ICEAA 2026 Association Awards

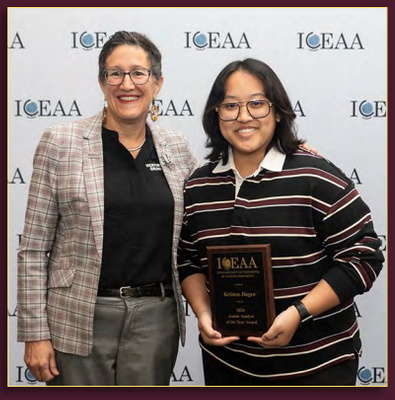
ICEAA thanks everyone who nominated one or more of their colleagues for a 2025 Association Award. The stories our nominators shared gave us unique glimpses into what makes our members the best of the best in the cost professions. As you read the summaries of their achievements below, give thought to the dedicated and inspiring members you interact with regularly and consider nominating them for a 2026 Association Award!

Junior Analyst of the Year: Kristen Jingco

It is my pleasure to nominate Kristen Jingco for the 2026 Junior Analyst of the Year award. Kristen studied Aeronautics Engineering with an emphasis on Astronautics at California State Polytechnic University, Pomona. She currently works at Northrop Grumman as a Cost Engineer within the Systems Engineering function. Her primary focus is on life cycle cost (LCC) modeling, cost analysis, and affordability trade studies, where she supports various Analyses of Alternatives (AoAs), Proposal efforts, LCC Contract deliverables, and Research and Development projects. In addition to Cost Engineering, Kristen also develops Model-based Systems Engineering (MBSE) architecture models and performs Multi-disciplinary Design, Analysis & Optimization (MDAO). Recently, she helped develop and teach a Cost Engineering Certificate course at CalTech. In her spare time, Kristen has been studying for the PCEA, with plans to take the exam this year.

At Northrop, Kristen has whole-heartedly jumped into programs and projects, and has demonstrated not only exceptional analytical aptitude but also compelling leadership and communication skills. My first interaction with Kristen occurred toward the end of an analysis of alternatives (AoA) during concept design. In the beginning of the study, she had been thrown into the project, without any guidance, to develop life cycle cost models and perform cost analyses of alternate designs. She quickly learned how to navigate her way on the project, discovering on her own what needed to be done and how to do it. She taught herself how to develop cost models in the SEER-H software, and developed her own robust, analytical spreadsheet models in Excel, incorporating different learning curve methodologies, inflation / escalation indices, and analysis of SEPM (Systems Engineering, Program Management) costs.

Since then, Kristen has expanded her analytical skills, developing cost models and performing analysis on Software estimates, Operations & Support Costs, and Calibration methods. She has evaluated the costs of different manufacturing methods, analyzed production rates and implemented learning curve analysis. She collected data from various suppliers and partners, cleansed and normalized it, and applied it to calibrate a cost model for a new platform to within 1% of the actuals and which is now considered the baseline cost model by program leadership for that family of platforms. In order to increase productivity, Kristen has developed automated methods to quickly perform AoAs and Affordability Trade studies. In addition, in a respectful and unassuming manner, she educates program leadership and the technical teams Cost Engineering, and the



Nominator Karen Mourikas (L) with Kristen Jingco (R)

analytical methods and tools used for cost estimating and analysis.

Kristen's analytical capability and reputation have grown significantly due to experiencing the "sink or swim" approach in her short tenure at Northrop. She is recognized by senior leadership for quickly and successfully responding to quick turn-around, urgent, and high-stake analytical requests from company Vice Presidents, and has been commended by them for her clear and concise analyses, presentations, and explanations.

Of her own initiative, Kristen integrated various cost models into the MDAO framework, enabling evaluation of costs during the design and performance optimization cycle. These methods are currently being incorporated into the company digital ecosystem to streamline and standardize cost modeling & analysis and affordability trade studies as well as to enable faster and more consistent insights of the cost impacts of design decisions early in the life cycle.

Kristen is actively involved with ICEAA at both the international level and the Southern California chapter. Last fall, she was awarded the chapter's Junior Analyst of the Year award, recognizing her achievements and capability in the field. This year at the ICEAA Workshop, she presented her research on the methods and impacts of integrating cost analyses into the design optimization cycle.

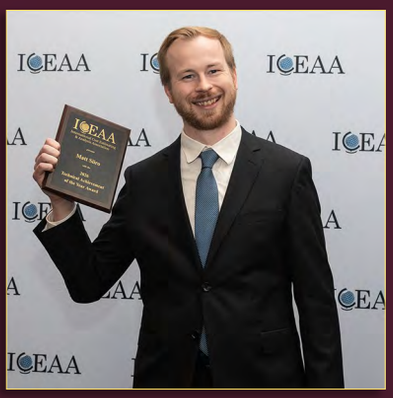
Kristen deserves to be recognized for her breadth of contributions to Cost Estimating & Analysis, including, but not limited to, her outstanding cost model development and analytical skills, her ability to quickly change course or incorporate what-if analyses, the confidence she exudes under pressure, her commitment to furthering the understanding of Cost Engineering, and the development of tools to advance the field, especially incorporating cost capabilities into an integrated digital ecosystem. In addition, as the most junior member of our Cost Engineering organization, Kristen readily and confidently shares her knowledge with the larger functional team, many of whom have years of experience on her. In Kristen's short time in this specialty, she has shown tremendous growth and aptitude covering a broad spectrum of platforms, cost modeling tools and analytical methods, and digital engineering applications.

