



U.S. Army illustration

Brig. Gen. Kirk Vollmecke accepts the organizational flag and command of the Mission and Installation Contracting Command from Dr. Carol Lowman during a ceremony March 28 at Fort Sam Houston, Texas.

Vollmecke assumes command of MICC

by Daniel P. Elkins
MICC Public Affairs Office

Command of the Mission and Installation Contracting Command changed hands during a ceremony here March 28 attended by Fort Sam Houston leaders, local civic dignitaries and members of the command.

Brig. Gen. Kirk Vollmecke assumed command from Brig. Gen. Stephen Leisenring in a ceremony that was officiated by Dr. Carol Lowman, executive director of the

Army Contracting Command.

Vollmecke comes to the MICC after serving as the director for contracting at the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology. Leisenring leaves for an assignment as the deputy commander for the Joint Theater Support Contracting Command for Operation Enduring Freedom in Afghanistan.

Lowman praised Leisenring for the successes of standing up and

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Command welcomes new directors

Two new directors joined the Mission and Installation Contracting Command during the first quarter of 2012.

Andrea Armstrong joined MICC-Fort Meade, Md., as director in March while Kay Hyska arrived at MICC-Fort Rucker, Ala., at the end of February to serve as director.

Armstrong was previously assigned to the MICC-Fort Hood, Texas, and also served as the contract support liaison at Arlington National Cemetery during the transfer of contract management from the National Capital Region Contracting Center to the MICC. She has more than 10 years of experience in contracting, which includes research, development, test and evaluation and is Contracting Level III certified.

Hyska comes to the MICC from Redstone Arsenal. She has 14 years experience in both stateside and overseas contracting activities. She is certified Level I in Program Management, Level II in Production and Quality Management and Level III in Contracting.

Contracting for Soldiers

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Core values foundation to contracting

by Brig. Gen. Kirk Vollmecke
MICC commanding general

What a great honor to be the commanding general of the Army Mission and Installation Contracting Command. I am truly humbled to continue to serve our great nation and Army in this capacity.

The secretary of the Army has reaffirmed the criticality and importance of transforming our institutional Army. Our Army is in a new era of budget uncertainty and resource constraints. A decade of war needs coupled with a decade of statutory and regulatory procurement changes have brought great challenges to our contracting workforce and team. However, now, more than ever, we must provide the smartest and most effective contracting solutions with the best possible oversight. We must focus our resources and expertise on timely awarded solutions, better negotiated outcomes and improved performance oversight. I pledge my commitment to ensure the leaders, supervisors and team members of the MICC get the right resources and have the right expertise needed to make it happen.

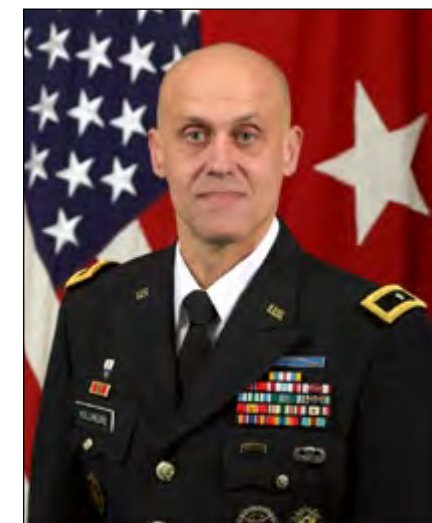
Our MICC contracting support mission is vitally important. Greater attention is needed to

contracting oversight at the installation level and in the development and growth of our contracting workforce. As a core installation contracting command, we have a critical support role across all Army installations and activities throughout the continental United States. Our ethical tone, sense of purpose and character cannot be mistaken and must be revered by those outside.

My goal is to set the conditions that allow all leaders, supervisors and members of this command to be unified, have a common level of understanding and to operate on the bedrock of individual trust, commitment and mutual respect regardless of rank or position. All leaders, supervisors and team members

must work to constantly educate our customers, keep them informed and manage their expectations in a procurement world that many may not fully understand. We must cultivate these relationships and effectively communicate at all levels.

Discipline, standards, technical competence and informational understanding are requisite fundamentals in our profession. No one is perfect, but what should be expected by all members of this organization is a professional attitude and the desire to be the best you can within your capabilities. Accountability is of the utmost importance, and our commitment to integrity and the highest standards



Mission
Provide Army Commands, installations and activities with responsive contracting solutions and oversight.

Vision
Known for premiere and timely contracting support, practices, and oversight.

of ethical conduct are non-negotiable.

