and software-driven projects from concept through execution. She holds a Bachelor of Science from Angelo State University, a Master of Science degree from University of North Texas and is a certified Project Management Professional (PMP).

Presentation: Findings from Training Resources for Obtaining Data and Reducing Risk and Uncertainty



Dipali Amin
Senior Analyst
DOE

Ms. Dipali Amin is a Senior Analyst at TechSource, Inc., bringing over two decades of distinguished expertise in project management and cost analysis to her current role supporting the DOE Office of Project Management. With eight years of dedicated service to DOE operations, she specializes in PARS (Project Assessment Reporting System) data management and reporting, ensuring data accuracy and compliance with DOE specifications. Ms. Amin holds a Bachelor of Science in Industrial and Systems Engineering from Virginia Polytechnic Institute and State University. Her comprehensive background spans capital acquisition projects across both the National Nuclear Security Administration (NNSA) and multiple high-profile government agencies, including the U.S. Marine Corps Systems Command and U.S. Army TACOM. Ms. Amin's contributions have been recognized through prestigious awards including the 2024 TechSource Chairman's Award and the 2023 Department of Energy Secretary's Achievement Award. She is a published author with escalation studies featured in AACE International publications and the DOE PM Newsletter. A certified Six Sigma Green Belt, Ms. Amin is committed to continuous improvement and regularly conducts training sessions for professionals in cost estimating and project management principles.

Presentation: Enhancing Project Management through Realistic Escalation Rates



Michael Archibeque
Computational Engineering Division, Systems & Policy Analysis Group
LLNL

Michael is a Systems Analyst/Enterprise Modeler where he performs operations research, risk analysis, and builds mathematical models for applications across the DOE-NNSA complex. By degree, he is a Statistician with additional specialized training in Bio-Medical R&D. Prior to his current position, Michael was an Associate at an economics consulting firm, where he primarily worked on financial economic litigation consulting on residential mortgage-backed securities related to the 2008 Economic Crisis. Michael also has several years of experience in the healthcare industry.

Presentation: SCUR-A-Thon 2025 Overview



Remmie Arnold
Senior Analyst
NNSA

Remmie Arnold is a Senior Analyst with over ten years of experience in cost, program, portfolio, and budget analysis currently supporting the Missile Defense Agency and NNSA. Within the NNSA, he has supported the Office of Programming, Analysis, and Evaluation, primarily supporting the planning and prioritization of capitol acquisition line-item projects and general plant projects; the Office of Cost Estimating and Program Evaluation, as the Integration Area Lead for plutonium pit production; and DOE-PM, in development of cost estimating relationships and the execution of ICRs, ICEs, and External Independent Reviews. He holds a BS in statistics from Virginia Tech and an MS in Economics from Johns Hopkins University and is an International Cost Estimating and Analysis Society Certified Cost Estimator/Analyst (CCEA).

Presentation: Advancing Parametric Estimation for DOE Capital Projects: the 2024 Update of CERs



James Arrow
Risk Management Program-Project Director
LANL

James Arrow is a Project Management Professional and Chartered Quantity Surveyor with more than 25 years of experience. James has a broad range of Industrial / Commercial Engineering, Procurement, and Construction (EPC) experience working with Fortune 500 contractors and Owner organizations, across market sectors that have included oil and gas, aerospace, mining, power generation, government operations, pharma and IT Program Management. In the past five years, James has led the development of Risk Management capability improvement plans, the deployment of state-of-the-art risk analysis solutions including the development of network-enabled asset tracking platforms designed to enhance construction productivity planning and control on large capital projects. Since 2022, James has been working at Los Alamos National Laboratory and he is currently serving as the ALDWP-NNPO Project-Program Director for Risk Management.

Presentation: Reframing Program Risk: Calm, Context, Curiosity, and Systems Thinking for a Risk-Based Learning Organization



Ian Bailey
Contractor
NNSA

Ian Bailey is a senior technical advisor with more than 24 years' experience in the NSE. Since 2008, he has provided program management support and helped lead the formal acquisition cost estimate process for the B61-12 Life Extension Program, currently planned at \$7.3B over 13 years and the W80-4 warhead development program currently planned at \$14B over 16 years.