.-Nominator **Karen Mourikas**

Technical Achievement of the Year: Matt Siiro

I am excited to nominate Mr. Matt Siiro for the Technical Achievement Award based on his support to the National Nuclear Security Administration (NNSA) Offices of Programming, Analysis and Evaluation (PA&E). Specifically, his development of a new and innovative way to perform portfolio optimization using genetic algorithms. This work is being used to inform senior decisionmakers of portfolio-level decisions. Mr. Siiro is currently a Lead Analyst with Technomics. He has degrees in Agricultural and Applied Economics and Agronomy from the University of Wisconsin-Madison. He is the lead for the Portfolio Analysis task in support of PA&E, incorporating cost, schedule, risk and mission effectiveness into robust portfolio optimization algorithms. This ork enables NNSA leadership to make informed, data-driven decisions.

The NNSA is currently undergoing an effort to modernize its entire enterprise to keep pace with evolving global threats. The decision-making process is every bit as complex as the mission itself. Planners are managing a maze of interconnected projects where requirements shift frequently, and resources are always scarce. In this high-stakes environment, traditional, static planning methods can no longer provide the necessary level of confidence or the agility required for such a large-scale effort. To solve this, Mr. Siiro developed a framework that pulls probabilistic cost and schedule data directly into an optimization engine. By integrating uncertainty from the very beginning, he created a quantitative way to evaluate difficult trade-offs. The goal wasn't just to collect better data, but to use that data to see how real-world volatility affects the plan's affordability and its likelihood of success. This allows NNSA to stress-test their plans against potential delays or budget shifts before they happen. Through this framework, decision-makers can explore the full tradespace across multiple dimensions. They can test different project start and end dates to find the best window for execution across the portfolio. Project durations and production quantities can be updated based on fluctuations in funding or resource availability. Planners can also decide which projects are essential to the mission and which ones can be safely deferred.



Matt Siiro

Plugging these variables into a specialized analytical suite provides the ability to run high-speed, dynamic scenarios. The algorithm sifts through thousands of potential combinations to identify the specific paths that are truly realistic and executable. This moves the organization away from manual guesswork and toward a defensible roadmap, ensuring NNSA resources are synchronized to provide the resilience required for modern national security.

The implementation of this optimization framework has fundamentally changed how the NNSA handles enterprise planning, moving them away from reactive decision-making toward proactive stewardship. By using advanced analytics to navigate a massive decision space, Mr. Siiro has delivered results across three main areas: speed, defensibility, and strategic clarity. First, the framework acts as a catalyst for efficiency by drastically shortening the analysis cycle. In the past, coordinating a new plan across different programs could take weeks of manual effort. Now, he can run "quick-turn" budget drills in a matter of hours. This allows leadership to explore thousands of "what-if" scenarios, helping them identify the best way to sequence investments so that modernization milestones stay on track even when conditions change.

Second, by integrating probabilistic modeling directly into the optimization engine, he has made the organization's roadmap far more defensible. Instead of relying on "perfect-world" estimates that rarely happen, they now have a realistic view of how uncertainty impacts the entire portfolio. This approach shows exactly how budget shifts or schedule delays ripple through the system, ensuring that the resulting plans are executable in the real world rather than just looking good on paper.

Finally, the framework has brought much-needed clarity to the tradespace. By mapping out how specific "toggles" - like changes in cost and schedule estimates - affect the whole enterprise, he has provided a transparent look at competing priorities. This ensures that every dollar spent is tied back to the most critical mission goals. The result is a synchronized enterprise that can adapt to a shifting threat environment with confidence in its ability to deliver on national security commitments.

The true value of this work lies in its ability to uncover solutions that were previously impossible to envision. By combining a highspeed optimization algorithm with probabilistic uncertainty and multi-dimensional metrics, the work has moved beyond the limits of manual analysis. This provides the ability to fully explore a tradespace that is far too complex for human intuition alone.

In the past, planning often relied on "feasible" solutions based on precedent. This framework breaks those silos by evaluating millions of permutations to find "non-obvious" strategies. These configurations sit on the efficient frontier, maximizing mission return for every dollar spent. Ultimately, this capability shifts the focus from simply finding a workable plan to discovering the most resilient one. By mathematically identifying these hidden opportunities, NNSA has the ability to optimize national security outcomes in ways that were once entirely out of reach.

