

Contracting Community Highlights



TACOM Acquisition Center Answers Army's Call for Help

Daniel Mehney

Editor's Note: Mehney, the TACOM PARC, originally prepared this article for presentation to the TACOM acquisition workforce. With minor modifications for publication in Army AL&T Magazine, the article is printed in its entirety.

Rebuilding Iraq



This issue's feature article highlights the Army's efforts to support the Coalition Provisional Authority's (CPA's) requirements to rebuild Iraq. When the Army was designated as the Executive Agency to provide contracting support in the rebuilding efforts for the Iraqi infrastructure, I immediately solicited support from many agencies to form a team that would be broad in scope to meet the contracting challenges that awaited us. I asked Daniel Mehney, the Principal Assistant Responsible for Contracting (PARC), U.S. Army Tank-automotive and Armaments Command (TACOM), to spearhead the team. Mehney provides the team with a wealth of knowledge and expertise in system acquisition and the source-selection process, ensuring that the Army provides the requisite support during a very critical period to rebuild Iraq.

The initial contract requirements for this effort totaled approximately \$18 billion dollars, were best-value competitive contracts requiring several source selections and the timeline to execute was set at 100 days or less. Mehney and his team of contracting professionals worked with the other agencies and awarded 10 contracts with a revised program total of \$5 billion dollars in an unprecedented 90-day timeframe to support the CPA requirements. I commend Mehney and his team for demonstrating true professionalism in effectively executing this urgent requirement to support our Nation at war. Here's Mehney's story in his own words.

Ms. Tina Ballard
Deputy Assistant Secretary
of the Army
(Policy & Procurement)

Since mid-November 2003, I have been working on a special assignment from Washington, DC, managing the contracting and source-selection activity that is awarding the first round of design/build construction contracts to rebuild Iraq's infrastructure. These contracts will put in place construction projects in Iraq for electrical; public works; water and water resources; security, justice and safety; transportation; communications and building; and housing and health. I would like to share with you some of the experiences I've had during this time and their relationship to our business.

In November, the Army asked for TACOM's and other commands' assistance in bringing systems acquisition and source-selection experience to execute what was originally expected to total 17 construction contracts to rebuild Iraq's infrastructure. These 17 contracts were originally valued at approximately \$18 billion, but have subsequently decreased to 10 contracts and \$5 billion — still a very substantial workload.

The procurements were to be best-value competitions accomplished by numerous organizations, including six source-selection authorities and a similar number of evaluation boards. Additionally, an oversight board was established at Fort Belvoir, VA, to provide for the source-selection orchestration and coordination. To staff the contracting and source-selection activities, a team was assembled that varied in size throughout the project from 15 to, at its peak, more than 150 people operating from 12 geographic sites. The team members came from all segments of the government: the CPA, Army Corps of Engineers, Army Materiel Command (AMC), Navy Facilities Command, Defense Logistics Agency, Defense Contract Management Agency, Defense Contract Audit Agency and the Defense Acquisition University.

These construction projects will go far to stabilize Iraq, and are critical both to Iraq's citizens and to the U.S. government. It was no surprise that, as events unfolded, I noted again and again the importance of the work done every day — both within TACOM's Acquisition Center and in other

government organizations' acquisition centers. The nature of our work is absolutely critical to the success of our Army and in meeting the administration's objectives.

To address the contracting needs for reconstruction efforts in Iraq, DOD came to the Army, and the Army subsequently asked the TACOM acquisition community for support. The Army selected TACOM because of its expertise in managing major programs, and because they know we can manage diverse teams and oversee complex source selections. The tasks we were given were to plan the procurements, develop the solicitations, orchestrate the process and execute the resulting contracts. These actions were to be accomplished within a 100-day window.

Once we started, it became apparent that only limited preliminary work had been completed to develop an acquisition strategy and individual project statements of work. Because of the limited preparatory work, there was a demand on the time and capabilities of each team member that went well beyond normal expectations. The hours were long and the work complex throughout the entire process.

The team created a Contracting Center from nothing and without existing infrastructures or processes. In addition to that considerable challenge, we faced the inevitable frustrations of ever-changing customer needs. In our case, these needs included the often conflicting expectations and priorities of the administration, Congress, CPA, Iraqi citizenry and the Army's management structure. While these frustrations may differ in degree, they do not differ in kind from the ones you experience on a daily basis in your relationships with your customers. This forcible reminder has refocused me, and I'll appreciate your frustrations more readily as you are dealing with them.