Presentation: Development and Use of Early Program Summary Schedules



Vikram Basude
Senior Associate
NNSA

Vikram Basude is originally from Allen, Texas. He earned his Bachelor of Science in Finance from the University of Texas at Dallas and graduated in 2023. Shortly after, Vikram began his professional career at a major Department of Defense contractor, where he spent nearly two years gaining hands-on experience in financial planning, cost analysis, and project controls. In March 2025, he joined Technomics, where he now supports federal clients in cost estimating, earned value management, and data-driven decision-making. Vikram enjoys working at the intersection of finance, analytics, and national security, and is passionate about using data to uncover insights that support mission-critical decisions. Outside of work, he enjoys playing/watching sports, trying new foods, and spending time with friends.

Presentation: I'm Sorry Dave, I'm Afraid Your WBS Has Been Standardized



Steve Blake
Lead Cost Analyst
KCNSC

Steve Blake is a member of the Kansas City Nuclear Security Campus (KCNSC) as a Lead Cost Analyst for the Cost Estimation Office. His current assignments include cost estimate research, analysis, policy and training support for Weapon and Capital Acquisition Programs. Prior to his current position, Steve provided program cost and schedule support at Northrop Grumman Propulsion Systems. Steve holds a Master of Public Administration degree from Georgia State University and a Bachelor of Economics from Brigham Young University-Idaho.

Presentation: Findings from Training Resources for Obtaining Data and Reducing Risk and Uncertainty



Peter Braxton
Subject Matter Expert
External

Peter Braxton is a Subject Matter Expert and Employee Owner at Technomics, Inc. He has over 25 years of experience performing cost and risk analysis and delivering associated training for a broad spectrum of federal government clients. The inaugural ICEAA VP for Professional Development and a multiple Educator of the Year winner, he has shown a long-standing commitment to knowledge sharing within the community. He holds an AB in Mathematics from Princeton and an MS in Operations Research from the College of William and Mary. He is a semi-retired game show contestant and avid cruciverbalist.

Presentation: Annie Oakleying the Risk Cube – Management Goes Better with Analysis



Jared Christenson
Program Analyst
NNSA

Jared Christenson is a Program Analyst in NA-181 with over 5 years of experience working in nuclear modernization programs at our national laboratories. 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. In his free time Jared enjoys weightlifting, skiing, and spending time with his wife.

Presentation: Federal Integrated Risk Register Introduction



Marissa Christman
Program Manager, Office of Strategy and Planning
LANL

Marissa is a member of the Weapons Production Program Assurance and Risk Management group at LANL, focusing on production portfolio risk management capability as well as equipment maintenance and lifecycle planning efforts. During her 10 years at LANL, she has worked in diverse programmatic areas that include operations activities with waste management, water monitoring, and various support operations, as well as highly technical projects in R&D weapons physics, manufacturing science, and nuclear and non-nuclear production activities, with a focus on process improvements, reliability engineering, program and risk management, and risk analysis and modeling. Prior to her time at LANL she worked for almost a decade in industry where she gained experience in global manufacturing, data analytics, and continuous improvement methodologies commonly used in production environments. She holds a Master's Degree in Mechanical Engineering.

Presentation: SCUR-A-Thon 2025 Overview



Stephen Colodner
Operations Research Systems Analyst
NNSA

Stephen Colodner serves as an experienced cost estimator and data analyst within the National Nuclear Security Administration's Office of Cost Estimating and Program Evaluation (NNSA NA-1.3). His career encompasses significant contributions to defense cost analysis, with prior positions at NAVSEA 05C and the Air Force Cost Analysis Agency. Mr. Colodner played a key role in the recent methodology updates for escalation uncertainty, specifically focusing on refining the uncertainty distributions of indexes. 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.

Presentation: Enhancing Project Management through Realistic Escalation Rates



Kristy Contreras
Project Controls Manager - Infrastructure Line Items
NNSA

Kristy Contreras has over 35 years of Project Management, Project Controls, Program Controls and Construction Management experience in multiple industries. Through trial and error, Kristy learned the value of a well-planned project schedule. As her career progressed, Kristy became a sought-after SME on both CPM scheduling and EVM techniques. Kristy mentors project controls professions on the values of a good plan and the impacts of a quality plan on the fidelity of the project budget. As a forward-looking tool, EVM relies on the quality of the project plan.

