

impact of American technology. Improved reconnaissance and surveillance tools, precision guided munitions and a high degree of cooperation between the services allowed the United States to invade with a small force and move rapidly toward its objectives. However, this reliance on a small, fast-moving force had two consequences that, the authors indicate, were ignored during planning.

The first is that a small force would not have a sufficient number of troops on the ground to occupy Iraq. Even with the forlorn hope that the Iraqis would police themselves, the United States did not even have enough occupying forces to secure all of the suspected weapons of mass destruction sites prior to inspection. The second is the appearance of the Fedayeen on the battlefield.

Cobra II lays bare the misperceptions that guided the planning and strategy of both sides. Saddam Hussein was convinced that the principal threat to his regime was from internal unrest. He did not consider invasion by the United States to be a big threat, as even Iran ranked higher as a challenge. As a result of this perception, Saddam established the Fedayeen, ostensibly to combat an internal uprising until the Republican Guards arrived. The United States misread the foe and focused on destroying the Republican Guards as the main objective — completely missing the significance of the initial appearance of Fedayeen on the battlefield. As the authors point out, the first Marine casualty was killed by a man in civilian clothing riding in a pickup truck. The troops engaged in combat quickly adapted and began engaging the Fedayeen. However, the significance and impact of these irregulars was not realized at CENTCOM, as was evident when the CENTCOM Commander considered relieving the V Corps Commander, U.S. Army LTG William “Scott” Wallace, when he stated that U.S. forces had not planned for irregulars on the battlefield. U.S. Army GEN Tommy R. Franks (now retired) was focused on a rapid advance to Baghdad while his field commanders were trying to reduce the effects of the Fedayeen on their logistics.

The strength of *Cobra II* lies in the fact that it is not the history of a single battle, the story of a highly decorated unit or the biography of a single general at war. Instead, it is a comprehensive and dispassionate examination of 18 months of planning and the resulting invasion — explained with clarity by authors who understand the military and its unique culture.

Contracting Community Highlights



This issue's feature article highlights how the Army's use of an innovative strategic sourcing effort led to the award of contracts that will yield a savings of millions from cell phone and wireless communication acquisitions. These savings were made possible by the teaming of the Information, Technology, E-Commerce and Commercial Contracting Center acquisition workforce and its customers.

In addition to the feature story and the regular *DAR* Council Corner article, I introduce to you Karen Moser, the new Deputy Assistant Secretary of the Army (Policy and Procurement) (DASA(P&P)) Competition Manager and Ombudsman. In the article, Moser, who comes to us from the U.S. Army Materiel Command, covers stewardship, personal objectives and measuring success. Moser's extensive acquisition experience will be an asset as she reinvigorates the DASA(P&P) Ombudsman and Competition Advocate programs.

Also featured is the U.S. Army's Program Executive Office for Simulation, Training and Instrumentation contracting for robotics on the battlefield, and some insights and experiences faced by civilians supporting contingency and exercise support contract operations. I would like to send my thanks to the military and civilian personnel in these positions, who demonstrate every day a unique courage and professionalism in supporting our warfighters.

We appreciate support from the field in providing material for publication, and we hope you are finding the submissions informative and interesting. For more information, contact Emily Clarke at (703) 696-1675/DSN 426-1675 or emily.clarke@hqda.army.mil.

Ms. Tina Ballard

Deputy Assistant Secretary of the Army
(Policy and Procurement)

Army Contracting Saves Millions on Wireless Services and Devices

The U.S. Army is expecting to shave nearly \$4 million from its cell phone and wireless e-mail bills this year without reducing service, thanks to an innovative strategic sourcing effort that is restructuring how the Army purchases wireless services and devices.

The Army Contracting Agency (ACA), in a Joint effort with the U.S. Air Force (USAF) Information Technology Commodity Council and the Defense Telephone Service-Washington (DTS-W), recently launched a comprehensive strategic sourcing initiative to leverage the military's buying power and optimize purchasing of wireless devices and services. The end result is newly negotiated blanket purchase agreements (BPAs) with the four major wireless providers — Cingular (now AT&T), Verizon, Sprint and T-Mobile — as well as a number of smaller, regional providers. These new agreements consolidate numerous older contracts and provide the greatest level of discounts to date for Army users, while enhancing overall service levels.

Benefits extend beyond the Army, as the new contracts have been made available for use by all DOD personnel. The Army and USAF alone expect to save an estimated 20 to 30 percent of the roughly \$50 to \$100 million the two spend annually on wireless devices and services.

In the past 5 years, the use of cell phones and wireless e-mail devices such as the BlackBerry® have grown tremendously. With increased competition and technological advances, the industry itself has undergone significant change. In the past 2 years, the number of national wireless providers has been

cut in half because of mergers, while smaller, pay-as-you-go providers have emerged as potential consumer vendors.

