

DEPARTMENT OF THE AIR FORCE
SHADOW MOSES AIR FIELD, ALASKA

MEMORANDUM FOR: Maj Emma Emmerich, Contracting Officer, 713 CONS
THROUGH: Lt Col Helena Dolph Jackson, Commander and COCO, 713 CONS
FROM: Lt Col Mei Ling, Commander, 713th Civil Engineer Squadron (713 CES)
DATE: 23 August 2027
SUBJECT: Requiring-organization report — Campbell Hall Office 214 unauthorized commitment

1. Circumstances

After prioritized asbestos abatement released the Office 214 work zone, Colonel Roy Campbell entered the active Campbell Hall project on 11 August 2027. He directed Peace Walker foreman Paz Ortega to install a dedicated cold-climate mini-split before the wall closed. Campbell had no contracting warrant or written delegation to change Task Order FA-27-005. The contractor performed from 11 through 13 August and invoiced \$32,000 on 17 August. The Contracting Officer first learned of the work from that invoice.

2. Individual statement and relevant records

Colonel Campbell's signed statement is included in IG-03. It acknowledges the directive, lack of written Contracting Officer action, lack of a warrant, and absence of any price discussion. IG-03 also contains the contractor foreman's account, the Contracting Officer and COR statements, and the chronology. IG-01, IG-02, and the supporting purchase, timecard, inspection, test, and use records are incorporated by reference.

3. Immediate corrective action

DATE	ACTION	OWNER / STATUS
17 Aug	Contracting stopped all further extra-contractual work and directed preservation of the system and records.	Maj Emmerich — complete
18 Aug	All Campbell Hall Government and contractor personnel received a written reminder that only the Contracting Officer may change the task order.	713 CES / 713 CONS — complete
18 Aug	The contractor acknowledged that no added work will proceed without a written Contracting Officer modification.	Peace Walker — complete
19 Aug	Active-site coordination now records proposed changes in a controlled log routed to the CO before direction or performance.	COR / project engineer — implemented

ORGANIZATION CORRECTIVE-ACTION RECORD

Disciplinary action, prevention, and documents

4. Disciplinary and supervisory action

The next-higher command official with supervisory authority over Colonel Campbell administered documented written counseling addressing unauthorized commitments, misuse of apparent authority at an active construction site, and the duty to route requirements through the Contracting Officer. Personnel documentation remains in the protected supervisory channel. A certification that action was taken is included in the ratification package. No disciplinary action was taken against Raiden because the investigation found that he neither directed nor approved the work and had previously been briefed on his authority limits.

5. Preventive action

CONTROL	IMPLEMENTATION	VERIFICATION
Leadership briefing	Wing and group leaders complete a 713 CONS briefing on actual authority, unauthorized commitments, and job-site communications.	Attendance due 27 Aug
Site-access protocol	Government visitors check in with the superintendent and COR; proposed scope comments are recorded, not directed to craft personnel.	COR surveillance review
Change-control log	Every proposed technical, schedule, quantity, or location change is routed to Maj Emmerich for written disposition.	Weekly CO review
Contractor stand-down	Peace Walker briefs all supervisors that rank and operational title do not substitute for written CO authority.	Signed roster complete

6. Organization recommendation

713 CES confirms that the Government received and continues to use a technically acceptable facility improvement. Subject to the Contracting Officer's fair-and-reasonable-price determination, funds certification, legal concurrence, and approval by the authorized COCO, the organization recommends ratification and payment of \$32,000. This recommendation is not an approval.

RECORD COMPLETENESS: This report supplies the organization explanation, individual statement reference, relevant documents, corrective actions, disciplinary action, and prevention record requested for the DAF ratification package.

/s/ MEI LING

Mei Ling
Lieutenant Colonel, USAF | Commander, 713 CES
23 August 2027