Our culture must be about character, integrity and transparency. I expect all leaders and supervisors to teach, coach, mentor and counsel. Respect and recognition are essential workplace conditions. Leaders and co-workers will treat each other with dignity and respect, and expect reciprocal treatment.

Loyalty is part of the character of an organization; it goes both ways but disagreements must not be allowed to become counter-productive or disrespectful. Candor, honesty and respect must be part of all our dealings with each other.

Our environment and processes are statutory and regulatory driven. The need for improvement and timing of those improvements are

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COMMAND STAFF

Brig. Gen. Kirk F. Vollmecke
Commanding General

George M. Cabaniss Jr.
Deputy to the Commander

Command Sgt. Maj. Rodney J. Rhoades
Command Sergeant Major

EDITORIAL STAFF

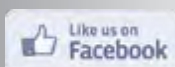
Ben Gonzales
Director, Office of Public and Congressional Affairs

Dan Elkins
Deputy Director, Office of Public and Congressional Affairs

Ryan Mattox
Congressional Affairs Liaison

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Submissions to The MICC Communicator may sent to the MICC Office of Public and Congressional Affairs at 2199 Storage Street, Ste. 113, Fort Sam Houston, TX 78234 or you may reach the staff at (210) 221-9757 or usarmy.jbsa.acc-micc.list.pao@mail.mil.



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MISSION

Provide Army Commands, installations and activities with responsive contracting solutions and oversight.

CG sets path for command

PATH, from Page 3

more essential than ever before. We must be the champions of problem solving and change. We must take pride in constantly developing our technical skills while doing things smarter, effectively and more efficiently to accomplish our mission.

The steps every member must take to ensure the command operates at optimal effectiveness are to think, act, lead, reflect and transform.

For our command to achieve that success, there are several keys we must follow. First, we need to be unified in our teamwork and collaboration with ACC and our Army customers. Next, the quality of our contracting with emphasis on negotiated or performance outcomes and oversight is vital. In addition we must focus on improvements in standardization and benchmarked practices, and we must have well defined and integrated metrics and

measurements across our processes, procedures and tools. Crucial to success are leaders and supervisors who must provide direct feedback on performance while having open communications, and these leaders must stay focused on the long-term professional development and technical skill growth of our team.

Other keys to our success are accountability and understanding that being late affects the entire team. Our team should take pride in being contracting professionals and providing world-class support to our Soldiers and their families, because that is the strength of our Army and the strength of our nation.

I pledge that we will continue to do all that is necessary to meet our Army mission and installation demands. Remember, there is a direct line between our mission and the care of our Soldiers, families and civilians. We must always be guided by a professional ethic that comes from our core and from the values of our Army.

I pledge my commitment to ensure the leaders, supervisors and team members of the MICC get the right resources and have the right expertise needed to make it happen.



Photo by Mike O'Rear

Brig. Gen. Kirk Vollmecke addresses the more than 200 military and civilian guests in attendance at a change-of-command ceremony March 28 at Fort Sam Houston, Texas.

MICC members welcome new leader

LEADER, from Page 1

transforming a new command over the past two-and-a-half years, noting his leadership in realigning support through an intermediate level of command, development of the Acquisition Milestone Agreement process and management of contracts in support of Arlington National Cemetery.

She continued that the insight, energy and enthusiasm Vollmecke brings to the MICC remain critical in meeting the acquisition needs of Soldiers against a backdrop of shrinking funds.

“While the MICC is saying goodbye to an outstanding leader, the command is fortunate to welcome another superb leader in Brigadier General Kirk Vollmecke,” she said. “He understands our procurement processes and practices as well as ... the uncertainties of the budget environment and the challenges that lie ahead.”

At the ceremony, Vollmecke echoed that awareness as the Army transforms the institutional Army.


“Our Army is in a new era of budget uncertainty and resource constraints. A decade of war needs coupled with a decade of statutory and regulatory

procurement changes have brought great challenges to our contracting workforce and team,” he said. “Now, more than ever, we must provide the smartest and most effective contracting solutions with the best possible oversight.”

The new commanding general said that the command must focus its resources and expertise on awarding timely contracted solutions to meet mission needs, negotiating better outcomes for our customers, and improving contract performance oversight.

Vollmecke, who is Acquisition Level III certified in contracting and program management, is a certified professional contract manager and member of the National Contract Management Association. He is a graduate of the U.S. Army Command and General Staff College where he was awarded the first Hite Acquisition Award for Excellence, and he earned a Master of Science Degree in Strategic Studies from the U.S. Army War College. He also graduated from the Naval Postgraduate School where he earned a Master of Science Degree in Management with a concentration in acquisition and contracting management.

