

EUGENE G. DICKENS, JR

PRESIDENT/CEO AGS LLC.

EDUCATION

MPA (ECON), HARVARD UNIVERSITY, KENNEDY SCHOOL OF GOVERNMENT (KSG), CAMBRIDGE, MA 1987

- Harvard Law School, course on International Trade Economics and Law, with Robert Reich, former Secretary of Labor
- Harvard Economic courses: National Economic Models, International Trade Policy, Federal Policy, Foreign Policy
- Member Executive Leadership Group: Invited by Professor Neustadt, Harvard Chair for Institute of Politics; dialoged with elected Gubernatorial, Congressional, senior officials on national/ economic agendas
- Co-Chair, Harvard KSG Alumni Committee, 1988-89; Political Leadership Class President; KSG Student Government Representative; Harvard Panel, Ford Foundation for Innovations in Federal, State and Local Gov't Committee, 1986

B.S. BUSINESS ADMIN AND ECONOMICS, CULVER-STOCKTON COLLEGE, CANTON, MO, 1974

- Selected for Air Force Bootstrap Funded Education Program to complete undergraduate work
- Graduated in three years with double major in business and economics w CSC Hilltop Honors
- Coursework: Corporate Finance, Economics, Accounting, and Sciences; Pen and Sword fraternal organization
- Corporate Finance Thesis on Business Profile of Manufacturing in Tri-State Companies

PROFESSIONAL ACHIEVEMENTS

BUSINESS CASE ANALYSES (BCA), ECONOMIC ANALYSES (EA), LIFE CYCLE COST ESTIMATING (LCCE)

- Economic Analysis (EA) for Undersecretary of Defense (DEPSECDEF) established the Defense Travel System cost structure for implementing all systems military travel and pay hardware and support baselines
- BCA for the Secretary of the Air Force, Dr. Rice, was the basis for resourcing SECAF's Composite Wing Strategy for combining strategic, tactical and support air forces at Wing level, Air Force-wide
- Engineering study recommendation for US Coast Guard (USCG) Composite Fast Response Cutter approved by Commandant, USCG; one of thirty LCCEs of Air/ Sea Deepwater ship assets; validated Billions in acquisition decisions
- Directed Air Staff Comparative LCCE and EA for multi-billion dollar Evolved Expendable Launch Platform; led to affordable successor to aging Titan US Space Launch Vehicle program
- Economic model for entire Marine Corps Medium/Heavy transport Fleet tied Maintenance/ Energy Returns on Investment (ROIs) to Marine Corps-wide Fleet Maintenance, Readiness
- Directed Cost and Budget contractor support for the Joint Mine Resistant Ambush Protected (MRAP) Program; provided Overseas Contingency Operational funding for SECDEFs number one priority

PROGRAM MANAGEMENT AND PLANNING, PROGRAMMING, BUDGETING AND EXECUTION

- As Budget Execution Manager for the total \$100B+ Air Force Budget, received Asst. Secretary Air Force for Financial Management recognition for directing 50 appropriation analysts in compressed POM, BES and PB submissions to OSD
- Director for Acquisition, Cost and Logistics; established markets for deep analysis in Marine Corps Systems Command, Homeland Defense and Defense Threat Reduction Agency
- Program Manager for Spend Plan Management and Reporting Tool (SMART) at the Defense Threat Reduction Agency; led software development teams for SharePoint tool suite, led Financial and Working Groups in resource allocation, and developed curriculum/ trained over 2000 scientists, engineers and analysts in 6 months; migrated Agency FY15 budget

INFORMATION TECHNOLOGY

- For the Defense Threat Reduction Agency (DTRA) led a major IT/ Software development project for migration of all agency accounting/ budget systems, the Spend Plan Management and Reporting Tool (SMART), which included multiple Software development teams, configuration control board designs and integration of SMART architectures
- Provided Cyber Security IT contract staffing support for Department of Justice US Courts IT systems
- Directed ABIDES Air Force Budget IT system support to effect major program transfers such as the Air Force Depot Level Reparable account as Budget Execution Manager

SYSTEMS ENGINEERING

- Systems Technical study of Space Launch Vehicles, Peculiar Support Equipment and Launch Pad Operations at Vandenberg AFB provided technical baseline for Air Staff/OSD comparative analysis of national space systems
- Systems Study of Red River Army Maintenance Facility addressed depot stretch capacity for major MRAP subassemblies
- MRAP engineering and EA study examined pneumatic, hydraulic and electronic emergency door egress systems; implementation of new engineered doors saved lives in rollover conditions during combat
- Autonomic Logistics engineering evaluation of drivetrain systems and web based condition analysis implemented the Logistics/ Maintenance concept for USMC Advanced Amphibious Vehicle

