

- Providing relocation incentives and funds to cover permanent change of station costs.

Acquisition Workforce Training

The Army has developed and published an Acquisition, Education, Training and Experience catalog. This catalog highlights training opportunities for the AL&T Workforce and offers members a balance of quality education, career broadening experiences, and leadership training. Civilian and military AL&T Workforce professionals can participate in learning activities to augment required minimum education, training, and experience standards established for acquisition career field certification purposes. The Army also provides acquisition tuition assistance by funding workforce members to achieve bachelor's and master's degrees during off-duty hours. Acquisition certification is based on a balance of education, training, and experience.

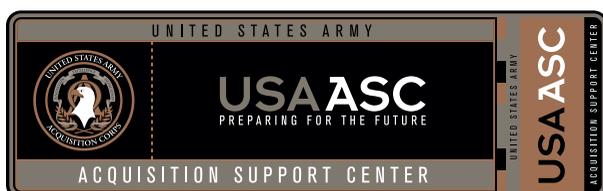
Army Acquisition Excellence Awards Ceremony

There are some workforce members whose performance and contributions to the warfighter set them apart from their peers. These extraordinary people will be recognized for their achievements at the annual Army Acquisition Excellence Awards Ceremony on Sunday, Oct. 5, 2008, at the Marriott® Crystal Gateway Hotel in Arlington, VA. I invite all AL&T Workforce members to join us in "Celebrating Our Acquisition Stars" and recognizing the significant accomplishments and achievements of our research and development laboratories, life-cycle logistics and contracting communities, our project/product managers and acquisition directors, and other acquisition excellence contributors. For more information or to make reservations, contact Marti Giella at (703) 805-1095/DSN 655-1095 or e-mail USAASC.events@us.army.mil.



Craig A. Spisak

Director, U.S. Army
Acquisition Support Center



Contracting Community Highlights



This issue's feature article highlights the Army Program Manager for Strategic Sourcing (SS) discussing the Army's use of SS initiatives to improve mission performance and stretch procurement dollars. The Army-led DOD Wireless Handheld Communications Services is one of the most successful ongoing SS efforts.

Another article features the Army Contracting Agency Intern Boot Camp's role in sustaining the acquisition workforce. Large turnover is expected in the acquisition workforce as baby boomers achieve retirement eligibility. These interns will fill those vacancies and are preparing for their new responsibilities.

The volunteer efforts of the U.S. Army Contracting Command, Europe (USACCE) are described in another article. USACCE generously shared its technical, legal, and acquisition talent to aid operations in the Kuwait Contracting Office while continuing to fulfill its own customers' requirements. This willingness to stretch the command's own resources to bolster another acquisition office is a testimony to USACCE's dedication to our shared vision — "Army Contracting: One Community Serving our Soldiers, Serving our Nation."

The 2008 Procuring Contracting Officer (PCO)/Intern Training Symposium was held in Atlanta, GA, in April. Both our PCOs and interns are preparing for new challenges as the Army Acquisition Corps responds to the *Gansler Report* recommendations. Our seasoned PCOs will become our new senior management team and our interns will assume PCO responsibilities. Both groups are focused on receiving the training and experiences needed to provide rapid acquisition support to our Soldiers. For more information about the conference, see the articles on Pages 46 and 48.

Thank you to all contributors for sharing their experiences and knowledge, and to our readers for their commitment to the contracting profession. We appreciate support from the field in providing material for publication, and we hope you are finding the submissions informative and interesting.

Wimpy Pybus

Acting Deputy Assistant Secretary of the Army
(Procurement)

Strategic Sourcing (SS)

Jim Wright

For more than 20 years, private industry firms have used SS to drive down costs within their supply chain and internal procurement processes, thereby improving their business effectiveness. One *Fortune 100* information technology company used SS to realign 85 percent of its \$17 billion annual global spending by consolidating its supplier base from 5,000 to 50, which generated savings over a 5-year period of approximately \$5 billion. Other numerous examples from the commercial sector illustrate that commensurate levels of savings can be achieved by companies taking a holistic and strategic process-oriented approach in managing and sourcing their critical goods and services. Obviously, the federal government must adhere to the *Federal Acquisition Regulation* and cannot arbitrarily begin consolidating suppliers or contracts. However, federal agencies can seek to identify commodities lending themselves to strategically sourced initiatives, thus generating substantial savings, improving mission performance, and extending procurement dollars.

In 2005, the Office of Management and Budget (OMB) directed all federal agencies to implement SS as a transformational business practice. Since then, DOD and all the military services have made great strides implementing SS. Several cross-service SS initiatives are ongoing and successful. Army individual commands, including the U.S. Army Installation Management Command (IMCOM), U.S. Army Corps of Engineers (USACE), U.S. Army Network Enterprise Technology Command (NETCOM), U.S. Army Medical Command (MEDCOM), and U.S. Army Materiel Command (AMC), have taken leadership roles and are initiating command-centric SS efforts that are in various stages of progress. However, further coordination and better information sharing by Army organizations is required to accelerate SS to help us survive in an era of questionable future resources and shrinking budgets.

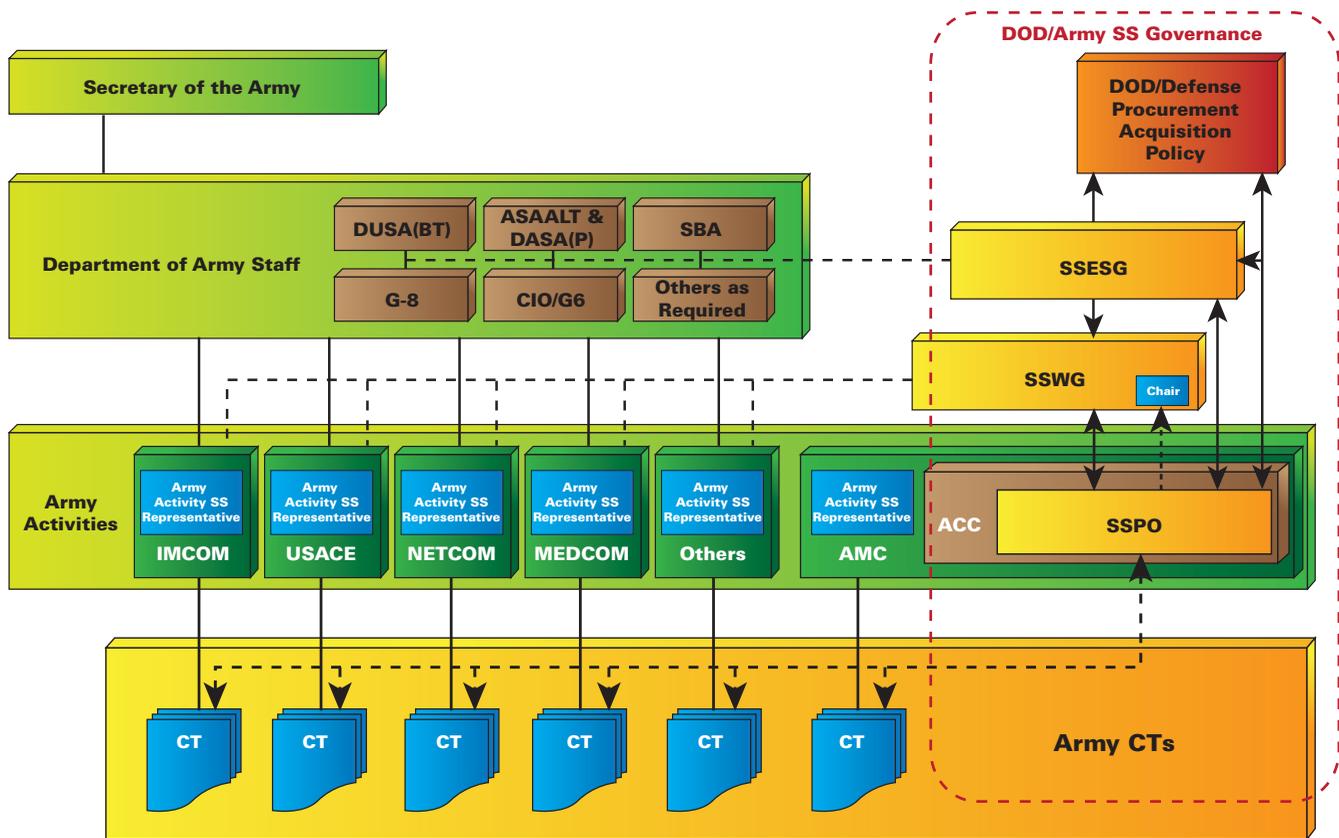
One of the most successful SS initiatives is the Army-led DOD Wireless Handheld Communications Services effort. Working with the U.S. Air Force (USAF), U.S. Navy (USN), Defense Telephone Systems-Washington, and NETCOM, the Army-led team developed a strategy on how the military should source wireless hand-held devices, services (both voice and data), and related accessories at better negotiated terms,

