

ARMY AL&T

July - September 2006



ARMY CONTRACTING – GETTING IT RIGHT FAST!



From the Army Acquisition Executive

Recognizing the Strength and Resolve of the Army's Contracting Workforce



When one thinks of the U.S. Army, one thinks of a globally engaged force with world-class equipment, well trained and well led. Our Soldiers and those who lead them are protecting American interests around the globe — at present 237,000 Soldiers in 120 countries. There are many reasons why we are the world's preeminent land combat force, and chief among them is the strength and resolve of our contracting workforce. Contracting here is a multibillion dollar business. It is a business of building the future Army while supporting and sustaining the Current Force. It is an awesome responsibility filled with many challenges and opportunities.

It's hard for me to imagine anything that we, in the U.S. Army, do that doesn't require a contract. Think, for a moment, about our troops in the field. They require living and dining facilities, connections to their families and friends through the post office and e-mail, and many other important quality-of-life services. Most, if not all, require a contract. Now think about the weapon systems and equipment they use and the training they received to handle them so skillfully. All — Strykers, Bradleys, Abrams, Apaches, Black Hawks, Chinooks, just to name a few — require contracted logistics and maintenance support. Next, think about the contracting expertise needed to build our Future Combat Systems, to build new aircraft and to upgrade existing systems. The bottom line is that contracting is essential to all that we do.

How essential? Army contracting is a \$95-plus billion business requiring 5,400 contracting professionals to manage the more than 371,000 contract actions.

Through our Project and Contracting Office, the Army continues its efforts to help in the rebuilding of Iraq's infrastructure. With more than \$12 billion, we are working with local contractors and residents in Iraq to complete nearly 3,400 projects. These projects include roads, schools, hospitals, fire and police stations, and other important facilities such as electrical distribution networks and sewer stations that contribute to a much cleaner and healthier environment. Each project requires a contract and

countless contract actions by just a few contracting officers. Still, the program is essential. Without our reconstruction program in Iraq, rebuilding the country's infrastructure would not be happening.

When our combat troops deploy on almost any mission anywhere in the world, who gets there first? The answer, in most cases, is contracting personnel. When our contracting professionals arrive in some foreign land, nothing is in place — no vehicles, no phones, no tents, no rations, no life support whatsoever. They readily assess what needs to be done and what's available to get it done. They locate contractors, construction equipment and gravel, for example, to get a rough road network established quickly so C-17s can land and bring in equipment and supplies for the troops. And, when the combat troops arrive, along with their weapon systems and equipment, the contracting demands increase even more.

Contracting officers are essential to all deployments. Their customers are the warfighters — the men and women who depend on them to provide the things they need to do their jobs. Success is linked directly to one another. The contracting team's dedication to our warfighters gives them the incentives they need to meet head-on the multiple challenges they face daily. With an extremely heavy workload, they keep our warfighters well equipped, at a high state of readiness and as rested and well fed as possible. Our warfighters have high confidence in the reliability of our contracting professionals to get it right fast.

I also have a deep appreciation for the competence, dedication and hard work of our contracting personnel. We empower them to do their jobs in the smartest way possible, and they respond with great energy and enthusiasm. Their environment is one of innovation, identifying and managing risk, and making decisions rather than avoiding them.

Winston Churchill once said, "I am easily satisfied with the very best." Our contracting workforce is among the very best, and we recognize their excellence with this edition of *Army AL&T Magazine*.

Claude M. Bolton Jr.
Army Acquisition Executive



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ACQUISITION, LOGISTICS & TECHNOLOGY

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ACQUISITION, LOGISTICS & TECHNOLOGY

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For more news, information and articles, please visit the USAASC Web site at <http://asc.army.mil>. Click on **Portal** and then click on the **Army AL&T Magazine** link under **Army AL&T**.

This medium is approved for official dissemination of material designed to keep individuals within the Army knowledgeable of current and emerging developments within their areas of expertise for the purpose of enhancing their professional development.

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2006 Readership Survey In Our Next Issue

The upcoming October-December issue of *Army AL&T Magazine* will feature our 2006 Readership Survey. *Army AL&T Magazine's* goal is to publish articles of interest and value to its readers. The survey's purpose is to acquire as much information and feedback as possible so that we can continue providing our readers an informative and useful publication. Knowing what our readers want will allow us to better tailor the magazine's content, look and feel to the professional development needs of the Acquisition, Logistics and Technology Workforce.

To determine how satisfied our readers are, we would like you to take a moment – once you've received the issue or read it online – to fill out a brief survey. After you've completed the survey, you can either mail it or fax it back to us. You will also have the option of taking the survey online. Detailed instructions will be provided in our next issue.

Thanks in advance for your participation!

Army AL&T Magazine
Editorial Staff

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Getting it Right Fast — Outfitting, Equipping, Protecting and Supporting Our Soldiers

This special edition of *Army AL&T Magazine* is dedicated to the civilian and uniformed Army contracting personnel who make a difference in the lives of Soldiers and their families. In a decade that has seen Army contracting move from acquisition reform to acquisition excellence, the contracting workforce is well-positioned as a contingency operation force multiplier capable of delivering contractual expertise and unsurpassed procurement oversight for the Army, DOD and other federal agencies.

On the pages that follow, Army Acquisition Executive Claude M. Bolton Jr. discusses the history, importance and success of Army contracting in supporting our combatant commanders, their Soldiers and the overall war effort in Iraq and Afghanistan. He highlights how the Army contracting community has developed accelerated and streamlined contracting processes to support both the warfight and reconstruction, discusses the changing role of Army contracting and notes numerous contracting success stories.

U.S. Army Materiel Command (AMC) Commanding General (CG) GEN Benjamin S. Griffin discusses how AMC is leveraging worldwide resources to deliver critical logistics support to our troops on the front lines. Through the Logistics Civil Augmentation Program and other methodologies, AMC is delivering an unprecedented level of logistics and maintenance support to the battlefield. Further, AMC is capitalizing on lessons learned and has formed a Commodity Council that will develop and implement an enterprisewide sourcing strategy for contract maintenance of the Army's tactical equipment.

Deputy Assistant Secretary of the Army for Policy and Procurement Tina Ballard discusses the innovative policies and business solutions the Army contracting community has developed. She explains how the different emergency procurement authorities in the *Federal Acquisition Regulation* allow contracting professionals to get it right fast for our troops once the operational mission's contract requirements have been identified. Critical to this process are the ultra-fast contracting instruments and new business models that result in faster contract approvals.

The U.S. Army Corps of Engineers (USACE) was instrumental in providing disaster relief and humanitarian support following last year's hurricane season. USACE CG and Chief of Engineers LTG Carl A. Strock outlined the Corps' response to these natural disasters and how they have prepared for this year's hurricane season. He also discusses how USACE used accelerated acquisition processes to provide time-critical engineering, contracting and construction support to the Gulf States, and the advanced planning measures the Corps has adopted.

U.S. Air Force (USAF) MG Daryl A. Scott, CG, Joint Contracting Command-Iraq/Afghanistan (JCC-I/A), discusses how the JCC-I/A is contributing to the overall war effort and reconstruction initiatives in the theater of operations through full-spectrum contracting support to U.S. and Coalition Forces and to Iraq reconstruction efforts. Scott brings a wealth of acquisition life cycle management expertise to the battle and has implemented significant programs to help train and educate both Iraqi and Afghan ministry personnel.

Army Deputy Chief of Staff, G-8, LTG David F. Melcher plays an integral part in developing the Army's resource strategies. His office must apply scarce resources across the overall Army's competing demands, while continually balancing the immediate needs of operational forces with the future needs of transformation. He discusses how the Army is programming resource processes to better support Army transformation initiatives through the *Program Objective Memorandum* and corresponding synchronized equipping strategies that, ultimately, will contribute to *Army Campaign Plan* achievement.

USAF MG Terry L. Scherling, Director, Joint Staff, National Guard Bureau (NGB), discusses the NGB's capabilities in supporting disaster relief operations and providing humanitarian assistance at home and abroad, and the Guard's expanding role in homeland security. She relates how the Army's contracting initiatives helped the NGB successfully respond to operational contingencies and natural disasters over the past year and how the NGB is preparing for future emergency responses.

Before closing, I direct your attention to our insert, which captures Army contracting community success stories as provided by the Principal Assistants Responsible for Contracting (PARCs). They discuss how their respective workforces provided the contract vehicles that were used to directly support equipment procurements, supplies and services for our combatant commanders and their Soldiers prosecuting the global war on terrorism. To help navigate this section, we used a color coding system — purple for Ultra-fast Contracting, brown for Success Stories and blue for Disaster Relief.

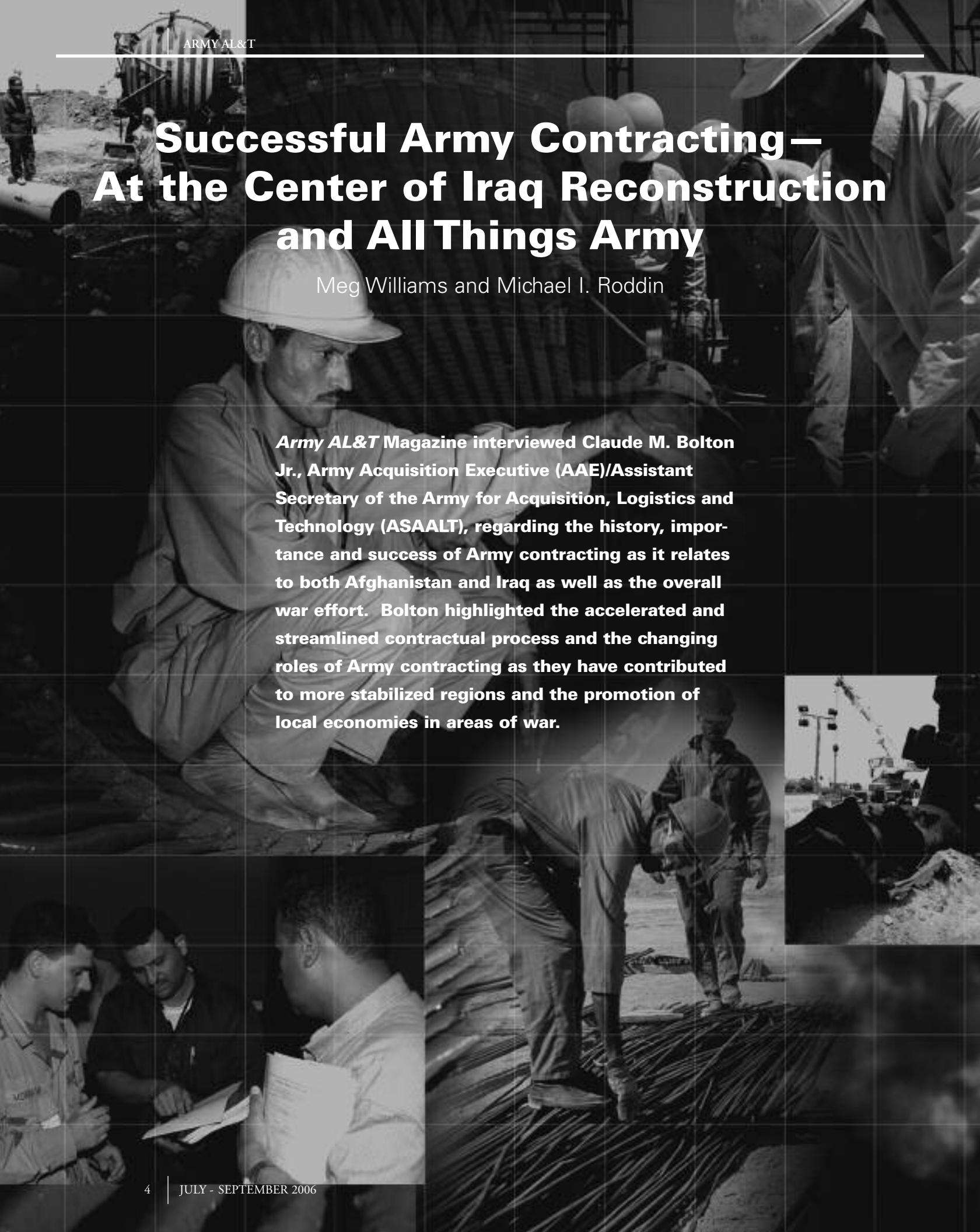
I hope that you find the senior leader interviews and PARC vignettes informative, and that you gain a greater understanding of the tremendous support the Army contracting community brings to the operational Army in directly supporting our combatant commanders and their Soldiers worldwide. Through their dedication to duty, professionalism and expertise, the Army contracting community is successfully fulfilling its vision to be "One Community Serving our Soldiers, Serving our Nation."

Michael I. Roddin
Editor-in-Chief

Successful Army Contracting— At the Center of Iraq Reconstruction and All Things Army

Meg Williams and Michael I. Roddin

Army AL&T Magazine interviewed Claude M. Bolton Jr., Army Acquisition Executive (AAE)/Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT), regarding the history, importance and success of Army contracting as it relates to both Afghanistan and Iraq as well as the overall war effort. Bolton highlighted the accelerated and streamlined contractual process and the changing roles of Army contracting as they have contributed to more stabilized regions and the promotion of local economies in areas of war.



AL&T: The Army is the Executive Agent for DOD's reconstruction and relief missions in Iraq and Afghanistan. In 2003, the Army worked with the Office of Reconstruction and Humanitarian Assistance (ORHA), and then responsibility for reconstruction transitioned to the Coalition Provisional Authority (CPA). Upon the stand-down of the CPA, and establishment of the U.S. Embassy for Iraq, the Army began working with the Iraq Reconstruction Management Office. In October 2004, the U.S. Central Command (CENTCOM) designated the Army as the lead component for contracting for *Operations Enduring* and *Iraqi Freedom* in the Combined Joint Operations Area, Iraq and Afghanistan, and the Joint Contracting Command-Iraq/Afghanistan (JCC-I/A) was established. What is the Army's current role in supporting reconstruction efforts and how are we doing?

Bolton: Let me talk about the contracting part of this question and give you a little bit of history on this. This office got involved in May 2003 when we went into Baghdad and we sent over COL Donald R. Yates from the Army War College Carlisle at Barracks. We directed him to go over to Iraq to see what folks needed. We already had contingency contracting officers [CCOs] over there. Their function normally is to get there ahead of the main body — although this was not possible in this case, because Saddam Hussein, for some reason, would not allow them in

AAE Claude M. Bolton Jr. discusses the importance of Army contracting to the ongoing war effort and reconstruction of Iraq from his office at the Pentagon. (U.S. Army photo by Mike Roddin.)

town before the 3rd Infantry Division [3ID] came in. Normally they go in and work with local vendors to obtain water before the rest of the combatants show up and get things set up for the camp. This has always been the case. COL Yates sent back a report that said there was a need for contracting officers and managers. So we sent COL Tony Bell over there. He was supposed to be there for two months. He was there 9 or 10 months to support the commanders using Logistics Civil Augmentation Program [LOGCAP]-type contracts and to implement local contracts. There's nothing faster. Now we have an ambassador special envoy, L. Paul Bremer III, and we are looking at a reconstruction project and they need help. We have 3ID with support from CENTCOM and let's look at what we're doing to help the State Department and others.

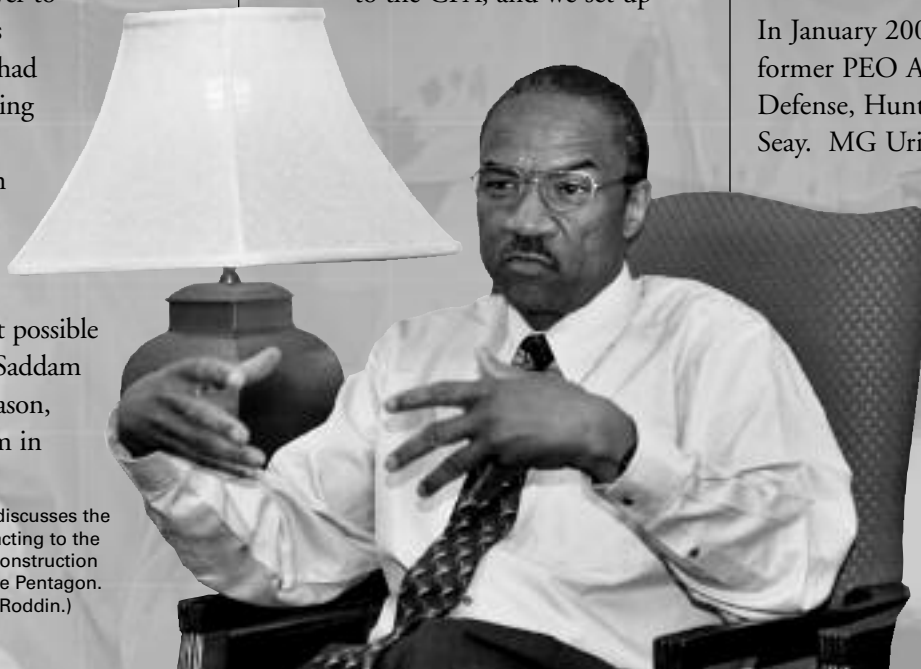
We continued to help them through the ORHA and the CPA. In December 2003, the Deputy Secretary of Defense asked us to provide direct support to the CPA, and we set up

We have initiated more than 3,000 contracts and, as of today, we've completed more than 2,500 of those projects valued at more than \$12 billion.

what became known as the PCO — the Project Contracting Office. CPA eventually went away to form another agency that worked for the State Department and the PCO continued. Then we sent over BG Stephen M. Seay, who at the time was the Program Executive Officer [PEO] for Simulation, Training and Instrumentation, and then we populated the PCO with program managers and contract managers. Our principal focus was on reconstruction efforts. We have initiated more than 3,000 contracts and, as of today, we've completed more than 2,500 of those projects valued at more than \$12 billion. To date, we've obligated \$8-10 billion and probably expended at least half of all that. These construction projects include: restoration of electrical services and power generation;

water treatment and pumping facilities; sewage treatment and processing plants; health clinics and hospital refurbishment; roads and bridges; and schools. Best of all, these construction projects have employed Iraqi citizens.

In January 2005, MG John M. Urias, former PEO Air, Space and Missile Defense, Huntsville, AL, replaced BG Seay. MG Urias looked at what was going on and said, "We're doing well, but we need to make sure this is all coordinated in Afghanistan and Iraq." He then initiated the joint concept of contracting and so we made it a command about a year ago. Now Air Force MG Darryl A. Scott, former Defense



Contract Management Agency Director, is the JCC-I/A Commanding General [CG], and has taken the organization to the next level.

If you were to visit the JCC-I/A headquarters, you will find that the reconstruction of Iraq office in the PCO has about 30 folks, including military, government civilians, contracting officers, managers and local contracting support. Then you have the JCC-I/A element that we're in the process of merging with the U.S. Army Corps of Engineers [USACE] Gulf Region Division [GRD].

These folks are there to assist the ambassador and GEN George W. Casey Jr., CG, Multi-National Forces-Iraq, with the reconstruction and rebuilding of Iraq. They are working closely with the State Department, Iraqi ministers and local leaders there. To date, we have employed probably 50,000 to 60,000 Iraqis in all kinds of projects around the country, and I would say 42-43 percent of



all the contracts released have been to Iraqi businesses.

That's the history of it. We stood up a joint contracting command. We're doing very, very well. We have all sorts of folks who come in there to observe what we're doing — auditors and so forth.

We have a special Inspector General,

Stuart W. Bowen Jr., who heads up that activity. And, while you see critical comments, those critical comments are always with draft reports — never with final reports — and always referenced in a part where we were not involved directly — in the CPA's early days or months. So we don't get a whole lot of press and that's okay. We've done very well and we continue to do well in providing timely, cost-effective contracts that, ultimately, benefit the



Soldiers from the 555th Combat Support Battalion (Mechanized) provide mounted perimeter security for a U.S. Air Force (USAF) Power and Oil Infrastructure Team working with local authorities near Kirkuk, Iraq, this past January. Ongoing contractual initiatives are designed to ensure that the Iraqi government can take over full operational capability and security for their pumping facilities, pipelines and refineries. (USAF photo by MSGT Lance Cheung, HQ Air Force News Service.)

Iraqi government and our Soldiers and civilians in theater.

We are transforming almost every six months and there's a good reason for that. Iraq's infrastructure is growing and things are progressing. The end state will, hopefully, look like any other country we have an embassy in. The Corps of Engineers will come in and do work under the direction of the U.S. Embassy, CENTCOM and several Iraqi ministries. We already have military there working with the embassy. We're there because we have the capability as an Army to provide contracting expertise and the necessary security and infrastructure that you need to operate successfully in that fluid environment. We are a work in progress and will grow to an end state that, ultimately, will have us out of business. We've gone from where we have "onesies" and "twosies" of Army acquisition and contracting workforce working with the State Department and working with the Iraqi administration over there. The Corps of Engineers came in, and we're merging with the Corps. Eventually the Gulf Region will have total oversight and responsibility. This doesn't mean they won't use Army Acquisition Corps expertise in the future, but it will be completely under the Corps of Engineers' umbrella.

AL&T: Strategically and tactically, as military operations become more Joint and expeditionary, what challenges will the Army contracting community — uniformed and civilian — face as it moves toward more modular, compartmentalized organizations? How must Army contracting professionals be trained to better support Army and Joint contingency operations?

Bolton: One of the things that we did early on, even before we started the

modular organizational transformation, we took the contingency contracting role and responsibilities out of the U.S. Army Contracting Agency and we moved that requirement to the U.S. Army Materiel Command [AMC], specifically to MG Jerome Johnson's organization, the newly designated U.S. Army Sustainment Command, out at Rock Island, IL, because we only want one person as a face to the warfighter in theater. AMC CG GEN Benjamin S. Griffin and I rely on MG Johnson to do that for the acquisition, logistics and technology communities. We also wanted to make sure he had the wherewithal to do just that. We put contracting teams together and put them in various places where they can be called on by MG Johnson and integrated into the various modular formations. CCOs and noncommissioned officers are with units and they are part of the modular force. They will be trained with their assigned units out at the National Training Center. When it's time to go forth, they will be ready to go forth. Additional teams that are with MG Johnson are available for deployment as the theater needs them.

We are relying on the U.S. Army Training and Doctrine Command and AMC for the Soldier-type tactics, techniques and procedures they need to learn to perform. On the contracting and technical side, we rely on the Defense Acquisition University [DAU] because that's where everybody goes to be trained and educated in this business. We are going to work closely with DAU President Frank J. Anderson Jr. because we believe that we need more training in this contingency contracting area. There needs to be more

courses and classes. Most contingency contractors work in unique environments. Initially it's an unstructured environment. They work with ministers of other countries. The eyes of the world are on them. CCOs work under the same oversight rules that are normally used back in the United States where the Army's entire contracting infrastructure is in place.

Because of the pace of operations there, we sent a lot of our Army contracting folks over without all of the education and training I would have liked them to have. They did great because we have good people. We also relied on the other services, especially the Air Force and Navy, to supplement what we were doing in theater. We relied on their expertise to bolster those activities or areas where we might have been lacking. We want to ensure that everyone's up to the right level. Education and training for the contracting workforce and the commanders is very important. In May, June and July 2003, and even up into the fall, I heard "Contracting's a problem for reconstruction," and so I asked for some specifics. And the specifics were always something not dealing with the actual writing of contracts. In the early days of operations, there was a lack of understanding of how to correctly write the requirements to give to a contracting officer. It wasn't because



Soldiers from Charlie Co, 1st Battalion, 2nd Brigade Combat Team, 3rd Infantry Division, conduct a search and seizure mission of a building in Baghdad, Iraq. (U.S. Army photo by SPC Ben Brody.)

we had people who were bad at what they were doing — we realized this was something they hadn't been trained to do. From that point forward, we simply instructed our contracting officers to help their customers write the requirements. Commanders need to understand their role in all of this and realize that contingency contracting is a team effort.

