

- Acquisition training in life-cycle management linked with the Life Cycle Management Commands.
- Studies in resource requirements and acquisition integration for senior and strategic leaders.
- Studies in executive leadership.
- Applications of acquisition in national defense/security studies.
- Research in acquisition issues and processes.
- Mentoring program with government and industry senior leaders.
- Senior Leadership Speaker's Program.

Eligibility requirements for the DAU-SSCF are the same as for the TWI program.

Naval Postgraduate School (NPS) Master of Science in Program Management (MSPM)

NPS MSPM is one of several education opportunities that are available to AL&T Workforce members and can be earned through distance learning. The MSPM degree is designed to provide acquisition professionals in DOD and other federal agencies a defense-focused advanced degree in a distance learning environment. The curriculum provides acquisition professionals with the knowledge, skills and abilities to lead and manage effectively. Students will engage in the study of concepts, methodologies and analytical techniques necessary for successful leadership of programs or projects within complex organizations. The curriculum focuses on problem solving and decision making within the acquisition environment using case studies, teaming exercises, hands-on applications, active participation, research and integrative exercises. Lecture and laboratory sessions require the application of critical thinking to problem solving within notional and actual situations. Students who complete the degree program will also receive:

- Level III training requirements for PMT 352 and Logistics 301.
- Level II training for Software Acquisition 201, System Engineering 201 and Production, Quality and Manufacturing 101/201.
- Level I training in Contracting 101.
- *Defense Acquisition Workforce Improvement Act* requirements for 24 hours of business subjects and 40 hours of annual continuous learning.

AL&T Workforce members interested in learning more about NPS MSPM and other training, education and experience opportunities are encouraged to review the Acquisition Education Training Experience/Acquisition Tuition Assistance

Program catalog available at http://asc.army.mil/docs/pubs/aete/AETE_catalog_2007.pdf.

For more information on any of these programs, please contact Gloria R. King at (703) 805-1251/DSN 655-1251 or gloria.king@us.army.mil.



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

Contracting Community Highlights



Necessity is the mother of invention, and this issue highlights some of these innovations. The feature article shows how a law and order complex was completed using a mix of resources, skills and determination. The article also discusses the dangers of working in a hostile

environment, as we honor the memory of CDR Philip Murphy-Sweet, who made the ultimate sacrifice for his country. We extend our gratitude for his service and our condolences to his family and friends.

Also included are the challenges and rewards of contracting in Southwest Asia, and contracting services lessons learned in Bulgaria. On a lighter note, some of our newest contracting community members from the Natick Contracting Division share their views of the intern program.

As always, we appreciate support from the field in providing a variety of material from across the contracting community.

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

Effects-Based Contracting (EBC) Case Study: Multi-National Force-Iraq (MNF-I) Rusafa Law and Order

CAPT Robert Gilbeau and MAJ Jim DeLong



CDR Phil Murphy-Sweet provided on-site contracting support for the Iraqi Central Criminal Court and prison complex in Baghdad. On April 7, 2007, after visiting the compound, Murphy-Sweet was killed when his convoy was hit by multiple explosively formed projectiles. (Photo courtesy of JCC-I/A.)

Close your eyes and imagine this scenario: The 4-star general in charge of all coalition forces in Iraq identifies the need to establish a secure area within Baghdad where justice will be served. This secure area is currently nothing more than a rubble-strewn lot adjacent to a small prison complex in partial disrepair. This project must be completed in two phases, with the first phase deadline 26 days away

so the Iraqi judicial system can hold an arraignment. The site will eventually become a judicial compound comprised of judge's chambers, a separate courtroom and secure living quarters. The arraignment will be televised across Iraq and possibly around the world. The arraignment and its success are critical to improving the security situation across the country and should help save lives. Phase two of the project is to build temporary prison compounds to house 6,000 detainees to improve living conditions in Iraqi prisons. What do you do to make this requirement happen?

Pioneered by U.S. Air Force (USAF) MG Darryl Scott, Commanding General, Joint Contracting Command-Iraq/Afghanistan (JCC-I/A), EBC is the means to make this task a reality. EBC is the synchronization of contracting resources and capabilities in time, space and purpose to achieve the maximum effect possible to support our warfighters. The key tenet of EBC is to insert the contracting officer early in the planning process, at appropriate locations within the unit's battle rhythm, from corps to battalion level. There are five EBC key components:

- Developing a support concept.
- Identifying key players.
- Knowing the warfighter's battle rhythm.

- Ensuring visibility by being in the right planning evolutions then passing on situational awareness information.
- Most importantly: having "flexibility within the enterprise."

JCC-I/A's mission is to provide responsive operational contracting support to meet the desired effect, when and where it is needed.

On Feb. 28, 2007, GEN David H. Petraeus, Commander, MNF-I, issued an order requiring the establishment of a law and order complex in the heart of Baghdad. Its purpose would be to help the Government of Iraq (GOI) improve the judiciary in Baghdad and foster an environment of reconciliation throughout the country. The GOI's visible exercising of the judicial system would be a key instrument in gaining the trust and confidence of Iraqi citizens. As a condition, judges, witnesses and other participants involved with investigative hearings must be protected from anti-GOI attacks and threats. The desired end state is to have the Central Criminal Court of Iraq hold public investigations and trials in a relatively safe environment. Gaining the capacity to fairly prosecute and house criminals is a key component to the Baghdad security plan Operation Fardh Al-Qanoon.

Boots on the Ground

The initial team of JCC-I/A, MNF-I and the U.S. Army Corps of Engineers Gulf Region Division (GRD) gathered to work this project and began working at a fevered pace. The requirement was to create a judicial complex within 26 days, build a 900-detainee prison compound by April 15, 2007, and expand a prison to hold an additional 5,400 detainees by June 30, 2007. Because the JCC-I/A team was involved early in the planning cycle and leveraged knowledge from previous projects, they were able to use EBC to ensure the short-term notice would not hinder delivery of the desired effect. After initial requirement review, the team requested approval of its acquisition plan from the Head of



Left to right: CAPT Robert Gilbeau, JCC-I/A Deputy Commander and Chief of Staff; the late CDR Phil Murphy-Sweet; and MAJ Jim DeLong pose with U.S. Senator Lindsey Graham at the new Iraqi Central Criminal Court in Baghdad, March 2007. (JCC-I/A photo by Charles Abner.)



The Rusafa Central Criminal Court of Iraq in Baghdad was completed on March 31, 2007, and convened its first session on April 2, 2007. (Photo courtesy of JCC-I/A.)

Contracting Activity. The chosen contractor, a local Iraqi business, had performed well on projects of similar magnitude in the past. The project came to life in direct support of the Baghdad security plan. The initial estimate for the contract was \$22 million.

The team aggressively began working with the U.S. Department of State's Prison Advisory Group. The group, along with JCC-I/A, GRD, MNF-I and the contractor, began to design the judicial complex. Charles Abner (MNF-I), a former judge, provided critical guidance on the standards. With assistance from the U.S. Department of Justice, the team received the direction needed to deliver a complex worthy of the Chief Judge of Iraq. The goal would be to establish a Criminal Investigative Court at the complex. This court would then refer cases to the Central Criminal Court of Iraq. The project included renovating existing buildings, installing prefabricated office/latrine trailers and building a prefabricated courtroom. The contractor would be responsible for construction, but the team soon realized there were many additional elements to achieving the goals of Petraeus' order.

