



ICEAA ASSOCIATION AWARDS

ICEAA thanks everyone who nominated one or more of their colleagues for a 2017 Association Award. The stories 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 submitting a nomination for next year at www.iceaaonline.com/awards

Junior Analyst of the Year: Beth Hodson

Beth Hodson, Operations Research Analyst with the Air Force Life Cycle Management Center, Cost and Economics Division, Estimating Research and Technical Advising Branch (AFLCMC/FZCR) has played a vital role in the shaping of the \$30B UH-1N Recapitalization Program's Acquisition Strategy. Her brilliant Operations and Sustainment (O&S) estimating skills, coupled with her calm demeanor and ease with conveying vital information in a succinct and understandable way to even the most senior levels of Air Force acquisition leadership helped ensure a sound acquisition concept for the UH-X next generation utility helicopter program.

Beth demonstrated that O&S costs were not likely to be substantially different across the proposed concepts in the UH-X competition and therefore ought not be considered as an evaluation criterion in the determination of best value for contract award. Her impeccable knowledge of and ability to communicate those facts led to her analysis and resulting recommendations prevailing through each proposal examination.

Due to Beth's keen analysis, the UH-X program is now on the path to execute an acquisition strategy and source selection framework that will optimize best-value for the multiple using commands as well as the taxpayer.

Beth was also the O&S lead for the initial UH-1N Replacement Program Office Estimate totaling \$24B. As part of this initial estimate, Beth raised the bar for analysts across the board as it relates to standards in O&S estimating. She established entirely new cost relationships for the purposes of validating both the top-level O&S estimate result as well as numerous underlying elements. Her analysis received the highest praise from

AFLCMC cost leadership and has established Beth as the up-and-coming O&S SME for the Center. UH-1N Recap Program Leadership recognized the unique and highly desirable capabilities that Beth brought to the team and requested her continued support for an additional 12 months through the program's Milestone B decision.

At the direct request of the AFLCMC Executive Director (2-star civilian equivalent), Beth was asked to examine the service's reported CV-22 Cost per Flying Hour (CPFH). Beth broke these reported O&S costs down to their foundation and compared to other available data sources/O&S cost repositories. She then painstakingly interviewed logistics experts familiar with the program. She uncovered several minor reporting anomalies in the Air Force Total Ownership Cost (AFTOC) reporting system and identified these issues to AFTOC administrators who acknowledged the errors and made the necessary corrections to both the existing data and the data collection process, ensuring no similar errors would materialize in the future.

More importantly, Beth constructed an easy to understand story that attributed the anomalous CPFH to several unique program characteristics. Her conclusions were understood, effectively communicated, and accepted at each stage of review, earning her praise for her precise analysis and effective communication style. Most importantly, Beth ensured that AFLCMC senior leadership had a robust understanding of the program and resulting costs, facilitating their ability to make informed decisions regarding the CV-22 going forward.



Junior Analyst of the Year Beth Hodson

Beth Hodson has vastly outperformed the expectations of a junior team member, providing top-tier service and value consistent with the highest caliber GS-14 Senior Cost Analysts at AFLCMC. She is an invaluable asset to the United States Air Force whose reputation only continues to grow!

-Nominator Joe Bauer, PRICE Systems, LLC

continued

ICEAA 2017 Association Award Winners

Technical Achievement of the Year: Sanathanan Rajagopal

Since joining the UK Ministry of Defence (MOD) in 2011, Sanathanan has immersed himself in developing and ultimately sharing his knowledge about software costs, especially through his PhD study into the cost of software obsolescence. He has continually put himself forward to produce papers, undertake detailed analysis, and negotiate with and brief staff at senior level, both within the UK MOD, UK industry and overseas organisations, with confidence and credibility.



Sanathanan Rajagopal (L) with Dale Shermon (R)

As his manager for a couple of years I was hugely impressed by his dedication and determination, and his ability as someone who was then new to Defence

Acquisition to 'punch above his weight' in many aspects of the cost estimating environment he operated within. He very quickly became the focal point with the UK MOD's Cost Assurance and Analysis Services (CAAS) for many cost-estimating related matters, including use of parametric tools, to the point where he was soon shaping strategy development.

Now with QinetiQ Ltd, Sanathanan is continuing apace with his PhD, whilst further strengthening QinetiQ's cost analysis capability in the fields of cyber cost and risk analysis, as well as nurturing a growing relationship with the Australian Defence Department.

