



Is It Who You Know!

By Karen Congiu Dempster, Langley Research Center

Many of us read the headlines, see the news, and note the corruption in public offices and in business. Money laundering, racketeering practices, or creating a legal façade – how does all of this happen? Easily! It’s called corruption! Corruption of law enforcement agents, legal professionals – lawyers, notaries, auditors, tax advisors, CEOs, etc. And of course, it takes local governments, businesses, and financial institutions to transfer money.

I never knew how close I was to corruption until I worked as an Air Force contracting officer in Italy. Italy is the first country in the European Union where investigations of the antecedents of companies, criminal audits, are regulated by law and systematically conducted on a national level. Because of the seriousness of the organized crime problem in Italy, the *Legislazione Antimafia* (Anti-Mafia legislation) assists government bodies by conducting investigations into the criminal background of all tenders and candidates, prior to awarding licenses, permits, concessions,

financial allowances, authorizations of the admission of tenders, approval or allowance of different contracts, etc. (The *Role of Public Administration and Local Businesses* – Wim Huisman and Peter Klerks.) Contracting officers issuing Request for Proposals had to



ensure their source lists cleared an Anti-mafia screening, through the Italian system of *Certificazioni, Comunicazioni e Informazioni Antimafia*, the anti-Mafia warning system. I guess I could be considered a skeptic as to how thorough the screening was, when we had long black cars and alleged armed escorts accompany some of our contractors to the office during contract

negotiations for a large leased housing procurement.

Despite the screenings, and the laws, it’s still not enough to ensure procurement integrity! At one point while working in Italy, an Italian employee (we’ll call her RB) who worked for me as a construction buyer, was “gently released” from her duties. RB allegedly met at a local school with the contractors on her construction bidders’ list, and “pre-selected” the low bidder. Wasn’t that nice of RB to save our office work by pre-selecting the contractor, and showing adequate price competition at the same time! RB also allegedly received kick-backs from the awardee, while other bidders on the list received approximately \$5000 from the awardee for allowance of the awardee to win. At the time, I also assisted as an Italian translator for the Air Force Office of Special Investigations, and it was discovered that the kick-backs were allegedly laundered through RB’s husband’s private school. Oh, yeah – and the “awardee” rotated at each contract award.

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Highlights...

Read a tribute to two special MSFC ladies who lost their lives in a car accident, page 2.

What are you supposed to do when NASA loses a protest and must pay attorneys’ fees? Page 6.

Two NASA Contracting Intern Program participants got into the Apollo 35th Anniversary program. See what an interesting time they had on page 9.

Meet KSC’s Industry Relations Officer, Sam Haddad, page 10.

How well does collaboration work? Turn to page 12.

Find out about GSFC’s HQ Procurement Office, page 14.

A Tribute to Rita J. Mason and Peggy L. Williams

By Efreem J. Hanson, Marshall Space Flight Center

On Saturday, May 1, 2004, the NASA family lost two angels in an automobile accident: Rita J. Mason and Peggy L. Williams. This tribute provides a personal glimpse of them and the positive



Rita Mason

effect they had on everyone who had an opportunity to meet them.

Rita J. Mason and Peggy L. Williams epitomized the Nigerian proverb “hold a true friend with both hands.” They manifested friendship that transformed everyone who was fortunate to meet them. Rita and Peggy were very professional and came to work with smiles on their faces.

Rita, a native of Tuscumbia, Alabama, joined NASA Marshall Space Flight Center in 1990 as a contract specialist. Rita worked on numerous programs at NASA and her most recent responsibility was as contracting officer on the Integrated Financial Management Program (IFMP). Her alma mater, Alabama A&M University, held a special place in her heart. Rita enjoyed collecting and listening to gospel music, taking

photographs, doing interior decorating, and sewing for children. She was a very loyal friend to many and was especially dedicated to her family.

Peggy, a native of Huntsville, AL, joined the NASA Marshall Space Flight Center family in 1986 as a contractor employee. A dedicated and efficient professional, she continued to provide support through three successive contractors. Peggy was working for Manthia Technologies, Inc., as an administrator for IFMP. She served on numerous committees at her church and assisted and coached little league baseball teams. Peggy enjoyed shopping in addition to sports. As a devoted mother to Brittini and Jabari, Peggy supported all school activities with sincerity and drive.

Rita and Peggy did not meet strangers. They treated people with respect and dignity. If something was bothering them you would never know. On the other hand, if a person had a question or needed advice on an issue, Rita and Peggy were always available to share information. Best of all, they had the correct answer to fit the question. The “One NASA” initiative should have used Rita and Peggy as spokespersons. Rita was a civil servant employee and Peggy was a contractor employee. Their badges were different colors, but they worked together harmoniously. Rita and Peggy continued their friendship outside the work environment. They enjoyed spending time with

each other and were always trying to help someone. In addition, they had strong spiritual beliefs. They would often say that prayer is the key to open a door that is locked.



Peggy Williams

It is ironic that Rita and Peggy were together when they left us; but that is the way it was suppose to happen. It is my belief that their deaths were intended to remind us that tomorrow is not promised and we should use our time wisely.

Rita and Peggy provided us with the blueprint to build a better NASA. Your job title does not matter; each of us has a vital role in the success of NASA. Rita and Peggy would want us to be inclusive, not exclusive. There is enough room under the NASA tent for everyone to participate.

It is our responsibility to continue the legacy of Rita J. Mason and Peggy L. Williams. Our loss is heaven’s gain. Rita and Peggy touched our hearts in a very special way. There is an African (Nilotic) proverb that says, “A friend is someone you share your path with.” Our friends Rita and Peggy shared their paths; all we have to do is follow.



