



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

REPLY TO  
ATTENTION OF

SFAE-MSL

JUL 24 2017

MEMORANDUM FOR Mr. Craig Spisak, Director, USAASC

SUBJECT: Nomination for the 2017 Army Acquisition Executive's (AAE) Excellence in Leadership Award, Business Operations Professional of the Year Award

1. I am pleased to nominate Mr. Daniel S. Hemeyer for the 2017 AAE Excellence in Leadership Award – Business Operations Professional of the Year Award category. Mr. Hemeyer's many accomplishments have contributed significantly to all members of the Army Acquisition Workforce and merit special recognition.
2. Mr. Hemeyer continues to distinguish himself while serving as the Director, Program Management Directorate, Lower Tier Project Office, Program Executive Office, Missiles and Space. He successfully manages two ACAT 1 major defense programs that encompass the full system acquisition life-cycle. He accomplishes this by supporting key elements of the Army's Air Defense Portfolio and top DoD senior leadership to defend and secure funding for critical Warfighter requirements. He is a role model leader, supervisor, and mentor who has made a profound and lasting positive impact on our Nation's military with tireless focus on the Warfighter's need and ability to counter evolving threats.
3. Mr. Hemeyer 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*

***BUSINESS OPERATIONS PROFESSIONAL OF THE YEAR***

**Nominating Organization**

Organization's Name: Program Executive Office, Missiles and Space  
Lower Tier Project Office,  
Mailing Address: 5250 Martin Road  
City: Redstone Arsenal State: AL Zip: 35898-8000

**Primary Point of Contact**

Name: William Breffeilh  
Title: Deputy Project Manager  
Telephone: 256-955-3242  
E-mail: william.a.breffeilh.civ@mail.mil

**Name, Grade, and Position Title of Nominee**

Name: Daniel S. Hemeyer  
Grade: NH-IV, GS-15 Step 10 Equivalent  
Title: Director PEO MS LTPO Program Management  
E-mail: daniel.s.hemeyer.civ@mail.mil

## Award Narrative

**Specific achievements:** Mr. Daniel S. Hemeyer's bold leadership and contributions in the business and financial management of the US Army's PATRIOT air and missile defense system have produced strategic results with efficiency and economy that support U.S. national security objectives and the Department of the Army's mission. Specifically, Mr. Hemeyer effectively and concurrently manages 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. He comprehensively manages \$12B of Army funding for current and prior year active appropriations, budget year plus one and the five-year POM, four Procurement, five RDTE and three OMA appropriations, 152 active contracts/task orders valued in excess of \$25.5B and Foreign Military Sales (FMS) of \$34.5B for twelve partner nations. His creative use of synergy with US and foreign partner acquisitions, optimizes the investment base of the \$12B US Army funding across the budget cycle. This maximized buying power directly resulted in the U.S. Army saving over \$113M in reduced operation and maintenance costs, obsolescence mitigations, and implemented system performance improvements. Mr. Hemeyer's financial management expertise enables continued robustness of the PATRIOT industrial base, contributing \$140M annually in revitalized work. His contributions are instrumental in maintaining the excellence of the PATRIOT system, which is currently deployed or forward stationed in fifteen countries across the globe, with many units engaging in active protection of critical geo-political assets.

**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. Hemeyer's leadership enables unprecedented levels of transparency in program execution that result in PATRIOT continuing to receive critical support within DoD and from Congress. In a constantly changing and restrictive Congressional budget environment of limited resources, Mr. Hemeyer manages his respective funds so efficiently that the Project Office has never been a bill payer for other programs due to under execution but has been the recipient of additional Congressional funding in FYs 14/15/16/17 totaling \$820M across the procurement and RDTE appropriations. These Congressional increases give credence to his effectiveness in executing the \$3.6B current and active year funds he is responsible for as well as the POM budget of ~\$8B. He continuously provides critical programmatic support working with project office staff to align cost, schedule and technical requirements into comprehensive acquisition program strategies to support the air and missile defense mission. He established a risk management team to effectively address the many challenges and issues of managing a program of the LTPO's magnitude which successfully keeps all parties aligned and informed thru valid panel communication. His efforts make certain that warfighters receive the most capable, innovative equipment to counter evolving threats and defend U.S. and international assets.

All of Mr. Hemeyer's staff are acquisition employees and fully certified in their respective areas, up-to-date with continuous learning points (CLPs) and mentored individually on a quarterly basis to assure they are provided the opportunity to excel further. In addition, he is a major supporter in starting a Project Office wide leadership development program. This program started with ~15 personnel and has grown to over 50.

