

Contracting Community Highlights



CONTRACTING COMMUNITY HIGHLIGHTS



People are the heart of an organization, and its most valuable resource. To me, these expressions are more than colloquialisms. From the Soldiers in the field defending our freedom, to the small businesses entering the defense industry, to the interns we train to succeed us — people are at the core of everything we do.

When meeting with my staff, I remind them that their work is important, recognized and appreciated, and that they should be excited to come to work because their job is important to every Soldier serving on the Frontiers of Freedom and for every American taxpayer.

This column is my opportunity to share with you my appreciation for your efforts and dedication. Each of us serving in the Army contracting community is a valued team member. Starting in this edition, we will highlight members of the contracting community whose lifetime of service exemplifies Army Values — loyalty, duty, respect, selfless service, honor, integrity and personal courage. As you read the inaugural article “Dedicated Partners in Acquisition,” reflect upon your career — past, present and future — then consider your impact on the lives of the Soldiers we serve. Please take a few minutes to imagine how different our country, our Army and our lives would be without you — the heart of our contracting community and our most valuable resource.

Ms. Tina Ballard

Deputy Assistant Secretary of the Army
(Policy and Procurement)

Dedicated Partners in Acquisition

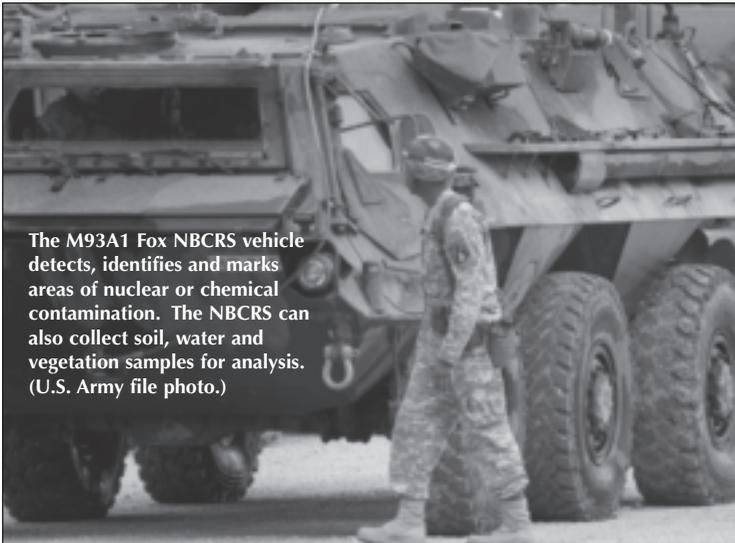
Patricia Moore and Charles Comaty are team leaders and contracting officers (KOs) at the U.S. Army Research, Development and Engineering Command (RDECOM) Acquisition

Center, Aberdeen Proving Ground, MD. The couple, married since 1983, has accumulated 64 years of combined federal service, which includes a wealth of contracting experience in key Army nuclear, chemical and biological (NBC) programs.

During *Operations Desert Shield* and *Desert Storm (ODS)*, Moore and Comaty’s professional abilities were put to the test. Because of Iraqi military capabilities, chemical and biological defense requirements were urgent and critical. Moore wrote contracts to acquire simplified collective protection equipment, which allowed warfighters to operate safely in an enclosed environment with protection from chemical and biological agents. Comaty executed contracts enabling the Fox NBC Reconnaissance System (NBCRS) deployment to Southwest Asia. The NBCRS detects, identifies and marks NBC hazards on the integrated battlefield and provides information and warning to other forces. One Fox program contract was to resolve the issue of which weapon was suitable to be mounted on the Fox vehicle because there were difficulties with the standard M60 machine gun. Further research led to the discovery of the M240 machine gun used by the U.S. Marine Corps and built by FN Manufacturing Limited Liability Corp., Columbia, SC. At the conclusion of *ODS*, Moore and Comaty resumed their more routine contracting duties.