conditions, and pricing. Supported by Censeo Consulting Group, recognized as a leader in the SS arena (Censeo also leads SS for OMB, USN, and USAF), the team's initial spending analysis and commodity strategy development recommended numerous issues and cost-saving opportunities. These issues included numerous individual contracts with the same wireless carrier for the same goods and services; inconsistent pricing for similar services within the same geographical areas by the same service provider on different government contracts; poorly sized and priced rate plans compared to the actual service usage; and opportunities to consolidate bill and invoice payments across multiple lines and accounts.

To address these problems and implement the strategy recommendations developed by the DOD team, the services leveraged their collective buying power and worked together in negotiating a single Blanket Purchasing Agreement (BPA) and consistent rate plan pricing with each of the four largest nationwide wireless carriers. The services agreed that the Army Contracting Agency's Information Technology, E-Commerce, and Commercial Contracting Center-West was uniquely qualified to engage in this effort on their behalf. These contract vehicles were awarded in 2006, and the Army now has a suite of BPAs with standardized rate plans and a more manageable and cost-effective method of procuring required services. Migration of Army wireless accounts and service lines to the new BPAs has been ongoing since October 2006 and, as of Dec. 31, 2007, the new BPAs and negotiated rates have saved the Army approximately \$4.6 million. When all of the Army's wireless accounts are migrated to the new contracts, the Army cost savings (compared to spending and usage prior to new BPA award) will approach \$1 million per month.

The Army's and USAF's SS success with wireless devices and desktop/laptop computers and software has proven to DOD that SS works in the federal acquisition environment. The military services, having now derived tangible benefits from SS, are starting to implement fundamental, structural changes in institutionalizing the process within the Army, USN, and USAF.

In 2007, the Secretary of the Air Force approved a major restructuring of its installation squadron contracting activities, realigning them around regionalized centers whose goals are to establish acquisition solutions supporting the outlying installations by maximizing the use of strategically sourced initiatives. The Army and USN are currently focusing their institutional SS efforts on establishing servicewide governance structures and associated processes for providing strategic direction, coordination, and access to information to its organizations and teams involved with SS. Included in both



Strategic Sourcing Overview

the Army's and USN's governance structure plans are dedicated Strategic Sourcing Program Offices (SSPOs) whose mission will be to provide assistance, share information, and report on SS initiatives within the military service.

A Strategic Sourcing Executive Steering Group (SSESG) will be the senior body of the Army's SS governance structure, made up of senior leadership representatives from the Army commands and selected HQDA staff offices including the Deputy Under Secretary of the Army for Business Transformation (DUSA(BT)); Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT); Deputy ASA (Procurement) (DASA(P)), Small Business Administration (SBA), Deputy Chief of Staff for Programs/G-8, and Army Chief Information Officer (CIO)/G-6. Their roles will be to provide overall vision to the Army's SS efforts and make key Armywide decisions.

Below the SSESG will be a Strategic Sourcing Working Group (SSWG) of staff representatives from Army commands that will coordinate and share information about execution-level issues and provide input to the SSPO and SSESG. The Army command representatives to the SSWG will need to be well trained, cognizant of their SS efforts, and able to accurately communicate the missions, requirements,

and plans of their respective commands. SSPO will be staffed full-time and will act in close coordination with SSWG. The Army plans to put SSPO under the auspices of the newly established Army Contracting Command (ACC). SSPO will be responsible for maintaining visibility on all Army SS efforts, providing oversight on training and career development needs, reporting initiative status to the SSESG, and coordinating multiservice effort opportunities.

The last, and perhaps most important, of the Army's SS governance structure elements are the individual Commodity Teams (CTs). CTs are cross-functional representatives from inside and outside of the acquisition community that analyze organizational spending, user requirements, and the commercial commodity market as well as develop individual commodity strategies for a specific Army command, a group of cooperating Army commands, or the entire Army.

Today, faced with the probability of reduced resources over the long term, the Army sees SS as a business strategy imperative to be implemented across the enterprise and be used to the maximum extent possible. As the Army focuses on establishing an institutional governance structure and the processes to accelerate implementation, acquisition professionals should take steps now to prepare themselves for the

Army's increased use of this transformation by educating themselves about the SS process, understanding its value and benefits that it can bring to the Army, and learning how others have effectively implemented SS to meet their customers' requirements. They should also be aware of how their roles, responsibilities, and skills may change and be proactive in helping the Army implement these institutional changes in ways that allow the contracting community to continue providing the quality support that our Soldiers and commanders expect and deserve to perform their mission.

Jim Wright is the Army Program Manager for SS at ACC. He holds a B.B.A. in international business from the University of Georgia. Wright is Level III certified in contracting and is an Army Acquisition Corps member.

First Intern Boot Camp Creates Strong Future Contracting Workforce

Cynthia Cohen

In the past few years, the increasing number of retirement-eligible contracting professionals and the decreased percentage of staff in entry- and mid-level contracting positions have created disparity in the levels of expertise required within the contracting workforce. As a result, the U.S. Army Contracting Agency (ACA), now aligned with the U.S. Army Contracting Command (ACC), and other Army contracting organizations face the potential impact these challenges pose to the contracting mission. As the Army's primary program for replenishing the contracting workforce, the Army Management Development Intern Program offers a solution to this resource challenge.

To accomplish the vital missions of Army contracting organizations, it is critical to plan for replenishing the contracting workforce through trainee and other entry-level hiring and development programs. In March 2007, then-ACA Director Bryon Young announced his goal to train 500 interns in 5 years (100 each year) to ensure that there would be

trained procurement professionals to perform the contracting mission when the baby boomers started to retire. His vision was to have the interns trained consistently and to oversee their development by uniformly promoting positive work practices and procedures. Fort Sam Houston, TX, was identified as the site for the intern boot camp pilot, which concentrated on the ACA Contract Specialist Trainee Program.

