

Mission Focused / Customer Impact

- **Affected a 35% increase in professional certification of the workforce, a 65% reduction of customer requirements backlog, and an additional \$35M in customer obligations without increasing costs**

While overseeing and managing operations to provide direct external logistics support to the highest echelons of Headquarters Marine Corps (HQMC) leadership having indirect impact across the entire USMC, the organization I inherited had become very successful meeting relentless delivery deadlines for new procurement requirements but the intense execution speed came at the expense of quality and cost control. To address the situation, I led my team to initiate an internal inspection program and developed customized procurement procedures with a complimentary training plan. As a consequence new streamlined processes created a more efficient operation and training was more effectively tailored to the skills that were most in need. In six months time, the result was a 35% increase in professional certification of the workforce, a 65% reduction of customer requirements backlog, and an additional \$35M in customer obligations without increasing costs.

- **Enabled additional \$50M basic research and development**

I led an effort to re-structure terms and conditions of an acquisition that enabled the National Academy of Science to assist our organization in the selection and acquisition of basic research services from the most highly qualified Post Doctoral research scientists in the world. The result of the contribution of the team I led was an additional \$50M basic research and development. Additionally, my team's efforts directly benefited an enterprise-wide research network of laboratories dedicated to leading the discovery, development, and integration of technologies for air, space, and cyberspace forces that was (and is) better than that of any other nation.

- **Decreased malfunction rate by 60% and enabled significant progress made in determining a synthetic replacement for the root cause material**

Six barrel machine guns (mini-guns) capable of firing in excess of 2000 rounds per minute were malfunctioning in combat. Malfunctions at high rates of fire were likely to create catastrophic equipment failure and significant injury to personnel. The source of the malfunction was traced to the sub-standard quality of a natural binding agent in the propellant of the ammunition primers. I coordinated the joint efforts of the Program Management Office for small caliber ammunition, the Army's Research and Development Command, the USDA Forest Products Laboratory, and ATK Corporation, and oversaw a project to reduce quality variability of the binding agent. As a result, mini-gun malfunctions were reduced by 60% and enabled significant progress made in determining a synthetic replacement for the binding agent.

- **Overcame critical supply issues to save in excess of \$2M and maintain critical operations in a hazardous duty environment**

During the time I led the purchasing office in Kabul, Afghanistan in direct support to strategically important tenants including, the Joint Military Operational Task Force, the Office of Military Cooperation, and the US Army Corps of Engineers my team had the mission to provide all compound logistics and we had a significant fuel supply issues. Each time fuel was delivered not only was the quality poor, it was also insufficient which imposed overly frequent work stoppages due to unscheduled generator maintenance, disabled our capability to supply fuel to support local air field operations, and caused a complete operational shutdown at prolonged intervals between fuel deliveries. I determined the source of the problem, restructured our fuel supply contract with third world suppliers and optimized components of our strategic global supply chain network (Russia, Pakistan, rural Afghanistan territorial provinces, and others) for higher quality fuel supply and a delivery schedule that ensured fuel would not run out. As a result, we overcame poor fuel quality and fuel shortages to eliminate downtime in base camp and supporting vehicular operations to save the Government in excess of \$2M in lost work effort and maintain critical operations in a hazardous duty environment.

- **Saved \$22M over five years while increasing the per unit cost for provider resources committed and maintaining quality performance that enabled Congressional approval for a training funds budget of over \$16B annually**

The Army was reliant upon an existing best value service provider to provide analysis and develop a mathematical model that would accurately predict and reliably anticipate a future Army-wide training budget. The provider knew the Government could not live without external support and proposed a highly technically qualified staff (strongly desired by the Government) that was very expensive and increased the opportunity cost of obtaining these specialized services beyond a reasonable price. I changed the contract type, restructured the terms and conditions of the deal, and negotiated a win-win situation. The Government saved \$22M over five years while increasing the per unit cost for the most effective provider resources. The resulting quality analysis and associated model performance directly enabled Congressional approval of a training funds budget of over \$16B annually.