.-Nominator **Jeffrey Beck**

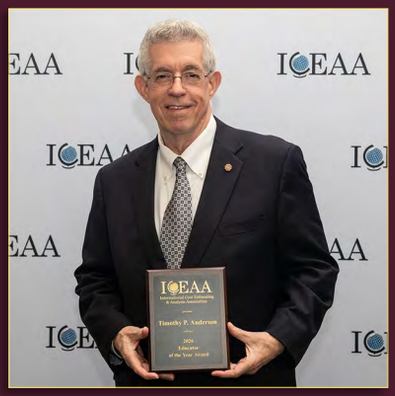
Educator of the Year:
Timothy P. Anderson

Timothy P. Anderson (CCE/A) and long-time member of ICEAA has spent most of his career advancing the education of others in the field of cost estimating and analysis. He has an impressive

track record of developing and presenting curriculum on numerous topics associated with cost analysis and promoting ICEAA in various educational, industry, and work-related settings. With over 30 years of cost analysis experience, Tim is internationally recognized as an expert in Cost Analysis, Cost Risk and Uncertainty Analysis, Probability & Statistics, and Regression methods. He currently works for KBR, as an Expert Senior Cost Analyst supporting the Intelligence Community. He has served as an adjunct professor teaching Cost Analysis in the Military Operations Research program at George Mason University. Most notably, he has been a faculty member and lecturer with the Naval Postgraduate School (NPS), and on occasion the Air Force Institute of Technology (AFIT) since 1997, teaching a variety of cost estimating and analysis and operations research courses at the Master's level to U.S. and international students.
Mr. Anderson began his career in Cost Estimating and Analysis in 1994, while in the U.S. Navy, working at the Naval Center for Cost Analysis. He has a B.S. in Industrial and Operations Engineering from the University of Michigan, and an M.S. in Operations Research from the NPS and has held various cost analysis roles at The Aerospace Corporation, iParametrics, and MCR.

Mr. Anderson's contributions over the past year as well as his long term commitment to teaching directly satisfy the Educator of the Year criteria. Since 1997, Tim has taught cost analysis courses for the NPS Operations Research and Systems Engineering departments, where he developed and still teaches the "Engineering Economics and Cost Estimation" course. Tim is also a plank owner in the Masters in Cost Estimating and Analysis (MCEA) program at NPS, where he developed the curriculum for, and continues to teach the "Cost Risk and Uncertainty Analysis" course. Tim has taught cost estimation and analysis topics to over 1,000 students throughout his long teaching career, including two cohorts in the MCEA program last year. He has also served as a thesis advisor for 11 graduate students on topics related to cost research and cost benefit analysis.

Tim is a frequent presenter of topics related to cost estimating and analysis at various industry forums including the International Cost Estimating and Analysis Association (ICEAA), the Military Operations Research Society (MORS), the DoD Cost Analysis Symposium (DoDCAS), the National Science Foundation Research Infrastructure Workshop, the IEEE Aerospace Conference, AACE International, and the Space Systems Cost Analysis Group (SSCAG). Specifically, at the ICEAA Professional Development & Training Workshop, he has given dozens of presentations on topics such as Cost Risk Analysis, Independent Cost Estimates, Cost Analysis Challenges in the Construction Industry, Learning Curves, Probabilistic Methods, and Regression Analysis. Tim won the Best Paper Award in the Analytical Methods Category at the 2026 ICEAA Workshop in Norfolk for his paper "Weighted Residuals in CER Development Using Escalation Indices" on using inflation indices to adjust the residuals of cost data during CER development, pushing the boundaries of cost analysis. In addition, Tim has presented numerous training sessions featuring CEBoK modules at the ICEAA Workshop over the years, including teaching both the Analysis and the Probability & Statistics modules in 2026.



Tim Anderson

The vast majority of government cost estimators, and many from industry, who have taken cost estimation and analysis classes in the past 30 years, have had at least one course with Tim. He has taught over 1,000 students from government and industry, including many international students. Twenty years ago, I was one of those students when Tim taught a 2 -day course on Cost Risk and Uncertainty Analysis for industry participants. Being new to the field and uncertain as to my level of interest in it, I was a bit ambivalent about the course, but Tim's approach to teaching and sharing his knowledge and his

excitement for the topic turned me into a life-long proponent of cost estimating and analysis! Tim was very influential on my decision to continue in this field and helped fuel my passion for Cost Estimating and Analysis.

Tim is an award-winning academic, ranked in the top 10% of NPS faculty by the "2024 Rear Admiral John Jay Schiefflelin Award for Teaching Excellence" committee. He is also a two-time winner of the "Wayne E. Meyer Award for Teaching Excellence in Systems Engineering," by the NPS (in 2010 and 2021).

In addition, Tim has authored numerous papers in various industry journals such as ICEAA's Journal of Cost Analysis and Parametrics, the Acquisition Review Quarterly, and The Journal of the Association of Cost Engineers, on topics such as Cost Risk and Uncertainty Analysis, CER development, and Learning Curves for Satellite Constellations. His work is cited in various industry documents such as the GAO Cost Estimating and Assessment Guide, the Joint Cost Schedule Risk and Uncertainty Handbook, the Joint Agency Cost Estimating Relationship (CER) Development Handbook, and the Space Systems Cost Risk Handbook. He was also a major contributor to the seminal NPS textbook on cost analysis, "Cost Estimation: Methods and Tools," by G. Mislick and D. Nussbaum.