Within the Army, change in wireless usage has been equally fast paced. Cell phones and BlackBerry devices have become invaluable tools for busy Army personnel on the go. In many instances, cell phones are replacing pagers and land mobile radios. Minutes of usage have continued to increase steadily, while the wireless use price per minute has dropped an estimated 40 percent over the last 3 years.

Despite the increased usage among Army personnel and the rapidly evolving wireless marketplace, the Army wasn't taking advantage of the opportunities to optimize its wireless buying. Army wireless users were scattered across multiple service contracts representing a broad range of pricing plans, many of them sub-optimal. Additionally, many users were on plans that were not sized correctly. They either had too few minutes, resulting in overage charges, or had too many minutes, resulting in wasted minutes and higher pricing.

The Army's wireless strategic sourcing was initiated in 2006 in response to a DOD-wide strategic sourcing effort that identified wireless services and devices as primary candidates to generate savings. In a Joint effort with the USAF and DTS-W, the Army launched a team to develop an acquisition strategy to maximize savings in wireless purchases. The Army, DTS-W and the USAF worked to develop the acquisition strategy as well as the final BPAs to negotiate with suppliers.

Bryon Young, newly appointed ACA Director, sponsored the initiative and was instrumental in providing guidance and support to the team as well as coordinating efforts with the USAF. "This was an important effort, not only because we expected we could achieve substantial savings, but also because we wanted to demonstrate we could successfully satisfy cross-service requirements using the strategic sourcing process," he explained.

Critical to the initiative's success was the formation of a cross-functional sourcing team of wireless experts and acquisition professionals from across the Army. Led by Robin Baldwin, who at the time was Chief, Acquisition Support Branch for the Information, Technology, E-Commerce and Commercial Contracting Center (ITEC4), the core team included representatives from the ACA, Army Office of Small and Disadvantaged Business Utilization, ITEC4 and Army Program Executive Office for Enterprise Information Systems. As recommendations were developed, a broader stakeholder group was engaged to provide feedback and guidance. Supporting Baldwin



throughout the effort were Linda Van Collie, ITEC4-West Contracting Officer, and Calvin Knight, Network Enterprise Technology Command/9th Army Signal Command Chief, Base Communications Division.

“The effort was a great success — the Army/USAF/DTS-W/wireless industry partnership was exceptional,” said Baldwin. “We armed ourselves with information on how industry buys wireless hand-held products. Being the wireless hand-held industry’s biggest individual customer is not enough to bring about great terms, conditions and pricing. It is knowing the recent terms and conditions negotiated by large businesses that counts. Knowing the benchmarks and concentration of Army and USAF wireless hand-held spending brought about a great outcome for DOD. Strategic sourcing is all about being educated consumers, and we were!” he exclaimed.

Continuing their analysis of Army wireless spending, the team identified numerous duplicative and uncoordinated contracts with the Army’s four primary suppliers. In these contracts, they found many pricing plans and price points that were not competitive with current market rates — legacy rates from older plans or independently negotiated plans by individual Army organizations.

The team also examined user requirements by analyzing usage data and gathering qualitative feedback through user interviews. The team determined that many users were purchasing more minutes than they were actually using. A significant portion of wireless minutes that the Army purchased were going unused.

Finally, the team researched wireless industry trends as well as best practices of other government agencies and commercial firms for controlling wireless costs and developing optimal supplier agreements. This research pointed to three key strategies for improving the Army’s wireless sourcing:

- *Enterprise Agreements.* Negotiating agreements at the enterprise level allows an organization with the Army’s size and scope (and DOD more broadly) to take advantage of volume-based discounts and reduce administrative costs associated with managing multiple contracts.
- *Rationalize Existing Contracts.* Performing a comprehensive review of existing contracts allows an organization to eliminate older, sub-optimal contracts while identifying

the best contracts to serve as benchmarks for negotiating future contracts.

- *Practice Demand Management.* Taking a critical view of user needs and usage allows organizations to match users to the most appropriate plans.

Overall, the team’s market analysis suggested significant savings could be achieved with the successful implementation of these three strategies.

In March 2006, the Army signed its first BPA with Verizon Wireless. Over the next several months, additional BPAs were signed with Sprint, Cingular and T-Mobile, as well as selected smaller providers. The new BPAs replace all existing wireless agreements and all new wireless purchases are being made through these contract vehicles. Army personnel are transitioning to the new plans as their current service contracts expire.



“This is an important savings opportunity,” Young remarked. “We have to ensure that all organizations understand the terms of these new agreements and adopt them as soon as practical.” Each BPA covers the

range of wireless devices identified by the strategic sourcing team as being required by Army personnel. This includes cell phones, wireless e-mail devices (such as the BlackBerry) and wireless broadband devices (modem cards), as well as wireless accessories.

