

2026: Issue #1

A CEBoK-S perspective on software
development effort, cost, and schedule

2026 Professional Development
& Training Workshop Preview

ICEAAWorld

The magazine for the International Cost Estimating & Analysis Association



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2026 PROFESSIONAL DEVELOPMENT & TRAINING WORKSHOP

ICEAA

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The Magazine for the International Cost Estimating & Analysis Association

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The International Cost Estimating and Analysis Association is a 501(c)(6) international non-profit organization dedicated to advancing, encouraging, promoting and enhancing the profession of cost estimating and analysis, through the use of parametrics and other data-driven techniques.

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President's Perspective

Christina N. Snyder, CCEA®
ICEAA International President

As we kick off 2026, I want to recognize that one guarantee in life is that while each new year brings unique unforeseen challenges that weren't on the radar when the ball dropped, it also always brings new opportunities. As we all set our goals and plans for the coming months, please think of the opportunities to grow both ICEAA and ourselves professionally - leading chapters, serving on boards, advancing CEBoK®, mentoring others, pushing our profession forward, or even just sharing our organization with a colleague that isn't currently a member.

This issue will highlight the many opportunities to learn, connect, and grow together in 2026. As always, one of the highlights this year will be our annual Professional Development & Training Workshop, taking place May 12-14, 2026, in Norfolk, Virginia. This event continues to be the premier gathering for cost professionals, and we're thrilled about what's in store. Building on the momentum of recent years, the Workshop will feature engaging technical content, expanded networking opportunities, and interactive experiences like the OEM Forum and Monday Meetup Mixer. Our authors are already hard at work preparing the presentations and wrapping up papers to be considered for Best Paper Awards. The abstracts are already available to view on the ICEAA website, check them out and let us know what you're most excited to see!



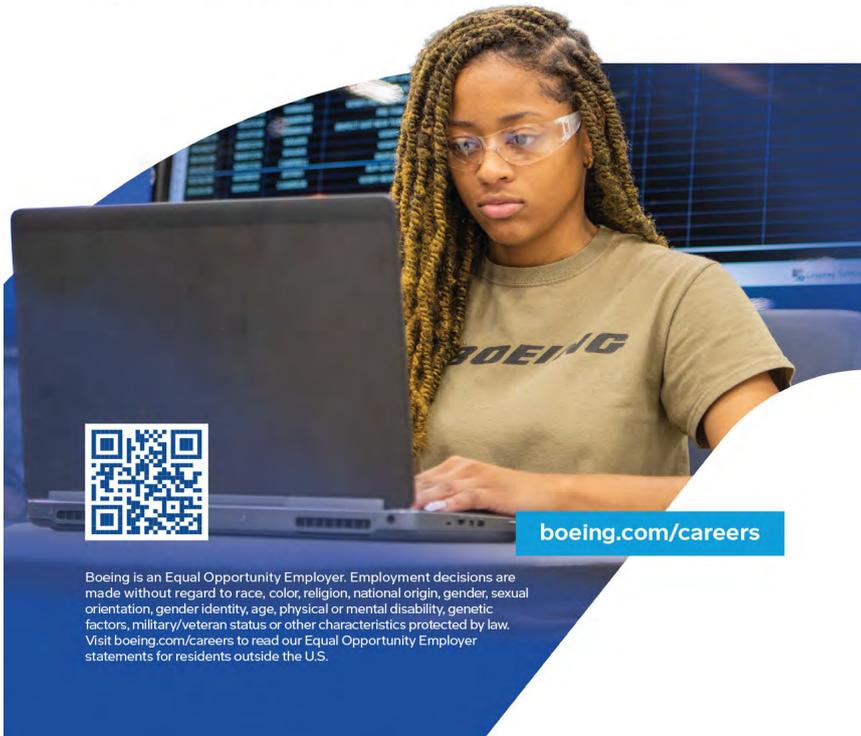
Let's explore

Join us and pursue your next horizon

Learn more about what's in store in Norfolk with our 2026 Workshop Preview later in the issue. We'll be featuring the 4th ICEAA Cost Challenge, an engaging opportunity to tackle a theoretical estimating problem and present their solution to a panel of experts, and of course the annual ICEAA Association Awards, a meaningful way to recognize colleagues who are making an impact—whether they are rising stars or long-standing pillars of our community. I hope you'll take the time to nominate someone by the March 10 deadline as there is so much work that deserves to be celebrated.

