

“The Secretary of the Army discussed how important new recruits are to the Army, and how the Army had met its recruiting goal by recruiting almost 170,000 people for the Active Army, the Reserve Components, and National Guard,” Brewer said. “One of the outstanding Soldiers got up and recited the Soldiers creed, and they had one of the recruits speak about how she felt about being inducted.”

Traffic was open on either side of the staging area for the event, and drivers honked and waved as they passed by. Many people came up to shake Soldiers’ hands and show their support. “They fenced off a little triangle right in the middle of the road, and they set up a tent where the VIPs sat, and then they had 10 people who were representative recruits from all over the country. There were also some drill sergeants who were selected as outstanding Drill Sergeant of the Year. In addition, there were Army athletes who just came back from wrestling at the Olympics, as well as people who had just come back from Iraq. I stood beside all those guys,” Brewer stated.

Brewer, who has been a DTC tester for 4 years, is also responsible for the automotive testing of High-Mobility Multipurpose Wheeled Vehicles (HMMWVs), mine rollers for MRAP vehicles, and gunner protection kits for both MRAP vehicles and HMMWVs. Part of his work addresses the safety aspects of attaching armor kits to vehicles and safety enhancements such as fire-suppression systems, crew air breathing bottles, seat belts, and fire resistant fuel tanks. The test program includes crash testing HMMWVs to determine the vehicles’ overall safety and performance requirements.

Since tests began, Brewer has helped the Army prepare numerous safety releases and safety confirmations, which are documents the Army needs to certify that the vehicles are safe to operate. “These safety documents specify the safety limits that the Marines and Army Soldiers must adhere to,” according to his citation. The National Defense Industrial Association presented Brewer with its Army Tester of the Year Award for 2008. He also earned plaudits from the highest levels within the Army for the work he performed for the MRAP program.

*Mike Cast is DTC’s Public Affairs Officer. He has a B.A. in journalism from Arizona State University. Cast, a former Army photojournalist, is a Keith L. Ware Award winner.*

## Contracting Community Highlights



The Army contracting community is expanding, and its members are the most effective recruiters to encourage the best people to consider Army contracting careers. Contracting members share the responsibility to recruit and train the next generation of contracting officers (KOs). They can help this effort by sharing their experiences, challenges, and rewards of federal service with private sector candidates and recent college graduates. Army contracting has a direct positive impact on Soldier morale, readiness, and lethality, offering future KOs opportunities to contribute to the Nation’s strength.

The Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT) Credo reads, “We must ensure the readiness and sustainment of a professional civilian and military workforce by promoting leadership, professional development, and matching skill sets with relevant work requirements.” One of ASAALT’s strategic directives is, “To grow and enhance the capability of the acquisition workforce.” Two articles in this edition feature how the Army contracting workforce is addressing this mandate.

In the lead article, Program Executive Office Simulation, Training, and Instrumentation describes how its Acquisition Academy quickly trains and places contracting interns in areas where they can be the most productive. In another article, various intern programs are discussed, including the Career Program-14 Intern Program.

TACOM Life Cycle Management Command’s article on Kuwait contract closeouts integrates supporting deployed Soldiers and providing meaningful and productive work for interns. Under the guidance of more experienced staff, contracting interns made an important contribution to our warfighters. Their stateside contract administration allowed deployed contracting staff to concentrate on mission-critical operational needs that must be accomplished in theater.

I appreciate those who have shared their commands’ successes and the great work they are doing. When experiences are shared, others can build on these successes to accomplish even more.

**Edward M. Harrington**

Deputy Assistant Secretary of the Army  
(Procurement)

## PEO STRI Paves the Way for New Contracting Professionals

*Kristen A. Dooley*

The Army Program Executive Office Simulation, Training, and Instrumentation's (PEO STRI's) newly established Acquisition Academy (A2) graduated its first class Oct. 2, 2008. The academy's interns completed coursework that covered everything from a PEO STRI organizational overview and project manager-specific briefings to detailed presentations on the many facets of Army contracting.

