



# ICEAA ASSOCIATION AWARDS

ICEAA thanks everyone who nominated one or more of their colleagues for a 2019 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](http://www.iceaaonline.com/awards)

## Junior Analyst of the Year:

### Captain Brandon Johnson

Captain Johnson's outstanding professional skill, knowledge, and leadership aided immeasurably in developing and authoring a Cost Benefit Analysis of the MQ-9B UAS. The 2018 National Defense Authorization Act directed the SecDef, in consultation with the SecAF to conduct a Cost Benefit Analysis (CBA) on upgrading a MQ-9 Reaper to a Block 5 configuration versus procuring new MQ-9B aircraft. Captain Johnson rapidly crafted three Life Cycle (LC) Cost Estimates over \$100 billion, performed sensitivity analysis and documented Courses of



*Captain Brandon J. Johnson*

Action. Captain Johnson leveraged numerous CEBOK principles to include risk analysis, regression, learning curves, and sensitivity analysis all of which established a standard for future LC Cost Estimates. In addition, Captain Johnson coordinated and authored the CBA with the Office of Secretary of Defense Cost Assessment and Program Evaluation. This resulted in the SecDef's approval and delivered vital decision support to Congress on the way ahead for UAS.

As a lead cost analyst, Captain Johnson guided numerous efforts and applied data analysis. Specifically, Captain Johnson led the efforts to deliver the first ever multi-year contract for the new DAS-4 Multi-Spectral Targeting System. Captain Johnson's

learning curve analysis was instrumental during production and retrofit negotiations. Data-driven estimating proved pivotal in negotiations and in saving \$36 million and delivering capabilities to the warfighter 3 years early. Additionally, Captain Johnson served as the lead estimator for emerging production and retrofit cut-ins. The MQ-9 production aircraft now comes off the production line fully capable. This change to the MQ-9 production saved \$12 million, delivered capability to the warfighter faster, and fostered agile acquisition principles. Captain Johnson normalized the contractor's data, leveraged prior contract data, and estimated all costs for production/retrofit of the MQ-9 that resulted in Air Force savings.

As Chief Program Integrator, Captain Johnson initiated a \$2.7 Billion cost estimate for India's Unmanned Aerial System. By means of analogies and engineering build-ups, Captain Johnson integrated this cost estimate for a key partner. Ultimately, his efforts strengthened the international coalition and US/NATO ties. As the key integrator for everything MQ-9, Captain Johnson spearheaded the Integrated Product Team for rephrasing efforts on the Ground Control Station. His rapid estimating efforts resulted in an \$80 Million cost savings for Fiscal Year 19. Captain Johnson's leadership and estimating excellence was also leaned on as the program office was tasked with supporting the \$1 Billion JSTARS Recap capability on the MQ-9. His estimating and support was key in providing/briefing 3-star SAF/AQ MIL-DEP with 5 costs estimates and courses of action for an Air Force top priority.

Captain Johnson's unparalleled leadership and excellence embodies both the Air Force Core Values and the International Cost Estimator's Analysis Association goals. Captain Johnson led the division

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through the FY21 POM and served as cost chief for 4 months while the position was vacant. Additionally, he fostered the professional growth of two PAQs by mentoring and leading them through the POE and NACA. Captain Johnson's accountability lends credibility for all MQ-9 inquiries and cost estimates.

Captain Johnson's efforts in cost analysis have led to numerous recognitions in 2018: Air Force Achievement Medal, ISR/SOF Company Grade Officer (GCO) of the year, MAUAS CGO of the Quarter, MAUAS Military MVP of the month, AFLCMC Comptroller Technical Excellence team of the year, MAUAS Large Team of the quarter twice, and MAUAS Small Team of the quarter. The distinctive accomplishments of Captain Johnson as a junior cost analyst reflect credit upon himself, ICEAA, and the United States Air Force.