People on the Move

GRC

Congratulations: Mark Manthey was selected as the chief, Space Systems and Grants Branch. Karen Edwards and Paivi Tripp are congratulated for being selected as this year's GRC Procurement Office winners of the City of Cleveland's Federal Executive Board Wings of Excellence Award. Jean Rogers successfully competed in the new NASA Leadership Development Program and, subsequently, was selected to serve a one-year HQ assignment, which began in August. Robert Lisy has been selected for a one-year HQ assignment in Code T to support the various exploration initiatives. He will be joining a small group of other NASA contracting experts from MSFC, KSC, and Dryden. Tom Palisin graduated June 19, 2004, from Nova Southeastern University with a Computer Science Master's degree in Management of Information Systems.

Special Assignments: Paivi Tripp has been assigned a significant lead role in the development of the NSSC Performance Work Statement. Karin Huth has been assigned a significant lead procurement role in the NSSC Most Efficient Organization. Kurt Straub is serving as the NASA contracting officer on the Contract Management Module of IFMP.

New Faces: We welcome Tiara Tompkins to GRC and the procurement organization. She is assigned to the division office serving as the Deputy Director's assistant. Prior to her joining GRC,

Tiara served four years as a 1st Lieutenant in the United States Air Force as a Nuclear Missile Launch Officer (Missileer), stationed at Vandenberg AFB, Lompoc, CA, & F E Warren AFB, Cheyenne, WY. Richard Amiot is welcomed to GRC as a new co-op student and is assigned to the Aeropropulsion and Information Technology Branch. Prior to joining us, he was with General Electric as a sourcing finance intern. He is a senior at Cleveland State University majoring in Finance. He is looking forward to graduating in December!

Farewell: Ron Everett retired after 40 years with the government. Ron became the branch chief, Space Systems and Grants Branch in 1986, after having led the Pricing Branch for several years. As branch chief, he led the GRC team in negotiating the barter of government assets for an Atlas/Centaur launch, the transfer of responsibilities of the Advanced Communications and Technology Satellite to a consortium of Ohio Universities, and the consolidation of Kennedy, Dryden, and Stennis grants with those of Glenn. He will always be known for "legendary" customer service, extensive research and "white" papers, and his committed Army Reserve military service. We at Glenn say to our "Colonel" good-bye and wish him God's best.

GSFC

Congratulations: The following people were recently promoted: Rex Elliott; Nathan Watters; Joyce Tsugawa; Eric Newman; Kim Harris; and Carolyn Schmidt.

New Faces: Kim Harris/210.H (HQ intern conversion); Michael Riley/210.S; Mary Kiss/

210.M; Jennifer Awkard/210.M; Pearl Wray/210.S; Brenda Green/210.I; Ross Saxton/210.Y; Chris Torrance/210.S (co-op conversion); Raymond Jones/210.M; Jonnelle Wells/210.M; Carol Dibble-Wooten/210.Y; Denna Lambert/210.I; Ayana Briscoe/210.Y (HQ intern conversion). New co-ops: Brett Gillard; Eroll Valentin; and David Long.

Farewell: Janicea Rhodes to Code 545 within GSFC; Marion Jones to NSF; Connie Gross retired; and Cosimo Lucchese to DoD.

JSC

Congratulations: The following people were moved/promoted: Randy Gish from Director of Procurement and Procurement Officer to Associate Director (Management); Debra Johnson from Deputy to Director of Procurement and Procurement Officer; Jeff Cullen from Manager of the Procurement Policy and Systems Office to Deputy Director of Procurement and Deputy Procurement Officer; Herb Baker from team lead in the Shuttle Procurement Office to Deputy Manager for the International Space Station Procurement Office; John Trahan from contracting officer to team lead in the International Space Station Procurement Office; Mary Kincaid from contracting officer to team lead in the Shuttle Procurement Office; Chuck Riley from contract specialist to contracting officer; Fran Mahan from contract specialist to contracting officer; Valerie Marburger from JSC to WSTF; and Lucy Yates from Station to Shuttle at JSC.

The list of **People on the Move** only includes those names that were submitted to the *Procurement Countdown*. If you know people who should be listed in this column, contact your center *Procurement Countdown* point of contact, or send the names to the editor, Susie Marucci, on (202) 358-1896, or e-mail at susie.marucci@nasa.gov.

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People on the Move

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New Faces: Seena Matthews; Carlo Trujillo; Tiffany Meadows; Eric Schell; Josh Soto; Learnon Comeaux; Wendy Stone; Suzan Moody who relocated from NMO at JPL to JSC and went from contract specialist to contracting officer; and Tom Baugh from HQ to Manager of the Procurement Policy and Systems Office.

Farewell: Jessica Verduzco; Angela Swafford; Ashlie Farnsley; Laura Jackson (retired), and Frank Goldston (retired).

KSC

Congratulations: Gloria Marsh was recently promoted in the Acquisition Management Office for her support to the Central Industry Assistance Office.

