



7500 Security Boulevard
Baltimore, MD 21244-1850

April 17, 2000

To Whom It May Concern:

Subject: Barbara Schrader's performance closing HCFA contracts

When HCFA contracted for support reducing an enormous backlog of contracts, I worked closely with Ms Schrader as the contract specialist responsible for all HCFA closeouts. She assumed a workload that seemed overwhelming, but her planning, diligence and overall knowledge of the contracting process, together with a constant willingness to do whatever was needed, soon showed impressive results.

In this assignment, Ms Schrader reviewed numerous contracts assigned to her, ascertained the actions and documents needed to close the contracts and developed plans and schedules to close them. She then coordinated with program personnel, contract specialists, contractors and other program agencies such as the Small Business Administration and Defense Contract Audit Agency to obtain information and documentation needed for the closeouts. She worked independently with a minimum of guidance and oversight to produce excellent results, even when facing close deadlines or unexpected changes of plans. She is adept at creative problem-solving and often had to find innovative solutions to contractual problems.

If you have any questions concerning this matter, or need other assistance, please contact me at (410)786-5164.

Sincerely,

Joseph Simmons
Contract Specialist