237TH ARMY BIRTHDAY



The Strength of our Nation is our Army
The Strength of our Army is our Soldiers
The Strength of our Soldiers is our Families

AND THAT'S WHAT MAKES OUR ARMY STRONG!

Long Barracks new home to MICC

by Daniel P. Elkins
MICC Public Affairs Office

Mission and Installation Contracting Command officials here marked their move to the historic Long Barracks with a ribbon-cutting ceremony March 27 attracting more than 250 distinguished military visitors, local civic leaders and guests.

“Today’s ceremony marks a new chapter in the life of this historic structure and a new chapter in the Mission and Installation Contracting Command,” said Brig. Gen. Stephen Leisenring, MICC commanding general. “This building has been an integral part of much of our Army’s history. It’s an old soldier indeed and one that will now continue to serve the Army and Joint Base San Antonio for many years to come.”

Renovations to the Long Barracks costing approximately \$25 million got under way in September 2009 and now affords members of the MICC more than 72,000 square feet of modern office space and storage. That includes more than 220 cubicles, 53 offices, five conference rooms, eight large and small break rooms, and two source selection evaluation board meeting rooms.

After sitting vacant for a number of years, the 2005 Base Realignment and Closure Commission decision to move approximately 14,000 additional



Photos by Edward Dixon

From left, Command Sgt. Maj. Rodney Rhoades, Mission and Installation Contracting Command, Danny Durobles, U.S. Army Corps of Engineers, Joan Gaither, Society for the Preservation of Historic Fort Sam Houston, Retired Master Sgt. Givens Forsythe, Brig. Gen. Stephen Leisenring, former MICC commanding general, Dr. Carol Lowman, Army Contracting Command executive director, Brig. Gen. Theresa Carter, 502nd Air Base Wing commander, George Cabaniss, MICC deputy to the commander, and Command Sgt. Maj. John Murray, ACC, cut the ribbon officially opening the doors of the Long Barracks during a ceremony March 27 at Fort Sam Houston.

people to Fort Sam Houston breathed new life into the renovation efforts of the historic barracks. The concerted efforts of the Society for the Preservation of Historic Fort Sam Houston and other preservation organizations helped ensure architectural features were preserved to achieve the appearance of the barracks.

Initial construction of the barracks dates to 1885 and was completed in 1887 with the addition of its distinctive sally port and four additional barracks forming a 1,084-foot long line of nine contiguous, two-story barracks. The building, which came to be

known as the Long Barracks, served as home to a variety of units and missions throughout its history.

Attending the ceremony and recognized by the command was retired Air Force Master Sgt. Givens Forsythe, who was assigned as a cook to Headquarters Company, 23rd Infantry and lived on the first floor of Bldg. 613 in 1939.

“I’ve been in and out of this building a few times, and it’s a beautiful building,” Forsythe said. “The ceremony was really something; I won’t forget it.”

The 91-year-old Lytle, Texas, resident said his duties as a cook in an era before refrigeration included

hauling 300-pound blocks of ice to coolers to keep food cooled. Earning \$21 a month as a private, he and his fellow cooks fed Soldiers three meals a day for as little as 37 cents a day.

Forsythe transferred to the Army-Air Corps in October 1940 as an aircraft mechanic, supporting the Berlin Airlift. He retired as an Air Force master sergeant in July 1960.

The Long Barracks now serves as home for the MICC headquarters and two MICC subordinate contracting offices at Fort Sam Houston, whose acquisitions members and support personnel moved in mid-March.



Retired Air Force Master Sgt. Givens Forsythe was recognized during the Long Barracks ribbon cutting ceremony and presented a brick symbolizing the of the men and women who have served in the Long Barracks since its construction in 1885. The brick was collected from the barracks during its \$25 million renovation over the last two years. Forsythe served as a cook while assigned to the 23rd Infantry and was assigned to the Long Barracks in 1939.



Providing ceremonial music at the ribbon-cutting ceremony were members of the 323rd Army Band, Fort Sam's Own.

Program offers career road map

Daniel P. Elkins
MICC Public Affairs Office

Officials here have developed an Acquisition Workforce Civilian Leadership Development Program offering contracting professionals a structured, detailed road map for career management.

Initially created for the Mission and Installation Contracting Command workforce, officials from the Army Contracting Command exploring a similar program promptly recognized the value of the development program as not only vital to the success of the MICC but also the broader Army acquisition community.

MICC senior leaders said the Army is committed to replenishing and growing our professional acquisition workforce through the enhancement of career development programs and training opportunities, adding professional development serves as a powerful tool in defending this nation and provides the processes to acquire needed capabilities.