Comaty served as the KO for the Assembled Chemical Weapons Assessment (ACWA) program from May 1997 until December 2002. A unique program, the ACWA Dialogue was formed in 1997 to ensure that the concerns of all parties involved were integrated into the destruction of chemical weapons. As this program progressed, a high level of trust developed between the Dialogue and DOD, which had not been experienced in previous chemical demilitarization efforts. ACWA’s unique contracting approach was the decision to allow citizen participation in the procurement process.

Moore is the KO for the Joint Chemical Agent Detector Program. As former U.S. Army Materiel Command contracting interns, Moore and Comaty have a serious interest in training and developing future KOs and acquisition workforce leaders. Both work closely with current interns and have served as trainers and mentors. Moore insists that interns become proficient in researching acquisition regulations. She strongly believes that such research is key to their future career field success. Moore and Comaty remember the challenges and rewards of their intern experiences and want to share their knowledge and expertise with the Army’s future KOs. They feel the energizing effects of working with the recent college graduates and emphasize the importance of sharing information and experience within the



The M93A1 Fox NBCRS vehicle detects, identifies and marks areas of nuclear or chemical contamination. The NBCRS can also collect soil, water and vegetation samples for analysis. (U.S. Army file photo.)

workforce, especially with interns. They willingly answer co-workers' questions and agree the only possible dumb questions interns can have are the questions they don't ask.

During their careers in Army contracting, Moore and Comaty have received numerous awards and citations. While they appreciate the recognition they have received, their overriding motivation is to make important contributions to the Nation's chemical and biological defense programs. Moore and Comaty have seen remarkable changes in the workplace and contracting career field as they both enter their 33rd year of civilian service. What has remained constant is their dedication to service and commitment to excellence in supporting our Nation, our Army and our Soldiers.

Editor's Note: This article was submitted by the RDECOM Public Affairs Office.



Building a Better Future Through the Afghan First Program

COL Michael T. Luft

On March 25, 2006, Combined Forces Command-Afghanistan Commanding General LTG Karl Eikenberry established the Afghan First Program to "leverage the

command's activities and resources to provide opportunities for economic expansion, increased entrepreneurship and skills training for the people of Afghanistan." In FY06, DOD awarded 11,829 contracts and invested more than \$1 billion in Afghan businesses. The Joint Contracting Command-Iraq/Afghanistan (JCC-I/A) and its five Regional Contracting Offices (RCCs) in Afghanistan are essential contributors to Afghan First success. As of August 2007, the RCCs have awarded more than 9,000 contracts valued at \$600 million to rebuild Afghanistan. Because of this program, 70 percent of contracts and 73 percent of the value remained in Afghanistan. As the head of Afghanistan contracting operations, headquartered at Bagram Air Field, and as the Principal Assistant Responsible for Contracting-Afghanistan (PARC-A), I actively solicit Afghan business participation in this valuable economic development program.

Afghan First Program

Afghan First is a fundamental shift to build Afghan business capacity by developing values-based leadership, responsibility, authority and accountability. In the early stages of reconstruction, most of the emphasis was on giving unskilled Afghans jobs, but it lacked capacity for training or building a future once coalition forces leave Afghanistan. Under Afghan First, emphasis is on businesses to employ and train local employees for higher skilled jobs. Providing a helping hand in Afghanistan's skilled labor development infuses economic growth, while building new trust and confidence in the Afghan people with their new government. The PARC-A contracting operation is building momentum and confidence and promoting Afghan business ownership by using the old adage: "Teaching a man to fish builds a skill for a lifetime." Creating opportunities for skills training, long-term employment, increased entrepreneurship and economic expansion, the program fosters increased human capacity while sustaining economic growth.

Actively Applying "Best Value"

Operations orders direct commanders to simultaneously increase employment opportunities, skills training, business growth, entrepreneurship and economic expansion in Afghanistan. Contracting officers (KOs) use a best-value approach to evaluate and use Afghan First objectives when awarding contracts. They evaluate proposals on the planning, training and transfer of knowledge, skills and abilities to the Afghan workforce. Using this approach, Afghan First is highly incentivized and designed to allow diverse companies worldwide to participate. The five qualifying factors to receive credit for Afghan First participation are:

- Being an Afghan business owner
- Being an Afghan senior or mid-level manager

- Employing an Afghan labor force
- Providing training for Afghan employees
- Using Afghan subcontracting

By satisfying one or more of these factors, companies will qualify under Afghan First and receive higher consideration for award. The more factors the bidders meet, the greater chance they have of winning contracts. The ultimate goals are to build a robust business base, improve performance and encourage competition for solicitations in an open market economy.