New Faces: KSC extends a warm welcome to our newest employees: Janet Thodos comes to us from the Defense Threat Reduction Agency (Fort Belvoir, VA) with several years of experience and is assigned to the Mission Support Office. Linda Adams comes to us from Patrick Air Force Base, FL, and is assigned to the Operations Support Office supporting the Joint Base Operations Support Contract. As a result of a recent reorganization, Samuel Haddad has joined the Procurement Office, having previously been assigned to the KSC Safety, Health, and Independent Assessment Directorate. He retains his duties as the KSC Industrial Relations Officer and has almost 30 years of NASA experience. (There is a feature article about him on page 10.) Three new employees have arrived under the Federal Career Intern Program: Nancy Maurice recently graduated from the University of

Florida, Levin College of Law, and is assigned to the Engineering Support Office; Cicely Simmons received her MBA from Florida A&M University and is assigned to the Acquisition Management Office; and Rob Wolfinger holds a Bachelor of Science Degree in Management from the University of Florida and is assigned to the Mission Support Office.

Farewells: Alas, we must bid farewell to the following KSC employees: Josh Soto who was a member of the NASA Contracting Internship Program accepted a position at Johnson Space Center and Henry Molnar transferred to Stennis Space Center. Both were great assets to KSC and will be missed.

LaRC

Farewells: LaRC sends its good wishes to the following people who retired recently. Molly Coburn – 40 years of government service. Molly finished her career as a grants specialist and did a number of thankless jobs such as handling the coffee fund, managing the recycling program for the entire building, and performing all the duties of Facility Coordinator. Molly plans to travel and play golf.

Joe Murray - 41 years of government service. Joe finished his career working with R&D contracts. Joe was never afraid to take on a new challenge as was evident by his willingness to be a resident expert in SAP. His contributions to the LaRC Office of Procurement were numerous. Joe plans to travel and play golf.

Deloris Hart – 29 years of government service. Deloris

finished her career working with R&D contracts. In fact she was working on the acquisition strategy for a \$110M competitive procurement when she walked out the door. She plans to spend her time traveling and working at her church.

Betty Branch – 38 years of government service. Betty finished her career working in the R&D contracts arena. Betty is famous for her work on Viking, which is considered one of Langley's finest contributions to the agency and to science as a whole. She plans to travel and work in her garden.

Richard Shisler – 33 years of government service. Richard finished his career primarily focusing on construction contracts. Richard was Langley's expert in the construction contracts arena, and his contributions to the LaRC Office of Procurement were numerous. He plans to spend time with friends and family.

Roberta Knight - 27 years of government service. Roberta finished her career working in both the service and construction contract arena. Roberta's forte was in construction contracts where she was a "go-to" person to get the job done. She plans to travel, read, and help other people.

Marcia Poteat – 24 years of government service. Marcia finished her career working in grants. Marcia was instrumental in keeping the grants process flowing over the past decade in the middle of a changing environment. She

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People on the Move

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plans to travel and do a lot of gardening.

Joanne Harris – 30 years of government service. Joanne finished her career providing administrative support to many different branches in LaRC's procurement shop. Joanne was always willing to "chip in" and get the job done regardless of the nature or magnitude of the task. She plans to sew, write, and do volunteer work.

Laurie Cole – 32 years of government service. Laurie finished her career working with simplified acquisitions and commercial buys. Her primary focus was procuring IT equipment. Since she has retired from NASA, Laurie is spending quality time with her family, especially her two grandsons, and traveling. She has also become active in her community by tutoring learning disabled children at a local school.

Artie Reid – 36 years of government service. Artie finished her career working with simplified acquisitions and commercial buys. Her primary focus was procuring optical equipment. Since she has retired from NASA, Artie has been involved in her community working closely with city officials to improve standards of living for the senior citizens and youth.

SSC

Congratulations: to Rob Harris, contracting officer, who was recently promoted.

New Faces: Jim Huk, Acting SSC Procurement Officer, announces the arrival of five new

employees joining our staff. They are Richard Mann, Henry Molnar, Penny Parker, Betty Jo Santabanez, and Carol Thibodeau.

Richard Mann, contracting officer, comes to NASA after four and a half years with the Defense Energy Support Center in Ft. Belvoir, VA, where he served as a contracting officer.

Henry Molnar, procurement analyst, transferred from Kennedy Space Center after four and a half years of service as a procurement analyst.

Penny Parker, contract specialist, comes to NASA after 20 years with the Department of Commerce/NOAA/NWS/National Data Buoy Center at SSC where she served as a contract specialist/contracting officer.

Betty Jo Santibanez, contracting officer, comes to NASA after two and a half years with the United States Agency for International Development in La Paz, Bolivia, where she served as the regional contracting officer for Bolivia, Paraguay, and Brazil.

Carol Thibodeau, contract specialist, comes to NASA after seven years with the 81st CONS/LGCA at Keesler AFB, MS, where she worked on support services contracts.

Farewell: SSC AMO has had three retirements this year. They are: Larry Bland, Jean Gilreath, and Frank Oerting. SSC's two interns left in June. Stacy Gilliam went to JSC. Ricarda Mason went to LaRC.

Who You Know

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That was nice of them to share in the wealth of the US taxpayers' dollars! So, why do I say "gently released from her duties?" Well, this lady knew friends in the Italian Human Resources Office! There was a law that she became quickly aware of – you can't be fired when you are on sick leave! So, guess what? On the day RB was supposed to be released – she called in sick! After three days, her family doctor sent a note stating she had a serious condition (related to stress). So, who knows if RB is still on sick leave! I transferred to South Carolina before she was officially fired, or had her next spa bath (paid for by the Italian government) for the serious stress condition.

It's been a decade since those days of being an Air Force CO. Since then, I have worked for Remtech Services, Inc. (Information Technology company, which, in 1999 was an 8a company under the SBA). I have a greater appreciation of a contractor's perspective and concerns on working proposals. I moved on to be an employee of SURA, which is a subcontractor to the Department of Energy at Jefferson Laboratory, in Newport News, VA. In October 2001, NASA Langley was kind enough to bring me on as a contract specialist, and I now work for the Grants & R&D Studies Contracting Branch as a team lead. As I have told people here, I am proud to be an American and equally as proud to be a NASA employee – where the rules are the rules and no long black cars show up during contract negotiations.