Administration of the new agreements is being performed at the Army ITEC4-West at Fort Huachuca, AZ. However, BPA ordering is decentralized, allowing local contracting offices to place orders and administer them for their customers. To view detailed terms and conditions for the BPAs, go to <http://www.itec4.army.mil>.

Currently, the Army is transitioning existing users over to the new BPAs. Based on initial analysis, the BPAs have been a tremendous success in moving users to improved pricing plans that are better aligned with actual usage. Total savings will increase as more users transition to the existing BPAs.

For more information about wireless strategic sourcing, contact James Kuhl at (520) 538-8244 or james.kuhl@us.army.mil. For information about Army strategic sourcing, contact COL Tony Incorvati at (703) 325-3309 or anthony.incorvati@us.army.mil.

DASA(P&P) Welcomes New Competition Manager and Ombudsman

Deputy Assistant Secretary of the Army (Procurement and Policy) (DASA(P&P)) Tina Ballard welcomes Karen Moser as the new Competition Manager and Ombudsman for the Army acquisition community. Moser, on board since November 2006, is assigned to the new Business Operations and Enterprise Systems Directorate. Coming from the U.S. Army Materiel Command as a Senior Procurement Analyst, she also brings staff work experience in U.S. Air Force space systems contracting.



DASA(P&P) Tina Ballard presents the Achievement Medal for Civilian Service to Karen Moser, the new Competition Manager and Ombudsman for the Army acquisition community. (U.S. Army photo by MAJ Robert Dutchie.)

Moser began her federal career as a Procurement Agent Intern with the Defense Construction Supply Center, Columbus, OH. Shortly thereafter, she joined the base procurement office at the 2750th Air Base Wing, Wright-Patterson Air Force Base (WPAFB), OH, and later became a Procurement Analyst at the base's Acquisition Logistics Division. She then attained positions as a Contractor Negotiator and Procurement Analyst at the U.S. Aeronautical Systems Division at WPAFB.

The Ombudsman position has been unencumbered for some time. By definition, an ombudsman is chartered to function independently and charged with representing the interests of the public by investigating and addressing complaints or other issues. Moser, who is tasked by and reports to the DASA(P&P), said her objective is to provide oversight for the Army, review and respond to contractors' questions regarding terms and conditions of contracts and to

investigate complaints. "I will regard the program as a success if all parties are satisfied that their concerns have been handled fairly, whether or not they like the answer," she said.

As the competition manager, Moser provides staff support to Ballard, who is also the Army Competition Advocate. She works closely with the Army's major commands' policy departments to maximize and enhance the government's ability to leverage the benefits of market-based competition to ensure each command receives the best available prices, quality and innovation from private industry as the government contracts for systems, products and services.

"In promoting competition in contracting, we face a particularly challenging environment," Moser explained. "Given the critical need for funding operations and providing contract support in Iraq and elsewhere in support of the global war on terrorism, these funding constraints and short-notice requirements have made advance planning more difficult and continue to consume a considerable amount of our contracting personnel's time and energy."

Moser said that as the contracting environment becomes more challenging, the need has never been greater to ensure that taxpayers get the most for their money. "Areas we expect to examine closely include services, which comprise a large and increasing share of our total contracting dollars, and software, where recent Government Accountability Office decisions serve as a reminder of the need for close scrutiny of our business arrangements. While we are moving into a difficult new environment, we are confident that our Army acquisition workforce will be up to the challenge and will align the Army staff to provide the best support possible," she proclaimed.

Karen Moser can be contacted at (703) 696-4458/DSN 426-4458 or karen.moser@hqda.army.mil.

Battlefield Contracting — A Personal View

Jake M. Adrian

Contracting on the battlefield is just that — contracting in an often dangerous and extremely diverse operational environment. Daily threats working and living at Camp Victory, Baghdad, Iraq, include random bullets coming in

In Iraq, nearly 11 million gallons of water must be desalinated, purified and distributed by truck or pipeline every day to meet the Army's battlefield requirements. Here, a flatbed truck and trailer prepares to leave Camp Arifjan, Kuwait, for the front lines. (U.S. Army photo by Richard Mattox, Program Executive Office Enterprise Information Systems (PEO EIS).)



over the wall and mortar and rocket attacks. Other threats involve attacks on the base life support supply chain, the oppressive summer heat and the muddy mess during the winter wet season. The old slogan, "It's not just a job, it's an adventure!" holds true every day — and then some!