We're also excited to continue supporting professional development through CEBoK® updates and our evolving certification programs, helping members at every career stage build strong foundations and prepare for the future of cost estimating. If you would like to be more involved in any of the activities above, please reach out to myself or Megan Jones.

Happy New Year, ICEAA!



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Business Office Update

Megan Jones, ICEAA Executive Director



A new year means one thing in the ICEAA Business office: it's Workshop time! We're getting ready and we hope you're getting excited for the main event in Norfolk this May. As usual, you can get the whole skinny on all there is to offer in our Workshop Preview later in the issue.

One of ICEAA's most important initiatives of the year is our Association Awards program, a way for our members to recognize the monumental contributions from colleagues and fellow members. The eight award categories celebrate milestones in the career lifecycle of an estimator:

- The Junior Analyst of the Year award recognizes members with three or fewer years of experience whose shining potential promises a bright career.
- Nominees for the Technical Achievement award are individuals who have made an outstanding contribution to the field in the past year that showed innovation, opened new perspectives, or applied new approaches.
- A group of folks who effectively collaborated on a program or initiative would be a great choice for Team Achievement of the Year nomination.
- Management Achievement of the Year awards the leaders and mentors that take pride in the accomplishments of their colleagues.
- Someone who has lead the charge for professional development at your organization would be a great pick for the Educator of the Year award.
- The Association Service award is given to those volunteers who have stood out from the rest when showing up for ICEAA with their generously given time and efforts.
- ICEAA's newest award, the Boehm Award for Excellence in Software and Systems Cost Analysis, recognizes innovators and icons in the software estimating community.
- Our highest honors are given to the winners of the the Frank Freiman Lifetime Achievement Award. These are the legends in the industry that

the community has known for years and will reference forever.

Head over www.iceaaonline.com/awards to read more about the categories, download some tips for creating a winning nomination, and get inspired by the accomplishments of our previous winners.

The first step to adding your or your colleagues' names to that impressive list is to send us a nomination by **March 10**. We're proud to give out these awards, but we need to know who you think deserves them!



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ertification ongratulations

The 2026 ICEAA Professional Development and Training Workshop in Norfolk, VA is happening May 12-14, 2026, and is quickly approaching! The Workshop is always a great place to not only meet up with old as well as new colleagues in the cost community but is a great opportunity for in-person training when preparing to take the exam. Collaborative learning environments improve retention and provide peer support for better exam results. We hope you'll consider this opportunity!

Congratulations go out to the following individuals who passed the CCEA®, PCEA®, or SCEC exams between June and December 2025. Know that you don't have to wait for the next issue of ICEAA World to drop to see who's leveling up with certification—follow us on LinkedIn for the latest updates!

SCEC Achievers:

Andrew Burghaus,
Augur Consulting

Mohammad Khalil,
Department of National Defence Canada

Krupananda Babu Mannekunta,
Jaguar Land Rover

PCEA® Achievers:

Julien Banks, Tecolote Research Inc.

Rebecca Cockroft, Tecolote Research Inc.

Vincent Dalai, Herren Associates

Arjun Jain, Nova Consulting

Ivens Jean, Naval Systems Management
Activity (NSMA)

Jordan Josties, Technomics, Inc.

Jessica Kleinman, Technomics, Inc.

Anna Peters, Johns Hopkins University
Applied Physics Laboratory

Aldo Preciado, Tecolote Research, Inc.