AL&T: Contracting activities in Afghanistan and Iraq have helped to stabilize regions and promote the local economies in both countries. In Afghanistan and Iraq, an increasing percentage of contracts are being awarded to Afghan and Iraqi vendors. Tell us how U.S. Army contracting efforts are directly helping rebuild economic stability and foster economic growth for this beleaguered region.

Bolton: A lot of our efforts lately have focused on Iraq, and that's because we took care of business in Afghanistan within the first year or so in terms of road, school and infrastructure reconstruction initiatives. That effort continues, but a lot of that responsibility is now in the hands of Afghans.

In Iraq, because of the insurgency, it's been a longer effort. As I said earlier, 40-plus percent of the contracts are with the Iraqis, and more than 50,000 Iraqis have been employed. Take the health clinics for example. Our original intent was to design a building, build it and hand it over. A contractor from outside of Iraq was doing the actual construction. That wasn't working the way we wanted it to, so we took the contract and decentralized it and gave it to the Iraqis for completion. We did have some outside contractors still working on certain projects to ensure that the work got done to standard where specific technical requirements had to be met.

The military commanders in charge of the various areas have been given money with support from my organization and support from the State Department to work on local projects. The commanders could decide how to help the villages within their area — they could

help with water projects, sewer projects or electricity hookups. These were projects that local populations were working on themselves that were in high demand and that put folks to work. Best of all, it was theirs. There

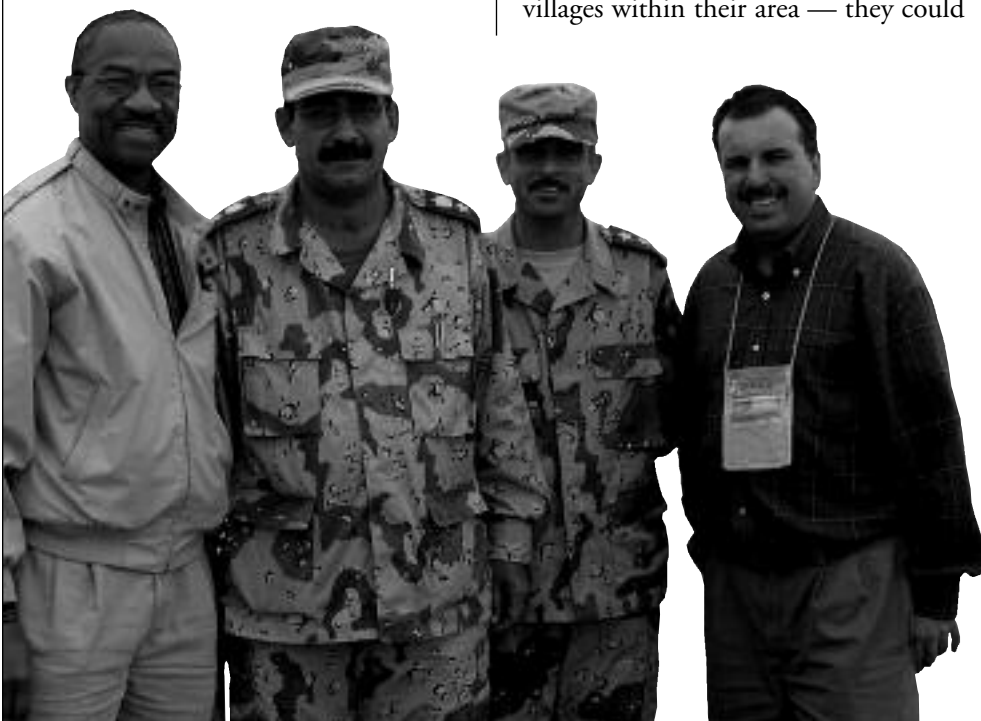
is a greater sense of ownership and tendency to keep things maintained and secure when it's your project to begin with, so the Iraqis took intense pride in the jobs they were doing for their own communities.

We also helped local Iraqi companies set up the infrastructure to pay their workers or buy parts and to teach the local workers how to maintain these new electric lines or water facilities. Putting that all together provided much-needed "capacity." It was

That's where the monies have been focused — to build capacity. Now our contractors have a certain number of days after they're finished — 90 to 180 days — in which they will train local people and show them how to run or maintain things.

really the Army who identified that concept well over a year ago, and now capacity has become a buzzword. Specifically, one of the young ladies in our PCO workshop here raised that as something that needed to be done. So that's where the monies have been focused — to build capacity. Now our contractors have a certain number of days after they're finished — 90 to 180 days — in which they will train local people and show them how to run or maintain things. Then we can have a turnkey project with people who know how to maintain their own facilities. From that aspect, we've done a good job with the resources we've been given to get as much of the Iraqi population involved in the construction and protection of their country's infrastructure.

AL&T: The Army has taken the lead in providing instructions for contractors



on the battlefield by developing the *Contractors Accompanying the Force Guidebook*. Likewise, *Contractors on the Battlefield, Field Manual 3-100.21*, is helping to better define roles, rules, responsibilities and reporting requirements. How have these fundamental policy changes and operating procedures improved battlefield responsiveness in terms of providing critical contracted logistics and maintenance support, and the procurement and delivery of essential troop supplies, products and services to combatant commanders and their Soldiers?

Bolton: With regard to our forces in Southwest Asia, the biggest contract over there is LOGCAP. LOGCAP is purposely for contingency operations like this. We do it in advance because we're not sure where we're going to send contractors and we're not sure how extensive an operation is going to be. It's in place and we can add or subtract resources as the mission requirements dictate. LOGCAP has been extremely responsive in Afghanistan, Iraq and Kuwait. When you talk to Soldiers and their commanders, the feedback has been so positive that we've already extended this program to our coalition partners — and we hear no complaints. Of course you occasionally see things in the press, but quite frankly, I consider those to be the 1- or 2-percent hiccups when an operation as complex as this expands

in scope and duration. In terms of being responsive to warfighters, LOGCAP continues to be extremely responsive. Don't take my word for it — ask our warfighters because that's what they're telling me. The new rules and regulations that we've set up, to include some of the more current policies, are really a compilation of things the workforce has previously executed. The advantage now is that everything is in one place and has been compiled into one guide. It's a very important resource for our contractors as well, because they know what we expect from them and what they can expect from us in this operational environment. So I think the guidebook has made it much clearer for everyone. As we learn more, we'll

make additional changes to both the guidebook and field manual.

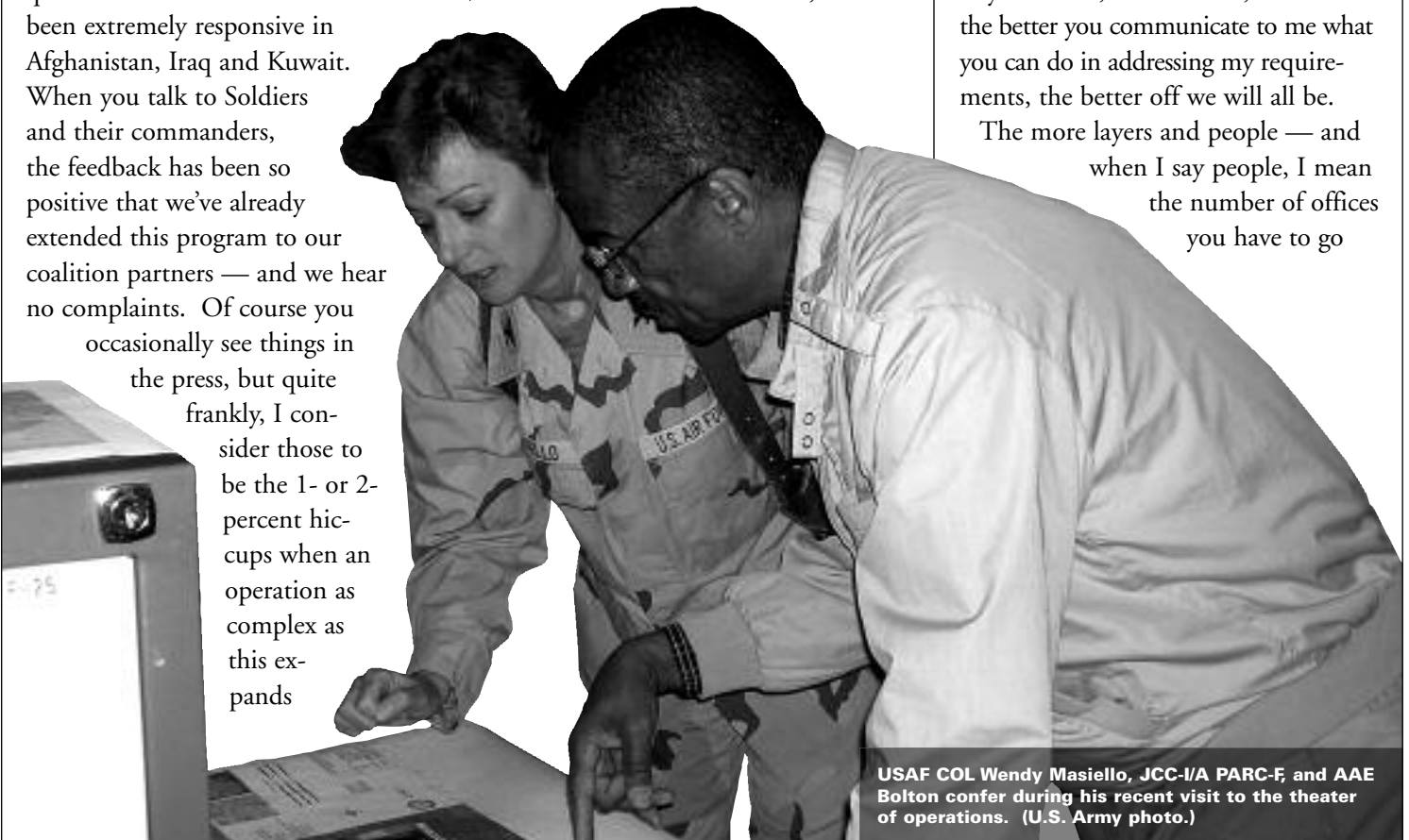
AL&T: How has Alpha contracting helped to accelerate and streamline contractual processes at home and abroad? What are some of the key lessons learned and the new "best business" practices that our readership should be aware of so these attributes can be incorporated into their own contract management practices?

Alpha contracting brings everyone and everything to the table at the same time. In a perfect world, we bring all the right folks into one room and tell the government contractor, "Here's what we want."

Bolton: When it comes to a contract — it is a piece of paper. It's an agreement. Some folks in the commercial world do business with

only a handshake. A contract is an agreement between two parties. We sign that piece of paper and we're off and running. The better I can communicate to you what I, the customer, want and the better you communicate to me what you can do in addressing my requirements, the better off we will all be.

The more layers and people — and when I say people, I mean the number of offices you have to go



USAF COL Wendy Masiello, JCC-I/A PARC-F and AAE Bolton confer during his recent visit to the theater of operations. (U.S. Army photo.)

through — actually impedes direct communication with the end user. Alpha contracting brings everyone and everything to the table at the same time. In a perfect world, we bring all the right folks into one room and tell the government contractor, “Here’s what we want. Okay, let’s talk terms and conditions and let’s talk about how much it will cost. Okay, got it.” We all walk out with the same time schedule, requirements base and expectations. The traditional way is, I’ll sit and write and we’ll give it to you and you’ll send something back. The paperwork goes back and forth and there are a lot of iterations. Alpha contracting streamlines this process by reducing the number of iterations we have because negotiation is handled up front. We come up with a better product in terms of the contract because people better understand the contract process and the end state because of better communication of what is required, what can be delivered and when. Alpha contracting is not new, but we are certainly expanding the reach and frequency of the process. With rare exception, when it’s used it works very well.

There is nothing that we do in the Army that we don’t do without an Army contract team. When you stop to think about it, there’s a contract for virtually everything. Even the organic things that we do, look at them closely and you’ll find a contract at the very center.

AL&T: The Life Cycle Management Commands (LCMCs) and PEOs are implementing accelerated and streamlined contracting processes and vehicles to better serve their various customer bases. What special procurement authorities, if any, do the LCMCs and PEOs work under given the specific nature of their business?

Bolton: As a result of having LCMCs, we’re able to use policies, rules, regulations and laws that have been on the books for some time. Before, this part of the community was using this rule and another part of the community was using another rule and some weren’t using the policies at all. Now we have a construct where we’re doing the full life cycle where the focus

is, “How do I provide warfighters with

a critical capability and be more responsive to them?” That’s the endpoint.

Given that, what do we all need to do to make that happen? First, we eliminated the stovepipes. Now we all work together to get capabilities to the warfighter faster by sharing resources, information and lessons learned. If you go back to 1994 and look at legislation to streamline acquisition, the *Federal Acquisition Streamlining Act of 1994* and the *Federal Acquisition Reform Act of 1996* instituted landmark reform that still guides us today. Former Deputy Under Secretary of Defense for Acquisition Reform Colleen Preston worked on these two pieces of legislation that became law within an 18-month period. This legislation basically streamlined acquisition and really pinpointed the sound business practices we must employ, and contracting was a part of that.

Perhaps people do not understand the role of contracting personnel and contracting officers. People think they sit in cushy, air-conditioned offices. I’ve found that not true in reality. I don’t know of any contracting shop that’s not been touched by this war. Folks are working really, really hard. I’ve talked about the actions of contracts and projects that we’ve had for Iraqi reconstruction —



Shown clockwise from left back row: Dean G. Popps, Deputy Assistant to the ASAALT; BG William H. McCoy, Former USACE GRD Commander; Hugh Exton, Regional Director, Southwest Region Office Installation Management Agency; Kathy Johnson, PCO Iraq; AAE/ASAALT Claude M. Bolton Jr.; Karen Durham-Aguilera, USACE, GRD. (U.S. Army photo.)

3,000 to start with and more than 2,500 completed. We're talking thousands of contracting actions.

I think just last year we had more than 12,000 contracting actions with several billion dollars being obligated. That was just last year, with a small fraction of the contracting workforce on location. Our reach-back capability and the dedicated contracting professionals who are stateside are working long hours throughout the weeknights and weekends to make these additional contracts happen, above and beyond their normal workload.

The war effort is important. It's our number one priority. But there's an entire Army out there not directly involved in *Operations Enduring* and *Iraqi Freedom* that still requires contracting support. There is nothing that we do in the Army that we don't do without an Army contract team. When you stop to think about it, there's a contract for virtually everything. Even the organic things that we do, look at them closely and you'll find a contract at the very center. So, it's important to have contracting officers for the work that we do. There would be no new weapon systems or support for those weapon systems, at least initially, without a contract. Think about it — Future Combat Systems, contract; modernization of Army aviation, contract; Stryker, contract; Stryker vehicle support, contract; LOGCAP, contract; electrical power on base, contract; fuel, contract; uniforms, contract. We don't think about it very much, but there's a contract for everything, thanks to our

There would be no new weapon systems or support for those weapon systems, at least initially, without a contract. We don't think about it very much, but there's a contract for everything, thanks to our dedicated contracting officers and their teams of contract specialists.

dedicated contracting officers and their teams of contract specialists.

Some of our contracting people — a large percent of whom are civilian — are in harm's way. They're in Iraq. They're working on reconstruction. The best example of the commitment that our contracting officers make is to recount an important event. On Jan. 29, 2005, on the eve of Iraq's second election, there was a rocket attack into the Green Zone that hit the building where our contracting personnel work. Two of our contracting officers were killed in that assault. One was Navy LCDR Keith E. Taylor, who left behind a wife and children. The other was Barbara Heald. Our civilians rotate about every six months, and Barbara

was on her third tour of Iraq. She had been with the Air Force, then worked for a non-DOD government agency and retired in the 1990s. She came back to us because she wanted to make a difference. In the December time frame, she was here for the holiday party and then she went back to Iraq. Six weeks later she was killed.

There was a letter written by her brother, John L. Geis, to the President of the United States. It starts off, "Dear Mr. President: Approximately ten hours ago, a U.S. Army major left my home after telling me that my sister, Barbara Heald, was one of the two Americans killed in the rocket attack on the U.S. Embassy in Baghdad. ...

"In my family's anguish, I am writing to ask you, to beg you, to not flag for one moment in your efforts to bring

democracy to Iraq and have it take root. We must not fail — both for my sister's legacy and because it is right. I do not know what more you or the country can do than we already are, but I am writing to add to your resolve."

The third and fourth paragraphs were lighthearted and talked about Barbara and what she was doing in Iraq. The last lines of the letter read, "Mr. President, it is said that liberty is paid for in blood. Today, liberty got a lot more expensive for those who knew and loved my sister Barb."

We've had rocket attacks in Iraq where, fortunately, our contracting folks have not been hurt, but they face the same peril as everybody else. And these are volunteers who continue to go back to support our troops. That's what being an Army contract person means. Our courageous men and women — military and civilian — are doing a tough, often thankless, job as best as they can. We thank them for their professionalism, selfless service and dedication.

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MICHAEL I. RODDIN is the USAASC Strategic Communications Director and *Army AL&T* Magazine Editor-in-Chief. He has B.S. degrees in English and journalism from the University of Maine and an M.A. in marketing from the University of Southern California. Roddin is a former Army Advertising Program Manager and three-time Army Keith L. Ware Journalism Award recipient. Last year, he was selected by the Secretary of the Army for Editor-of-the-Year Honors.

Leveraging Worldwide Resources to Deliver Logistics Support

For this special contracting issue, GEN Benjamin S. Griffin, Commanding General, U.S. Army Materiel Command (AMC), responds to questions regarding the role of contracting within AMC's major subordinate commands (MSCs).

AL&T: The Program Manager Logistics Civil Augmentation Program (PM LOGCAP) is assigned to one of your MSCs, the U.S. Army Field Support Command, soon to become the U.S. Army Sustainment Command. How has LOGCAP contracting supported the Army's ongoing missions in support of combat operations for *Operations Enduring and Iraqi Freedom (OEF/OIF)* in Afghanistan and Iraq?

Griffin: LOGCAP's greatest value to the Army has been to allow commanders to focus their forces on fighting the

global war on terrorism [GWOT]. LOGCAP has evolved into the Army's premier contingency contracting vehicle by leveraging worldwide corporate resources to deliver an unprecedented level of logistics support to Soldiers in the field. LOGCAP's functional areas include subsistence, maintenance, construction, supply and distribution. There are currently 52,000-plus contractor employees accompanying and supporting our forces deployed overseas. During *OEF* and *OIF* alone, LOGCAP has been responsible for more than 300 million meals prepared,

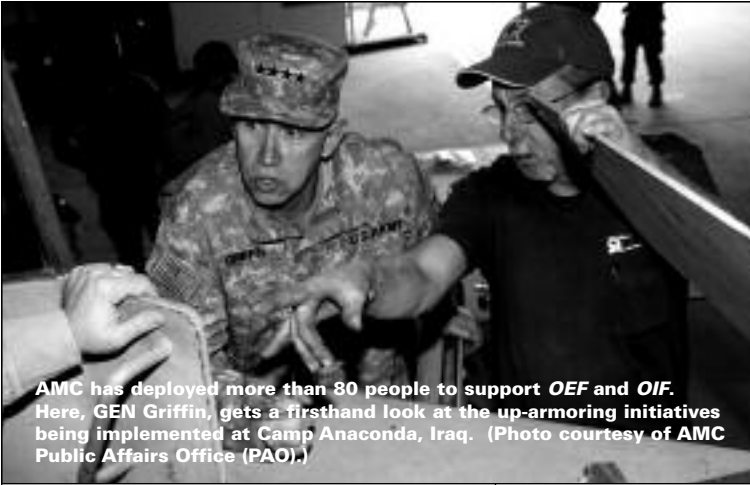
over 18 million bags of mail delivered and more than 50 million miles logged transporting supplies and equipment. LOGCAP is an essential element in executing the Army's ongoing missions.

AL&T: What are your thoughts on how maintenance contracting is managed in the Army today?

Griffin: Maintenance contracting in the Army has traditionally had many owners and management has been fragmented. Contracts for maintenance of tactical equipment have proliferated



Members of 5th Battalion, 20th Infantry Regiment, 3rd Brigade, 2nd Infantry Division Stryker Brigade Combat Team, distribute ammunition in Tal Afar, Iraq, in support of anti-insurgency operations. In FY05, AMC obligated \$54 billion in contracts for weapon systems, ammunition, research and development, maintenance, spare parts and services. (U.S. Army photo by SGT Jeremiah Johnson.)



AMC has deployed more than 80 people to support OEF and OIF. Here, GEN Griffin, gets a firsthand look at the up-arming initiatives being implemented at Camp Anaconda, Iraq. (Photo courtesy of AMC Public Affairs Office (PAO).)

AL&T: How has AMC supported the Army's contingency contracting mission?

Griffin: AMC has been very active in deploying experienced contracting personnel to

MSCs. AMC contracts for weapon systems, ammunition, research and development, maintenance, spare parts and services. Of the Army's \$88 billion obligated in FY05, AMC obligated \$54 billion [62 percent] of the total. AMC is also the largest major command competition dollar contributor to the Army, with \$26 billion [43 percent] of the Army's \$60 billion total in FY05. Acquisition support is one of the three legs of AMC's mission to "Provide superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the U.S. and our allies." The excellent contracting support provided by our 2000-plus contracting professionals is appreciated not only within AMC, but also by our customers throughout the Army and DOD.

AL&T: What would you like to see in the future for Army contracting?

Griffin: I support ASAALT [Assistant Secretary of the Army for Acquisition, Logistics and Technology] Claude M. Bolton Jr. with his total Army strategic perspective to ensure that warfighters are provided world-class contracting support. We need to remain committed to

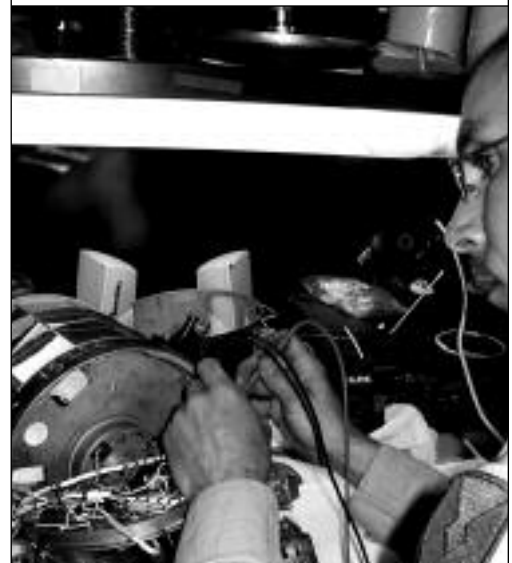
throughout the Army. This has increased the cost of contract administration and prevented the Army from leveraging its buying power to obtain the best possible prices for contractual services. In addition, the high number of contracts placed an added burden on commanders who have to manage contractors on the battlefield and at their installations. My vision is for AMC to be responsible for all Army maintenance, other than unit-level maintenance performed by our Soldiers at the organizational level. Efforts are currently underway to establish a Tactical Equipment Maintenance System, administered by AMC through a Commodity Council, that will develop and implement an enterprisewide sourcing strategy for contract maintenance of the Army's tactical equipment. A Tactical Equipment Maintenance System's objectives include reducing contract redundancy, leveraging economies of scale and initiating process improvements through strategic sourcing. In today's operational environment, strategic management of maintenance contracting is critical.