∞ Nominator **Joe Bauer**  
PRICE Systems, LLC

## Technical Achievement of the Year: **Sara McNeal**

Sara is a Booz Allen Hamilton Senior Cost Analyst assigned to the Fuze Branch, Direct Attack Division, Armament Directorate (Eglin AFB, FL), Air Force Life Cycle Management Center, Air Force Materiel Command. Sara provided critical cost data for decision support of the branch, including three Acquisition Category (ACAT) III and one joint ACAT IV programs. She successfully developed, briefed, and defended six program office estimates totaling \$1.6B, and defined agile cost estimating by completing 17 what-if drills, excursions, and concept planning estimates totaling \$2.8B. She expertly translated technical program aspects into cost requirements for two programs' FY21 Program Office Memorandum (POM) inputs, totaling \$1.2B across multiple Program Element Codes. Sara identified over \$245M of excess funding, ensuring funds available for higher-priority programs and resulting in \$20M to source an Above Threshold Reprogramming for the ACAT IC Massive Ordnance Penetrator program. Always a detail-oriented analyst, Sara's development and use of a

technical evaluation model resulted in the ACAT III Hard Target Void Sensing Fuze (HTVSF) program identifying over \$41M in savings before negotiations, with anticipation of increased savings as the model is utilized in other division programs.

Sara demonstrated strong leadership skills as she assisted with training interns, led integrated product teams (IPTs), and served as a key advisor. She guided and mentored a second-year intern to provide cost estimating support for the ACAT III Joint Programmable Fuze (JPF) program, resulting in approved cost requirements for both Air Force and Foreign Military Sales. Sara led a second-year budget intern to compile test data from over five years of data, providing the division's test and engineer personnel with test strategy continuity and resulting in saving over 1,000 man-hours of research.

She worked closely with IPTs to provide professional cost estimating support; the teams relied on her expertise for the technical and cost aspects of programs. She worked with the HTVSF IPT to structure the most effective request for proposal, resulting in over \$53M in savings across the Future Years Defense Program (FYDP), and to procure an additional quantity of critical components and to identify and qualify a second-source for energetics, resulting in a savings of over \$1.5M in production re-qualification. A respected leader and advisor, Sara worked with leaders to facilitate savings and better buying power opportunities. She coordinated with the HTVSF financial management, legal, and contracting teams to provide recommendations for the lifetime procurement of a long-lead, yet diminishing source, component and resulting in HTVSF maintaining economic order quantity and no break in production.

As the lead cost analyst for the ACAT III Cockpit-selectable Height of Bursts (C-HOBS) program, she enabled synergies with a geographically-separated team, providing quality cost and technical support



*2019 Technical Achievement of the Year Award Winner  
Sara McNeal*

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even with the challenge of significant personnel and programmatic changes. Through her efforts, she identified several disconnects, including \$345M in POM inputs.

Sara is dedicated to team successes; she built four program continuity papers, resulting in smooth manpower transitions among all functional team members of the programs and saving at least 25 percent man-hours for cost analysts and financial managers. She assisted the lead engineer to complete a business case analysis for the Foreign Comparative Testing (FCT) opportunity and developed, briefed and defended a quick-turn \$4.2M cost estimate, providing timely cost requirements to decision makers. Sara was responsible for leading the branch's four programs through the bi-annual should cost process, collecting data and performing analysis to support multiple should cost initiatives. She trained three interns on the SAF-AQ, directorate-level, and division-level processes and provided guidance to other functional areas, resulting in over \$56M in FYDP savings and directorate-level approval. Sara is the "go-to" for all Fuze Branch cost and technical data. Her contributions to the Eglin AFB cost community are remarkable.

Sara is a devoted volunteer as evidenced by her efforts to assist victims of Hurricane Michael for one week in October 2018. She is an active member of International Cost Estimating and Analysis Association and American Society of Military Comptrollers, Gulf Coast Chapters, participating in numerous local fundraising events. In addition, she co-authored an article, An Indispensable Tool for Resource Management in Afghanistan: The Requirements and Resourcing Documents RRD Database, for the Winter 2017 edition of the Armed Forces Comptroller publication.

∞ Nominator **Angela Gilbert**  
Air Force Materiel Command  
Life Cycle Center

## Management Achievement of the Year: **Remmie Arnold**

Remmie Arnold came to Technomics and the cost analysis profession as a young buck straight out of college seven years ago in 2012. During his last four years, he excelled in performing a wide variety of projects for an equally wide variety of Army and Navy clients, as well as the Government Accountability Office. He kicked butt straight out of the gate because he was sharp, eager to learn, and a very quick study.