The overarching objective of this program is to build a cadre of acquisition workforce members through various tools and developmental opportunities for future leadership roles, said Wiley Cox, a procurement analyst with the MICC Acquisition Workforce Development and Training Branch. Fashioned after

the Army Workforce Development Roadmap for the Contracting and Acquisition Career Programs, he said an assessment of the organization revealed a gap in aligning the workforce with professional development.

“We realized there was a disconnect between individual aspirations and decision makers who can match individuals to opportunities,” added Cox, who drew on his previous Air Force experience as one of the architects of the MICC program. “The acquisition workforce development and training team designed a program within the MICC that will develop our future leaders.”

A four-phased approach begins with establishing career development road maps.

“Contracting career field members who elect to participate will now have the unprecedented ability to directly communicate their career aspirations to senior leaders who will then provide a strategic perspective on individual career paths,” Cox said. “This new avenue of communication will serve to identify future leaders and also arm individuals with recommendations that allow them to maximize their growth potential.”

Members who complete a road map should highlight functional competencies and significant business, professional and leadership skills. Senior leaders will review the road maps taking into consideration technical competencies, business acumen, leadership



skills, and training and education accomplishments encouraged at the tactical, operational and strategic levels.

The second phase entails completion of a contracting career development plan that consists of an employee’s present and past experience as well as short- and long-range goals, according to Lorraine Massie, the MICC Contract Operations Division chief. This step also includes an assessment and recommendation by an individual’s supervisor.

Following completion of the road map and submission of a development plan, the third phase entails a review by the Acquisition Workforce Civilian Leadership Development Board. The board will consist of a panel of senior leaders who will analyze experiential and educational accomplishments as well as immediate supervisor input using specific criteria and a structured feedback approach to ensure consistency. Cox said the board will provide at least one follow-on assignment recommendation along with training and educational recommendations in a structured feedback taking into account individual accomplishments, career goals and attributes that may lead to continued professional growth and career progression.

The final phase of the Acquisition Workforce Civilian Leadership Development Program is a match of development opportunities based on recommendations by the board, also serving as tool for succession planning, Massie stated. Managing the development program for MICC members is the MICC Contract Support Plans and Operations Directorate’s acquisition workforce development and training team.

The program was originally scheduled to launch in March; however, adoption by ACC for implementation across the higher headquarters level will lead to a program roll-out in May.

Following the launch of the program, officials from the MICC and ACC will continue to work closely to ensure individuals in the non-acquisition workforce are also folded into the career and leadership development process in the near future.

Contracting for Soldiers

Compliance calls for competition

The actions by a Mission and Installation Contracting Command competition advocate recently reaffirms the Army’s commitment to ensure the competitive award of contracts and comply with regulatory guidance.

Joseph Farrell of MICC-Fort Eustis, was asked to approve a justification and authority for the purchase of conference support.

“The request was made initially on the basis of ‘unusual and compelling urgency’ and later as one responsible source,” Farrell said.

Farrell added that the contract specialist stated that the change in date called for the conference to take place sooner, leaving no time to compete the contract requirement.

The mission customer expressed its satisfaction with the performance of the previous vendor and confidence in its ability to support the conference it during a compressed timetable. However, Farrell informed the contracting office that neither the previous vendor’s successful performance, nor the rescheduling of the conference justified the limitation of competition.

“His willingness to work directly with the contracting office ultimately resulted in a regulatory compliant and sound business decision,” said Albert Jacob, the MICC special competition advocate and ombudsman for the MICC.

Guiding those decisions is the Competition in Contracting Act of 1984. Jacob said contracting professionals, are all aware that CICA generally provides for competition to the maximum extent practical, but familiarity often accompanies a degree of relaxed vigilance.

“The best way to ensure support of competition to the full extent is to engage the customer as early as possible and perform thorough market research,” Jacob said. “Decisions that ultimately have a harmful effect on competition should never be made in isolation. Ultimately, it comes down to approaching each and every acquisition with creativity and a passion for the competitive process that is the cornerstone of our federal procurement system.”



Leaders discuss issues critical to contracting

by Daniel P. Elkins
MICC Public Affairs Office

Leaders from throughout the command took part in the Mission and Installation Contracting Command Leadership Summit March 27-30 at Fort Sam Houston, Texas.

The summit served as a forum for participants to interact and discuss issues related to specific command, operational and acquisition issues.

Participants included directors from MICC subordinate contracting offices throughout the command as well as well headquarters staff principals.