AMC has been very active in deploying experienced contracting personnel to provide "boots-on-the-ground" support worldwide. We have provided more than 80 personnel for 179-day deployments since FY02, with 67 percent being civilian volunteers.

provide "boots-on-the-ground" support worldwide. We have provided more than 80 personnel for 179-day deployments since FY02, with 67 percent being civilian volunteers. With the OPTEMPO [operations tempo] increasing, AMC recognized a need to establish a CONUS-based cadre of deployable contracting personnel. AMC will provide centralized management for this cadre of deployable civilians; standard incentives; term limits for deployable personnel; and a centralized training plan for deployable civilians, supervisors and military personnel. With activation planned for this summer, this cadre is another example of how AMC is transforming to support Soldiers throughout the world.

AL&T: For readers unfamiliar with your command's mission, please describe the big picture of Army contracting within AMC.

Griffin: The majority of AMC's contracting support is provided by the Acquisition Centers located at our seven



Ssg Kevin LaChance, 1107th Aviation Classification Repair Activity Depot, tests electronic aviation components at Balad Air Base, Iraq. (AMC photo by LTC Virginia Ezell.)

continuously improving support to our Soldiers. Army contracting needs to evolve into a more flexible and innovative business institution. With the number of contracting actions and dollars increasing across the Army and DOD in a period of projected declining experience in the workforce, it is critical that the Army reorganize to leverage its expertise and synergies in a manner that is transparent to its customers. AMC is currently working with ASAALT and other Army contracting organizations to achieve that objective.

AL&T: How has the stand-up of the AMC Life Cycle Management Commands (LCMCs) improved acquisition support to our combatant commanders and their Soldiers?

Griffin: The LCMCs are a joint initiative between AMC and ASAALT to integrate leadership responsibilities and authority to enable a closer relationship between the AMC MSCs and the program executive offices [PEOs]. LCMC plans research and development, logistics and maintenance, and PEO/PM support together to provide superior cradle-to-grave support for systems in the field. The PEOs are

Roger Gunter, a mechanic/welder from Anniston Army Depot, AL, fabricates a table to be used to disassemble M1 tank transmissions in Kuwait. (AMC photo by Bob Whistine.)



now an integral part of the MSCs, while continuing to adhere to guidance in the *Goldwater Nichols DOD Reorganization Act of 1986*. Likewise, AMC logisticians have enhanced input into acquisition processes to influence future sustainment and readiness. LCMCs have been established at the Aviation and Missile Command (AMCOM), the Communication-Electronics Command (CECOM), the Tank-automotive and Armaments Command (TACOM), and we are currently standing up the Chemical Material LCMC and the Joint

Munitions and Lethality LCMC. This initiative is providing an integrated, holistic approach to product development and system support. LCMCs are Soldier-focused and integral to the Army in fielding more reliable systems at reduced cost. They have directly improved combat support to our units in the field as they work hand in hand with our Army Field Support Command to provide one face to the field.

AMC is the Army's premier provider of materiel readiness — technology, acquisition support, materiel development, logistics power projection and sustainment — for the total force and across the entire spectrum of Joint military operations. AMC's workforce actively develops, procures and maintains materiel for the Army, working closely with the LCMCs, PEOs, the Army Acquisition Executive, our industry and academia partners, our sister services and other government agencies. We are proud of the numerous acquisition, contracting and logistics services our uniformed and civilian workforce provides in prosecuting the GWOT and putting boots-on-the-ground support worldwide.

AMC will continue to leverage the Army's capability and capacity for superior technological, acquisition and logistics integration, ensuring our combatant commanders and their Soldiers are more responsive, deployable, agile, versatile, lethal, survivable and sustainable, regardless of where the mission takes them. From beans to bullets, helmets to helicopters, spare parts to spare ribs, AMC operations touch every Soldier in the Army every day. The AMC Team answers the "call to duty" and we are proud of our reputation — if a Soldier shoots it, drives it, flies it, wears it or eats it, AMC provides it!



GEN Griffin discusses AMC's engine repair and maintenance support capabilities with Deputy Under Secretary of Defense for Logistics and Materiel Readiness P. Jackson Bell during a recent visit to Iraq. LOGCAP has helped AMC leverage worldwide corporate resources to deliver unprecedented maintenance support to Army field units during OEF/OIF. (Photo courtesy of AMC PAO.)

Getting it Right Fast While Serving a Nation at War

Deputy Assistant Secretary of the Army for Policy and Procurement (DASA(P&P)) Tina Ballard directly supports the Army Acquisition Executive (AAE)/ Assistant Secretary of the Army for Acquisition, Logistics and Technology. Serving as the Army's principal acquisition and procurement/industrial base policy authority, she manages and executes the Army's worldwide contracting function, overseeing all contracting operations, organizations, resources, policies and procedures. Additionally, she is the Functional Chief's Representative for the Army Contracting and Acquisition Career Program and is responsible for the Army contracting workforce's recruitment, training, education and professional development. Prior to this position, she was the Director of Combat Support Operations and the Deputy Executive Director of Contract Management Operations in the Defense Contract Management Agency. Her responsibilities included agency policy to accomplish contingency contract administration services in multiple theaters of military operations, supplier risk management, quality assurance and engineering support, delivery management, pricing/modification actions, business and financial systems, payment and financial management, contract closeout and industrial base analysis. Ballard brings a wealth of contingency contracting and procurement policy expertise to the Army contracting team. Her focus on innovative policies and business solutions ensures the Army contracting community will continue to provide responsive contracting instruments that deliver requirements-based products, services and equipment into the hands of our Soldiers whenever and wherever they are needed most.

U.S. Army Soldiers from the Brigade Support Battalion, 172nd Infantry Brigade, remove a transmission from a heavy load cargo vehicle at Forward Operating Base Marez near Mosul, Iraq. (Photo courtesy of Multi-National Force-Iraq (MNF-I).)

AL&T: Our warfighters get equipment and training everyday. Why would they connect that to Army contracting?

Ballard: Frankly, I don't think they do and the connection to the Army contracting community should be transparent. It's more important that Army contracting professionals make the connection to our men and women in uniform. Our vision is to be "One Community Serving our Soldiers, Serving our Nation." If a Soldier shoots it, drives it, wears it or eats it, chances are an Army contract procured it. If it's a national mission performed by the U.S. Army Corps of Engineers [USACE] or the National Guard Bureau, we support it. I have seen contracting professionals go the extra miles, work long hours and weekends, and even sacrifice their lives to provide Soldier support and serve our great Nation. These folks work around the clock, around the world, doing what needs to be done. All of us provide a service, and that service is critical to our Soldiers getting what they need, when and where they need it.

AL&T: What are some of the vital duties performed by Army contracting officers (KOs)?

Ballard: Our KOs respond to requirements in peacetime and in time of war. This means buying the systems, equipment, spare parts and training that prepares, maintains and sustains the Current Force. It means having contingency contracts in place with the ability to surge requirements when needed, get things out of the industrial base quickly and have the right contractual instruments in place to do it. In 2003, at the outset of the war in Iraq, we had contracts valued at more than \$61 billion. Last year, our contract value had increased to almost \$95 billion. Another vital duty is deploying with the force. Military contingency contracting

officers [CCOs] embedded with warfighting units such as the 101st Airborne Division rotate with those units. The Army has contracting organizations associated with each of the geographical combatant commanders and in those organizations there are both military and civilians supporting contingency operations. Another example is in working with our international partners who want to win contracts in Iraq. When DOD asked how to inform coalition partners on contracting with DOD, Army contracting professionals were selected to represent the Office of the Secretary of Defense [OSD], they engaged our coalition partners' industrial base, and taught them how to contract with DOD.

AL&T: How are contracting personnel rotated in and out of the theater of operations?

Ballard: The geographical combatant commanders responsible for a specific contingency operation determine manning needs and we contribute to developing the joint manning document. The actual requirement for contracting personnel is supported through either military or civilian authorizations, assignments and volunteers. The rotation schedule within the Army varies in length from 6 to 12 months. Our Soldiers normally deploy on a 1-year rotation while civilians typically deploy for 6 months.

AL&T: You have contracting personnel in Iraq. President Bush has said that the Nation needs to know the global war on terrorism [GWOT] is a "Long War." What challenges does a

protracted operation such as *Operations Enduring* and *Iraqi Freedom* (OEF/OIF) hold for Army contracting personnel?

Ballard: A protracted operation provides challenges and opportunities. The challenge *and* the opportunity is to

get the products or services through the various contract vehicles we can bring to bear against stated Soldier requirements and combatant commander expectations. To get it right and fast, we have to identify the overall operational mission's contract requirements and determine whether or not products and services can be reliably procured from host nation [HN] contractors and suppliers or will the materials have to come from previously approved U.S.-

supplied sources. When we first deployed into Iraq, the Head of the Contracting Activity [HCA] was a colonel and his staff consisted of two people. We have adapted as the mission has evolved. Today we have the Joint Contracting Command-Iraq/Afghanistan [JCC-I/A]. The HCA has evolved from an Army colonel to a flag officer with the assignment of U.S. Air Force MG Darryl A. Scott as the current JCC-I/A commander. To keep pace, we have evolved from three people in Baghdad to 204 Soldiers, Sailors, Airmen, Marines and civilians, including those serving in Regional Contracting Centers in multiple locations throughout Iraq, Afghanistan and Kuwait.

AL&T: Does the contracting workforce consistently get Soldiers what they need right and fast?

Ballard: Yes, and I have many examples that support that statement. However,

Our KOs respond to requirements in peacetime and in a time of war. This means buying the systems, equipment, spare parts and training that prepares, maintains and sustains the Current Force.



PFC Chris Smith, 1st Battalion, 87th Infantry Regiment, 1st Brigade Combat Team, 10th Mountain Division, provides perimeter security during a combat patrol in the Ameriah District, Baghdad, Iraq, May 21, 2006. (Photo courtesy of MNF-I.)

let me answer that question from a different construct. Getting a contract action quote “right” in DOD requires almost 2,000 pages of the *Federal Acquisition Regulation [FAR]*, its 53 sections and 106 chapters of supplements. These regulations are executed in an environment where laws change and new laws can come into existence. Where laws, regulations, policies, guidance, inspectors and auditors combine having immediate and real implications for getting it right, getting it fast is often subject to many other challenges — challenges in the requirements, statutory requirements on minimum times required for bidders, socio-economical considerations, changing priorities and other variables that are outside the KO’s control. And, at the end of the day, the KO’s action legally creates an obligation for the government. If we get it wrong, the costs can be significant for both the Soldiers who need the equipment and services and the taxpayer who pays the bill.

AL&T: So, there’s a lot of emphasis on compliance with rules and regulatory guidelines?

Ballard: Yes, those rules can work for and against us, depending on the situation. Following the compliance rules takes time and it can be understandably frustrating for folks waiting for equipment or services to be procured. On the other hand, not following the rules

can cost DOD and the Army precious credibility in terms of the trust that the American public bestows on the uniformed services. These complexities can’t be minimized, but they must be planned for. What we can do — what we *are* doing — is

making a commitment to get it done by using all of the flexibilities and innovation at our disposal. When we do that, we absolutely get it done right and fast.

From a contracting perspective, we must absolutely understand and communicate the requirements so we do get what the requirer wants — not just in supplies or services but also in performance, on time, at the right place. Often the folks answering questions about how requirements should be written are the contracting professionals themselves because they work most closely with the requiring organization and offerors. Working with acquisition professionals, they answer questions when bidders don’t completely understand the requirements.

AL&T: There has been a lot of publicity about contracting in Iraq. A reader might argue that there is a lot wrong with “no-bid contracts.”

Ballard: Those arguments have been made. The fact is, there are sole-source contracts awarded under the authority of the *Competition in Contracting Act [CICA]*. You might say the terms “sole-source” and “CICA” sound technical and bureaucratic. The fact is, the law anticipated circumstances when competition would not be possible. Our lawmakers recognized that, in some circumstances, getting our men and women in

uniform what they need takes precedence. Sole-source contracts are permitted under the law and the ones we awarded were appropriate. Reviews by the Government Accountability Office validated that we followed the correct process as the law requires. Equally important, we got the Soldiers the support they needed for the warfight, when they needed it most.

AL&T: Since March 2003, the MNF-I has helped Iraq rebuild its military and police forces. Iraqi Security Forces have gone from 0 to 240,000 people in a relatively short period of time. What part has Army contracting played in helping the MNF-I with this effort?

Ballard: Actually, our first contracting effort related to Iraqi Security Forces was to provide training for those forces. This effort came to us as a request from U.S. Ambassador L. Paul Bremer III. He wanted the contract for training awarded and the contractor on the ground in 30 days. To do that, the Army Contracting Agency [ACA]-Southern Region used all the flexibilities available and competitively awarded the contract in 25 days, allowing five days for the selected contractor to arrive in Iraq and start work, as requested. Today, JCC-I/A’s Security and Justice Sector KOs provide contracting support to organize, train, equip and mentor the Iraqi Civilian Police forces and Department of Border Enforcement Forces. They have awarded nearly 2,300 contracts valued at \$1.6 billion. In addition to the forward contracting, the TACOM Life Cycle Management Command [LCMC] has provided the necessary reach-back support to MNF-I, awarding more than 38 contracts valued at \$901 million.

AL&T: How many CCOs and non-commissioned officers have been deployed since March 2003 in direct support of *OEF/OIF*?

Ballard: As with any deployment, those numbers change over time. Between December 2005 and February 2006 for example, the JCC-I/A and USACE Gulf Region Division had more than 150 CCOs deployed. Contracting professionals in Iraq contributed to actions that resulted in 8 new medical clinics completed and 3 more near completion, electrical service throughout Iraq has increased from 4 hours a day in March 2003 to 12 hours per day in 2006, and 19 water treatment plants serving nearly 3 million Iraqis have been built. Now an additional 1 million people have access to potable water that didn't have it before, and an additional 9 million more people have access to sewer facilities. Those are just a few facts about Iraq. The Army has 286 CCOs deployed worldwide.

AL&T: Where else have Army CCOs been successful?

Ballard: The Army helped provide disaster and humanitarian relief following the 2005 hurricane season. Our CCOs deployed and assisted after the tsunami that devastated South and Southeast Asia, and CCOs are actively serving in Korea, Germany, the Pacific and Southwest Asia. Examples of their efforts include the ACA-Pacific Region's responsive contracting support for numerous supplies and services totaling nearly \$60 million to support ongoing operations in Southwest Asia. Those contracts included unique services for the receipt, warehousing, maintenance and servicing of automobiles, sport utility vehicles [SUVs], pickup trucks and motorcycles

There are sole-source contracts awarded under the authority of *CICA*. The law anticipated circumstances when competition would not be possible. Our lawmakers recognized that, in some circumstances, getting our men and women in uniform what they need takes precedence.

for Soldiers deploying from Hawaii and Alaska to support GWOT. Another example is the unprecedented disaster relief support rendered by ACA-The Americas [ACA-TA] following the three hurricanes that decimated parts of Guatemala last October. ACA-TA directly provided Joint Task Force-Bravo [JTF-B] contin-

gency contract support that included bottled water and food, cell phones, lodging, translation services, transportation and general supplies. During the relief effort, ACA-TA embedded one of their CCOs in JTF-B for the duration of the relief effort.

AL&T: What new and innovative policies and practices are on the forefront of Army contracting to energize contracting responsiveness for our combatant commanders and Soldiers in the field?

Ballard: We have developed a single document with all of the emergency authorities to expedite contract actions. There are more than 15 separate emergency procurement

authorities located in 12 different parts of the *FAR/DFARS*. Chances are if a person hasn't used a particular authority, they probably wouldn't know about it or where to find it. Now the workforce has one comprehensive document to refer to for all authorities. We have also developed a new source selection guide that will be instrumental in providing consistency in our approach to the selection process. We are training the workforce on fiscal law, development of estimates and cost realism. We are looking at our pricing practices to define how we provide better capability and get better

prices. We are also working on guidance to implement Vice Chief of Staff of the Army GEN Richard A. Cody's direction to reduce service contracts and the expenditures associated with them. There is a lot to be done on the immediate event horizon for the Army contracting community.

AL&T: Army contracting professionals can be called "ghost walkers for Soldiers." They set up the infrastructure and support structures necessary whenever and wherever a U.S. Soldier deploys. What are some of the vital duties performed by U.S. Army uniformed and civilian KOs during the predeployment and deployment phases of an operation?

Ballard: When you talk about pre-deployment, the ACA is very much engaged in force projection at the installation level. And there's another aspect that's very important to keep in mind once our Soldiers deploy — they leave their families at home on these installations. ACA is very engaged and doing things that take care of those families through contracting. It is very important for a Soldier who's forward deployed to know that his family will get medical and dental care and other important community services. With each new deployment, we find better and more innovative ways to take care of Soldiers and their families. For instance, we've awarded better contracts to store and care for Soldier vehicles while they are overseas. These are things that give people peace of mind as they go into combat. And the Army contracting community is addressing these needs and others as new requirements are identified. The term "ghost walkers for Soldiers" is really very appropriate because what we do is invisible. All our customers want to know is that a new hospital is there in Hawaii to provide critical healthcare for Soldiers' families. That particular

contract was significant because the hospital was built very quickly to meet urgent family needs and that meant that people now could use a military medical facility instead of an expensive off-post hospital or clinic.

In terms of predeployment, there are preparatory things that take place before a unit deploys. What will the infrastructure be like? Will the host nation economy be able to provide the necessary supplies and services? Will local contractors want to assist U.S. Forces? Likewise, how do we provide force protection for our contracting folks and contractors? What will be the operational extent of the maneuver units? How do we set up regional contract support offices? How do we overcome cultural and language barriers? These are just a few of the numerous questions that must be addressed by our CCOs prior to deployment. Prior to beginning *OIF* deployments, there were several actions that our people were working around the clock to ensure that we had contractors where they needed to be to provide support to Soldiers as they went into the theater the first week of the war.

In terms of the deployment phases of an operation, notwithstanding the fact that the Logistics Civil Augmentation Program has been very visible in the media,

that's just one of hundreds of contracts that support Soldiers in the deployment phase of an operation. The Stryker vehicle maintenance support contract that was awarded by the TACOM LCMC took a new business approach that was very innovative. It is a vehicle that gets great press from Soldiers because of its performance and its capability in the war. But again, the people who wrote the contracts, who enforced the clauses and the provisions, who ensured that the deliveries were on time, those people are invisible to the Soldier.

I can assure you, because I've seen it personally over the last few years, there is not a single time that we've called on someone in the contracting community to meet a Soldier's need and they said, "No, it's four o'clock and I'm going home." What they say is, "What do I need to do?" and they stay until the job gets done. From a contracting standpoint, our seamless support means that Soldiers get the weapons, food and clothing they need when they need them. Army contracting professionals are very committed and will employ extraordinary measures to ensure that Soldiers get what they need in a timely manner. So in that sense, we are ghost walkers for Soldiers because we're always with them. Army contracting community professionals know that getting the job done for Soldiers is far more important than being seen doing the job.

AL&T: What new and innovative policies, precedents and procedures is the contracting community getting ready to implement Army-wide to energize contracting responsiveness and speed up contract awards?

Ballard: One of the most significant things we've done recently in the contracting community is to establish a think tank of senior leaders across Army contracting. The purpose is to get our seasoned professionals together to work on developing strategies for where we need to take Army contracting in the future. We focused on two things: the workforce and business processes. We know that you can't get anything done without a well-trained, effective workforce. So it was important that we focus on developing, recruiting and retaining our current workforce. The second thing is to thoroughly examine our business practices and processes. Through this think tank, we identified five areas that we must address.

For the contracting workforce, we decided to establish and revitalize how we manage our employees' career progression. We've established a governance board that is made up of several subcommittees that will develop a road map for everyone in our career field. The message we are sending to our workforce is, wherever you are in your career, we want you to be the best that you can be at that place in your career. As leaders, we need to be very clear as to what the workforce's training needs are so they can better support our Soldiers. By examining our business processes, we have redefined our important core competencies and capabilities. Right now, we recognize that the cost-price analyst area is one that needs revitalization and focus. There's a lot of emphasis on this and rightly so. Are we getting the best value, are we getting the best price? Frankly, cost-price analysis is becoming a lost art — not just in the Army but in our sister services and other government agencies as well.

For example, after Hurricane Katrina, we brought in people from all over the country to support USACE. We have



DASA(P&P) Tina Ballard discusses the contributions the Army contracting community makes every day to Soldiers on the front lines. (U.S. Army photo by Mike Roddin.)

learned to leverage our capabilities — if we have one cost-price analyst in Michigan then we bring that person to Louisiana to help with Hurricane Katrina contracts for a short time.

Another thing we have looked at is our source selection procedures. What we found is that we have a lot of excellence throughout the Army but it wasn't something that was integrated and we hadn't done a great job of leveraging and combining that excellence to increase our overall capability or to expand our capacity. The think tank is charged with determining, then capturing, our best across-Army practices. Source selection is, of course, a very important area. It's important to us as we make decisions about who will provide products and services for the government. It's important to industry, which is bidding on our contracts, to know they will have a fair opportunity to receive an award. Our industry partners need to know that we must provide our frontline troops the best product for the best price. Nothing less will do.

Another area we're about to focus on in terms of Lean/Six Sigma is the justification and approval [J&A] process. Under *CICA*, we can allow exceptions to the preferred method of contracting, which is, of course, competition. What we find is that those requests in a time of war are really time-critical. But too often when the package gets to the Pentagon, it's been somewhere else for four to six months and then, of course, by the time it gets here there's another period of time before that document gets signed. What we have done is establish a Lean/Six Sigma team to look at the J&A process. We want to shorten the time it takes from recognizing we need a J&A to getting it signed by the AAE who approves the exception to the *CICA*. Those are just

a few things we are doing to speed up the contracting process.

We're also going to identify some other areas to implement the Lean/Six Sigma initiative in contracting. We have partnered with the Defense Acquisition University [DAU] to look at their performance-learning model. From a workforce professional development aspect, we're also partnering with DAU to look at course development for our specific needs in contracting. We have acquired extensive contracting experience during *OIF*, so we can help DAU develop business cases using real-time scenarios of the more interesting contracting actions that have resulted from this war. That will help all DOD students attending DAU.

We are also going to examine the current DAU course on cost-pricing analysis. DAU President Frank Anderson agrees that this is an area where we need to strengthen our capability, and so we're going to work with DAU to strengthen the curriculum in this area. Also, DAU has an extensive performance-learning model that I believe is unprecedented. Until I visited DAU recently, I had no idea of the capability that's available to us through that performance-learning model. This model was presented at our Procuring Contractor Training Symposium July 10-13, 2006, in Miami, FL, so that Army leaders and the contracting community at large could return to their workplace and take that capability and knowledge with them.

We continue to share our best business practices in contracting through *Army*



A UH-60 Black Hawk helicopter descends to extract 1st Battalion, 187th Infantry Regiment, 101st Airborne Division Soldiers from Forward Operating Base Summerall, Iraq, during operations on June 9, 2006. (Photo courtesy of MNF-I.)

AL&T Magazine in the Contracting Community Highlights section (Page 56). Another way is through our PARC Conferences, which we hold twice a year. We leverage other meetings, such as the procurement training symposium, so that we maximize getting key lessons learned out to our community. My Director of Procurement Policy, Emily Clarke, holds teleconferences with the policy directors in the field and she communicates on a regular basis with them. And, of course, there is the ever-present e-mail to get our best practices out to the community quickly. Also, we can establish a community of practice with DAU. For example, we could have a community of practice on source selections where people can come together to talk about what they've done, what worked well and what needs improvement. And we can capture lessons learned there as well. We can host online discussions with subject matter experts from the community of practice or interested parties can just go there and reference information.