*Rick Collins and Remmie Arnold*

Three years ago, Remmie seized the opportunity to lead a significant project for a new Technomics client, the Missile Defense Agency (MDA). He has exceeded expectations in managing a diverse team of six analysts across four MDA programs. The team, which spans the spectrum from those brand new to the profession to seasoned subject matter experts, has made significant strides in enhancing the overall quality of cost analysis for the dynamic and extremely

visible Aegis Ballistic Missile Defense (BMD) program conducting cost estimates and cost research, proposal evaluations and contract negotiation, all in the name of overall cost reduction.

Remmie has done a tremendous job fostering the growth of his team members. He diligently mentors new staff, familiarizing them with the scope of project work, government staff roles and responsibilities, and other critical situational awareness necessary to understand what needs to be accomplished and why. Over the past year, he has provided technical guidance and helped train contract and government analysts on learning curves, inflation, linear regression, multiple regression, and data collection.

Remmie's accomplishments represent a body of work that has had significant impact on his team, and the Aegis BMD program. He leads by example and is a model for the early-career manager, particularly for his willingness and ability to devote the time required

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to make his staff better. He and his team have earned the respect of MDA cost leaders past and present, who have made a point of saying that Remie's team is "delivering the best cost support they've ever had." This respect earned him the MDA's 2018 Contractor Employee of the Year Award in recognition of his outstanding leadership and advanced technical skills as the Cost Analysis Functional Lead for the Standard Missile-3 Project Management Office.

In addition to earning the confidence and trust of a number of MDA stakeholder organizations in Dahlgren, VA, he has gained the respect of the Office of the Secretary of Defense Cost Assessment and Program Evaluation by virtue of his technical acumen and professionalism.

Remie has been an active contributor to ICEAA, serving as Training Chair for the 2017 and 2018 Professional Development & Training Workshops, Deputy Training Chair in 2015 and 2016, and a frequent presenter of training sessions at each. He successfully coordinated the integral offering of ICEAA's new CCEA Finishing School in November 2018, creating a curriculum that presents ICEAA's traditional training in an entirely new format. Locally, he is a strong supporter of the ICEAA Central Virginia Chapter. Going this far above and beyond his day job to commit so readily and heartily to ICEAA – all while also pursuing a Masters in Economics – is a testament to Remie's selfless commitment to ICEAA and the cost analysis community.

In the words of Mr. Arnold's most senior Technomics MDA team member (who happens to be an *ICEAA Lifetime Achievement* awardee!): "He excels in creating an environment where all employees under his tutelage can show their true skills in developing products that get capability downrange for the warfighter. Mr. Arnold has truly impressed all stakeholders with his skill, acumen, and dedication to duty. He's a national treasure."

As Technical Director and former President/CEO of Technomics, I am delighted that ICEAA has chosen to honor Remie with the 2019 Management Achievement of the Year award.

∞ Nominator **Rick Collins**  
Technomics, Inc.

## Educator of the Year:

### Peter Braxton

Anyone who has worked with Peter quickly realizes that his dedication to the cost profession is matched only by his passion for educating the next generation of cost analysts. He has an impressive and long-standing track record of focusing on the education needs of the cost community, whether through his numerous terms of service on the SCEA and ICEAA Board of Directors or in his leadership in the development of the Cost Estimating Body of Knowledge (CEBoK®) and its predecessor, CostPROF. Peter has only added to his outstanding contributions to cost education, directly and indirectly reaching hundreds of analysts in the government through his client work for the Office of the Secretary of Defense (OSD) Cost Assessment and Program Evaluation (CAPE); in industry through his leadership of the Technomics Training Institute; and internationally through the ICEAA Canada workshop.



Peter Braxton at the 2019  
ICEAA Workshop

Peter received an AB in Mathematics with a Teaching Certificate in High School Mathematics from Princeton University and a Master of Science Degree in Applied Science (Operations Research) from the College of William and Mary. He currently serves as a Subject Matter Expert at Technomics, Inc., where he has supported OSD CAPE, Naval Center for Cost Analysis, and Air Force Cost Analysis Agency on data collection and cost research efforts, and the Naval Postgraduate School and Defense Acquisition University on curriculum development.