Young created a diverse team comprised of contracting professionals (procurement and career management analysts and senior advisors) to design a Contract Specialist Trainee Program. Key program features included:

- A 2-year hiring and development program compliant with the Master Intern Training Plan for the 1102 career series.
- Entry-level hires (YA-1, equivalent to grades GS-5 to -7).
- Orientation to the agency and Army contracting workforce.
- Common core training for all trainees/interns.
- Endorsement for the Wounded Warrior Program.
- Specialized training tracks (trainee boot camp).
- Site-specific work and development assignments.
- Rotational assignments.
- Preparation for future leadership roles in the organization.
- Assignment of a trained mentor to each trainee/intern.
- Assessments, evaluations, and progress reports conducted at key points during the program to determine any problem areas to be addressed and corrected.

The challenge to design a Contract Specialist Trainee Program was enthusiastically accepted by a team working in concert



The ACA Intern Boot Camp at Fort Sam Houston. Pictured are (front row from left): Cheryl Jamison, Cedrick Watson, Robyn Villafranco, Margarita Ramirez, Diana Fernandez, Donna Reed, Michely Walton, Elisa Mendez, Cynariah Wilkins, Deiner Bolanos, Belinda Kent, Leticia Trevino, Michael Morabito, Forrest Hughes, Sean De hass, and Ida Ramirez. Second row (from left): Michael Wright, Gerry Brown, Renata Freeman, Patrick DeVastey, Cynthia Hall, Shirley Wright, Vinicky Ervin, Teresa Cabanting, Marc Williams, Edward Sido, Carlos Ramirez, Luis Trinidad, and Julius Porter. (Photo by the Studio at Fort Sam Houston.)

with each other from Falls Church, VA; Atlanta, GA; and San Antonio, TX. Nothing for the program had existed previously — not even a facility to begin setting up the training environment. As ACA Intern Program Manager, I developed the initial concept plan for the ACA Contract Specialist Trainee Program, and teamed with trainers Laura Eichhorn and Cheryl Jamison to develop a strategic plan.

The U.S. Army TACOM Life Cycle Management Command's (LCMC's) successful intern boot camp was identified for review and potential participation. Trish Creigh, Chief, Workforce Development, TACOM Acquisition Center, provided information and assisted with arrangements for the team to attend one of their intern boot camps.

Sally Husson-Turke, Chief, Sustainment Contracting, TACOM LCMC Acquisition Center, Rock Island Arsenal, IL, discussed the details of their program and how parts of it might be used as benchmark concepts for ACA's first boot camp. The information and insight gained from this visit was pivotal in the establishment of the first ACA Intern Training Program.

In March 2007, ACA initiated an extensive recruitment campaign, consisting of employment opportunity announcements on the Web and many interviews conducted via telephone and at university campuses throughout Texas. Applicants from the Army's Wounded Warriors Program were specifically courted for potential participation in the intern training program.

Within a short period, ACA identified applicants; wrote position descriptions for the trainers, interns, and wounded warriors; identified office space; ordered supplies; wrote training curriculums; developed weekly schedules; and identified guest speakers. In mid-September 2007, ACA's first boot camp commenced with 27 interns, including 5 selectees from the Wounded Warriors Program.

In addition to daily roadblocks to be reconciled, the team experienced personnel changes, adding new trainer Ida Ramirez at Fort Sam Houston and Tammy Hughes at the ACA Headquarters (HQ) Career Proponent Office as the Deputy Program Manager in July 2007. Collectively, this team of professionals pioneered a new, progressive, and future-oriented approach to training contracting interns.

For more information about the Intern Program, contact Cynthia Cohen at (703) 806-9733, cynthia.cohen@us.army.mil, or go to http://asc.army.mil/career/programs/cp14/cp14_intern.cfm.

Cynthia Cohen is a Career Management Analyst and the Career Management and ACC Intern Program Manager for the ACC HQ Career Proponent Office, Management Assessment Division. She holds a B.S. in business management and is certified Level II in program management.

USACCE Personnel Provide Assistance in Kuwait

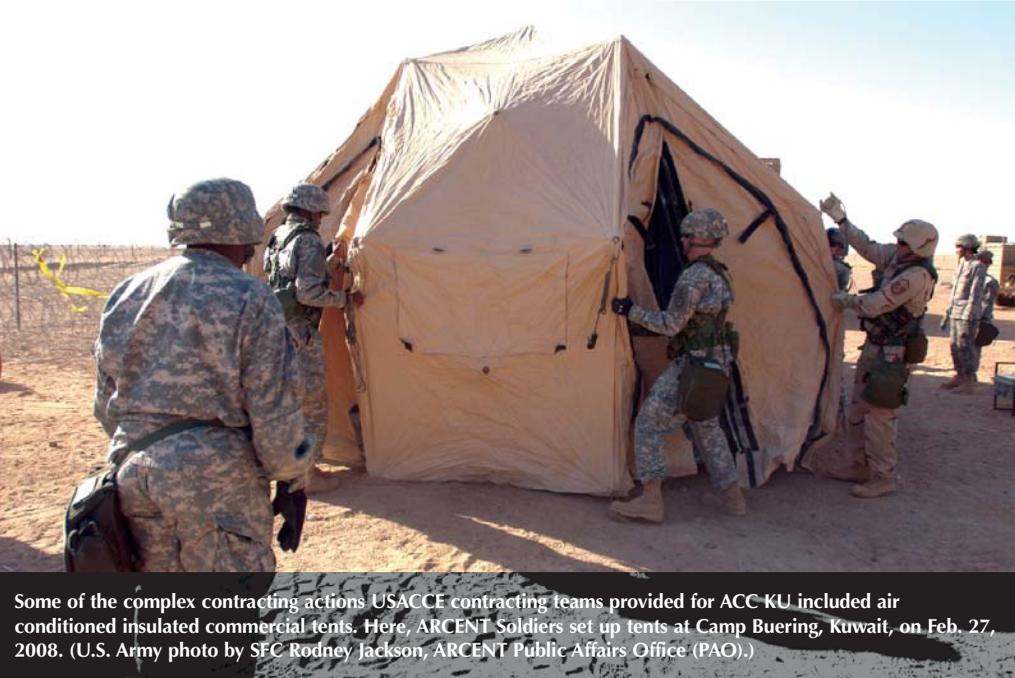
Randy Hamilton

When the U.S. Army Contracting Command-Kuwait (ACC KU) needed help last year, they soon discovered that U.S. Army Contracting Command Europe (USACCE) colleagues were ready to provide relief. When the call went out for volunteers, COL Stephen Leisenring, USACCE Principal Assistant Responsible for Contracting (PARC), started identifying skill sets in Europe that would make the best contribution.

The most immediate need was administering the Procurement Desktop-Defense (PD2) System. Donald Hogan, USACCE-Seckenheim, Germany, packed his bags, loaded CDs, grabbed his laptop, and headed to the airport. Within 2 weeks, he stabilized the database, migrated data to a new server, and installed software updates, all without losing an hour of productivity.

Next into the breach was Legal Counsel Randall Kemplin, USACCE-Seckenheim. The Kuwait office, not having in-house legal support, relied on the Area Support Group (ASG) and U.S. Army Central Command (ARCENT) attorneys. The Kuwaiti contracting environment had matured over the years, but procedures and processes were still based on contingency conditions. Kemplin's ability to cut through extraneous documentation and resolve salient legal issues was exactly the kind of talent needed in an office bogged down with protests, claims, and investigations. He worked vigorously through the summer preparing litigation positions and providing legal council for the numerous investigative agencies, all in the face of the typical 4th quarter procurement crescendo.

