Throughout her 36 years of federal service, the United States Air Force (USAF) has assigned

Patsy Reeves to widely diverse organizations with increasingly complex leadership challenges. Without exception, she tackles problems head-on, identifies creative solutions, and consistently delivers award-winning results.

**Brooks Air Force Base TX:** Patsy Reeves demonstrated innovative, results-oriented leadership as the Air Force (AF) negotiating team business lead for the City of San Antonio TX, Brooks City-Base Project. Congress enacted legislation allowing the AF to convey Brooks Air Force Base (AFB) real property to the City of San Antonio and lease back the property needed to continue the AF mission. This goal was to significantly reduce AF operating costs without relocating government jobs and the associated work. Unlike a typical real estate transaction with a one-time exchange of property, the Brooks City-Base Project created a technology and business park partnership with the city. The vision was to encourage economic development in a depressed area, attract industry and academic medical and environmental partnerships, and reduce costs while maintaining military quality of life.

The challenges of making the City-Base concept a reality seemed almost insurmountable. There was general legislative guidance, little or no precedent, national visibility, and mixed enthusiasm and skepticism. Patsy Reeves spearheaded establishment of Key Objectives to baseline and focus the “deal” which Congressional and Pentagon leaders subsequently accepted. These objectives became the foundation of an agreement signed by the Secretary of the AF and the San Antonio City Manager that articulated the vision and framework for the business agreement. Patsy Reeves played a leading role in weekly negotiations with the San Antonio city leaders, solving such diverse issues as privatizing utilities and military family housing, environmental remediation and liability, long-term economic development, cash-flow modeling of the deal, appraisals, and adequate fair-market value consideration. Patsy Reeves was the business advisor for the Congressionally-approved, 250-page Brooks City-Base Master Plan which defined the negotiated agreement. In addition, she authored the City-Base Joint Development Plan–a roadmap for future Business Park development. Months of tedious efforts were rewarded when on July 22, 2002, the Brooks Development Authority assumed control of the newly named Brooks City-Base Project providing an economically feasible alternative to base closure.

**Robins Air Force Base GA:** Patsy Reeves recognized the need to transform the $11B annual Purchasing and Supply Chain approach from tactical and reactive to proactive and strategic. As part of a Purchasing and Supply Chain Management Executive Steering Group, Patsy Reeves commissioned eight commodity councils to analyze and purchase strategically across the AF. She then inspired her 350-person Robins AFB contracting workforce to translate the AF vision into innovative strategic acquisition strategies. In an environment of reorganization, downsizing, and war-related urgency, the new strategic purchasing approach she instituted, delivered amazing results. At Robins AFB, annual award of contract dollars increased from $1.9B to $4.7B, concurrent with a 27% decrease in people (550 to 350) writing half the historical number of contracts (24,200 to 12,450). Traditionally, 56% of requirement dollars were awarded using strategic contracts. After implementing commodity councils, 80% of requirements were placed on proactive, pre-established contracts. Despite this major process shift, business quality remained exceptional–validated by excellent inspection ratings and nine AF contracting awards. These new buying strategies embraced small business participation and enabled Robins AFB to also win the AF Small and Disadvantaged Business Program Excellence Award for 3 years.

As a guiding member of the AF Contract Strategy Council, Patsy Reeves charted the vision for future organization, policy, manpower, and processes for the 7,000+ AF men and women who purchase $62B each year for national defense requirements. In 2005, this council recognized that consolidating and realigning the $13B of requirements purchased at 72 AF bases could save $1B. While economically sound, “selling” this concept faced tremendous challenges. Patsy Reeves and the council reviewed best practices from other military services and industry, developed a business case analysis, and launched a comprehensive communication plan. In August 2007, the Secretary of the AF approved Installation Acquisition Transformation, the regionalization of U.S. operational contracting. Patsy Reeves led planning for the stand-up of the new 475-person Southeast Region at Robins AFB to consolidate $1.6B of purchases from 11 AF bases. She identified the opportunity, chartered the decision analysis that sold the concept to AF leadership, and began implementation of the vision.

**Wright-Patterson Air Force Base OH (Aeronautical Systems Center (ASC)):** At ASC Patsy Reeves was the Senior Contracting Official responsible for $196B of USAF/Joint/Allied contracts–one-third of AF obligations. She provided business support for six general-officer level program directors, including the 3-star General Aircraft Program Executive Officer, and personally reviewed and approved business strategies over $50M prior to the start of negotiations. This broad portfolio of requirements varied from uniforms and precious metals to purchasing this country’s latest manned aircraft and remotely piloted vehicles. In addition, she negotiated contracts for United States (US) Special Operations Forces and Foreign Military Sales (FMS) customers/allies.