Mr. Braxton's recent education contributions to the cost community have been considerable. Working with CAPE, Mr. Braxton has been instrumental in overhauling not only the Defense Acquisition University cost analysis curriculum within the

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business, cost estimating, and financial management career field but also the related fields of contracting, program management, earned value management (EVM), life-cycle logistics, and engineering. The direct impact of this work increased the technical correctness, consistency, and clarity of cost-relevant content across all these curricula. He was the principal author of more rigorous next-generation continuous learning modules for Nonparametric Statistics (CLB 035) and Comparative Analysis (CLB 038).

As one of the leads for the Cost Assessment Data Enterprise (CADE) training team, Peter has been instrumental in providing on-demand online training through the establishment of a Learning Management System. He has helped lead CADE Regional Training offerings reaching over 100 government analysts, spanning topics such as CADE, Cost and Software Data Reporting, and FlexFiles. Peter also helped develop the materials for and lead multiple training sessions across six Air Force locations on the Contracts Database (KDB).

Peter leads the Technomics Training Institute, which offers free, biweekly training sessions to teach material from CEBoK®, the Government Accountability Office Cost Assessment Handbook, and other authoritative sources. These sessions, taught by cost estimating professionals, help prepare analysts for the Professional Cost Estimator/Analysts (PCEA®) and Certified Cost Estimator/Analyst (CCEA®) exams and for real-world project work. Under Peter's leadership, the Technomics Training Institute has revamped its curriculum and established the Foundations of Cost Analysis, comprising 24 engaging two-hour lessons highlighting practical applications such contract pricing and source selection and tools such as R and Argo. Sessions are open to members of the local chapter, reaching government staff and fellow consultants.

Equally as impressive as his efforts in updating the curriculum has been his dedication in working with the next generation of cost estimation educators. Peter spends countless hours of his own time teaching eager cost estimators his techniques, methods and preparation for more effective, engaging, and feedback-driven training.

Peter has also led training at the last two annual ICEAA Canada Chapter workshops. He has taught innovative and engaging sessions, including using his personal database of crossword puzzle solve times to teach regression analysis techniques and construction of a Lego set by class participants to conduct real-time EVM.

Peter embodies the hallmark characteristics of an educator. He is always finding ways to pass on his knowledge, both in structured enterprise settings or casual conversations. He adapts and improves his methods for getting across to his students. He is equally at ease teaching senior seasoned cost estimators and young professionals new to the field. Perhaps the secret to his success is that despite being a proficient and prolific educator, Peter is a voracious student. He is perpetually learning from his peers and has a never-ending thirst for knowledge and new techniques that is infectious.

∞ Nominator **Sung Seo**  
Technomics, Inc.

## Team Achievement of the Year: **NASA Science Office for Mission Assessments (SOMA) Cost Evaluation Team**

The NASA SOMA organization located at the Agency's Langley Research Center in Hampton, Virginia is responsible for supporting proposal evaluations, assessments and studies of proposed space missions for NASA's Science Mission Directorate.

SOMA organizes panels of Subject Matter Experts (SMEs) to evaluate proposals submitted to NASA in response to Announcements of Opportunity (AOs). A critical element of the SME panel is the Cost Evaluation Team. For several years, Galorath employees led by NASA Civil Servants have provided expert cost analysis services to the SOMA evaluations and have served as voting members of the overall evaluation team.

This nomination is specifically for the team that performed the last SOMA evaluation

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of 2018 (which stretched over the months of August through December) for an important planetary mission AO which, for reasons of NASA sensitivity, is not being specifically named in this nomination.

The cost analyses began with the team members reviewing their assigned proposals with emphasis on the proposal's Basis of Estimate (BOE). Strengths and weaknesses were written against the BOE by each team member on their assigned proposals and addressed such subjects as completeness, internal inconsistencies, de-scope options and their monetary value, cost reserve posture, heritage claims and their substantiation, Work Breakdown Structure (WBS) traceability and other such matters. These strengths and weaknesses were defended by the individual team members in day long Web conference meetings with the entire proposal evaluation SME panel (typically about 50 members who are engineers and science SMEs on the type of mission being proposed).