Building for the Future

Following host nation business development command policy, KOs seek out capable Afghan businesses and build education programs and business solutions enhancing economic growth. Each KO is tasked to use tools and methods most practical to make every reasonable attempt to support the Afghan First strategy. Where opportunities present themselves and it makes sense under the circumstances, KOs craft a best-value approach to evaluate and use Afghan First criteria in awarding contracts. Afghan First is to be weighted equally with cost and not lower than any other no-cost factors.

Afghan First isn't finished evolving yet, but the next steps for Afghanistan's economic future are well underway. According to LTC Tracey Kop, Afghan First Business Office Chief, "The PARC-A and Combined Joint Task Force [CJTF]-82 have joined forces to develop Afghan Business Centers as the next step in the evolution of the Afghan First Program." The business centers offer business training, skills and development, and information via procurement experts and the Internet. The goal is to provide the basic business tool set to understand the procurement process and to find and then compete for available contract work. Depending on the area's needs, centers could offer business assistance training, as well as construction, technology and agriculture training. The centers'

intentions are to grow and strengthen the private Afghan business community and provide fair and open business transactions with all buyers, including the United States.

LTC David DeVore, the CJTF-82 Deputy for CJ5 Future Plans, and key proponent for the business centers, acknowledges that business center development "is a community affair with a variety of participants and models contributing to the successful planning and development of these centers." Kop immediately agreed: "It takes an entire village to build an Afghan business center." Current operations and future planning are continuing the Afghan First Program's goals — the hopes of connecting the Afghan people to a more prosperous and secure future.

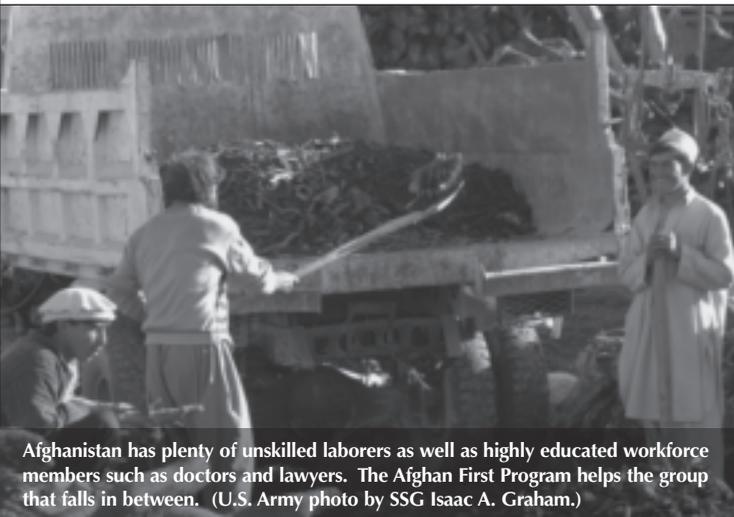
COL Michael T. Luft, U.S. Air Force, is the PARC-A and Deputy Commander, Afghanistan Contracting Operations, JCC-I/A.

U.S. Army Medical Research Acquisition Activity (USAMRAA) Supports Medical Brigade CT Scanners

David Denton

In the desert heat of Iraq, Army Combat Support Hospitals (CSHs) are using Toshiba™ computed tomography (CT) scanners to diagnose and treat wounded Soldiers. In early 2006, three Toshiba CT scanners were shipped to Iraq under a USAMRAA contract, which included terms that maintenance be performed by Iraqi Toshiba contractor technicians. The CT scanners are at three CSHs under command and control of the 62nd Medical Brigade, which assumed command from the 3rd U.S. Army Medical Command (MEDCOM) in August 2007.