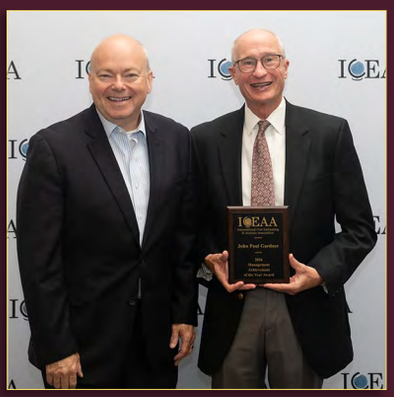
Tim deserves to be recognized for his tireless efforts throughout the years to educate and inform others on subjects of interest to ICEAA, in particular, Cost Analysis, Cost Risk and Uncertainty Analysis, Probability & Statistics, and Regression analysis. More than one thousand students from diverse backgrounds, organizations, and companies have benefitted from Tim's training courses over the years. His commitment to ICEAA has been demonstrated through his leadership roles, his numerous presentations and publications of his research in the field, and teaching various CEBoK training modules. Tim has had immeasurable influence on the practice and philosophy of cost estimating and analysis, and continues influencing the industry to this day, up to and including this year's ICEAA Workshop.

-Nominator **Karen Mourikas**

Management Achievement of the Year:
John Paul Gardner

Mr. John Paul Gardner (Paul) is nominated for the 2026 ICEAA Management Achievement of the Year Award. As a proven leader with over forty-seven years of government service guiding complex organizations in demanding, customer-facing environments, Paul recruits, retains, and leads a diverse team of 60+ highly educated government contractors successfully contributing to the Missile Defense Agency's (MDA) cost estimating mission. Paul is a Subject Matter Expert (SME) in Operations Research at Vali, Incorporated providing Cost Analysis management and operations support for over 160 Government and Contractor employees. For nearly two decades supporting MDA, Paul has consistently demonstrated a combination of impressive analytical skills and exceptional communication abilities to provide world-class decision support, including development of innovative cost estimating technical and organizational solutions for MDA's most difficult strategic challenges, earning the trust and respect of MDA Leadership. Paul has imparted his core belief system of effectively supporting the American Warfighter with fiscal responsibility to hundreds of cost analysts during his twenty-four years as an Operations Research Analyst, including five years in the US Army and nineteen years leading the prime contract for cost estimating contractor support for the MDA Cost Directorate with integrity.

Paul's nomination for the 2026 ICEAA Management Achievement of the Year Award stems from his technical mastery and visionary leadership. He has led the cost team through five consecutive contract awards and shaped the very fabric of cost estimating excellence within the organization. Paul developed and implemented an intensive interview process that compels candidates to be familiar with complex cost estimating topics that provides an exceptional workforce of personally and organizationally successful young professionals. He is a trusted advisor to the MDA Cost Director and is instrumental in crafting foundational policy documents, including multiple versions of the



Nominator Christian Smart (L) with Paul Gardner (R)

MDA Cost Estimating and Analysis Handbook and the MDA Cost Analysis Requirements Description. His guidance and oversight helped aggregate and defend dozens of Acquisition Category-level Life Cycle Cost Estimates, totaling over $10B annually, included in Congressionally-mandated annual reports outlining the Missile Defense System performance metrics, compliant with United States Code Title 10. His proficiency in interpreting complex legislative impacts further strengthens the Cost Directorate's strategic positioning. Paul helped MDA successfully navigate multiple arduous General Accountability Office (GAO) audits since October 2009. Paul developed and instituted MDA policies and procedures with Corrective Action Plans to address all GAO findings and Title 10 compliance. Paul coordinated the collection, tracking, and delivery of over 10,000 files and responded to innumerous Requests for Information. GAO's latest audit assessed MDA as overall "substantially meeting" standards, specifically noting that MDA is actively "taking steps to improve cost estimates by using a new cost model, issuing guidance, and creating mechanisms to ensure data sources are appropriate and up to date". Paul's diligence and commitment to excellence substantiated positive GAO closure of all priority recommendations in 2024.