EARNED VALUE MANAGEMENT

- Division Director for Cost, Air Force Center for Environmental Remediation; stood-up vendor performance management criteria systems for 500 + Award Fee Contract programs in Bio Remediation, Major Construction, Superfund Clean-Up
- Weapons Systems Resource Manager, Air Force B1-B Strategic Bomber Program, used Cost Schedule Control Systems Criteria to address B1-B Central Automated Control delays; Letter of Commendation from the B-1B PM General Thurmond
- Established EVM Systems and trained Vendor Staff on EVM techniques for DERA/BRAC; EVM team recovered several million dollars in duplicate project construction and materials charges

LOGISTICS

- Logistics Lay Down for Forward Edge of Battle strategies and logistics employment for USMC STAR-T Communication System integrated communications in key strategic USMC operational plans
- Conducted Logistics Mobility Study for the USMC 105mm Howitzer mobility alternatives and automated fire system
- Mobility Officer for the 435th Tactical Air Wing; conducted the Forward Basing Study of employment of all Wing C-130 and C-141 aircraft to forward basing assignments in Aviano AFB, Italy
- Significant Special Study and recommendations for supply chain management and maintenance shifting to alleviate delays for C-141 assets at the Ramstein AB Air Lift Division and Helinikon AFB, Greece

SKILLS

Senior Cost Analyst; Senior Logistics Analyst; Director of IT development and cyber security; Program Manager; Certified Acquisition Manager; Earned Value Management Analyst; Budget Director and SME

SELECT AWARDS AND RECOGNITION

Civilian Performance Award, Defense Travel System, 1997

Senior Financial Manager Award, American Society of Military Comptrollers, 1995

USAF Vice President, American Society of Military Comptrollers, 1994

Nominated Lt Colonel 2 years Below the Zone, Secretary for Financial Management, Pentagon, 1993

Company Grade Officer Semi Finals for HQ Systems Command, 1988

Company Grade Officer of the Year, HQ Air Force Inspector General, 1985

HQ Air Force Comptroller Award for Author, Best Special Study, FY 81, AVFUELS Management Accounting System (AMAS)

WORK HISTORY

ANALYTICAL GOVERNMENT SOLUTIONS, LLC., PRESIDENT/CEO

09/09 – Present

As President of AGS LLC, Mr. Dickens develops, leads and staffs company markets in the Defense and Private Sectors for Cyber Security and IT programs, Systems Life Cycle Logistics, Systems Acquisition and Engineering, PPBE/Financial Management and Business Case Analysis and Cost Estimating. Mr. Dickens is highly engaged in market development and business capture, strategic corporate business direction, tailoring products/services to client objectives and leading staff from the executive leadership team to team partner relationships and associates executing project responsibilities. Active teaming markets include Defense Logistics Agency (DLA), Veterans Administration, Department of Justice US Criminal Courts IT Infrastructure, and many others.

KGS INC., AREA DIRECTOR, ACQUISITION, COST & LOGISTICS

02/12 – 12/15

Led business units for major IT Acquisition programs, Cost Analysis and financial programs for Homeland Defense initiatives, Marine Corps Systems Command, and Logistics business units for Defense Vehicle and Transportation programs. Expanded markets for Center for Disease Control, US Coast Guard, Transportation Security Agency and Federal Grants Administration. Directed Budget Execution support for the Defense Threat Reduction Agency (DTRA) including the Spend Plan Management and Reporting Tool (SMART), Recognition from DTRA Director's Staff for maintaining highly compressed timeline for tool and curriculum delivery and acceptance across all DTRA directorates. Conducted substantial IT Business Case on SMART. Documented all processes for Software implementation team including hundreds of procedures for transfer of dissimilar appropriations and program elements for execution of DTRA missions in Nuclear Threat Reduction, Chemical Biological multi-year programming for thousands of programs in OSD planning. Developed Gantt and Plans of Action and Milestones and documented all J6 IT directorate actions from DTRA software systems interface to configuration control for 7 directorates. Used SMART programming notes to develop teaching manuals, training plans and on-line instruction with fully documented IT learning guides for over 2000 DTRA personnel in under 3 weeks. WBS level 5 detail documentation matched detailed cost element support for cost and financial backup data and programmatic support for hundreds of agency Financial Working Group budget decisions. Agency SMART implementation met schedule for IOTE in less than 12 months due to Scientific and Financial Agency, Directorate Chiefs and agency director based on fact based IT, software development, IT interface and Agency Director and agency-wide community buy-in for BCA implementation actions. Comptroller and Chief Financial Officer provided "Outstanding" contract rating for AGS LLC based on highly successful BCA implementation under austere funding.