In 2010, the Kingdom of Saudi Arabia began discussion with President Obama about expanding and upgrading their current fleet of F-15 fighter aircraft. This acquisition will improve foreign relations, bolster US allies in the Middle East, maintain regional balance of power, and stimulate the US economy with 75,000 new jobs across the country. This massive and complex requirement includes 84 new

F-15 aircraft, upgrade of 70 existing F-15 aircraft, US basing and training, a new F-15 base in Saudi Arabia, weapons, training equipment, and support. This $30B agreement is the largest FMS agreement in US history. Patsy Reeves proactively initiated discussions with the F-15 aircraft manufacturer and crafted an innovative arrangement to save 6-12 months for aircraft delivery.

C-130J cargo aircraft provide dependable worldwide transportation for the USAF, Coast Guard, and multiple international allies (Iraq, India, Kuwait, Israel, and Norway). During FY10, five different customers came to Patsy Reeves’ organization with funding to purchase 60 C-130J cargo planes valued at more than $4B. As the Senior Contracting Authority, Patsy Reeves led the C-130J negotiating team to consolidate these requirements into a single negotiation. This combined negotiation provided critical price leverage, resource, and schedule efficiencies to the government’s negotiation team. Despite highly contentious material costs, with audits questioning millions of dollars, Patsy Reeves’ team thoroughly analyzed 400+ major vendors, and as a result, saved over $130M in materials alone. Awarded in 2010, this contract saved US taxpayers and FMS customers over $400M and enabled purchase of six additional aircraft.

Patsy Reeves’ F-22 fighter aircraft team awarded 113 contracts valued at $1.4B during 2010. Multiple innovations in F-22 contracting processes now translate into increased national security. The F-22 engine negotiation team was poised to purchase 25 engines ($315M). At the request of AF leaders, the F-22 contract team devised, and Patsy Reeves approved, an innovative strategy to purchase additional engines using soon expiring funds. Two weeks before the 2010 fiscal year end, the F-22 engine team received an additional $100M, and a week later awarded the contract for 33 F-22 engines–providing eight much-needed but previously unfunded spare engines. By carefully timing the negotiation, after updated labor and overhead rates were available, the team reduced the proposed cost per engine by $1M. Through aggressive negotiations, another F-22 aircraft and engine maintenance team saved $84M which was redistributed to maintain other AF systems.

The C-17 team provides airlift aircraft for US, Australia, Canada, United Arab Emirates, and North Atlantic Treaty Organization transportation needs across the globe. During 2010 Patsy Reeves led this negotiation team in awarding over $4B of contracts that increased C-17 inventory by 25 aircraft, and locked in the best unit price ever – saving $105M. The $1.5B Lot 22 production contract negotiations leveraged existing data and saved $4.5M of administrative costs.

Transparency in the use of taxpayer dollars is also a high priority within AF acquisition. During her 3-year tenure at ASC, Patsy Reeves’ organization conducted 160 source selections among industry competitors. In 9% of actions, the non-selected firm filed a protest with the Government Accounting Office (GAO) to object to the AF decision. Without exception, the GAO supported all source selection decisions, validating the quality and integrity of the processes Patsy Reeves had in place.

**Wright Patterson Air Force Base (Air Force Materiel Command (AFMC) Headquarters):** In 2011 as Director of AFMC Contracting, Patsy Reeves assumed business responsibility for $163B of high-value service contracts across the Command. She immediately led an initiative to standardize and consolidate engineering services across AFMC through enterprise contracts. These multi-billion dollar acquisitions roll out to industry in summer 2012. She also instituted a Command-wide predictive scheduling tool to strategically manage future requirements that already drives changed behavior and reduced lead times.

Patsy Reeves recognizes that future efficiencies will largely depend on technology improvements. After obtaining funds from the AF Chief Information Officer, she launched a pilot program that is validating an electronic contract file system for Air Force-wide use. This capability (expected to be in-place in fall 2012) will replace thousands of hard-copy files generated each year, increasing access and reducing storage costs. Concurrently, she leads the initiative to consolidate three contract writing systems into a single, standard tool for 7000+ AF employees, enabling transparency and improved senior leader insight.

In October 2011, AFMC announced plans to consolidate operations of its main 12 locations into five capability centers. Effective in summer 2012, this politically-charged reorganization impacts over 25,000 employees. Patsy Reeves leads the functional governance team tasked to identify personnel reductions and associated impact to people, policy, and processes. Through collaborative decision-making her team has already implemented an incentivized early retirement, and is designing ways to consolidate and eliminate work while maintaining high quality standards.

Patsy Reeves’ accomplishments in a wide variety of organizations through a myriad of challenges demonstrate exemplary leadership, ingenuity, initiative, and excellence. Her contributions to the United States Air Force and the nation’s defense make her richly deserving of the Roger W. Jones Award for Executive Leadership.