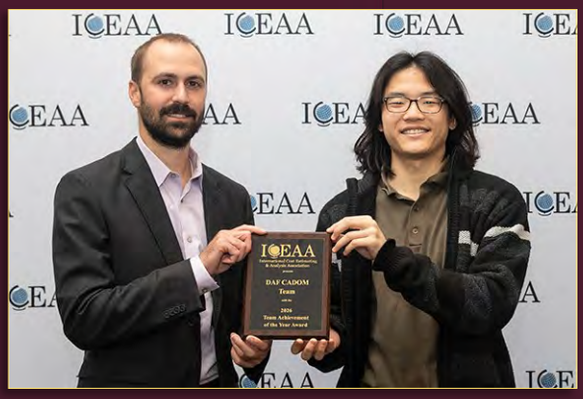
Beyond the technical and organizational accomplishments, Paul's legacy is defined by his commitment to people. He has fostered a culture of continuous professional growth, mentoring his staff to pursue excellence and navigate complex analytical challenges with integrity. His leadership style inspires others to exceed even their own expectations, and his dedication to developing talent has elevated the entire cost estimating profession. The standards and practices he established are the current benchmarks across multiple government agencies. Initiatives driven by Paul's leadership received recognition from organizations such as GAO that highlighted MDA's adoption of innovative cost models, updated guidance, and robust mechanisms for data integrity. The results of his leadership are both profound and far-reaching, fundamentally shaping the cost estimating profession in North Alabama and beyond. Since 2011, he has been directly responsible for hiring and placing over 350 professionals into the cost estimating field, catalyzing the growth of a highly skilled workforce that supports critical government and contractor operations. He has been an integral part of certification training for the Greater Alabama Chapter (GAC) of ICEAA since its inception in 2014. He has coordinated, taught, and overseen this training for over a decade. Before the online exam in 2020, he proctored exam sittings every spring and whenever candidates were ready for testing. Paul's time and energy commitment ensures the proper education of the local professional cost estimating and analysis community and has greatly enhanced the quality of cost estimating in the local area, providing success for numerous NASA, defense, and aerospace programs. The analysts mentored by Paul have advanced into senior roles, carrying forward his commitment to excellence. His dedication to professional development, technical innovation, and organizational growth has elevated the entire field of cost estimating.

Paul Gardner's accomplishments and impact display a superb level of achievement in cost estimating and organizational growth. He balances technical innovation, leadership, and dedication to advancing the cost estimating profession while empowering the next generation. His influence over the analysts he's mentored is demonstrated through their career progression, even into the highest levels of government and contractor management. His influence reaches far and wide and not just within the MDA community. The foundations and expectations set forth by Paul have become the standard by which all cost estimators across multiple government agencies within the North Alabama area are held. These impacts make Paul Gardner an outstanding nominee for the ICEAA Management Achievement of the Year Award.

-Nominators **Dwayne Pittman** and **Christian B. Smart**

Team Achievement of the Year:

DAF Cost Analysis Data Operating Model (CADOM) Team



Team members Adam James (L) and William Kim (R)

The Department of the Air Force (DAF) Cost Analysis Data Operating Model (CADOM) is a comprehensive project built on foundational data engineering and data science activities to move the DAF Cost Analysis community toward a modern, centralized set of data pipelines and models. The CADOM team's outstanding accomplishments over several years culminated in key deliverables in 2025 that created a cohesive analytics ecosystem, accelerated by utilizing artificial intelligence and machine learning (AI/ML).

The team's efforts directly advance the DAF's highest priorities, including Acquisition Transformation and the Administration's January 2026 AI Memo. By providing credible, data-driven insights, CADOM is transforming how the DAF defends and manages a $250B+ FYDP budget including all major acquisition programs.

Radical Efficiency Gains and Analytic Agility: By creating self-service tools like the 'Browse & Query' app, the team has democratized data access, empowering analysts to independently extract normalized datasets without manual intervention. This has reduced analysis timelines for complex tasks from weeks to days – a proven 10x+ speed improvement – and allows analysts to inform decisions at the "speed of relevance" demanded by modern acquisition.

Authoritative Data for Trustworthy AI: By establishing 'Gold' level curated data pipelines and normalizing thousands of reports, the team created a "single source of truth" for cost data. This centralization provides end-to-end traceability from raw data to analysis-ready information, forming the essential prerequisite for developing and deploying trustworthy AI.

A Blueprint for AI/ML Adoption: The CADOM team moved beyond theory to deliver operationalized AI/ML through two flagship examples. First, the development of an AI agent to assist with report tagging serves as a powerful blueprint for leveraging AI to solve real-world data challenges and improve the efficiency of the entire data lifecycle. Second, the contracts data pipeline has set the standard for utilizing large language models (LLMs) to automate unstructured data extraction.

Driving a Cultural Paradigm Shift: The team is leading by example to build a modernized, data-centric culture. The success of the tools has fostered a demand-pull environment, and through SME Summits, the team has actively incorporated user feedback to build a truly collaborative and responsive analytics ecosystem.

The CADOM team has not just built a data platform; they have cultivated an integrated ecosystem of data, tools, and talent. By bridging the gap between traditional cost analysis and modern data science, they have delivered radical performance gains, established the essential data infrastructure for trustworthy AI, and equipped the DAF cost community to meet the mandates of a rapidly evolving acquisition landscape. Their work provides a proven model for success, delivering

the speed, credibility, and analytical rigor the Department is demands to ensure affordable and defensible warfighting capability. The teams is leading the community into the next generation of modernized analytics, and their progress demonstrates a clear and successful path toward realizing this long-term vision.

Team Members:

Sarah Green, SAF/FMCX (CADOM Team Lead)
Shawn Valentine, AFLCMC/FZC
William Kim, AFCAA/FMC
Jordan Lewis, AFCAA/FMCY
Adam James, Technomics, Inc.
Alex Marsh, Technomics, Inc.
Mattie Diara, Technomics, Inc.
Devon Trepp, Technomics, Inc.
Immanuel Cromley, Technomics, Inc.