Michael Reiter, Cobec, Inc.

Kayla Vogler, USAF

PCEA® Achievers/CCEA® Eligible:

Nicholas Parker, Naval Systems, Inc.

CCEA® Achievers:

Blake Bogart, Booz Allen Hamilton

Mohammad Khalil,
Department of National Defence Canada

Jaxon Reiley, Tecolote Research, Inc.

Samuel Ripple, Tecolote Research, Inc.

June - December 2025 Re-Certifications:

Guenever Aldrich
Richard Aldrich
Thomas Backes
Ronald Beheler
Jonathan Bell
Brandon Bryant
Brian Bucceri
Tammy Cayer
Joel Chiugo
Alexander Cottle
Stephen Dargis

Alea DeSantis
Katie Dolinger
Maggie Dozier
James Freeman
Christina Galletta
Richard K. Hartley
Kevin Hewitt
Ryan Hoang
Mark Hodgins
Elizabeth Hodson
Rob Houghton

Laura Lucas
William Mahoney
Corey Maples
Elizabeth McMahon
Paul Neubert
Alan Nicholls
Barry Niemann
James Northington
Ayodeji Oladipupo
Richard Osseck
Joe Puckett

Emily Purpuri
Kevin Rathbun
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2026 PROFESSIONAL DEVELOPMENT & TRAINING WORKSHOP PREVIEW

By Megan Jones

For the first time in ICEAA history, we're cruising down the Hampton Roads to launch the Professional Development & Training Workshop in Norfolk, Virginia!

On Monday, May 11 (the day before the the Workshop) we will host the fourth **OEM Forum & Networking Event**. Employees of Original Equipment Manufacturers (OEM), those who serve them, or any attendee otherwise interested is encouraged attend. Tick the box for the OEM Forum & Networking Event when you register for the Workshop for three hours of panel discussions, presentations, and networking from representatives from BAE Systems, Huntington Ingalls, L3 Harris, Lockheed Martin, Northrop Grumman, Raytheon

Technologies, The Boeing Company, and more. The open forum will allow for questions of our panelists and time for individual discussions before the group gathers for some social networking.

The Monday Night Mixer continues to be a hit! As part of our ongoing efforts to tweak the Workshop schedule based on the feedback of our attendees, we realized that many of you may be joining us for the first time, traveling alone, or otherwise would like to get a leg up on making connections at the Workshop. If you're planning to arrive on Monday, May 11, stop by and join us!

The official start of the Workshop kicks off Tuesday morning! Meet our sponsors in the exhibit hall for coffee and a hot breakfast,



The USS Wisconsin, an Iowa-class battleship located at the Nauticus Maritime Discovery Center

CONTINUED



One of Norfolk's beloved mermaid statues, located in Town Pointe Park

stay to get a taste of the outstanding paper presentations scheduled for the days to come with the **2026 Best Paper Awards** presentation. A team of judges scored the narrative/white-paper formatted papers first to choose the best in each category, then from the category winners, scored the Best Paper Overall. These winning papers will definitely be ones to check out in the days ahead!

These award-winning entries are just a handful of the 70+ presentations that will be presented throughout the Workshop. We've organized them into eight tracks to help guide attendees to the sessions they will find most applicable, and arranged (as best we could) to keep similar topics from being scheduled at once. As always, the most rewarding way to keep track of which presentations you want to see and when is by using Whova, the ICEAA app (yes, Atlanta attendees, we heard you and didn't like the one we used last year as much either). If you're joining us in Norfolk, be sure to

download Whova for all of the scheduling, downloading, and socializing features that help keep our attendees connected..