Sanathanan's other significant technical achievements include: developing an approach to help estimate the whole-life cost of software obsolescence; producing a software obsolescence cost analysis framework for project managers; developing and delivering training modules on software cost estimating for CAAS staff and masters/post-grad students at Cranfield University; developing estimating standards and also publishing many technical papers which he has also presented for the Society for Cost Analysis and Forecasting, ICEAA, and Institute of Obsolescence Management conferences.

-Nominator **John Yeaman**,
QinetiQ Ltd

Management Achievement of the Year: Guenever Aldrich

Guenever Aldrich is a long-time active member of ICEAA and the greater professional cost analysis community. She is currently the Department of the Navy (DON) Lead for Spectrum Relocation (SR) within the office of the DON Chief Information Officer (CIO). She provides headquarters-level oversight of all DON transition plan execution supporting the \$42B Advanced Wireless Services Three (AWS-3) auction and has spent the last two years advising the Department of Defense (DoD) joint service programs and Tiger Teams. Ms. Aldrich's ability to communicate clearly and work effectively with these different communities is just one of the many skills that make her exceptionally valuable as a cost analyst within the DON.

As the SR Lead, Guenever provides headquarters level management and oversight to the DON's SR efforts, including 12 system types, 39 transition plans, and over 50 projects. Per her colleagues, Guenever's stellar execution of the DON's \$1.5B (or 3.5%) share of the Federal Spectrum Relocation Fund "is the reason [they've] been successful to date." Mrs. Aldrich is also spearheading the development of cost estimates for future auctions which is expected to result in additional funds for the DON and for the DoD. However, the value-add of her research stretches beyond realm of appropriations to impact DON decision making processes: her 1300-1350MHz Feasibility Study will also be used to determine if a proposed Federal Aviation Administration (FAA) radar system can meet DON air surveillance and meteorology requirements within the United States.

In addition, Guenever is assessing the DoD \$500M Spectrum Access Research & Development program. Her work with the Office of the Deputy Assistant Secretary of the Navy for Unmanned Systems will ensure that technologies developed under this Federal and commercial partnership are successfully brought into the DON acquisition and technology development communities.



Kelly Fletcher (L) with Guenever Aldrich (R)

Ms. Aldrich's expertise in spectrum auctions makes her a highly valued public speaker and trainer. She has been requested for public

continued

2017 Association Award Winners ICEAA

speaking engagements by the Range Commanders Council Frequency Managers Group, the United States Navy, the United States Marine Corps Spectrum Summit, and both the United States Pacific and European Command Spectrum Summits. Guenever's commanding knowledge-base is frequently sought in the education and training of senior leadership in both the Navy and Marine Corps. Her dedication to knowledge-sharing reaches beyond work to touch all aspects of the cost community, specifically ICEAA. She has contributed to the greater cost community through speeches as ICEAA training symposiums, judging ICEAA papers, and volunteering as track chair.

Guenever maximizes the leadership skills she acquired during her military service to create a supportive and encouraging environment for military, civilian, and contract employees alike. Not only does she help her team develop the skills they need to succeed, but she ensures that their accomplishments are recognized through DON award nominations. Ms. Aldrich routinely proves herself an exceptional team-oriented leader and manager in both her role with the DON and as a member of the greater cost community.

-Nominator **Kelly Fletcher**,
U.S. Department of the Navy

Educator of the Year:

Michael Thompson

Michael J. Thompson (Senior Schedule/EVM Analyst, Galorath Federal) made an outstanding educational and training contribution over the past year by advancing the skills and knowledge of cost estimating and analysis through teaching, writing, editing and publishing educational materials used to further the professional development of the Integrated Personnel and Pay System-Army (IPPS-A) government and contractor personnel. Mike developed a complete training program designed to take personnel through the complete preparation process for the integrated baseline review (IBR), a critical process in this Acquisition Category Information Management program's success. He held bi-weekly lunch sessions covering all aspects of cost, schedule, earned value, and the federal acquisition process, each complete with a set of handout materials.