The team members drawn from the various contracting communities were experienced, committed and professional at all levels, and the results clearly demonstrate what can be accomplished when our government asks. My participation in this process has provided me a broader appreciation of the talent and commitment that the defense contracting community has when it comes to accomplishing our Nation's goals and objectives.

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This experience also reminds me that within our contracting organization we regularly see this same dedication, spirit and commitment on programs such as Stryker, Future Combat Systems and our fielded combat and tactical systems. We see it in the installation support, sustainment and research and development contracting missions as well as in the contracts that are written and negotiated in our arsenals and depots. The TACOM Acquisition Center is recognized year after year for the quality and effectiveness of its workforce, and we all take pride in that accomplishment.

In offering these comments, I hope to remind you — as I have been reminded — that we are working to support our customers with high-quality, responsive products and services in everything we do. I also want to remind you that we function as a part of a bigger whole, operating as a part of the Army and DOD's acquisition community. What we do is critical to our Army's success and to our Nation's success in the international community.

Requests for our assistance will continue and, most likely, increase in the future. We should be prepared to help where and when we are most needed. The Army relies on us to handle all acquisition phases that fall within TACOM's mission. Because we do this well, we are sometimes asked to lead, or participate, in acquisitions outside our normal mission. Fortunately, the fact that we do our work so well means we can respond to extraordinary — as well as to ordinary — demands.

We all know our mission is critical and that TACOM's contracts result in the design, production, deployment and sustainment of equipment that much of the world sees on the nightly news. Our Acquisition Center, spanning seven geographic sites, has earned a superb reputation among our customers, AMC and Army senior leadership. Today's Army relies on us and, as the Army continues to change, it will continue to rely on us for contracting and acquisition management services.

In fulfilling the CPA's contracting mission requirements, the acquisition team received 88 proposals from business firms operating in the United States and in other countries. Four contracts were awarded without discussion and six required discussion prior to award. All 10 contracts were awarded

within the 100-day window. The awards were made — and debriefings were conducted for unsuccessful offerors — with no protests lodged relative to any of the awarded contracts. Immediately after award, the 10 contracts were transferred for administration and management to the Army's contracting office in Iraq. The office established at Fort Belvoir during the source-selection process was disbanded after the 10 Iraq infrastructure contracts were awarded. However, several members of that office have remained involved with the Iraq support mission and are now performing contracting missions in Iraq. We also wish to acknowledge additional procurements for the program management piece of this Iraq support effort, which was executed concurrently by the Pentagon Renovation Procurement Office. These procurements resulted in seven contract awards that were also executed in the same timeframe without protest.

Daniel Mehney, TACOM PARC, submitted this article.

Army Contracting and Acquisition CP-14 Intern Training Program

The Army's Contracting and Acquisition Management Development (Intern) Program (CMDP) is a robust, sequential career development program that underpins the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) goal of cultivating contracting business managers. The CMDP is an entry-level, civilian career ladder program providing a solid foundation in the skills, processes and competencies required of contracting professionals throughout their careers.

Interns enter federal service under Federal Career Program 14, 1102 series (CP-14-1102) as full-time employees eligible for all benefits offered to the federal workforce. Accepted participants must possess a baccalaureate degree with a minimum of 24 academic hours in business-related courses.

Specialized training during the intern program is accomplished through formal instruction, on-the-job training, rotational cross-training and informal in-house training.

Successful management-training program completion leads to a full-performance federal acquisition career with the potential to move into mid- or high-level management positions. Graduates are well on their way to satisfying the requirements for Level II and Level III certification in the Contracting career field under the *Defense Acquisition*

Workforce Improvement Act, which in turn can lead to a classification of Corps Eligible or full Army Acquisition Corps membership.

The U.S. Army Acquisition Support Center is pleased to recognize the following FY03 Army CP-14 intern graduates. Congratulations to all!