In August 2005, the Office of the Surgeon General (OTSG) requested that USAMRAA assist the 44th MEDCOM in leasing Toshiba CT scanners that were urgently needed in Iraq. OTSG and 44th MEDCOM agreed that the older CSH CT scanners needed replacing with new cutting-edge technology offered by the newer multislice CT scanners. The Toshiba Aquillen 16-slice CT scanner was selected by the OTSG radiology consultant because it would provide physicians optimal capability for diagnosis and treatment. Along with the medical requirements, logistical concerns dictated the need for a modular and mobile scanner that could be easily moved. Additionally, the Toshiba Corp. in



Afghanistan has plenty of unskilled laborers as well as highly educated workforce members such as doctors and lawyers. The Afghan First Program helps the group that falls in between. (U.S. Army photo by SSG Isaac A. Graham.)



CSHs in Baghdad, Mosul and Tikrit received the CT scanners and were met by Iraqi Toshiba technicians who assisted Army technicians in final assembly and testing before scanning their first patients. Here, SGT Matt Dowling listens as a technician explains the CT scanner's components at Camp Speicher, Tikrit CSH. (USAMRAA photo by CW3 Cynthia J. Dunbar.)

Iraq would provide contractor support maintenance by Iraqi local nationals (LNs). At time of the award, coalition geopolitical considerations required that Iraqi LNs be trained to operate and service the CT scanners since their ownership would eventually transfer to the Iraqi government when the Army redeployes from Iraq.

CT scanners are normally procured by the Defense Supply Center-Philadelphia. However, geopolitical considerations and urgent priorities set by OTSG and 44th MEDCOM mandated that normal procurement procedures could not be followed. To expedite the procurement and minimize transportation and support issues, the CTs were procured through Toshiba's Middle East representatives in France and Jordan. Because of the language barrier, the USAMRAA contracting officer (KO) negotiated contract terms and pricing directly with an English-speaking Toshiba representative in France, who happened to be a retired U.S. Navy radiologist. Without this individual's cooperation and patriotism, the contract would not have been completed. Negotiations were completed within a few weeks and a contract awarded

in September 2005. The terms required daily monitoring and coordination among USAMRAA, OTSG, 44th MEDCOM, the KO's representative (COR) and the contractor. The equipment was shipped from Japan to Amman, Jordan, where it was assembled by Toshiba technicians and waited for Army-escorted transportation to Iraq. Unfortunately, the deteriorating security situation caused delays, and the CT scanners were not delivered to the CSHs in Iraq until April 2006.

Once the initial procurement was complete and all CT scanners were operational, the lease period began in May 2006. The 44th MEDCOM COR monitored performance and routinely communicated with the KO to resolve problems. In January 2007, the Army requested that the CT scanner in Mosul, Iraq, be moved to Al Asad, Iraq. Once again, the COR contacted the KO, who expedited negotiations with the contractor to make this possible. The Iraqi Toshiba technicians prepared the mobile CT scanner for movement and reinstalled the equipment after its arrival at Al Asad. Recently, a CT scanner was damaged by indirect fire and became disabled, requiring emergency repair. Once again, quick coordination between the COR and KO brought timely contractor equipment inspection with parts ordered and repairs accomplished as quickly as possible.

The insurgency situation created further security concerns for the Toshiba Iraqi technicians who were routinely at risk when entering and leaving the CSHs. Increasing concerns for the Iraqi's safety resulted in the KO negotiating revised contract terms that allowed the Army to fly technicians to the CSHs during heightened security and allowing them access to Army facilities. These changes allowed the Toshiba technicians to safely and securely remain on the installation during maintenance visits to the CSHs.

Since contract awarding, three units have commanded the Iraqi MEDCOM and with each change in command, a new COR was designated. USAMRAA continues a strong working relationship with the COR and contractor, closely monitoring performance, placing the CT scanners where they're most needed, maintaining them to manufacturers' specification and calibration standard, and making the CT scanners capable of doing what they were designed to do — diagnose and treat our wounded Soldiers, Sailors, Marines and Airmen.

David Denton is the Administrative KO for the USAMRAA Operation Center/Contract Closeout Branch.