The first class, "Army Contracting Intern Bootcamp," began in late July 2008. The 3-month introductory course hosted 21 contract specialist interns. After successfully completing the program, all 21 interns earned a position in the PEO STRI Acquisition Center (AC) in October.

The academy was established as a result of DOD's shortage of contracting personnel. "Dr. Jim Blake, Program Executive Officer STRI, stood up A2 to introduce the productive and effective contracting interns into the PEO STRI workforce," said Jean Burmester, the A2 Dean.

As noted in the Federal Acquisition Institute's annual report issued May 5, 2008, the contracting career field grew only 2 percent in 2007 while the retirement eligibility increased 14 percent. The retirement rate is projected to rise to 34 percent in 2012 and 55 percent in 2017.

PEO STRI also experienced the effects of this DOD-wide shortage since establishing its own AC last year. "Our main objective was to put these people in the workforce so that

they can contribute," said Rob Reyenga, Business Operations Executive, who assisted in establishing A2.

So that the interns could effectively contribute to the PEO STRI mission, they spent the bulk of their time focusing on PEO STRI's primary contractual issues, including source selection, service contracts, and indefinite delivery indefinite quantity contracts.

"Success was defined as all of the Army contracting interns entering our AC were prepared and ready to effectively support their division chiefs and team leads," Burmester asserted. "They have read the contract vehicles they are assigned to and they know the various contracting systems needed to complete their jobs."

In addition to becoming familiar with government contracting, the curriculum included topics like Army 101, getting around PEO STRI, getting to know the organization's products and services, and visiting various contractors.

"I believe A2 provided an opportunity for new federal employees to become acclimated with civil service, discover what the Army is all about, and gain an understanding of PEO STRI's mission," Burmester said. "The interns learned not only from the instructors, but also from each other."

Although the coursework was quite rigorous, the interns said that it has been a rewarding experience because they have learned a lot about civil service and Army contracting. "My time here has been amazing. I cannot imagine a better place to start my career," said A2 Intern Adam Baldwin.

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Program Executive Officer STRI Dr. Jim Blake and A2 Dean Jean Burmester (front row left) are pictured with the graduates and participants at the first A2 graduation ceremony, Oct. 2, 2008. (PEO STRI photo by Doug F. Schaub, U.S. Navy civilian.)

## Contracting and Acquisition Career Program (CP-14) Intern Program

*Anthony Foster*

With nearly two-thirds of the Army's contracting workforce eligible for retirement over the next 5 years, there is a critical need to recruit, develop, and retain highly motivated college graduates for the acquisition workforce. There are attractive programs to accomplish this requirement including the local Intern Program; Department of the Army CP-14 Army Civilian Training, Education, and Development System (ACTEDS) Intern Program; Army Fellows Programs; and the Future Acquisition Student Training (FAST) Track Program. For these programs to be more effective, the Army acquisition workforce and qualified intern applicants must be aware of these opportunities.

The Army has local and ACTEDS interns. The Army Career Intern Program is the Army's component of the Federal Career Intern Program. All interns follow the same training plan and must meet the same hiring and educational requirements. The regulations pertaining to interns can be found in *Army Regulation 690-950, Civilian Personnel Career Management* at [http://www.usapa.army.mil/pdffiles/r690\\_950.pdf](http://www.usapa.army.mil/pdffiles/r690_950.pdf).