In closing, I want to pay tribute to the Army contracting community's dedication, professionalism and service to our Soldiers and our Nation. These civilian and military contracting professionals go the extra mile for Soldiers and their families. I am very proud to represent the Army's contracting workforce.

U.S. Army Corps of Engineers Rebuilds and Restores Following Natural Disasters

LTG Carl A. Strock, Commanding General and Chief of Engineers, U.S. Army Corps of Engineers (USACE), responded to questions posed by *Army AL&T Magazine* regarding the Corps' rebuilding and restoring efforts following last year's devastating hurricanes along the Gulf Coast. He also discussed using accelerated acquisition processes during disaster relief operations and how these processes are helping the Corps prepare for this year's hurricane season.

The call went out nationwide to bring mighty pumps to New Orleans to help rid the drowned city of more than 250 billion gallons of salt water, rain run-off, sewage and chemicals that inundated the area after Hurricane Katrina hammered the Gulf Coast. USACE engineers and an army of contractors provided hydraulically powered pumps up to 42-inches in diameter to "unwater" the city and surrounding parishes. Workers kept these pumps running around the clock for more than a month to fully drain the city. (USACE photo by Alan J. Dooley, Hurricane Katrina Corps of Engineers Operations.)



AL&T: Hurricane Katrina was one of the Nation's largest natural disasters. How much of your staff was, or is, dedicated to the recovery and rebuilding effort?

Strock: Last year's unwatering of New Orleans and the ongoing recovery efforts are an enormous undertaking for the Corps. Currently, 1,626 personnel are assigned to Task Force [TF] Hope, which is the Corps' task force overseeing the repair of the damaged levees and floodwalls. The work is being accomplished by some 495 Mississippi Valley Division employees, 197 other USACE employees, 14 employees from other government agencies and 782 contractor quality assurance personnel. In addition, nearly 9,000 volunteer Corps employees have supported the hurricane recovery effort along the Gulf Coast this past year. Federal Emergency Management Agency [FEMA] mission assignments for the Corps for Hurricanes Katrina, Rita and Wilma total \$4.39 billion.

To date, the Corps and its contractors have removed nearly 48,690,201 million of the estimated 63,632,006 million cubic yards of debris, installed more than 152,000 temporary roofs and turned over nearly 950 of 1,036 planned temporary public structures in Mississippi.

AL&T: TF Guardian was assigned the mission to repair and restore the New Orleans area hurricane protection system (HPS) to its authorized level of protection by June 2006, the beginning of this year's hurricane season. By the time the July-September issue of *Army AL&T Magazine* hits the street, the Gulf Coast may have already been tested. How was the Corps able to get their

arms around such a huge mission and ensure that the infrastructure was repaired and restored in that time frame?

TF Guardian was able to accelerate the entire acquisition process, from assessment to engineering, to contracting, to construction. TF Guardian had a single function — to make the repairs before the next hurricane season, and it was fully authorized and funded to do so.

Strock: The Corps of Engineers' response to the recovery of the Gulf Coast included the establishment of a task force to repair the damages to the HPS caused by Hurricanes Katrina and Rita. TF Guardian was a lean, yet multidisciplinary organization, fully resourced and designed to make very quick and informed decisions. Just as important, TF Guardian was able to accelerate the entire acquisition process, from assessment to engineering, to contracting, to construction. TF

Guardian had a single function — to make the repairs before the next



Staci Ogle, Resident Engineer for Debris, Emergency Field Office-North, checks in a load of woody debris at the Petal Debris Reduction Site, Petal, MS. Contractors have removed more than 20 million cubic yards of debris in Mississippi alone. (USACE photo by Nola Leyde.)

hurricane season, and it was fully authorized and funded to do so.

Without cutting any corners and recognizing the expediency of the effort, this organization could act quickly, engage contractors and non-Federal sponsors, and deliver products in a very streamlined fashion with complete quality assurance every step of the way. The people chosen were also a factor. Many on the staff came from the New Orleans District and have a personal stake in restoring the damaged system. Their commitment and dedication to success enabled an extremely ambitious plan to be successfully carried out. Thus, the strategy to “get our arms around such a huge mission” was as follows:

- Establish a multidisciplined and focused organization.
- Provide them the full authorities and funding they needed to get the job done.
- Staff it with some of the best engineers and professionals in the business.
- Then, let them execute — which they did.

AL&T: How do you think the area will stand up if we have a moderate to rough hurricane season?

Strock: Hurricane Katrina was a very powerful storm that exceeded the design parameters of the HPS in many areas. Following the hurricanes of 2005, however, the Corps has been able to make detailed assessments of our systems and conducted analysis on those areas that did not perform as well as the Corps would have liked. Most importantly, the Corps was able to fold those lessons learned on system performance, or nonperformance, into its repairs. As a result, the New Orleans area HPS will be much better, stronger and more resilient than it was before Hurricane Katrina.

The threats caused by storm surges entering the outfall canals have been eliminated by the construction of interim gated closure structures. Miles and

miles of levee have been rebuilt using only type-classified soils. A tremendous amount of I-wall designed floodwalls have been replaced by more stable and much more massive inverted T-walls anchored in the ground by thousands of 80 foot long H-piles. The incorporation of numerous engineered features contributes to a more robust HPS for the Greater New Orleans area that will stand up much better to hurricanes. We are confident in the work we have completed. That doesn't mean that there isn't a risk of a hurricane more severe than the system can handle, or that the consequences of such

The people chosen were also a factor. Many on the staff came from the New Orleans District and have a personal stake in restoring the damaged system. Their commitment and dedication to success enabled an extremely ambitious plan to be successfully carried out.

an event couldn't be equally catastrophic.

That's why the President has proposed additional improvements and also why Congress has asked us to look at providing a higher level of protection.

AL&T: How did the Corps monitor/ assess progress and what procedural and structural changes are they implementing?

Strock: The response to repair the HPS damaged by Hurricanes Katrina

and Rita was immediate and focused. Existing *Public Law (PL84-99)* provided the authority to act, and emergency funding was on hand to execute. TF Guardian used standard Corps of Engineers practices to monitor and assess progress on its programs. However, because of the unique situation, the time frame involved and the non-negotiable deadline caused by a potential life-threatening event — the next hurricane season — the implementation of these

processes was unlike any Corps program to date. The intent early on was to decentralize the effort among as many local contractors as possible, which had many tactical level execution advantages, and served as part of the region's recovery as well. Additionally, because of the program's scale and magnitude, balanced against the minimal contractor capacity available — especially shortly after the storm — the initial philosophy was for the Corps to do what was required to make its contractors successful. TF Guardian aimed to ensure victory in February rather than attempting to prevent defeat in May. The synergy of the Corps of Engineers, non-federal sponsors, architect/engineers and contractors working together to complete an enormous and complex task was unprecedented and reflects the wave of the future — an era of increased cooperation. What was done in New Orleans was indeed enormous and rapid. It was successful because everyone involved recognized the importance and acted together in the public's greater interest. It was an impressive undertaking and the Corps will be using lessons learned from this event for years to come.

AL&T: In terms of contracting, what were your biggest challenges with the clean-up and rebuilding effort?

Strock: In terms of damages, Katrina is by far the worst natural disaster the Corps has responded to on U.S. soil. Through our Advanced Contracting Initiative, the Corps has contracts in place to respond to most of our standard FEMA missions such as ice, water, temporary power, temporary roofing and debris removal. Once we were able to get on the ground and begin damage assessment, it became readily apparent that the capacities of our roof and debris contracts were inadequate to handle the amount of damage. To ensure that there was no



Contractors Daren Creed (left) and Chuck Willson install a blue roof on a house in eastern Jefferson Parish, LA. In all, Corps contractors installed more than 192,000 temporary roofs in the areas affected by Hurricanes Katrina, Rita and Wilma. (USACE photo by Hank Heusinkveld, Wilmington District Public Affairs.)

slow down in accomplishing these missions, additional contracts had to be put in place as quickly as possible. Katrina struck on Aug. 29, 2005, and all of the additional contracts for roofing and debris were awarded by Sept. 15, 2005.

AL&T: One of the Corps' missions is to provide disaster preparedness services and advanced planning measures designed to reduce the amount of damage caused by an impending disaster. Can you discuss what lessons you've learned from the Gulf Coast storms that might be helpful in combating/preventing other environmental or man-made disasters?

Strock: One of the things we in the Corps do very well is our remedial action program. After every event we get together, and include our FEMA partner as well as many other government and non-government partners, to share lessons learned with the goal of improving



Robert Johnson (lower right), a contractor with Dale Stockstill and Associates, responds to a caller at the Operation Blue Roof Call Center in Hattiesburg, MS. (USACE photo by Nola Leyde.)

our response for the next time — and there will be a next time. We are currently undergoing that process.

AL&T: One of your key tenets is to “delight your customers.” With the diversity of your efforts — both

geographically and logistically — how do you know when you have accomplished this?

Strock: The Corps is all about customer support. That's a top priority for us. As such, we always strive to



Round-the-clock activity by the Corps of Engineers attracted intense media attention. Here, Geraldo Rivera, host of Fox News' *Geraldo at Large*, interviews COL Lewis F. Setliff III, TF Guardian Commander. The two flew over New Orleans to view the extent of the hurricane damage to the HPS and review USACE's plans to repair the damaged levee and adjoining canals. (USACE photo by Alan J. Dooley, Hurricane Katrina Corps of Engineers Operations.)

stay closely connected to our customers. When they're not happy, they let us know. No matter what the requirement, whether it be disaster response, military construction, environmental services or support to the global war on terrorism, just to name a few, our customers usually have options when it comes to fulfilling their needs. If they are not satisfied, they let us know.

AL&T: What is the difference between contracting for commodities, supplies or services for the war in Afghanistan and Iraq and a natural disaster like Hurricane Katrina?

Strock: Contracting for both scenarios is very similar. The same acquisition regulations apply regardless of the environment. The commodities themselves and the industry sources will differ to suit the needs of the situation. Therefore, the engineering expertise used for developing and evaluating requirements will vary as well as possible acquisition strategies. The contracting procedures in both situations, however, remain constant.

AL&T: The theme of this issue of *Army AL&T Magazine* is "Army Contracting — Getting It Right Fast!" Understanding that this is the goal of all contracting efforts, can you point to some specific Corps accomplishments where you did get it right, fast?

Strock: I think the unwatering of New Orleans is a good example. The federal procurement system is based upon the principle of full and open competition. However, Congress also realized that in emergency situations, immediate action is required. In most cases, the *Federal Acquisition Regulation* mandates a 15-day advertisement period and a 30-day proposal period. If we followed these usual rules for full and open competition, we would not

have been able to award a contract to get the flood waters out of the city of New Orleans until the end of October. Clearly the people of New Orleans could not wait two months for any action to start. Through the urgency exception, the Corps' contracting officer contacted several companies and was able to make an award within just days. The unwatering effort was completed earlier than initially expected.

AL&T: We have moved from acquisition reform to implementing acquisition excellence. What means do you use to keep your staff current and recognize excellence in contracting?

Strock: Development of personnel is key to the success of an organization and we recognize that here at the Corps. We make every effort to encourage our people to stay abreast of advances in the contracting field. At a minimum, our contracting professionals are required to meet the *DAWIA [Defense Acquisition Workforce Improvement Act] II* certification requirements for their level. As part of those requirements, people are expected to take 80 hours of continuous learning within their 2-year cycle. The Corps



In the aftermath of a horrific 2005 hurricane season, USACE has overseen the reconstruction and refurbishment of miles of levees in and around New Orleans. Here, a crane lowers a sling of filled bags of material to be placed into the breach in the 17th Street Canal Flood Wall last September. (USACE photo by Alan J. Dooley, Hurricane Katrina Corps of Engineers Operations.)

also has both internal and external developmental opportunities at our headquarters. People from within and outside the Corps are brought in for special assignments. These assignments provide for an exchange of ideas and learning in both directions. Another example is our Community of Practice teleconference, which is held monthly between the Division Directors of Contracting and the Headquarters. This free-flow forum provides for the sharing of best practices, lessons learned and new initiatives across the Divisions. These are just a few examples of how the Corps ensures acquisition excellence throughout its vast community. We continue to look for ways to further improve our excellence in contracting.

Joint Contracting Command-Iraq/Afghanistan (JCC-I/A) Supports Commanders and Their Troops

For this special contracting issue, U.S. Air Force MG Darryl A. Scott, Comanding General, JCC-I/A, took time from his busy schedule to respond to questions regarding how the JCC-I/A contributes to the overall war effort by supporting combatant commanders and their troops in Iraq and Afghanistan. He also explained how JCC-I/A officers help train, educate and mentor their Iraqi counterparts, thereby building their capacity to become self-sufficient. Scott has a long military career in the acquisition field and previously served as the Director, Defense Contract Management Agency, where he managed more than 12,000 civilian and military leaders, managers and technical personnel in performing worldwide acquisition life-cycle contract management for DOD weapon system programs, spares, supplies and services.

The JCC-I/A's Host Nation First initiative is ensuring that more contracts are being awarded to Iraqi and Afghan companies; training in contracting procedures with the government is being conducted for interested Iraqi and Afghan businesses; and courses are being conducted to teach interested business men and women how to write effective proposals. The JCC-I/A has done a superb job in reaching out to the Iraqi and Afghan vendor bases. Here, Iraqi laborers finish construction on a gas pipeline at the Baiji Power Plant in Iraq. (U.S. Army photo courtesy of USACE)

AL&T: This year has been designated as the “Year of the Police” in Iraq. How has Army Joint contracting helped the Multi-National Force-Iraq (MNF-I) put the necessary resources in place to train the new Iraqi Security Forces and provide the necessary equipment?

Scott: Army contracting officers are integrated into the JCC-I/A. JCC-I/A is filling the material and life support needs of the Iraqi National Police and other Ministry of Interior [MoI] security forces throughout Iraq. We procured everything from police and border enforcement troops’ weapons and personal equipment to training services; from vehicles and logistics services to meals and recreation needs for more

than 30 police academies, forward operating bases [FOBs] and border forts. We will spend \$190 million to support the Iraqi police this year. One great example of this effort is our recent purchase of new “digital pattern” Iraqi police uniforms to help counter the insurgents’ using counterfeit old police uniforms as disguises when committing terrorist acts.

Also, JCC-I/A has embedded one of our officers in the MoI to coach, teach and mentor the contracting staff. He does everything from teach contracting classes and conduct vendor education, to advise senior procurement officials on policy and procedures. The goal is to help the MoI become self sufficient

and fully capable of supporting its own supply, service and construction contracting needs. Other efforts are underway to move the Ministry toward a transparent, accountable and accessible procurement system geared toward gaining the confidence of the Iraqi people and supporting economic growth nationwide.

AL&T: The JCC-I/A has been in place since Jan. 29, 2005. How has the JCC-I/A helped MNF-I over the past 15 months?

Scott: We provide full-spectrum contracting support to our military forces and to Iraq reconstruction efforts. Our contracting officers are well trained and



MG Scott (left front) receives the JCC-I/A colors from MNF-I CG GEN George W. Casey Jr. during a Change of Command Ceremony held Feb. 2, 2006, in Baghdad, Iraq. (U.S. Army photo by LTC Gordon Rawlison, JCC-I/A J3 Operations Officer.)

experienced and come to us from all the services. There are two sides to JCC-I/A: the Principal Assistant Responsible for Contracting-Forces [PARC-F] supports the warriors on the battlefield; and the Principal Assistant Responsible for Contracting-Reconstruction [PARC-R] focuses on large-scale reconstruction projects. More specifically, the PARC-F provides our units the ability to acquire goods and services not normally available through our organic logistics capabilities. This provides for dramatic improvements in flexibility to address the problems MNF-I faces. The contracting officers

We provide full-spectrum contracting support to our military forces and to Iraq reconstruction efforts. Our contracting officers are well trained and experienced and come to us from all the services.

are located forward with our units, which creates habitual relationships and gives the contracting officers a better appreciation for their customers' diverse needs while increasing responsiveness. The PARC-R has been involved in contracting for nearly everything from electrical distribution, oil pipelines, sewage systems, clean drinking water, border forts and prisons. Typically, the Iraqi Reconstruction Management Office provides the priorities, the Gulf Region Division of the U.S. Army Corps of Engineers provides designs, project and construction management, and JCC provides the contracting expertise. This

enterprise is of huge importance because it provides for the rebuilding of a nation decimated by decades of war and mismanagement. With this new infrastructure to build upon, the Iraqi government will be able to provide more opportunity for their people and prosper.

AL&T: The JCC-I/A has contributed immensely to the overall war effort in supporting combatant commanders and their troops, both in Iraq and Afghanistan. Do you foresee JCC teams being used in the future for other contingency operations? If so, what can we do now to make them more responsive and productive in the future?

Scott: Absolutely, the JCC model is the way to go and here's why:

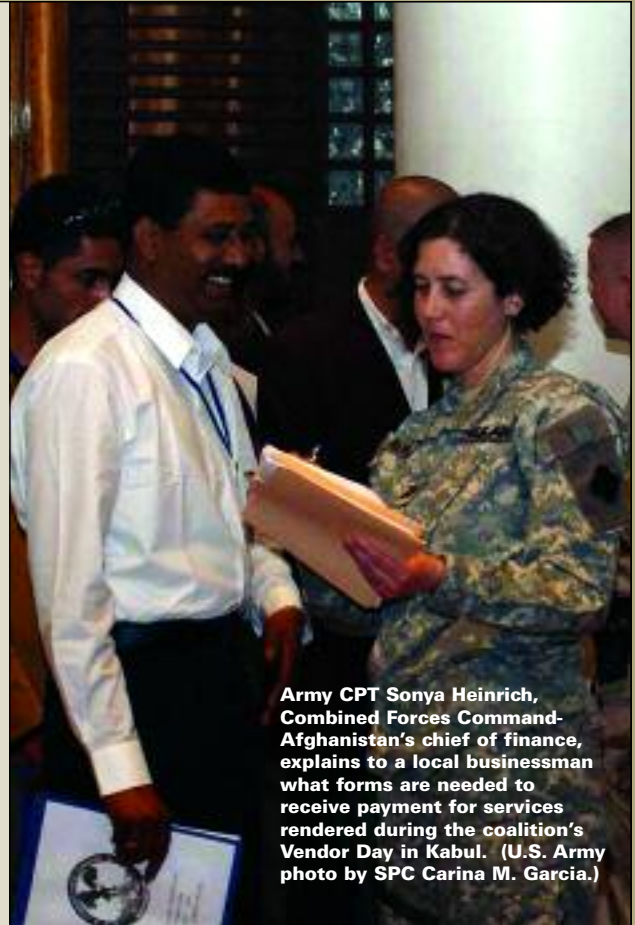
- We capitalize on the particular strengths the different services' personnel bring to the table.

- We can “swing” resources quickly as the weight of effort in theater shifts to different priorities, regions or events.
- We’re more efficient — doing more with less — than putting contracting assets in individual tactical units.
- We’re able to focus and coordinate policies and activities to support the Combined/Joint Operations Area [CJOA] Commander’s intent better than individual contracting units.

These are all significant advantages of the Joint model. We’re learning where we need to improve the model through practical experience too. We need to flesh out how the entire contracting community builds contracting support plans [CSPs] that integrate with operational war-planning efforts and synchronize with other battlespace effects. CSPs are described in Joint doctrine, but there are no tactics, techniques and procedures [TTPs] for how you develop them. We don’t have TTPs for how you implement them at the contracting center level. We don’t have adequate command and control [C2] doctrine to ensure that contracting efforts are aligned and accountable to the operational and tactical commanders’ intent. We’re working to

develop all those things, and doing it in an “inherently Joint” environment.

Contingency contracting training needs updating, and we’re working through the Army Acquisition Executive and the other service procurement executives and the Defense Acquisition University to do that. Our contracting officers are mostly trained in the use of the *Federal Acquisition Regulation (FAR)* and experienced in its application in non-contingency environments. We need to increase training for contingency operations, where many traditional *FAR* rules do not apply. An example is the Commanders’ Emergency Response Program [CERP]. For CERP, most of the *FAR* rules are either explicitly excluded by legislation, or the law allows DOD to waive them — which has been done. But we’re finding that telling folks “these rules don’t apply” isn’t enough. Many of our processes are driven by those rules, and when



Army CPT Sonya Heinrich, Combined Forces Command-Afghanistan's chief of finance, explains to a local businessman what forms are needed to receive payment for services rendered during the coalition's Vendor Day in Kabul. (U.S. Army photo by SPC Carina M. Garcia.)

you waive the rules, the process goes away too. People who’ve only been trained on one rule-based process don’t know what to do without it, so they apply the old process anyway, which slows things down like adding leg weights to a sprinter. We need to train folks on principles, not processes.

Using CERP as an example again, the law lays out three principles — actions must be transparent, fair and accountable. How do we do that and preserve the speed of effects CERP was designed to achieve? We can’t do it by just telling folks what they don’t have to do, they need to know what they can do. The final area for improvement is synchronization of contracting efforts across contracting activities. As you are aware, the U.S. Central Command Fragmentary Order that formed us intended to achieve a unity of contracting effort across the entire area of responsibility [AOR] as we implemented



Navy LCDR Nicky Chambers, Joint Contracting Command-Afghanistan, speaks with women from the Afghan business community during the coalition's second annual Vendor Day, May 17, 2006, in Kabul. (U.S. Army photo by SPC Carina M. Garcia.)



Iraqi police officers conduct martial arts training at Combat Outpost Rawah, Iraq, May 17, 2006. The JCC-I/A has administered contracts valued at \$190 million to outfit Iraqi police units this year. New digital pattern camouflage uniforms are being issued to replace old style uniforms that had been stolen and are being used by insurgents. (U.S. Marine Corps photo by LCPL Andrew D. Young, 1st Marine Division.)

the CJOA Commander's intent. We are still getting our arms around all the different organizations doing contracting both in the AOR and in support of the AOR that don't directly work for JCC-I/A. We have to get them on board, through Memoranda of Agreement, reporting relationships or C2 relationships or whatever, to make sure they're aligned with the CJOA Commander's intent and accountable to him for effects.

AL&T: Intrinsicly, we understand the importance and value of building solid contractual relationships with local national vendors in both Iraq and Afghanistan. How have Army Joint contracting officials helped forge these relationships and, in so doing, helped rebuild regional stability, a stronger public utilities infrastructure and a working economy?

Scott: I think we always knew the value of awarding contracts to local national vendors to the maximum extent possible. We discussed awarding contracts to Iraqis, the need to train them in contracting with the government, about teaching them how to write effective proposals and how to reach out to the Iraqi vendor base. However, we only recently institutionalized that process. We're doing the same in Afghanistan. In fact, the Afghan CJOA is about six months ahead on this.

We've developed, and are in the process of deploying, host nation [HN] contracting programs in both

countries. The desired end state is to award 75 percent, or more, of available funds directly to HN firms. Or, if award is not made directly to an HN firm, it stresses the use of subcontracting to HN businesses or employing local national [LN] citizens.

Our Host Nation First efforts use three approaches to increase awards to HN vendors — contracting, training and advertising. Critical to the process are contracting and training.

The PARC-R has been involved in contracting for nearly everything from electrical distribution, oil pipelines, sewage systems, clean drinking water, border forts and prisons.