To meet the timeline, the contracting division chief realized the workload could not all be accomplished by the Reconstruction Division. JCC-I/A would "flex" within the enterprise to involve different organizational assets to deliver contracts on target. The division called upon others within Iraq Contracting Operations to complete this mission. The first telephone call was made to

Victory Regional Contracting Center (RCC) where LTC Greg Green already had a contract vehicle in place to provide T-wall barriers. One thousand barriers were ordered to support prison expansion. The next call was made to the Multi-National Security Transition Command-Iraq (MNSTC-I) Support Division. This team had contract vehicles in place to support office furniture and static security for the judicial complex. The final call was made to the Baghdad RCC. MAJ Rob Hearon's center had previous experience purchasing furniture, and furniture ordered by the Baghdad RCC would be used in the judge's living quarters that were being renovated. Static and mobile security for the judge's complex and transportation were also worked by the MNSTC-I team.

Limited Competition Executed

As in any urgent project where the requirement is not well defined at the beginning, the team found itself making changes "on-the-fly." The initial contract was for a project estimated at \$22 million. During a weekly meeting with senior leaders, the issue of saving money to support other efforts was raised. The initial prison compound layout had also been changed by the Ministry of Interior and Justice.

How could the team save money without delaying the project? MAJ Jim DeLong proposed to Scott the idea of a limited competition to three contractors who had experience in building tent compounds. There would be a 3- to 5-day delay, but it was believed there could be a savings of more than \$5 million. The approval was granted and a limited competition was executed. The result of a 4-day delay was an \$8 million savings.

The second big realization was a need to provide on-site contracting support. When Scott put out the call for volunteers to support this project, CDR Phil Murphy-Sweet, U.S. Navy (USN), stepped forward. Murphy-Sweet relocated to a nearby forward operating base and provided daily on-site contracting/program management assistance. DeLong and Murphy-Sweet talked numer-

ous times each day to coordinate contract deliveries and changes taking place at the judicial complex and prison compound. Murphy-Sweet was the right man at the right time to help ensure this project hit its target deadline of March 31, 2007. His leadership, foresight and can-do attitude ensured the judicial complex was completed "on time, on target."

CDR Murphy-Sweet was a model officer, an innovative and energetic Contingency Contracting Officer, a wise and patient mentor and a beloved shipmate. He believed the best leaders lead from the front, not from behind a desk. When others couldn't see a way ahead, CDR Murphy-Sweet not only had the vision, he made it happen.

When the Chief Judge of Iraq toured the judicial complex, he was visibly impressed. The team had constructed the facility faster and better than he had hoped to imagine. He immediately decided this complex would not be merely a Criminal Investigative Court but instead officially designated it as the Central Criminal Court of Iraq, ordaining the complex as a major facility within the Iraqi judicial system. The Chief Judge also increased the number of personnel he would send to this complex and had the temporary accommodations for the judges turned into more permanent “condo” style accommodations. This would allow the judges and their families to reside near the complex and remain secure while performing their duties.

Leading From the Front

On April 2, 2007, the first arraignment took place as planned and a man held for torture was remanded for trial. The new judicial process had begun and it was due, in large part, to the EBC efforts of personnel from MNF-I, GRD and JCC-I/A. By flexing the enterprise, resources were synchronized and capabilities were capitalized. Sadly, this successful mission came at a very high price. On April, 7, 2007, after visiting the prison compound, a security detail convoy was hit by multiple explosively formed projectiles, killing Murphy-Sweet and two private security personnel.

“CDR Murphy-Sweet was a model officer, an innovative and energetic Contingency Contracting Officer, a wise and patient mentor and a beloved shipmate,” said Scott, in a tribute to Murphy-Sweet. “He believed the best leaders lead from the front, not from behind a desk. When others couldn’t see a way ahead, CDR Murphy-Sweet not only had the vision, he made it happen. He lived to see IOC [initial operating capability] on the project, and to see the first arraignment take place in the courthouse. He escorted Senator Lindsey Graham through the facility, and the Senator left extremely impressed. He died doing what he believed in — making a difference through personal leadership, professional skill and sheer will.”

The team is now dedicated more than ever to completing this project in honor of CDR Murphy-Sweet. He would have wanted the team to charge ahead in the same manner he did. It is hoped that the individuals responsible for the deaths of Murphy-Sweet and the security personnel will face justice in the court that he helped build.

CAPT Robert Gilbeau, USN, serves as the Head of Aviation Material Support for Chief of Naval Operations Air Warfare Directorate. He is currently assigned as an Individual Augmentee as Deputy Commander and Chief of Staff for the JCC-I/A.

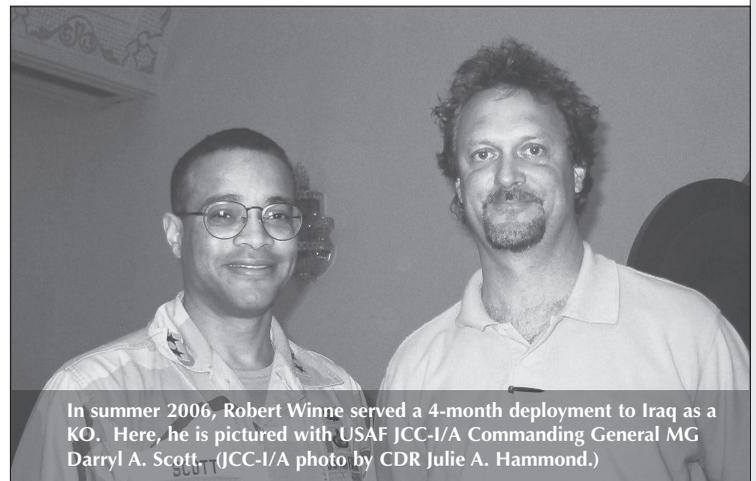
MAJ Jim DeLong, USAF, was assigned to JCC-I/A, Major Theater-wide Requirements, Construction Branch Chief from Nov. 22, 2006, to April 15, 2007. He can be reached at (520) 228-3111/DSN 228-3111 or james.delong@dm.af.mil.

A Passion to Serve — A Desire to Deploy

Robert Winne

In 2004, while serving as a Contracting Officer (KO) for the Army Contracting Agency (ACA), Northern Region Contracting Center (NRCC), I had an unexpected opportunity to serve as the KO for what was, at the time, the largest and most vital Iraqi security contract awarded for the ongoing campaign in that country. During the months I worked on the development and award of this contract, I made numerous contacts and eventual friendships with personnel deployed to Iraq. These contacts sparked my interest in considering a contingency contracting assignment.

In June 2006, the Joint Contracting Command-Iraq/Afghanistan (JCC-I/A) requested volunteers to support the command’s FY-end mission. This tasker’s purpose was to ensure that the enormous command year-end workload would be executed by September. The request specifically sought experienced KOs, preferably with construction experience. I had recently completed a 3-month deployment with the U.S. Army Corps of Engineers supporting Hurricane Katrina relief in New Orleans, LA, and the thought of leaving home again would prove to be difficult for my family. However, I volunteered and was accepted for a position in Iraq.