Topics discussed during the summit included the Acquisition Milestone Agreement, Government Purchase Card Program, source

selection trends, protest trends, leadership tools for managers, and the Army Suicide Prevention Program.

The summit also included briefings by Dr. Carol Lowman, the Army Contracting Command executive director, and Brig. Gen. Kirk Vollmecke, the MICC commanding general. Additionally, Col. Shane Dietrich, the MICC chief of staff, briefed on the MCC roles and responsibilities, and contracting office directors briefed on their respective missions.

In addition to the summit, participants attended the Long Barracks ribbon cutting ceremony and the MICC change of command, which offered an opportunity to interact with several local civic leaders from the San Antonio area.



Photos by Ben Gonzales

(Above) Brig. Gen. Kirk Vollmecke speaks with members of the Mission and Installation Contracting Command March 29 during a Leadership Summit at Fort Sam Houston, Texas. Vollmecke is the MICC commanding general. **(Top)** Dr. Carol Lowman addresses command issues at the MICC Leadership Summit. Lowman is the deputy to the commander for the Army Contracting Command.

OSBP supports Georgia area small businesses

Two Mission and Installation Contracting Command small business specialists joined more than 110 representatives from business, and local, state and federal agencies at the Alliance South Small Business Procurement Fair April 17 at the Georgia International Convention Center in College Park, Ga.

MICC small business specialists Rufus Gates, from Fort Gordon, Ga., and Steve Magner, from Fort Benning, Ga., participated in matchmaking sessions with business representatives at the fair.

“A primary challenge for business is to be aware of current regulations and guidelines,” Gates said. “This event provided opportunities for business to meet buyers and

contracting officers from major military bases in the surrounding states and large companies to discuss business opportunities.”

Educational sessions were conducted to provide current information on emerging new standards and provide vendors with tools to assist them with locating opportunities and preparing competitive proposals.

Gates added that the event allowed vendors to make hundreds of face-to-face contacts in one day; receive contract information from buyers and contracting officers; and meet companies that could potentially become “partners” in preparing proposals and contracts.

Event activities included matchmaking meetings, a trade

show with numerous vendor booths showcasing their goods and services, and workshops detailing success strategies for doing business with the government.

One of the most highly attended workshops was titled “Are You Ready for Federal Government Contracting?” The presentation was offered by the Southeast Region Small Business Council. It provided an overview on subjects such as why sell to the government, key qualifications; the federal acquisition process; rules of the road, small business goals and the government solicitation.

Other featured speakers included Bill Cantrell, the U.S. Army Engineer Research and Development Center deputy for small business; Leila Hollis, a U.S. Army Corps of Engineers small business specialist for the Savannah District; and Linda L. Spadaro, U.S. Army Corps of Engineers Mobile District.



Photo by William Cantrell

Mission and Installation Contracting Command small business specialists Rufus Gates and Steve Magner provide counsel and advice to small business owners at the Alliance South Small Business Procurement Fair April 17.

GET SPENT

Key time lines remain for fiscal 2012 closeout

Mission and Installation Contracting Command officials remind requiring activities of the following key dates for submitting contracting packages, to include those subject to the availability of funds. Meeting these time lines below will help ensure contract actions can be completed by the end of fiscal 2012.

Officials said the cut-off dates incorporate the time required to put a contract in place and said customers should consider delivery lead times or ramp up for providing services. Any services are required to begin by Sept. 30, 2012, before funds expire.

Contracting requirements packages submitted after the applicable cut-off date will be evaluated by the a contracting office director on a case-by-case basis to determine whether the contract can be awarded by the end of the fiscal year.

Requirement	Total Estimated Dollar Amount	Submission Deadline
New Supplies and Services (including Information Technology)		
Commercial & Non-commercial Items/Services	Up to \$150,000	July 13, 2012
Orders against Multiple Award IDIQ Contracts (Army/DOD)	Over \$150,000	July 6, 2012
Orders against Multiple Award IDIQ Contracts (Army/DOD)	Up to \$150,000	Aug. 3, 2012
Delivery or Task Order against Single Award IDIQ and Requirements Type Contract (Army/DOD)	All	Aug. 17, 2012
Orders under Non-DoD Contracts (GSA, VA and other agencies)	Over \$150,000	June 22, 2012
Orders under Non DoD Contracts (GSA, VA and other agencies)	Up to \$150,000	July 27, 2012
Supply	\$3,000 & Below	Use GPC
Services	\$2,500 & Below	Use GPC
Construction		
Construction, Repair and Maintenance	\$2,000 & Below	Use GPC
Construction, Repair and Maintenance	Over \$2,000	May 31, 2012
Order against Job Order Contract, IDIQ or Requirements Contract	Over \$150,000	July 13, 2012
Order against Job Order Contract, IDIQ or Requirements Contract	Up to \$150,000	Aug. 3, 2012

Exercising Options for Existing Contracts

Time lines are contract specific and require close coordination with the supporting contracting office. MICC officials recommend exercising options a minimum of three to six months prior to the expiration date depending on the complexity of the contract.