- The contracting approach replaces "lowest price/technically acceptable" award criteria with "best value" criteria in which significant weight will

be given to HN participation at the prime and subcontracting levels and in employing LNs.

- The training elements are aimed at increasing the potential pool of HN vendors and increasing their chances to be competitive through preparing better proposals. However, training isn't just the traditional vendor education classes like we do in CONUS and elsewhere. We're also hiring and deploying bilingual/bicultural experts who understand local cultures and business practices. These are some extremely talented and motivated folks! They allow us to work with local institutions that already exist,

This enterprise is of huge importance because it provides for the rebuilding of a nation decimated by decades of war and mismanagement. With this new infrastructure to build upon, the Iraqi government will be able to provide more opportunity for their people and prosper.

like business development centers and chambers of commerce, to increase the qualified vendor pool.

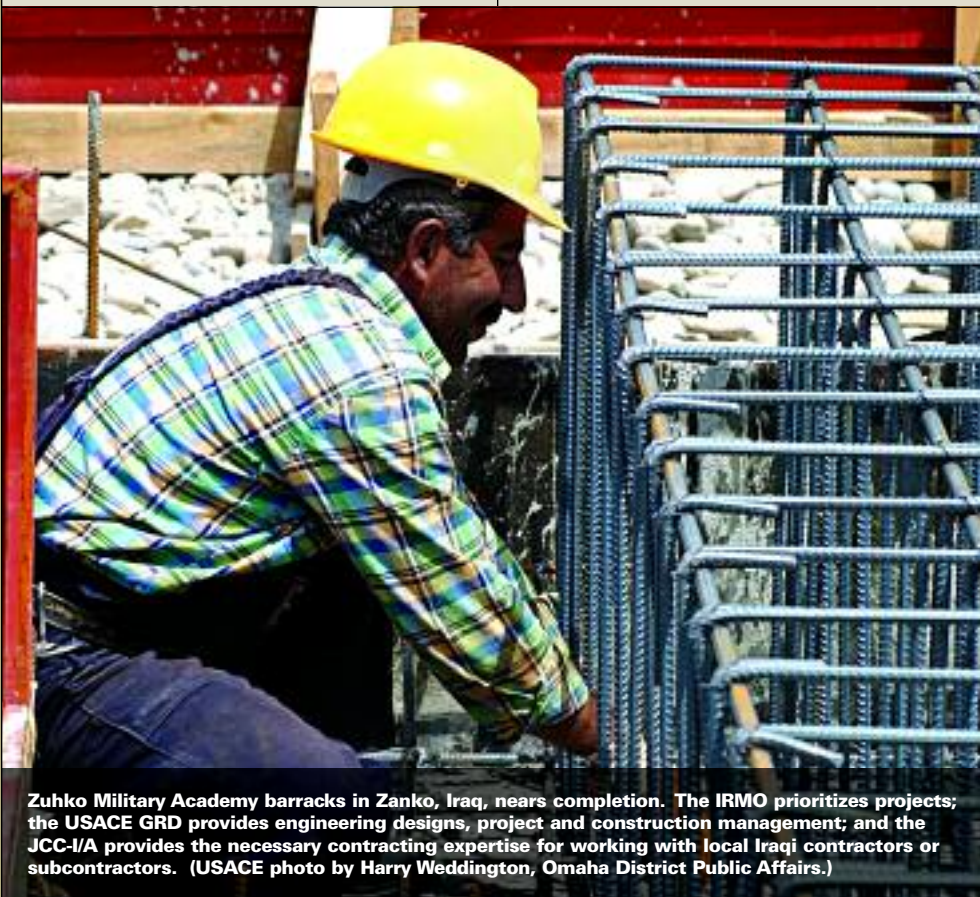
I am keenly aware that there are some concerns with our efforts. There exists the possibility that goods and services may cost more, take longer to get or the products and services may not be what we are accustomed to. But the strategic benefits of creating employment opportunities in two nations with some of the highest unemployment rates in the world outweigh those considerations. People who have jobs, a way to support their families and future with hope, don't support insurgencies!

AL&T: What do you think have been the contracting community's greatest success stories in helping with Iraqi and Afghan reconstruction to date?

Scott: JCC-I/A has a number of success stories. Outstanding contracting support to the warrior is absolutely #1. In the first 8 months of this fiscal year, we have awarded nearly 15,000 contracts worth more than \$1 billion in support of our warriors. That is, and will continue to be, our core mission that always gets first priority.

But beyond the day-to-day support to the warrior, we have played a major role in contracting that has strategic effects. For example, we awarded a contract for date palm spraying on short notice that had the highest visibility in the Iraqi government. The date palm industry is the #2 income producer in Iraq, with oil being the lead. We also have contracted for bottled water plants located in some of our larger and more enduring FOBs that save the taxpayer more than \$225 million per year. But more importantly, this effort takes nearly 100 trucks off the main supply routes each day, dramatically reducing the risk to our troops.

The success of our officers who are embedded to mentor in the government ministries is another area I am proud of. We have placed six "embeds" in both the Ministries of Interior and Defense to help train, educate and mentor their Iraqi counterparts. The success of their work — building capacity in the ministries to be self-sufficient — is what will, ultimately, get our forces home more quickly.



Zuhko Military Academy barracks in Zanko, Iraq, nears completion. The IRMO prioritizes projects; the USACE GRD provides engineering designs, project and construction management; and the JCC-I/A provides the necessary contracting expertise for working with local Iraqi contractors or subcontractors. (USACE photo by Harry Weddington, Omaha District Public Affairs.)

Planning, Programming, Budgeting and Execution (PPBE) For an Army at War and Transforming — Programming to Produce Preeminent Landpower

LTG David F. Melcher

The Army is changing the way we program resources to better support our Soldiers in the Modular Force who are transforming while at war. Our road map is the *Army Campaign Plan (ACP)*, which directs Army transformation planning, preparation and execution within the context of ongoing strategic commitments, including the global war on terrorism. The *ACP's* end state is to provide improved combat and support brigades to support our national strategy. The *ACP* will convert more than 280 combat and support brigades into a more expeditionary and capable force. This transformation requires the Army to implement a holistic equipping and resourcing strategy.

Soldiers from the 4th Cavalry Regiment, 1st Infantry Division, maneuver their M2A2 Bradley Fighting Vehicle near Forward Operating Base MacKenzie, Iraq, during an insurgent search and seizure patrol. The *ACP* ensures that Soldiers will have the weapons, equipment and training they need to meet ongoing and future strategic commitments. (U.S. Air Force photo by SSGT Shane A. Cuomo.)



The Army Deputy Chief of Staff, G-8, plays an integral part in developing this strategy. The Army must apply scarce resources across competing demands, while continually balancing the immediate needs of our operational Army with the future needs of transformation. By developing the resource strategy using the Program Objective Memorandum (POM) and a synchronized equipping strategy, the G-8 contributes to *ACP* achievement.

While our operational Army is continually adapting to address an adaptive enemy, the process by which we plan and allocate resources was designed for a Cold War environment. Although the Cold War process provided a disciplined framework for the resourcing of the Army over a 6-year period, it lacked the flexibility to address the challenges of prolonged war. Just as our Soldiers have changed to defeat the asymmetrical threat, our resourcing strategy is changing to be more adaptable and flexible as well.

Making the PPBE Process More Responsive

The Army has been changing its resource strategy for several years in line with guidance and direction from the Office of the Secretary of Defense (OSD) and our Army leadership. Driven by President Bush's Management Agenda and DOD, the Army has worked diligently to make the PPBE process more responsive.

The President's Management Agenda incorporated the use of metrics to provide a better linkage of "what capabilities we

are purchasing" and "how they are linked to the strategy." The use of metrics — to inform resource allocation at the midyear review — allows the Army to remain focused on achieving the *ACP*. This agenda rewards an effective organization that can produce the desired output within its assigned budget. Metrics will tie current and future resources to achieving the *ACP's* end state.

The POM Process Revisited

One way that DOD is implementing change is through the *Aldridge Study*, which stipulates the Army will submit a full POM in even-numbered years (FY08, 10, 12). In the odd-numbered years (FY09, 11, 13), the services can only submit minor changes. The intent is to force staffs to do thorough analyses and planning in the off years. For example, one implication is that the equipping strategy for the FY08-13 period has to be thoroughly developed, synchronized and consistent with Joint capability gaps. Additionally, ongoing



U.S. Army CPL Ramirez, Charlie Co., 1st Battalion, 187th Infantry Regiment, 101st Airborne Division, conducts a raid with Iraqi soldiers from 1st Battalion, 1st Brigade, 4th Iraqi Army Division, April 12, 2006, in Siniya, Iraq. (U.S. Army photo by SPC Charles Gill, 55th Signal Co. (Combat Camera).)



combination of capabilities with personnel, materiel, training and facilities. Decisions about the size of the Army impact our force structure and affect equipment density as well as the future capabilities required of these brigades.

The standard to which force structure is resourced depends on the decisions made about the quantity and variant. When resourcing decisions are finalized, each capability program will have projected outputs, outcomes and performance targets. For instance, the Abrams tank will go from six variants to two variants and the Bradley Fighting Vehicle will go from five to two variants. These then become the controls used to monitor program execution. If the controls are met, then the Army is developing the required capabilities. If there are shortfalls, then managers will develop alternatives to identify and resolve potential problems.

Extending the time over which the capabilities integrate into the force helps mitigate resource shortages in the near term. However, adjustments in time will have the greatest affect on the *ACP*. If this occurs without careful

analyses and studies about future capabilities inform and influence future Army resource allocation.

Internally, the Army has implemented wholesale change to our resource allocation process. These changes are intended to provide Army leadership with a holistic picture of what capabilities the Army is resourcing and a “cradle-to-grave” strategy. This cradle-to-grave strategy divides resources into four bins: equipment life cycle, includes equipping and sustaining; soldier life cycle, includes manning and training; institutional; and special interest. The Army must properly allocate resources across the bins to achieve the *ACP*. From an acquisition standpoint, the implication of life-cycle management is allowing programs to span the entire life of that piece of equipment from research and development through disposal.

At this writing, the G-8 directorates, along with Army staff representatives, are working steadily to build a POM that will describe the resourcing and, therefore, the Army’s capabilities for FYs 08-13 (POM 08-13). POM 08-13 will be delivered to OSD in August 2006.

Force Structure/Capabilities Drive Resourcing

As we resource our competing demands, the POM 08-13 goal is to

achieve the *ACP*’s standards and timelines. We are implementing an improved process that provides Army leaders with the means to quickly and quantifiably identify options within the current year resourcing “trade space” if demand exceeds resources. Trade space is best visualized as a balance between force structure, standards and time as depicted in the figure.

This trade space analysis will identify how the Army can best shift resources to attain the *ACP*. For example, the number and type of our combat and support brigades drives our force structure. Force structure is a quantifiable



PFC Josh Kendrick, Charlie Co., 1st Battalion, 66th Armor Regiment, 1st Brigade Combat Team, 4th Infantry Division, launches a Raven unmanned aerial vehicle during *Operation Bold Action* in April 2006 near Tarmiya, just north of Baghdad, Iraq. (U.S. Army photo by CPT David J. Olson.)



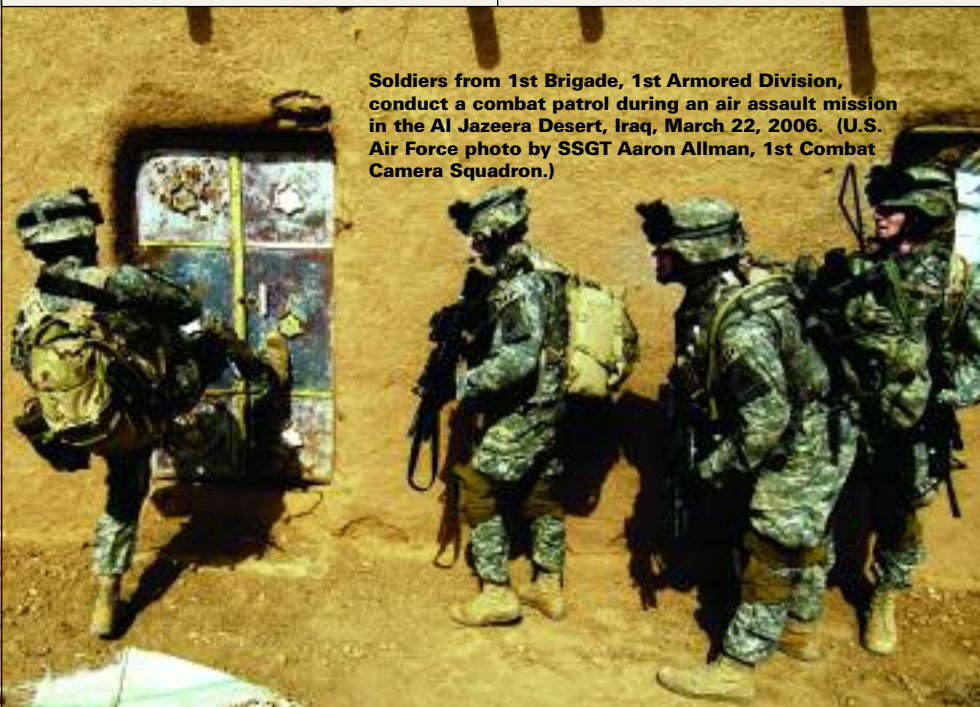
Soldiers from Alpha Co., 1st Battalion, 24th Infantry Regiment, 1st Brigade, 25th Infantry Division Stryker Brigade Combat Team, pull security after conducting a "cordon and knocks" mission in Mosul, Iraq. (U.S. Army photo by SGT Jeremiah Johnson, 55th Signal Co. (Combat Camera).)

examination of the trade space, our force structure and/or standards are in danger of not meeting the combatant commanders' needs and diminish the ability to achieve the *ACP*'s goals.

Currently, the president's FY07 budget will link all programs to metrics. Once the identified metrics and quantifiable performance goals are assigned, data collection plans will be put into place to track performance during execution.

The analyzed execution data will determine future funds awarded to programs meeting their assigned targets.

It is important that the Army align, allocate and synchronize its capabilities with resources to provide relevant and ready landpower for the 21st-century security environment and beyond. Ongoing efforts to make the PPBE system more flexible and adaptive will help us achieve our campaign plan objectives and provide our Soldiers with the capabilities they need today and in the future.



Soldiers from 1st Brigade, 1st Armored Division, conduct a combat patrol during an air assault mission in the Al Jazeera Desert, Iraq, March 22, 2006. (U.S. Air Force photo by SSGT Aaron Allman, 1st Combat Camera Squadron.)

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How the Army Contracting Community Helps the National Guard Bureau (NGB) Meet Its Goals

George W. Harris Jr., Thomas H.E. Drinkwater and the NGB Public Affairs Office Staff

MG Terry L. Scherling, Director, Joint Staff, NGB, responded to questions regarding the National Guard's capabilities, commitments, goals, expanded roles in homeland security and disaster relief, and discusses how the Army's innovative contracting initiatives help the NGB to successfully complete its missions. Scherling brings a wealth of operational experience to the NGB. Prior to this position, she served as the Deputy Director for Antiterrorism and Homeland Defense and the Joint Director for Military Support, Operations Directorate, the Joint Staff. As such, she served as the military adviser to the Chairman of the Joint Chiefs of Staff and Secretary of Defense for matters related to domestic military operations, and she provided direct support to *Operations Noble Eagle*, *Enduring Freedom*, *Iraqi Freedom* and *Winter Freeze*, and Hurricane Katrina relief efforts.

AL&T: In the midst of U.S. Army and Air Force transformation initiatives, the NGB has promised governors that every state will possess “10 Essential Capabilities.” Could you please explain what these essential capabilities are and how the Army contracting community is positioned to help you meet these goals contractually.

Scherling: When you call out the Guard you call out America. Never before in our Nation’s history is that more true. From our response to the terrorist attacks of Sept. 11, 2001, to our response in the aftermath of Hurricane Katrina, one thing stands true — America’s National Guard has transformed from a strategic reserve force into a fully operational force multiplier. This transformation makes us ideally suited for missions to protect our homeland from any threat, both at home and abroad.

The National Guard has a commitment to serve our individual states, territories and the District of Columbia in response to local emergencies. We are committed to ensuring that all

of our states and territories are prepared and equipped to meet any emerging need, and the “Essential 10” are our way of keeping that promise. The 10 capabilities that every governor will have on hand are:

- A Joint Force Headquarters [JFHQ-State] for command, control and communications.
- A Civil Support Team for chemical, biological and radiological detection.
- Engineering assets.
- Communications.
- Ground transportation.
- Aviation.
- Medical capability.
- Security forces.
- Logistics.
- Maintenance.

We constantly review the status of these capabilities to ensure that they remain always available. Notice that we’re talking about capabilities here. The Guard is made up of the Army [ARNG] and Air Guard [ANG], and we look at our commitment to the states from a joint perspective.

Security forces could be ARNG infantry or ANG security police. Medical capability could be provided by an ANG Expeditionary Medical Support unit or an ARNG medical company. Army contracting has been instrumental in ensuring that we get the most of our resources by maximizing purchasing ability and ensuring that the National Guard gets the equipment it needs as quickly as possible.

For example, the National Guard M-1 Abrams tank engine rebuild program at Fort Riley, KS, provides rebuilt AGT 1500 engines with new engine service life in excess of 1,000 hours for the National Guard, Active Army and others. The innovative contracts that support this program have resulted in changes to the concept of how to maintain these engines. Using the technical skills of former B1 engine mechanics, we now contract for repair of expensive components, which were once expendable, and avoid replacement cost while obtaining a rehabilitated component that is now as good as and often better than a new one.

Contractors get ready to attach 15,000 pounds of sandbags to an Army National Guard (ARNG) Chinook helicopter near Houma, LA. The ARNG helped the U.S. Army Corps of Engineers (USACE) transport and then place the giant sandbags in a levee breach near Houma caused by Hurricane Katrina. (USACE photo by Hank Heusinkveld, Wilmington District Public Affairs.)



Radio communications was one of the NGB's biggest challenges during the disaster relief response to the Gulf Coast region's devastating hurricane season last year. The Guard's goal for this hurricane season is to pre-position communications equipment like the trailer pictured here. This self-contained, mounted incident site emergency communications system features voice, data, video and satellite reach-back capability, allowing NGB personnel to communicate with state and local authorities and fire, military and law enforcement agencies. Four trailers have been ordered off of a direct award contract valued at \$1.8 million. (Photo courtesy of NGB Public Affairs.)

aircraft to various locations around the United States to protect our skies. As a byproduct of the end of the Cold War, many of our alert hangars had been dismantled so we needed to rebuild some quickly. On that Tuesday, the NGB appointed a 2-person contracting team — one ANG and one ARNG contract specialist — to do all of the research, request proposals and review bids. By Friday, a contract was awarded; and by Sunday, construction began. That is just one example of how the Army and Air contracting community is making a difference.

AL&T: Following the National Guard's response to the 2005 natural disasters, you said, "The spirit of neighbors helping neighbors has never been stronger." What do you consider the National Guard contracting workforce's

AL&T: In a June 2003 *Washington Post* interview, you discussed leveraging units, training and resources to expand and enhance the role of the National Guard in homeland security. Can you tell us how the Guard's role has expanded and give some specific examples of how the Army contracting community is helping you address some of these expanded roles?

Scherling: Historically, our units' preparedness has been weighted toward supporting the warfight overseas. More recently, we have leveraged our units and capabilities to even the balance so we can support our national military strategy both at home and abroad. We have established a variety of force packages and capabilities we didn't have five years ago.

For example, the CERFP — the CBRNE [chemical, biological, radiological, nuclear and high-explosive] Enhanced Response Force Package — organizes existing ARNG and ANG medical, engineer and chemical units to augment a Civil Support Team's response to a weapons of mass destruction incident. The CERFP can operate in a contaminated environment, extract

people from the wreckage of a downed building and conduct mass decontamination, triage and treatment in a contaminated environment. We initially stood up 12 of these force packages, strategically dispersed, across the country, at minimal cost to the taxpayer. Congress has been so impressed with the capability that they have told us to stand up five more. CERFP is just one example of how we've leveraged skills for homeland security that were already in the Guard for warfighting.

We've done similar things such as creating a reaction force capability in each state; creating computer emergency response teams to defeat hackers and viruses; and creating critical infrastructure assessment teams. Our contracting personnel have been instrumental in researching and developing innovative ways to quickly get the resources to the need, often at a moment's notice.

The day after 9-11, the National Guard received a mission to deploy

Our contracting personnel have been instrumental in researching and developing innovative ways to quickly get the resources to the need, often at a moment's notice.

greatest success stories in assisting your organization during the past year's disaster relief operations (DROs) and humanitarian support missions?

Scherling: There are numerous examples of individuals going above and beyond the call of duty to get the mission accomplished, in conditions most of us could not ever imagine. When your offices and homes are buried

under 25 feet of water and you are not sure about the safety of family members, it is difficult to imagine one's willingness and ability to focus on the mission. Our contracting specialists in the states affected by the hurricanes last year, working through the U.S. Property and Fiscal Offices, did yeoman's work in procuring goods and services to support relief efforts. That onto itself is not unique. They wrote hundreds of contracts for everything from communications gear to



U.S. Army Guardsman MAJ Steven Jaco gives directions on clearing debris to SFC Jonnie Noles (right) and SPC Steven Wages, 230th Engineering Battalion, Trenton, TN. These Guardsmen supported humanitarian relief efforts as part of Joint Task Force Katrina. (USAF photo by MSGT James M. Bowman, 1st Combat Camera Squadron.)

portable facilities to food and water and fuel. What is unique is that much of that was done without the things we take for granted today — our computers.

MAJ Milton Griffith of Mississippi and Mark Blanco of Louisiana are two examples of contract specialists who embody the Guard mantra of “Always



A Texas ARNG UH-60 Black Hawk helicopter drops a single 6,000 pound bag of gravel and fine material into the gap in the 17th Street Canal Flood Wall, New Orleans, LA. Texas ARNG helicopters cycled throughout several days to transport giant sandbags to help fill breached levee walls around the flooded city. (USACE photo by Alan J. Dooley, Hurricane Katrina Corps of Engineer Operations.)

Ready, Always There.” They worked night and day those first few days after Hurricane Katrina to get whatever resources were available to the folks who needed it most. That dedication to the mission at hand was repeated around the nation as all 54 states and territories did their part to procure and ship much-needed resources to the affected Gulf Coast region.

AL&T: Are National Guard contracting personnel making any advance preparations to support the upcoming hurricane and tornado seasons differently than last year? If so, what flexible or rapid contracting procedures/instruments is your staff prepared to implement to support DROs, humanitarian support and homeland security contingency operations in 2006?

Our response to Katrina last year was dynamic — it was the largest and quickest military response to a natural disaster in history. Since then, we have been purchasing equipment that will allow us to respond with even greater capability.

Scherling: For nearly 370 years the National Guard has responded to our Nation’s call and its citizens’ needs.

We are always looking at new and better ways to prepare for the unexpected. The Guard has been, and will always be, the first military responder to any crisis at home.

Our response to Katrina last year was dynamic — it was the largest and quickest military response to a natural disaster in history. Since then, we have been purchasing equipment that will allow us to respond with even greater capability. Katrina taught us that our biggest challenge was fielding communications from the

national level down to the incident site — particularly when the site you are talking about extends across portions of four states. So we’ve begun rapidly fielding and pre-positioning new communication packages that will connect

us across the entire spectrum down to our units in the field, and also with the civilian emergency responders and other agencies who we are supporting.