Here, a CT scanner is used to examine a military working dog wounded in action. Two Army X-ray technicians at the Al Asad CSH examine the dog that was wounded during an improvised explosive device attack on the vehicle driven by a U.S. Marine Patrol. The handler (center) was a passenger in the same vehicle. (USAMRAA photo by CW3 Cynthia J. Dunbar.)

Army Contracting Integrity Panel

Kyoung W. Lee

Signed into law by President George W. Bush in October 2006, *Section 813, John Warner National Defense Authorization Act FY07 (Public Law 109-364)*, directs the Secretary of Defense to establish a contracting integrity panel to review contracting fraud, waste and abuse (FWA) vulnerabilities; recommend changes to regulations and policy, and submit annual reports to the Congressional Defense Committees. The Deputy Under Secretary of Defense for Acquisition, Technology and Logistics created the contracting integrity panel on Feb. 16, 2007, and convened the first meeting on June 13, 2007. To support this effort, Assistant Secretary of the Army for Acquisition, Logistics and Technology/Army Acquisition Executive Claude M. Bolton Jr. formed the Army Contracting Integrity Panel (CIP) on July 31, 2007.

Chaired by Bolton, the CIP provides an Armywide perspective on procurement operations; provides support to the DOD CIP; and examines contracting FWA vulnerabilities identified by the Government Accountability Office report, *GAO-06-838R*, dated July 7, 2006. CIP members include senior leaders of Army contracting activities. The Army's focus will mirror the following DOD panel areas:

- Sustained senior leadership
- Capable acquisition workforce
- Adequate pricing analysis
- Appropriate contracting approaches and techniques
- Sufficient contract surveillance

The CIP focuses on long-term solutions and cultural change by identifying and examining root causes of FWA. To achieve this goal, CIP looks beyond the traditional contracting community. For example, CIP supports the institutional Army's awareness that everyone is responsible to remain vigilant in deterring FWA. Also, CIP is a 5-year commitment by Army senior leadership to eliminate contracting FWA vulnerabilities. Apart from the public and media pressures, CIP is dedicated to instilling permanent checks and balances into the Army contracting integrity system.

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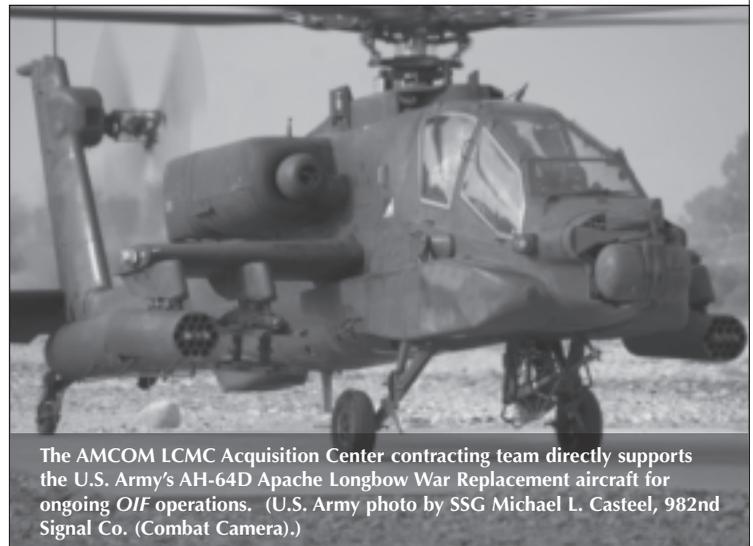
U.S. Army Aviation and Missile Command (AMCOM) Apache Contracting Team Wins Award

Lisa Stangle

The AMCOM Life Cycle Management Command (LCMC) Acquisition Center contracting team was selected as the second quarter Contract Professional of the Quarter Award winner. The team was cited for exemplary accomplishments in supporting the Apache mission during the first 6 months of FY07 and for successfully executing numerous contracts valued at \$605 million for the production and upgrade of 45 AH-64D Apache Longbow War Replacement Aircraft in direct support of *Operation Iraqi Freedom (OIF)*. The team's expertise and dedication ensured that the Congressional Supplemental urgent requirements were accomplished in accordance with Department of the Army (DA) expectations. Further, individual undefinitized contract actions (UCAs) were issued for additional aircraft enhancements and definitized in less than 150 days, well below the UCA average definitization lead times on Boeing activities.