MICC-BENNING

tackles demanding mission

by Daniel P. Elkins
MICC Public Affairs Office

Found at one of the largest training installations in the Army responsible for training both infantry and armor Soldiers, experts at the Mission and Installation Contracting Command-Fort Benning, Ga., remain focused despite having one of the busiest missions in the command.

Jo Price offers contracting advice to Maj. Michael Watson as part of her mentoring duties Feb. 13 at Fort Benning, Ga. Price is a contract specialist and Watson is a contingency contracting team Soldier both assigned to Mission and Installation Contracting Command-Fort Benning.





Photo by Kristian Ogden

Cardova Hall conducts a monthly internal training class Feb. 13 for members of the Mission and Installation Contracting Command-Fort Benning, Ga. Hall is a contract specialist for MICC-Fort Benning.

“We never lose sight of our mission to provide the Soldier with what he or she needs to do their job,” said Brenda Clark, deputy director.

That attention is also reflected in the office’s maxim:

“Supporting Soldiers is what we do. We also write contracts.”

Made up of 40 civilian professionals and nine military members, Clark anticipates the office to keep pace with its emergent mission with the addition of a quality assurance specialist and six additional contingency contracting officers, or CCOs, from the 639th Senior Contingency Contracting Team at Fort Bragg, N.C.

Its mission is as dynamic as its customer base. Contracting for the U.S. Army’s Training and Doctrine

Command, Forces Command and Special Operations Command among many others, the number of people and customers supported is always a moving target. Fort Benning trains more than 108,000 Soldiers a year in 61 courses.

“Contract support must be flexible and ready to meet the different challenges of a wide variety of customers.”

Brenda Clark

“Not only does Fort Benning provide a significant portion of training for the majority of the Army,” said Clark of the 52 percent of all Soldiers who will train there,

“but also it provides a platform for combat units to train and deploy.”

In addition to the student population, MICC-Fort Benning contract support extends to the garrison, installation directorates, two Army Ranger battalions, a continental United States replacement center, three



Photo by Brenda Clark

Katie Washington, second from right, observes contractors issuing uniform items to Army basic trainees at the central initial issue point Feb. 13 at Fort Benning, Ga. Washington is a contracting officer with the Mission and Installation Contracting Command-Fort Benning.

FORSCOM units, the Western Hemisphere Institute for Security Cooperation responsible for training soldiers from Central and South America in infantry methods and tactics, as well as tenant units on the installation.

“In addition to training requirements, we also support combat forces for two operational units with different missions, both of which often require rapid response to requests,” Clark said. “Contract support must be flexible and ready to meet the different challenges of a wide variety of customers.”

In fiscal 2011, members of MICC-Fort Benning processed 2,110 contract actions for a total obligation of more than \$315 million, making it the top contracting office in obligated dollars for the MICC. That included contracts for logistics and base operations valued at \$71 million, dining facilities valued at \$38 million and more than \$22 million in government purchase cards obligations.

“The (directorate of logistics) effort is the largest for Installation Management Command, and the dining facility contract is the largest food service budget in the Army, serving more than 10 million meals a year,” she said.

Helping offset the increased workload are the nine CCOs, of which three are deployed, who are fully incorporated into MICC-Fort Benning.

“This arrangement yields a multitude of benefits,” Clark said. “First, it gives CCOs actual experience with real-time requirements from inception to close-out. Second, customers in uniform have responded better to dealing with other Soldiers, and the level of trust and cooperation has increased with some of our more challenging and high-maintenance customers.

“Soldiers trained in acquisition have contributed greatly to our customer education training by communicating and affirming with other Soldiers what is being taught since they have now seen ‘both sides of the fence.’”

Clark added the fresh viewpoint gained by developing a teaming relationship with Soldiers benefits not only the MICC-Fort Benning, but also reaffirms its motto of supporting Soldiers.



LONG BARRACKS

Storied history rich in tradition

In 1881, the Quartermaster Depot occupied the Quadrangle on Government Hill, about two and a quarter miles from the center of San Antonio.