Most CP-14 interns are ACTEDS interns. Local interns are recruited typically at the GS-5 level with a GS-9 target grade after completing their internship. Where economic conditions require, some organizations hire local interns at the GS-7 level with a GS-11 target grade. Organizations that have converted to the National Security Personnel System may hire local interns and set their pay between the step one rate of the former GS-grade equivalent plus 30 percent (up to the pay band maximum rate). ACTEDS interns who are centrally funded are recruited and hired by the North Central Civilian Personnel Operations Center (NC/CPOC) at the GS-7 level with a GS-11 target grade. Local commands work with NC/CPOC to recruit locally and coordinate hiring. All ACTEDS interns must sign a mobility agreement as a condition of employment, and they may be reassigned after their internship to an organization other than their training command based on Army needs. Interns declining relocation to duty where they are first offered employment will be removed from consideration for any other locations covered by that specific announcement. Failure to relocate after appointment can be the basis for the intern's removal from federal service. In addition to meeting the

statutory requirements for the 1102 occupational series (a bachelor's degree with at least 24 semester hours in business-related disciplines), a secret security clearance is required for all interns.

The Contracting and Acquisition Intern Program is a structured 24-month program that trains individuals for Army contracting and acquisition careers. Successful completion of the intern program includes completing the *Defense Acquisition Workforce Improvement Act* contracting Level I and Level II certification, Foundation Course, Action Officer Development Course, and work at full-performance level. As full-time employees, interns are eligible for all benefits available to the Army's contracting workforce, including health care, life insurance, retirement savings plans, generous annual and sick leave, and paid federal holidays. Interns receive everything they need to lay the foundation for a successful career as Army contracting professionals. Generally, local intern positions may open at any time. Organizations independently establish the number of local intern positions, conduct recruitment efforts, and issue job announcements. However, not all contracting organizations participate in the intern program.

ACTEDS interns are hired between May and September. Usually, contracting organizations hire local interns at the same time as ACTEDS interns; however, they can hire at any time. Positions and their locations vary from year to year. There is no magic formula to finding an intern position. The intern hiring window is often short and applicants must be vigilant in using the automated systems to search for job announcements. ACTEDS intern positions can be found at the Army's Civilian Personnel Online (CPOL) employment site at <http://acpol.army.mil/employment/>. Search for the 1102 series at the GS-5 or GS-7 level. The Contracting Career Program Office is not involved in hiring ACTEDS or local interns. Finding job announcements is the applicant's responsibility and visiting CPOL regularly is a must. Applicants may also qualify for non-intern program entry-level positions by using the same search criteria, and applicants with prior civilian or military service may qualify for positions above the GS-5 or GS-7 entry level.

One tool used to attract interns is the FAST Track Program, CP-14's application of the Office of Personnel Management Student Educational Employment Program. The program has two components: the Student Temporary Employment Program (STEP) and the Student Career Experience Program (SCEP). STEP provides maximum flexibility to students and managers because the work does not have to be related to the student's academic or career goals. SCEP,

however, provides work experience that is directly related to the student's academic program and career goals. The FAST Track Program targets rising full-time college juniors pursuing undergraduate business-related studies. Initial entry level begins at the GS-4 level with promotion during the second year to GS-5. FAST Track students work with mentors on designated projects that target contracting and acquisition issues and challenges. To complete FAST Track, the student must successfully obtain all collegiate degree requirements from an accredited academic institution, and, at a minimum, complete 640 FAST Track Program work hours. SCEP students may be noncompetitively converted to intern appointments following successful completion of their academic and work experience requirements.

Newly hired interns are guided by local command intern coordinators whose responsibilities are assigned as additional duties. Interns are required to develop an Individual Development Plan (IDP) using the Master Intern Training Plan (MITP) in the CP-14 ACTEDS plan. MITP details the needed training from the Army's Civilian Education System, the Defense Acquisition University, to meet DOD certification requirements and tailored on-the-job training requirements/rotational assignments within the organization to accrue functional competency. The IDP must be approved by the Activity Career Program Manager, which, in most cases, is the Principal Assistant Responsible for Contracting. Performance reviews are required after 6, 12, and 24 months, and the IDP should be reviewed during the performance appraisal to ensure appropriate training is scheduled. MITP details are on the CP-14 ACTEDS Web site at [http://cpol.army.mil/library/train/acteds/CP\\_14/](http://cpol.army.mil/library/train/acteds/CP_14/).