BOOZ ALLEN HAMILTON, SR MARKET MANAGER (LEAD ASSOCIATE)

08/07 – 02/12

Led multiple Cost Teams for the Joint Mine Resistant Ambush Protected (MRAP) Vehicle Program (JMVP) program Joint Program Office Estimate worth over \$3B in FY 12 funding. Led two support teams; one providing cost support to the Business Financial Manager for the Joint Program Office Estimate (JPOE), and pricing support for Contract Close-Out to the MRAP Contracting Officer for over 60 Independent Government Cost Estimates that have saved over \$125M in major vehicle upgrade programs. Led Navy Virginia class Design for Affordability initiative, forward-engineered cost improvements to \$30B submarine program. Significant BCA leadership: For **Defense Satellite Office (DSO)** led a team of engineers, scientists and cost engineers, developed a data collection and implementation framework and interviewed over a dozen senior satellite scientists, engineers and program managers to determine alternative engineering solutions and costs for back-up power sources, power source repair and replacement in hostile space environments, and associated schedules, alternatives and life cycle detailed costs for economic analysis alternatives based on wide variations of chemical and mechanical extension processes. Reviewed IT programming solutions for multiple communications, telemetry and launch payload procedures. Recommendations and cost fact based solutions formed the basis for OSD decision makers in cargo processing times, payload/vehicle schedule integration, and cost of alternatives for power life cycle extension alternatives. Joint Program Office (JPO) Mine Resistant Ambush Protected (MRAP) Vehicle. **National Depot Capacity:** Conducted several substantial BCAs and scientific studies on depot level logistic capacity, emergency egress systems and vehicle systems integration for JMRAP vehicle variations. Level 5 assemble level study for JMRAP subsystems such as Independent Steering System (\$.5M per vehicle), V-Hull design alternatives and other assemblies reviewed major depot capacity for shifting, parts certification and test and evaluation and assembly for overflow depot capacity at major Army facilities such as Red River, Lejeune and major defense depots to rapidly upgrade all vehicle variations for rapid deployment for Afghanistan operations. Documented upgrade labor and parts readiness procedures for major fleet assembly processes. **Emergency Egress Blast Door:** Conducted BCA/EA for pneumatic, hydraulic and electric alternatives to rapidly egress JMRAP personnel in case of vehicle rollover and blast effects. Collected and did regression analysis on draft, design and test of egress designs, metallurgy, cost and speed of systems in opening blast doors. Data collection detailed scientific design alternative analogs, comparative costs and time constraints. Scientific spiral hypothesis of test conclusions led to solutions that effectively saved lives in in-country blast occurrences. Study of Hot/Cold Storage and Prep for 90 day Wartime Readiness MRAP Peacetime Storage: Data collection and implementation alternatives for storage, corrosion prevention and WRM readiness requirements to rapidly reactivate US Marine Corps MRAP Fleet for wartime capability. Reviewed hot (rapid readiness) and cold (90 day preparation) for most efficient maintenance of MRAP peacetime fleet.

T.R.I., BUSINESS AREA (TECHNICAL) MANAGER**07/98 – 07/07**

Business Area Manager responsible for the marketing, staff recruiting, resourcing, proposal development, and technical execution of over \$6M in annual support for major life cycle cost estimates and financial products for Marine Corps Systems Command, Joint Program Executive Office for Chemical/Biological programs and the \$70B Coast Guard Deepwater program. Operations trainer for cost and acquisition instruction for a division of over 50 cost, logistics and program analysts. Also managed and led technical support for the Analysis of Alternatives (AoA) for the Army ACAT I Future Combat Systems (FCS) PM. **BCA on composite design** for US Coast Guard Fast Response Cutter engineering/ design impacts on major repairs was adapted by Commandant, USCG.

SENIOR FINANCIAL MANAGEMENT ANALYST, DEFENSE TRAVEL SYSTEM**07/97 – 07/98**

Chaired the Joint Service Defense Travel System (DTS) Cost Improvement Group for services' travel IT resource requirements. Determined development and fielding schedules, system acquisition milestone planning, basis and costs for status quo and preferred alternatives for the \$2B DTS joint service travel program office system. Led DTS Source Selection Evaluation Board Economic Analysis team for prime developer down-select. Briefed DEPSECDEF as lead estimator for communication component systems for the Economic Analysis for the Defense DTS.