Presentation: Why your Schedule and Estimate Matter (Unless you Enjoy Chaos)



Gregory E. Dale
Project Director
LANL

Dr. Gregory Dale is the Project Director for the LANSCE Accelerator Modernization Project (LAMP) at LANL. In this role he is responsible for leading the overall technical development, design, and integration efforts to modernize LANL's 50+ year old 800 MeV proton accelerator. Previously, Dr. Dale led the technical maturation effort and successfully delivered the accelerator final design for the Scorpius linear Induction Accelerator, being installed in an underground facility at the Nevada National Security Site. Prior to this Dr. Dale 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.

Presentation: Cost and Schedule Estimating for the LANSCE Accelerator Project



Derrian Doblado
Enterprise Risk Analyst
NNSA

Derrian E. Doblado is an Enterprise Risk Analyst within the NA-181 Office of Policy and Requirements. Mr. Doblado assists NNSA's Enterprise Risk Management effort. He previously served as a project controls specialist at the U.S. Department of Energy's Waste Isolation Pilot Plant, which he initially joined 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



Robert Fatzinger
Senior Analyst
NNSA

Robert Fatzinger's capabilities and industry experience allow him to resolve complex problems and provide analytics-based decision support relevant to critical resource investment choices. Mr. Fatzinger maintains active certifications as a Certified Estimating Professional (CEP) and Project Management Professional (PMP), and is a licensed Certified Public Accountant (CPA) in Virginia. He currently serves as a Project Manager and subject matter expert on several DOE contracts. Mr. Fatzinger previously participated in major acquisition programs with DHS, the Intelligence Community, and U.S. Navy.

Presentations: Annie Oakleying the Risk Cube – Management Goes Better with Analysis, and Integrated Capital and Weapons Schedule



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

Cash Fitzpatrick oversees a range of analytical and policy functional areas including programmatic cost estimating, analyses of alternatives, enterprise modeling, and planning studies in his role as Director of the Office of Programming, Analysis, and Evaluation for NNSA. He is also the CEAG Council Chair on behalf of NNSA. He previously worked for the Office of Cost Policy and Analysis, DOE's Renewable Energy programs, and the Office of Cost Analysis for the DOE-CFO. Cash holds BS and MS degrees in Environmental Engineering from Cal Poly and Massachusetts Institute of Technology, respectively.

Presentation: CEAG Overview and Key Initiatives



Michael R. Furlanetto
ASD Project Director
LANL

Dr. Michael R. Furlanetto is the national contractor project director delivering ASD Scorpius. Scorpius is a cutting-edge electron accelerator which will produce high-resolution, multi-pulse radiographic data of imploding subcritical plutonium assemblies for use in stewarding the nation's nuclear deterrent. He leads the national ASD partnership including NNSA, LANL, LLNL, and SNL. Dr. Furlanetto has worked at LANL since 2004. He arrived as an Agnew National Security Fellow in the Physics Division. He served as a diagnostic physicist on several subcritical experiment series and was the diagnostic coordinator for the Gemini series, which demonstrated the value of multiplexed velocimetry for increased understanding of early-implosion hydrodynamics. In 2017, Dr. Furlanetto became the Deputy Program Director for the Office of Experimental Sciences, where he oversaw stockpile-related experimental research in nuclear physics, material science, and high-energy-density physics. From 2020 to 2023, he served as the User Facility Director for LANL's flagship LANSCE particle accelerator and co-led LANL's Nuclear and Particle Futures capability pillar. Before LANL, Furlanetto received a B.A. in chemistry and history from Williams College and an M.A. in the history and philosophy of science from the University of Cambridge. He received his Ph.D. in physical chemistry from the University of California, Berkeley.

Presentation: The Cost Estimate Road from CD-1 to CD-2/3: Advanced Sources and Detector Project Lessons Learned



Jason Gardner
Senior Associate
NNSA

Jason Gardner is a Senior Associate at Technomics supporting the NNSA Office of Management and Budget across two teams with front-end and development. Jason graduated with a B.S. in Statistics and Sport Management: Data Analytics from Rice University and has professional experience in machine learning and data science.

Presentation: Accelerating Insight: Untangling the Property Puzzle of Experimental Facilities



Coley Griffin
PC Estimator
PX

Coley Griffin has worked in the project management/project controls profession for 20 years, serving the engineering, procurement, construction industries across 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 4 years supporting the Pantex LEP/Modernization programs serving as an EVMS compliance systems surveillance officer and estimator. Coley holds a B.B.A in Business - Marketing, Management, Economics.