As a result of the *Gansler Commission Report*, concept plans call for increasing the Army civilian 1102 workforce by 1,000 over 5 years. The majority of growth is projected for the intern program. An intern program accession initiative has been incorporated into the Defense Acquisition Workforce Development Fund Section 852 of the *National Defense Authorization Act of 2008*. This Army initiative is designed to fill a gap between the projected ACTEDS and local intern accessions and aid in growing the contracting workforce.

The Army's spend plan initiative under Section 852 has been revised to include labor costs for hiring interns and the non-labor costs for training, travel, and conference fees/expenses. Other non-labor costs, identified as a stand-alone initiative, include the Student Loan Repayment Program, a recruitment incentive or hiring bonus, and program

management costs. Over the next 5 years, under Section 852, the Army is projecting to hire new interns as follows:

- FY09 — 347
- FY10 — 625
- FY11 — 850
- FY12 — 745
- FY13 — 610

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## Kuwait Contract File Review Project

*Mary-Louise McCarroll*

The Government Accountability Office, DOD Inspector General, U.S. Army Audit Agency, and U.S. Army Criminal Investigation Command documented shortfalls in the Army's ability to provide contracting and contract management support to deployed forces. Based on these critical findings, the Secretary of the Army established an internal Army Contracting Task Force (ACTF) to assess the Army's ability to provide contracting support to theater. The ACTF was co-led by LTG N. Ross Thompson III, Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics, and Technology, and Kathryn A. Condon, Executive Deputy to the U.S. Army Materiel Command (AMC) Commanding General (CG).

The Kuwait Contracting Office had experienced significant turmoil because of the increased workload during FYs 03-06. Jeffrey Parsons, then-AMC Contracting Director (now U.S. Army Contracting Command (ACC) Executive Director) asked then-TACOM Life Cycle Management Command (LCMC) Acquisition Center Director Harry Hallock to provide additional assistance. The Kuwait team's focus was on its primary contracting mission. While contract closeout is part of that mission, it usually takes a lower priority below contract awards. The U.S. Army Tank-automotive and Armaments Command (TACOM) Contracting Center's (TCC's) assistance in completing the contract closeout

part of the mission helped the Kuwait team use its limited resources for contract awards, thereby allowing the Kuwait office to reestablish its contracting credibility.

Hallock, now TCC Executive Director, decided to staff the project with new contract specialist interns under the oversight and direction of more experienced contracting personnel. While some were skeptical of this decision, it turned out to be a recipe for success. A team of 10 recent TCC Buyer Boot Camp interns was selected and sequestered in a room that could barely hold them. With desks and computers pushed against the wall and little room to maneuver, they began their intensive project.

Phase II TCC team project leads Dan O'Day and Frank Mioni brought the knowledge and experience gained as leaders of the project's Phase I at the TACOM LCMC. Fran Dolata, Joyce Slaten, and Heather Keller provided oversight and on-the-job contract file closeout training. During Phase II, Dolata and Slaten selected intern Pam Taiariol to lead the project.

The Phase II goal was to complete contract closeout documentation for 1,712 Kuwait contracts awarded from 2003 to 2006. The time for project completion was a minimum of 90 days, with no specific maximum time.

There were obstacles. During the initial weeks of the project, the contract closeout team did not have access to the contracting computer system necessary to prepare closeout documentation, and project goals and priorities changed frequently. The estimated number of contract actions the team prepared for closeout increased from 1,712 to more than 3,452.

The nature of the work was challenging. It can be difficult to close out contracts awarded at your own command with common processes, a supportive infrastructure, and consistent seasoned leadership to provide advice and oversight. This work involved closing out contracts that had little documentation to support receipt of materials, services, or payments. There was little or no consistency in the contracting process because of the environment.