Paying Winning Protester's Attorneys' Fees

By Eve Lyon, HQ Office of the General Counsel (edited by Anne Guenther, HQ Program Operations Division)

It doesn't happen to NASA often, but we do sometimes lose a General Accounting Office (GAO) protest. When that happens, we may have to deal with a tricky issue—reimbursing the winning protester for attorneys' fees incurred in pursuing the protest. Because so few of us in NASA are "experts" in this area, this article provides a brief overview of the process. This way, you will be better prepared if you ever find yourself in this situation. This article is based on a much longer, more detailed memorandum prepared by Eve Lyon, Senior Attorney in the Headquarters Office of the Associate General Counsel (Contracts). She is available to assist you and your center counsel if you ever find yourself in this situation.

Authority for Reimbursing Attorneys' Fees

Section 31 U.S.C. § 3554(c)(1) provides the statutory authority for the Comptroller General to award attorneys' fee and bid and proposal costs to a successful protester. Specifically, this section provides:

If the Comptroller General determines that a solicitation for a contract or a proposed award of a contract does not comply with statute or regulation, the Comptroller General may recommend that the federal agency conducting the procurement pay to an appropriate interested party the costs of

(A) filing and pursuing the protest, including reasonable attorneys' fees and consultant and expert witness fees, and

(B) bid and proposal preparation.

The regulations GAO issued to implement 31 U.S.C.

§ 3554(c)(1) are found at 4 CFR 21.8; the applicable portion provides:

(e) If the contracting agency decides to take corrective action in response to a protest, GAO may recommend that the agency pay the protester the reasonable costs of filing and pursuing the protest, including attorneys' fees and consultant and expert witness fees. The protester shall file any request that GAO recommend



that costs be paid within 15 days of the date on which the protester learned (or should have learned, if that is earlier) that GAO had closed the protest based on the agency's decision to take corrective action. The protester shall furnish a copy of its request to the contracting agency, which may file a response within 15 days after receipt of the request, with a copy furnished to the protester.

(f)(1) If GAO recommends that the contracting agency pay the protester the costs of filing and pursuing the protest and/or costs of bid or proposal preparation, the protester and the agency shall attempt to reach agreement on the amount of costs...

GAO looks to the reasonableness of the agency's settlement offer regarding reimbursement of

costs in determining whether the protester is entitled to attorneys' fees for filing a case regarding cost. If the agency and protester cannot reach agreement on costs, GAO may, at the request of the protester, recommend the amount of costs the agency should pay.

Rate at Which Attorneys' Fees Can Be Paid

Congress amended 31 U.S.C. § 3554(c)(1) to cap the costs for consultants, expert witnesses, and attorneys' fees as part of the Federal Acquisition Streamlining Act of 1994 (FASA). Section 1403(b)(2) of FASA provides that:

No party (other than a small business concern (within the meaning of section 3 (a) of the Small Business Act)) may be paid, pursuant to a recommendation made under the authority of paragraph (1) –

(A) costs for consultant and expert witness fees that exceed the highest rate of compensation for expert witnesses paid by the federal government; or

(B) costs for attorneys' fees that exceed \$150 per hour unless the agency determines, based on the recommendation of the Comptroller General on a case-by-case basis, that an increase in the cost of living or a special factor, such as the limited availability of qualified attorneys for the proceeding involved, justifies a higher fee.

The conferees to FASA noted that the \$150 level should be considered as a maximum, not a minimum. The conferees did not intend the provision to authorize

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the payment of rates that are higher than those charged by an attorney in other similar cases or by other attorneys of similar level of experience in bid protest cases. FASA also provides for adjusting the base rate of \$150 per hour for increases in the cost of living. In *Sodexho Management, Inc. – Costs*, B-289605.3, GAO set a base date, from which increases in the cost of living may be calculated, of October 1, 1995, the date the attorneys' fees ceiling in FASA was made effective.

Standard Used to Determine Appropriate Attorneys' Fees

Sodexho, supra, is one of the most thorough and most recent cases issued by GAO dealing with attorneys' fees. The following is a direct quote from *Sodexho* that articulates the standard GAO uses to determine whether attorneys' fees are reasonable costs associated with filing and pursuing a protest:

“As with proposal preparation costs, a protester seeking to recover the costs of pursuing its protest must submit sufficient evidence to support its monetary claim. The amount claimed may be recovered to the extent that the claim is adequately documented and is shown to be reasonable; a claim is reasonable if, in its nature and amount, the costs do not exceed those that would be incurred by a prudent person in pursuit of a protest. The claim for reimbursement must, at a minimum, identify the amount claimed for each individual expense, the

purpose for which the expense was incurred, and how the expense relates to the protest. Evidence from the attorneys involved must be submitted, including, for instance, copies of bills from the attorneys listing the dates the services were performed and the hours billed to the protester.”

As a general rule, GAO considers a successful protester entitled to costs incurred with respect to all issues pursued, not merely those upon which it



prevails. Nevertheless, GAO will limit a successful protester's recovery of protest costs where a part of its costs is allocable to a losing protest issue that is so clearly severable as to essentially constitute a separate protest.

