



## DEPARTMENT OF THE ARMY

PROGRAM EXECUTIVE OFFICE  
GROUND COMBAT SYSTEMS  
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WARREN, MICHIGAN 48397-5000

SFAE-GCS

25 July 2018

MEMORANDUM FOR Mr. Craig Spisak, Director, US Army Acquisition Support Center,  
9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060-5578

SUBJECT: 2018 Defense Export and Cooperation Professional of the Year Award

1. It is with great pleasure that I nominate Ms. Elizabeth Miller, Acting Product Manager for Vehicle Protection Systems that led the Stryker Expedited Active Protection System Team (ExAPS) for the 2018 Defense Export and Cooperation Professional of the Year Award. I nominate her based on her ability to lead a team to rapidly assess and field non-developmental Active Protection System (APS) solutions across many platforms.
2. With Ms. Miller's guidance and leadership, her team distinguished themselves in order to meet the Chief of Staff Army's (CSA) intent to rapidly assess and field Non-Developmental Item (NDI) solutions for the M1 Abrams tank, M2 Bradley and the Stryker Family of Vehicles. This innovative approach to assess technology allowed for an expedient installation of NDI systems and a characterization of their capabilities once installed on the vehicles. This effort provided three different solution sets to be evaluated for each platform. The expedited APS team employed all available acquisition instruments from basic Federal Acquisition Regulations (FAR) based contracts, to Other Transaction Agreements, Bailments and International Project Agreements to "buy" the systems in a rapid fashion. These efforts led directly to an enhanced level of survivability for the Abrams tank and potentially upgraded survivability performance for both the Stryker and Bradley systems.
3. Ms. Miller is current in her Defense Acquisition Workforce Improvement Act (DAWIA) acquisition career field certification and continuous learning points.
4. My point of contact for this action is Ms. Kimberly Catrinar. (586) 282-0593 or DSN 786-0593, e-mail address: Kimberly.r.catrinar.civ@mail.mil.

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BRIAN P. CUMMINGS  
Major General, USA  
Program Executive Officer,  
Ground Combat Systems

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

*2018 Army Acquisition Executive's (AAE) Excellence in Leadership Award*

***DEFENSE EXPORT AND COOPERATION PROFESSIONAL OF  
THE YEAR AWARD***

**Administrative Information**

**Nominating Organization**

Organization's Name: Stryker Brigade Combat Team

Mailing Address: 6501 E. 11 Mile Rd

Address (continued): M/S 325

City: Warren                      State: MI                      Zip: 48397

**Primary Point of Contact**

Name: Kimberly Catrinar

Title: Project Officer

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

Name: Elizabeth A. Miller

Grade: NH-IV                      Title: Deputy Product Manager Vehicle Protection Systems

E-mail: Elizabeth.a.miller1.civ@mail.mil

## **Award Narrative**

### **Specific achievements:**

In 2015 the Chief of Staff, Army identified emerging threats that required an immediate solution employing an Active Protection System (APS) capable of both soft and hard kill. The Expedited Active Protection Systems (ExAPS) program, led by acting Product Manager Ms. Elizabeth Miller is executing an international private-public partnership between Program Executive Office Ground Combat Systems (PEO GCS), Tank Automotive Research, Development and Engineering Center (TARDEC), Israeli Defense Ministry and both domestic and international industry.

In order to meet the Chief of Staff Army's (CSA) intent to rapidly assess and field Non-Developmental Item (NDI) solutions, Ms. Miller led the ExAPS program that piloted a "buy-try-decide" model for installing hard kill non-developmental APS solutions on the M1 Abrams tank, M2 Bradley and Stryker Family of Vehicles. This novel effort allowed for a quick installation of NDI systems and a characterization of their capabilities once installed on the vehicles. Two of the three systems selected are produced in Israel and required International Cooperative agreements to include import/export licenses, security reviews, and end user licensing. These systems were essential to determine systems characteristics, and decide when installed, if the system was suited for a particular vehicle.