After the awards on Tuesday morning, it's time to introduce the **2026 ICEAA Cost Challenge**. Teams of junior analysts and their mentors will be signing up to compete in the coming weeks, and will be expected to arrive ready to give a presentation on a dataset and series of scenarios to our panel of judges. Our six teams will be getting the details of the challenge to start their estimate in mid-April, ready to present to our judges throughout the day Tuesday. The judges will convene Wednesday and announce the winning team, along with a \$1,000 cash prize, on Thursday morning!

We will close Tuesday morning's general session with an innovative and intriguing presentation from a speaker who uses many of the same methods, disciplines, and theories you do every day, but maybe in a different market for a different result. Last

70+ PRESENTATIONS IN EIGHT TRACKS:

- **Artificial Intelligence**
- **Analytical Methods**
- **Data Science**
- **IT & Cloud**
- **Modeling**
- **Management, EVM & Risk**
- **Processes**
- **Trending Topics**

2026 WORKSHOP COMMITTEE

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Courtney Gray

Training Program Chair
Kimberly Roye

Cost Challenge Chair
Patrick Casey

Papers Program Chair
Cortney Collins

Best Paper Awards Chair
David Peeler

Association Awards Chair
Courtney Gray

year we heard from a business innovator in the beverage market uses data analytics to innovate and create new brands, a panel of OEM professionals at different stages of their careers discussing how generations can work together, and an engineer turned career coach who taught us how to apply our analytic energy to our own careers. We look forward to starting off your days in Norfolk with thought-provoking sessions that will get you ready for a full day of learning.

And full days you shall have! In addition to the dozens of peer-authored presentations, the CEBoK[®] Training Track will run throughout the Workshop and cover all 16 modules of the curriculum in a classroom environment with experienced instructors ready to answer questions and facilitate discussion amongst the attendees. Our CEBoK-based training courses have been popular for ages for good reason: individuals preparing for the PCEA[®] or CCEA[®] exams tend to score higher when they supplement their CEBoK study with facilitated training.

These courses are especially valuable for those junior estimators preparing for their exams or otherwise upskilling for more complex roles, and the only time of year when you can get live, in-person CEBoK-based training all in one place.

After a full day of presentations and training, head on over to the Norfolk Ballroom for Tuesday's networking reception in the exhibit hall. Every year, and lately more than ever, our attendees tell us the most valuable part of the Workshop is all of the opportunities you have to make new connections, ask an extra question of a presenter, or get to know our sponsors. Like it or not, the working world has changed, and many of us regularly work with people we never see. At the ICEAA Workshop, you'll have plenty of chances to meet face to face with colleagues and peers between sessions, during beverage breaks, or at the receptions on Tuesday and Wednesday evenings. Take some time to team-build while you relax after the long first day.

View speaker bios, paper abstracts, training session descriptions, and hotel information on our website.

You can also download the latest detailed schedule, featuring session dates and times at:

www.iceaaonline.com/nfk2026

CONTINUED

We know everyone loves those drink tickets and you'll be fitted with two of them when you check in at the registration desk. Use them Monday, Tuesday, or Wednesday!

And with that, we're just starting on Day 2. We'll get things going by honoring ICEAA's standout stars with our **Annual Association Awards** presentation. ICEAA members across the globe go above and beyond to make a difference in the community. From the Junior Analyst of the Year to the Frank Freiman Lifetime Achievement Award, ICEAA is proud to take the time to honor and thank these individuals (and teams) for their efforts and contributions. Learn more about the award categories and read up on previous years' winners at iceaaonline.com/awards

Most of the rest of Wednesday will be the same or similarly-different to Tuesday: a general session presentation, morning full of breakouts, lunch, more sessions, and the last reception.

Thursday morning starts off with the winning **Best Paper Overall** for 2026. The corresponding paper for this presentation was deemed the finest of the year by our judges, and scheduling it as a general session allows



The Lone Sailor statue in Norfolk looks upon the USS Wisconsin BB64. This bronze statue created by Stanley Bleifeld is one of twelve statues that are placed in different locations in the U. S.

everyone the opportunity to enjoy it. Look forward to hearing the Best Paper Overall presentation Thursday morning right after we announce the winners of the 2026 Cost Challenge.