In summer 2006, Robert Winne served a 4-month deployment to Iraq as a KO. Here, he is pictured with USAF JCC-I/A Commanding General MG Darryl A. Scott. (JCC-I/A photo by CDR Julie A. Hammond.)

With a target date of less than 3 weeks to prepare for deployment, the task of working the many complex protocol issues to gain entry into Iraq was daunting. Preparation involved a great deal of coordination with various individuals and organizations. Some of the many requirements included obtaining a passport, a country clearance, a complete physical including vaccinations and a thorough dental exam. With the aid of the ACA NRCC's contingency operations officer, LTC Robert Shelton, paperwork was expedited to meet the target date for departure.

Once all mandatory items were completed, to include packing for a 4-month assignment, I left for the CONUS Replacement Center (CRC), Fort Bliss, TX, where I completed the mandatory processing that prepares all personnel deploying to Iraq — whether military, federal employee or contractor — for their upcoming tours of duty. We received numerous briefings and various training, and were issued miscellaneous deployment-related items such as protective masks, sleeping bags and other survival items to ensure that we were well prepared for the environment we would soon encounter. After 6 days at the CRC, which routinely began before daybreak and ended long after dark, we were finally ready for the long journey to Iraq.

After a 22-hour flight from the United States to Kuwait, several bus rides, a flight on an Air Force (USAF) C-130 and a 10-hour wait for a military convoy, I rode in a vehicle aptly named the “Rhino” and finally arrived in Baghdad at the International Zone. The trip from Fort Bliss took more than 48 hours. My first experience upon arrival was hauling three full duffle bags of gear through the former Republican Guard palace. One might think this would be considered an extraordinary experience, but given my lack of sleep since leaving the United States, only the thought of a cot in that 50-man tent I would call home for the next 4 months kept me going.

After a few hours of sleep, I reported to the JCC-I/A and was assigned to the facilities and transportation sector. It immediately became obvious that the Sector Chief, CDR Julie Hammond, had anxiously been awaiting my arrival, as my routine 12-hour days were quickly filled with solicitation reviews, negotiations, contract and task order awards, source selections and a multitude of other complex contractual issues all demanding my immediate attention and quick decisions. JCC-I/A is staffed with an array of KOs, contract specialists, procurement analysts and a team of legal professionals. The majority of contracting personnel at the office were military and contractors. Very surprisingly, I was just one of only a handful of federal employees.

I worked primarily on various construction projects associated with the rebuilding of Iraq's infrastructure and the repairing of

critical facilities such as hospitals, roads, highways and railroads. One of the many responsibilities as a JCC-I/A KO was to adhere to command policy of the Iraqi First Program, which mandated the use of Iraqi businesses to the maximum extent possible. The emphasis was to further develop Iraq's economic capability and to establish and maintain the country's business capacity. Additionally, this program encouraged non-Iraqis to devise and employ training programs to further develop Iraqi workforce skills. In instances where award was not made directly to an Iraqi company, awards to U.S., coalition and third country national businesses required subcontracting opportunities for Iraqi companies and/or employment of Iraqi citizens. The program required all contracting professionals to explore unique contracting innovations and options within legal and regulatory limits.

A unique and much unexpected benefit that I received during this deployment was the opportunity to meet numerous Iraqi business owners and Iraqi citizens. This gave me insight into Iraqis from a professional and personal perspective. The Iraqi business culture dictates a period of time before a meeting to engage in personal conversation, and this provided me with a very real and unique glimpse into the true pulse and attitude of the country. The Iraqis I met acknowledged that Iraq would undoubtedly benefit from the fall of the Saddam Hussein regime and would again prosper. They were truly committed to the cause of the campaign, supported the U.S. and coalition troops and were dedicated to ensuring exceptional services were provided under their contracts, which would slowly, yet surely, help stabilize Iraq's economy.

While a deployment to Iraq isn't for everyone, it was certainly something I felt privileged to engage in and am grateful for the opportunity. I highly recommend all contracting professionals who aren't deterred by constant change, uncertain working environments, awkward living conditions, long grueling work hours or the uncertainty of an incoming mortar, to consider such an adventurous assignment. Furthermore, and most importantly, I passionately encourage and challenge all managers and senior leaders within the acquisition career field to support those who volunteer for such assignments, despite the short-term burden that may be placed upon an organization. These deployments will provide for long-term professional development and personal rewards for those courageous individuals who dare to serve overseas.

Robert Winne is the Deputy Director and Chief of the Engineering and Construction Division, Directorate of Contracting, Fort Eustis, VA.

Contracting Officer (KO) Volunteers in Iraq

Karen Fleming-Michael

In a situation most contract specialists would not typically encounter, Cheryl Miles, a U.S. Army Medical Research Acquisition Activity (USAMRAA) KO, volunteered in July 2006 to serve for a year with the Joint Contracting Command-Iraq/Afghanistan (JCC-I/A) construction mission. "I have been challenged to do things that I have never done before," she said. "As a contract administrator in Iraq, I have a greater appreciation for a contract writing system, a well-written contract and adequate documentation for the contract file."

Miles said the biggest challenges she faced while serving were personnel turnover and the lack of an integrated information system. Maintaining project continuity means that Miles, as all contracting personnel, must create a historical record — a virtual who, what, when, where, how, why — so that the next government employee who shoulders the contract's responsibilities is as knowledgeable as the contractor. This lessens the possibility for government economic loss due to information gaps. Creating that record raises the proven and familiar standard of contractors to "document, document and document."

Miles' JCC-I/A team included military, civilians and contractors. Despite the challenges, working as a team has been very satisfying. "Working with such a diverse group of people, you learn to be more accepting of the differences and to work as a team to get the job done," she explained. "I have worked with some really great people who I plan to stay in touch with after we leave theater."

Throughout her time in Iraq, Miles kept her eyes on the goal. "If we can effectively rebuild Iraq and turn it over to the government of Iraq, we can all go home," she remarked. "Through our efforts, I hope

Cheryl Miles, USAMRAA KO, served a year with the JCC-I/A reconstruction mission in Iraq and helped to develop better contract historical documentation processes. (U.S. Army photo courtesy of Fort Detrick, MD, Visual Information.)

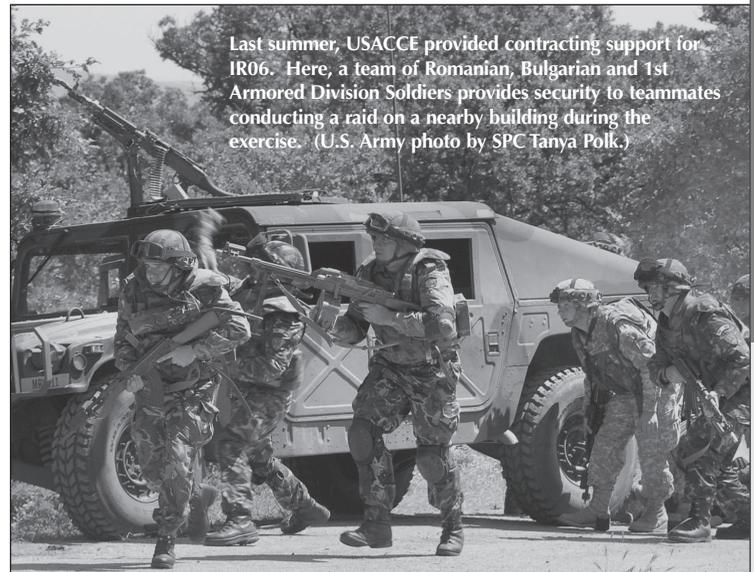


we are helping the government and people of Iraq realize how different — better — their lives can be."