Army Contracting Agency

Adams, Albert	Seckenheim, Germany
Belcher, Leisa	Fort Eustis, VA
Cafilisch, Christian	Fort Huachuca, AZ
Calderon, Ivette	Fort Huachuca, AZ
Chieffo, Jacob	U.S. Military Academy, West Point, NY
Farrell, Mike	Information Technology E-Commerce and Commercial Contracting Center (ITEC4), Alexandria, VA
Gates, Rufus	Fort Eustis, VA
Goodwin, Teresa	Fort Eustis, VA
Harris, Gloria	Fort Bragg, NC
Jackson, Michael	Fort Huachuca, AZ
McDell, Doretha	Fort Lee, VA
McFarlane, Patrick	Fort Lee, VA
Meheinbeck, Sarah	Fort Carson, CO
Murdi, Halyna	Fort Eustis, VA
Myers, Flora Marie	Fort Gordon, GA
Purpus, Mary	Fort McCoy, WI
Reinhart, Shawn	Weisbaden, Germany
Sharp, Dawn	Fort McCoy, WI
Spain, Terry	Fort Bragg, NC
Spaulding, Janet	ITEC4
Strang, Margaret	Fort Eustis, VA
Takamiya, Laurie	Presidio of Monterey, CA
Thomas, Umetria	Fort Bragg, NC
Torres, Ricardo	Fort Benning, GA
Tugman, William	Seckenheim, Germany
Ward, Doreen	Fort Eustis, VA
Williams, Charles	Fort Benning, GA
Wojciechowski, David	Fort Bliss, TX

Army Materiel Command

Army Field Support Command

Rock Island, IL

Carrell, Robert (Clay)	Thompson, David
McDonald, Carl	Weerasinghe, Don
Pagan, Roselyn	

*Aviation and Missile Command**Huntsville, AL*

Cameron, Elaine	Pearson, Donna
Clarke, Elbert	Pearson, Lester
Copeland, Matthew	Phillips, Charles
Crittenden, Emily	Ritchey, Valeria
Meradry, Lachara	Whitman, Constance

*Communications-Electronics Command**Fort Monmouth, NJ*

Affinito, Jason	Sweeney, Colleen
Colyard, Janet	Sweet, Gerald
Patel, Pinkesh	

*Tank-automotive and Armaments Command (TACOM)**Anniston, AL*

Carlston, Linda

TACOM-Picatinny, NJ

Arber, Jennifer	Gleason, Eric
Archbald, Kendra	Johnson, Ron
Candia, David D.	Nash, Kelly
Cramer, Geoffrey	Scherr, Beth
Duffy, Jackie	Turner, James
Etro, Dave	Yim, Anna
Galicki, Josh	

TACOM-Rock Island, IL

Breitbach, Ryan	Deanda, David
Chelstrom, Cynthia	

TACOM-Warren, MI

Bean, Jeffrey R.	Nalley, Betty J.
Burrows, Todd R.	Nelson, Elaine O.
Casimiro, Joseph	Pilkowski, Sharon A.
Euseary, Marilyn B.	Polcyn, Gregory A.
Gregory, Michelle A.	Riese, Dorothy Y.
Iler, Karen M.	Roth, Deborah L.
Kowalski, Elizabeth J.C.	Zielinski, Joyce
Mowery, Madeleine	

**U.S. Army Robert Morris Acquisition Center
Aberdeen Proving Ground, MD**

Russell, W. Tony



Looking for Career Broadening Opportunities? Then Look No More!

The Contracting Career Program Office is again offering an excellent training event. Because of popular demand, the office has added another opportunity for Contracting and Acquisition Career Program (CP-14) members to attend *The Commercial Business Environment — A Primer for Department of Defense Managers*. The class is scheduled for Nov. 28-Dec. 10, 2004, at the Darden Graduate School of Business Administration, University of Virginia, Charlottesville, VA. Applications for this class are due by Oct. 15, 2004.

Additionally, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology is offering 1-year developmental assignments to all DA CP-14 employees at the GS-12 level (or Acquisition Demonstration broadband equivalent). The Contracting Career Program Office funds travel and temporary duty costs. For details, see the Oct. 31, 2003, memorandum titled *FY2004/2005 Competitive Professional Development (CPD) Announcement for the Contracting and Acquisition Career Program (CP-14) (Updated)*.