This team also completed the follow-on remanufacture program for a joint U.S. government (USG)/foreign military sales (FMS)-United Arab Emirates (UAE) multiple-year firm-fixed-price contract valued at more than \$1.1 billion. The critical contract included 96 aircraft for the USG and 30 aircraft for the UAE, a first such joint endeavor for the Apache Program Manager (PM). The team worked as a joint integrated process team ensuring timely execution to fill the production gap until the Apache Block III program development is complete.

This team's stamina attests to their exceptional commitment to the Apache mission. Both programs were top priority to



The AMCOM LCMC Acquisition Center contracting team directly supports the U.S. Army's AH-64D Apache Longbow War Replacement aircraft for ongoing OIF operations. (U.S. Army photo by SSG Michael L. Casteel, 982nd Signal Co. (Combat Camera).)

the Apache PM, DA and FMS communities, placing a great amount of pressure on the team. However, they rose to meet the challenges and demands, quickly executing these programs in an outstanding manner.

Lisa Stangle is the Director, AMCOM LCMC Acquisition Center at Redstone Arsenal, AL. She can be contacted at (256) 313-4008/DSN 897-4008 or at lisa.stangle@us.army.mil.

Centralized Procurement Automated Data and Document System (PADDS) Clause Management Launched

Susan L. LeGros

In December 2005, the U.S. Army Materiel Command (AMC) formed a team to centralize PADDS clause management. PADDS is a contract writing system used by AMC at six Major Subordinate Command/Life Cycle Management Commands (MSC/LCMCs). A part of contract writing is selecting standard provisions and clauses that apply to the contract type and dollar value. Before centralization, each AMC MSC/LCMC managed its PADDS contractual clauses and provisions database and stand-alone clause usage guide. This duplicated work and created numerous ways of conducting solicitations and contract structuring within AMC.

Launched on June 2, 2007, the U.S. Army Tank-automotive and Armaments Command (TACOM) LCMC-Rock Island (RI) started managing and maintaining contract clauses and the clause usage guide for all AMC MSC/LCMC PADDS. It was an intricate and complex task to migrate six separate maintenance functions into one central database. The team worked extensively on several issues to make this initiative a

reality. Their hard work, innovation and accomplishments have brought a more comprehensive improved PADDS and clause guide.

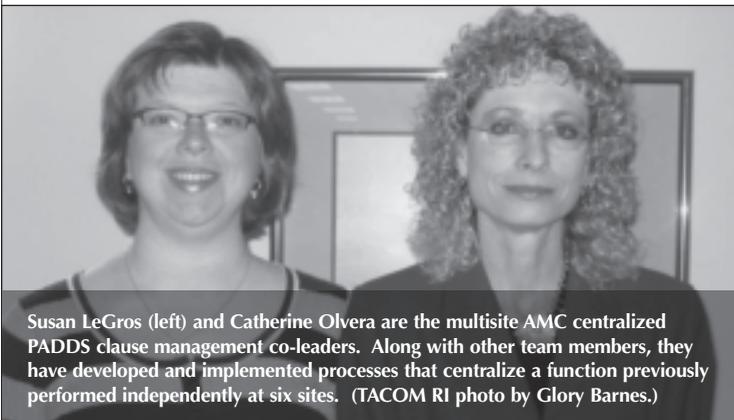
The centralization initiative has other benefits in addition to streamlining maintenance functions. It improves business processes by providing timely and consistent information, and supports a unified AMC business practice with all sites using the same database/strategy in preparing their contractual documents.

Putting PADDS Into Practice

The team developed the required centralization automation by designing a seamless transition to the new system with no impact on current PADDS contractual documents. Additionally, they applied a multiple solutions approach where possible and practical. The team's objective was to come up with solutions that did not eliminate a site's previous practice. Using multiple solutions affords maximum flexibility and choice to contracting officers (KOs).