Efforts to concentrate the Army into fewer but larger posts led leaders to believe San Antonio was a natural

site for a large post. A tract of land east of and adjacent to the Quadrangle was purchased in 1882. Plans and specifications for the barracks for 12 line companies, a band and the necessary officer quarters were submitted for approval to the department quartermaster.

Designed by Architect Alfred Giles and civil engineer C.H. Millington, the proposed layout of the new addition to the post was typical for frontier forts in America. Around a central parade ground were to be arranged a line of barracks and a line of 26 company grade and two field grade officers quarters.

Located downhill from and east of the post entrance, the line of barracks was arranged in a shallow U, with a sally port in the center of the line, facing the entrance to the post on the opposite side of the parade ground. On



The review of the 23rd Infantry emphasized the importance of space to conduct training at Fort Sam Houston, which included an enclosed parade ground of about 1,000-by-1,000 feet, or about 23 acres, to accommodate any close order drill formation or parade of the proposed 12-company garrison.

each side of the sally port were four company barracks. This string of nine buildings is referred to as the Long Barracks. Near each end of this building were two company barracks, at right angles to the Long Barracks.

Construction began in 1885 with the four buildings along the north end of the line of barracks being completed in that year. The sally port and four additional barracks were added in 1887, completing the "long barracks."

Between 1890 and 1891, the remaining four barracks were completed, forming the wings on the ends of the Long Barracks. The Long Barracks formed a 1,084-foot long line of nine contiguous, two-story red brick barracks that closed the east side of the post.

The Long Barracks compares favorably in length with a modern aircraft carrier, being 44 feet longer than the Forrestal Class and 6 feet shorter than the nuclear powered Nimitz Class. The two 242-foot long wings of two barracks each, at the ends of and perpendicular to the barracks, formed a shallow U.

Each of the two-story barracks was 121 feet long and 32 feet deep and was designed to accommodate one company of troops. Each of the barracks had two large bays upstairs for sleeping areas for a total of about 50 enlisted men. Downstairs were a kitchen and dining area, dayroom and library, washroom with three bathtubs, tailor shop, store room, pantry, sergeants mess, a room for a cook and one room for the first sergeant.

At the center of the line of barracks was a three-story block, Building 613, with a sally port leading from the

parade ground to the service area behind the line of barracks. This crenellated structure was intended as a barracks for the band. A separate building for the band was constructed in 1893, and the space over the sally port was converted into the post guard house.

There were numerous changes and additions to the Infantry Post after the First World War. The guard house over the sally port, rendered unnecessary by the 1934 construction of a post prison was converted into a regular barracks in 1935. In 1937, the upstairs rear porches of the barracks were enclosed to provide more



During the Korean War, the Infantry Post barracks and gymnasium were used as a reception center for new recruits and prior-service members.



Cooks prepare turkeys for Christmas in the kitchen of Company L, 23rd Infantry, in 1934.



The original dark color of the bricks on the Long Barracks serve as a backdrop to Cavalrymen taking a break on the porch around 1895.

billeting space in the barracks. A severe windstorm in 1940 severely damaged the front porches on some of the barracks.

After war broke out in Europe in 1939, the stationing of a profusion of miscellaneous units continued throughout the war.

Part of Building 605 was briefly used as an Alien Detention Barracks in 1942 to house Axis civilians interned in the United States at the outbreak of the war until they were transferred to Dodd Field before being repatriated.

To create still more barracks space, all the remaining porches on the barracks were enclosed in 1942.

This concealed or removed most of the distinctive decorative stone and wood on these buildings.

With the end of the Second World War, the mission of Fort Sam Houston changed from supporting a combat division in the garrison to serving as home for a medical training school.

In 1950, the exterior red brickwork was painted over in a very light color. Many of the distinctive decorative details were being lost as the upkeep on the balustrades, post brackets and eaves brackets proved too expensive.

With the outbreak of the Korean War in 1950, the barracks were used as a reception center for new recruits and prior-service members, processing 30,000 recruits into the Army in the first year.

After the war, the barracks buildings were converted to other administrative uses.

The buildup of the Army for the war in Vietnam and expansion of the U.S. Army Medical Training Center in June 1966 benefited the Long Barracks. It required major rehabilitation work to include the roof, electrical, heating and plumbing systems and latrines.

It was spared from demolition in 1968 thanks to the efforts by the Fort Sam Houston Historical Society to seek \$20,000 in funding and convert the Long Barracks into a museum.

The Long Barracks also served as home for a leadership preparatory course and the Modified Basic Training Course for conscientious objectors. The latter course produced 2,170 graduates in 1968 alone.