Presentation: The Use and Features of Off-The-Shelf Cost Processor Web EV, and its Interfaces Between Estimating, Scheduling, Risk, and Finance



Derek Gunter
EVMS Compliance Systems Surveillance Officer
Y-12

Derek Gunter majored in Information Sciences and Applied Data Analytics from University of Tennessee Knoxville. He is also an astute military professional with 20+ years of honorable military service in the United States Marine Corps. Derek has proven experience in supervising, installing, employing, maintaining, troubleshooting, and assisting users with database support systems, terminal devices, satellite communications equipment, telecommunications, and all forms of encryption. Throughout his career, he has displayed an ability to adapt to new surroundings while remaining observant and accurately assessing what needs to be done to accomplish the mission.

Presentation: The Use and Features of Off-The-Shelf Cost Processor Web EV, and its Interfaces Between Estimating, Scheduling, Risk, and Finance



Remy Hallam
Program Risk Manager
LANL

Remy Hallam is a program manager with more than 25 years of experience. Remy has experience working in the oil and gas, energy & defense industry, working in different functions including commercial operations, application engineering, product management, finance and most recently in risk management for LANL. In the past year, Remy has been working to improve the process and efficiency of the Risk Management team when working with programs on the production agency side of the business.

Presentation: Reframing Program Risk: Calm, Context, Curiosity, and Systems Thinking for a Risk-Based Learning Organization



Logan Hartley-Sanguinett
Lead Analyst
NNSA

Logan Hartley is an analyst with many years of experience in Statistical and Cost Analyses for clients as varied as the USDA, DHS, and DOE. He has extensive technical experience in working with data via model development, programmatic data analysis, and tool building in addition to implementing various business process improvements. He holds a bachelor's in science from SIUE.

Presentations: My Dog Ate My Engineering: Empowering Excuse Free Digital Transformation, and The BUILDER's Guide to RSMeans as a Parametric Cost Estimating Resource



Erik Herrling
Estimating Manager
LLNL

Erik Herrling has over 25 years of experience in the construction industry, specializing in cost estimating for a wide range of projects and delivery methods. He currently serves as the Estimating Manager at Lawrence Livermore National Laboratory. Erik holds a B.A. in Psychology from Stanford University. Outside of work, he enjoys spending time outdoors and cherishes time with his wife and two daughters.

Presentation: The Revolution is Coming - Cost Estimation: Leveraging AI for Accurate Estimates with Minimal Effort



Moses Kim
Associate
NNSA

Moses Kim is an associate at Technomics supporting DoE NNSA NA-MB-90 with data analytics and visualization. Moses Kim graduated with a M.S. and B.S. in Computer Science from George Mason University.

Presentation: Spin Rates and Spend Rates: Cost Modeling with PRWG & GSA Advantage



Kathleen E. Lane
Senior Project Manager
NNSA

Kathy Lane’s first job after graduating from the University of California, Irvine was in a Project Controls department and she has incorporated Project Management principals into her work ever since, supporting government, civil, and private industry projects. Throughout her career Kathy has consulted on project management, defining policy and procedures for project management information systems by determining requirements, implementing software, training on project management process and software and providing expertise on project management software such as Microsoft Project and Primavera (P6).

Presentation: How to Calculate a Schedule



Rich Lane
Risk Manager
PX

Rich Lane is an advisor in Pantex’s Program Management Office with 20 years of experience in program and project 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 Web EV, and its Interfaces Between Estimating, Scheduling, Risk, and Finance



Hannah Lee
Lead Analyst
NNSA

Hannah Lee is a certified Professional Cost Estimator/Analyst (PCEA) with a background in project design, research, statistics, technical writing, and visualization. She holds two degrees in Biochemistry (BSc) and Pharmaceutical Sciences (MSc) from Rowan University. Hannah is a Lead Analyst at Technomics and serves the NNSA’s Office of Management and Budget through Programming, Analysis and Evaluation (MB-90). Hannah supports the Methods and Models team, Federal Cost Leads, and Integrated Infrastructure Planning efforts. Hannah was a member of the award-winning Enterprise Blueprint team recognized by the NNSA Administrator in December 2024. She recently won 2025’s Junior Analyst of the Year at the International and Washing Capital Area Chapter levels of ICEAA.