Also, every year our contracting specialists do an extensive review of our business practices and our emergency contracting policies. We review lessons learned and identify what and where resources are located in advance of the hurricane and wildfire seasons. We also do it in advance of our winter blizzards or potential flooding. By doing so, our folks are always ready to respond to what needs may arise. Unlike a major war, a catastrophe or crisis is nearly always a local event and each locality has different and unique needs. No one knows those needs better than National Guardsmen who serve the more than 3,300 American communities in which they live.

AL&T: Tell us about preparations the National Guard is undertaking to prepare for the event of a national disaster because of a flu pandemic. How will Army contracting professionals help this initiative if, or when, the National Guard is called upon for support?

Scherling: The National Guard is conducting extensive planning and training to prepare for a possible flu pandemic. Much of that training revolves around

The 179th Airlift Wing, Ohio ANG, stop at Akron Canton Airport to pick up U.S. Army Soldiers and fly them to New Orleans as part of the Hurricane Katrina relief efforts on Sept. 2, 2005. (USAF photo by TSGT Robert Jones, 179th Airlift Wing.)



educating our forces and their families on how to better prepare themselves before, during and after such a crisis. Additionally, states have developed contingency plans to allow continuity of operations even if we suffer a major reduction in personnel. Contracting professionals play an integral role in identifying how the National Guard may be able to acquire resources from outlets or agencies who may be suffering the same pandemic affects.

AL&T: You have stated that for the National Guard to live up to its motto, "America's Minutemen, Always Ready, Always There," equipment and manning resources must be restored. Please describe what is lacking and how the Army contracting community is helping to replace, reset/retrofit or procure new equipment, spare parts, supplies, and logistics and sustainment service contracts so you can better accomplish your mission.

Scherling: The Guard has answered every call from our Nation and from our

governors. Since 9-11, the National Guard has been well-equipped for its overseas missions, and has demonstrated its citizen Soldier and citizen Airmen expertise across the full-spectrum of warfighting, peacekeeping and security engagement with our allies.

The response to Katrina, however, revealed serious shortcomings in equipping of Guard units for homeland security and defense. Guard units returned from the overseas warfight with a fraction of the equipment with which they deployed, leaving them far less capable to meet training requirements, or more importantly, fulfilling their operational missions here at home. It is a tribute to our versatility and flexibility that we moved the needed equipment from around the National Guard nationwide to meet the Katrina response mission.

Satellite and tactical communications equipment, medical equipment, utility helicopters, military trucks and engineer equipment are the Army Guard's highest equipment priorities. As we move forward, I can assure you that we have more and better equipment than we did last year. The Army has a comprehensive reset plan that recognizes the ARNG's critical role in homeland defense and support to



SPC James Meidl, ARNG, 890th Engineering Battalion, Columbia, MS, uses his D-7 bulldozer to clear debris from roads in Pass Christian, MS, on Sept. 5, 2005, following Hurricane Katrina. The town's residents benefited from the timely humanitarian response by the Mississippi NG and Army contract specialists who ensured plenty of food and water were delivered to the town once the major roadways were cleared by National Guardsmen, Army engineers and civilian contractors. (USAF photo by MSGT James Bowman, 1st Combat Camera Squadron.)

homeland security operations — and I am confident that the contracting community is working hard to get us there.

AL&T: How many National Guard Contracting personnel are working under Joint Contracting Command-Iraq/Afghanistan and how are they assisting with the global war on terrorism?

Scherling: While the numbers change almost daily, we have continuously had approximately six contingency contracting officers supporting *Operation Iraqi Freedom* and four contingency contracting officers supporting *Operation Enduring Freedom* for several years now.

We even have the Army's first chief warrant officer-five who was mobilized as a contingency contracting officer. He brings more than 20 years of contracting experience to the warfight.

The Army has a comprehensive reset plan that recognizes the ARNG's critical role in homeland defense and support to homeland security operations — and I am confident that the contracting community is working hard to get us there.

With contracting specialists across 54 states and territories, they experience numerous challenges and unique ways of doing business. That diverse background and in-depth experience of procuring goods and services and construction contracts is proving invaluable in the reconstruction of both Iraq and Afghanistan.

In December [2006], the National Guard will be 370 years old. And yet, we are evergreen — transforming and adjusting to many demands on the new Minutemen. We are not your grandfather's National Guard, your father's or even your sister's. We have transformed the Guard from a strategic reserve to an operational force. We have changed the way we fight, the way we do business and the way we work with others — to provide a relevant National Guard that America needs today and tomorrow.

Today we are a Joint force, the Army and Air National Guard united like never before, in the warfight on the global war on terrorism. We are some 444,000 volunteers — trained, combat experienced and doubly qualified as we bring our civilian skills to the warfight and to the aid of our local communities when disaster strikes.

America insists on a reliable, ready, relevant and accessible National Guard. Today's Guardmember, the 21st-Century Minuteman, must be available to deploy at a moment's notice to defend the Nation, at home or aboard. The Nation expects no less of us, and we are always ready, always there. Because when you call out the Guard, you call out America.

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U.S. Army Guardsman SGT Grady Young (center), 185th Aviation Group, is assisted by Cadet Jonny Pate as they unload Meals, Ready-to-Eat from a UH-60 Black Hawk on Sept. 6, 2005, at the Trent Lott NG Training Complex, Gulfport, MS. (USAF photo by MSGT James M. Bowman, 1st Combat Camera Squadron.)

Army National Guard Prepares for Hurricane Season With 'Connect Army Logisticians' Communications

Stephen Larsen

Experts predict that the 2006 hurricane season — from June 1 to November 30 — could include 13 to 17 named storms, 8 to 10 hurricanes and 4 to 6 major hurricanes of Category 3 (with winds of 111 to 130 miles per hour and storm tidal surges of 9 to 12 feet above normal) or higher. The outlook: above average storm activity in all categories. To be prepared, the National Guard Bureau's (NGB's) Army Logistics Division, in coordination with the Florida Army National Guard (ARNG), hosted an exercise in Orlando, FL, May 6-21, 2006, where NGB Soldiers from several hurricane-prone states such as Alabama, Florida, Mississippi, North Carolina, South Carolina, Louisiana and Texas — as well as the Virgin Islands — were trained in using logistics automation and network equipment that could help potential relief efforts should disaster strike.

CSS VSAT satellites, such as these at a satellite farm at Camp New York, Kuwait, were used in a disaster relief training exercise in Orlando, FL, May 6-21, 2006. (U.S. Army photo by Stephen Larsen.)

The participants in the exercise, mostly enlisted Soldiers and field grade officers who had been involved in supporting disaster relief operations following Hurricanes Katrina, Rita and Wilma in 2005, trained with the same systems that compose the Army G-4's "Connect Army Logisticians" initiative. These systems include:

- Movement Tracking System (MTS) — a position navigation system that provides in-transit visibility and communications with logistics convoys.
- Battle Command Sustainment Support System-3 (BCS3) — the Army's tactical logistics command and control data system.
- Combat Service Support Satellite Communications (CSS SATCOM) system — provides Non-Classified Internet Protocol Router Network and voice-over Internet protocol access via

CSS Very Small Aperture Terminals (VSATs), which are wirelessly connected to a local or wide area network via the CSS Automated Information Systems Interface (CAISI).

The MTS and CSS SATCOM systems are products of the Army's Program Executive Office Enterprise Information Systems (PEO EIS), and the BCS3 is a product of PEO Command, Control and Communications Tactical.

"One of the lessons learned in Hurricane Katrina was that the communications were not what they should be," said

MAJ Robin Steffan, NGB Logistics Division, Logistics Management Branch Deputy Chief. "We want to develop a proof of concept. We plan to come up with a straw standing operating procedure here."

One of the lessons learned in Hurricane Katrina was that the communications were not what they should be. We want to develop a proof of concept. We plan to come up with a straw standing operating procedure here.

MAJ Richard Elam, Florida ARNG Deputy J-4, said this exercise helped with more than just hurricane relief efforts. "What about another 9-11?" asked Elam. "The rules change for hurricane relief and other disasters. We're trying to set up the basic tactics, techniques and procedures for

each. We plan to set up a STAMIS [Standard Army Management Information Systems] gunnery to find out if we can send a requisition downrange."

Steffan noted that CSS VSAT and CAISI are both in the NGB's top 25 prioritized equipment list for Homeland Defense/Defense Support to Civil Authorities (HLD/DSCA). PEO EIS' Project Manager Defense Communications and Army Transmission Systems' Product Manager Defense Wide Transmission Systems (PM DWTS) sent CSS SATCOM fielding team members Dan Burke, Kenny Scott and Rick Ackerley, as well as support engineer Tommie Horton, along with four CSS VSATs, to the exercise to conduct new equipment training and to field the CSS VSATs to four ARNG units. CAISI training and equipment issue followed later in the exercise. First, the fielding team conducted classroom work with the Soldiers teaching them how the system evolved and how to set up and operate it. Then, they broke Soldiers into four groups, assisting each group as they set up their CSS



PM DWTS fielding team member Dan Burke (right) teaches SFC Gene Jordan (left) and other ARNG Soldiers to set up a CSS VSAT in Orlando, FL. (U.S. Army photo by Stephen Larsen.)

VSAT, found a satellite and then tore the unit down and packed it back into its respective transit cases.

Upon training completion, the team issued the CSS VSATS to ARNG units from Florida, North Carolina, Louisiana and Texas.

Was the training helpful? “Definitely,” said SFC Gene Jordan, 449th Aviation Group, North Carolina ARNG. “Especially the hands-on training — I find I learn better that way.” Jordan added that when he and his group got their CSS VSAT set up, the first thing he did was to pull up Army Knowledge Online and send an e-mail to his master sergeant back in North Carolina. “I told him this was good, it will help us,” said Jordan.

“The Soldiers loved the training,” remarked Steffan, adding that MTS will be fielded to ARNG units later in the summer and that BCS3 is being purchased with hands-on training to follow.

Collaboration With Army G-4

According to Steffan, the idea for the exercise grew out of discussions she had with LTC Forrest Burke of the Army Deputy Chief of Staff for Logistics, G-4, when both attended a logistics management seminar in early April. Burke said the thought process was to bring all the “enablers” together so they could understand what’s

needed to exchange logistics information. “This exercise is a welcome and necessary activity,” said Burke. “Many NG units and Soldiers don’t use and operate their systems everyday. In many cases, they have civilian technicians that might, but the Soldiers don’t.”

Burke explained that as a force rotates into a new theater, there are typically two “capstone event” logistics exercises in which they participate. First, before departing for theater, they conduct a maneuver readiness exercise. Second, after arriving in theater, they conduct reception, staging, onward movement and integration, in which they stage a

STAMIS gunnery.

“During the STAMIS gunnery, the unit puts all its logistics systems together and they ‘test fire’ the engines to make sure all engines are firing,” explained Burke. “Besides providing

that STAMIS gunnery experience for the NG units, the exercise also will help units in forging relationships with NG units from other states — which is a good thing, because disasters don’t usually pick one state.”

Another exercise purpose was to come to grips with the differences between using these systems in CONUS versus OCONUS. “The difference is twofold,” remarked Burke. “First, OCONUS operations are more focused with clearly defined supply lines, while CONUS relief operations are a lot more permeable,” he explained. “Second, there is less of an ability to interrogate locations of and information about materiel with radio frequency identification [RFID] technology in CONUS than in OCONUS. While OCONUS, it may take a year or two into an operation, but there is a build-out of RFID in ports, staging areas and so on — you don’t have that latitude in America. BCS3, for instance, doesn’t have a good view of road networks and staging areas here.”

Addressing the Challenges

Steffan recounted how Soldiers repeatedly reported that outside agencies dropped off untagged equipment and supplies at Regional Support Areas during disaster relief efforts. “There is no guarantee that carriers coming from other states or agencies will have tags,” Steffan said. “If the Soldiers have no ability to tag the shipment or the vehicles carrying the shipment to the next destination, they have no automated means of inventory or shipment control. Many times, the Soldiers have no means of communicating with the

The equipment pool will give Army Guard units an additional resource to draw from in case they are deployed or they need to draw equipment to support HLD/DSCA. Meanwhile, NGB officials are doing all they can to equip their units in a timely fashion.



PM DWTS fielding team member Rick Ackerley (second from right) assists ARNG Soldiers connect an antenna feed horn assembly to a CSS VSAT during their recent training exercise. (U.S. Army photo by Stephen Larsen.)



PM DWTS fielding team member Kenny Scott (right) explains the operation of a CSS VSAT to a group of ARNG Soldiers as part of the Army's overarching "Connect Army Logisticians" initiative. (U.S. Army photo by Stephen Larsen.)

next destination on the supply route as communications have not been reestablished telephonically or electronically yet. Also, cell phone communications are not always available or reliable, and Soldiers do not have access to satellite phones. Therefore, shipments may need to be inventoried and manually redesignated at each leg of the journey."

Another challenge the NGB faces in providing relief to CONUS disasters, such as hurricanes, is the availability of a sufficient number of systems. For instance, while Modular Force units such as the 3rd Infantry Division have systems like CSS VSAT and CAISI at the company level, ARNG units only have enough

The good news story here is the partnership between the PMs, the NGB and the states, all coming together to conduct this exercise. The PMs are all onboard, supporting us and getting us systems and training so we can better respond to another Katrina-like incident.

systems to have these at the battalion level. Burke and Steffan acknowledge this is a funding issue, and Burke added that the Army G-4 is in the process of building a pool of equipment to issue to National Guard units that are mobilizing. "The equipment pool will give Army Guard units an additional resource to draw from in case they are deployed," said Steffan, "or they need to draw equipment to support HLD/DSCA. Meanwhile, NGB officials are doing all they can to equip their units in a timely fashion."

The NGB is working to be proactive in their response to any calls for support during the 2006 hurricane season. The

Florida exercise was a step in that direction, and Steffan rated the support from the PM community as "wonderful." "They [the PMs] supported us fully in the Florida exercise. If they had the money [funding] coming in, I am sure they would support us fully in our fielding goals."

"The good news story here," said Elam, "is the partnership between the PMs, the NGB and the states, all coming together to conduct this exercise. The PMs are all onboard, supporting us and getting us systems and training so we can better respond to another Katrina-like incident."

STEPHEN LARSEN is the PEO EIS Public Affairs Officer at Fort Monmouth, NJ. He has more than 20 years' experience writing about Army systems. He holds a B.A. in American studies from the College of Staten Island of the City University of New York.

Army Performance-Based Logistics Implementation Progress

Michael D. Connor

In 2003, early in the implementation phase of DOD's performance-based logistics (PBL), an article titled *AMC and the AAE Partner to Implement PBL* was published in this magazine's July-August issue. This article provides an update on the shared efforts between the Army Acquisition Executive (AAE)/Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and the U.S. Army Materiel Command (AMC).

Soldiers from the 101st Airborne Division prepare to board a Chinook CH-47D helicopter from the 101st Combat Aviation Brigade in western Iraq during *Operation Iron Eagle* on May 11, 2006. PBL energizes and synchronizes internal/external logistics support to ensure our Soldiers on the front lines have the equipment, replacement parts, munitions and other basic necessities to successfully conduct their respective missions. (U.S. Army photo by SPC Teddy Wade.)

Now well-accepted, PBL requires a new way of planning, overseeing and executing logistics. Since the 2004 memoranda from the Under Secretary of Defense for Acquisition, Technology and Logistics and the AAE that further focused and directed continued PBL, stakeholders have surfaced many immediate and far-reaching challenges. Through collaboration with the same stakeholders, ASAALT and AMC continue to propose viable solutions for these challenges and have taken action to issue appropriate policy and procedural guidance, while ensuring PBL moves ahead at an aggressive pace.

The major challenge to the acquisition and sustainment communities remains integrating the required vertical support to the program executive offices/program management offices (PEOs/PMOs) and their weapon systems, with the common or horizontal support that AMC and the Defense Logistics Agency (DLA) traditionally provide the Army and other services. The Army's focus on the three logistics enablers — enhanced deployment, reduced logistics footprint and reduced logistics costs — demonstrates that the acquisition and sustainment communities' main missions and objectives

remain effective support to combatant commanders and their Soldiers. To accomplish these goals, many value-added initiatives continue to evolve at the Deputy Assistant Secretary of the Army for Integrated Logistics Support (DASA(ILS)) and the AMC G-5.

PBL Integrated Product Team (IPT)

Two years ago, the DASA(ILS), as the AAE's agent for PBL implementation, and AMC established an Army PBL IPT with charter members from the PEOs, PMOs, AMC Life Cycle Management Commands (LCMCs), U.S.



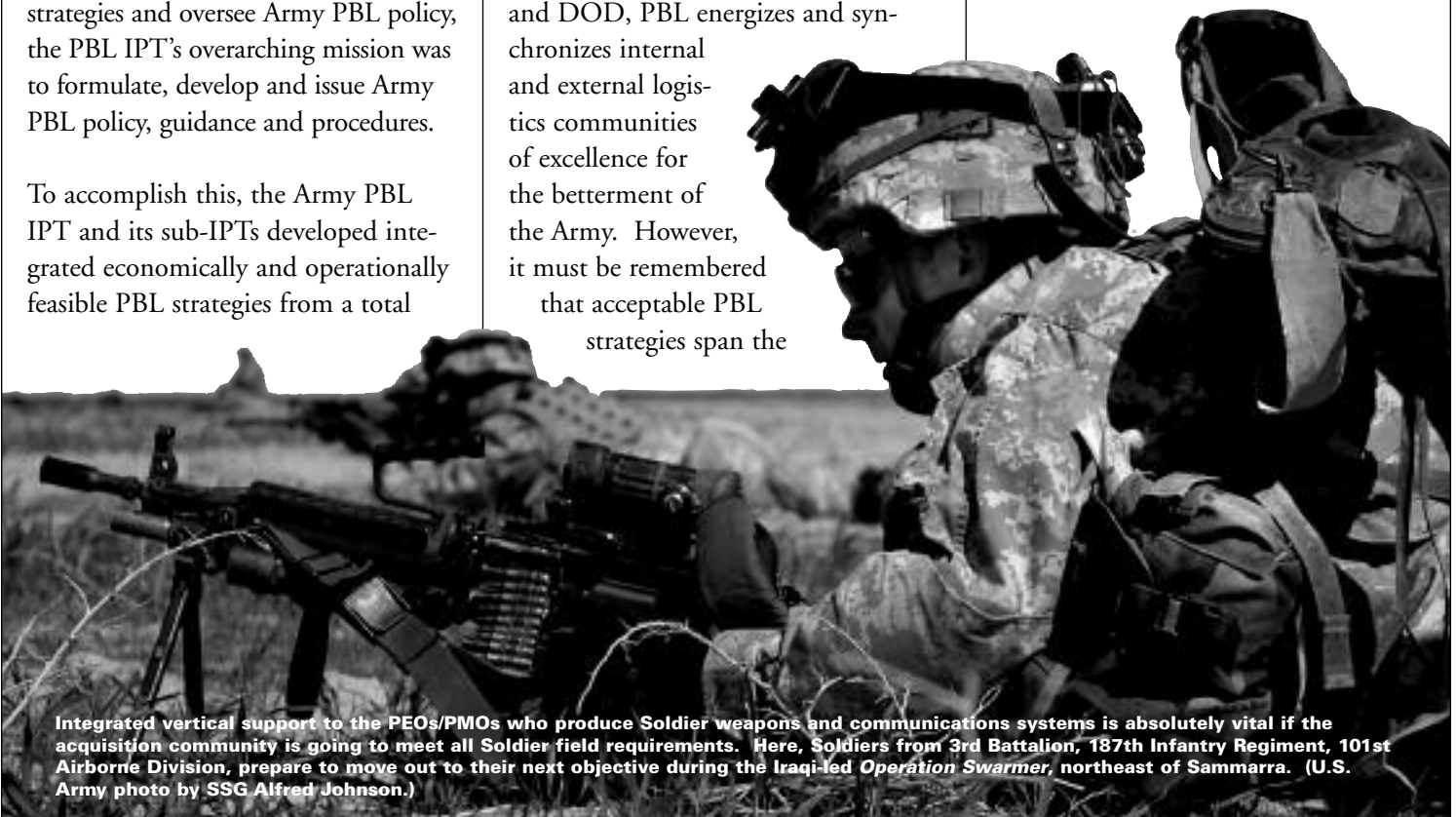
AMC's focus on logistics enablers — enhanced deployment, reduced logistics footprint and reduced logistics costs — ensures that the operational Army will always have the equipment and supplies it needs, when and where Soldiers need it most. Here, Soldiers sling load a Humvee to a CH-47 Chinook helicopter during an operation near Bagram, Afghanistan. The Soldiers are assigned to the 25th Infantry Division (Light), supporting the Joint Logistics Command during Operation Enduring Freedom. (U.S. Army photo by SFC Sandra Watkins Keough.)

Army Training and Doctrine Command, U.S. Army Forces Command, HQDA, DLA and other independent organizations. While the DASA(ILS) and AMC G-5 continue to refine PBL strategies and oversee Army PBL policy, the PBL IPT's overarching mission was to formulate, develop and issue Army PBL policy, guidance and procedures.

To accomplish this, the Army PBL IPT and its sub-IPTs developed integrated economically and operationally feasible PBL strategies from a total

Army perspective in concert with stakeholders from the acquisition, sustainment and warfighter/force provider communities. As the preferred product support strategy within the Army and DOD, PBL energizes and synchronizes internal and external logistics communities of excellence for the betterment of the Army. However, it must be remembered that acceptable PBL strategies span the

realm of organic support to contractor logistics support and a mix of the two such as public-private partnerships. Although PEOs/PMOs are responsible



Integrated vertical support to the PEOs/PMOs who produce Soldier weapons and communications systems is absolutely vital if the acquisition community is going to meet all Soldier field requirements. Here, Soldiers from 3rd Battalion, 187th Infantry Regiment, 101st Airborne Division, prepare to move out to their next objective during the Iraqi-led Operation Swarmer, northeast of Samarra. (U.S. Army photo by SSG Alfred Johnson.)

for the total life-cycle systems management (TLCSM) of their programs, AMC and its LCMCs retain a vital role in executing TLCSM responsibility by ensuring that organic logistics systems and the sustaining base remain robust and flexible enough to be competitive and viable. To that end, the following sub-IPTs have coordinated and developed policy and guidance products for the Army that are currently, or soon will be, circulated:

- Business case analysis
- Product support integrator
- Performance-based agreement
- Contracting
- Metrics
- Automation and reporting

Moving Forward

Once these products are approved, the interim resident publication for the sub-IPT product policies and procedures

will be the *Army PBL Implementation Guide*. Extracts from approved PBL policy are also incorporated into *Army Regulation (AR) 700-127, Integrated Logistics Support; AR 70-1, Army Acquisition Policy; and Department of the Army Pamphlet (DA Pam) 70-3, Army Acquisition Procedures*, and *DA Pam 700-56, Logistics Supportability Planning and Procedures in Army Acquisition*.

While PBL policy and guidance development and publication moves forward quickly, PBL also continues at an aggressive pace with the original schedule and plan provided to the Office of the Secretary of Defense (OSD) in July 2002. The

While the DASA(ILS) and AMC G-5 continue to refine PBL strategies and oversee Army PBL policy, the PBL IPT's overarching mission was to formulate, develop and issue Army PBL policy, guidance and procedures.

Army has 88 acquisition category (ACAT) programs or systems with ongoing PBL activities. Of these 88, there are 25 actual (implementing) and 63 pending (planning or evaluation stage) programs or systems. This breaks down into 37 ACAT I, 9 ACAT II and 42 ACAT III programs.