How long has it been since you updated your head shot? ICEAA's official photographer, Carrie Evans, will be back once again to snap our members at their best. Stop by the head shot booth during breaks or the receptions on Tuesday and Wednesday to sit for your free head shot.

ICEAA OEM COG 2026
2026 OEM Forum & Networking Event
Monday, May 11 ● 2:00pm-5:00 pm
Sign up to attend when you register at:
www.iceaaonline.com/nfk2026

OUTLINE SCHEDULE

Unlike Tuesday and Wednesday, we won't be in breakout sessions all day, but will reconvene in the Norfolk ballroom for our **Farewell General Session**. We initiated the closing general session a few years ago to give us a chance to sum up final thoughts from the event, hear from another thought-provoking speaker, and say our goodbyes and go our separate ways until next year.

Make sure to book your flight to allow you to enjoy the entire workshop - from opening to closing sessions - so you don't miss out on anything, and consider sticking around to get out and explore Norfolk.

You won't be able to miss the Waterside District, filled with restaurants and bars, or the dozens of spots dotting downtown area around us (one of our Norfolk-grown members recommends the Freemason Abbey for the old-castle vibe and pub food). The Marriott is in walking distance from a wide range of activities for all sorts of interests and tastes. You can tour the USS Wisconsin at the Nauticus Maritime Center, or learn more about the Battle of Hampton Roads at the nearby Hampton Roads Naval Museum. Those with the means to range a little wider could find the weather perfect for a visit to the Virginia Zoo. And if you have a weekend to enjoy, the 2026 Bayou Bon Vivant Cajun Music, Food & Art Festival will be in Town Pointe Park the following weekend, y'all!



MONDAY, MAY 11

OEM Forum & Networking Event	2:00 - 5:00
Monday Night Mixer Reception	5:00 - 7:00

TUESDAY, MAY 12

Breakfast buffet available	7:00 - 8:00
Welcome & Best Paper Awards	8:00 - 8:30
Keynote/Panel	8:30 - 9:30
Papers & Training	9:45 - 11:45
Lunch	11:45 - 12:45
Papers & Training	12:45 - 4:45
Networking Reception	4:45 - 7:00

WEDNESDAY, MAY 13

Breakfast buffet available	7:00 - 8:00
Welcome & Association Awards	8:00 - 8:45
Keynote/Panel	8:45 - 9:45
Papers & Training	10:15 - 12:00
Lunch	12:00 - 1:15
Papers & Training	1:15 - 5:15
Networking Reception	5:15 - 7:00

THURSDAY, MAY 14

Breakfast buffet available	7:00 - 8:00
Welcome & Best Paper Overall General Session	8:00 - 9:00
Papers & Training	9:15 - 12:00
Lunch	12:00 - 1:15
Papers & Training	1:15 - 3:00
Farewell General Session	3:15 - 4:30

Why Software Projects Fail: The Cost of Getting Estimates Wrong

A CEBOK-S perspective on software development effort, cost, and schedule

By Carol Dekkers, SCEC, CFPS (Fellow), PMP, Lead Author CEBOK-S

Despite claims of superior success rates among Agile practitioners, and the distinct methodologies of Agile, AI-enabled, and Waterfall approaches, all delivery models are susceptible to the same failure patterns. Research consistently demonstrates that cost and schedule overruns are widespread, with inadequate estimating practices as a primary cause. Methodology alone does not safeguard projects; rigorous estimating discipline is essential.

