



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE, MISSILES AND SPACE
5250 MARTIN ROAD
REDSTONE ARSENAL AL 35898-8000

REPLY TO
ATTENTION OF

SFAE-MSL

MEMORANDUM FOR Ms. Vicky DeGuzman, Awards Coordinator, USAASC

SUBJECT: 2017 Army Acquisition Executive's (AAE) Excellence in Leadership Awards – Acquisition Support Professional of the Year Category

1. I am pleased to nominate Mr. William Breffeilh for the 2017 AAE Excellence in Leadership Award – Acquisition Support Professional of the Year category. Mr. Breffeilh's many accomplishments have contributed significantly to all members of the Army Acquisition Workforce and merit special recognition.
2. Mr. William Breffeilh serves as the Deputy Project Manager for the PATRIOT Air and Missile Defense System. During the period 1 July 2016 to 30 June 2017, Mr. Breffeilh oversaw the largest and most complex upgrade to the PATRIOT Air and Missile Defense Weapon System. The upgrade, to include development, procurement, and fielding, is programmed at \$827M (2013 to current). The complexity entails both hardware and software enhancements, including nearly half a million software source lines of code. His leadership and acquisition expertise directly contributed to the high performing Project Office with a number of significant, enduring achievements in support of the Warfighter and the tax payer.
3. Mr. Breffeilh is current with DAWIA acquisition career field certification and continuous learning points.
4. The point of contact for this action is Ms. Kara Light, 256-313-3429, kara.d.light.civ@mail.mil.

A handwritten signature in black ink, appearing to read "Barry J. Pike", is positioned above the printed name.

BARRY J. PIKE
Program Executive Officer,
Missiles and Space

Assistant Secretary of the Army for Acquisition, Logistics, and Technology

2017 Army Acquisition Executive's (AAE) Excellence in Leadership Award

ACQUISITION SUPPORT PROFESSIONAL OF THE YEAR

Administrative Information

Nominating Organization

Organization's Name: Program Executive Office, Missiles and Space

Lower Tier Project Office

Mailing Address: 5250 Martin Road

Redstone Arsenal, AL 35898-8000

Primary Point of Contact

Name: Dr. Charles Basham

Title: PEO Missiles and Space Chief of Staff

Telephone: 256-876-0872

E-mail: charles.s.basham.civ@mail.mil

Name, Grade, and Position Title of Nominee

Name: William A. Breffeilh

Grade: NH IV Title: Deputy Project Manager Lower Tier Project Office, PEO
Missiles and Space

E-mail: william.a.breffeilh.civ@mail.mil

Specific achievements: Mr. William Breffeilh serves as the Deputy Project Manager for the PATRIOT air and missile defense system. During the period 1 July 2016 to 30 June 2017, Mr. Breffeilh oversaw the largest and most complex upgrade to the PATRIOT air and missile defense weapon system. The upgrade, to include development, procurement, and fielding, is programmed at \$827M (2013 to current). The complexity entails both hardware and software enhancements, including nearly half a million software source lines of code.

From the start, Mr. Breffeilh provided input and direction that ensured success of this upgrade. He advised the development of the contracts requirement package, ensuring the right type of contract was used and the appropriate incentives structured that have resulted in the contractor delivering required kitting on time and within cost targets. Mr. Breffeilh collaborated with the warfighter in writing the operational justification and with the sustainment command in providing the required safety documentation, which resulted in the Army approving an urgent materiel release to enable Soldiers to operate and maintain the upgraded system while in development and testing. In support of the developmental testing of the upgrades, Mr. Breffeilh used his knowledge of assessing complex systems (he was the Army's Product Manager for the Army Tactical Missile System, Brilliant Anti-armor Submunition) to help in determining the best mix of simulation and flight tests; the optimization of the target types (ballistic missiles, cruise missiles, high performance aircraft); and deconfliction of PATRIOT assets used in other Army and Missile Defense Agency system of systems testing. As a result, the largest developmental test in the history of PATRIOT was successfully achieved, which totaled six high-fidelity targets launched, ten PATRIOT interceptors fired, and the successful demonstration of the system's longest, farthest, and most accurate engagement ever achieved. The successful developmental test has set the system on the path to success for the operational test campaign, July-Sep 2017.

