

**Nomination for the 2018 Under Secretary of Defense for Acquisition and Sustainment
David Packard Excellence in Acquisition Award
Team: Army Rapid Capabilities Office and Project Manager Electronic Warfare & Cyber**

Administrative Information

Award coordinator POC:

Name: Nancy Tate
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Organization, Group, or Team

Name: Army Rapid Capabilities Office (RCO) and Project Manager Electronic Warfare & Cyber (PM EW&C)

Mailing Address: 103 Army Pentagon, Room BG948A

Address (continued):

City: Washington, D.C.

State: N/A Zip: 20310

Primary Organization Point of Contact (POC)

Name: Nancy Jones-Bonbrest
Title: RCO Public Communications
Telephone: 410-322-8530
E-mail: nancy.l.jones-bonbrest.ctr@mail.mil

Alternate Organization POC

Name: Brandon Pollachek
Title: PM EW&C Public Affairs
Telephone: 443-861-7820
E-mail: brandon.j.pollachek.ctr@mail.mil

Current Number of Employees: A total of 85 employees from the RCO and PM EW&C team, and supporting organizations, worked on this project.

Your organization, group, or team's mission statement:

RCO: The Army Rapid Capabilities Office rapidly develops, acquires, integrates and equips selected capabilities; implements streamlined acquisition methods, processes and techniques; and acts as an agent of change by challenging traditional approaches. The Army Rapid Capabilities Office is primarily focused on the highest priority Army requirements with an intent to deliver an operational effect within one to five years.

PM EW&C: Acquire integrated Intelligence, Electronic and Cyber Warfare capabilities that provide Spectrum and Cyberspace Superiority to enable freedom of maneuver on the Battlefield.

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Brief description of your organizational structure: The project team consisted of experts from RCO and PM EW&C in the following areas: engineering, testing, contracting, safety, leadership, cybersecurity, information systems management, business and acquisition.

Chain of command to whom your organization, group, or team reports: The Army RCO reports to a Board of Directors led by the Secretary of the Army, and including the Chief of Staff of the Army and the Army Acquisition Executive. PM EW&C is one of five project managers reporting to the Program Executive Office Intelligence, Electronic Warfare & Sensors, led by a two-star command under the direction of Major General Kirk F. Vollmecke.

Names and position titles of individual(s) contributing to organization, group, or team:

RCO

Tanya Skeen, RCO Executive Director

Douglas Wiltsie, former RCO Director

MG Walter Piatt, former RCO Director of Operations

MG Wilson Shoffner, former RCO Director of Operations

COL Joseph Capobianco, former RCO Chief of Staff

Ben Intoy, RCO Integrator

Nickee Abbott, RCO Chief Engineer

Bob Puhalla, RCO Test Lead

Brandon Little-Darku, RCO Senior Engineer

MAJ Christopher Orlowski, RCO Deputy Director Acquisition

Fred Buchanan, System of Systems Engineering and Integration Directorate (SoSE&I)/RCO