On June 14, 2004, I started working for the U.S. Army Sustainment Command (ASC), a subordinate U.S. Army Materiel Command (AMC) organization. Hired as a contract specialist, my first 11 months were spent as a cost/price analyst for the Logistics Civil Augmentation Program (LOGCAP) III, a \$22 billion program that was competitively awarded to Kellogg, Brown & Root Services Inc., in December 2001. LOGCAP III is the Army's largest contingency contract, supporting more than 100,000 troops spanning a theater of operations that includes Kuwait, Iraq, Afghanistan, the Republic of Georgia and Djibouti. My duties included task order proposal evaluation for allowability, allocability and cost, and direct negotiations for base life support, theater transportation mission, bulk fuel and the Army oil analysis program. I evaluated proposals and negotiated task orders covering portions of Iraq, Kuwait and Afghanistan. From my perspective, I was helping the customer and the taxpayers get the most "bang for their buck," and doing it from the comfort of Rock Island, IL, and Houston, TX.

In 2005, I was in various ammunition rotations learning about supply contracting and the ins and outs of the *Federal Acquisition, Defense Acquisition* and *Army Federal Acquisition Regulations*, and attending classes to become *Defense Acquisition Workforce Improvement Act* Levels I and II certified. In May 2006, I was assigned my permanent duty location at LOGCAP III, this time on the contracting side and, again, from the comfort of Rock Island.

In late August 2006, I "threw my name into the hat" to deploy to the LOGCAP forward office in Iraq. I wanted to do my part and go the extra mile for my country. I left Rock Island on Oct. 26, 2006, and spent a week at the CONUS replacement center. On Oct. 29, I sat down at my new desk in the AMC LOGCAP-Iraq office at Camp Victory.

My second week in country, our team traveled to Camp Anaconda, Balad, Iraq, for the main LOGCAP-Iraq task order post-award road show that includes the base life support, theater transportation mission and corps logistic support services' task orders covering the bulk of Iraq. Our road show included briefing customers on the LOGCAP contracting process, allowing customers to raise any concerns and bringing all the stakeholders together in one room. It was during these briefs, given by the LOGCAP-Iraq Deputy Program Director Jana Weston, that I realized what I thought I knew about LOGCAP was nothing compared to how it really works.

Contingency contracting, and specifically LOGCAP III, is a completely different "animal" when you are out in the field and in the thick of it. Things that seemed so simple or obvious to me back in my cozy cubicle took on a whole different meaning once I got to Iraq. You can talk about task order support, but you don't know what it really means until you see it and depend on it as our Soldiers do.

Back in Rock Island, water is drawn from the Mississippi River, cleaned and delivered through an elaborate network of pipes and, ultimately, pumped out of your faucet. You buy food at a grocery store or restaurant. Electricity happens when you flip a switch. In Iraq, approximately 11 million gallons of water per day must be desalinated, purified

U.S. Army mechanics from AMC Forward Combat Equipment Battalion, Camp Arifjan, make necessary adjustments to a newly installed M1A2 Abrams Main Battle Tank engine. LOGCAP ensures that Soldiers have the supplies, tools and space they need to perform their logistics support missions. (U.S. Army photo by Richard Mattox, PEO EIS.)



and distributed by truck. Food is delivered to the dining facility by armored trucks via military convoy, making it susceptible to improvised explosive devices and roadside attacks all the way from Kuwait to Camp Victory. For electricity you flip a switch, just as you do in the United States, but the electricity comes from gas-burning generators — gas which has to be delivered in the same manner as the food.

It was hard to understand the magnitude and challenges of contracting in a contingency environment from a cozy cubicle in Rock Island. Being out in the field has shown me the errors in my previous thinking. Working in a deployable environment has shown me why things were proposed the way they were. I learned why a piece of equipment I thought had no added value may actually be the difference between life and death for a Soldier on the battlefield.

Despite all the threats, hardships and inconveniences, contracting is a force multiplier and the mission must get accomplished. Contracting on the battlefield and the overseas assignments that go with it are filled with hardships. However, because of contracting services, warfighters are eating hot meals in an air-conditioned building, they are going back to a mattress and a bed, and their lives are made a little easier. This makes contracting on the battlefield worthwhile.

For more information, contact Jake Adrian at (312) 732-427-0566/DSN 987-0566, when prompted, enter 1, then 3009#, or jake.adrian@us.army.mil.

Editor's Note: For Army contracting professionals interested in volunteering for overseas duty, AMC/ASC is accepting nominations for its new Deployable Civilian Contracting Cadre (DCCC) pilot program. The DCCC is designed to establish a cadre of highly trained and experienced civilian contingency contracting officers. See our October-December 2006 issue, Pages 54-57, or go to http://asc.army.mil/docs/pubs/alt/2006/4_OctNovDec/articles/54_AMC_Establishes_a_Deployable_Civilian_Contracting_Cadre_200604.pdf, to learn more about the DCCC. If you are interested in volunteering for overseas contracting positions, contact LTC Robert Shelton, Army Contracting Command (ACA)-Northern Region, at (757) 788-3624/DSN 680 or robert.shelton1@us.army.mil. You may also contact LTC Robert Brinkman, ACA-The Americas, at (210) 295-6147/DSN 421 or robert.brinkman@samhouston.army.mil. For information about contingency contracting in Iraq, contact Carolyn Creamer at (703) 696-5030/DSN 426 or carolyn.creamer@hqda.army.mil.