Presentation: Advancing Parametric Estimation for DOE Capital Projects: the 2024 Update of CERs



Carson Lo
Senior Associate
NNSA

Carson Lo is a Senior Associate at Technomics assisting with data analytics and visualization for the NNSA. Carson graduated with a B.S. in Aerospace Engineering from Penn State.

Presentation: Spin Rates and Spend Rates: Cost Modeling with PRWG & GSA Advantage



Charlie Loelius
Supervisory Physical Scientist
NNSA

Charlie Loelius is the manager for NA-MB-922, where he leads development of analytic capabilities to enable programmatic cost estimating for weapon and capital acquisition and to support portfolio and programming analysis. He has a PhD in Physics from Michigan State University and a BS in Philosophy from Rutgers University.

Presentation: Integrated Capital and Weapons Schedule



Zachary Matheson
Operations Research Analyst
NNSA

Zachary Matheson joined the National Nuclear Security Administration in 2019 after completing a dual PhD in Nuclear Physics and Computational Math, Science, and Engineering from Michigan State University. After completing a one-year fellowship in the NNSA Office of Advanced Simulation and Computing, he moved in June 2020 into his current position in the Office of Programming, Analysis, and Evaluation, where he uses modeling and simulation to support NNSA planning and budgeting.

Presentations: Whence Growth? Isolating Cost Growth to Specific WBS Elements, and NSE at 100: A Century of Nuclear Weapons Spending



Michael Metcalf
Senior Analyst
NNSA

Mike Metcalf is a senior analyst with Technomics who has led multiple cost estimates across the enterprise. He currently serves as senior technical advisor to PA&E's Stockpile Support team.

Presentation: Integrated Capital and Weapons Schedule



Michael R. Nosbisch
Director, Project Control Consulting Services
External

Currently with SMSI, LLC, Michael Nosbisch has over 36 years of experience in project management and controls within both he 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 also a visiting professor at Texas A&M, teaching a graduate level course in project finance/cost management.

Presentation: Implementing AACE Estimating Recommended Practices on NNSA Projects



Des Orsinelli
Senior Cost Estimator
LLNL

Des Orsinelli is a cost estimator with 40 years of experience in project and construction management, commissioning and cost estimating.

Presentation: The Revolution is Coming - Cost Estimation: Leveraging AI for Accurate Estimates with Minimal Effort



Courtney Pompa
General Engineer
NNSA

Courtney Pompa is a senior analyst with NNSA's Programming, Analysis and Evaluation office in Stockpile Support (NA-MB-923). In this role she serves as the Federal Cost Estimating Lead for the W93.

Presentation: Integrated Capital and Weapons Schedule



Sam Potier
Physical Scientist
NNSA

Sam Potier is an analyst with the Office of Programming, Analysis and Evaluation where he leads Planning Studies and serves as the Federal Cost Estimating Lead for a number of NNSA megaprojects.

Presentation: Integrated Capital and Weapons Schedule



Daniel Puentes
Physical Scientist
NNSA

Daniel joined the NNSA in 2023 after completing his PhD in Physics from Michigan State University, specializing in experimental nuclear physics. In June 2024, he moved into his current position as a physical scientist in the Office of Programming, Analysis, and Evaluation, where he uses modeling and simulation to support NNSA management and budget. Daniel also supports planning studies and analyses of alternatives for early acquisition of capital line-item projects.

Presentation: Dr. Strangedata: How I learned to Stop Worrying and Love O&S Data Validation



Vincent J. Riot
ASD/Scorpius Project Manager (Acting)
LLNL

Vincent Riot has a Master of Science in electrical engineering from the University of Bristol (UK), an Engineer’s Degree from ENST in Paris (France) and has been working for the Lawrence Livermore National Laboratory (LLNL) since early 2003 on various homeland security and Department of Energy projects ranging from radiation detection, bio-aerosol instrumentation, space situational awareness, astronomy to fundamental science. He is currently the LLNL Advanced Sources and Detectors (ASD) Scorpius accelerator acting Project manager and previously served as the ASD Senior Team Lead and the ton scale neutrino-less double beta decay nEXO experiment project manager. Vincent has served in the past as the Rubin Observatory LSST (Legacy Survey of Space and Time) camera project manager as well as principal investigator for various projects in support of the LLNL small satellite program portfolio. He is the recipient two R&D 100 awards (2005), a Federal Laboratory Consortium technology transfer award (2011), the holder of fifteen US patents and author of peer-reviewed publications on a wide range of subjects. He also was part of the team receiving the DOE Office of Science 2021 project management achievement award for his role on the Rubin Observatory LSST camera.