Next, Leisenring dispatched a small team of contingency contracting professionals, including LTC Nick Vozzo and MAJ Wythe Anderson from the 409th Contracting Support Brigade (CSB) and USACCE-Seckenheim's Jeff Harrington,



Some of the complex contracting actions USACCE contracting teams provided for ACC KU included air conditioned insulated commercial tents. Here, ARCENT Soldiers set up tents at Camp Buering, Kuwait, on Feb. 27, 2008. (U.S. Army photo by SFC Rodney Jackson, ARCENT Public Affairs Office (PAO).)

restored customer confidence in the process.

The civilian team was tailored to the specific needs of the Kuwait office. Rodriguez zeroed in on E-Business deficiencies, implemented the PD2 integrity tool, and trained contracting personnel to recognize and correct deficiencies. Within weeks, all actions were passing audit checks and confidence grew exponentially. Working with each PD2 user, Rodriguez taught practical tricks of the trade gleaned from years of relevant experience.

Westbrook's talents provided immediate relief to the purchasing

to assess the situation. After 2 weeks of digging into the problems with LTC Doug Kiser, ACC KU, the team reported back to Leisenring. Recent staff reductions in Europe precluded reachback support. Workload from the U.S. European Command and the U.S. Army, Europe remained steady and the stand-up of the new 4-star U.S. Africa Command had stretched assets beyond expectations. With most of the 409th CSB deployed to Iraq, there was a limited pool of available manpower, but the assessment team's report clearly showed that the situation in Kuwait couldn't wait for manning document adjustments and recruitment actions. They needed help right away.

Leisenring rallied what remained of the 409th and immediately deployed a makeshift contingency contracting team including Vozzo, Anderson, SFC Silas Williams, and MSG Tondra Madison. The military team provided immediate relief while a team of seasoned civilian volunteers was assembled. In July, Bonnie Westbrook, USACCE-Wiesbaden, Germany, and Joanna Rodriguez, USACCE Headquarters, were on the ground and working. In August, Carl Odom, USACCE-Wiesbaden, and I arrived, bringing the total USACCE strength in Kuwait to nine.

The contingency contracting team, phased out in September, brought significant contributions to the mission. Madison awarded 17 actions totaling more than \$1.6 million and Williams awarded more than \$70,000 in actions, while Vozzo cleaned up PD2 operations and resolved dozens of backlogged contract claims. Anderson restructured the Government Purchase Card program, updated its training program, and

volume and she quickly became the go-to person for complex contracting actions. Her efforts provided deployed Soldiers 48-hour laundry turnaround services at even the most remote locations, air conditioned insulated commercial tents for shelter, uninterrupted generator power, and a host of other amenities. Over the course of her deployment, she awarded 19 contracts totaling almost \$7 million.

Odom's contract administration experience was ideal for the Combat Support Service Contract-Kuwait (CSSC-K). This requirement was awarded in 1999 to support a small forward operating base at Camp Doha, Kuwait, with an estimated annual value of \$53 million. The shift from training to wartime footing caused this contract to expand to a rate of \$1.6 million a day, and it was suffering growing pains in



Soldiers were provided 48-hour laundry turnaround services as just one of several contracting actions provided by the USACCE contracting teams while deployed to Kuwait. Here, a laundry facility worker looks for a Soldier's laundry at Forward Operating Base Kalsu, Iraq, on April 10, 2008. (U.S. Army photo by SGT Kevin Stabinsky, 2nd Brigade Combat Team, 3rd Infantry Division PAO.)

multiple areas. Odom immediately resolved invoicing and payment issues that returned the contractor to a healthy cash flow position, and ensured critical fire and emergency services were locked in for the next option period. Next, he inventoried and summarized 276 modifications that established precise contract value for each quarter of the contract's 8-year history. His research provided a negotiating position for award fee dispute resolutions going back to 2002. When the decision was made to move all contracts over \$1 million to the U.S. Army Sustainment Command (ASC) at Rock Island, IL, for reachback support, Odom was immediately chosen as the Administrative Contracting Officer (ACO) in charge of important requirements, including Bulk Fuel, Heavy Lift VI, Standard Army Management Information Systems, nontactical vehicles, dining facilities, and more.

I was tasked by the Southwest Asia PARC to use my leadership skills and experience to correct serious deficiencies in the complex CSSC-K contract. The first step was a Statement of Work (SOW) rewrite that was coordinated with the ASG and ARCENT staffs. When the contract transitioned to ASC, I was appointed the ACO and worked with Bob Pulscher's Rock Island reachback team to ensure an efficient handover. In addition to the SOW facelift, the rebuild process included establishing new financial reports for invoice documentation, a government review of the contractor's purchasing system, a property management system audit, a 100-percent property inventory, and a reconciliation of the contract value and labor authorizations, culminating in the turnover of the contract to the Defense Contract Management Agency 3 days before I returned to Germany.

During his September visit, Claude M. Bolton Jr., then-Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT), presented Westbrook and Kemplin an ASAALT coin in recognition of their contributions. But the most meaningful rewards for these contracting professionals were discovering additional lessons learned, keeping their skills sharp, and knowing they made a difference. The real good news story is the camaraderie among OCONUS PARCs who were committed to mutual support even when it was difficult.

In the face of real-time personnel shortages in Europe, the extended deployment of key personnel came at a price that is not readily apparent. The contracting mission in Europe continued at a rapid pace because of the workforce's willingness to absorb their teammates' workload, knowing the ultimate beneficiaries are our deployed Soldiers and civilians in harm's way. This is the type of teamwork that will surely

make the newly established Expeditionary Contracting Command a great success.

Randy Hamilton is the Chief, USACCE-Seckenheim Regional Contracting Office. He holds a B.S. in general studies from the University of Kentucky and both an M.A. in international management and an M.B.A. in international business from Schiller International University, Heidelberg, Germany. Hamilton is Level III certified in contracting.

Army Contracting Helps Fort Riley Recover From Winter's Icy Punch

Joe Myers

There has been a lot of talk about the state of installation contracting as the U.S. Army Contracting Agency (ACA) morphs into the U.S. Army Materiel Command's new Army Contracting Command. What is installation contracting? How important is it? What is so hard about supporting base operations? The installation contracting mission is to support the warfighters at home by training, resting, resetting, and mobilizing them, and caring for their families while they are deployed. Since we do it at home, what is the challenge?

It was a cold week in December 2007 when a slow-moving storm system, fueled by warm, moist air, and ground temperatures below freezing, covered large portions of Oklahoma, Kansas, Missouri, and Iowa with as much as an inch of ice. The National Weather Service reported that Manhattan, KS, the



The DOC worked closely with Fort Riley officials during and after a major ice storm that struck the post, as well as most of North Central Kansas, in December 2007. Here, MSG Keven Grunwald, SFC Ken Moore, and SSG Henry Pogue tug on a broken tree trunk Dec. 16 at the Fort Riley Main Post housing area. (Fort Riley Post photo by Laura Stroda.)



Because of swift and timely actions by the Fort Riley DOC to leverage the contracting resources, independent contractors from across Kansas converged on Fort Riley to assist with power restoration efforts after an ice storm caused power outages to 8,000 post residents in December 2007. Here, Joe Gerber, with A.A. Gifford Electric, Manhattan, KS, chainsaws broken limbs on Fort Riley, Dec. 15. (Fort Riley Post photo by Dena O'Dell.)

home to Fort Riley, was hit particularly hard. This weather episode was the first real test of the post's new Joint Operations Center (JOC), which began 24/7 operation, even when the post's 8,000 residents and nearly 75 percent of the surrounding communities were without power. The outages were experienced in Clay, Dickinson, Geary, Morris, Potawatomie, Riley, and Washington counties. Kansas Public Radio reported more than 10,000 power poles down statewide, including about 2,000 broken utility poles on Fort Riley.