JAKE M. ADRIAN is an ASC Contract Specialist at LOGCAP-Iraq.

Army Contracting in Saudi Arabia

Willie Travis and Steve Jaren

There are still places in the Kingdom of Saudi Arabia where you can imagine Lawrence of Arabia's experience riding his camel across the desert. These days, when you see the Saudi Arabian National Guard (SANG) riding their "camels," they are actually Light Armored Vehicles (LAVs), an earlier Stryker vehicle variant. Residents still ride real camels in Saudi, but SANG only rides them for ceremonial events. Contracting in Saudi doesn't involve camels, but it still provides interesting and challenging opportunities that sometimes make you feel like you're riding one of those hump-backed beasts.

Our Mission

The primary weapon system for SANG is the LAV. This program is managed by Program Manager (PM) LAV, Warren, MI. The Office of the Program Manager (OPM)-SANG Modernization Program coordinates fielding of these vehicles in country by providing training and logistics support to the Saudis under a separate service contract. Additionally, SANG provides other contracting support such as working construction efforts associated with the LAV program, transitioning other military systems to the LAVs and supporting equipment including various simulators.

The OPM exercises principal authority over the modernization effort's planning, direction, execution and control. This authority includes all SANG elements, missions, functions and requirements. OPM-SANG has provided training and support for some of these weapons and other security services for more than 34 years.

The OPM-SANG Acquisition Management Division (AMD) is involved in all phases of contracting, starting with pre-award functions and concluding with all aspects of post-award functions. SANG procurements include equipment, training and support services; large facilities construction; information technology equipment/services; medical equipment; and consumable supplies. OPM's contracting authority flows from the U.S. Army Materiel Command's Office of Command Contracting. OPM's Principal Assistant Responsible for Contracting is April Miller and the Head of the Contracting Activity is Jeffrey Parsons.



The OPM-SANG AMD staff. Front row (left to right): Danyl Apilado, Alicia Arizo, Mary Ann Justiniani, Vanessa Siron, Wendy Takeguchi, Yolanda Lillard, Christine Moreno and Willie Travis. Second row (left to right): Kim Robinson, Loraine Montgomery, Richard Kim, Morris Francis and Ronald Johnson. Third row (left to right): Steve Jaren, Larry Smith, Mohammed Karar, Ann Marie White, Herman Goodwin, Joe Libbey and Ben Chaib. (U.S. Army photo courtesy of Willie Travis.)

Though OPM has a unique mission — because what we do falls under foreign military sales (FMS) — we still conduct our contracting per the same acquisition regulations and procedures that other Army contracting activities follow. Most of the support we provide is for the Riyadh area, but our responsibility covers the entire kingdom, ranging from Jeddah and Mecca on the west coast to Damam and Hofuf on the east coast. We work with numerous contracts including cost-reimbursable, cost-plus-fixed-fee, firm-fixed price and cost-plus-award-fee. We also award a large number of highly complex service and construction contracts. The current dollar amount of OPM contracts awarded and administered by AMD is more than \$273 million.

Working and Living the Saudi Experience

Working at AMD affords the opportunity to meet and work with a diverse group of people from the U.S. and with various foreign nationals hailing from such countries as the Philippines and neighboring Arab countries. For some of our civilians, this is the first time they have worked with the U.S. military. Even though Arabic is the national language, in many cases English is the *lingua franca* for doing business in the kingdom. AMD personnel also work as “advisors” to various Saudi professionals by helping them develop professionally in the contracting field with technical assistance in developing contract vehicles, where SANG conducts both pre-award and post-award contract functions. Supporting both LAV and SANG health affairs is a robust construction

program that is jointly managed by OPM and SANG, and ranges from the building of military ranges to the construction of multiple building complexes.

U.S. labor laws don't apply to service contracts in Saudi, but labor laws do exist. The Saudi labor law is a combination of our national and their local labor laws into a single document. The *Labor Law* — its formal title — currently has 245 articles, and in many respects, addresses many of the same areas covered under U.S. labor laws. *Section 2, Chapter VI* establishes the work day as no more than 8 hours in one day and the work week as no more than 48 hours. Because Saudi Arabia follows the Hijra (Islamic) calendar, Friday is “a day of the weekly rest for all workers.” The *Labor Law* does have a few unique differences from U.S. labor laws. One concept under *Section 4, Chapter IV* discusses the calculations for an end-of-service reward based on the number of years a worker has been employed by a company. This is a monetary award (different from a pension) that employees are entitled to for meeting the conditions of their employment agreement.