Presentation: The Cost Estimate Road from CD-1 to CD-2/3: Advanced Sources and Detector Project Lessons Learned



Richard Rodriguez
Training Specialist
LLNL

Richard Rodriguez has worked as a training specialist and instructional designer under the Strategic Deterrence directorate at Lawrence Livermore National Laboratory (LLNL) since 2023. He primarily supports the Project Controls group and develops training materials to support program management activities. In addition, he provides training support for the Radioactive and Hazardous Waste Management program, Superblock facility, and the explosives handler program. Richard also acts as a subject matter expert for the directorate’s on-the-job training (OJT) instructor qualification program and periodically instructs classes on this topic. Prior to working at the lab, Richard spent eleven years working in K-12 education. He was a credentialed teacher and taught English, science, and computer science/technology classes. He also served as a site technology lead and delivered training to staff members on the use of educational technology tools. Richard has a BFA in creative writing from Chapman University. He takes pride in applying storytelling and communications skills to training development, and he also strives to leverage multimedia tools and technology to enhance the effectiveness of training courses.

Presentation: Findings from Training Resources for Obtaining Data and Reducing Risk and Uncertainty



Eleni Rojtas
Chief Risk Advisor for Defense Programs
NNSA

Eleni Rojtas has over 16 years of experience in fire protection engineering analysis and risk management. She is responsible for NNSA’s enterprise-wide risk management strategies to deliver risk-informed insights and greater collaboration in support of strategic decision-making. She works with cross-functional teams to implement robust risk frameworks that align with Defense Programs’ strategic objectives. Prior to NNSA, Ms. Rojtas worked as a fire protection engineer in commercial nuclear power plants in the U.S. and abroad for 12 years. She holds a B.S. in Fire Protection Engineering from the University of Maryland and an M.S. in Risk Management from Notre Dame of Maryland University.

Presentations: Introducing the Schedule Community of Practice, and Annie Oakleying the Risk Cube – Management Goes Better with Analysis



Gabriel Sandler
General Engineer
NNSA

Gabriel Sandler joined the NNSA’s Office of Analysis and Evaluation in 2020 where he has been involved in cost, schedule, and risk analysis. He also has experience working at the NNSA’s Office of Cost Estimating and Program Evaluation through the NNSA Graduate Fellowship Program. He holds a Ph.D., M.S., and B.S. degrees in Nuclear Engineering from the University of Florida and has previously interned at Sandia National Laboratory and the National Academies of Science.

Presentation: Development of PA&E’s Site-Level Major Modernization Model



Dylan Schmerer
Technical Facility Analyst
LLNL

Dylan Schmerer is a Technical Facility Analyst at Lawrence Livermore National Laboratory, where he supports strategic infrastructure planning, budgeting, and lifecycle management. Since joining LLNL in 2020, he has developed data-driven models to forecast facility and equipment performance, optimize maintenance planning, and inform long-term investment decisions. Before joining LLNL, Dylan served as a research fellow, economics tutor, and undergraduate advisor, at the University of California, Santa Barbara, where he assisted with research on the economics of education, taught microeconomics, and counseled students on coursework and program planning. Dylan holds a Master’s in Quantitative Economics from the University of California, Los Angeles, and a Bachelor’s in Economics from the University of California, Santa Barbara.

Presentation: Prioritized Reduction of NNSA’s Infrastructure Deferred Maintenance



Amanda Schwark
Lead Analyst
NNSA

Amanda Schwark supports the NNSA and DOE CF in data analytics, portfolio analysis, and strategic decision support. She serves as the contract lead for the PRWG team and supports DOE CF-33 in Planning, Programming, Budgeting, and Execution (PPBE) reform. She holds a BS in Finance and Economics from Penn State.

Presentation: Accelerating Insight: Untangling the Property Puzzle of Experimental Facilities



Patrick Shelton
Lead Analyst
NNSA

Patrick Shelton is a Certified Cost Estimator/Analyst with five+ years of experience conducting life cycle cost estimates and developing new cost estimating relationships for the NNSA under the Office of Management and Budget's Office of PA&E. He has also led bleeding edge machine learning methods to standardize NNSA 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.