The "Buy" part of model included utilizing congressional authorities to exercise non-traditional contracting instruments such as Other Transaction Agreements. This allowed for a 60 day contracting timeframe which expedited the acquisition of NDI systems for enter the "Try" phase. This phase focused on installation design efforts over a 120 day period and then a 180 days of characterization efforts across an array of conditions to include weather, stationary and moving, endurance and threats. Once completed, the "decide" phase begins with vehicle program offices, threat community, test community and contractors to review the data collected and the provide to senior Army leadership for a decision of whether to enter production, continue maturation on a longer timeframe or put the design on the shelf for further S&T developments. This allowed for an accelerated timeframe of 12-18 months to decide whether to acquire the systems and field in a rapid environment.

Execution of this model for the Abrams tank program representing a particular challenge. The APS system selected for evaluation on the tank was the "Trophy" Active Protection System, a system in service with the Israeli Army on the Merkava main battle tank, and one of Israel's most sensitive and important technologies. Israel develops their tank technology in a very different manner than the US, with a much greater role of the government and military service in actual technical execution of their projects. As a result traditional cooperation with a commercial industry partner – even as difficult as that would be with a foreign contractor – would be insufficient to execute this program.

In order to be successful with Trophy, and meet the timelines required, Ms. Miller needed to lead her team to establish cooperative and productive relationships simultaneously with both an Israeli prime contractor (Rafael), who would be providing hardware, and with two elements of the Israeli Ministry of Defense – the Defense Department of Research and Engineering (MAFAT) and the Tank Production Authority (MANTAK) – who would be providing engineering and technical expertise on the Trophy system.

Ms. Miller's personal engagement and leadership were instrumental in forging a collaborative and trusting relationship between our Israeli partners, her ExAPS team, and the Abrams program office, while simultaneously negotiating the formal Project Agreement between the two nations, assessing scope of work, coordinating the international delivery of classified Israeli components to the US for installation on to US Army tanks, and finally executing the characterization and testing, under live fire conditions, of the critical technology systems at three locations in the US (Yuma Arizona; Redstone Arsenal, Alabama; and Camp Grayling, Michigan) which would require long-term presence of Israeli nationals to support the activity. The team faced significant technical, physical, and administrative hurdles to integrate the US and foreign technologies, deliver them safely and securely, and then demonstrate under challenging conditions – to include live fire in the dead of a northern Michigan winter – that the combined activity could deliver advanced capability to the warfighter while protecting the critical national security interests of both international partners.

That the team was successfully able to plan, coordinate, and execute these disparate activities and complete them in just over a year's time is a testament to Ms. Miller's leadership and ability to establish positive and productive international working relationships at all levels. Making the feat even more impressive, this resulted in a US Army decision to adopt the Israeli Trophy system for the Abrams tank and proceed to an urgent qualification which will ultimately result in the production and deployment of four brigades of Trophy systems as well as a deep and enduring relationship with our Israeli partners.

### **Award Citation**

For exemplary and outstanding performance while serving as Acting Product Manager, Vehicle Protection Systems, Stryker Brigade Combat Team Program Management Office from 1 Aug 2017 to 31 July 2018. Ms. Miller led a team to execute an expedited program to assess off-the-shelf advanced protection capability team that employed all available acquisition instruments from basic FAR based contracts, to Other Transaction Agreements, Bailments and International Project Agreements to “buy” the systems in a rapid fashion. Her team worked hand-in-hand with the Israeli Ministry of Defense, US and Israeli industry, Deputy Assistant Secretary Army for Defense Exports and Cooperation, Army Test and Evaluation Center and Defense Operational Test and Evaluation contract, procure, design, install, and characterize foreign technology on an accelerated timeline to provide senior Army leadership with data to make program decisions. Ms. Miller’s team also successfully managed the budget and came in under target. These efforts led directly to a new level of survivability for the Abrams tank in the adoption of a foreign solution. Ms. Miller’s accomplishments reflect great credit upon herself, the Program Office Stryker Brigade Combat Team, the Program Executive Office Ground Combat Systems and the United States Army.