Architect Lead

CW3 James Patrick, RCO Technical Advisor

Vanessa Pittman, RCO Resource Manager

Julie Reeside, Associate Director, RCO Business Team

Justin King, Chief, SoSE&I Cybersecurity Division

Lee (Mike) Brown, Information System Security Manager

Mark Magenheimer, Information System Security Manager

PM EW&C

COL Marty Hagenston, Project Manager

Ken Strayer, Deputy Project Manager

Sonja Holzinger, BMD Chief

Timothy Wrenrick, RMD Chief

Fran Orzech, TMD Chief

Irene Booth, OPS Chief

Moses Mingle, Engineering Support

MAJ Eric Burke, APM EWI

CPT Kevin Voss, APM Raven Claw

Gary Owen, Logistics Management Specialist

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CW2 Judson Brant, EW Tech SME
Janet Lee, Software Engineer
Julie Isaac, Program Analyst
Alex Del Rosario, Acquisition/Contract Specialist
Xiomara Ford, Cybersecurity
Donald Bryan, Cybersecurity
Chris Addison Product Director
Willie Jackson Deputy Product Director
CPT David Horton, APM
Herbert Ingraham, Mechanical Engineer
Ray Fabozzi, Logistics Support
Dr. Leslie Litten, PD EA Chief Engineer
Rebecca Zeng, Technical Writer
Dr. Shuk Wong, Information Assurance
Robin Parks, COR/ Administration
Tim Knable (CP&I), Mechanical Engineer
James Morse (TARDEC), Integration Technician
Adrienne Paolercio, Program Analyst
LTC Eric Bowen, PdM Prophet
Grant Thompson, DPdM Prophet
Larry Bacon, Lead Engineer
CPT Jay Williams, APM Prophet
Andrea Battaglia, PSM
Glenn Hodapp, APM Fielding Prophet
Xiomara Ford, Cyber IA
Abigail Jordan, Contracting Officer
Isaac Kuria, Safety
John Rodgers, Safety
Dale Frist, Safety
Amber Lowe, Contract Specialist
Christian Moulton, ISA
Elaine Moy, Safety
Alex Williams, Safety
John Lynch, Chief, Rapid Applications Branch
Ryan Fillman, Lead, Rapid Systems Applications Team
Kyle Yench, Lead, Rapid Technology Response Team
Gordon McCormick, Intelligence Analyst / ISSO
Matthew Farley, Electronics Engineer
Stephanie Glutz, Electronics Technician
Catherine Dettmann, Electronics Engineer
Douglas McCoy, Mechanical Engineer
Edward Bocklage, Electronics Technician
Hoang Dang, Electronics Engineer
Ed Dawidowicz, Electronics Engineer

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Michael Higgins. CDS Engineer
Cynthia Dunn, Cybersecurity Professional
Roderick Amodia. Cybersecurity Engineer
Steve Zitzmann, Safety Professional
Dr. John Tobias, Chief, IEW&S Branch
Delbert Frist, Test Manager
Christine Moulton. ISA/CDS Engineering
John Rogers, Chief, I&EW Division
Isaac Kuria, Test / Analysis Engineer
Kelaine Nick, Test / Analysis Engineer
Paul Barsamian. Director Product Support
Alexis Flood, Product Support
Maryanna Youn, Materiel Release Coordinator
Chris McConnell, SSO

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Challenge: A 2016 Operational Needs Statement from United States Army Europe described an urgent and exceptional request for capabilities that did not then exist in the Army inventory: electronic warfare (EW) tools that would enable ground troops to maneuver freely, even as adversaries manipulated the electromagnetic spectrum and targeted friendly force systems with jamming and interference.

Context: In March 2014, before the rest of the world could react, Russia invaded, then annexed Crimea. Russia's subsequent actions in Ukraine revealed devastating EW capabilities that not only overwhelmed Ukraine, but could outmatch the United States. LTG Ben Hodges, the United States Army Europe Commanding General, determined that EW was a critical strategic gap that had to be addressed for his Soldiers to deter and defeat Russian aggression. He pushed the Operational Needs Statement to the Pentagon for quick acquisition action.

Action: The Army Rapid Capabilities Office (RCO), formed in August 2016 and chartered with unique authorities to address strategic-level urgent and evolving threats, received the assignment to deliver an electronic warfare solution. Immediately the RCO partnered with the Project Manager for Electronic Warfare & Cyber (PM EW&C), which develops and manages electronic warfare programs for the Army. They quickly teamed with the 2nd Cavalry Regiment (2CR) and the 173rd Airborne Brigade, the Europe-based units that would be the first into any conflict with Russia and that would receive the new EW gear. Working together, the RCO, PM and 2CR and 173rd Electronic Warfare Officers (EWOs) decided on a rapid prototyping approach to drive system design, performance, functionality and training and meet operational needs in the near- and mid-term. In December 2016, this plan received approval from the Secretary of the Army, Chief of Staff of the Army and Army Acquisition Executive.

Representing a fundamental and innovative shift in how the Army delivers a new capability, the RCO and PM EW&C implemented a phased prototyping, experimentation and fielding approach that would incorporate Soldier feedback throughout, infuse new technology as it became available, and quickly deliver incremental upgrades to reduce operational risk while informing program of record capabilities under development. To do this, they brought several parties to the table to expedite the traditional acquisition process, including the EWOs, Army headquarters staff, the United States Army Training and Doctrine Command, the United States Army Test and Evaluation Command and others. The team took advantage of the RCO charter and the mid-tier acquisition pathways provided in Section 804 of the National Defense Authorization Act (NDAA) for Fiscal Year 2016 in order to tailor and condense key elements of the acquisition process, from requirements refinement and system integration to operational assessment and fielding. They relied on the program manager's extensive portfolio expertise and recommendations to modify several existing systems to achieve new effects, and to ensure the Army's investment in interim solutions would reduce risk for programs of record. At the same time, the RCO and PM EW&C maintained continuous dialogue with the 2CR and 173rd Soldiers as they advanced the EW systems through laboratory development and integration in the spring of 2017. By early summer, and within months of the capability even being a concept on paper, "Phase 0" EW prototypes hit the ground in Europe for operational assessment at Exercises Saber Junction and Saber Guardian.