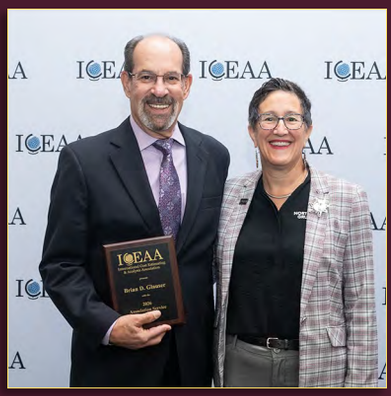
-Nominator **Ranae Woods**

Association Service Award:
Brian D. Glauser

Brian Glauser is a long-time member and volunteer of the International Cost Estimating and Analysis Association (ICEAA) and its predecessor organizations, the International Society for Parametric Analysis (ISPA) and Society of Cost Estimating and Analysis (SCEA). He has an impressive track record as an advocate, volunteer, and champion of ICEAA and its predecessor organizations, ISPA and SCEA, for over 20 years, initially by hosting chapter events and serving as a Board Member of ISPA, through to serving as the first President of the newly formed ICEAA, and continuing in an unprecedented third term (non-contiguous) as Past President. Brian is a steadfast, dependable presence at every ICEAA Workshop, sharing his experiences, offering advice, and making sure the workshop and association run smoothly.

With over 30 years of varied experience in the cost estimating and analysis community, Brian brings a wealth of knowledge to our industry and in particular to ICEAA. Brian currently works as a Director for Unison Cost Engineering, providing solutions that empower customers to generate credible, defensible, fact-based estimates.

Brian served on the ISPA board and was actively involved in the formation of ICEAA by the merger of ISPA and SCEA. As the first President of ICEAA (2012–2014), Brian played a pivotal role in guiding the successful transition and unifying the ISPA and SCEA organizations under a shared governance, strengthening chapter engagement, and establishing a unified strategic direction immediately following the merger. He was instrumental in hiring ICEAA's Executive Director—an action that significantly strengthened the Association's operational foundation. He subsequently served 2 consecutive terms as Past President (2014–18). In 2025, at the request of the ICEAA President and Executive Director, he again stepped forward to serve an additional two-year term as Past President, demonstrating continued dedication to ICEAA's leadership and long-term stability.
During his presidential tenure, Brian initiated a strategic effort to create a software-focused certification curriculum to address the growing importance of software cost estimation within government and industry. That initiative ultimately culminated in the development of CEBoK-S (Cost Estimating Body of Knowledge – Software),



Brian Glauser (L) with nominator Karen Mourikas (R)

establishing a formal pathway for software estimation training and credentialing within ICEAA and expanding the Association's professional offerings.

In 2025, recognizing that CEBoK-S activities were not achieving their intended impact, Brian—working with another Board member—led the dissolution of the legacy Software Special Interest Group and proposed the formation of the ICEAA Software Content Stewardship Council. He secured Board endorsement for a new three-tier governance structure consisting of a Stewardship Committee, Contributors Group, and Quality Review Circle, and agreed to serve as the inaugural Chair. This restructuring introduced a sustainable governance model, modernized content oversight, and directly advanced ICEAA's training, certification, and professional development mission.

Brian's sustained support and leadership in ICEAA and its predecessor organizations, have had structural, strategic, and professional impact on ICEAA. Prior to the 2012 merger of ISPA and SCEA that formed ICEAA, Brian was heavily involved in ISPA, serving as a board member at the international level, active in the Southern California Chapter, and hosting and organizing multiple professional workshops with the goals of sharing advancements in the field, providing network opportunities, and solidifying the association's value across the industry.

Since the merger, Brian continues his active involvement at both chapter and international levels, presenting his research and providing leadership guidance. The governance structures, leadership continuity practices, and professional direction established during his presidency remain foundational to ICEAA today. By formalizing software estimation - an area increasingly central to defense, aerospace, and commercial acquisition programs - within ICEAA's credentialing framework, he strengthened the Association's relevance in modern acquisition environments. The 2025 transition from a traditional Special Interest Group to the Software Content Stewardship Council further strengthened ICEAA's professional stature. The approved three-tier model established rotating membership, structured content development, formal quality review cycles, and lifecycle governance of training and Wiki materials, positioning CEBoK-S as a living, continuously modernized body of knowledge rather than static content.

By stepping back into senior leadership in 2025 at the request of the President and Executive Director, Brian ensured organizational continuity during a leadership gap, reinforcing ICEAA's stability and long-term certification credibility. His contributions have measurably enhanced member engagement, governance maturity, and the sustainability of ICEAA's professional development programs.

For more than two decades—spanning ISPA, SCEA, and ICEAA—Brian has consistently answered the call to serve. From helping guide the 2012 merger as ICEAA's first President, to initiating CEBoK-S, to restructuring software governance in 2025, his service has been sustained, strategic, and transformative.