As the overall proposal evaluation continued, the cost team transitioned to performing independent cost estimates of each proposed mission assigned to them. These independent estimates were performed with a number of NASA and commercial cost models (including SEER-H, PCEC, NICM, etc.). Individual cost team members then completed very extensive and complicated SOMA cost tables which document the independent cost estimates and compare them to the proposed cost using the NASA WBS. Cost team members also defended this work in front of the entire panel. This critical step determined whether or not each proposal could or could not be validated. Proposals whose cost could not be validated suffered a reduction in cost reserve (deducted from their claimed cost reserve).

The end of the proposal evaluation consisted of a weeklong physical Plenary meeting of the entire panel. At the Plenary, once again, each member of the cost team presented their work. The Plenary sessions are very dynamic as the panel identifies new cost threats which the cost team had to react to and incorporate into their estimate in real time.

The final task was each cost team member preparing a Word report that documented their work for NASA's records. These reports are very important



Team Members Bob Hunt, Jennifer Scheel, and Christian Smart

because they are used by NASA in the overall defense of accepted (and rejected) proposals.

This nomination is for the NASA Science Office for Mission Assessments (SOMA) Cost Evaluation Team members: **Behzad Raiszadeh** (NASA), **Sam Sanchez** (Galorath Federal), **Greg Wise** (Galorath Federal), **Christian Smart** (Galorath Federal), **Jeremiah Trimper** (Galorath Federal), **Jacob Trimper** (Galorath Federal), **Joe Hamaker** (Galorath Federal), **Jennifer Scheel** (Galorath Federal)

∞ Nominator **Joe Hamaker**  
Galorath Federal

## Association Service Award: **Britt Staley**

This past year you have seen our 2019 Association Service Award winner's name multiple times in your inbox and on LinkedIn; I am of course referring to none other than Britt Staley. As a Disabled Veteran, honorably discharged as a Staff Sergeant of the United States Army, she is certainly no stranger to sacrifice and resolute dedication through the course of service. Britt exemplifies the spirit of sacrifice in the name of service.

When Britt joined ICEAA she understood that affective change and positive evolvment of an international organization starts from the ground up. Britt has thrown herself tirelessly into the fray as an advocate of the ICEAA Central Virginia Chapter where she served two highly successful terms, first as Secretary and then as President. During her tenure

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and under her direct involvement, the Central Virginia Chapter hosted cost professionals from the Washington DC metro area as well as executive ICEAA leadership during Quarterly chapter meetings. These meetings were so well received that the Cost Director of Naval Surface Warfare Center – Dahlgren Division requested that his entire team be included in all organizational communications. As a direct result of her outreach efforts, government memberships at the Central VA Chapter have increased by 350%, with a 250% increase in the size of the of the chapter mailing list. Britt coordinated a CCEA exam in May 2019 for eight government cost analysts and encouraged five local authors to submit their abstracts for consideration at the 2019 Professional Development & Training Workshop.

In recognizing the benefit stemming from established methods and protocols, Britt directly supervised the creation of a chapter financial report for use by those chapters who have consolidated their funds at headquarters, which has become the standard for chapter financial reporting.

Britt realized early on that continued networking is a valuable, multi-faceted method for professional improvement that requires constant cultivation. To facilitate networking for Central VA Chapter members, Britt scheduled quarterly chapter socials. These socials routinely boast special guests such as ICEAA International leadership and corporate executive officers with participation from government and contractors from within and external of the cost community. These chapter socials continue to be a valuable method of providing members with the opportunity to learn, discover employment opportunities, cross-train skillsets and of course, continue to grow our membership.

Britt attended every international board meeting in 2018 of her own volition, simply because she saw the value of maintaining situational awareness to

herself and her chapter. Britt was the Program Chair and a Track Chair for the 2018 Workshop, where she also presented as the lead author of a paper. She also took it upon herself to leverage her personal network and identify potential keynote speakers,

contacting and securing contact **David Kriegman**, CEO and Author of *Zero to a Billion: 61 Rules Entrepreneurs Need to Know to Grow a Government Contracting Business* as one of keynote speakers in 2018, and two of the three keynote speakers featured at the 2019 Workshop in Tampa.