When an Agency Can Challenge Claimed Costs

Agencies should examine the reasonableness of the attorney hours claimed to determine whether they exceed, in nature and amount, what a prudent person would incur in pursuit of his protest. Although protesters must document their costs, GAO generally will accept the number of attorney hours claimed, unless

an agency identifies specific hours as excessive and articulates a reasoned analysis as to why payment for those hours should be disallowed. There are several GAO cases that discuss the standard agencies must meet when challenging claimed costs. Those cases are listed in Ms. Lyon's memorandum.

Timeliness of Settlement

GAO regulations establish reasonable time periods within which the parties should settle this matter. GAO regulations at 4 CFR 21.8 give the following guidelines:

(f)(1) ... The protester shall file its claim for costs, detailing and certifying the time expended and costs incurred, with the contracting agency within 60 days after receipt of GAO's recommendation that the agency pay the protester its costs. Failure to file the claim within that time may result in forfeiture of the protester's right to recover its costs.

(2) The contracting agency shall issue a decision on the claim for costs as soon as practicable after the claim is filed. If the protester and the contracting agency cannot reach agreement within a reasonable time, GAO may, upon request of the protester, recommend the amount of costs the agency should pay in accordance with 31 U.S.C. 3554(c). In such cases, GAO may also recommend that the contracting agency pay the protester the costs of pursuing the claim for costs before GAO.

(3) The contracting agency

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shall notify GAO within 60 days after GAO recommends the amount of costs the agency should pay the protester of the action taken by the agency in response to the recommendation.

One of the cases cited in Ms. Lyon's memorandum suggests that six months from the date the protester submitted its request is a reasonable period to settle the matter of attorneys' fees.

Where to Start

There is nothing more frustrating than working through payment of attorneys' fees for the first time and feeling like you are on your own. The following guidance can save you time and trouble.

So Where Should the CO Start?

The contracting officer needs to ensure that the request is acted upon in a timely manner, i.e., have the matter resolved within six months from receipt of the request. Generally the CO is the point of contact for the request since the request comes into procurement and should remain the point of contact as long as the requester's point of contact is not an attorney. However, legal must take the lead for all requests since they will apply the existing GAO standards to the request and since

they have the best opinion as to the amount of legal effort necessary to prosecute the protest.

The first thing the CO should do is send the request to legal for its initial opinion to determine whether the request is properly documented. It is very important that the CO inform the requester that additional documentation is necessary, if that is the case, to support the request. Requests for further documentation may be done orally, but should be followed up in writing. The CO may have to establish a deadline for the submittal of additional documentation in order to resolve the issue in a timely manner.

The CO should ask legal to prepare a detailed analysis of the request once the request is properly documented or the time for submitting additional data has passed. The legal analysis should document the reason the government does not think each specific cost of the request is proper and should cite GAO authority for each reduction. This analysis will become an attachment to a written settlement offer to the requester. At a minimum, the cover letter to the settlement offer should recite all of the previous

communications to try to "perfect" the request, should indicate what the bottom offer is, and should request follow up communications.

Other useful information for the CO to know

- The CO should...
- use program funding to pay for the claim;
 - obtain an invoice or bill from the protester so that NASA can recognize the claim for payment. Payment requests resulting from a GAO decision are generally paid out of program funds;
 - pay as soon as there is agreement on the amount;
 - make the settlement offer a little higher than the amount the attorneys believe GAO would give the requester in order to avoid a protest on costs;
 - be prepared to go to GAO if no reasonable settlement can be reached with the requester; and
 - not treat the request as a claim under the Disputes Act and not treat it as a matter under an ongoing contract.

Where can you find it?

To find out more or get a copy of Ms. Lyon's memorandum, you can contact her at (202) 358-2071.

Oops

In the last issue of the *Procurement Countdown*, the author of the article "Enjoying the Conference" was incorrectly identified as Pamela Taylor. The author was actually Claudia Womble from Goddard Space Flight Center.

Apollo 11 35th Anniversary: July 20, 2004

By Michael Kaszyca, Langley Research Center

This event was a tremendous experience; especially for two NASA Procurement interns new to the NASA family. The event took place in Washington, DC, at the National Air and Space Museum. It was 35 years to the day that man landed on the moon in 1969. Who would have thought that two 24-year-old interns would be standing side-by-side with Neil Armstrong, Buzz Aldrin, Michael Collins, Walter Cronkite, and other great heroes of America. I was utterly amazed at the showing of respect and enthusiasm exhibited at this event.

The evening started with a reception in the main hall of the museum. We (Geoff Sage and I) both took in the sights of the museum and the well-known people walking around. We just happened to catch Walter Cronkite coming down the elevator. We didn't hesitate to take a few photos! As we were walking around, we came across the man himself, Neil Armstrong. I wanted to shake his hand and express my congrats, but, as I am not one to "bug" people (although he was surrounded by a crowd), I missed the opportunity. Yet, still standing there next to that great man, the first man on the moon, gave me chills. During the reception, we came across many other famous astronauts including Jim Lovell (whom Tom Hanks played in the movie "Apollo 13"), the rest of the Apollo 11 crew, and other great astronauts.

As the reception came to a close and the program was beginning, Geoff and I tried our hardest to get into the main event (the ceremony took place in the IMAX Theater part of the museum). At first, we thought we were not going to get in. We were told that the area was designated for dignitaries and others involved with the ceremony. So, we



retreated to one of the numerous televisions that were set-up for the event in the main hall. Well, that wasn't good enough! How often do you get to see these heroes in person? So, Geoff blazed us a path to the front of the hundreds waiting to get into the 487 seat auditorium (95 percent full by this time)! And with a little finesse, we were in! We were sitting around congressman, astronauts, famous scientists, and TV personalities. The Apollo 11 crew was only a few rows in front of us.