The Phase II team completed 3,452 contract action reviews within 89 calendar days, from March 17, 2008, to June 11,



Jeffrey Parsons, ACC Executive Director, co-presented awards to the TCC's Kuwait Contract Closeout Team with the TACOM LCMC CG. Front (from left): Frank Mioni, Fran Dolata, Keri Skrobot, and Carolyn DiMinno. Rear (from left): Harry Hallock, Ryan Rogan, Raena Swanson, Heather Keller, Daniel Orlando, Laura Holley, Brianna Glasscox, Joyce Slaten, Pam Taiariol, Katrina Jarvis, Michael Young, and Parsons. (TCC photo by Joseph Slivatz, Information Technology Specialist.)

2008. Of the 3,452 contract review actions, the team prepared and sent supporting documents for 3,070 contract actions to Kuwait for closeout. The remaining 382 contract actions did not have complete payment data. The team forwarded this contract information to the project leads and the Defense Finance and Accounting Service for follow up.

The team also prepared and briefed management weekly on the closeout project status. The Phase II team created and maintained spreadsheets for management briefings to summarize the status of actions. At the end of the project, the Phase II team identified an estimated \$45 million in unliquidated obligations. All questionable contracts were referred to the project leads for review.

While mission accomplishment was the critical objective of this project, the command and the TCC reaped substantial benefits. The experience the TCC interns gained on this project, in such a challenging environment, was invaluable. The close physical proximity, shared focus, management oversight, and intern leadership provided a rare opportunity for intensive contracting, teaming, and leadership skills development. These are the type and quality of contracting skills that are greatly needed in the global U.S. Army Acquisition Corps. We applaud the extraordinary dedication and hard work of this team and honor their service to our country.

*Mary-Louise McCarroll is a Procurement Analyst in the TCC Acquisition Process Management Division. She has a B.A. in philosophy from Wayne State University and an M.A. in fine arts from Southern Illinois University at Edwardsville. McCarroll is Level III certified in contracting.*

## Forward Operating Base (FOB) Sharana — Building Hope in Afghanistan

*MAJ Thomas C. Hoot, U.S. Air Force*

Hope — it's what makes the world go 'round. Sometimes hope is the only thing that makes us get out of bed in the morning thinking that today we will make a difference at work, with our family, or on a mission. At FOB Sharana, Afghanistan, we are engaged in building hope for the Afghan people. Our primary mission is a key stepping stone toward our ultimate goal — to see Afghans living in a free society where individuals have the right to make their own decisions.

One of the first elements of a free society is an educated workforce that can provide support to their families and country. On Aug. 24, 2008, FOB Sharana hosted the first-ever Engineer Skills Development Workshop (ESDW). During the 2-week ESDW, 30 Afghans from the Paktika province learned critical technical skills that they will use to perform numerous tasks, not only to support the U.S. military mission here, but also to lay the foundation of an educated and skilled workforce — a key factor in any free society.

Five more ESDWs were planned for the remainder of 2008 and a full schedule is set for 2009. Workshop themes will include carpentry, masonry, plumbing, foreman duties, and subcontracting. After ESDW graduations, the Sharana Regional Contracting Center (RCC), along with contractor Kellogg, Brown, and Root, will host a job fair so that local contractors supporting FOB Sharana and other FOBs in the Paktika and Ghazni provinces can gain access to a trained workforce. It's a win-win for everyone; the U.S. military gets a better product or service, the contractors are better able to meet project schedules, and most importantly, the local population benefits from having a skilled group of individuals providing for their families.

Another good news story involves Sharana RCC employees Parwez Naikyar and Eshmatulla Hamidi, who have played a key role in the center's success. Naikyar and Hamidi showed such dedication and commitment to learning about contracting, that the Sharana RCC decided to help them become certified as contracting specialists. After some research, they were registered for online Defense Acquisition University (DAU) courses, making them the first Afghan citizens to be enrolled at DAU. This is truly an incredible feat and provides an extraordinary opportunity for both men.

Naikyar has completed the Contracting Officer's Representative Course (CON106) with a final grade of 100 percent and is enrolled in the Mission Planning Support Course. Hamidi is enrolled in CON106.