Karen Fleming-Michael is a USAMRAA Public Affairs Officer.

Contracting Support Lessons Learned in Developing Economies

MAJ William J. Campbell III, Marcia C. Coleman and SFC Roger V. Leake



Last summer, USACCE provided contracting support for IR06. Here, a team of Romanian, Bulgarian and 1st Armored Division Soldiers provides security to teammates conducting a raid on a nearby building during the exercise. (U.S. Army photo by SPC Tanya Polk.)

In the summer of 2006, a U.S. Army Contracting Command-Europe (USACCE) team supported the Immediate Response 2006 (IR06) exercise and demonstrated to the growing Eastern-European economies, the benefits and uniqueness of contracting with the United States. We found that contracting in a military exercise is not the same as contingency contracting in a well-established theater of operations. The regional contracting environment challenged our support capability and it was critical to use mature contracting methods for our mutual benefit. However, these unique challenges reaped tremendous benefits for the host nations (HNs) and the U.S. Army. Research pointed toward several areas requiring our attention to meet mission objectives. Our mission support strategy addressed these challenges and our execution provided powerful results and lessons learned for future exercises or deployments.

Predominately taking place in Bulgaria, IR06 was a trilateral exercise involving U.S., Bulgarian and Romanian troops. Though the exercise was scheduled for July 2006, planning

and preparing for contracting support began 8 months earlier. U.S. troops included 400 at Novo Selo Training Area and 200 at Bezmer Air Base in eastern Bulgaria, and 3 platoons of U.S., Bulgarian and Romanian Soldiers.

In remote areas of such countries, the contracting environment may call for relaxed procedures as one of the seven exceptions to other than full and open competition under *Federal Acquisition Regulation (FAR) 6.3* allows, but no such relaxation was permitted. It was not a contingency environment; nor was it a mature contracting environment.

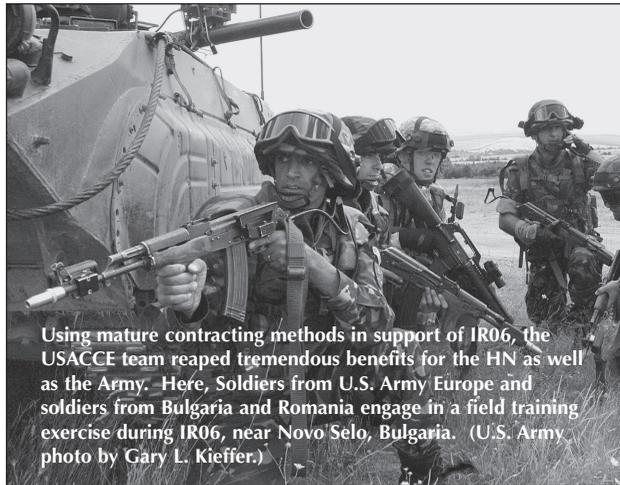
We did our “intelligence preparation of the battlefield” by reviewing three previous after action reviews (AARs) and conducting market research. The AARs showed that although the contracting environment was ripening, 5 decades of communist rule had left their mark on the proverbial landscape. A whole generation had lost their life savings when these former communist republics transitioned to market economies, and trust in banks and governmental institutions was low. These states were competing for European Union membership, but were still grappling with widespread corruption. Some local companies were capable of bidding on most contract requirements. However, many were not used to full and open competition because they relied on networking for business. Other potential vendors were small local businesses with limited scope. The people were genuine and willing, but lacked confidence to step boldly into their new economic environment. Through the U.S. presence, our contracting professionals would have to teach and coach them to become more competitive and grow their business abilities.

Because of relationships with our client unit and not having sufficient acquisition lead time (ALT), contracting practices were not always in accordance with the *FAR*. Anticipating that U.S. forces would be deploying to and contracting in this region much more in the future, we established proper business procedures that would be followed in subsequent years’ exercises/deployments. The contracting methods we implemented demonstrated how business practices will be conducted long-term.

Overcoming Challenges

The contracting support strategy addressed challenges by focusing on four key areas:

- *Establish the Right Contracting Team.* USACCE set the foundation for success by appointing an Army Emergency Essential Civilian (EEC), an Army officer and a noncommissioned officer (NCO) as the contracting team. The EEC brought a wealth of contracting expertise, the officer had years of operational planning experience and the NCO provided practical experience from other theaters. An interpreter was chosen for geographical knowledge, professionalism and permanence, and would not change from planning through close-out. The interpreter had the team’s confidence, the customers’ respect, and knew contracting terms and policies.
- *Engage the Stakeholders.* Most client units are unfamiliar with the contracting team’s requirements. They must be engaged early, learning ALT importance, unauthorized



Using mature contracting methods in support of IR06, the USACCE team reaped tremendous benefits for the HN as well as the Army. Here, Soldiers from U.S. Army Europe and soldiers from Bulgaria and Romania engage in a field training exercise during IR06, near Novo Selo, Bulgaria. (U.S. Army photo by Gary L. Kieffer.)

commitments and the value of training contracting officer representatives and field ordering officers. They must agree to the ALT and articulate their requirements clearly to ease procurement challenges. In addition to the client, the Principal Assistant Responsible for Contracting (PARC) and the U.S. Ambassador to the HN must be involved. The PARC must “bless” the contracting strategy because the command ultimately will be responsible

for the outcome. Ambassadors are the President’s representatives to the HN and it is critical they know how contracting will affect their entrusted nation, why certain procedures are used and how to anticipate outcomes.

- *Educate Clients.* Army units have become accustomed to contracting procedures in a contingency environment. However, exercises are not contingencies! Clients must learn why *Competition in Contracting Act (CICA)* requirements still apply and ALT’s critical importance to meeting regional contracting requirements. Contracting commitments must be continually stressed by units working with the team in creating strong performance work statements and committing funds on time. Without these two prerequisites, the mission becomes a de facto contingency environment without relaxed procedures and, by the very nature of requiring support, without ALT to lawfully procure requirements in accordance with the *FAR*.
- *Use Mature Contracting Procedures.* Because the U.S. presence in this region is projected to grow, it was critical to use techniques similar to future methods. Contractors must understand the way the U.S. government conducts business and how firms can best prepare for competition. Complying

with the CICA would prove challenging because previous contracting teams did not closely adhere to full and open competition or, as was the case during IR06, the state business environment did not have full and open competition.

During IR06, it would have made sense from a contract administration perspective to award only a few contracts: one for each site and a few for activities outside the sites. However, because the U.S. had overriding concerns for maximizing the financial benefit to the local economies without established set-asides and to better provide for local competition, requirements were solicited individually. Although the use of *Standard Form 44 (SF44)* proved expedient in the past, *FAR 13.306* sets certain conditions for its use. From now on, the *SF44* would not be used for anything that the *FAR* didn't explicitly intend. One-time purchases were fine, but not for recurring services, multiple payment requirements or when more economical means such as government purchase cards were available.

