

2018 Packard Awards



THE DAVID PACKARD EXCELLENCE IN ACQUISITION AWARD is the premier award within the Department of Defense (DoD) for recognizing organizations and teams that have demonstrated exemplary performance and innovation in acquiring and delivering products and capabilities to the Warfighter. The award was named for the former Deputy Secretary of Defense and Hewlett-Packard cofounder who chaired the Reagan-era Packard Commission on efficiency in defense management.

The recipients of the 2018 Packard award were honored at a Feb. 25, 2019, Pentagon ceremony hosted by the Honorable David L. Norquist, Performing the Duties of the Deputy Secretary of Defense, and the Honorable Ellen M. Lord, Under Secretary of Defense for Acquisition and Sustainment. In a joint message, Mr. Norquist and Ms. Lord said that acquisition excellence, innovation and reform are extremely important in delivering advanced equipment and capabilities that enhance lethality and warfighting readiness and ensure that U.S. technological superiority endures well into the future. They added that the significant achievements of the four winning teams illustrate DoD's tremendous ongoing gains in agility, efficiency and productivity.

The 2018 Packard Award recipients are the Air Force's Enhanced Polar System Team, the Army's Rapid Capabilities and Critical Technologies Office and Project Manager Electronic Warfare and Cyber Team, the Missile Defense Agency (MDA) Spacebased Kill Assessment Program Management Office, and the Special Operations Command's Stand-Off Precision Guided Munitions Team.

2018 Packard Award Recipients

The Air Force's Enhanced Polar System Team was presented the David Packard Award for its work in combining precise mission execution, system development innovation, and seamless system integration, which resulted in successes spanning the entire acquisition life cycle. The team discovered a never-before-attempted-in-space-acquisition payload hosting opportunity with Space Norway to recapitalize the Enhanced Polar System constellation and avoid a coverage interruption. The team devised an acquisition strategy to develop system payloads for integration on the Space Norway communications satellites scheduled to launch in 2022. This effort is unprecedented in its ambition, breaking new ground in international space partnerships and poised to deliver a cost savings of \$900 million 3 years early. In parallel, the team reconstructed the Control

and Planning Segment development schedule to ensure that vital cyber protection updates are made, becoming the first space Command and Control operational system to successfully deploy the Defense Information Systems Agency-mandated Host-Based Security Service or protection against cyberattacks on the \$200 million software architecture. The updated Control and Planning Segment plan saved \$33 million with more than 45,000 cyber fixes and more than 2,000 software change requests resolved 6 months early, culminating in the successful completion of the Control and Planning Segment site acceptance test. The team's successes have mitigated the risk of a protected communications gap in the North Polar Region and enable continuous, secure, jam-resistant strategic and tactical communications for the U.S. Warfighter.



From left to right: Maj Robert Wible; Mr. Peter Shchupak; Lt Col Kenneth Smith; Mr. Norquist; Col Tim McKenzie; Ms. Lord; Maj Oliver Silva; Maj Kevin Springer; and Mr. Ernest Finney.

The Army's Rapid Capabilities and Critical Technologies Office and Project Manager Electronic Warfare and Cyber Team partnered to implement a phased prototyping, experimentation and fielding approach to deliver new electronic warfare capabilities, representing a fundamental and innovative shift in how the Army delivers new capability. This new tactic incorporated Soldier feedback throughout, infused new technology as it became available, and quickly delivered incremental upgrades to reduce operational risk while informing the program of record capabilities under development. The team established a rapid prototyping approach to drive system design, performance, functionality

and training, delivering needed electronic warfare capabilities into the hands of Soldiers approximately 1 year after they were first envisioned. In doing so, the partners met operational needs in the near- and mid-term and closed a strategic gap against a rapidly modernizing adversary until enduring Army programs are ready for fielding. Already, Soldiers with the 2nd Cavalry Regiment, 173rd Airborne and rotational Armored Brigade Combat Teams in Europe are using the new tools to implement electronic protection for their own formations, detect and understand enemy activity in the electromagnetic spectrum and disrupt adversaries through electronic attack effects.



From left to right: Mr. Ken Strayer, Mr. Doug Wiltsie; Mr. Brandon Little-Darku; Mr. Norquist; LTC Eric Bowen; Ms. Lord; Ms. Tanya Skeen; Ms. Vanessa Pittman; COL Kevin Finch; and COL (Ret.) Marty Hagenston.

(DoD photos by U.S. Army Sgt. Amber I. Smith)

2018 Packard Award Recipients

The MDA Spacebased Kill Assessment

Program won its award for working to provide the Ballistic Missile Defense System a battle damage assessment capability from space to protect the United States and allies from a ballistic missile attacks. The team displayed groundbreaking innovation in overcoming cost and schedule challenges to deliver spacebased kill assessment payloads quickly and affordably to the Warfighter. This was achieved by hosting military payloads aboard commercial satellites and delivering only what was minimally essential, not exquisite, for military utility. The team reduced the traditional space development timeline of 6 to 8 years to less than 4 years to meet the schedule of the host, ensuring the payload would not be delivered late to the commercial host and consequently miss its ride into space. The team achieved programmatic speed by employing establishing priorities at the start of the program and maintaining them during program execution and by unrelentingly pursuing decision-making speed at every opportunity. The program saved \$700 million and



From left to right: Mr. Norquist; Mr. Michael Schlacter; Ms. Lord; Lt Col Michael Lynn.

50 percent of the development time compared to a similar battle damage assessment program not employing these advanced techniques.



From left to right: Ms. Michelle Cames; Mr. Ralph Stewart; Lt Col Jeffrey LaFleu; Mr. Norquist; Col Melissa Johnson; Ms. Lord; Mr. Todd Hadley; Capt Zach Westerfield; and Mr. Jerry Graybill.

The Special Operations Command's Stand-Off Precision Guided Munitions Team

won its David Packard Excellence in Acquisition Award for rapidly fielding dominant Special Operations Forces (SOF) capabilities with significant cost savings by overcoming numerous challenges through agile acquisition, innovative acquisition techniques and best value solutions. These efforts resulted in game-changing lethality leaps for SOF-peculiar munitions on a variety of manned and unmanned SOF platforms, and mitigated severe SOF and DoD-wide munitions shortages. They increased multiple munitions production lines from between 112 percent and 300 percent in less than 1 year in support of theater special operations commands and National

Mission Forces. The team rapidly prototyped and delivered unprecedented lethality by fielding the GBU-69/B Small Glide Munition, a near-zero collateral SOF-peculiar Hellfire missile. The team leveraged innovative acquisition practices, including Cooperative Research and Development Agreements, Other Transaction Authorities, open architecture systems, and streamlined contracting processes that awarded maximum production contracts 89 percent faster than similar Service-specific contracts, saving the DoD \$110 million. The team has protected U.S. interests against increasingly capable enemies operating in a complex, rapidly changing operational environment while accelerating delivery of critical SOF capability.