Value of the nominee's contributions during the award period to the mission of one's organization in supporting one or more of the ASA(ALT)'s priorities: Mr. Breffeilh's contributions to air and missile defense have had an immediate positive impact on enhancing capability and an enduring effect on worldwide capacity. Mr. Breffeilh's influence on the largest PATRIOT modernization, through his guidance and sharing of knowledge, has mitigated capability gaps and enabled performance pacing of a highly proliferating and progressive air and missile defense threat. Mr. Breffeilh's expertise, essential in implementing the stress-reduction of the Deputy Secretary of Defense (DSD) and the Vice Chief of Staff, Army (VCSA) initiative that enabled modernization-in-place of U.S. PATRIOTs in Korea, ensured that the critical air and missile defense coverage on the peninsula did not lapse during the modernization while alleviating the need to deploy a battalion from the U.S. and enhanced the PATRIOTs in Korea with the most modern capability. In terms of capacity, Mr. Breffeilh's expertise in foreign military sales helped synchronize both U.S. and partner buys, which conglomerated \$3.5B in procurement buying power. This lowered the unit price on missiles from \$6.4M to \$4.6M and enabled the U.S. to procure 24 additional missiles. Mr. Breffeilh's ability to identify project risks and communicate mitigation, enabled a significant growth in the global PATRIOT partnership (potentially three additional partners) and capability enhancement (dedicated investment in upgrading existing systems).

Demonstration of leadership: Mr. Breffeilh was counted upon to lead the LTPO as acting Project Manager for 6 months. During that time period, Mr. Breffeilh provided leadership and guidance over two U.S. major defense acquisition programs (MDAP) and a pre-MDAP in conjunction with extensive international program requirements comprised of twelve foreign partners with commodities encompassing all phases of the system acquisition life-cycle model. As acting PM, Mr. Breffeilh engaged successfully with the Army Acquisition Executive and the Defense Acquisition Executive resulting in a concurrence to proceed with an acquisition strategy path to Milestone A in FY 18 for a new competitive Lower Tier Air and Missile Defense Sensor; a projected ACAT 1C program. Mr. Breffeilh, also received accolades for his presentation of the PAC-3 MSE Selective Acquisition Report to the Chief of Staff of the Army with the end result of program certification.

Mr. Breffeilh also personally mentored several members of the workforce, his mentorship is sought after even outside of the project office. His effective mentoring led to one of his senior rated GS13 employees being selected as a Deputy Product Manager. His leadership and acquisition expertise directly contributed to the high performance of the project office with a number of significant, enduring achievements in support of the warfighter and the tax payer.

Acquisition support professional specific criteria: Compounding the complexity of this upgrade, the DSD challenged the VCSA to create an initiative to lower the deployment stress on the PATRIOT force (currently over 50% of the force is deployed or forward stationed). Mr. Breffeilh implemented a tiger team composed of system, logistician, contractor, and user subject matter experts to develop a plan that could be executed in a year. His guidance to the team – think creatively and be innovative - resulted in the first ever “modernization-in-place” paradigm that upgraded the PATRIOT systems in greatest need (Korean Peninsula) while alleviating the need to deploy a CONUS-based PATRIOT Battalion to conduct the AMD mission while the upgrades were installed on the forward stationed unit’s systems. Mr. Breffeilh led the complex planning required to get the upgrade materials to the Peninsula, the establishment of a staging and upgrade area in coordination with the host nation, and synchronization with the unit to keep assets operational while concurrently removing systems for upgrade. During this upgrade, the air and missile defense mission was not compromised and the upgrade is progressing ahead of schedule.

In addition to the largest and most complex upgrade, Mr. Breffeilh also provided direct oversight to the robust Foreign Military Sales (FMS) program of PATRIOT. The PATRIOT FMS program is comprised of twelve international partners, involving \$16B in case value. His experience in project management, especially in should cost and schedule control, coupled with his style of leadership that facilitates the speed of trust among the partners, enabled a historic growth in the worldwide PATRIOT partnership. The partners that already have the system have dedicated investments totaling \$2.6B to upgrade their systems. Three new partners are in the final stages of choosing PATRIOT, which will mark a 25% growth in the global PATRIOT force structure.

Award Citation

Mr. William Breffeilh is recognized for his exceptional achievements, contributions, and leadership to the Army, joint, and multi-national air and missile defense community while serving as the Deputy Project Manager in the Lower Tier Project Office, providing life-cycle management of the PATRIOT system from 1 July 2016 to 30 June 2017. Mr. Breffeilh's superb management of PATRIOT's largest upgrade ever, valued at \$827M, which will deliver next generation capability and maintain threat overmatch, is on schedule, meeting performance expectations, and within objective cost thresholds. Mr. Breffeilh's project management experience and expertise were crucial in implementing a four star initiative to lower the deployment stress on the PATRIOT force that is not only reducing the stress, but also delivering the next generation capability to the units that needs it most. Mr. Breffeilh's remarkable leadership – from flawlessly performing the duties as the Project Manager for six months to establishing the first-ever organizational professional development program that has gained external following – was instrumental in ensuring the PATRIOT system can counter the progressive threat set while setting an organizational climate of growth and enhancement. His effort during this period has furthered joint and multi-national capability and capacity and will have an enduring effect. Mr. Breffeilh's superior dedication to the mission and his professionalism reflect great upon himself, the Program Executive Office, Missiles and Space and the U.S. Army.