**Demonstration of Leadership:** Mr. Hemeyer leads four functional areas composed of over 50 acquisition professionals executing the Resource Management, Acquisition Management, Life Cycle Management, and Program Evaluation mission efforts. Under Mr. Hemeyer's leadership, all phases of pre-award and post-award contract actions in support of the PATRIOT weapon system are executed to support the strategic mission for both the U.S. and twelve international partners. The Lower Tier Project Office conducts a very robust Better Buying Power program implementing Office of Secretary of Defense and Headquarters Department of the Army initiatives. The 2017 Engineering Services contract that supports the U.S. PATRIOT force as well as the twelve FMS partner PATRIOT forces, also known as the Lower Tier Project Office's critical "go-to-war" contract, faced a contract award delay that would have resulted in either a break-in-service or proceeding under an undefinitized contract action (UCA). Neither of the potential outcomes were an acceptable option. As a

direct result of Mr. Hemeyer's expertise in developing a viable financial path forward and communicating the warfighters' need to all stakeholders, the contract was negotiated and awarded on time as a \$202.2M base contract, with an additional \$40.4M priced option, for a total contract value of \$242.6M. Mr. Hemeyer personally intervened on another critical contract requirement, the PAC-3 Missile Support Center (P3MSC) IDIQ contract award, which was delayed from CY 16 to CY 17 due to challenges at the supporting contracting command. Failure to execute the P3MSC requirements without interruption would result in soldiers in the field being exposed to a threat they could not counter, resulting in the potential loss of life as well as property. No monetary value can be assigned to this loss. Mr. Hemeyer's leadership in assembling a team of focused contracting subject matter experts resulted in contract coverage for the CY16 requirements and timely award of the CY17 requirements to provide uninterrupted P3MSC operations.

**Deputy Assistant Secretary of the Army for Plans, Programs and Resources specific Criteria:**

Mr. Hemeyer was responsible for all audits of The Lower Tier Project Office to include the following for FYs 15/16/17. Those completed were done successfully and without adverse findings: June 2015 -FY14 Terminal Audit, Government Purchase Card Account of Billing Official; May 2015 DAIG inspection; June 2016 FY15 AMCOM Government Purchase Card Audit; March 2016 U.S. Government Accountability Office (GAO) Assessments of Selected Weapon Programs (Quick Look), Code 121276. August 2016 -GAO PATRIOT Modernization, Code 100171; March 2017- Notification that PATRIOT Product Improvement (PIP) and PAC-3 MSE lines will be part of GAO FY18 Budget Justification Review, Code 101225, received; March 2017 GAO Assessments of Selected Weapon Programs (Quick Look), Code 100802; May 2017 DAIG inspection; June 2017 GAO Army PATRIOT Maintenance and Recapitalization Audit, Code 102120, notification received, currently in process.

Mr. Hemeyer was instrumental in identifying and implementing efficiency initiatives resulting in cost savings of over \$23M (FY14-16) He leveraged over \$1.025B (FY14-15) in cost avoidance from the PATRIOT International Engineering Services Program and over \$300M (FY14-15) in cost avoidance specifically from the PATRIOT Field Surveillance Program and technology refresh initiatives. The cost savings generated, coupled with re-investment plans, are critical for funding high-priority unfunded warfighter requirements.

Mr. Hemeyer's leadership was instrumental in obtaining Milestone C approval for the ACAT 1D PAC-3 MSE Missile program. He was hands-on in the development of the Life Cycle Cost Estimate (LCCE), ensuring it contained all necessary documentation needed to support the Cost Review Board Working Group (CRBWG). Due to his guidance and attention to detail, serving the pivotal role as liaison between Army and OSD, the LCCE was used by DASA-CE to develop the Army Cost Position (ACP). In turn, OSD selected the ACP as the updated baseline for the MS C decision. As the MSE program continued through the milestone review process, several changes to the estimating methodologies contained in the original Cost Analysis Requirements Document (CARD) were needed. Due to the time sensitivity of getting an approved MS C decision, a total rewrite of the CARD was not conducive to maintaining the schedule. Mr. Hemeyer successfully negotiated the development of a (CARD) addendum as opposed to a total rewrite of the CARD satisfying both Army and OSD CAPE while maintaining the MS C schedule. LTPO has met all spend plans and execution goals.

**AWARD CITATION:**

Mr. Hemeyer exemplifies business management acumen and dedication to the warfighter in his strategic vision, coordination with headquarters, and mission execution. He continues to set and maintain the highest personal moral and ethical standards. His intelligence, fairness, unquestionable integrity, and complete loyalty elicit the respect of all who know him and work with him. His willingness to provide candid, honest, and well-founded counsel to co-workers exemplifies his “warfighter first” attitude. His professionalism and leadership continue to be the underlying reasons for the continuous success of the PATRIOT system in the hands of the U.S. and international warfighters. Mr. Hemeyer is the consummate professional and serves as a preeminent role model for subordinates, peers, and senior leaders. Mr. Hemeyer’s superior dedication to the mission and his professionalism reflect great credit upon himself, the Program Executive Office, Missiles and Space and the U.S. Army.