The program was great. Sean O'Keefe, Neil Armstrong, Buzz Aldrin, Michael Collins, Walter Cronkite, and others spoke with much passion as the audience listened on. The Apollo 11 launch was shown in the IMAX Theater and even bloopers from lunar missions were shown. There was a live feed from the space station where the two members on board gave a speech commemorating the event. Among other things, the new space vision by President Bush was discussed and Buzz Aldrin gave a very passionate speech in the wake of Columbia on why America needs to start taking risks again and push forward as we did during his time at NASA. (He likened it to 9-11 and how America has proven its strength by bouncing back and planning to build an even taller structure to replace the World Trade Center.) The next group of astronauts, slated to orbit the Earth in March (STS 114), were also in attendance.

In all my life, I can honestly say I have never been so awe-struck at the heroes that surrounded me that evening. To be in the same room, literally inches away from these heroes, is just an amazing experience. I will remember it forever.

A Closer Look:

Sam Haddad: The New Guy in KSC Procurement

By Timothy W. Pugh, Kennedy Space Center

Not only is Sam Haddad a new manager in the KSC Procurement Office, but his position as the KSC Industry Relations Officer is new to Procurement as well. The recent reorganization in May 2004 that brought Sam to Procurement resulted in a great fit since as contracting officers we deal with Sam on many occasions. Sam said, "During my short time in Procurement, I have found the people here to be some of the most professional and, at the same time, enjoyable individuals I've worked with. They maintain a high standard here, and I am proud, and at the same time challenged,

seven. So to actually be able to work for NASA was such a "dream come true" that he didn't even bother to ask what the pay or the hours were. Sam said, "It took me 30 seconds to say 'yes'!"

Keeping Busy

He went to work in a small office area which had been built in the Range Warehouse, a building that most employees today at Kennedy Space Center couldn't identify. He spent the first six months making copies of various parts of KHB 1400 (the then KSC Directives System Procedures and Guidelines) as a make-work project to keep him busy so he would stop asking so many questions. It appears that while Sam does not consider himself to be super-inquisitive by nature he does like to know what's going on. So he bugged his supervisor and other managers a number of times each day. However, to fill the huge gaps of time between trips to the copy machine, and in an effort to get him out of his hair, his supervisor told Sam about a shuttle bus that traveled all over the center and stopped at the building next door. During that co-op term Sam frequently climbed aboard just to ride around and tour the Space Center that he had dreamed about so many times as a kid. This proved beneficial a few years later when he had the opportunity to apply for a position in Design Engineering Facilities Management Division.

When Sam interviewed for the job he already knew the names, locations, and building numbers of most of the facilities on KSC. Between 1978 and 1983, while working for Design Engineering, Sam served as the facility

manager for many of the KSC industrial area facilities and the Cape Canaveral Air Force Station facilities. He again seized the opportunity to visit many of the facilities of a historical nature including the old Mission Control Building, Complex 5/6 where Alan Shepard was launched from, and the Flight Crew Training Building which still housed the command module and lunar module simulators used during the Apollo program. He even viewed the machine containing the lunar surface mockup used by Apollo 17 during the training for that mission.

Helping Out

When the Shuttle program emerged Sam immediately volunteered to assist Public Affairs in tours and guest launch operations. He just had to tell the Kennedy Space Center story to anyone who would listen and guests seemed to feed off his enthusiasm for the Space Program. As a result Sam received hundreds of letters of gratitude from people he had give the tour to. This again proved beneficial because it got the attention of George English who was the Director of Executive Management. He was also the right hand man to the Center Director at the time. George approached Sam at a Delta launch and offered him a job as the operational interface with the Air Force for Range Scheduling, a part of the NASA/Air Force Management Office.

Sam worked as one of the two direct interfaces in the Range Control Center from 1983-1990. Now not only was Sam involved in every Shuttle, Delta, and Atlas

To actually be able to work for NASA was such a "dream come true" that he didn't even bother to ask what the pay or the hours were.

to elevate myself to that level." Those are great words to say about us Procurement folks, but to top it off Sam brings donuts every Friday.

Sam has worked for NASA at KSC for 30 years including his co-op time so he has seen a great deal of change, people coming and going, and history being made. In June of 1974, while attending Florida Technological University (now University of Central Florida) Sam was offered a co-op position in the Supply Branch of the Installation Support Directorate at the Kennedy Space Center. Working for NASA had been a boyhood dream of his while growing up in Cleveland, Ohio. The NASA center located in Cleveland (now the Glenn Research Center) had built the first vehicle to soft land on the moon in the early 60s. It immediately grabbed his attention at the age of

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Sam Haddad

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launch, but he was also involved in all DoD launches including Titan, Trident, Polaris, and even got involved in support to the French Ariane launch program. Just when Sam thought it couldn't get any better he was given a console position in the Launch Control Room of the Range Control Center. Sam said, "When they gave me my first headset it might as well have been a Porsche." At the time he was 29 years old (but still a seven-year-old kid inside) and loved the Space Program more than ever! During his tenure there all three of his children were born and Sam was feeling like he was on top of the world. Little did he know it was about to get even better.

