

Kathleen P. Sridhar Small Business Executive of the Year Award Nominee:

Name: Mr. Steve Roerman
Title: Chief Executive Officer
Company Name: Lone Star Analysis

Nomination Submitted By:

Name: Mike Dietz
Organization: Lockheed Martin

What is the nominee's contribution to the small-business sector and the defense industrial base?

Steve was a supporter of small business as an executive at Texas Instruments, and Raytheon. As a leader at these major defense firms Steve provided small business DOD development opportunities through mentoring and proposal partnerships, program management and execution guidance. When he co-founded his Lone Star Analysis in 2004, support for small businesses continued.

In their first prime contract, Lone Star Analysis teamed with another small business which previously had not done DOD work, bringing innovative commercial technology to the USMC and another creative small business into the DOD industrial enterprise. This team mate went on to support other important DOD initiatives, but always credited Steve and Lone Star, saying defense business would not have been a consideration had it not been for Steve's initiative to recruit them.

Since then, this pattern has continued. Under his guidance, Lone Star recently worked to qualify other small firms of excellence to support NAVAIR. Four different small firms have won NAVAIR work with Lone Star Analysis as a team mate.

Steve's exceptional technical skills and his first hand small business experience allows him to positively impact the growth and contributions of thousands of US-based small businesses. In 2015, Steve was asked by the House Small Business Committee to testify at hearings on GSA policies hurting small business. The committee staff consulted with Steve to devise congressional oversight strategies to ensure GSA practices did not discourage robust small business participation in federal contracting.

Under Steve's guidance Lone Star conducts pro bono studies for critical defense issues. Lone Star conducted a complex business modeling study for the HASC to assess acquisition reform policy efforts. As part of this study, Steve was asked to draft potential language to implement various alternatives. In continuing support for all of DOD's small business contributors, Steve recently led another pro bono study in support of OPNAV, under NDIA's convening authority as described in the next section. The HASC and OPNAV work earned recognition by others, including the Congressional Research Service.

Steve makes personal contributions to defense projects including many aircraft and guided weapons programs. He led the team which won an Aviation Week Laurels award for JSOW. He was program manager for the F-117's guided weapon. He was named Senior Member of IEEE for pioneering work in fly by wire. He supported the requirements definition teams for the F-22 and F-35. He has supported studies for the intelligence community, Navy Studies Board, Air Force Scientific Advisory Board, Naval War College, and the Defense Science Board. His contributions to operations research range from cyber issues to nuclear exchange analysis. His work in air defenses shaped Army and Navy defense systems and USAF and Navy defense suppression systems.

Through a lifetime of contribution, Steve has increased DOD's access to exceptional small business talent and improved access to DOD problems and challenges for all small businesses.

How is the nominee involved with NDIA on a national or chapter level?

Steve is a life member of the NDIA. His firm has been a corporate NDIA member for many years.

He has been a long-standing supporter of the Precision Strike Association, and for more than a decade has served as secretary for the Richard H. Johnson Award recognizing outstanding personal technical achievements resulting in significant contribution to precision strike systems. Steve personally recruited NDIA volunteers to create the award jury and committed that Lone Star would donate the original solid sterling trophy to the NDIA. He has coordinated fund raising of more than \$20,000 so award winners could travel to receive the award.

He coordinated a 2016-17 effort in support of OPNAV N8, N6 and N2. That study involved the coordinated efforts of NDIA, and the Telecom Industry Association. Steve personally acted as liaison between NDIA, TIA and OPNAV.

Steve has encouraged volunteers from his firm to help the Lone Star Chapter, his home chapter. In addition, his firm has twice hosted chapter meetings during 2017.

Working individually, through Lone Star Analysis and in partnership with NDIA, its chapters and divisions, Steve continues to contribute to our national defense and preparedness.

Additional References:

VADM (Retired) David Dunaway, United States Navy

RDML (Retired) William G. Sizemore, United States Navy

VADM Mat Winter, F-35 Program Executive Officer

How does nominee give back to the community through mentoring or charitable work?

Under Steve's leadership, Lone Star Analysis has been recognized by many charities. The company supports several organizations who care for recovering war fighters and their families. For years, Lone Star has held an annual Christmas charity auction to support the Warrior and Family Support Center at Fort Sam Houston. The company, through Steve's leadership, continually supports the USO and community charities, including a women's shelter. As noted earlier, Lone Star routinely donates pro bono work.