Successful Engagement

We used several uncommon teaching methods to encourage a more robust business environment. The first of three engagements was a site visit with interested vendors to Bulgarian areas. On April 25, 2006, we escorted 18 business people, representing 12 firms, through all anticipated contracts at both sites. The businesses, including local and international firms, participated in a 2-way discussion about U.S. IR06 requirements, contract locations and other concerns that could possibly affect their offers.

Senior U.S. and Bulgarian embassy leaders held a press conference on May 10, 2006, followed by a town hall meeting, attended by hundreds, emphasizing that cooperation with the U.S. military and acknowledging their presence, were factors for stability and economic prosperity. The following day the American Chamber of Commerce (AmCham) hosted a business fair, where U.S. government requirements and competition were explained. The third outreach was AmCham-sponsored conferences in Romania held April 18-19, 2006, and in Bulgaria, June 27-28, 2006. Both of these were widely attended and televised, and provided the best possible information to local and international firms for doing business with the U.S. in the republics.



USACCE provided contracting support for IR06 including services such as barracks, latrines and trash receptacles. (U.S. Army photo by LTC Nick Vozzo.)

Ultimately, we satisfied the client's requirements, reinforced proper contracting procedures and helped brighten the business environment's future. We awarded 34 contracts worth \$1.05 million with 26 contracts totaling \$1.02 million awarded in Bulgaria. Sixty-nine percent of the contracts valued at more than \$662,000 were won by Bulgarian firms, and of the 8 contracts awarded to non-Bulgarian firms, most used Bulgarian subsidiaries, subcontractors and/or local workers. Additionally, more than \$14,000 was spent directly on the local economy (not reflected in contracting actions). The U.S. Ambassador was very pleased with the exercise's results. Competition gave companies the opportunity to provide their best ideas and best value to the U.S. government, demonstrating that contracting methods are effective and support the goal of engaging the local marketplace's economy. The major lessons learned follow:

of engaging the local marketplace's economy. The major lessons learned follow:

- Contracting officers must have a very proactive involvement with clients, stakeholders and vendors in austere contracting environments.
- By engaging clients early, the contracting team can greatly help in exacting requirements and preparing for their eventual provision. With early and frequent contact with all stakeholders, everyone can impact their situation and should be satisfied with the outcome.
- Engagement and education have a powerful affect in emerging economies, allowing businesses to improve beyond their expectations.

As the Army continues to train in emerging democracies with developing economies, it is increasingly important to forge good relationships in contracting performance before the event and teach potential vendors how they can help us help them.

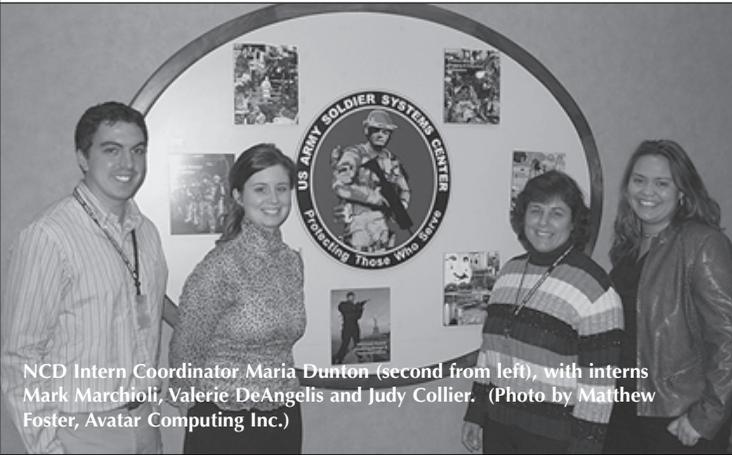
MAJ William J. Campbell III is an Army Officer with the Wiesbaden, Germany, Contracting Center, USACCE.

Marcia C. Coleman is a Contracting Officer with the U.S. Army Corps of Engineers.

SFC Roger V. Leake is an Army NCO with the Wiesbaden Contracting Center, USACCE.

The Natick Contracting Division (NCD) Sponsors ACTEDS Interns

In FY06, NCD added three Army Civilian Training, Education and Development System (ACTEDS) interns to the workforce under the supervision of NCD Intern Coordinator Maria Dunton. Mark Marchioli is a 2006 college graduate and this is his first job; Judy Collier, a 2005 college graduate, relocated to the New England area from California; and Valerie DeAngelis is a former government employee who, after 20 years, reentered the workforce into a new career field. The following are their newfound perspectives on government contracting.



NCD Intern Coordinator Maria Dunton (second from left), with interns Mark Marchioli, Valerie DeAngelis and Judy Collier. (Photo by Matthew Foster, Avatar Computing Inc.)

My First Months in Government Contracting

Mark Marchioli

I eagerly walked up the stairs to my office, still not sure what government contracting was all about. Let me tell you, after that first month, I still had no clue! Therefore, I will let someone else tackle the complexities and intricacies of contracting for you. I feel more qualified to tell you about my experiences in my first job as a Contract Specialist, which I hope leads to a lifelong career.

Coming straight from college, I had professional experience working as an intern in the admissions office of my alma mater, Framingham State College in Massachusetts. My brother had worked on the B-2 bombers at Edwards Air Force Base, CA, so I had some idea of what I was getting myself into working for the government.

Two of the best experiences I have had so far involve post-award conferences for the next generation Modular Lightweight Load-Carrying Equipment backpack system. I attended this event to

gain insight into this aspect of the acquisition process. It was my first TDY [temporary duty] and it was a unique learning experience. I came back with a better picture of the contracting process. In the office, I've encountered nothing but openness and an endearing willingness to help and answer any questions I have about contracting from everyone.

After a hectic summer (2006), we found ourselves in FY07 with my next rotational assignment coming up. I will be assisting in the management of the base-wide Government Purchase Card Program. I am excited to be learning yet another part of government contracting.

Mark Marchioli is a second year ACTEDS intern working as a U.S. Army Research, Development and Engineering Command (RDECOM) NCD Contracting Specialist since June 2006. He can be reached at (508) 233-4336/DSN 256-4336 or mark.marchioli@natick.army.mil.

Finding a Groove in Government Contracting

Judy Collier

I graduated from Menlo College in Atherton, CA, in May 2005. As a graduate looking for a challenging career, the ACTEDS intern program offered a great deal of experience and responsibility compared to what my fellow graduates have found in the job market. Half of my classmates are still looking for a job that uses their education and builds experience, while the others are in temporary positions in jobs they detest to gain experience in a relevant field.

After graduating, I wanted a career in something challenging and exciting, not a temporary job or an internship where I would make coffee or copies. I did plenty of internships in high school and college spanning nonprofits, public relations, sales and a stint as a substitute teacher in a juvenile detention center. While serving in these internships, I learned to promote the organization, improved my personal communication skills and gained knowledge about the importance of customer service and the value of relationships. In today's world of modern technology, we sometimes forget the minor things such as making phone calls or even visiting our customers. In Army contracting, not only do we perform acquisitions, but we are also educating our customers about intricacies. We are in a constant state of learning to better serve our customer — the Soldier. I feel like all of the experiences from my internships and jobs are incorporated and bring tremendous value to the ACTEDS intern program.