Systemic Estimating Failures: Key Findings

- PMI's Pulse of the Profession® reports that organizations lose 9–11% of project investments to poor performance, with inaccurate cost estimates identified as a leading factor.
- The U.S. Government Accountability Office (GAO) finds that over half of major federal IT projects experience cost or schedule growth, often due to premature or incomplete initial estimates.
- McKinsey & Company notes that 45% of large IT initiatives exceed budgets, 7% overrun schedules by more than 50%, and 17% jeopardize organizational viability—primarily due to underestimated complexity and effort.
- Research by Bent Flyvbjerg et al. shows cost overruns of 20–45% are common in public-sector megaprojects, with optimism bias and early underestimation persisting even in mature organizations.

Why Delivery Models Alone Do Not Solve Estimation Challenges

Agile teams cite evolving scope, AI programs point to experimental uncertainty, and Waterfall projects rely on detailed requirements. However, none of these approaches eliminate overruns. The core issue is not uncertainty itself, but the absence of disciplined management of uncertainty.

The Role of CEBOK-S

The Software Cost Estimating Body of Knowledge (CEBoK-S) addresses these challenges by focusing on software development effort, cost, and schedule. Its strength lies in:

- Employing recognized software sizing methods
- Using calibrated cost drivers
- Applying lifecycle-appropriate ranges and confidence levels
- Continuously refining estimates as project maturity increases.
- This approach yields defensible estimates that decision-makers can rely on

Special Considerations for AI Programs

AI initiatives magnify the risks of poor estimating. When experimentation, data readiness, or infrastructure costs are conflated with development effort, financial oversight is compromised. CEBOK-S clarifies these boundaries, enabling transparent and separate estimation of adjacent cost domains. Recent GAO findings highlight significant cost growth in federal AI pilots, underscoring the need for professional estimating discipline from the outset.

Conclusion

Delivery models do not cause project failure—bad estimates do. Organizations that rely on informal guesses or optimistic assumptions will continue to experience the same negative outcomes documented by leading research. CEBOK-S does not estimate every aspect, but where applied, it delivers professional, reliable results. In environments where even a 10% error can mean millions of dollars, disciplined estimation is imperative.

CEBoK-S Crosswalk: Addressing Root Causes of Software Project Failure



CEBoK-S Focus



How It Mitigates Common Failure Modes

1: Software Cost Estimating Overview & Principles



Establishes professional standards, terminology, and responsibilities for creating data-founded software development estimates



Prevents informal “gut feel” estimates and normalizes disciplined, repeatable estimating practices across various software development paradigms (agile, waterfall, hybrid)

2. Software Development Paradigms (including Project Scope & Requirements)



Defines what constitutes software development scope versus non-software activities



Reduces scope ambiguity and prevents conflation of development effort with data engineering, integration, or infrastructure costs

3. CEBoK-S 5 Step Estimating Model



Identifies technical, environmental, and organizational drivers



Explicitly accounts for complexity, quality requirements, team capability, and tool maturity—key contributors to overruns

4. Estimating Custom Software Development



A case study demonstration using parametric, analogy-based, custom CER (Cost Estimating Relationships) techniques; addressing uncertainties and risk



Enables calibrated software development estimates grounded in historical performance rather than velocity guesses or notional story points. Eliminates false precision by replacing single-point estimates with risk-informed ranges and confidence levels

5. Software Sustainment



Supports progressive refinement across concept, development, and sustainment



Prevents early lock-in to unrealistic budgets and schedules as scope and maturity evolve

6. Estimating Procured Software



Addresses estimating challenges for evolving technologies



Provides structure for estimating software development for SaaS (Software as a Service), ERP (Enterprise Resource Planning), COTS/GOTS, and other hybrid methods

X. Software Sizing Methods



Covers functional sizing, logical sizing, and proxy-based approaches



Replaces optimistic assumptions with measurable, traceable size drivers that correlate to effort and schedule

Y. Productivity



Covers the non-linear relationship between software size, effort, cost and schedule



Clearly articulates and demystifies the relationship between the major software development cost drivers

Z. Commercial Software Estimating Tools



Outlines the approaches and characteristics of the dominant software sizing and estimation tools



Non-judgmental explanations of the various commercial tools on the market today (with case study examples that span across all modules.)