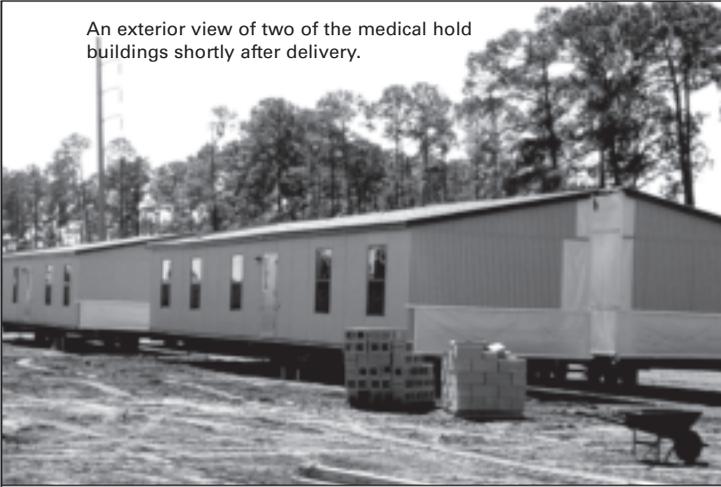
For further information on either of these opportunities, contact Sally Garcia at (703) 805-1247, DSN 655-1247 or e-mail sally.garcia@us.army.mil. You can also find information online at <http://asc.army.mil/programs/cp/opportunities.cfm>.

Contracting Successes

AMCOM Awards Contract for Development of the JCM Weapon System. The U.S. Army Aviation and Missile Command's (AMCOM's) Joint Common Missile (JCM) Team, led by Contracting Officer Blannie Batts, awarded a System Development and Demonstration (SDD) Cost Plus Incentive Fee contract award May 5, 2004, to Lockheed Martin Corp., Orlando, FL, for development of the JCM weapon system. The JCM represents the next generation of an extended-range, advanced technology, air-to-surface, multiple-sensor missile system for deployment on rotary-wing and fixed-wing platforms.

The SDD contract covers 4 years and will be executed in two phases: Phase I, a 14-month risk mitigation effort; and Phase II,

An exterior view of two of the medical hold buildings shortly after delivery.



which completes SDD system integration/demonstration requirements. The Department of the Army is the JCM program's lead service. The program is managed by the Common Missile Project Office, Program Executive Office for Tactical Missiles. JCM weapon system development will be conducted as a joint program with the Department of the Navy, and a cooperative program with the United Kingdom.

Army Contracting Agency (ACA) Southern Region. The ACA Southern Region, Fort Stewart, GA, Directorate of Contracting (DOC) is recognized for a successful venture between the U.S. Army and a Native American-owned business, Chickasaw Nation Industries (CNI) Inc. Nineteen medical hold buildings were leased under the provisions of an urgent project directed by the Fort Stewart Directorate of Public Works in cooperation with the Huntsville Corps of Engineers.

CNI Inc. completed delivery of the Fort Stewart medical hold buildings March 22, 2004, under the terms of a 12-month operation lease. The 19 relocatable buildings each house 16 soldiers and provide occupants laundry and basic cooking areas. The



Mitchell Wasson, left, Fort Stewart DPW, accepts the keys to the portable buildings from Richard Laden, CNI Project Administrator, while Willie Barnett, Fort Stewart DOC, looks on.

buildings will be used during the current surge of mobilization and demobilization activity at Fort Stewart to house soldiers who are on limited duty resulting from medical conditions or wounds.

The DAR Council Corner

We welcome Barbara Binney, Office of the Deputy Assistant Secretary of the Army (Policy & Procurement), as the new Army Defense Acquisition Regulatory (DAR) Council Policy Representative and extend our sincere appreciation to Ed Cornett, Army Materiel Command, for serving as the Army's DAR Council Policy Representative for the past 6 months. We also welcome Marilyn Harris, Intelligence and Security Command Principle Assistant Responsible for Contracting (PARC), as the new Army member of the Contract Placement Committee and extend our appreciation to Tom Bushnell, Defense Contracting Command-Washington, who previously served as the Army committee member.

In *Army AL&T's* March-April 2004 issue, Cornett explained how to participate in the acquisition policy process. In addition to the weekly DAR Council highlights that are sent to the PARCs, policy chiefs and the Army committee members, *Army AL&T* includes a DAR Council Corner to keep the contracting community abreast of DAR Council actions. We are open to your ideas and suggestions of useful items for this column. E-mail your comments to Binney at barbara.binney@saalt.army.mil. Because of the magazine's bimonthly publication schedule, keep in mind that these items or topics may not appear for approximately 2 to 3 months after submission.



Correction

In the March-April issue of *Army AL&T* Magazine, the article *Moving Technology Forward — Mobile Parts Hospital Manufactures Replacement Parts in Kuwait* should have stated that the Mobile Parts Hospital manufactured pintle assemblies and attaching locking pins for 5.56mm Squad Automatic Weapons. We regret this error.