Presentations: Dr. Strangedata: How I learned to Stop Worrying and Love O&S Data Validation, The BUILDER's Guide to RSMeans as a Parametric Cost Estimating Resource, Spin Rates and Spend Rates: Cost Modeling with PRWG & GSA Advantage, and I'm Sorry Dave, I'm Afraid Your WBS Has Been Standardized



Matt Siiro
Lead Analyst
NNSA

Matt Siiro is a Lead Analyst at Technomics, Inc. currently working for the NNSA Office of Management and Budget providing data visualization and modeling support. He graduated with a BS degree in Economics from the University of Wisconsin-Madison.

Presentation: Accelerating Insight: Untangling the Property Puzzle of Experimental Facilities



George Srajer
ASD/Scorpius Deputy Project Director
LANL

George Srajer is Deputy Project Director for the Advanced Sources and Detectors (ASD) Project at LANL. He is the principal point-of-contact for all technical aspects of the project to ensure, together with the Project Director, that ASD meets weapons designer and experimental user requirements. George coordinates across ASD Partner Labs to ensure the scope of the project meets the scientific and technical performance requirements of ASD. George has been at LANL since 2021. Before joining ASD at LANL, George spent 30 years at the Advanced Photon Source (APS) at Argonne National Laboratory in various roles. He was Deputy Associate Laboratory Director for Photon Sciences, responsible for the operation of APS, largest user facility in the U.S. He led the APS Upgrade Project for two years as Project Director through the CD-2 Review. In addition, he served as Project Director for the Dynamic Compression Sector (DCS) at the APS, successfully delivering DCS on budget, within scope and ahead of time. George has a PhD in Condensed Matter Physics from Brandeis University and was a postdoc at the AT&T Bell Laboratories. George is the author of a total of 105 scholarly articles, one book chapter, and four patents.

Presentation: The Cost Estimate Road from CD-1 to CD-2/3: Advanced Sources and Detector Project Lessons Learned



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: Cost and Schedule Estimating for the LANSCE Accelerator Project



Kevin Thomas
Estimator
LLNL

Kevin Thomas has a wide range of experience, including as plumber and cost estimator.

Presentation: The Revolution is Coming - Cost Estimation: Leveraging AI for Accurate Estimates with Minimal Effort



Lorrie Tietze
Contractor
NNSA

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: Development and Use of Early Program Summary Schedules



Eric White
Estimating Manager
Y-12

Eric White has been a CNS Enterprise Estimating Manager for the last 10 years. He received his Bachelor’s degree from Tennessee Technological University (TTU) in Industrial Technology, and his Master’s degree from the University of Tennessee in Engineering Management. Eric also recently took and passed the PMP exam in August through the Program Management Institute (PMI). He enjoys traveling with his wife; all things gadgety; and riding motorcycles.

Presentation: The Use and Features of Off-The-Shelf Cost Processor Web EV, and its Interfaces Between Estimating, Scheduling, Risk, and Finance



Amber Young
Physical Scientist
DOE

Amber Young is the PARS System Owner at the Department of Energy’s Office of Project Management, Project Controls and Policy (PM-30). As an EVMS professional with extensive experience in both DOE and DOD data structures, she has been instrumental in leading review efforts with innovative tools like the IP2M METRR. A pioneer in integrating AI analysis into the Environment and Maturity Assessment process, Ms. Young leverages her background in physics and mathematics to bring a scientific approach to understanding, analyzing, and teaching complex data structures in project management and Earned Value. She also leads the DOE Office of Project Management AI Governance Board, collaborating with board members to review and approve the implementation of AI technologies within PM. Amber holds a BS degree in Physics from the University of California, Los Angeles.

Presentation: Advancing Parametric Estimation for DOE Capital Projects: the 2024 Update of CERs