AMD offices and living facilities are all on the same large compound that is known by the Arabic word “Eskan.” This roughly translates as a large, sprawling facility containing a wide range of quality-of-life support including recreation and morale support activities. Because this is an overseas assignment, additional benefits are provided that would not

normally be found in a CONUS assignment. There is fully furnished housing and OPM provides employees their own vehicle. Additional leave is provided to make the time between visits with loved ones less difficult, and some airfare travel home is provided at no cost. During travel, there are numerous opportunities to spend time in Riyadh. There are also other recreational opportunities around the kingdom such as diving in the Red Sea or playing golf at the Professional Golfers' Association of America course in Riyadh. We take pride in keeping our contracting skills fine-tuned by ensuring that all of our people take Defense Acquisition University courses or equivalents, at least once a year, be it in CONUS or other worldwide sites. Our National Contract Management Association chapter also holds monthly meetings and separate one-day workshops such as our recent FMS seminar.

For more information about OPM-SANG and AMD, visit <https://www.opmsang.sppn.af.mil>. For information about working in a challenging and rewarding environment such as Saudi Arabia, visit the Army Civilian Personnel On-line Web site at <http://cpol.army.mil> for AMD employment opportunities.

Willie Travis is the OPM-SAND AMD Chief. He can be reached at (966) 498-2480, ext. 5334/DSN 318-252-3900, ext. 5334 or willie.travis@opm.sppn.af.mil.

Steve Jaren is the OPM-SANG AMD Contracts Branch Chief. He can be reached at (966) 498-2480, ext. 5330/DSN 318-252-3900, ext. 5330 or steven.jaren@opm.sppn.af.mil.

Mortuary Service Contract Saves Medical Treatment Facilities (MTFs) \$80,000 Annually

In September 2006, the Europe Regional Contracting Office (ERCO) awarded a requirements contract for mortuary services for the 21st Theater Support Command, U.S. Army Mortuary Affairs Detachment, Landstuhl-Kirchberg Caserne, Germany. Prior to this contract, MTFs were incurring the cost of moving remains from the point of demise to final disposition. In addition, the local contracting offices responsible for nonmedical contracting support used the government purchase card to arrange for transportation and burial of the deceased.

Based on these costs, ERCO explored contracting options that would assist the detachment in accomplishing its mission, and awarded a single requirements contract that has reduced overall costs, streamlined the process and decreased administrative burden. The resulting award included a statement of work that clearly identified requirements and performance expectations. The contractor's area of responsibility requires the movement of human remains from an area covering the west and south of Germany including Heidelberg, Wuerzberg, Hannover and Giessen, as well as bordering countries such as Switzerland, Austria, The Czech Republic and France.

The local MTFs will experience an estimated aggregate cost savings of \$80,000 annually. These savings are accompanied by a decrease in the MTFs' administrative burden as a result of having only one contract vehicle to monitor versus multiple purchases from multiple funeral homes at each location. Most importantly, this consolidated contract allows more suitability in managing the difficult task of providing disposition of remains on behalf of authorized members and dependents concerning mortuary affairs requirements.

Margaret Otto, Level III Contracting Officer/Specialist, developed this acquisition strategy and resulting contract. She has worked for ERCO for nearly 6 years and exemplifies the highest standards of contract administration. ERCO is collocated with the Landstuhl Regional Medical Center near Kaiserslautern, Germany, and is run by MAJ Kevin Butler and 12 staff members.

Army Members on DAR Committees and FAR Teams Recognized

There are more than 200 DOD civilians and service members who are part of the *Defense Acquisition Regulation (DAR)* Committees and *Federal Acquisition Regulation (FAR)* teams. There are about 50 Army personnel who serve on these committees and teams as permanent, rotational, supplemental advisors or ad hoc members from HQDA, the U.S. Army Materiel Command (AMC), U.S. Army Contracting Agency (ACA), U.S. Army Corps of Engineers (USACE) and Military Surface Deployment and Distribution Command (SDDC). The successful implementation of the statutes, executive orders, DOD policy and other regulatory directives in the *FAR* and the *DAR* supplements are very dependent on these volunteers who typically take this responsibility on as

an additional duty. As committee and team members, they bring subject matter expertise, general policy advice and working experience, and represent the Army and DOD in deliberations on issues presented in the *FAR* and *DFARS* cases. The committee and teamwork are of the utmost importance across the entire DOD acquisition community. The current Army representatives on *DAR* Committees and *FAR* teams are listed below:

DAR Committee Members

Construction/A-E/Bonds	Parag Rawal, USACE
Contract Administration	Jean Kampschroeder, HQ AMC
Contract Finance	Susan Orris, HQ AMC Wallace Riggins, HQDA
Contract Placement	Debra Parra, ACA- Information Technology E-Commerce and Commercial Contracting Center (ITEC4)
Contract Pricing	Mike Gallagher, HQ AMC rotational-Cost Accounting Standards David Harrington, HQ AMC rotational-Insurance and Pension Susan Orris, HQ AMC rotational-Pricing Vacant-rotational-Incentive Contracts
Contract Services	Bob Friedrich, HQDA Kathy Love, HQDA alternate
Cost Principles	Mike Gallagher, HQ AMC
Debarment, Suspensions and Business Ethics	Christine McCommas, HQDA
Emergency Procurement	Patricia Logsdon, ACA-The Americas Margaret Patterson, Counsel, HQDA Karl Ellcessor, Deputy Counsel, HQDA Alfred Moreau, Deputy Counsel, HQDA

Environmental	Dr. Tom Kennedy, National Guard Bureau (NGB)
Government Property	Ann Scotti, HQDA
International Acquisition	Steve Linke, HQDA Craig Hodge, Counsel, HQ AMC
Labor	Gregory Noonan, Chair, USACE Alfred Moreau, Deputy Counsel, HQDA
Patents Data and Copyrights	Alan Klein, HQDA Andrew Romero, AMC, U.S. Army Communications-Electronics Command
Quality Assurance	Douglas Waller, HQ AMC (temporary)
Small Business	Paul Gardner, Deputy Chair, HQDA Nancy Small, Alternate, HQDA
Streamlined Acquisitions/ Information Technology	Vera Davis, ACA-ITEC4 rotational Carmelia Rush, ACA-Contracting Center for Excellence, rotational-Simplified Acquisitions
Systems Acquisition/ Research and Development	Jean Kampschroeder, HQ AMC-rotational-Systems Acquisition Susan Boblitt, AMC Research, Development and Engineering Command Rotational-R&D
Taxes	Chair, Margaret Patterson, HQDA
Transportation	Frank Giordano, SDDC Rosemary Kemp, Alternate, SDDC
Utilities	Rafael Zayas, USACE Don Juhasz, HQDA

FAR Team Members

Acquisition Strategy	Jean Kampschroeder, Permanent Member, HQ AMC Melissa Rider, Alternate, U.S. Army Intelligence and Security Command
Rotational Member Small Business	Paul Gardner, Deputy Small Business, HQDA

Acquisition Finance

Rotational Members	
Cost Accounting Standards	Mike Gallagher, HQ AMC
Cost Principles	Mike Gallagher, HQ AMC
Insurance and Pension	Mike Gallagher, HQ AMC
Finance	Susan Orris, HQ AMC
Pricing	Susan Orris, HQ AMC

Acquisition Implementation

Permanent Member	Tony Anakor, HQ AMC
------------------	---------------------

Acquisition Law

Rotational Members	
Debarment, Suspension and Ethics	Christine McCommas, Business HQDA
Labor DOD	Gregory Noonan, Chair, USACE
Taxes	Margaret Patterson, Chair, HQDA

Acquisition Technology

Permanent Member	Stephanie Mullen, HQ ACA
------------------	--------------------------

Ad Hoc Member

Construction/Architecture and Engineering	George Harris, NGB
---	--------------------

Other recent committee and team members who deserve the Army's thanks and appreciation are as follows:

DAR Committees:	April Miller, HQ AMC
Commercial Products/Practices, Contract Administration, Systems Acquisition and Pricing; <i>FAR</i> Team:	Acquisition Strategy
Construction Committee	Karen Thornton, USACE
Quality Assurance Committee	Diana Meyer, HQ AMC
Transportation Committee	Frank Galluzzo, SDDC
Acquisition Strategy Team	Tom Watchko, HQ ACA

Acquisition Strategy Team Kathy Love, HQ ACA
alternate

For more information, contact Barbara Binney, *DAR* Council Member, Office of the Deputy Assistant Secretary of the Army for Policy and Procurement, at (703) 604-7113.

Robots Take on Risky Job to Save Soldiers' Lives

Kristen Dooley

The U.S. Army's Program Executive Office for Simulation, Training and Instrumentation (PEO STRI) provides contract, logistic and engineering support for procuring and replacing robotic systems. In FY06, PEO STRI awarded \$88 million in robotic systems contracts. Approximately 4,000 of these robots perform contingency operations in Southwest Asia (SWA) combat zones. These unmanned ground systems allow Soldiers to safely investigate potential improvised explosive devices and anti-personnel mines. "The robots perform missions that are inherently dangerous to the warfighter, such as explosive ordnance detection and disposal," said Glenn Daens, a PEO STRI Acquisition Logistician.