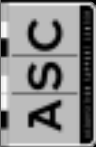
As the PEOs/PMOs find it necessary to transition to PBL, and as more pertinent feedback and guidance make its way to the warfighter, the Army will apply PBL best business practices, including integrated logistics enterprise principles. When done in

concert with maintaining constant and multidirectional dialog with all TLCSM and PBL stakeholders, the Army continues to move toward completely embracing PBL. Many of the more difficult challenges to successful PBL implementation fall under OSD or other Army secretariats, and although PBL is a relatively new strategy, these barriers must be mitigated or resolved. This will require that everyone supports PBL when and where it is operationally and economically feasible, and that all stakeholders work together to bring new ideas to the table.

MICHAEL D. CONNOR is a Senior Logistics Analyst with Decisive Analytics Corp. working in support of the Deputy Under Secretary of Defense for Logistics and Materiel Readiness. He was formerly with Government Support Services Inc. supporting the DASA(ILS). He holds a B.S. in mechanical engineering from the U.S. Military Academy and an M.B.A. from Boston University.



PBL best business practices and integrated logistics enterprise principles will ensure that operational maneuver forces will have ready access to ammunition, fuel and spare parts, regardless of where the mission takes them. Here, Soldiers from Bravo Co., 185th Armor Battalion, 81st Armor Brigade, conduct area reconnaissance in their M1A1 Abrams Main Battle Tank near Balad, Iraq. (U.S. Air Force photo by SSGT Shane A. Cuomo, 1st Combat Camera Squadron.)



From the Acquisition Support Center Director

It was a busy summer for the Army Acquisition, Logistics and Technology (AL&T) Workforce as we collectively supported the ongoing global war on terrorism and our combatant commanders and their Soldiers on the front lines. For the U.S. Army Acquisition Support Center (USAASC) portion of that workforce, we have proven and lived up to my philosophy — *People, Teamwork, Partnership, Leadership*. What it boils down to is people making a difference every day, and we have. We've truly achieved that distinction by answering the "call to duty" to support the Army's and Army Acquisition Corps' (AAC's) transformation initiatives while simultaneously providing warfighters with the best possible products, equipment and services, as they continue to put "boots on the ground" in defense of freedom around the world.



There are some workforce members whose performance and contributions to the warfight set them apart from their peers. These extraordinary people will be recognized for their achievements at the annual Army Acquisition Excellence Awards Ceremony on Sunday, Oct 8, 2006, at the Crystal City DoubleTree® Hotel in Arlington, VA. I invite all AL&T Workforce members to join us in "Celebrating Our Acquisition Stars" and recognize the significant accomplishments and achievements of our research and development laboratories, life cycle logistics and contracting communities, our project/product managers and acquisition directors, and other acquisition excellence contributors. For more information, or to make reservations, contact Nicole Perella at (703) 805-1096 or nicole.perella@asc.belvoir.army.mil.

Training With Industry (TWI) Program Update

The Army's TWI Program is a one-year on-the-job training program targeting a small, selected population of civilian and military Army professionals. The program places these individuals in challenging external assignments at specific industry locations to expose them to current corporate business practices. This broadened business perspective enhances their performance as they progress toward AL&T senior leadership positions. Through a cooperative relationship with industry, TWI offers the Army a mutual sharing of best practices. The companies that have partnered with the Army's TWI program

in the past include Computer Science Corp.; General Dynamics Land Systems; Lockheed Martin Simulation, Training and Support; Harris Corp.; Boeing Co.; Oak Ridge National Laboratory; Stewart & Stevenson; Raytheon Corp.; and Rockwell Collins Simulation and Training Solutions.

In FY04, TWI became an acknowledged AAC Transformation Campaign Plan Transformation Initiative to reevaluate TWI's processes and procedures. Currently, TWI is offered to our military acquisition officers only. The internal and external evaluations that were conducted identified a need to offer civilians TWI assignments. As a result of that study, USAASC has partnered with the U.S. Army Human Resources Command's Acquisition Management Branch to explore integrating civilians into the existing military TWI processes. To achieve maximum program utility, assignments will be restricted to an industry in the participant's local command area to minimize or negate civilian relocation or extended temporary duty assignments. As we explore efforts to create a process for civilians to participate in the military TWI program, I encourage AL&T Workforce members to use other career-enhancing and professional development programs to make themselves as competitive as possible for TWI assignment selection. For more information about this unique program, contact Gloria King at (703) 805-1251 (DSN 655) or gloria.king@us.army.mil. Please visit www.cpol.army.mil to learn more about TWI and other training opportunities that are available to you.

Defense Acquisition University Senior Service College Fellowship (DAU-SSCF)

On May 15, 2006, LTG Joseph L. Yakovac Jr., Director, Acquisition Career Management, Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, announced the DAU-SSCF pilot program. The first 10-month class started in Huntsville, AL, in August 2006. Upon successful completion of the pilot, it will be expanded to other Life Cycle Management Command (LCMC) hubs in 2007. DAU-SSCF provides leadership and acquisition training for AAC members at the GS-14 and above level or broadband equivalent. Individuals are board-selected for this opportunity. DAU-SSCF covers core elements on leadership, research, program management and mentoring at the senior level. It develops civilian acquisition leaders for critical senior leadership roles such as product and project managers, program executive officers and other key acquisition positions. DAU-SSCF emphasizes leadership in acquisition with core areas including:

- Leadership training
- Program Management Tools 401 certification

- Studies in areas related to the Army LCMCs
- Research in acquisition topics
- National Senior Level Speakers program
- National Security Module

Individuals who complete the program will be awarded equivalency for the Program Managers Course and offered a master's degree. Contact Gloria King at (703) 805-1251 (DSN 655) or gloria.king@us.army.mil, or Jerry Davis at (256) 895-5207 (DSN 645) or jerry.davis@dau.mil for more information.

The Road Ahead

As we transition from summer to fall and close out FY06, I am amazed at how much more our workforce accomplished this year with significantly less in terms of people, time and money. As an organization, we have truly taken an integrated, holistic approach to supporting a Nation at war while transforming the Current Force. It just goes to show how effectively organizations can operate when they communicate requirements across the workforce and pull together as a team to get the job done. FY07 should prove equally challenging from a human and fiscal resources standpoint, but we have implemented new business practices from the lessons learned this past year that will help us work more efficiently and effectively in the months ahead. The directive guidance handed down from the highest levels of Army leadership, to include the Army acquisition community's senior leaders, has motivated us to become better stewards of the Army's limited resources during a time when our Nation is waging a multidimensional war. We have developed methods to help us avoid unnecessary costs and to better streamline our procurement and production processes to eliminate potential waste, outmoded ways of doing business and duplication of effort.

Obviously, the Army can't afford to use the same processes that require past levels of resources. By implementing new initiatives and methodologies across the board, the Army is striving to build on its past year successes through continued innovation, targeted cost-cutting measures and sound, carefully engineered processes. In equipping the world's best Army, we cannot afford to overlook any processes or methodologies that might put our Soldiers at risk. Accordingly, our clear challenge for the road ahead is to continue to fulfill our moral obligations to our Soldiers to the best of our collective ability each and every day and, through our selfless service, honor the men and women who have answered our Nation's highest "call to duty" wherever they put "boots on the ground." For the good of the Soldiers we support and the Nation we serve, let's continue the great momentum we've established and keep pulling together to make FY07 an even better year.



Craig A. Spisak
Director, U.S. Army
Acquisition Support Center

Worth Reading

Arguing about War

Michael Walzer
Yale University Press, 2004



Reviewed by Scott Curthoys, a retired U.S. Army military intelligence and foreign area officer. He is currently working as a counterintelligence analyst contractor for a federal agency.

The factors that enabled past declarations of war by Congress — an unambiguous threat to our collective security, the clarity of national purpose in the face of that threat and the ease with which we are able to identify the enemy through his symbols and uniforms — have become difficult to discern in an ever-more complicated international landscape. Therefore, it is now the president who decides when, where and, most importantly, for what purpose to commit U.S. forces to combat. It is this last point that stirs the most emotion in Americans.

The reason for sending U.S. forces into harm's way is the single most important consideration in the president's decision. He must make a convincing argument to the U.S. people as to why other diplomatic options will not suffice and troops must be dispatched. Moreover, once troops are sent, the president must be able to exert leverage over the swirling forces the deployment has unleashed: casualties, cost to the treasury, events within the combat zone, world opinion and the actions of the state we are committed to support while at the same time reinforcing the just nature of the deployment.

The world in 2006 is not as simple as it was in 1942. The moral ambiguity of the Vietnam War and decay in the

government's general credibility trigger our reactive senses — along the entire political spectrum — upon hearing arguments about employing force. Complicating this situation is the nature of contemporary conflict. Whereas the first Gulf War stood out as a clear case of using force to counter aggression, other scenarios such as ethnic cleansing, unfriendly or potentially dangerous regimes, peacemaking and defending a government against internal forces of change are messy and do not always yield moral clarity. The decision by the president to apply force in these situations requires an argument deeper and more persuasive than simply ill-defined national interest.

In his book *Arguing about War*, author Michael Walzer revisits the arguments he first presented in his seminal work, *Just and Unjust Wars*. In this new book, a collection of previously published essays, Walzer examines the moral standing of war as a human activity but does not take a political side himself. He asserts that war is sometimes justifiable (an argument rejected by pacifists) and that the conduct of war is always subject to moral criticism (an assertion denied by realists who believe that all is fair in war).

Arguing about War is divided into three sections. In the first section, Walzer examines the theory of just war. His essay concerning emergency ethics is particularly relevant in this age of constant terrorist threats. In it, the author looks at the moral constraints that govern a state's actions in war (for example, not targeting civilians) and how these rules can be overridden in what Winston Churchill called times of "supreme emergency." Another essay, in which Walzer critiques the excuses often proffered for terrorism, contains observations and analyses that add to our still limited understanding of the terrorist threat.

The second section is an examination by Walzer of several recent conflicts, including the first Gulf War, Kosovo and the ongoing conflict between Israel and Palestine. Although Walzer was writing this book as the current conflict in Iraq and Afghanistan was unfolding, he is critical of President George W. Bush's preventive war. The difference between preventive and preemptive war is a key concept in the theory of just and unjust wars. A genuine preemptive war begins with a decision by a state to strike at an enemy that it knows is about to attack. A classic example is Israel's decision to attack in 1967 before its Arab neighbors launched their attack on Israel. In contrast, a preventive war is one that is begun in response to a much more distant threat that may or may not materialize in the fullness of time. A speculative example may be an Israeli attack on Iran in response to the possibility of an Iranian nuclear weapon. The threat to Israel is not immediate, but distant; not certain, but uncertain.

In applying the just war theory, as Walzer does, one sees that with preventive wars there are measures that can be taken — short of armed force — to counter the threat. Applying this theory, the reader may conclude that the containment measures in place in Iraq before the American attack, although faulty, were successful enough for the United States to achieve its goals in Iraq, making an attack unnecessary.

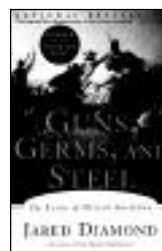
In addition to actions taken prior to and during a conflict, Walzer extends the theory of just war to cover actions after a conflict. He argues that moral intentions and behavior after a war are just as important as the decision to make war. In the third — and shortest — section of the book, Walzer discusses several possible global political arrangements in an attempt to highlight the ones that will promote a global society of nations in which war might play a less significant role. This section may strike many as a fanciful journey into the improbable. Yet, his analysis of the different arrangements gives the reader reason to pause.

Those who have read Walzer's earlier work detect an evolution in the author's thinking that parallels the increasing complexity of contemporary conflict. Walzer has, in fact, become more willing to call for military intervention after watching the application and effects of organized violence in places like Bosnia, Rwanda, Sudan and East Timor. In the book, the author makes the observation that by using force as a last resort, states have an excuse for postponing the use of force indefinitely.

As more and more voices join the debate about the United States' actions in Iraq, the relevance of Walzer's arguments becomes clearer. The ideas in this book can inform and enlighten all viewpoints as this Nation collectively argues about a war.

Guns, Germs, and Steel The Fates of Human Societies

Jared Diamond
W.W. Norton & Co. Inc., 1997, New York



Reviewed by Michael J. Varhola, an author of several history books and a former editor at Army AL&T Magazine.

For those who want or need to understand why the world is the way it is today, one of the most useful and influential books of the

past decade has undoubtedly been Jared Diamond's *Guns, Germs, and Steel*. Subtitled *The Fates of Human Societies*, this book has its genesis in the early 1970s. While traveling in New Guinea, the author asked a local political leader the following question: "Why do some countries become industrialized and then dominate others and not the other way around?" Diamond strives to answer that question in this book.

"History followed different courses for different peoples because of differences among peoples' environments," Diamond explains, "not because of biological differences among people themselves." In other words, the title advantages that allowed some cultures to dominate others were not indicative of racial superiority, greater average intelligence or higher levels of initiative or energy — they were products of the regions in which those cultures originated.

Diamond, the product of a multidisciplinary academic education, draws upon his background in physiology, evolutionary biology and biogeography to seek the root causes of what led some cultures to dominate others. These causes, he maintains, do not have their origins in cultural differences, which are only proximate symptoms of the factors that ultimately spawned those cultural differences.

Thus, Diamond looks not just at the prima fascia events surrounding how guns, germs and steel allowed some peoples to dominate others, he explores what primordial factors led them to acquire those advantages in the first place. While it is important to understand how a handful of soldiers from Spain destroyed the Inca Empire, for example, it is just as important to understand why a force from the aggressively militaristic Inca Empire did not travel to Spain and depose its ruler instead.

While firearms and steel weapons and armor played a significant role in head-to-head confrontations between invaders technologically superior to their indigenous opponents — along with oft-cited psychological factors — Diamond does present some striking data that germs sometimes played an even more telling, if often invisible, role.

"Throughout the Americas," he writes in one example, "diseases introduced with Europeans spread from tribe to tribe far in advance of the Europeans themselves, killing an estimated 95 percent of the pre-Columbian Native American population." When figures like that are compared with the significantly more modest ones projected for the imminent bird flu pandemic that has so many world governments concerned at the moment, the destabilizing effects those diseases must have had upon indigenous peoples start to become apparent.

Despite its many merits, this book has been dismissed merely as "Geography 101" by some (i.e., some of those who have read it) and as racist by others (i.e., some of those who have not actually read it at all). The first dismissal is half true, but does not do justice to the lucid, incisive way in which Diamond makes his case. Sure, a lot of what he says is "obvious," none of it is a secret, but disregard of the obvious things he discusses have led people in general, and policymakers in particular, to draw some painfully incorrect conclusions over the years.

The second dismissal has no merit at all, and actually flies in the face of Diamond's thesis. Race-based conclusions about why the world is the way it is are something the author both rejects and consciously attempts to disprove in this book. *Guns, Germs, and Steel* does, unfortunately, have a few weaknesses. Much of what Diamond writes about is martial in nature. For example, while he is not guilty of any major factual errors, some of his verbiage is likely to grate upon the ears of knowledgeable military readers. For example, he makes reference to "slingshots" rather than "slings" — the former being the Y-shaped instrument of mischief most often associated with Dennis the Menace, the latter a braided or leather strap used to hurl stone or metal slugs at high velocities and employed in hunting and warfare for at least 10,000 years.

In another instance, Diamond refers to GEN George Custer's defeat at the Battle of the Little Bighorn in 1876. Custer was at that point, however, a lieutenant colonel and had not worn stars on his epaulets for 10 years, having been demoted as part of the U.S. Army's dramatic reduction in force after the Civil War's conclusion.

In another chapter, Diamond contends that "the Incas, like all other foot soldiers, were never able to defeat cavalry in the open." While infantry with access to equal or inferior technology have often failed to prevail against cavalry, numerous significant examples can be found to invalidate the use of the word "never," including the Scottish pikemen who defeated English knights at the Battle of Bannockburn, the English longbowmen who cut down French knights at the Battles of Agincourt and Crecy and the British infantry squares that repulsed attack after attack by French cuirassiers at the Battle of Waterloo.

Like many academics, Diamond knows that he will look like a dummy and weaken his arguments if he is sloppy in the ways he discusses such esoteric subjects as languages, food production or social organization. He is markedly less attentive, however, in his use of military facts and terminology.

Ultimately, however, this is a minor criticism in a book that brilliantly illuminates both the reasons the world we live in is the way it is and the importance of understanding those reasons. And for those who hope to play even a minor or supporting role in shaping the outcomes of the events that will define the 21st century, understanding the root causes that have brought us to where we are today is indispensable.

Contracting Community Highlights



This issue's feature article highlights continued post Hurricane Katrina rebuilding by the U.S. Army Corps of Engineers (USACE) and the Federal Emergency Management Agency (FEMA). Continuing the Army humanitarian precedent of previous rebuilding projects, USACE and FEMA teamed with other agencies to supplement their contracting workforce. The Army team included the Army Contracting Agency-Northern Region, Facilities Engineering Team 28 and USACE. This team reported to the Baton Rouge (LA) Recovery Field Office ready to rebuild Southern University at New Orleans' (SUNO) campus. We appreciate the sacrifices made by our Soldiers and civilians in successfully accomplishing a project of such magnitude. Using innovative contracting methods, SUNO's new campus was reopened in record time for the spring semester with a Feb. 13, 2006, ribbon-cutting ceremony.



In addition to this feature article, we provide noteworthy news from our contracting organizations, including success stories and recognition of significant awards and contracting achievements.

We appreciate support from the field in providing material for publication, and we hope you find the submissions informative and interesting. If you need further information on any of the topics presented, contact Emily Clarke at (703) 604-7102 or emily.clarke@hqda.army.mil.

Ms. Tina Ballard

Deputy Assistant Secretary of the Army
(Policy and Procurement)

Rebuilding a University – A Collaboration of Professionals

Improbable circumstances and uncanny timing brought a most unusual and highly unlikely pairing of organizations to accomplish the monumental task of rebuilding a campus for Southern University at New Orleans (SUNO) in less than three months.

On Aug. 29, 2005, one of the most horrific natural disasters that the United States has ever encountered forever changed the landscape of southern Louisiana and Mississippi — Hurricane Katrina. The storm left tens of thousands displaced or homeless and unknown numbers lost their lives. The devastation remnants still linger. Although this event has lost its appeal with the news media, the truth remains that this region will be rebuilding for many years to come.

The U.S. Army Corps of Engineers (USACE), working under the direction of the Federal Emergency Management Agency, was charged with the daunting task of removing debris and rebuilding the affected regions of Louisiana and Mississippi. Early on, it was apparent that the sheer magnitude of the devastation, coupled with a severe shortage of contracting professionals — especially construction contracting experts — meant USACE would have to look to other Army agencies to supplement their contracting workforce.

The Army Contracting Agency-Northern Region answered the call by providing contracting professionals to assist in the



A contractor removes tree trunks uprooted during Hurricane Katrina as part of a massive effort by USACE to remove nearly 120 million cubic yards of debris — twice the amount collected during the Florida hurricanes in 2004. (U.S. Army photo by Daren Reehl.)



Woody debris is collected and turned into mulch at a USACE-contracted debris collection site in the aftermath of Hurricane Katrina. (USACE photo by George Stringham, St. Louis (MO) District Public Affairs Office.)

overall recovery effort. Robert Winne, Chief of the Engineering Construction Division, Fort Eustis (VA) Directorate of Contracting, was among those selected and reported to the Baton Rouge (LA) Recovery Field Office (LA-RFO.)

Also teaming with Winne at LA-RFO was the Facilities Engineering Team 28 (FET28) from the Facilities Engineer Center-Southeast, Decatur, GA. Led by Team Commander LTC Jerry Duncan and professional noncommissioned officers, FET28 brought quality assurance inspection services and in-depth construction knowledge to the monumental task awaiting them.

Immediately after arriving in Baton Rouge, Winne and FET28 were handed a project considered one of the most important and sensitive projects that USACE had accomplished since Hurricane Katrina recovery began. The project called for a temporary campus to be built on 10 acres of land complete with utilities, buildings, furnishings and infrastructure for SUNO. All structures on the original SUNO campus sustained severe water and wind damage from the hurricane. This compromised the integrity of all 11 buildings, cancelling the 2005 fall semester. Before Katrina, SUNO was home to approximately 3,500 students and faculty. It opened in September 1959 as an extension of the historically black university, Southern University A&M in Baton Rouge. Yet for the first time in 46 years, this university, rich in tradition and culture, faced one of its biggest challenges.

SUNO administration officials were hoping classes for the Spring 2006 semester could begin as scheduled in mid-January. Since it was already mid-November with no work yet started, the task appeared to be impossible to accomplish. Starting from scratch, Winne and FET28 developed a comprehensive procurement and construction strategy including a complete site infrastructure plan for utilities to

include water, electricity, telephone and sewer; parking lots and access roads; modular buildings; information technology (IT) infrastructure; and classroom furnishings for each building. Working with the New Orleans Small Business Administration staff, Winne screened potential 8(a) contractors for the project's extremely aggressive completion schedule. Soon, the site work phase contracts were ready for the modular buildings that would provide classrooms, administrative offices, computer labs, a health clinic, a dining hall and restrooms. Additional contracts were administered for furnishings (desks, chairs and blackboards) and IT for the new state-of-the-art campus with computer, voice and data capabilities.

Four primary contracts were awarded — two to 8(a) firms, one to a small business and one to a large business. More importantly, all four contracts adhered to the *Robert T. Stafford Disaster Relief and Emergency Assistance Act*, which gives preference to organizations, firms or individuals residing or doing business primarily in areas distressed by a major disaster or emergency. In the end, those 7-day workweeks and 12-plus hour workdays by Winne, FET28 and the four Louisiana contractors culminated with the February 13 ribbon-cutting and marked a new beginning for SUNO and Southern Louisiana student body and faculty.

Army Engineers Complete Fort Bliss Modular Force Facilities in Record Time



**US Army Corps
of Engineers**®
Fort Worth District

The U.S. Army Corps of Engineers Fort Worth, TX, District has completed a significant project by building and designing temporary Modular Force Unit of Action facilities at Fort Bliss, TX, ahead of schedule.

The contract, awarded for roughly \$1.62 million to Clark Design Build Limited Liability Co. of Tampa, FL, in July 2005, was completed three to six weeks ahead of contractual completion dates. The project was to design and build site utilities and infrastructure, including brigade and battalion headquarters (HQ), company operations, administration and unit storage facilities, barracks, dayrooms, laundry facilities, arms vaults, vehicle maintenance complexes and a dining facility. At the beginning of the contract, everyone involved agreed that the Army's schedule was aggressive, but government and contractor teamwork prevailed for a successful outcome.

Project Phasing

The contract had four work phases. The first three were geographic in nature, allowing for phased occupancy as buildings are completed and accepted.

- Phase 1 — Site utilities and infrastructure completed Feb. 21, 2006: 1 brigade and 3 battalion HQs, 20 company operations, 2 administration and 8 unit storage facilities, 150 barracks for 900 Soldiers, 4 dayrooms, 4 laundry facilities, 32 arms vaults and 2 vehicle maintenance complexes (VMC.)
- Phase 2 — Completed March 3, 2006: 3 battalion HQs, 12 company operations, 5 administrative and 7 unit storage facilities, 154 barracks for 924 Soldiers, 5 dayrooms, 5 laundry facilities, 32 arms vaults and 1 vehicle maintenance complex.
- Phase 3 — Completed March 24, 2006: 108 barracks for 648 Soldiers, 4 dayrooms, 4 laundry facilities and 2 VMCs.
- Phase 4 — Though the contract completion date for the dining facility was March 26, 2006, the Project Delivery Team met an earlier projected goal and finished by Feb. 21, 2006.

