



U.S. Department
of Transportation
Federal Aviation
Administration

800 Independence Ave., S.W.
Washington, D.C. 20591

MAR 17 2000

TO WHOM IT MAY CONCERN::

RE: Technical and Managerial Competencies of Barbara
Schrader

During the past three years, I have been the Contracting Officer's Technical Representative to a contract which has Barbara Schrader as the program manager. I believe that I am very familiar with her management and technical knowledge's, skills and abilities. Ms.Schrader has demonstrated an insurmountable tenacity to get the job done and make it a quality effort.

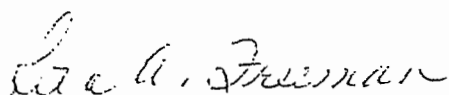
We at the Federal Aviation Administration did not have much structure or procedures for closing out FAA contracts prior to Ms. Schrader's coming on-board. Ms.Schrader was able to pull together principals from FAA's contracts, accounting, property management, and budget offices to address OUR problems. Lack of information did not deter her. Her active concern got her to the "right" individuals - once there, she took time to learn and understand the available records and their related processes. With the gained knowledge and her personal knowledge of closeout requirements, she was able to ask for the types of FAA reports that could help with the closeout process. Ms.Schrader also was able to talk at the same level of the respective record holder. Technically speaking, Ms.Schrader could knowledgeably converse and get "buy-in" from contracting, accounting, property management, and budget officers. Consequently, we have a process now and the FAA's processes are continually improving because of Ms.Schrader's active and unrelenting involvement coupled with her superior knowledge of the contract closeout requirements.

Getting the FAA on track was only one of Ms.Schrader's significant feats. Ms.Schrader continues to get our contracts closed. She does an outstanding recruitment effort to find and retain team members who get the

contracts reviewed, documented, negotiated, final invoiced and archived. She has pulled together an exceptionally qualified team and has managed to minimize turnover in a field which has a tremendous turnover rate.

Ms.Schrader serves as our contract's program manager while being employed by a subcontractor to the prime. Because of her superior managerial skills, Ms. Schrader has been able to ensure a seamless relationship; ensuring minimal costs to the Government, providing properly documented invoice-related costs, and above all keeping the prime contractor informed of contract activities.

When the contract was awarded in 1997, Ms.Schrader took a completely unorganized, unbearably large volume of contract files, recruited an exceptionally qualified team, and organized the contracts physically and in electronic data bases to report a complete picture of our records. Coupled with organizing and documenting the records, Ms.Schrader's adept leadership brought together individuals from our contracts, accounting, property management, and budget offices to clean out contracts that should have been closed years ago. Ms.Schrader's managerial and technical knowledge's, skills and abilities are truly outstanding and well deserving of the highest regard.



Rita A. Freeman
Contracting Officer's
Technical Representative,
ASU-110