AIR FORCE COST ANALYSIS AGENCY, SPACE SYSTEMS DIV, ICA TEAM LEADER**07/96 – 07/97**

Led the Air Force Cost Analysis Agency's largest Independent Cost Analysis (ICA) at that time, the multi-billion dollar Evolved Expendable Launch Platform (EELV) space vehicle, successor to the Titan launch vehicle. Led multi-command teams' estimates and BCA Preferred Alternatives for four major prime contractors' space vehicle variations. Evaluated four designs for investment alternatives. Planned and led the comparative evaluation of the Space Systems Command and Air Force Cost Analysis Agency's Service Cost Position (SCP). Briefed the EELV ICA through DoD Cost Analysis Improvement Group (CAIG).

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE, COST DIVISION MANAGER 07/94 – 07/96

Directed the Air Force Center for Environmental Excellence's (Air Staff Direct Reporting Unit) Cost Analysis Division. Directed budget obligation and execution planning for the Comptroller for BRAC decision allotments. Developed cost and acquisition procedures for the AFCEE command in evaluating the award fee progress of prime contractors conducting remedial clean-up of hazardous contaminants of Air Force bases for \$30B in BRAC and DERA identified sites. At the AFCEE Comptroller's request, established budget accounts for multiservice remediation projects that were not funded by DERA or BRAC congressional funds. Managed Command Award Fee Determination Board for over 500 award-fee environmental/construction projects.

ROBBINS-GIOIA COST SITE TEAM LEADER 07/93 - 07/94

Led a consultant team of 14 analysts and schedulers in tracking performance measurement and progress for AFCEE environmental remediation projects. Saved tens of millions in dollars for analysis of progress and award fees for major defense environmental remediation projects including multi-billion Bergstrom AFB clean-up and Base Realignment and Closure Superfund projects.

ASST SECRETARY OF THE AIR FORCE, FINANCIAL MGT, PENTAGON BUDGET EXECUTION MGR

07/89-07/93

Led over 50 HQ Air Force appropriation analysts in numerous, time-compressed Air Staff budget exercises for the \$100 billion Total Obligation Authority (TOA) dollar-plus annual Air Force Budget. Implemented OSD Defense Planning Guidance (DPG) for annual Program Objective Memorandum (POM) submissions to OSD, guided all Air Force appropriation analysts to meet Presidents Budget Decision (PBD) guidance on a daily basis throughout the PB cycle. Interacted with Air Staff 3 Star panels and General Officers for Logistics, Operations, Resource Management, Space Systems, Acquisition, Personnel and many other Air Staff directorates on a daily basis for resource allocation and policy issues. Coordinated Staff directorates' inputs as Action Officer for Dr. Rice's Composite Air Wing resource study; personally briefed the results to the Secretary of the Air Force and Air Force Vice Chief of Staff. Executive Officer for the Senior Executive for AF Budget Execution managing AF Budget Policy, Personnel, O&M, Outlays, R&D and MILCON. Led over \$2B savings in Defense Management Review Decisions for the OSD DMRD Executive.

AIR FORCE ENLISTED/ OFFICER POSITIONS IN MANAGEMENT/ COST ANALYSIS, FINANCE, PROGRAM MANAGEMENT AND LOGISTICS 07/71-07/93

PUBLICATIONS

- **Aug 2011** Study Red River Army Depot Logistics Upgrade Assembly Capacity: Study of Red River Army Depot capacity for alternative assemblies of upgrades for the Joint Mine Resistant Ambush Protected (JMRAP) major Chassis assemblies.
- **Jul 2007** White Paper for the Commandant, US Coast Guard, Systems Engineering/Cost Review of the Fast Response Cutter, Composite Design: Reviewed FRC composite design including Spar/surface repairs, cost impacts of bow design on R&D investment, likely costs using composite designs, cost drivers for traditional and composite material applications.
- **Sep 2001** Regression Analysis on Major Technical Drivers for NAVAIR Fleet SLEP Determination: Review Test Cycles, aircraft spar metal stress, and other factors in determinations to upgrade or extend life cycle of fighter, cargo, fixed wing aircraft or initiate new variants for NAVAIR assets.
- **Jun 1995** Earned Value Management in Environmental Remediation Programs (AFCEE San Francisco Symposium): Description of Earned Value Program Management Techniques for managing over 500 diverse Environmental and Construction programs for DERA/BRAC Superfund remediation projects.
- **Jun 1989** Cost Analysts Role in Establishing the Program Office Technical Baseline in Cost Analysis Studies: Presents argument that cost analysts often initiate/accelerate establishment of program office technical baselines and architecture because of cost analysts' integrated evaluation of technical approaches, systems employment, architectures and technology that push decisions on an integrated architecture. (HQ ATC PMCS).
- **Jul 1980** Review of Avfuels Management Accounting System: Methods of Improving overseas accounting of aviation fuel procurement in remote defense overseas posts (HQ AF Comptroller Special Studies Program).