



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
JOINT PROGRAM EXECUTIVE OFFICE  
FOR CHEMICAL, BIOLOGICAL, RADIOLOGICAL  
AND NUCLEAR DEFENSE  
8222 HOADLEY ROAD  
ABERDEEN PROVING GROUND, MD 21010-5424



SFAE-CBD

JUL 27 2018

MEMORANDUM FOR United States Army Acquisition Support Center, ATTN: Victoria Deguzman, 9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060-5567

SUBJECT: 2018 Army Acquisition Executive (AAE) Excellence In Leadership Awards – Product Management/Product Director Professional of the Year (O-5)

1. The Joint Program Executive Office for Chemical, Biological, Radiological and Nuclear Defense (JPEO-CBRND) is pleased to nominate Lieutenant Colonel Matthew Clark for the 2018 AAE Product Management/Product Director Professional of the Year Award.
2. LTC Clark has demonstrated exceptional leadership capabilities. His actions exemplify high standards of service, professionalism, and a commitment to excellence. His ability to successfully lead teams and large-scale efforts have allowed the JPEO-CBRND to maintain a reputation for providing highly responsive and effective support across the Department of Defense.
3. LTC Clark is certified in his current position, and he has exceeded the required number of continuous learning points required for the cycle ending on 30 September 2018.
4. I strongly endorse LTC Clark for this prestigious award and concur with the attached narrative outlining his exceptional achievements.
5. My point of contact for this action is Mr. Kyle Madden, (410) 436-3434, [kyle.m.madden.civ@mail.mil](mailto:kyle.m.madden.civ@mail.mil).

A handwritten signature in cursive script that reads "Douglas Bryce".

DOUGLAS W. BRYCE  
Joint Program Executive Officer  
for Chemical, Biological, Radiological  
and Nuclear Defense

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

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

***PRODUCT MANAGEMENT/PRODUCT DIRECTOR  
PROFESSIONAL OF THE YEAR (05 LEVEL)***

**Administrative Information**

**Nominating Organization**

Organization's Name: Joint Program Executive Office for Chemical, Biological, Radiological and Nuclear Defense (JPEO-CBRND)

Mailing Address: 8222 Hoadley Rd.

City: Aberdeen Proving Ground

State: MD

Zip: 21010

**Primary Point of Contact**

Name: Kyle Madden

Title: Workforce Development Analyst

Telephone: 410-436-3434

E-mail: [kyle.m.madden.civ@mail.mil](mailto:kyle.m.madden.civ@mail.mil)

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

Name: Lieutenant Colonel (P) Matthew G. Clark

Grade: 0-5

Title: Joint Product Manager, Chemical Defense Pharmaceuticals

E-mail: [matthew.g.clark18.mil@mail.mil](mailto:matthew.g.clark18.mil@mail.mil)

## **Award Narrative**

The speed of technology has given rise for the need to develop new capabilities to protect the warfighter against emerging Chemical, Biological, Radiological and Nuclear (CBRN) threats to maintain their combat effectiveness. Lieutenant Colonel (P) Matthew Clark, Product Manager for Chemical Defense Pharmaceuticals (CDP), reports to the Joint Program Executive Office for Chemical, Biological, Radiological, and Nuclear Defense (JPEO-CBRND) through the Joint Program Manager for Medical Countermeasure Systems (JPM-MCS). He leads a team of acquisition and Pharmaceutical experts that deliver medical countermeasure that ensure U.S. troops are protected from chemical threats. With a total effort at more than \$350M, LTC Clark ensures that Food and Drug Administration (FDA) approved medical countermeasures against chemical nerve agent threats rapidly get into the hands of warfighters and first responders faster.

**Specific achievements:** During his time as PM-CDP, LTC Clark has demonstrated exceptional acquisition and leadership skills. He delivered FDA approval for one product in July 2018 and in the last year he moved five battlefield medical products notably closer to approval through innovative and decisive leadership. In particular, using a “Whole of Government” approach with the Health and Human Services’ (HHS’s) Centers for Disease Control (CDC) and the FDA, he utilized creative stakeholder engagement to rapidly gain FDA approval of a critical nerve agent countermeasure. He also found a way to expand the indication of the drug midazolam, so the product could be used as an anticonvulsant therapeutic following nerve agent attacks. This avoided a nearly \$30M unplanned cost and a three-year delay in the approval of the new capability. He also made the tough and correct call to terminate development of an auto-injector product that was not successfully progressing, thereby saving at least \$15M while leveraging products and partnerships using a whole of government approach to address the requirement.

### **Value of the nominee’s contributions in supporting ASA(ALT)’s priorities:**

#### **Focusing on delivery of timely capability**

LTC Clark supported ASA(ALT)’s priorities by efficiently managing programs with constrained resources. First, he has worked closely with U.S. Army labs, specifically the U.S. Army Medical Research Institute of Chemical Defense (USAMRICD), to increase engagement and involvement nine-fold in product development. Notably, he ensured that ten USAMRICD representatives became extensively involved in Integrated Product Teams as a means of leveraging their technical expertise to align effort and advance development of tangible products.