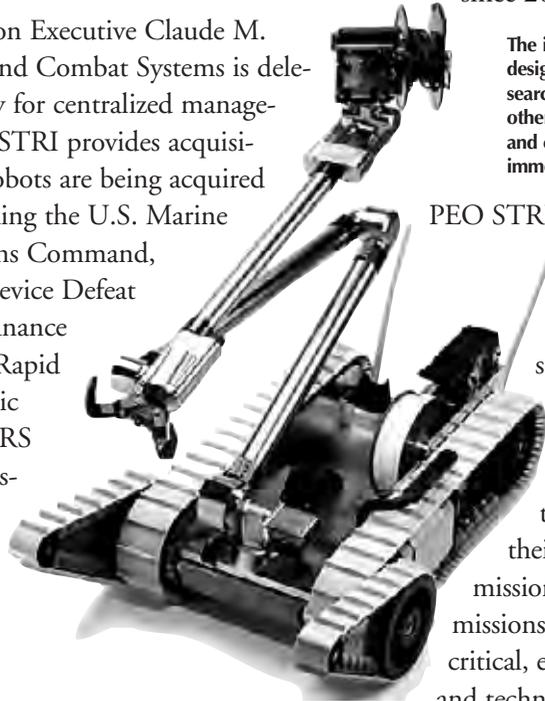
An EOD robotic Talon™ is gainfully employed, Jan. 6, 2007, by the 184th EOD Robotics Team stationed in Baghdad, Iraq. (U.S. Army photo by SPC Jonathan Montgomery.)

The robotic systems supporting contingency operations in SWA require human operation and associated equipment. However, much of the risk associated with investigating explosives is alleviated by the use of robots. "A good example of this is the utilization of robots in the Explosive Ordnance Disposal [EOD] mission. In

the past, an EOD technician would suit up in heavy gear, probe suspicious items and disarm or dispose of the explosive," explained Daens. "EOD technicians can now perform this mission using a robot to identify explosive ordnance

using various sensors and, in some cases, can disarm the device or dispose of it by blowing it in place, all while maintaining a safe distance.”

Chartered by Army Acquisition Executive Claude M. Bolton Jr., the PEO for Ground Combat Systems is delegated as the full-line authority for centralized management of projects, while PEO STRI provides acquisition support. Additionally, robots are being acquired for other organizations including the U.S. Marine Corps, U.S. Special Operations Command, Joint Improvised Explosive Device Defeat Organization, U.S. Navy Ordnance Disposal and the U.S. Army Rapid Equipping Force. The Robotic Systems Joint Project Office (RS JPO) repairs, supports and sustains all robotics systems. Their role has grown significantly to satisfy the needs of the warfighter in *Operations Enduring* and *Iraqi Freedom*.



to accept new requirements and rapidly turn those requirements into contract actions. PEO STRI accepted the challenge and has awarded more than \$100 million in contracts since 2005 in direct support of RS JPO.”

The iRobot Corp. PackBot is a rugged, lightweight robot designed to conduct EOD; hazardous material handling; search, surveillance and reconnaissance; hostage rescue; and other tasks. Employment of robots to complete repetitive and often dangerous tasks keep Soldiers out of the immediate line of fire. (Photo courtesy of iRobot Corp.)

PEO STRI has contributed to the robotics program since 2005 through the acquisition and replacement of systems, spare parts and training required for RS JPO to pursue its mission. In addition to supporting the RS JPO, PEO STRI provides interoperable training and testing solutions, program management and life-cycle support for the Army's most advanced training systems around the world. Simulations help our Soldiers hone their individual and collective skill sets, rehearse their missions and return to their families safely when their missions are complete. PEO STRI responds quickly to critical, emerging requirements with innovative acquisition and technology solutions and is dedicated to putting the power of simulation into the hands of America's warfighters. PEO STRI stands ready to support the RS JPO's estimated \$200 million in contract actions during FY07.

Kristen Dooley is a PEO STRI Public Affairs Specialist. She can be reached at (407) 384-5224 or kristen.dooley@us.army.mil.

According to Contract Specialist Duane St. Peter, continued growth is expected as more line units request robots. “New robotics requirements are frequently generated due to rapidly changing tactics, techniques and procedures. As the number of fielded systems grows, the logistical support required will increase as well,” he commented. “RS JPO was familiar with PEO STRI based on past business relationships and was seeking an acquisition center that had the capacity and desire

Correction

In *Army AL&T Magazine's* January-March 2007 issue, we inadvertently did not include Glen W. Maylone as an additional author to the article “Rock Island Arsenal JMTC Brings Gold Shingo Prize to the Arsenal.” Mr. Maylone's author biography follows. We apologize for any inconvenience.

Army AL&T Magazine Staff



GLEN W. MAYLONE is a Business Development Specialist for the Rock Island Arsenal Joint Manufacturing and Technology Center, where he supports the Business Office and Marketing Department. He holds a B.A. in management and communications and an M.B.A. from Concordia University of Wisconsin. He is *Defense Acquisition Workforce Improvement Act* Level II certified in production quality management and program management, and is a U.S. Army veteran.