A major initiative innovation is clause version control. Previously, PADDS stored a clause only once — when it was changed, deleted, overwritten or removed. As such, documents were not saved for future reference. PADDS retrieved the stored clause document (if not deleted) every time a document "called" for it. This created a review burden. After receiving offers and making award determinations, contract specialists and KOs discovered that text and date clauses in the resulting contract could be different from the actual solicitation. To solve this problem, each clause version is now stored and tracked to the applicable contractual documents. The team took this capability one step further by including an alert function that signals contract specialists when a solicitation clause is updated or deleted.

Another PADDS improvement is the central clause guide. This revolutionary feature lets contract specialists use the guide to select clauses, and with the click of a mouse, their selections are added to the contract with no manual data entry required. Also, it can be used as an independent tool to research or review clauses. Process improvement and workload efficiencies are always good indicators of project success and benefits. With centralized PADDS, AMC has gained process improvements and workload efficiencies, as well as achieved a more intangible result — establishment of an AMC-wide network of contacts. Through this network, the AMC contracting community is sharing ideas and solutions instead of operating independently and duplicating efforts. The centralization project has served as a catalyst for AMC knowledge sharing and



Susan LeGros (left) and Catherine Olvera are the multisite AMC centralized PADDS clause management co-leaders. Along with other team members, they have developed and implemented processes that centralize a function previously performed independently at six sites. (TACOM RI photo by Glory Barnes.)

partnering and has opened the door to further collaboration and standardization opportunities.

For more information on PADDs, contact Mary-Louise McCarroll at (586) 574-7628/DSN 786-7628 or at marylouise.mccarroll@us.army.mil.

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DAR Council Corner

Tom Watchko

Below are recent *Defense Federal Acquisition Regulation Supplement (DFARS)* cases that were published in the Federal Register as interim or final rules.

Security Guard Functions — DFARS Case 2006-D050

Interim rule with request for comments. Effective Sept. 6, 2007. This *DFARS* case implements *Section 333, National Defense Authorization Act (NDAA) for FY07 (Public Law 109-364)*. This section extends, through Sept. 30, 2009, the period during which contractor performance of security guard functions at military installations or facilities is authorized to fulfill additional requirements resulting from the terrorist attacks on the United States on Sept. 11, 2001. There are specified limits to the number of personnel the contractor can employ, by fiscal year, for contracts awarded under this authority.

Limitation on Contracts for the Acquisition of Certain Services — DFARS Case 2006-D054

Final rule effective Sept. 6, 2007. This *DFARS* case implements *Section 832, NDAA FY07 (Public Law 109-364)*. This section prohibits DOD from entering into a service contract to acquire a military flight simulator, unless the

Secretary of Defense determines that a waiver is necessary for national security and provides an economic analysis to the congressional defense committees at least 30 days before the waiver takes effect.

Technical Data Rights — DFARS Case 2006-D055

Interim Rule with request for comments. Effective Sept. 6, 2007. This *DFARS* case implements *Section 802(a), NDAA FY07 (Public Law 109-364)*. This section requires that DOD program managers for major weapon systems, and subsystems of major weapon systems, assess the long-term technical data and establish acquisition strategies that provide technical data rights to sustain the major systems and subsystems over their life cycle. This interim *DFARS* rule applies to both technical data and computer software.

Carriage Vessel Overhaul, Repair and Maintenance — DFARS Case 2007-D001

Interim rule with request for comments. Effective Aug. 28, 2007. This *DFARS* case implements *Section 1017, NDAA FY07 (Public Law 109-364)*. This section requires DOD to establish an evaluation criterion for obtaining cargo carriage by vessel that considers the offeror's overhaul, repair and maintenance on covered vessels performed in shipyards in the United States or Guam.

Tom Watchko works for the Office of the Deputy Assistant Secretary of the Army for Policy and Procurement (DASA(P&P)) and is a DAR Council member. He can be contacted at (703) 604-7033/DSN 664-7033 or at thomas.watchko@us.army.mil.

Editor's Note: This column's former author, Barbara Binney, has left the Office of the DASA(P&P) for another government position. For the past several years, Binney has contributed to Army AL&T Magazine and served the DAR Council as the Army's procurement policy representative. We wish her the very best in her new job.