Initially, the Phase 0 prototypes focused on dismounted electronic detection, support and attack, as well as counter-unmanned aerial systems (C-UAS) solutions. By inserting the Phase 0

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prototypes into the already-planned operational exercises of Saber Junction and Saber Guardian, the acquisition team received important user feedback from Soldiers in the 2CR and 173rd, along with other Europe-based units. This experimentation, along with an excursion at the July 2017 Network Integration Evaluation 17.2 at Fort Bliss, Texas, informed the next iteration of prototyping that was simultaneously underway. This “Phase 1” added mounted electronic detection, support and attack, as well integrated planning and management of EW assets.

Over the next several months, the RCO and PM EW&C evolved the next phase of the integrated EW system, as well as complementary tactics, training and manning. Quickly the team reduced the weight of the dismounted system that can find and attack enemy signals of interest, and streamlined the user interface of the mission command system that displays a common operating picture for the electromagnetic spectrum. At the end of calendar year 2017 – just 12 months after initiating the project – the RCO and PM EW&C received approval for fielding. Delivery and training for the Phase 1 prototypes took place in January and February 2018.

Simultaneously, the team continues to use prototyping and experimentation to develop Phase 2, which will provide greater capability for airborne EW, density for ground EW and improved direction finding.

Result: Soldiers with the 2CR, 173rd Airborne and rotational Armored Brigade Combat Teams in Europe now have the 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. This freedom of action is essential to ground maneuver operations in Europe, and throughout the operational force, since the majority of equipment, vehicles and air support Soldiers rely on to complete their missions either emit, receive on, are connected into, or are otherwise networked back into the electromagnetic spectrum or cyber domain. The fielding and training is also enabling the different units to examine how to task organize cyber and electronic warfare personnel as they integrate the systems within their formations.

As the United States military modernizes to deter and defeat the authoritarian goals of Russia and China, as outlined in the National Defense strategy, the Army’s work to rapidly provide EW operational capability allows the United States to sustain our technological and warfighting edge in a critical area while informing next-generation program of record solutions. In Europe, where Russian aggression, tactics and capabilities have demonstrated the ability to use the electromagnetic spectrum to affect military operations, the impact of the prototype capabilities is significant. Because the systems are ground-based and fielded at brigade and below, they provide commanders additional ways to influence and shape their areas of responsibility with EW assets that can be seamlessly integrated within their formations, rather than relying on air support. This capability would be critical in the first days of a potential great power conflict. While these systems are not yet perfect answers, they closed a strategic gap against a rapidly modernizing adversary until enduring Army programs are ready for fielding. The Army RCO and PM EW&C approach enabled the Army to move much faster than traditional acquisition methods, delivering needed capabilities into the hands of Soldiers approximately a year after they were first envisioned. These accomplishments provide an important deterrent to meet a combatant commander need and serve as a model for other Army rapid acquisition efforts.

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Award Citation Abstract

Representing a fundamental and innovative shift in how the Army delivers a new capability, the Army Rapid Capabilities Office and Project Manager Electronic Warfare & Cyber partnered to implement a phased prototyping, experimentation and fielding approach to deliver new electronic warfare capabilities. 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 program of record capabilities under development. Working together, the team enabled the Army to move faster than traditional acquisition methods allow, delivering needed electronic warfare capabilities into the hands of Soldiers approximately one year after they were first envisioned. 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. The team distinguished itself across the acquisition community by establishing a rapid prototyping approach to drive system design, performance, functionality and training. In doing so they 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. The achievements of the Army Rapid Capabilities Office and Project Manager Electronic Warfare & Cyber reflect great credit upon themselves, the Program Executive Office for Intelligence, Electronic Warfare and Sensors, the Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology), and the Department of the Army.