#### **Streamlining acquisition and business processes**

LTC Clark increased interagency cooperation and cost-sharing mechanisms. He continues to collaborate closely with HHS Biomedical Advanced Research and Development Authority (BARDA) and CDC on medical products of mutual interest. Through LTC Clark’s leadership, PM CDP and BARDA started meeting on a scheduled semiannual basis to discuss shared work in accelerating countermeasure development. He also spearheads a new working group with the FDA on auto-injector reviews. It led to the accelerated approval of a badly needed DOD and CDC product. Likewise, his transparency and increased stakeholder engagement across agencies is critical for identifying innovative acquisition strategies and development mechanisms to ensure products can be delivered to the warfighter on or ahead of schedule.

#### **Proactively inform program requirements**

With the recent increased use and threat of nerve agent attacks, LTC Clark proactively increased the number of countermeasures available to military and civilian personnel. As part of CDP’s

fielded products, he increased the number of nerve agent auto-injectors delivered by Meridian Medical Technologies by over 16 percent from the previous year and increased the access and availability of the approved nerve agent prophylaxis. This ensures that the military and allied countries have increased access to CDP's products in the event of a nerve agent attack.

**Develop innovative solutions for acquisition problems**

LTC Clark leveraged international partnerships to increase data sharing among U.S. allies. As part of the Medical Countermeasures Consortium, a working group composed of the U.S., Australia, Canada, and the U.K., he led a major overhaul of two task groups. This created greater collaboration and alignment among science and technology and advanced development efforts. His approach was hailed across the DOD as a major success in burden sharing of countermeasures across nations, while also mitigating product development risks internationally.

**Demonstration of leadership:** LTC Clark's leadership philosophy is encompassed in his vision for his team. He developed a plan that enables research, development, and acquisition professionals to build credibility and trust. His four-part Plan includes: delivering products on-time with the end-user in mind; team training and development; personal and professional balance; and communication with stakeholders. The Plan is fostered in all of LTC Clark's engagements with his team as he builds a robust and efficient acquisition workforce and team. LTC Clark actively mentors his team and advises them on their career development. He has met with and coached each member of the PM CDP team to build career development plans. He empowers his Assistant Product Managers (APMs) to take ownership of products and encourages innovation, prudent risk management, communication, and critical thinking. In all, LTC Clark models character and empathy by creating belonging, promoting shared values, and challenging and supporting PM CDP.

**Product Management/Product Director specific criteria:** Using strategic analyses tools, he led his team as they identified two overarching organization improvement initiatives. He led development of an effective quality management system to ensure product development is high quality, efficient, at-cost, and on-schedule. His new decision process was adopted by other product offices. Next, he helped his team create synergies by aligning efforts to programs—including Other Transaction Authority and Small Business Innovation Research (SBIR) efforts—to increase engagement from non-traditional and innovative industry partners. This is shown in BARDA contracting with one SBIR performer on an auto-injector effort, which further mitigates risk in related DOD programs. In addition, he increased warfighter readiness by leading a novel correction of a 14-year old problem. He used his skills, collaborating with the FDA, to work through the legal process which previously blocked the DoD's use a proven medical product. He increased availability of the effective pretreatment against nerve agent threats. This enhanced protection and avoided \$90+ million in unnecessary development. Finally, he inculcates a culture of personal development for all PM CDP personnel. He meets quarterly with direct reports to work on their personal and professional development, as well as effective leadership skills managing product teams. He also offers to help every team member create a career development map using a model he adapted over time and through research for his recently published book *Leader Development Deconstructed*; thus, he has set new and enduring standards for development. In all, LTC Clark is an exceptional example for the Army Acquisition Workforce, not only effectively executing his programs of record, but by fostering a culture of self-improvement, development, and compassion for others.

### **Award Citation**

Lieutenant Colonel (P) Matthew G. Clark, Joint Product Manager for Chemical Defense Pharmaceuticals (CDP), under the Joint Project Management Office for Medical Countermeasure Systems, is commended for his skill and acquisition prowess in leading the CDP team in its chemical medical countermeasure development. He has consistently demonstrated superior leadership skills in his robust and ongoing mentorship, workforce development and teambuilding programs. His exceptional leadership is also demonstrated in his continued management of six fielded products and nine medical countermeasures currently in development, while staying on-schedule and managing cost. Over the past year, LTC Clark has saved the U.S. government over \$135 million by avoiding unnecessary development expenditures. He is a credit to the Joint Program Executive Office for Chemical, Biological, Radiological and Nuclear Defense and the U.S. Army.