From the outset of this crisis, Installation Director of Contracting (DOC) David Wild was fully engaged in the JOC by attending briefings, providing daily status reports, and working closely with resource management and garrison personnel to ensure availability of critical contract support. This included keeping two dining facilities open 24/7, getting contractor support to drive buses to evacuate housing area residents into the post's emergency housing shelters, and fixing downed utility poles. At times, communication was difficult because of intermittent BlackBerry® and cell phone service.

Soon a second storm raged, adding snow to the frozen Fort Riley infrastructure. Power loss exceeded the repair/restoration pace and soon 80 percent of the post was without power. While power was needed for communications, security, and other mission-critical needs, more importantly during this period of extreme cold, it was needed to heat, light, and protect Soldiers and their families living and working on post.

Outside the Fort Riley gates, the communities did not fare much better. Hotels were at full capacity, and some Soldiers and their families had to stay with friends or move to

shelters on post. The civilian workforce labored to return Fort Riley to some sense of normalcy while their own families had to fend for themselves. Nearly all DOC employees experienced at least intermittent power outages in their homes and several experienced a total power outage from Dec. 10 to 16. Some who moved into motels had to move again, sometimes more than once, as even motels were affected by the widespread power outages.

From the JOC, Wild coordinated local contracting efforts, handling much of the day-to-day issues during the emergency. During one tense moment that first day, Wild was challenged to look outside the box for additional electrical repair resources. The result was a short BlackBerry message to the Director of the ACA-Northern Region, Joann Langston. Within minutes, she had contacted other contracting offices in the region for help, and a contracting support coalition was formed.

Initially, aid was requested from the DOC at Fort Leonard Wood, MO, but that same storm soon swamped the resources of that installation as well. The help that turned the tide, though, came from Fort Carson, CO. During the early hours of the next morning, the headlights on bucket trucks could be seen, and the electrical repair crews from Colorado were already hard at work.

Describing the help they received from Acting Fort Carson DOC William (Bill) Armstrong and his team, Wild said, "They pulled us out of the deep freeze by contracting for electrical crews from the [Colorado] Springs area." He added, "Only God knows the safety of people and property ensured by Bill's timely actions."

In addition to the electrical crews from the Fort Carson area, support and more electrical crews came from Forts Bliss and Hood, TX, and their surrounding communities of El Paso and Killeen, to help restore power as temperatures stayed near freezing for nearly a week.

Swift and timely actions to leverage the contracting resources at Forts Riley, Carson, Hood, and Bliss helped return Fort Riley to full operation by Dec. 18. Working closely with both the garrison commander and the public works department, Army contracting supports base operations as a force multiplier for taking care of Soldiers and their families — even during an ice storm.

Joe Myers is a supervisory contract specialist with the new Installation Contracting Command at Fort Monroe, VA.

A 'FIRST' Milestone for Logistics

Heven Ford Jr.

The Southern Region Contracting Center-East (SRCC-E) of Enterprise and Installation Operations (E&IO), formerly the Army Contracting Agency-Southern Region, celebrated the first anniversary of the largest contract awarded in the agency's history. The Field and Installation Readiness Support Team (FIRST) multiple award indefinite delivery/indefinite quantity contracts were awarded last year to 34 contract teams with an overall program ceiling of \$9 billion for a 5-year ordering period. The FIRST contracts were awarded by a team that included Contracting Officer (KO) Heven Ford Jr.; Contract Specialists Melisa Barbee and Ronnell Booker; former SRCC-E Deputy Director Daryll Nottingham; Legal Advisor Kenneth Jerome Rich Sr.; and former Director Timothy Tweed. All Installation Contracting Command organizations have been delegated authority to use FIRST contracts, and other agencies may request delegation of authority as needed.

FIRST Support

FIRST is an enterprise solution that provides innovative and responsive logistics support for warfighters to meet their ever-evolving mission needs. The scope of work provides task areas that define functional and programmatic services that may be required by Headquarters, U.S. Army Materiel Command (HQ AMC); Forces Command; Installation Management Command (IMCOM) Directorate of Logistics (DOL); U.S. Army Reserve Command (USARC), Third U.S. Army Central Command; First U.S. Army; and all other Army or DOD agencies authorized to place orders against FIRST contracts. Services may be required in CONUS or OCONUS locations. Specific requirements and performance standards will be provided in each task order. FIRST was solicited and awarded by two separate solicitations:

- Restricted suite — a total set-aside for small business.
- Unrestricted suite — a full and open competition.

The FIRST program scope is separated into clearly defined task areas. Specific task areas are authorized either under the restricted or unrestricted suite.

FIRST — Year One

For the first year, 51 task orders were awarded using FIRST contracts totaling \$2.08 billion. Under the administration of KO Pauline Pituk and Contract Administrator Nelson Cruhigger, FIRST is one of the premier enterprise solutions for CONUS and OCONUS logistics requirements.

The FIRST contracts have been used in supporting logistics services at Forts Benning, McPherson, and Stewart, GA; Fort Bliss, TX; Fort Bragg, NC; Fort Irwin, CA; Fort Campbell, KY; and Rock Island Army Arsenal, IL. Most of the task orders have been awarded by the SRCC-E Mission Division, led by SRCC-E Director Steven J. Sullivan and Division Chief Carmen Grace.

Various military customers have obtained critical mission support by using FIRST contracts. Critical power projection platform-related missions have been supported by FIRST task orders. FIRST's streamlined solicitation and evaluation process has resulted in customers receiving services sooner than they might have received them using a traditional non-task order driven vehicle. Through FIRST, our Soldiers and the Army are better equipped for reset missions in accordance with the transformation of the Army's logistics capability into an enterprise that is strategically responsive and supports the warfighter as a component of the Joint and Combined Forces.



FIRST is an enterprise solution that provides innovative and responsive logistics support for warfighters to meet their ever-evolving mission needs. FIRST E&IO celebrated a reunion conference at Fort McPherson in March 2008. (Photo courtesy of Fort McPherson.)



The FIRST members assemble at the Fort McPherson reunion in March 2008. Shown from left are Steven J. Sullivan, Heven Ford Jr., Nelson Cruhigger, Kenneth Jerome Rich Sr., Pauline Pituk, Carmen Grace, Melisa Barbee, and Ronnell Booker. (SRCE photo by Geri Parker.)

FIRST customers such as the U.S. Army Sustainment Command (Forward) have obtained mission support services through the FIRST contracts to maintain and operate a contractor-managed Maintenance Work Order Center for Fort Campbell/Bluegrass Station, and provide pre-mobilization assistance and asset visibility support to enhance its power projection capability and supported Field Logistics Readiness Centers at Forts Stewart and Benning, as well as programmatic support to the Field Logistics Readiness Division. USARC received Standard Army Retail Supply System support and Fleet Management System support using FIRST contracts. Support to IMCOM includes the award of FIRST task orders for critical DOL support at Forts Bliss, Bragg, Campbell, and Irwin.

The 1-year anniversary of FIRST was celebrated at the SRCC-E-hosted reunion conference at Fort McPherson on March 18, 2008. All of the prime contract holders and their subcontractors were represented at the reunion where contractors, customers, and SRCC-E contracting representatives exchanged lessons learned, success stories, and future opportunities. A question and answer session at the reunion's conclusion brought even more open exchanges to help make FIRST a better enterprise solution for all logistics requirements. For further information regarding FIRST, visit the Web site at [http://www.forscom.army.mil/aacc/FIRST\(L2\)/First.htm](http://www.forscom.army.mil/aacc/FIRST(L2)/First.htm).