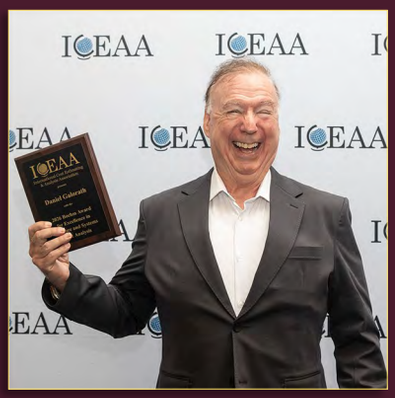
What distinguishes Brian is not only the scope of his contributions, but his willingness to return to leadership roles when the Association needed stability, continuity, and forward momentum. His sustained commitment to ICEAA's mission, chapters, certification programs, and professional community fully embodies the spirit of the Association Service Award. Brian deserves to be recognized for his tireless efforts throughout the years to grow, mature, and strengthen ICEAA within the industry.

-Nominator **Karen Mourikas**

Boehm Award for Excellence in Software and Systems Cost Analysis:

Dan Galorath

Daniel Galorath is the founder and Chief Executive Officer of Galorath Incorporated, based in Long Beach, California. For over more than three decades, he has been a leading practitioner and advocate for rigorous software and systems



Dan Galorath

cost analysis, combining practical delivery on complex programs with sustained contributions to the broader professional community. He has guided the development and application of parametric methods and analytical frameworks used by government and industry teams to improve cost realism, schedule credibility, and decision quality for software-intensive systems.

Within the ICEAA community, Dan is widely recognized as a consistent contributor to the advancement of software and systems cost analysis practice through thought leadership, mentoring, and active engagement with practitioners who must translate theory into actionable estimating guidance. He has continued to support and influence the discipline by helping teams adopt improved cost modeling practices, align estimation to measurable program drivers, and communicate analytical results in ways that strengthen both technical rigor and executive decision-making. He is also co-author of *Software Sizing, Estimation, and Risk Management* (CRC Press, 2006) and a frequent lecturer on project management and decision support.

Dan's professional trajectory intersects meaningfully with Barry Boehm's early work in software cost estimation, particularly through the evolution of algorithmic models that shaped the field. In the early 1980s, Dan and his colleague Don Reifer published work that contributed to the development of NASA Jet Propulsion Laboratory's SoftCost model, which paralleled and built upon the same modeling lineage as Boehm's COCOMO framework. SoftCost, later commercialized, became one of the early automated estimation tools and helped establish the methodological foundations that Boehm's Center for Software Engineering would continue to advance at the University of Southern California.

Dan's subsequent development of System-3, inspired by Randy Jensen's model and informed by the broader ecosystem of estimation research, including Boehm's, set the stage for SEER-SEM, the flagship commercial product of Galorath Incorporated. SEER-SEM became one of the most widely adopted estimation platforms in aerospace, defense, and large-scale IT programs, offering predictive modeling, risk analysis, and decision-support capabilities that aligned closely with Boehm's mission of improving software engineering economics.

Thanks to Dan's efforts, SEER-SEM achieved significant market penetration due to its accuracy, transparency, and ability to integrate cost, schedule, and risk. Its success helped professionalize cost estimation, moving the discipline toward more rigorous, model-based, and repeatable practices across government and industry.

Dan's contributions produced measurable impact in how organizations execute software and systems cost analysis and how leaders use that analysis to make decisions. At the working level, his emphasis on calibrated parametric modeling improved analytic consistency by helping teams align inputs to observable program drivers and by encouraging repeatable methods for handling uncertainty. His book, *Software Sizing, Estimation, and Risk Management*, presented practitioners with a structured way to identify uncertainty drivers, calibrate assumptions, and communicate risk with greater precision. As a result, analysts were better equipped to identify the dominant cost and schedule risk factors, such as integration complexity, requirements churn, and productivity assumptions and to communicate those drivers with traceable logic rather than anecdote.

At the organizational level, Dan's approach strengthened decision support by shifting discussions from "what does the model say?" to "what choices change outcomes, and by how much?" This mindset supported more defensible

trade studies, clearer sensitivity analyses, and more credible narratives for milestone reviews, budgeting, and portfolio prioritization. Leaders benefited from improved transparency around assumptions, enabling earlier intervention when programs exhibited risk signals that would otherwise remain hidden until execution.

At the community level, Dan's sustained engagement enhanced the professional stature of software and systems cost analysis by reinforcing expectations for rigor and by helping practitioners build confidence in the discipline. Through mentoring and knowledge transfer over multiple years, he contributed to developing analysts who can both perform technically sound work and present it persuasively to decision-makers. This combination of technical excellence and practical influence directly supports ICEAA's broader mission to advance the profession and improves the quality and credibility of software and systems cost analysis outcomes across programs and organizations.

Dan embodies the intent of the Boehm Award: exceptional dedication to software and systems cost analysis, coupled with sustained contributions that elevate both practice and perception of the discipline. Dan and Barry shared a deep, mutual admiration, often viewed as co-conspirators in pushing the cost estimation profession into new territory. Their work ran in parallel, intersecting through shared principles, intellectual generosity, and a commitment to elevating the field. Dan unquestionably belongs on the Mount Rushmore of cost estimation—carved right alongside Barry—both of them giants whose contributions shaped the discipline and set the standard for the rest of us to follow.

