



# Office of Program Analysis & Evaluation

## Office of Program Analysis & Evaluation (PA&E)

W. Michael Hawes, Associate Administrator  
Trish Pengra, Deputy Associate Administrator  
How do we best support key Agency decisions?

### Studies And Analysis

Thomas Cremins, Division Director  
What do we need?

- ◆ Advanced planning
- ◆ Analytical decision-making support
- ◆ Enable and coordinate strategic studies

### Cost Analysis

Thomas Coonce, Division Director  
How much Does it cost?

- ◆ Cost estimates of potential programs and projects
- ◆ Maintain cost estimation tools
- ◆ Develop cost analysis policy

### Mission Support

Robert Moreland, Division Director (Acting)  
Support PA&E Mission

- ◆ PA&E budget formulation, development, and execution
- ◆ PA&E personnel management
- ◆ PA&E Contract Management
- ◆ Support Special Studies

### Strategic Investments

Cynthia Lodge, Division Director (Acting)  
What is the right mix of Agency programs?

- ◆ Program and portfolio analysis
- ◆ Agency Strategic Plan
- ◆ Agency Performance Plan
- ◆ Performance and Accountability Report

### Independent Program Assessment

James Ortiz, Division Director (Acting)  
How are we doing?

- ◆ Independent program and project reviews at major milestones
- ◆ Program and project independent cost estimates and analysis
- ◆ Ongoing surveillance of projects during development