AACE	Association for the Advancement of Cost Engineering
AI	Artificial Intelligence
ALD	Associate Lab Director
AoA	Analysis of Alternatives
APS	Advanced Photon Source
ARM	Active Risk Manager
ASD	Advanced Sources and Detectors
CAEF	Capital Acquisition Estimating Framework
CAIV	Cost as an Independent Variable
CCEA	Certified Cost Estimator/Analyst
CD	Critical Decision
CEAG	Cost Estimating Analysis Group
CECOP	Cost Estimating Community of Practice
CEP	Certified Estimating Professional
CERs	Cost Estimating Relationships
CFO	Chief Financial Officer
CPA	Certified Public Accountant
CPM	Critical Path Method
CTCP	Counterterrorism and Counterproliferation
CUI	Controlled Unclassified Information
DCS	Dynamic Compression Sector
DHS	Department of Homeland Security
DIT	Digital Integration Template
DOD	Department of Defense
DOE	Department of Energy
DT	Digital Transformation
DTL	Drift Tube Linac
ECSE	Enhanced Capabilities for Subcritical Experiments
EIR	External Independent Review
EM	Environmental Management
EPC	Engineering, Procurement, and Construction
EV	Earned Value
EVMS	Earned Value Management System
FCI	Facility Condition Index
FIRP	Facilities and Infrastructure Recapitalization Program
FIRR	Federal Integrated Risk Register
FPM	Federal Project Manager
FPO	Federal Program Office
GAO	Government Accountability Office
GSA	General Services Administration
ICE	Independent Cost Estimate
ICEAA	International Cost Estimating and Analysis Association
ICR	Independent Cost Review
IP2M	Integrated Project/Program Management
KCNSC	Kansas City Nuclear Security Campus
LAMP	LANSCe Accelerator Modernization Project
LANL	Los Alamos National Laboratory
LANSCe	Los Alamos Neutron Science Center
LEP	Life Extension Program
LLNL	Lawrence Livermore National Laboratory
LPS	Labs, Plants, and Sites

M&O	Maintenance & Operations
METRR	Maturity and Environment Total Risk Rating
ML	Machine Learning
MMM	Major Modernization Model
NA-12	Office of Stockpile Management
NA-181	Office of Policy & Requirements
NA-MB-90	Office of Programming, Analysis, and Evaluation
NA-MB-922	PA&E Office of Analysis Models and Tools
NA-MB-923	PA&E Office of Stockpile Modernization Support
NASA	National Aeronautics and Space Administration
NNSA	National Nuclear Security Administration
NNSS	Nevada National Security Site
NSC	National Security Council
NSE	Nuclear Security Enterprise
O&S	Operations & Support
OJT	On-the-Job Training
PA&E	Programming, Analysis, and Evaluation
PARS	Project Assessment Reporting System
PCEA	Professional Cost Estimator/Analyst
PE	Professional Engineer
PM	Project Management
PMI	Program Management Institute
PMP	Project Management Professional
PPBE	Planning, Programming, Budgeting, and Evaluation
PRWG	Programmatic Recapitalization Working Group
PT&C	Project Time & Cost
PULSE	Principle Underground Laboratory for Subcritical Experiments
PX	Pantex
QRA	Quantitative Risk Analysis
R&D	Research & Development
RFQ	Radio Frequency Quadrupole
ROM	Rough Order of Magnitude
RP	Recommended Practices
SCOP	Schedule Community of Practice
SCORE	Scope, Complexity, Options, Risks, Excursions
SLCM-N	Sea Launched Cruise Missile - Nuclear (aka W80-5)
SME	Subject Matter Expert
SNL	Sandia National Laboratories
SRNL	Savannah River National Laboratory
SRNS	Savannah River Nuclear Solutions
SRS	Savannah River Site
SCURA	Schedule, Cost, Uncertainty, Risk Analysis
SURA	Schedule, Uncertainty, Risk Analysis
TPC	Total Project Cost
TTO	Transition to Operations
TWG	Training Working Group
USAF	US Air Force
USDA	US Department of Agriculture
WBS	Work Breakdown Structure
WDCR	Weapon Design and Cost Report
WP	Weapons Program



**“The 1958 Testing Moratorium and
the 1961 ‘Return’ to Nuclear Testing”
& Dinner Presented by Alan Carr**

Tuesday, October 28th at 5:00 pm

J. Robert Oppenheimer Center



Social Hour at Bathtub Row Brewing Co-Op

Wednesday, October 29th at 5:00 pm

163 Central Park Square, Los Alamos, NM 87544



2026 CECOP Symposium

Hosted by Nevada National Security Site (NNSS)

Las Vegas, NV from August 11th – 13th, 2026.



2025 CECOP SYMPOSIUM SURVEY

Please scan this QR Code to fill out your survey of this year's event. Your input is valuable! Help the CECOP Planning Committee prepare for next year's CECOP Symposium.

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