Galorath Incorporated supports public- and private -sector organizations that develop and deliver software-intensive systems where cost, schedule, and technical performance must be balanced under uncertainty. These organizations frequently operate at scale, with multi-year programs, complex stakeholder environments, and significant integration and verification demands. Within this context, effective software and systems cost analysis is not a back-office function; it is a decision capability that shapes requirements, architecture choices, staffing strategies, and delivery sequencing.

Dan's contributions matter because they strengthen the analytic "bridge" between engineering reality and executive decision-making. When teams adopt calibrated models, transparent assumptions, and uncertainty-aware outputs, they reduce the likelihood of optimism bias, improve planning realism, and enable earlier corrective action. The practices advanced by Dan have helped organizations frame trade-offs credibly, prioritize investments, and communicate risk in a manner that is both technically defensible and operationally useful. The net effect is improved decision quality, reduced downstream disruption, and stronger outcomes for the missions and customers that these organizations support.

..-Nominators **Chris Hutchings** and **Ricardo Valerdi**

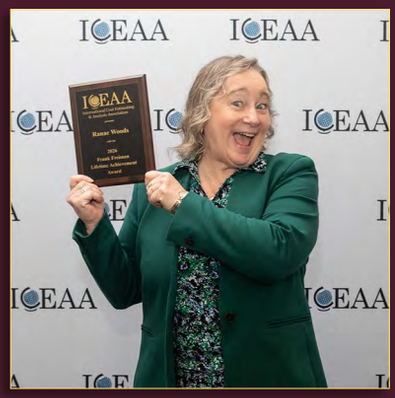
Frank Freiman Lifetime Achievement Award: Ranae Woods

With the highest recommendation, I nominate Ms. Ranae P. Woods, the Technical Director of the Air Force Cost Analysis Agency (AFCAA), for the ICEAA Lifetime Achievement Award. For over 37 years, Ms. Woods has consistently demonstrated exceptional leadership and technical expertise, establishing herself as the preeminent cost analysis authority not only within the Department of the Air Force (DAF) but across the entire Department of War (DoW). Her sustained excellence and unparalleled expertise are consistently sought by OSW, sister services, and intelligence agencies, marking her as a foundational pillar of the cost analysis community. In her role, Ms. Woods has institutionalized rigorous quality standards that

have revolutionized how the DAF approaches cost estimation, creating a lasting and transformative impact.

Throughout her distinguished career, Ms. Woods' accomplishments have been both groundbreaking and enduring. For years, she has successfully led the cost research program for the DAF cost community. More recently, her leadership was vital in developing the first-ever Cost Analysis Data Operating Model (CADOM), envisioned to pave the way as the gold standard for applying data analytics, machine learning, and Artificial Intelligence (AI) to cost analysis across the DoW. Her excellent work driving the cost research program fundamentally enhanced and ultimately will transform how analysts access and utilize data. Furthermore, she has demolished longstanding barriers between organizations by chairing 29 multi-agency working groups, including the Software Data Working Group and the Joint Cost Training Collaboration Team. These efforts created unprecedented efficiency through joint data sharing and the development of shared databases. To codify these advancements, Ms. Woods developed 10 policy and guidance documents and enhanced six professional cost courses to incorporate cutting-edge methodologies in AI, data science, and inflation analyses for professionals across the DoW.

The impact of Ms. Woods' work is monumental, directly enabling the delivery of over 200 high-quality cost products annually and supporting critical acquisition decisions valued at more than $250 billion across the Future Years Defense Program (FYDP). Her analysis has provided senior leaders with a decisive advantage for top DAF priorities including the next-generation nuclear deterrence Intercontinental Ballistic Missile system Sentinel, the Survivable Airborne Operations Center, the missile warning/missile tracking command and control FORGE program, and Enhanced Strategic SATCOM. By establishing cloud-based data pipelines and automated validation tools, her efforts have been proven to dramatically increase analyst productivity on piloted models. The impacts of her work in cost research have had immense impacts not just for her home agency of AFCAA, but for the



Ranae Woods

entire DAF and DoW cost community, and have significantly enhanced cost estimate quality. Perhaps one of her most significant impacts has been the mentorship that cultivated a new generation of cost analysts, equipping them with advanced technical capabilities and a steadfast commitment to excellence, ensuring her legacy will continue for years to come.

Ms. Ranae P. Woods' career epitomizes sustained excellence, innovation, and unwavering commitment to service. Her enduring impact is evident in the widespread institutionalization of cost analysis best practices across multiple agencies. By fostering a collaborative environment and mentoring the next generation, she has done more than just improve processes; she has strengthened the entire analytical community. Her work directly supported strategic objectives and ensured the Department makes data-driven, cost-conscious decisions that maximize national security investments. Ms. Woods' visionary leadership and transformative contributions make her the ideal and most deserving candidate for the ICEAA Lifetime Achievement Award.

-Nominator **David Marzo**