A Life in Medicine

In 1990, Sam applied for and was hired as the Manager of Planning and Program Management for the Biomedical Office. What was amazing about this position was that in high school Sam always got "Cs" in science. Now, here he was the business manager of the directorate in charge of science and medical operations for the launch and landing center of one of the most highly scientific agencies in the world! However, his Bachelor's and Master's degrees were both in business so he was duly qualified. Plus, they needed a good business guy at the time. In this position Sam managed the Life Sciences Support Contract and was program manager for Life Sciences funds for KSC. He managed the budgets, the personnel, the facilities, the equipment, and the awards. In this position Sam learned about the Award Fee System and what Source Boards

were all about (procurement stuff). Sam earned his GS-14 the day he started in Biomedical and then a GS-15 four years later in 1994, his 20th anniversary with NASA.

During his tenure in the Biomedical Office, Sam received a Gold Quality Dollar for chairing the Fitness Facility Expansion Project and being Chairman of the Combined Federal Campaign Committee for KSC. His favorite accomplishment while in Biomedical was leading the team to promote and justify building a state-of-the-art Life Sciences facility. Sam's team developed and presented a plan to build this \$40M facility without requesting any additional funds to be sent to KSC. The facility stands today known as the Space Life Sciences Laboratory and in the long run could potentially bring millions of dollars to KSC and hundreds, even thousands, of new jobs depending on how well the research park develops with the facility as its cornerstone.

Sam was finally in a position where he could make a difference and not only help the program but more importantly fulfill another life long dream to be able to help people. As he came up through the ranks from a GS-2, Sam saw many injustices along the way. He said that he saw multi-talented people who for one reason or another were suppressed from realizing their potential, but he was never in a position to do anything about it. Sam made it a point in his career from that day forward to recognize and appreciate people for what they did whether it was a major accomplishment or something that simply made the job better and easier.

The Recent Past

This personal quality did not go unnoticed and in 1999 after more than nine years in the Biomedical Office Sam was offered his current position as KSC's Industry Relations Officer. As such he is responsible for promoting and maintaining positive labor relations between all KSC contractors and their supporting labor unions. Since accepting this position, his office has been reorganized twice into different directorates. In 2000, his office was moved from the Administration Office into the newly formed Safety, Health, and Independent Assessment directorate. In May of 2004, his office was again reorganized into the Procurement directorate, which is where our story began.

During Sam's time as Industry Relations Officer for KSC he has received numerous awards from KSC and external organizations. His most coveted award was the Silver Snoopy which he received in 2001, for his role in averting a strike between KSC's largest contractor and KSC's largest union. Also during this time he was awarded the Honorary Commissioner, the fourth in the 61-year history of the Federal Mediation and Conciliation Service. The national director flew to Florida to personally present the award. Additionally, Sam was awarded a Certificate of Commendation from the Acting Center Director of Stennis Space Center. Sam also serves as Conference Advisor to the Florida Labor Management Conference and advisor to the Board of Directors

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Getting the Job Done:

Making Collaboration Work

By Gail Skowron, Johnson Space Center; Jeff Lupis, the NASA Management Office; and Roberta Beckman, Johnson Space Center

Jeff Lupis from Headquarters and now the NASA Management Office at the Jet Propulsion Laboratory and Gail (Boyes) Skowron from the Johnson Space Center, were this year's procurement representatives to the NASA Leadership Development Program (LDP) Class of 2003-2004. To Jeff and Gail, it was imperative to create an extraordinary future. Specifically, fresh off the heels of being a part of significant contract actions – in Jeff's case, the negotiation of the new Jet Propulsion Laboratory contract, and for Gail, working the cross-agency Consolidated Space Operations Contract – working in a collaborative environment was even more critical. Furthermore, since both Jeff and Gail work in collaborative environments, having guidance in how to successfully perform collaborations would enhance both of their current responsibilities. Their picture of the future became the same as that of the class: achieving extraordinary mission success in the 21st century through powerful collaborations.

To this end, Gail and Jeff's LDP class developed and implemented a project that addressed success through collaboration. The goals related to this vision were threefold: catalog collaboration principles and best practices (based on internal and external benchmarking of collaboration successes and failures); infuse collaboration best practices into new and existing tools and programs; and make recommendations to align organizational incentives and structures to support effective collaboration.

The class worked with an independent consulting service to create three assessment instruments: a survey, a questionnaire, and an executive survey in order to obtain best practices. Ten senior managers including agency Associate Administrators and Center Directors, along with 96 respondents from upper management, middle management, and the front-line responded to the instruments.

Detailed analysis of the data from the surveys and question-



naires indicated that the key findings and best practices fell into three areas; the human element, the project framework, and management support. The human element key findings and best practices were using interpersonal communication as a basis for trust and a willingness to share, using travel to facilitate face-to-face communication, and using personal relationships to overcome differences in center cultures and processes. The project framework key findings and best practices were: establishing common and agreed upon goals, processes, roles, and responsibilities and establishing upfront buy-in from all members. The management support key findings included having management provide scheduled oversight and recognition to encourage the collaboration's efforts, having

senior managers involved, and having management provide a forum to resolve any collaboration issues.

Results in Hand

With these results, the class undertook initiatives to infuse these collaboration best practices into new and existing tools. One means by which the LDP planned to infuse these principles was by developing language for an update to the NASA Procedural Requirement 7120, "NASA Program and Project Management Processes and Requirements." Jeff was part of the group that developed language for this policy for the Chief Engineer's consideration. The team also developed articles for various publications highlighting the best practices and principles. Best practices were outlined at a program and project manager's conference and at the Advanced Project Management Class. Further, Gail is assisting in the development of the Collaboration Tools training module for the project management courses conducted by the NASA Academy of Program and Project Leadership (APPL).