Heven Ford Jr. is the SRCC-E Deputy Director. He is an Army Acquisition Corps member and is Level III certified in contracting.

Army Behavioral Health Support Contracts

Helen Edwards

The *Report of the Department of Defense Task Force on Mental Health* that was released in June 2007 reviewed the mental health services provided to the Nation's fighting forces, their families, and their survivors. The report concluded that the Military Health Care System lacked the resources to support the psychological health mission in peacetime or during increased demand as seen with the current conflicts in Afghanistan and Iraq. The Task Force recommended four interconnected goals:

- Building a culture of support for psychological health.
- Ensuring a full continuum of excellent care in peacetime and wartime for service members and their families.
- Providing sufficient resources and allocating them according to requirements.
- Empowering leaders to advocate, monitor, plan, coordinate, and integrate prevention, early intervention, and treatment for psychological health issues.

Based on these recommendations, President Bush, with support from the Secretary of the Army, tasked the Office of the Surgeon General (OTSG) to redesign and revitalize the Army's mental health services to provide the full spectrum of services. The goal is to provide psychological health care for all Soldiers (Active and Reserve Components) and their families, with the focus on prevention, assessment, early intervention, readily available and accessible treatment, and continuity of care.

To support the enhanced mental health services, OTSG canvassed the field and determined that approximately 250 additional psychiatrists, psychologists, licensed clinical social workers, psychiatric clinical nurse specialists, and advanced practice nurses were required to meet mission requirements. The U.S. Army Medical Command (MEDCOM) Health Care Acquisition Activity (HCAA) was charged with creating a CONUS-/OCONUS-wide acquisition strategy for the cradle-to-grave mental health service care at the military treatment facilities (MTFs) or other direct health care network components. HCAA was provided six separate performance work statements for the various specialties required. As a nurse consultant in the business operations branch, I consolidated and rewrote the performance work statement into a behavioral health support requirement with a flexible



HCAA took on a difficult challenge to help meet the Army's mental health needs by directing its resources to fill the gaps in military hospitals and clinics. Here, COL Elspeth C. Ritchie, OTSG's behavioral health psychiatry consultant, speaks at the 161st American Psychiatric Association annual meeting in Washington, DC, on May 6, 2008. (U.S. Army photo by Jacqueline M. Hames.)

scope of work, so that additional behavioral health specialties could be added later if necessary.

To expedite the process and to facilitate maximum “boots-on-the-ground” in the shortest time, it was determined that the contracts would be awarded on a regional basis. Because the regional contracting offices (RCOs) understand the supply and demand issues at the health care facilities in their regions, the challenges at some rural locations, and market trends, they were in the best position to develop acquisition strategies to fulfill the mental health requirements. The RCOs worked closely with each MTF to ensure the requested number of psychiatrists, psychologists, advanced practice psychiatric nurses, and licensed clinical social workers were available to accomplish and provide easily accessible psychological support for Soldiers and their families. This effort resulted in an increase to 338 providers CONUS and OCONUS.

Based on their extensive knowledge of the health care markets in their region, the RCOs selected the contracting vehicle(s) that had the highest likelihood of providing mental health services. The offices had various flexible contracting alternatives available, such as Blanket Purchase Agreements, task orders on existing master indefinite delivery indefinite quantity contracts, TRICARE Clinical Support Agreements, Veterans Affairs (VA)/Federal Supply Schedule (FSS), and new contracting actions. The most commonly used contract vehicles were Clinical Support Agreements, competitive contracts, and the FSS. Since many MTFs are in areas designated as mental health professional shortage areas, relocation expense was included in many of the contracts. In addition, some contracts had sign-on bonuses and contractor incentives for hard-to-fill specialties.

Multiple challenges abound in the mental health arena, where there are nationwide shortages of psychiatrists, psychologists, and social workers. The demand for these specialties is not limited to military health care, as there are also many opportunities in the civilian sector in organizations serving children and families, public and private social service agencies, schools, and consulting. All three services and the VA are competing for these providers. Additionally, the creation of civil service positions for the Warrior Transition Units, combined with existing vacant positions, motivate contract personnel to leave their positions and accept the more stable civil service employment.

Still another challenge is the location of some Army sites desiring mental health services. Locations in some rural, remote, and even densely populated areas such as Fort Leonard Wood, MO; Fort Jackson, SC; Fort Irwin, CA; Fort Drum, NY; Alaska; and the National Capital Area have proven difficult to fill despite the contractors' and government's best efforts. Some shortages are due to geographical locations that may be viewed as undesirable. Other locations in highly populated areas are experiencing difficulties because of the competitive environment created by the high demand from numerous civilian and government organizations and facilities.

Despite these challenges, the vendor community, MEDCOM, and HCAA realized the importance of these services and have employed numerous strategies to meet service members' needs. Contractors are subcontracting, developing teaming arrangements, and working closely with the mental health community to meet the Army's requirements. As additional requirements materialize, lessons learned are being used to determine the best course of action and the incentives necessary to facilitate boots-on-the-ground.

The psychological health needs of America's military service members, their families, and their survivors pose a daunting and growing challenge to DOD. HCAA took on a difficult challenge to help meet the Army's mental health needs by directing its resources to help fill the gaps in military hospitals and clinics. The process is working and expertise in mental health issues is now available for our service members and their families, thanks to MEDCOM, HCAA, and the RCOs.

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Design for Lean Six Sigma (LSS)

James M. Wasiloff

The Army has an ongoing highly successful LSS deployment effort, which includes some acquisition community members who have become LSS-certified Green Belts and Black Belts. As the evolution of continuous improvement leads to emerging tools and methods to transform from the reactive domain (fixing problems) to a preemptive domain (preventing problems), selecting the right tool can appear a daunting task. It is important to understand key elements of Lean, Six Sigma, and Design for Six Sigma (DFSS) to make that determination.

LSS Methodology

LSS is a strong combination of methods using a unique approach toward maximizing efficiency (or doing more with less). Combining the methods and tools of Lean and Six Sigma (Figure 1) drives an integrated approach to maximizing people, equipment, facilities, and overall capacity to create the most efficient and cost-effective operational environment possible by using the define, measure, analyze, improve, and control (DMAIC) methodology:

- *Define.* Draw a clear picture of how the business creates processes and products. Assess current practices to identify specific gaps between the existing operation and one that is capable. Select projects linked to strategic initiatives using LSS project identification and selection methods.
- *Measure.* Avoid costs by identifying unnecessary materials and tasks through studying processes, reducing setup times, and using value stream mapping to ensure that work adds value. Focus on waste analysis and elimination. Establish a baseline of current performance levels.

LSS	
LEAN	Systematic Approach to Identify and Eliminate Non-Value
	Reduces Cost
	Improves Cycle Time
	Reduces Variance
SIX SIGMA	Disciplined Methodology to Eliminate Defects
	Methodology Steps: DMAIC
	Performance Target — less than 3.4 defects per million

Figure 1

DFSS
A Product Development Process.
Effectively translates the voice of the customer into a design.
Models and quantifies the design's performance and risk.
Applies statistical tools to understand, optimize, and control key factors (or develop countermeasures) that deliver critical customer attributes robustly in the presence of noise.
Quantifies risk and facilitates business discussions regarding product delivery quality and reliability early in the product development process.