Mike Thompson (center) with Brian Glauser (L) and Paul Marston (R)

Military and civilian human resource (HR) professionals are critical to the Army's mission to provide dedicated personnel and pay support to soldiers. When fully fielded, the IPPS-A will better execute the Army's HR activities by providing a single point data entry, increasing the timeliness and accuracy of soldier pay and benefits, supporting personal data update submissions and approvals, and creating a single-system for processing pay actions. This hybrid agile software development program is an Acquisition Category I Information Management Major Automated Information System acquisition program.

Mike's efforts were coordinated with and included the best practices material from Defense Acquisition University (DAU). Utilizing DAU facilities, Mike conducted government IBR team training to ready the government team members for cost account manager interviews and reinforce the evaluation process, including lectures, mock interviews, and evaluations of pre-recorded interviews.

As the largest enterprise resource management program in the U.S. Army, the IPPS-A program greatly benefited from Mike's personal educational excellence, disseminating knowledge to and mentoring new cost estimators while developing the next generation of successful cost estimators and analysts. His training helped set the IPPS-A program on a sound footing for management and success, increased exposure to ICEAA's Cost Estimating Body of Knowledge (CEBoK), and further promoted ICEAA's Cost Estimator/Analyst Certification. Mike's efforts were ground-breaking.

-Nominator **Bob Hunt**, Galorath Federal

continued

ICEAA 2017 Association Award Winners

Team Achievement of the Year:

SPAWAR 1.6 AoA Cost Analysis Team

Led by **Min-Jung Gantt** from Space and Naval Warfare Systems Command Cost Estimating and Analysis Division (SPAWAR 1.6) and supported by cost analysts (**Brian Kadish**, **Andrew Onufrychuk**, and **David Todd**) from Kalman & Company, Inc.'s Business Analytics group, the team was responsible for developing the cost analysis for an Analysis of Alternatives (AoA) for the Navy's Maintenance, Repair, and Overhaul community. In this capacity, the team developed thorough Life Cycle Cost Estimates and financial evaluation metrics for numerous alternative approaches to meeting the Navy's maritime maintenance IT toolset requirement. This comprehensive cost analysis was integral to influencing the way forward for maritime maintenance capabilities, a top priority for the Navy's strategic vision.

The cost analysis challenged technical approaches and assessed their affordability. By identifying the key cost drivers and influencing the discussions in forming viable technical solutions, the SPAWAR 1.6 team was a key contributor of the AoA study. Additionally, the team modified, applied, and advanced key research related to software cost estimating published within the cost estimating and analysis community.

This team differentiated itself as a high performing and effective group through its efficient processes for communicating, implementing, and reviewing cost estimating approaches and methodologies while challenging ideas in a collaborative and constructive way. This collaboration was fostered by intellectual curiosity amongst the group, where they always looked for ways to improve upon the analysis through regular cost model development meetings. During these sessions, each component of the analysis was reviewed, scrutinized, cross checked, and adjudicated by the team with appropriate stakeholder engagement.

Ultimately, this teamwork and collaboration helped influence the direction of the AoA study in not only the cost analysis, but also the other AoA evaluation



Left to Right: **David Todd**, **Andrew Onufrychuk**, **Daniel Mask (Nominator)**;
Not pictured (**Min-Jung Gantt**, **Brian Kadish**)

components like effectiveness analysis, schedule analysis, and trade studies. The team worked closely with the other AoA team members and stakeholders to ensure a consistent analysis approach was used. As a result, the SPAWAR 1.6 team played a unique role in the AoA, influencing the Navy's strategy development through the team's comprehensive, detailed, and adaptable analysis.

—Nominator **Daniel Mask**, Kalman & Company, Inc.

Association Service Award:

Timothy Anderson



Tim Anderson (L) with Paul Marston (R)

We enthusiastically nominated and are proud to endorse **Timothy P. Anderson** as the 2017 ICEAA Association Service Award winner. Tim has dedicated his professional career to the interests of ICEAA -- and its predecessor

organization SCEA -- making significant and sustained contributions for over 21 years.