To incentivize participation in collaboration, language for a collaboration award is being developed with Headquarters, and "support to collaboration" is being considered as a standard element in employees' performance plans. When the LDP program ended in June, not all the actions outlined in the project implementation plan were completed. Arrangements are being made with the future

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Collaboration

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class, as well as APPL, to perform follow up.

Collaboration 101

As a result of this project, the class learned how to collaborate the hard way, without benefit of the best practices – since it was the goal to create the best practices and since two-thirds of the year had been completed by the time the best practices were fully identified. As was depicted by

another LDP class participant, in an article written for an engineering periodical that emphasizes innovation, the class took quite some time finding its focus until a breakthrough was achieved by agreeing that their vision was “achieving extraordinary mission success through collaborations.” The day the mission was agreed to the class was off to the races; surveys, data analysis, and plans for infusion of the best practices were completed within just a matter of weeks.

Jeff and Gail know collaboration skills are imperative to a service organization. They are hopeful that those lucky enough to embark upon significant initiatives, (e.g., Integrated Financial Management, NASA Shared Services Center, etc.) will utilize these best practices in order to get the most out of the collaboration effort. If you would like to find out more about these collaboration best practices or you have any questions with regard to this article, feel free to call Gail Skowron at (281) 483-5784.

Sam Haddad

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for the same conference. Sam sponsors a monthly Kennedy Labor Management Relations Council meeting and luncheon. Both of these outreach activities promote progress through partnership giving both contractor management and their labor leader counterparts the opportunity to meet and acquaint themselves on a more personal level outside of the negotiating room. This way, they will better understand each other and the motivations and issues that may be driving the people they are bargaining with. These have proven to be excellent programs over the past 5+ years to help improve and maintain a good labor relations environment at KSC.

On a more personal note, Sam has lived in Titusville since 1968, is a 1972 graduate of Titusville High School, a 1978 graduate of Florida Technological University (now UCF), and a 1983 graduate of Florida Institute of Technology's MBA program offered here at KSC. He has been married to his wife Eliana

for 25 years and has three children all of whom were home schooled through middle and high schools. His eldest daughter, Eliana, started college at 15 in a dual enrollment program and graduated with her high school diploma and an AA degree at the same time. His eldest son, Sammy, Jr., (they are not too original with children's names) started college at 14 years old and has maintained a 3.9 average throughout. He is now 18 and studying Computer Engineering at UCF. Sam's youngest son, Michael, is 15 and still home schooled.

At the same time as his NASA career enters its 30th year, Sam also has two other careers going on. He is a successful Real Estate Broker, and has been president for 25 years now of the Haddad Bros. Investment Corp. in Titusville. A multi-talented man, Sam has a singing business that also keeps him very busy every weekend. Through the singing career, Sam became involved in the Titusville Elks Lodge which has approximately 1100 members.

He was recently elected to their Board of Trustees. Through the Elks, Sam has become very involved in community service and was the lead singer in a band formed by Elks musicians to raise money for the Harry Anna Children's Hospital. In the first 12 months, this 50s and 60s Rock & Roll Show Band raised over \$20,000 for charity. Sam also has broken out on his own with what he calls his "Singing DJ" business where he sings to karaoke style CDs and then spins the real records as a DJ. As a spin-off to this business he became even more involved in the community by forming a small group and singing twice each month at assisted living centers in Titusville. For this effort Sam was awarded the National Elks Grand Lodge Citizenship Award.

So as you can see Sam has accomplished a lot in all of his careers, has a great family, is very community-minded, and is a great new asset to KSC Procurement. Please join us in welcoming Sam Haddad to his new home.

What's It All About:

It's a One-Stop Shop

By Doris Wood, Goddard Space Flight Center

The Code 210.H, Headquarters Procurement Office is a one-stop shop. We procure small dollar and large dollar, simple and complex. The world of acquisition management can be exciting and sometimes frustrating. With FAR, NFS, PIC, and FAC added to Competitive Sourcing, Performance-Based Contracting, Risk-Based Acquisition, CAIB report, CICA, SBA, etc. and the very capable and responsible folks who work at HQ to meet the NASA Mission, we are often bewildered by it all. The personnel of 210.H are extraordinary in that the skill sets required to successfully support the often urgent, unique, and unprecedented requirements of customers who are separated by city limits are demanding to say the least. If you haven't guessed it, yes, the folks who support our very esteemed colleagues at NASA Headquarters are not physically located in downtown Washington, DC, but are on the outskirts of town in Greenbelt, MD, at the NASA Goddard Space Flight Center.

The group actually operates as a mini-corporation. There is one manager, Sue Gonser, who supervises about 40 employees. She serves as the CEO, with senior contract specialists as department vice presidents. Unlike the traditional GSFC contracting group, they have simplified acquisition specialists, grants specialists, and contract specialists. Some are GSA schedule



experts and training acquisition advisors while others who are generalist have mastered construction contracting, information technology, and other support service contracting. This group has an ASM specialist, contract administrators, and contract close-out professionals. We do pre-award, post-award, and administration in between. There are

cradle-to-grave actions and others that are transferred after award.

Our senior folks are of the highest caliber and the junior people are bright. Informal mentee-mentor relationships develop almost instantaneously. People gravitate to and help each other so that each person can develop. As a mini-corporation, Code 210.H has a Board of Directors. It is made up of GSFC's Acquisition Support Team (AST), HQ and GSFC legal offices, and other operational offices such as Industry Assistance and Property. Because these counsellors provide additional guidance and advice to the procurement professionals, we often meet or exceed the established acquisition lead-times. In the end the teaming arrangement outlined above works well to meet the needs of the real stakeholders, our customers at NASA Headquarters.

Procurement Countdown

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