The wealth of knowledge in our acquisition center is amazing and I have personally benefited from the assistance provided as I embark upon a new career field. There is not a person in my office who I do not know by name and face. In any situation, I feel comfortable asking for guidance with any of my co-workers. In addition to the ACTEDS program, the office environment I am in will be a contributing factor to my success in the acquisition career field.

Since I began my internship, I have worked on numerous acquisitions such as basic purchase orders, service contracts, National Industries for the Blind/National Industries for the Severely Handicapped contracts. I've also assisted several of my teammates on large-scale acquisitions projects. I am traveling down a career path I enjoy and that challenges me every day.

Judy Collier is a second year ACTEDS intern working as an RDECOM NCD Contracting Specialist since March 2006. She can be reached at (508) 233-4025/DSN 256-4025 or judy.a.collier@natick.army.mil.

Back in Action — Returning to the Government Workforce

Valerie DeAngelis

My initiation into the acquisition world as an intern began in January 2006 at NCD. It continues to be an adventurous journey through the wonderful world of contracting and, in my opinion, poses the career opportunity of a lifetime. I am a former government employee who reentered the workforce after a 20-year hiatus working various part-time positions and raising my children. I feel very fortunate to have finally found a career that will provide the opportunity to advance and keep me in a constant state of knowledge enhancement. Entering the acquisition workforce as an ACTEDS intern is extremely beneficial for anyone interested in this career path. Interns are required to rotate positions to learn all aspects of the contracting field. I must admit, it is sometimes daunting to change positions every few months; but it is also exciting and challenging.

Although I have learned a great deal from the Defense Acquisition University Level I certification course requirements I have taken thus far, the best part of the internship has been the mentorship available from various seasoned NCD employees. We are a small acquisition organization, thereby fostering a close-knit team environment. The best way to learn this field is to ask questions, listen attentively and take lots of notes. I am grateful to have co-workers who are willing to share their vast acquisition knowledge and provide

real hands-on experience. It is encouraging to know they have all come up the ranks the same way I am and have attained success. As an ACTEDS intern, my future looks bright. I have confidence that I will be able to attain my goals and meet the challenges ahead.

Valerie DeAngelis is a second year ACTEDS intern working as an RDECOM NCD Contracting Specialist since January 2006. She can be reached at (508) 233-4628/DSN 256-4028 or valerie.deangelis@us.army.mil.

Editor's Note: For more information on the ACTEDS Intern program, please visit http://cpol.army.millibrary/train/acted/CP_14/.

New Senior Leadership Development Program Begins Second Session

With nearly two-thirds of the Army's contracting workforce eligible for retirement over the next 5 years, leader development is critical and one of the hottest topics in human resource planning. Developing a cadre of trained and ready professionals to assume key leadership positions is an integral component of maintaining the Army's strategic readiness. To meet this need, the Deputy Assistant Secretary of the Army (Policy and Procurement) (DASA(P&P)), the Office of Procurement Policy and Support, and the Contracting Career Program Office partnered with the Office of Personnel Management's Federal Executive Institute (FEI) to develop the Senior Leadership Development Program (SLDP). This 18-month program targets Army contracting professionals in grades GS-14/15 or equivalent. Seventeen contracting managers were competitively selected to participate in the initial cohort that began Sept. 20, 2006.

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

The SLDP rests on the premise that values-based leadership is essential in a democratic society, and it draws on the latest research in leadership development. That research shows

that leadership competencies are best enhanced through an ongoing cycle of assessment, challenging work assignments and learning opportunities, as well as support from mentors and coaches in the workplace. The research also demonstrates the power of mixed learning methods, such as reading, case studies, role playing, simulations and field experiences, in fostering leadership learning.

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

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

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

The SLDP prepares graduates for Army senior executive positions. After completing all classroom assignments/courses and on-the-job training, each student prepares a written leadership philosophy statement that articulates his or her personal leadership philosophy. Students graduate from the SLDP with a fully developed philosophy and toolkit on how they will leverage their individual business acumen and communication skills to lead people, projects, programs and organizations. SLDP graduates will have demonstrated that they possess the advanced skills needed to serve in the executive-level positions for which they are expected to compete and the ability to help the contracting community achieve operational mission success.

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

Elisa P. Boyer — U.S. Army Aviation and Missile Command, Redstone Arsenal, AL.

Wade C. Cole — U.S. Army Contracting Agency (ACA)-Southern Region (SR), Fort Polk, LA.

Debra A. Dobbins — DASA(P&P), Arlington, VA.

Antwinette L. Goodman — ACA-SR, Fort McPherson, GA.

Kristina M. Jensen — U.S. Army Communications-Electronics Life Cycle Management Command, Fort Monmouth, NJ.

Scott D. Kukes — ACA HQ, Falls Church, VA.

Cynthia R. Lee — ACA-Northern Region, Fort Belvoir, VA.

Pamela E. Nevels — U.S. Army Medical Research Acquisition Activity, Fort Detrick, MD.

Douglas W. Packard — DASA(P&P), Iraq/Afghanistan.

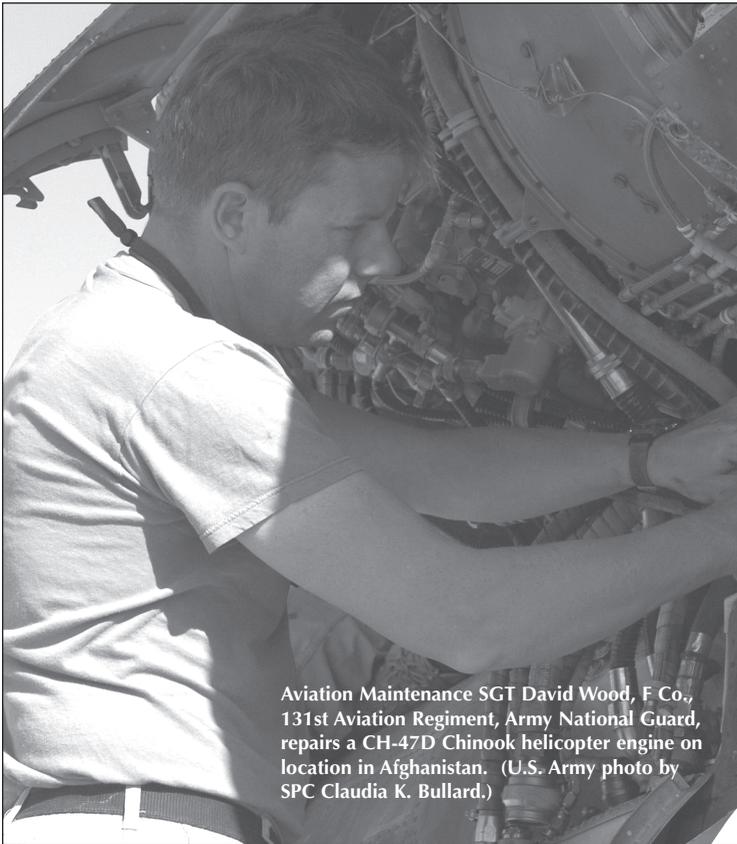
For more information about SLDP, contact Chandra Evans-Mitchell, Program Analyst, U.S. Army Acquisition Support Center, Fort Belvoir, at (703) 805-1247/DSN 655-1247 or chandra.evans-mitchell@us.army.mil.