Tribute to Frank Flett, Emeritus Member

by Bill Haseltine

Many longtime ICEAA members may remember Frank Flett from his active participation in conferences, often with his wife Annemarie. Those who worked with him on the SCEA Board saw his commitment to the cost community firsthand. I met Frank 40 years ago during his tenure as New England Regional Director for NES, which merged with ICA to form SCEA in 1990, which then merged with ISPA to form ICEAA in 2012.

Born in 1947 in Cambridge, Massachusetts, Frank studied at Harvard and served in the military during the Vietnam War before working as a cost analyst at Hanscom Air Force Base. He was an influential mentor in my career.

Frank's leadership roles included serving as Regional Director, National Vice President, and National President of SCEA, as well as chairing several conferences. He led the creation of the first professional training track at SCEA conferences, became a frequent instructor, and championed the society's CostPROF training program,

which in turn served as the basis for ICEAA's Cost Estimating Body of Knowledge (CEBoK).

During his presidency, Frank oversaw the release of CostPROF, collaborating with key contributors. Recognizing the need for dedicated management, he stepped down as president to focus on promoting the program. In recognition of his efforts, he received SCEA's Lifetime Achievement Award at the 2007 conference in New Orleans.

Frank Flett's legacy in the cost estimating profession is both significant and enduring. Throughout his many



Frank Flett

2026 ICEAA Cost Challenge

Teams of Junior Analysts compete for a \$1,000 prize

Registration is open for the first six teams of junior estimators
(3 or fewer years of cost or cost-related experience)
to showcase their data analytical and storytelling skills
for a panel of judges at the 2026 ICEAA Workshop in Norfolk

iceaaonline.com/costchallenge



years of involvement, Frank inspired countless colleagues with his dedication, innovative thinking, and willingness to mentor new professionals. His ability to connect with people was evident not just at formal events, but also in informal gatherings where his sense of humor and approachable nature put others at ease. Many young analysts credit their early success to Frank's guidance and encouragement, as he was always willing to share his insights and experiences.

Beyond his technical expertise, Frank brought a spirit of collaboration to every project he undertook. He was instrumental in helping foster stronger ties between different regional groups within the organization, encouraging the exchange of best practices and ideas. This helped lay the foundation for the strong sense of community that characterizes ICEAA today. Frank's vision for the profession extended beyond his own achievements; he believed deeply in empowering others to develop their skills and advance the field as a whole.

Frank's work on the CostPROF program stands out as one of his most notable contributions. Understanding the importance of standardized, high-quality training, Frank devoted significant time to ensuring the curriculum addressed the evolving needs of cost professionals. His leadership helped create a resource that, through CEBok, continues to benefit all those seeking certification and professional development within the industry.

In addition to his professional accomplishments, Frank was known for his generosity and warmth. He gave freely of his time, whether assisting a colleague with a challenging problem or volunteering for committees and special

projects. Frank's influence is still felt today, not only in the programs and standards he helped establish but in the many friendships and professional relationships he built over the years.

The recognition Frank received, including the Lifetime Achievement Award, reflects the high esteem in which he was held by his peers. His example continues to inspire both seasoned practitioners and newcomers alike. As we reflect on his life and legacy, we are reminded of the positive impact one committed individual can have on a profession and its community.



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Southern California Chapter Report

Lisa Colabella, SoCal Chapter President

Building Connections and Advancing Cost Excellence in 2025

The ICEAA Southern California Chapter continued its tradition of combining professional development with community engagement throughout 2025, offering members a mix of technical learning, networking, and fun.

Summer Social: A Night at Angel Stadium

On **July 25, 2025**, SoCal Chapter members and their families gathered at **Angel Stadium** in Anaheim for a summer evening of baseball and camaraderie. Organized by **Mike Finnegan**, the event brought together cost professionals from across the region to watch the Angels take on the Seattle Mariners—complete with a *Zach Neto Bobblehead* giveaway!