Figure 2

- *Analyze.* Identify and verify causes affecting key input and output variables tied to project goals. Reduce variability in the system by improving workflow and quality by making the effectiveness of the operation more visible and less subject to error.
- *Improve.* Select and prioritize solutions. Implement systems that make having a lowered inventory a stable situation, such as reducing batch size and/or improving lead time. Use standard quality techniques, such as optimizing the pace of work, using total preventive maintenance practices, and mistake-proofing.
- *Control.* Leadership creates the infrastructure that will help the organization achieve continuous improvement. This may include defining a process for ongoing operational improvement and providing just-in-time training including simulations.

DFSS

DFSS is a systemic and repeatable approach to product and process design (Figures 2 and 3). DFSS provides a systematic integration of tools, methods, processes, and team members throughout product and process design. Initiatives typically start with a charter that is linked to the organization's strategic plan, an assessment of customer (warfighter) needs, functional analysis, identification of critical to quality characteristics, concept selection, detailed design of products and processes, and control plans. For DFSS to be effectively implemented across process and product development we must make the following major changes in behavior:

- Work hard to fully understand the warfighter's requirements and freeze the requirements early in the design cycle.
- Allocate additional resources early in the design cycle.

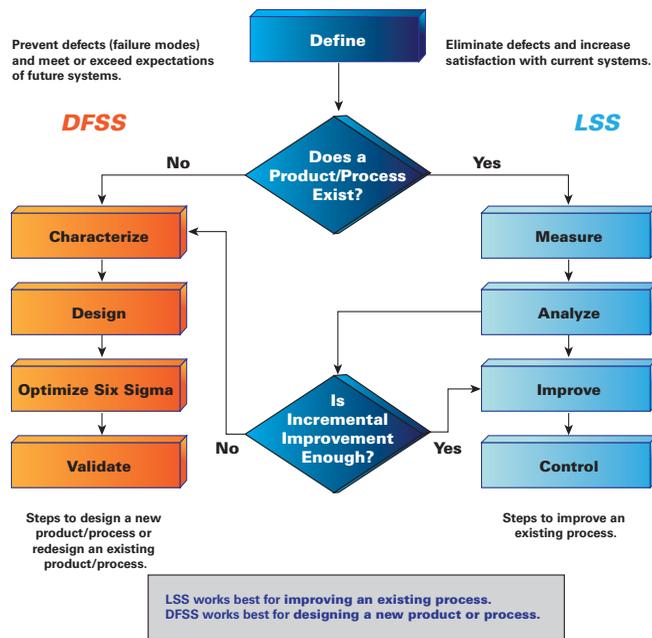


Figure 3

- Plan and develop product platforms so several derivative products can be launched, generation after generation.
- Ensure that management understands that DFSS tools and implications provide leadership, generate the vision, allocate necessary resources, monitor progress, communicate the improvement model, and demand and reward success.
- Design simplicity. Use this as an important metric and as a benchmarking or baseline tool. The “KISS” (keep it short and simple) principle applies here.

Long-Term Success

DFSS is a way to revolutionize the way we develop new processes and new products. Army engineers may recognize similarities with the System Engineering Process. To reap DFSS benefits, we must be prepared to make changes in the way we approach these types of opportunities. The size of the effort may seem formidable, but the payoff in terms of development timeline, quality, reliability, and function is significant. To succeed, DFSS must be strategically linked to the phases and gates of a well-structured product development process and carefully managed through application of rigorous project management discipline. For further information, go to <http://www.isixsigma.com/me/wizard/>.

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Contracting Strong Bonds

Victoria D. Floyd

Recurring deployments can strain relationships between Soldiers and their families. The U.S. Army Chaplain Corps manages the Strong Bonds program, which improves a Soldier's skills in building and maintaining lifelong relationships within their families and their unit. Introduced in 1997 as the Building Strong and Ready Families program, more than 30,000 couples have attended over 1,300 events Armywide. New programs now offer specific training for the single Soldier, couples, families with children, and all Soldiers and families facing deployment.

Chaplain-led, with command support, offsite training events are designed to strengthen interpersonal relationships with others in the unit who share the same deployment cycle. Soldiers and their families build common bonds and nurture friendships with other families in the unit. These bonds and friendships can result in better spousal support at home, which can be vitally important while the Soldier is away. In addition, both Soldiers and their families gain awareness of community resources that can assist with concerns about health, wellness, and crisis intervention.



The Fort Riley contracting team helped multiple hotels/conference centers learn how to do business with the Army, including registering them in the CCR. Here, SFCs Wanda and Pernell Mabry practice the speaker-listener technique at a Strong Bonds retreat in Arlington, VA, Nov. 11, 2007. (U.S. Army photo by Elizabeth M. Lorge.)

At Fort Riley, KS, the Headquarters, 1st Infantry Division (1ID), Office of the Division Chaplain, wanted to expand the Strong Bonds program to chaplains assigned to units at Fort Riley; Fort Hood, TX; Fort Sill, OK; and Fort Knox, KY. The Fort Riley Army Contracting Agency's Directorate of Contracting (DOC) stepped in to lend contracting expertise in support of this valuable program. The Fort Riley DOC team helped multiple hotels/conference centers learn how to do business with the Army, including registering them in the Central Contractor Registry (CCR).

The resulting 8 Blanket Purchase Agreements (BPAs) paved the way for 27 events to take place among the 4 installations, with nearly 900 Soldiers and their families benefiting from this program. In the future, these BPAs will allow 1ID chaplains to respond quickly to unit training needs while rotating among different conference centers without having to reinvent logistics support requirements with each facility provider.

The efficient and effective actions by the Fort Riley DOC team are exemplified by their motto, "Army contracting: caring, leading, and maintaining the Army Family."

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The CECOM LCMC Iraqi Radio Team Wins C4ISR Award

Philip Weckesser

The U.S. Army Communications-Electronics Command Life Cycle Management Command (CECOM LCMC) Iraqi Radio Team has won the Team Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Award. The team was recognized for successfully and quickly executing a competitive, best-value acquisition for urgently required radios, installation, and training services for the transition from U.S. Forces to Iraqi Security Forces.

Cost Savings

This \$80 million competitive, best-value acquisition was awarded in just 60 days. The source selection process required evaluating numerous proposals. The team conducted an extensive evaluation that generated accurate and complete



The CECOM LCMC Iraqi Radio Team won the Team C4ISR Award for successfully executing a competitive, best-value acquisition. Here, CPT David DeLong, 18th Military Police Brigade, talks with COL Ass'd Abdalehra Mousa, Baghdad Communications Center Commander, about communications equipment during an assistance visit on April 30, 2008. (U.S. Army photo by SGT Daniel Blottenberger.)

reports detailing the analysis of each proposal. The team also conducted meaningful discussions with all offerors within the competitive range. After discussions, the offerors submitted competitive final proposal revisions from which the Source Selection Authority (SSA) made the best-value source selection decision. The acquisition was estimated at \$123 million for 12,740 radios and was awarded to ITT Corp. Communications Systems, Fort Wayne, IN. This contract provided the best value to the government and foreign military sales customer with savings of approximately \$43 million compared to the government estimate.