AMC to Centrally Manage Contract Maintenance

Sandy Rittenhouse

The U.S. Army Materiel Command's (AMC's) responsibilities for maintenance of Army equipment have increased dramatically over the past several years. The following recent memorandums of agreement (MOAs) document some of those responsibilities:

- A January 2007 MOA between the Army Chief of Staff for Installation Management and AMC transfers operational control of maintenance performed by the Directorate of Logistics to AMC.
- An April 2007 MOA between the U.S. Army Training and Doctrine Command (TRADOC) and AMC transfers operational control of TRADOC's maintenance mission to AMC.



Aviation Maintenance SGT David Wood, F Co., 131st Aviation Regiment, Army National Guard, repairs a CH-47D Chinook helicopter engine on location in Afghanistan. (U.S. Army photo by SPC Claudia K. Bullard.)

As AMC executes new responsibilities, its contracting office is working with the Army Contracting Agency (ACA) on a concept to reduce redundancy of contracts for field maintenance. Currently, the Army is spending billions contracting for maintenance with multiple organizations. In 2006, AMC surveyed Army contracting centers on the number of contracts, dollars and contractors that were performing maintenance work for other than aviation. The results showed that in 2005, approximately 26 contracting offices had awarded 145 contracts to 94 vendors for \$2.2 billion. Many of these contracts were awarded by contracting offices for commanders striving to provide responsive support for their deployed forces, but the end result was a series of fragmented and duplicative maintenance contracts lacking centralized management and a strategy for the future.

The concept for changing this is based on a database of current multiple award indefinite delivery/indefinite quantity contracts. AMC is developing this database so all Army contracting offices will be able to place orders for maintenance against those contracts. It will be called the Corporate Maintenance Contracting Database (CMCD) and will be accessed through a portal on the Army's Single Face to Industry, where all open solicitations are posted.

The core of contractual instruments to be included in the CMCD are:

- Fort Hood, TX, ACA's Aviation Joint Administrative Management Support Services focusing on maintenance, quality control and inspection services for aviation and missiles.
- U.S. Army Communications-Electronics Life Cycle Management Command (LCMC) Rapid Response focusing on electronics.
- U.S. Army Sustainment Command's Global Maintenance and Supply Services concentrating on Army Pre-positioned Stocks and contingency support.
- U.S. Air Force Contract Field Teams focusing on aviation, missiles, and tracked and wheeled vehicles.
- U.S. Army TACOM LCMC Focused Sustainment covering wheeled and tracked vehicles.
- ACA Southern Region Field and Installation Readiness Support Team focusing on field-level logistics and maintenance support.

All of these contractual vehicles have high-dollar ceilings and can accommodate task orders from many contracting offices.

Once the database is in place, a customer needing contract maintenance support can go to a contracting office. The contracting office will go to the CMCD and, working with the customer, decide on the best fit between the requirement and the contract. The customer will then document the requirement and the funding, and the contracting office will solicit responses from the contractors under the selected contract and award the task order.

There are multiple benefits to centrally managing maintenance contracts. The obvious one is being able to inform AMC and Army leadership how much is being spent on maintenance as AMC tracks task orders and dollars through the database. Another is that the database creates a central place for customers and contracting offices to go for maintenance support, which should lead to quicker response times. Additionally, AMC plans to develop and collect metrics from maintenance corporate contract customers on contractors' performance. Since many contractors work under multiple maintenance contracts, this will enable AMC Headquarters (HQ) to evaluate contractors' performance on maintenance at the corporate level — a first for the Army.

Sandy Rittenhouse works in the AMC HQ Command Contracting Office. For more information on contracting for maintenance, contact her at (703) 806-8249/DSN 656-8249 or sandy.rittenhouse@us.army.mil.

SDDC Wins DA Deployment Award

The Surface Deployment and Distribution Command's (SDDC's) 841st Transportation Battalion (841st TB), Charleston, SC, has won the prestigious DA Deployment Excellence Award after competing against 40 other sites. The award recognizes units for outstanding deployment accomplishments and captures initiatives that may improve the Army's deployment processes. SDDC's Contracting Officer Robin Thomas and Contract Specialist Garfield Landrum provided excellent stevedoring and other essential contracting support for the 841st TB to meet its mission of conducting surface deployment, command and control, and distribution operations for DOD through terminals and facilities in Charleston; Savannah, GA; and the U.S. Northeast coast in peacetime and war.

During FY06, no other unit provided greater support to our warfighting units than the 841st TB, having successfully conducted more than 108 vessel operations handling over 41,000 pieces of cargo, while serving as the Single Port Manager for all East Coast strategic seaports except Florida. The 841st TB introduced several innovative concepts for streamlining the deployment process:

- Teaming with commercial enterprise to share information and demonstrate new business processes and technologies in support of DOD movements.
- Incorporating new technologies such as Battle Command Sustainment Support System.
- Serving as the U.S. Army Reserve "Center of Excellence" in large, medium-speed, roll-on/roll-off ship training for more than 300 Soldiers.

For more information, contact SDDC Business Support Division Procurement Analyst Rosemary Kemp at (703) 428-2036/DSN 328-2036 or kempr@sddc.army.mil.



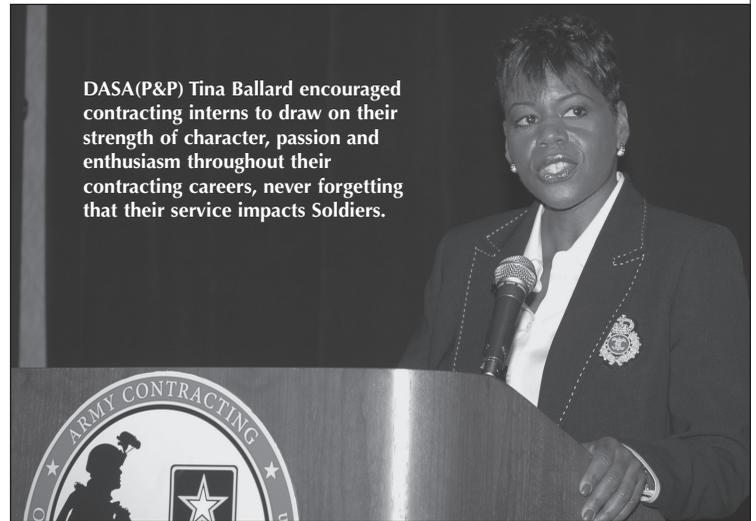
Contracting Interns — The Army Needs You

Meg Williams

*U.S. Army photos by Richard Mattox,
Program Executive Office Enterprise Information Systems*

The 2007 Army Contracting Intern Training Symposium opened with stirring words from COL K.C. Jones, Military Deputy to the Deputy Assistant Secretary of the Army (Policy and Procurement) (DASA(P&P)). Jones exhorted the interns to absorb the knowledge from senior Army leaders and principal assistants responsible for contracting (PARCs) who would be sharing their insights. And he made it clear why the symposium was held. "You bring fresh ideas, fresh attitudes and energy to Army contracting," Jones said. "You hold the key to the Army's future success. Uncle Sam may want you, but the Army needs you!"

DASA(P&P) Tina Ballard encouraged contracting interns to draw on their strength of character, passion and enthusiasm throughout their contracting careers, never forgetting that their service impacts Soldiers.