The group enjoyed great seats, lively conversation, and a chance to unwind outside the office. The photo below captures the excitement of the night, with ICEAA members proudly representing the SoCal Chapter amid the crowd.



ICEAA SoCal members enjoying the Angels game at Angel Stadium, organized by Mike Finnegan

Fall Workshop at Aerospace Corporation

The highlight of the year came on **August 27, 2025**, when the chapter hosted its **Fall In-Person Workshop** at **Aerospace Corporation** in El Segundo, CA. The event drew more than **40 attendees** and featured a dynamic lineup of speakers from academia and industry, each offering unique insights into cost estimating, decision-making, and emerging technologies.

The workshop was coordinated by **Rick Garcia** (Aerospace Corp.) and **Kim Bell** (Aerospace Corp.), and featured presentations from:

- **Professor Ricardo Valerdi**, University of Arizona – *Put Your Socks on Properly: Practical Tools to Improve Decision-Making*
- **Professor Joseph Kim**, California State University, Long Beach – *Effect of Change Orders on Project Cost*
- **Mike Nosbisch**, Strategic Management Solutions LLC – *Challenges in Implementing GAO's Estimating Best Practices*
- **Brian Glauser**, Unison Cost Engineering – *Biases in Project Estimating and Mitigation Strategies*
- **Rick Garcia**, Aerospace Corp. – *Emerging Trends in Space Systems and the Cost Estimating Challenges*

The day concluded with networking and group discussions, reinforcing the chapter's commitment to knowledge sharing and professional growth.

ICEAA Chapter and Region Updates



ICEAA SoCal Chapter members at the Fall 2025 Workshop, Aerospace Corporation, El Segundo

Recognizing Excellence and Celebrating the Season

The ICEAA SoCal Chapter honored several members for their exceptional contributions in 2025:

- **Hank Apgar** – *Emeritus Member*
- **Tom Bosmans** – *Association Service Award*
- **Kristen Jingco** – *Junior Analyst of the Year*
- **Conner Lawston** – *Technical Achievement of the Year*
- **Karen Mourikas** – *Outstanding Service and Dedication*

To close out the year, members gathered in **December** for a **holiday social at The Proud Bird** in Los Angeles. The informal get-together offered a relaxed setting to celebrate the year's accomplishments, reconnect with colleagues, and look ahead to the exciting opportunities of 2026.

In early **January 2026**, the chapter also hosted a webinar featuring **Charles Orlando**, Chief Strategy Officer at Galorath. His presentation, *AI's Practical Impact on Cost Engineering*, demonstrated how Estimation-Centric Artificial Intelligence (ECAI) improves accuracy, speed, and productivity in cost estimating. The session had more than 80 attendees, sparked engaging discussion, and set the tone for another year of innovation and learning.

Behind the scenes, the chapter's success is driven by a dedicated Board of Directors and affiliates who continue to bring energy and creativity to every event. The 2025 Board includes **President Lisa Colabella**, **Advisory Past President Karen Mourikas**, **Vice President Cassidy Shevlin**, and **Secretary Brittany Chairez**, along with Directors-at-Large **Michael Finnegan**, **Svetlana Johnson**, **Dan Kennedy**, **Curt Graver**, and **Steve Sterk**. They are joined by affiliates **Tom Bosmans**, **Kurt Brunner**, **Conner Lawston**, and **Wyatt Beaman**, whose collective efforts keep the SoCal Chapter thriving.



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Note our new address!

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2026 ICEAA Awards *recognizing*

- ★ Outstanding ICEAA members who have made a difference in the profession
- ★ Individuals or teams whose work leaps beyond the forefront
- ★ Emerging superstars with a blindingly bright future
- ★ Pillars of the community whose years of dedication have strengthened all of us

Nominate shining stars by March 9 at
iceaaonline.com/awards