In addition to mentoring and partnering with other small businesses, Steve has promoted Lone Star's mentoring internship program. The program helps young people who might not otherwise have a chance to experience STEM and defense related work. Lone Star's internship program is one of the largest in Texas when measured as a percentage of the staff and continues to positively impact young people. This effort could not be sustained without the executive commitment of Steve and his co-founders. Each year, Steve leads a seminar for college students titled "I wish someone had told me" about life lessons that successful role models wish someone had told them when they were 20.

On a personal level, Steve supports many charities. He serves on the board of Dallas Metro, a charity supporting disadvantaged children and their families. He has long supported The Steak Team Mission, a charity providing a steak dinner for troops deployed around the world. Steve has volunteered to go on missions to cook and serve the troops. He has provided financial support to purchase steaks and other food for the charity.

Through personal commitment, exceptional leadership, and recognized outstanding performance, Steve demonstrates a continuing commitment to the people in his communities and those that protect them.

1. More detailed/additional information on the contribution to the Small Business and Defense Industrial Base

At Lone Star, Steve has been an active supporter of other small businesses and the industrial base

- Lone Star's work in the application of analysis to every phase of the defense industrial base has impacted everything from pricing during the bid, to improving performance on contract. Lone Star's customers have won many billions of dollars in competitive bids, using Lone Star's Price-to-Win analysis. Lone Star's government customers have improved operations and safety, and improved

relations with contractors using fact-based analytics to deal with difficult contracting topics.

- Three of the four largest military pilot training organizations use a Lone Star enterprise analytics simulation to manage their operations. They report cost payback ratios exceeding 50:1 (\$50 of improvement for each dollar of analytics).
- Many operators of large military aircraft fleets use Lone Star predictive maintenance analytics to predict and prescribe their resource needs in the future. These firms report exceptional cost payback ratios.
- Lone Star helped NASA conduct analytics around the proper role of government and the industrial base in the quest for human exploration of Mars. The result was a realignment of roles compared to the Shuttle era, with a richer industrial base and a more stable systems strategy at NASA.
- Lone Star has helped other small firms with benchmarking, best practices, operational improvement, and dealing with DSS, DCMA, and DCAA
- Lone Star does major pro-bono studies on defense policy from time to time. One study for OSD helped quantify the benefits of using Technology Readiness Levels (TRL) for procurement decisions. A study for the HASC helped shape the current movement to reform the protest system, and to treat small firms differently than major primes.
- The protest study, in addition to being used by the HASC, was recognized by INFORMS as exemplary multi-criteria analytics.

2. More detailed/additional information on giving back to the community/ charitable work

Lone Star is a supporter of many veteran's related charities. The company has been a long-time supporter of the BAMC Warrior and Family Support Center in San Antonio, providing volunteer help, practical needs (e.g. diapers) and cash contributions. The company hosts silent auctions for employee events, and donates funds for several charities, including the USO.

Lone Star has one of the largest internship programs – roughly 10% of the employee base each year are interns. These are paid positions offering both high school and college students a chance to do real work. A significant proportion of the interns are female and minority youth who greatly benefit from the experience, the credentials and the networking.

3. More detailed/additional information on giving back to the community/ charitable work

Lone Star's facilities are used each year by industry associations and professional societies, including the NDIA and the Strategic and Competitive Intelligence Professionals (SCIP).

Steve has worked as a volunteer in many roles. To name a few:

- He leads the Richard H. Johnson Aware (Johnson Trophy) jury to recognize technical contributions in precision strike for NDIA's Precision Strike Association. Lone Star made the founding donation to create the award and led fundraising amounting to more than \$25,000 over the past decade to support the award, and to pay for travel costs for award winners.
- Steve supports and serves on the board of one of the Dallas area's oldest charities for inner city children, among other non-profit roles he has played over the years.
- Steve volunteered to lead a global benchmarking effort on analytics. He brought together the NDIA/ I/ITSEC, INFORMS, the Society of Petroleum Engineers, and other associations and non-profits. It is the most significant effort to understand best practice in modeling, simulation and analysis. This four-year study has the potential to improve many aspects of our modern "algorithm age."
- Steve volunteered to lead a 2016-2017 study for OPNAV under NDIA sponsorship on modern tactical networks. He recruited the Telecom Industries Association (TIA) for the first NDIA-TIA joint project in support of DoD. This generated a report which was widely viewed and briefed to the CNO. OPNAV expressed appreciation to both TIA and NDIA. This volunteer role required numerous unpaid trips from DFW to Washington and Steve committed both his own time, and the time of other Lone Star employees.