The symposium, held in Louisville, KY, March 26-29, provided training to 266 second-year contracting interns and contracting intern coordinators.

Characteristics of Good Leaders

Providing a foundation for the entire event, U.S. Army Acquisition Support Center (USAASC) Director Craig A. Spisak inspired interns with a presentation on the "Characteristics of Good Leaders." "Foremost, good leaders exude integrity," Spisak counseled. "Displaying integrity, one of the Army's seven values, is critical for success in the contracting profession. Second, good leaders raise the bar on excellence for themselves, their colleagues and their superiors. It's not easy to tell somebody that the product they



“The Army needs you,” COL K.C. Jones, Military Deputy to the DASA(P&P), told the contracting interns.

Army is doing, because everything you do has an incredible impact on this Army and you should take it very seriously and do it with an incredible amount of pride. With passionate enthusiasm in our everyday work, we can create an incredibly powerful contracting community. And in our private lives, we can inspire and motivate others to want to join us in this very noble service.”

Spisak encouraged the contracting interns to display character and confidence, as these characteristics are as inspiring as passion and enthusiasm. Good leaders will have much better results motivating others when they are excited about what they are doing and they are confident that they will be successful.

“Selfless service is also one of the Army’s seven values and truly should be your own personal internal motivation,” Spisak remarked. “Good leaders don’t do anything for their personal rewards or gain. Good leaders do not rise and ascend to positions of greater authority and responsibility off the broken backs of others. As you approach your responsibilities, do so with selfless service in mind. Approach your job every day with the opportunity to make a difference and impact those around you,” Spisak concluded.



USAASC Director Craig A. Spisak outlined the characteristics of good leaders to the second-year contracting interns.

have brought to you is not good enough,” Spisak continued. “It’s not comfortable. And yet a good leader recognizes this as an uncomfortable and unnatural act and does it anyway.”

“Passion and enthusiasm are key ingredients to inspiring others,” Spisak explained. “Let me encourage you to go look at what the

Symposium Highlights

The interns attended breakout sessions in which they were briefed on ethics; the Army’s major commands; Army civilian leadership development; intergenerational issues in the workplace; competitive professional development; federal government benefits; the CP-14 workforce roadmap; and the Army Civilian

Training, Education and Development System. In addition, the interns learned about contracting career opportunities available to them such as procuring contracting officer, cost/price analyst, procurement analyst and small business advisor.

Lynn DeRoche, Executive for Contracting, TACOM Life Cycle Management Command, Rock Island, IL, described how cost/price analysis was key to a successful outcome in the work she and a team of analysts undertook to definitize a complicated Logistics Civilian Augmentation Program task order contract being performed by Kellogg, Brown and Root (KBR). In September 2004, the Defense Contract Audit Agency (DCAA) determined that the \$6.4 billion ceiling-priced contract the Army had with KBR to provide dining facilities (DFACs), laundry services, transportation and other day-to-day Soldier services needed a valid definitization proposal. The Army agreed to negotiate a definitive price by March 31, 2005. This contract had been receiving critical news coverage and congressional interest. The DFACs alone accounted for \$1.5 billion of the task order cost. “DCAA said we were paying too much for dining facilities,” DeRoche explained. “The bottom line for the Army was that we did not want to pay for people who did not eat.”

To help sort out the myriad details involved in the DFAC cost issue, cost/price analysts used the data they had to perform parametric analysis to establish activity in the absence of complete traditional data. To establish a reliable projected cost for the balance of contract performance, they used regression analysis to project trends based on past activity. The data analysis results allowed DeRoche’s team to negotiate a settlement on the DFAC issue that resolved the concerns that had been raised by DCAA. “In the process of doing that, we negotiated a \$55 million discount from the previously billed cost,” DeRoche said.

Advice From Senior Leaders

Senior Army contracting leaders were generous in giving advice to the interns. “Stay strategic, be disciplined and deliberate,” counseled Kevin Fahey, Program Executive Officer, Ground Combat Systems. “When choosing a mentor, make sure that person is busy. Get on that person’s calendar. Don’t send an e-mail asking to meet them.”

Mark J. Lumer, U.S. Army Space and Missile Defense Command PARC, told interns to take charge of their own careers. “Decide what’s important to you — location, management, nonmanagement, maximizing advancement,” he instructed. “If you’re not mobile, it’s a career-limiting choice. Likewise,

obtaining the skills your supervisor's supervisor has, updating your credentials and keeping your records current pays off. You are being evaluated and judged every day on your attitude, flexibility and adaptability," Lumer remarked.

Dr. Angela Billups, Acting Director, Information Technology E-Commerce Contracting Center, instructed the interns to apply the information leaders provided them. "We're not interested in creating robots," she said. "Be persistent but not insubordinate."



Contracting interns put together a puzzle during an icebreaker exercise.

Concluding the 4-day conference, DASA(P&P) Tina Ballard touched on Spisak's leadership speech. "This week has focused on equipping you to succeed," she told the interns. "Recall the words of Craig Spisak as he talked about enthusiasm and passion. In our business we have the opportunity to get things done. If your passion should ever wane, draw on the strength of your personal character. Never forget that your service impacts Soldiers. Keep the Army strong!"

To access the presentations given at the 2007 Army Contracting Intern Training Symposium, follow these steps:

- Login to Army Knowledge Online at www.us.army.mil.
- Using the "Search" tool function, type in "2007-Intern Training Symposium."
- Select "2007-Intern Training Symposium" from the list of links.

If you have questions, e-mail Terri Harrison at terri.harrison@us.army.mil.

Meg Williams provides contract support to USAASC through BRTRC Technology Marketing Group. She has a B.A. in English from the University of Michigan and an M.S. in marketing from Johns Hopkins University.

Federal Acquisition Regulation (FAR) Small Business Team Established

Barbara Binney

On Feb. 8, 2007, the FAR Regulatory Council agreed to establish a FAR Small Business Team. Its purpose is to focus on small business issues and coordinate with the Small Business Administration (SBA) on concurrent SBA and FAR rulemaking.

Team members will include small business experts from DOD, General Services Administration, SBA, National Aeronautics and Space Administration and at least two other civilian agencies. The Office of Federal Procurement Policy (OFPP) small business expert will actively participate as a team advisor. The team will work with SBA and OFPP to establish a cooperative rulemaking process and to identify, as early as possible in the regulatory process, any of its regulations that may require simultaneous implementation in the FAR.

The team will review and consider the SBA regulations during the FAR rulemaking process with OFPP determining whether simultaneous publication in the FAR is required and coordinate publication as necessary. To the maximum extent practicable, OFPP, SBA and the team will pursue simultaneous publication of regulations. The team will function in the same manner as the other five FAR teams: Acquisition Strategy, Implementation, Finance, Law and Technology, but will focus solely on small business rules. The establishment of this new Small Business Team will synchronize the SBA and the FAR rulemaking processes. This will yield greater consistency and more seamless direction and guidance for the acquisition community.

For more information, contact Barbara Binney at (703) 604-7113/DSN 664-7113 or barbara.binney@saalt.army.mil.

Barbara Binney works for the Office of the Deputy Assistant Secretary of the Army (Policy and Procurement) and is a Defense Acquisition Council member.