Tim began his cost estimating career in 1995 at the Naval Center for Cost Analysis (NCCA). As he quickly gained professional experience, Tim began participating in local SCEA chapter events, as well as serving as a track chair in several SCEA conferences. He subsequently earned his CCE/A certification in 2002. After his tour at NCCA, he was assigned as a military faculty member at the Naval Postgraduate School (NPS) in Monterey CA, where he wrote a new version of the Cost Estimating course for the Operations Research department - many parts of his NPS course materials are still in use today! Tim has taught the "Engineering Economics and Cost Estimation" course for the NPS Masters in Systems Engineering curriculum since 2007, designed and annually teaches the "Risk and Uncertainty Analysis" course for the NPS Masters in Cost Estimating and Analysis (MCEA) curriculum. Over his professional and teaching career, he has taught cost estimation methods and concepts to over 1,000 students, many of whom have gone on to become professional cost estimators themselves. Throughout this time, he has consistently promoted SCEA and ICEAA membership to all of his students.

continued

2017 Association Award Winners ICEAA

Tim has faithfully served both the national and local SCEA and ICEAA organizations throughout his career. He served for over seven years as the Program Chair for the Washington Capital Area Chapter of SCEA and ICEAA, coordinating monthly luncheons and recruiting speakers for the benefit of the chapter members, and currently serves as the chapter's vice president. Moreover, he was the impetus behind the development of the Washington chapter's "Speaker of the Year" award, which is now awarded each year to the most effective luncheon speaker. Tim has also participated in nearly every SCEA and ICEAA conference since 1995: as a track chair, on the awards committee, as an instructor in the training track and presented numerous papers, moderator in panel discussions, as certification exam proctor-- and there are probably a few other tasks that we are missing! He also served on the ICEAA International board as the chair of the Governance Committee at a crucial time after the SCEA/ISPA merger, making substantial improvements to the ICEAA constitution and bylaws. Tim has written two articles for the National Estimator publication on how to work with Learning Curves and is a member of the Cost Estimating Body of Knowledge (CEBoK) Update Task Force, responsible for revising and renewing ICEAA's curriculum.

Tim's contributions to the association over the last 21 years have been frequent, substantial, and sustained. He has faithfully maintained his CCE/A certification since 2002, and the association can always count on him to take on the difficult roles that make ICEAA effective. We cannot think of anyone who has contributed more consistently to the International Cost Estimating and Analysis Association than Tim has. He has our strongest recommendation for this award!

.-Nominators **Daniel Nussbaum** and **Gregory Mislick**,
Naval Postgraduate School

Frank Freiman Lifetime Achievement Award: Bruce Fad

Bruce Fad, PRICE Systems, LLC's Vice President for Operations and Engineering, received the ICEAA 2017 Frank Freiman Lifetime Achievement Award for his consummate contributions to cost estimating and analysis.

First presented in 1983 and awarded 33 times since, this legacy International Society of Parametric Analysis (ISPA) award recognizes lifetime achievements with an emphasis

on parametric cost estimating. Frank Freiman was acknowledged "the father of modern parametrics" for his pioneering achievements, as Director of RCA PRICE Systems, in the development and application of general purpose cost estimating models. Frank also played a major role in the creation ISPA in 1979 and was named its sole Honorary Director.

Bruce served as Chief Parametric Cost Analyst for the National Security Agency from 1975-1979, moving to RCA PRICE Systems about the time that ISPA was formed. There, he served as liaison with the Defense Contract Audit Agency and industry on parametric auditing issues.



Bruce Fad (L) with Hank Apgar (R)

In his 37 years with PRICE Systems, Bruce has trained and mentored more than 3,000 parametric estimators worldwide. He consults with clients in Europe, Asia, and the US; he introduced parametrics to estimators in Korea and China. He holds patents for cost modeling with applications to hardware and software, and has served as a tax court expert witness on software asset valuation.

Bruce's knowledge extends beyond the mechanics of cost modeling. As evidenced by his many presentations and journal articles for ICEAA and its legacy organizations (SCEA, ICA, and ISPA), he is a master at framing the estimate to fit the needs of the decision maker. He has consulted on numerous publications including the "GAO Cost Estimating and Assessment Guide," and his 1988 book, "Parametric Estimating for New Business Ventures" is popular world-wide.

Only when one fully understands the discipline and heritage of a subject can he apply satire to explain its intricacies. Consider Bruce's ICEAA paper, "Ten Dumb Statements on Estimating, Confessions of a Cost Lifer" where he refutes familiar excuses as: "but, that's what the model says" and "your estimate won't be any good if you base it on history because we intend to do this job differently."

Thank you, Bruce, for training and mentoring us along the way...with a touch of humor to make it fun.

.-Nominator **Hank Apgar**, MCR, LLC.