A Team Effort

The effort, overseen by the Multi-National Security Transition Command-Iraq (MNSTC-I), required the partnering of the CECOM LCMC Acquisition Center (AC), the Security Assistance Management Directorate (SAMD), and the CECOM LCMC's Office of the Chief Counsel. SAMD team members Bruce Balance, Jason McDonald, and Eleanor Ryan; CECOM LCMC AC members William Frantz, Cynthia Cook, Dana Newcomb, Yvonne Bova, Tom Moore, and Wendy McCutcheon; and CECOM LCMC Office of the Chief Counsel members Howard Bookman and John Reynolds were all true professionals and provided seamless support in making a timely award. Senior Contract Specialist Cook said, "The wealth of knowledge in each of the organizations was overwhelming and helped to overcome any difficulty in coordinating this time-sensitive effort."

Perseverance

The Government Accountability Office (GAO) notified the CECOM LCMC on Nov. 13, 2007, that they received a protest against the competitive award to ITT Corp. After the protest notification was received, the CECOM LCMC AC issued a stop-work order to ITT Corp. in accordance with regulatory guidance. When notified of the potential delay of up to 100 days to resolve the protest, which is the normal processing time for GAO protests, MNSTC-I indicated that this was an unacceptable delay and the radios were critically needed in the field as soon as possible.

CECOM LCMC AC sought a U.S. Army Materiel Command (AMC) override authorization of the stop-work order to allow ITT Corp. to ship urgently required radios and provide training pending GAO protest resolution. The formal request for the AMC override relied upon the documentation from the Source Selection Evaluation Board (SSEB) process. Assistant Contract Specialist Dana Newcomb said, "Having the source selection done through the Acquisition Source Selection Interactive Support Tool [ASSIST] made it much easier and faster to get the necessary files to respond to the protest." ASSIST and the close coordination among the SSEB Chairperson, SSA, the Technical Lead, Legal Counsel, and other SAMD and AC personnel provided the expedited assembly of all the required documentation for an override authority request to AMC. Because of these coordinated and efficient efforts, the AMC override was approved Nov. 29.

Because of the AMC override, ITT Corp. was able to begin delivering radios on Nov. 30 rather than waiting until the protest's final resolution. Concurrently, as the override request was being pursued, the team was responding to the detailed issues raised in the GAO protest. Frantz, CECOM LCMC AC Contracting Officer, said, "Following the rules, keeping diligent documentation, and the professionalism of all members of the team allowed for the protest response to be coordinated in a timely manner and allowed for an item-by-item detailed government rebuttal to be developed and submitted on a very short suspense." The team's dedication ensured comprehensive government rebuttals were submitted to the GAO for review and subsequently resulted in the unsuccessful offeror withdrawing its protest.

Through the effort of all involved, the urgent Iraqi requirement for radios was met at a significant savings. Approximately 87 percent of the deliveries have been completed and the remaining deliveries are on schedule. This effort has contributed to the continuing success of the transition from U.S. Forces to Iraqi Security Forces. The dedication of all

involved reflects great credit upon the team, CECOM LCMC, and the U.S. Army.

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Training Military Transition Teams (MiTTs) at Fort Riley

Kelly Wright

When the United States realized it was no longer fighting a conventional war in Iraq and Afghanistan, it became obvious that conventional combat operations would no longer be effective. Faced with the reality of fighting an insurgency, the U.S. shifted to a strategy of training Host Nation Security Forces (HNSF) to fight for themselves. Spearheading this effort were Army combat advisor teams, called MiTTs, who teach, coach, and mentor their respective HNSF units in support of the global war on terrorism (GWOT). MiTTs' primary mission is to build each HNSF unit into a capable fighting force that is able to protect its people and be self-sufficient long after our advisors depart.

The Army tasked Fort Riley, KS, to launch this new mission. No longer is mobilizing and demobilizing Soldiers the 1st Infantry Division's (1ID's) primary focus. As a result, MiTTs now report to Fort Riley for 60-day cycles of



Faced with the reality of fighting an insurgency, the U.S. shifted to a strategy of training HNSF to fight for themselves. Here, an Iraqi soldier at Forward Operating Base Falcon prepares for a combined mission with 2ID. (U.S. Army photo by SFC Robert Timmons.)

whirlwind training that includes cultural awareness, foreign weapons familiarization, and language immersion. After completion, Soldiers are deployed to a war zone.

The original training concept called for *Operations Enduring and Iraqi Freedom (OEF/OIF)* veterans to teach team members the needed skills to be successful. While sound in principle, this concept encountered a huge obstacle — the veterans' experience and leadership were needed on the front lines in Iraq and Afghanistan. In short, they would be better used leading other Soldiers in theater than training Soldiers in Kansas. If there were not enough qualified Army personnel to do the training, how would it be accomplished?

If the training mission seemed huge, the contracting mission was even larger, and the Fort Riley Directorate of Contracting (DOC) team stepped in to meet the mission head-on. DOC's main objective was to put contracts in place to sustain the MiTTs' mission in spite of an Army technical expertise shortage.

The DOC team faced two main obstacles that were complicated by the continuing GWOT and the fact that the mission had to be accomplished as soon as possible. First, the Fort Riley infrastructure had to be bolstered to take on the new mission. This meant that, before any training could start, new facilities had to be constructed. These facilities included new school buildings, live firing ranges, and mission simulation ranges featuring urban "training villages" that immerse Soldiers in environments similar to what they would face once deployed. This also meant quickly identifying Army instructors to work side-by-side with contractor training teams.

Once building construction was underway through the U.S. Army Corps of Engineers, the contracting team focused on answering the question that kept coming back from their customers, "How do you stand up a mission that has never existed and has no defined requirements?" That question was soon answered.

Contract specialists Gary Parker and Willie Delatorre took the lead. With no templates to follow and with nothing more than a general idea of what was to be included, they identified and documented this unique mission's wide-ranging requirements. Overcoming this hurdle ensured that this new concept could be better budgeted and funded despite being a very specific type of training with an extremely limited instructor talent pool.

From this uncertain beginning, the DOC team crafted detailed, functional, and successful contracting vehicles to carry out the MiTTs' mission.

For instance, one piece of critical training in the 60-day rotation is Counterinsurgency Training (COIN). Topics of instruction included Fundamentals of Insurgency; Basic Fundamental COIN Targeting; Population Needs, Security, and Civil Military Operations; and Intelligence Preparation of the Battlefield in COIN with focus on local Human Intelligence.

With the help of the Army's leading resident expert on COIN, LTC John Nagl, the Fort Riley DOC team awarded a contract that provided COIN training in a lecture format, with both Soldiers and contractors working together. The woman-owned small business contractor team of Army Retired, Reserve, and Guard *OEF/OIF* veterans brought legitimacy to MiTTs' training. It is apparent that as the insurgency in Iraq and Afghanistan continues, Soldiers will continue to need COIN training to combat it.

Agile, fluid, and flexible are words that describe how the forward-thinking Fort Riley contracting team takes on any and all new MiTT requirements, such as adding Cultural Awareness and Personnel Recovery (including Survival, Evasion, Resistance, and Escape — usually reserved for Special Forces) courses. This team of acquisition professionals provides a vast array of contract support, relying heavily on the proficient, experienced, and talented workforce it employs.

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SENIOR LEADERS TRAINING FORUM (SLTF)

The 2008 SLTF will be held Sept. 15-18, 2008, at Huntsville, AL. This invitation-only event affords Army senior acquisition leaders, Program Executive Officers, senior leaders from the U.S. Army Materiel Command, Life Cycle Management Commanders, and selected members of the Army's senior leadership team to get together to discuss new acquisition direction, guidance, and policies.

Invitations will be sent out via e-mail. The point of contact for this event is Allie DeLegge, U.S. Army Acquisition Support Center Marketing Analyst/Event Planner, (703) 805-1096/DSN 655-1096 or USAASC.events@conus.army.mil.