Some of the barracks, laundry facility and dayroom projects were delayed by a work suspension imposed by a Government Accountability Office protest. However, the issue was resolved and these facilities were completed by May 6, 2006.

For more information, contact John Rodgers at (817) 886-1160 or john.h.rodgers@swfo2.usace.army.mil.

Training the Force

Steven C. Froniabarger

Training the force is a priority for Marlene Cruze, Executive Director of the Acquisition Center (AC) for the U. S. Army Aviation and Missile (AMCOM) Life Cycle Management Command at Redstone Arsenal, AL. Cruze understands that military and civilian training is critical to enhance the acquisition workforce's skills, abilities and operational capacity, and that workplace, command and Base Realignment and Closures, along with budget reductions, have adversely impacted many traditional training methods. Expensive training costs, travel fund shortages, increased workloads and time away from the office have made it difficult to use the course offerings at the Defense Acquisition University (DAU), Fort Belvoir, VA,

and the Army Logistics Management College, Fort Lee, VA. Cruze sees all AMCOM AC employees as candidates for training, regardless of their grade. She considers it her obligation to do the most with the resources allocated to train each employee to his or her full potential. "That's not a goal, that's a mandate for survival," according to Cruze's philosophy.

The acquisition process has been evolving for some time now. There is concern that managers and team leaders are engulfed in a whirlwind of change causing them to lose their grasp while performing an ever-increasing number of tasks. With this in mind, Cruze established the Acquisition Center University (ACU) in April 1999, as a formal on-the-job site education center at AMCOM. ACU focuses on a well-educated, multifunctional, empowered acquisition workforce through quality and timely workplace-relevant education. It uses the expertise of AMCOM acquisition practitioners and external subject matter experts. ACU instructors and lesson plans are screened to ensure that training is relevant to the workplace and that every training candidate is evaluated for strengths and critical shortfalls. They have a mandate to deliver their respective skills in a real-world context — experienced practitioners training other practitioners.

The ACU curriculum developed more than 140 possible acquisition topics determined through acquisition reform assessments, evolutions in electronic contracting procedures, inspector general observations, independent/individual recommendations, and management recommendation and direction. The need for workplace-relevant training is universal and, without question, vital for the ever-changing workplace. The ACU is providing classes for Lean and Performance-Based Logistics and hands-on computer classes for Wide Area Work Flow. This training diversity and frequency provides the AMCOM acquisition workforce with another forum to earn their 80 continuous learning points (CLP) required by the Under Secretary of Defense for Acquisition and Technology. Under Cruze's leadership, the ACU continues its success, growth and comprehensive training mandate, which has been the ACU's driving force since the beginning.

The ACU averages four classes per month with more than 30 students per class. During FY05, 52 classes were held for more than 1,560 students, with more than 4,680 CLPs awarded as a direct result of course completion.

The ACU has received DAU endorsements. Additionally, other commands have modeled their training programs after ACU successes. It has maximized AMCOM AC employee empowerment, developed a focused practical training program and honed a corps of well-rounded and knowledgeable

specialists who are forged into an efficient, effective, customer-focused workforce. Cruze's ACU is a valuable asset for AMCOM, as well as a major catalyst for significant process innovations and exchange of ideas.

Steven C. Froniabarger is an AMCOM Contracting Specialist at Redstone Arsenal.

New Senior Leadership Development Program Launched

Kimberly Buehler and Christine Rimestad

With nearly two-thirds of the Army's contracting workforce eligible for retirement over the next five years, leader development is critical and one of the hottest topics in human resource planning. Developing a cadre of trained and ready professionals to assume key leadership positions is an integral component of maintaining the Army's strategic readiness. To meet this need, the Deputy Assistant Secretary of the Army for Policy and Procurement (DASA(P&P)), the Office of Procurement Policy and Support, and the Contracting Career Program Office partnered with the Office of Personnel Management's Federal Executive Institute (FEI) to develop the Senior Leadership Development Program (SLDP). This 18-month program targets Army contracting professionals in grades GS-14/-15 or NH-IV. Seventeen contracting managers were competitively selected to participate in the initial cohort that began Sept. 26, 2005.

The SLDP curriculum focuses on developing core leadership competencies, alternates learning between the classroom and the broader world outside, and is customized to each student's professional development needs. The program also includes a unique, focused training element that examines Army acquisition and contracting issues as a complement to the leadership program.

The SLDP rests on the premise that values-based leadership is essential in a democratic society, and it draws on the latest research in leadership development. That research shows that leadership competencies are best enhanced through an ongoing cycle of assessment, challenging work assignments and learning opportunities, as well as support from mentors and coaches in the workplace. The research also demonstrates the power of mixed learning methods, such as reading, case studies, role playing, simulations and field experiences, in fostering leadership learning.

The SLDP's classroom component periodically brings students together for formal instruction and interagency learning at FEI's campus in Charlottesville, VA, and at other locations in Washington, DC. After the initial program orientation, students participate in a Leadership Assessment Experience, a Strategic Leadership Seminar, a Focused Skills Seminar, individual learning classes and guest speaker seminars.

Another significant program component is that each SLDP participant will have an assigned mentor. Mentors represent Senior Executive Service members and general officers serving within DOD. FEI conducts formal training for the mentors that establishes a common understanding about program goals, expectations and requirements.

Learning activities outside the classroom involve a mix of individual and small-group work. The on-the-job component includes a mentor, a faculty coach, developmental assignments, team projects, leadership forums, field experiences, focused reading and Web-based learning opportunities. Students work closely with their mentors and FEI's leadership coaches to develop and track progress against their specific Leadership Development Plan, which requires students to identify goals, formulate strategies to overcome challenges and recognize personal strengths and barriers to individual leadership growth.

The SLDP prepares graduates for Army senior executive positions. After completing all classroom assignments/courses and on-the-job training, each student prepares a written



Pictured left to right (L-R) in the front row are Nancy Myrick, Ann Scotti, Michelle Currier, Beverly Thomas, Suzanne Anderson and Dr. Gail Funke (FEI Faculty). Second row (L-R): Lenneia Jennings, Frank Ruzicka, Stephen Carrano, Sylvia Youngman and Harry Shank. Third row (L-R): Michael Gallagher, Cheryl Deluca, Patricia Fox and Angela Billups. Fourth row (L-R): April Miller, Harry Hallock and Kathy Harvey. (Photo courtesy of FEI.)

leadership philosophy statement that articulates his or her personal leadership philosophy. Students graduate from the SLDP with a fully developed philosophy — and toolkit — of how they will leverage their individual business acumen and communication skills to lead people, projects, programs and organizations. SLDP graduates will have demonstrated that they possess the advanced skills needed to serve in the executive-level positions for which they are expected to compete and help the contracting community achieve operational mission success.

The DASA(P&P) congratulates the following individuals on their selection and acceptance into the Contracting and Acquisition SLDP:

Suzanne M. Anderson — U.S. Army Communications-Electronics Life Cycle Management Command (LCMC) Acquisition Center (AC), Fort Monmouth, NJ.

Angela Billups — U.S. Army Contracting Agency (ACA), Contracting Center of Excellence, Washington, DC.

Stephen J. Carrano — ACA-Information Technology E-Commerce and Commercial Contracting Center, Alexandria, VA.

Michelle M. Currier — ACA-HQ, Falls Church, VA.

Cheryl A. Deluca — U.S. Army Research, Development and Engineering Command (RDECOM) AC-Natick, MA.

Patricia J. Fox — RDECOM AC-Durham, NC.

Michael M. Gallagher — U.S. Army Materiel Command (AMC), Fort Belvoir, VA.

Harry P. Hallock — TACOM LCMC, Warren, MI.

Kathy C. Harvey — TACOM LCMC, Anniston Army Depot, AL.

Lennea R. Jennings — ACA-Southern Region (SR), Fort McPherson, GA.

April J. Miller — AMC, Fort Belvoir.

Nancy Myrick — DASA(P&P), Office of Procurement Policy and Support, Arlington, VA.

Frank A. Ruzicka III — TACOM LCMC, Warren.

Ann F. Scotti — DASA(P&P)

Harry F. Shank — National Guard Bureau, Arlington.

Beverly Y. Thomas — ACA-SR.

Sylvia R. Youngman — U.S. Army Field Support Command, Logistics Civil Augmentation Program, Rock Island Arsenal, IL.

Kimberly Buebler is the Civilian Recruitment Programs Manager in the Contracting Career Program Office (CCPO), U.S. Army Acquisition Support Center (USAASC), Fort Belvoir, VA.

Christine Rimestad is the Competitive Professional Development Program Manager in the CCPO, USAASC.

Working on the FAR Acquisition Strategy Team

Diane House

While on an HQDA developmental assignment recently, I had an opportunity to be an ad hoc working member on the *Federal Acquisition Regulation (FAR)* Acquisition Strategy Team. It is encouraging to know there are government employees working as volunteers who are so committed to successfully implementing statutes, executive orders, DOD policy and regulatory directives in the *FAR* and *Defense Federal Acquisition Regulation Supplement*.

The foundation of our rule-governing system is built on the supervisor's generosity and their subordinates' unselfishness in performing these mission-critical tasks. The work is not artificial, it is not imaginary; it's physical, verifiable and essential. The business cases; *Federal Registry* submissions; public comment analysis and review; proposed, interim and final rules; and weekly council meetings are all very real. They significantly engage these individuals' talents and minds as they balance the workload associated with every event alongside their insurmountable, continuously mission-creeping internal professions. Yet, these unselfish individuals serve as Army and other DOD organizations' experts for procurement policy and support while their council and committee work falls into the "other duties as assigned" category.

Their personal commitment and loyalty to the profession is truly inspirational as they author, implement and maintain federal-governmentwide or DOD-wide policy governing supplies and services acquisition. Ultimately, the contracting officers' guidance benefits the entire Career Program 14 communities. What these elite professionals accomplish is astounding. They aggressively demonstrate the highest quality work ethic and earnestly seek ways to become more efficient, effective and quality centered in performing contract compliance business with legislation, executive orders and policy directives.

Diane House is a National Training Center (Fort Irwin, CA) Procurement Analyst participating in the Deputy Assistant Secretary of the Army's (Policy and Procurement) developmental assignment program.

**Army Materiel Command (AMC)
Frank S. Besson Jr. Procurement
Excellence Awards Presented**

The 2005 Frank S. Besson Jr. Procurement Excellence Awards were presented by Kathy Szymanski, Executive Deputy to the Commanding General (Acting), at the AMC Principal Assistant Responsible for Contracting (PARC) Conference in Natick, MA, March 17, 2006. The Besson Awards feature four categories to recognize contracting professionals for exceptional contributions to AMC contracting success. Congratulations to the following award recipients:

- Civilian Careerist** — Lynn E. DeRoche, U.S. Army Tank-Automotive and Armaments Life Cycle Management Command (TACOM LCMC).
- Military Officer** — MAJ Michelle A. Sanner, TACOM LCMC.
- Civilian Intern** — Mark E. Mower, U.S. Army Field Support Command (AFSC).
- Contracting Team** — Counter Remote Controlled Improvised Explosive Device (RCIED) Electronic Warfare (CREW) Contracting Team, U.S. Army Communications-Electronics LCMC (CELCMC).

CELCMC Honors SEF and SBLM Graduates

The U.S. Army Communications-Electronics Life Cycle Management Command (CELCMC), Fort Monmouth, NJ, congratulates the following graduates of the Harvard University Program for Senior Executive Fellows (SEF) and the Sustaining Base Leadership and Management (SBLM) program.

SEF	Kathrine Freeman
SBLM	Brendon Burke Barbara Hansen Jenni Kalapacs
SBLM non-resident program	Claudia DeCarlo Cyndi Geiss Michaela Simmons

For more information about the SEF or SBLM, contact Kimberly Tedeschi, CELCMC Acquisition Center at DSN 987-1428.

Banner Year for Redstone Arsenal Competition

Among other things, the Redstone Arsenal, AL, Competition Management Office (CMO) tracks Team Redstone's competition goals and accomplishments. Final FY05 statistics show it was a great year for competition. The arsenal exceeded its Team Redstone goal of 17.3 percent finishing the year with a 24.8 competition rate. This is the highest rate since 1999, but arsenal contracting personnel believe there's still room for improvement.



(From left): Ric Kelemen, Deputy CELCMC PARC; Dan Mehney, TACOM PARC; MAJ Michelle A. Sanner; Jeffrey P. Parsons, Director, AMC Office of Command Contracting; Amy Sentner, RCIED CREW Team; Mike Hutchinson, Deputy AFSC PARC; Lynn DeRoche; Mark Mower; and Kathy Szymanski. (U.S. Army Soldier Systems Center photo by Richard Walunas.)

To generate even more competition, CMO simplified the *Source Approval Request (SAR)* procedures by developing the *Standard Aviation and Missile Source Approval Request (SAMSAR)*. This form combines the *Comprehensive Automated Process for Source Approval Request* and *Qualification Procedures for Missile Requirements*. This new standard procedure will provide an automated, paperless process for generating and submitting *SAR* information. *SAMSAR* will provide a simple interface that will step users through the *SAR* submittal process based on aviation and missile part numbers or National Stock Numbers listed in the Competition Advocate's Shopping List active and/or historical parts database. Instructions and a checklist of required documents have been developed. The contractor will be able to send e-mails and view any pending *SAR*. A point of contact list has been generated and sample documents created as a guideline. This new method will speed up the qualification process allowing a more competitive environment.

For information on your office's competition performance, visit the CMO home page at <http://www.redstone.army.mil/cmo> or contact Cathy Richardson at DSN 746-1507 or catherine.richardson@us.army.mil for details.

U.S. Army Military Surface Deployment and Distribution Command (SDDC) Acquisition Center Update

Principal Assistant Responsible for Contracting (PARC):
Francis Giordano

The SDDC supports the following major organizations:

- DOD
- U.S. Army
- U.S. Navy
- U.S. Air Force
- Defense Logistics Agency
- Defense Commissary Agency
- Army & Air Force Exchange Service

Commodities, Supplies and Services

SDDC provides distribution services for DOD via worldwide passenger and cargo distribution.

Personal Property Inspection Contract

After Hurricane Katrina, SDDC contracting officer Cathy Keith teamed with SDDC's Personal Property Division to develop a Performance Work Statement for the inspection, salvage or disposal of personal property shipments warehoused

in Biloxi and Gulfport, MS; Mobile, AL; and New Orleans, LA. The household goods and unaccompanied baggage shipments belonged to military members and civilian employees in a permanent change of station status.

Using a cascading set-aside, Keith issued a combined synopsis and solicitation Oct. 19, 2005. Using the trade-off process, she awarded a \$2.4 million firm-fixed-price requirements contract to a HUBZone contractor Geo Consultants 33 days later on Nov. 22, 2005. Geo Consultants inspected 3.5 million pounds — 419 personal property shipments altogether — owned by DOD, Army, Navy, Air Force and Coast Guard personnel. All salvageable property was cleaned, restored or repaired, repackaged into new containers and placed back into storage or prepared for shipment to final destination. The task orders were completed five months ahead of schedule at \$600,000 under budget.

U.S. Army Contracting Agency-Northern Region (ACA-NR) Update

PARC: Joann Langston

ACA-NR supports the following major organizations:

- ACA-NR
- Installation Management Agency
- U.S. Army Training and Doctrine Command (TRADOC)
- U.S. Army Forces Command (FORSCOM)
- U.S. Army Medical Command (MEDCOM)

Commodities, Supplies and Services

ACA-NR provides installation contracting, TRADOC and FORSCOM mission contracting and MEDCOM nonmedical contracting for numerous organizations and commands.

Disaster Relief Operations

ACA-NR sent several contracting officers to Louisiana and Mississippi to support the Federal Emergency Management Agency (FEMA) and the U.S. Army Corps of Engineers (USACE.) Also, ACA-NR placed basic order agreements for relocatable buildings at the Northern Region Contracting Center that were used by USACE and FEMA for Hurricane Katrina disaster relief efforts.

Ultrafast Contracting

When the Institute of Heraldry (IOH) was unable to meet the timeline delivery of guidons and colors for the 4th

Brigade Combat Team activation ceremony, the ACA-NR Fort Riley, KS, Directorate of Contracting (DOC) Commercial Items staff procured the items through an IOH-approved vendor with delivery just in time for the ceremony.

Success Story

Kandi McDonald and Ruth Ann Smith of the ACA-NR Aberdeen Proving Ground, MD, DOC were recognized by BG James Moran, Commander, Program Executive Office Soldier in an awards ceremony Feb. 15, 2006. They were cited for their outstanding duty performance as contracting officers in the development and completion of the Soldier Systems Test Facility at Mulberry Point. The project included construction of 10 new buildings and the refurbishing of 15 others.

DAR Council Corner

Defense Federal Acquisition Regulation Supplement (DFARS) Committee Annual Awards

DFARS has announced the winners of their annual Outstanding Performance Awards for excellence in DFARS committees. Categories include outstanding chairperson for sustained exceptional performance, outstanding member for sustained exceptional performance and outstanding member for exceptional effort on a particular case. The certificates of achievement recognize committee members in the same categories.

DFARS committee members recognized for outstanding performance:

Steve Jaren, HQDA, the outstanding ad hoc committee member, for exceptional effort on a particular case — Contractor Personnel Supporting a Force Deployed Outside the U.S.

Felisha Hitt, HQ, Defense Contract Management Agency, for outstanding Chairperson of the Contract Administration Committee.

Harry Lupuloff, HQ, Department of the Air Force, for sustained exceptional performance as a Patents, Data and Copyrights Committee member.

Committee members awarded DFARS Certificates of Achievement:

Vera Davis, for exceptional leadership as the Chairperson and Army member of the Information Technology Committee.

Christine Poston, for exceptional leadership as Chairperson and Defense Logistics Agency (DLA) member of the Debarment, Suspension and Business Ethics Committee.

Richard Gray, for exceptional leadership as the Chairperson and Air Force member of the Patents, Data and Copyrights Committee.

Darrell Hollis, for exceptional performance as the Navy member of the Patents, Data and Copyrights Committee.

Ynette Shelkin, for exceptional sustained performance as the DLA member of the Contract Placement Committee.

Susan Orris, for exceptional performance as the Army member of the Contract Finance Committee regarding DFARS case — Incremental Funding of Fixed-Price Contracts.

This information is provided by DAR Policy Board Member Barbara Binney, (703) 604-7113.

ALTESS News

PM ALTESS Makes USAASC Teleworking Easy

Shirley Williams

The Product Manager Acquisition, Logistics and Technology Enterprise Systems and Services (PM ALTESS) contributes to the U.S. Army Acquisition Support Center (USAASC) teleworking program in two ways:

- Building a telework solution that includes a secure remote connection to the network resources, which enhances the teleworker experience.
- Creating a disaster recovery component for continuity of operations during emergencies.

Security was a priority when building the USAASC telework solution. PM ALTESS chose a Citrix® MetaFrame infrastructure because of its secure foundation. This infrastructure delivers the network resources via a secure Virtual Private Network and Secure Socket Layer. Its advanced technology was the best choice for centrally deploying applications and providing on-demand access.

PM ALTESS created a teleworking solution that meets the security requirements with authentication and encryption capabilities. These features protect the network resources without making them vulnerable to security breaches. The necessary equipment for the teleworker is an Internet connection, a computer with antivirus software, a firewall and an authentication device. This allows access to the production environment by authenticating at the network level, which creates a secure tunnel between the two computers. Authentication at this level reduces data exposure risk to unauthorized users.

Teleworkers' virtual desktop and network connectivity appears the same as if they were at the office. All network resources are readily available anywhere, anytime, easily and securely. Through Citrix on-demand capability, they have access to all the applications, files and any other network resources in real time.

The telework solution will also become a vital component of the *USAASC Disaster Recovery Plan for Continuity of Operations*. Regardless of location, teleworkers can establish practice sessions for disaster recovery and be more flexible and resilient during an emergency, which allows the USAASC to continue operations at standard security levels. This solution is a critical disaster recovery component because it ensures little or no service interruptions.

For more information, please contact Shirley Williams at (703) 805-1056 or shirley.c.williams@us.army.mil.

Shirley Williams is a PM ALTESS Information Technology Specialist and Supervising Team Leader for USAASC network operations.



U.S. ARMY ACQUISITION CORPS *Annual Awards Ceremony*

Celebrating our Acquisition Stars

The 2006 U.S. Army Acquisition Corps (AAC) Annual Awards Ceremony is quickly approaching. This event, which honors the acquisition community's most extraordinary members and the teams they lead, is scheduled for Sunday, Oct. 8, at the Crystal City DoubleTree® Hotel in Arlington, VA. Army Acquisition Executive/Assistant Secretary of the Army for Acquisition, Logistics and Technology Claude M. Bolton Jr. will host the event and pay tribute to the uniformed and civilian professionals who work tirelessly behind the scenes to provide combatant commanders and their Soldiers the weapons and equipment they need to execute decisive, full-spectrum operations in support of the global war on terrorism.

Bolton will honor those who have been chosen to receive the Army Research and Development Laboratory Awards; the Secretary of the Army Awards for Excellence in Contracting; the Secretary of the Army Awards for Acquisition Director; Project and Product Managers of the Year; the Life Cycle Logistician of the Year Awards; and the Army Acquisition Excellence Awards.

This is an important event for the acquisition community to recognize and thank its workforce members who put their best efforts forward and made great strides in more effectively protecting our Soldiers over the past year. To learn more about the 2006 AAC Awards Ceremony, go to http://asc.army.mil/events/aac_awards.

Army Procuring Contracting Officers (PCOs) Meet in July

The Army Procuring Contracting Officer Training (PCOT) Symposium held July 10-14, 2006, in Miami, FL, started solemnly, with Deputy Assistant Secretary of the Army for Policy and Procurement Tina Ballard leading the audience in the Army Contracting Creed.

Part of the creed reads, "I am ready with relevant knowledge, skill and ability to support America's warfighter," and the symposium delivered superb instruction on Lean/Six Sigma and the acquisition process, contingency contracting, fiscal law, Army source selection, ethics, the Vice Chief of Staff of the Army's guidance on service contracting and much more.

The 420 attendees also witnessed firsthand the vision and mission of several DOD and Army leaders, including Shay Assad, Director of Defense Procurement and Acquisition Policy, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics); LTG Carl A. Strock, Commanding General and Chief of Engineers, U.S. Army Corps of Engineers (USACE); MG Eric Schoomaker, Commanding General, Medical Research and Materiel Command (MRMC) and Chief, Medical Corps; MG John M. Urias, former Commander of the Joint Contracting Command/Iraq-Afghanistan; and BG Robert Crear, Commander, USACE Mississippi Valley Division.

Hearing from senior leaders was especially important to Stephen Foster, Contract Specialist and PCO, Yuma Proving Ground, AZ. "I liked hearing from senior leadership — their philosophy and what direction they're taking. It's great to be thanked by our senior leaders. It has been a shot in the arm."

Coming in the October-December issue of *Army AL&T* Magazine you'll find PCOT Symposium articles; an interview with Schoomaker about MRMC's recent accomplishments in combat casualty care, deployable hospitals and medical information systems; and photos from the symposium's key presenters, award recipients and attendees.



Ms. Tina Ballard



LTG Carl A. Strock



MG John M. Urias

(U.S. Army photos by Meg Williams.)

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- **Deputy Assistant Secretary of the Army for
Acquisition, Logistics and Technology
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**Army Contracting —
Getting It Right Fast! (Special Insert)**



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