Britt seized another opportunity campaigning for and ultimately winning the Treasurer position on the 2019-2021 International

Board of Directors. Once again demonstrating her skill as a representative for positive change who leads from the front, she organized the first ever ICEAA Board Meet & Greet for membership and board members to casually connect before the election. This small but significant step opened a new channel of communication between the board and members, and helped ensure member voices are heard, something that is crucial to progress and growth within the ICEAA organization.

What makes Britt unique is how she has been a shining example of technical excellence, leadership, and the ICEAA core values since her first ICEAA meeting. She understands the true value of chapter membership in ICEAA or any organization isn't what the membership does for you but what you do with it. Britt doesn't wait for benefits to fall into her lap; she always has an eye out for opportunities that her ICEAA membership availed her and actively pursues them. As an organization, we are fortunate to have the commitment of this immensely talented professional. Britt continues to be oriented towards forward progress and the future of ICEAA; constantly looking to positive changes she can make now, and continuing into the future.



Nicole Robertson and Britt Staley

∞ Nominator **Nicole Robertson**  
Tecolote Research, Inc.

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**Frank Freiman**

**Lifetime Achievement Award:**

**Andy Prince**

Andy Prince is the Manager of the Engineering Cost Office at the Marshall Space Flight Center. He has held this key leadership position in NASA cost estimating for over 10 years. During his tenure as head of cost estimating for the Marshall Space Flight Center, Mr. Prince has led the development of new and improved cost models for the estimation of spacecraft bus costs. He has promoted transparency in cost modeling and has enhanced the credibility and traceability of the cost estimating process at NASA. Mr. Prince has provided critical contributions and leadership to the application of parametric cost models to launch vehicle development and to cutting-edge technologies, both of which are highly challenging and require creative, out-of-the-box thinking. He provided analysis for the Augustine Commission on Human Space Flight, which led to the decision to cancel the Constellation Program.

Mr. Prince has over 30 years of cost estimating experience. He has been a key user, innovator, and promoter of parametrics and risk analysis throughout his career supporting NASA, as both a contractor and as a civil servant. Mr. Prince has developed numerous cost estimating tools, cost estimating relationships, and has developed software tools for regression analysis. During his career, Mr. Prince has supported numerous space centers and NASA headquarters.

Mr. Prince is an active member and leader of the ICEAA organization and was an active member and leader of ICEAA's predecessor organizations, ISPA and SCEA, and the Space Systems Cost Analysis Group (SSCAG). He has had a significant influence on the international professional cost community through his service and leaderships to multiple cost societies. Mr. Prince served on the board of the Greater

Alabama SCEA chapter in the 1990s and early 2000s, including a term as chapter president. He served on the board of ISPA for many years, including a term as president. Mr. Prince served as co-President of ICEAA after it was first formed after the merger of ISPA and SCEA. He has served in numerous other board positions at ISPA, SCEA, and ICEAA, most recently as the Vice President for Professional Development. Mr. Prince has been instrumental in reviving SSCAG as a special interest group of ICEAA.



*Frank Freiman Lifetime Achievement Award Winner Andy Prince*

Mr. Prince has been awarded numerous honors for his work by both professional organizations and by NASA. In 2001, Mr. Prince received a Silver Snoopy award from NASA for his contributions to the success of human spaceflight. That same year he also received the SCEA Technical Estimator of the Year award. In 2004, Mr. Prince received the Professional of the Year award in cost estimating from the Greater Alabama Chapter of SCEA.

Mr. Prince is a regular speaker at the ICEAA Professional Development & Training Workshop and regional workshops around the US, in Canada, and abroad. He has won numerous best papers awards for his original and insightful contributions to the practice of parametrics and cost uncertainty. This includes best-in-track award at the past five ICEAA conferences and three of the last four best overall paper awards.

The above is a just brief summary of Mr. Prince's accomplishments. If any one of his contributions were considered individually, Mr. Prince is a strong candidate for any of the management, service, and technical achievement awards (the latter of which he received from SCEA several years ago). Taken together as a collective body of work over three decades illustrates his sustained excellence over the course of his career is the reason why Andy Prince is winner of the 2019 Frank Freiman Lifetime Achievement Award.

☞ Nominator **Christian Smart**  
Galorath Federal