Fort Sam Houston was designated as a National Historic Landmark in 1975, recognizing more than a century of significant contributions to the United States. This status obligated the Army to maintain its historic buildings, including the Long Barracks, in accordance with standards established by the Department of the Interior but made no additional funds available.

Despite some progress, the overall decline of historic



The Long Barracks porches were enclosed to provide additional billeting space, which eventually led to structural problems.

buildings on the Infantry Post continued. One of the barracks, Building 611, was destroyed by fire in 1976.

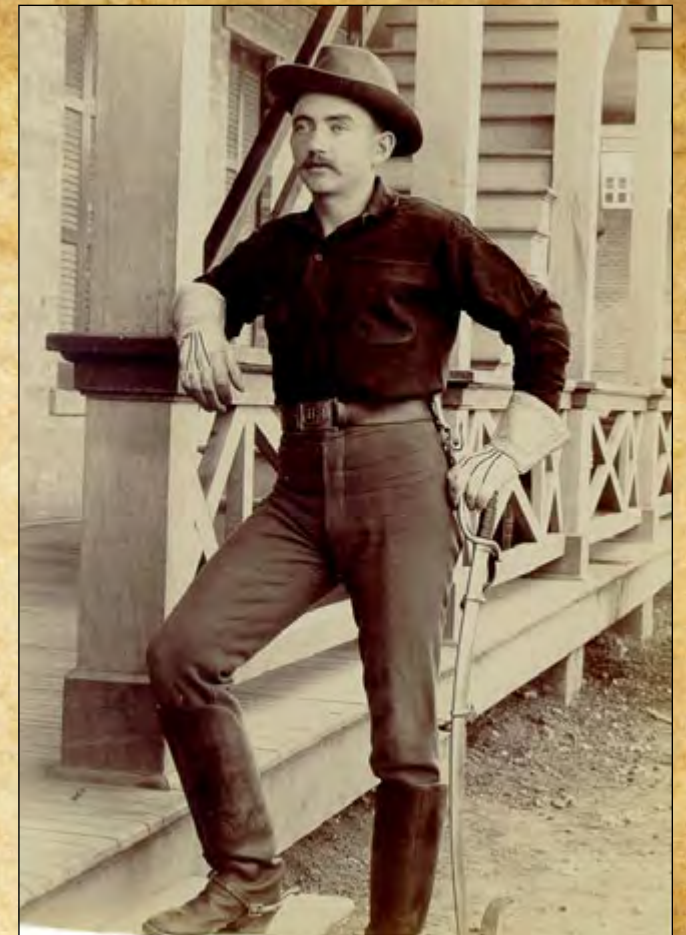
During the 1980s, the Long Barracks served as home for some medical training activities as well as some Reserve component units and one unit of the Texas State Guard.

The Department of Defense initiated the Legacy Resource Management Program. Its purpose was to promote, manage, research, conserve and restore the priceless biological, geophysical and historic resources that exist on public lands, facilities or property held by the Department of Defense.

A Legacy Program Demonstration Project in 1989 outlined the rehabilitation of the Long Barracks. The first Legacy Program grant of \$200,000 obtained by Fort Sam Houston in 1992 provided funds to design a project for the revitalization of the three most significant elements of the Infantry Post — Stilwell House, Band Barracks and Long Barracks.

In 2000, post engineers determined the enclosing of porches on the barracks and subsequent overloading of porches when the buildings were converted to administrative use were causing structural problems with the buildings. Consequently, the porches were removed and the windows and doorways boarded up.

In 2005, the Department of Defense underwent the Base Realignment and Closure process designed to reduce the overall cost of national defense by



Standing at the porch of the Long Barracks is Sgt. Benjamin Bowen, who served with Light Battery F, 3rd Artillery. Bowen was promoted to 1st Sergeant of the battery in 1897 and remained with the unit until 1913 when he retired.

eliminating or consolidating military activities and installations. Under this process, it was determined that several major functions, units and activities would be moving to Fort Sam Houston, bringing a total of approximately 14,000 additional people to the post.

This influx meant that not only would there be major new construction but also that unoccupied space in historic buildings would have to be renovated to accommodate the new tenants. As a result of the BRAC, the Long Barracks as well as buildings 601 and 602 were designated for renovation.

Renovations to the Long Barracks got under way in September 2009 in preparation for it to serve as home to the U.S. Army Mission and Installation Contracting Command as well as other contracting entities on Fort Sam Houston.

The barracks now serve as a contracting campus for the MICC headquarters, the MICC's subordinate contracting offices on Fort Sam Houston as well as the 412th Contracting Support Brigade, which took occupancy of buildings 601 and 602 in early 2011.