These young men's accomplishments are a shining example of the Afghan people's potential. Their motivation, eagerness to learn, and fluency in multiple languages are the epitome of hope for Afghanistan.

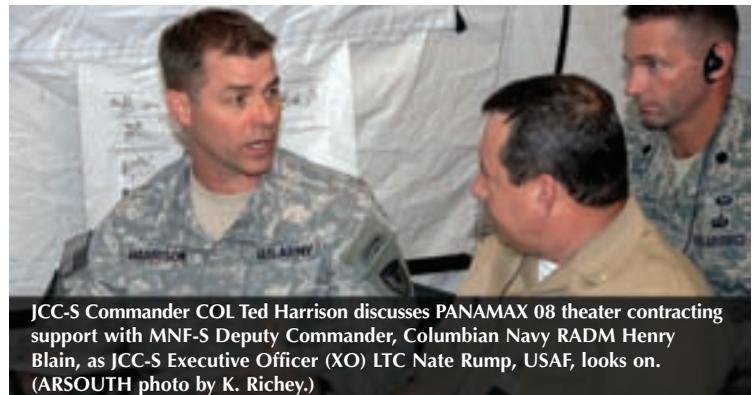
*MAJ Thomas C. Hoot is the Chief, Advanced Systems Contracting for the Secretary of the Air Force Rapid Capabilities Office and is deployed as the Chief of RCC Sharana. Hoot holds a B.S. in liberal studies from the University of Central Florida and an M.B.A., with a minor in military studies, from Touro University. He is certified Level III in contracting and Level I in program management.*

## 410th Contracting Support Brigade (CSB) Forms Joint Contracting Command-South (JCC-S) for PANAMAX 08

*LTC Bob Brinkmann*

PANAMAX 08 was one of the largest multinational training exercises ever conducted, involving more than 30 ships, 12 aircraft, and 7,000 personnel from 20 nations. This U.S. Southern Command (SOUTHCOM)-sponsored exercise focused on defense of the Panama Canal, one of the most strategically and economically crucial pieces of infrastructure in the world. PANAMAX 08 took place off the coasts of Panama and in El Salvador, Honduras, Guatemala, and the Dominican Republic, Aug. 11-22, 2008.

Most of the support to the deployed force was provided by local contractors and managed by the JCC-S. The command nucleus (see figure on next page) was provided by the Army's



JCC-S Commander COL Ted Harrison discusses PANAMAX 08 theater contracting support with MNF-S Deputy Commander, Columbian Navy RADM Henry Blain, as JCC-S Executive Officer (XO) LTC Nate Rump, USAF, looks on. (ARSOUTH photo by K. Richey.)

410th CSB, Fort Sam Houston, TX, with augmentation from the U.S. Air Force (USAF) and U.S. Navy. The theater aligned to SOUTHCOM's area of responsibility with the 410th CSB providing command and control of all theater contracting support from its forward headquarters (HQ) at the Multi-National Force-South (MNF-S) HQ in El Salvador. SOUTHCOM directed the 410th CSB to establish a JCC in coordination with U.S. Army South (ARSOUTH) that also served as the MNF-S command. PANAMAX 08 marked the first time that a JCC was activated and deployed into the region.

Subordinate to the JCC-S was the 1936th Contingency Contracting Battalion (CCBn) from the Texas U.S. Army National Guard. From the Combined Forces Land Component Command at Soto Cano Air Base, Honduras, the 1936th CCBn provided command and control of the deployed regional contracting offices in El Salvador, Honduras, Panama, Guatemala, and the Dominican Republic. These offices provided real contracting support for requirements such as lodging, meals, land transportation, leased vehicles, and fuel.

The 410th CSB's basic mission was to deploy and establish a JCC. In keeping with the commander's intent to fully integrate into the operational functions of the supported elements, JCC-S partnered with MNF-S and other component commands to provide proactive acquisition planning and assistance to the exercise for both real and notional requirements. This partnership was critical in helping the 410th

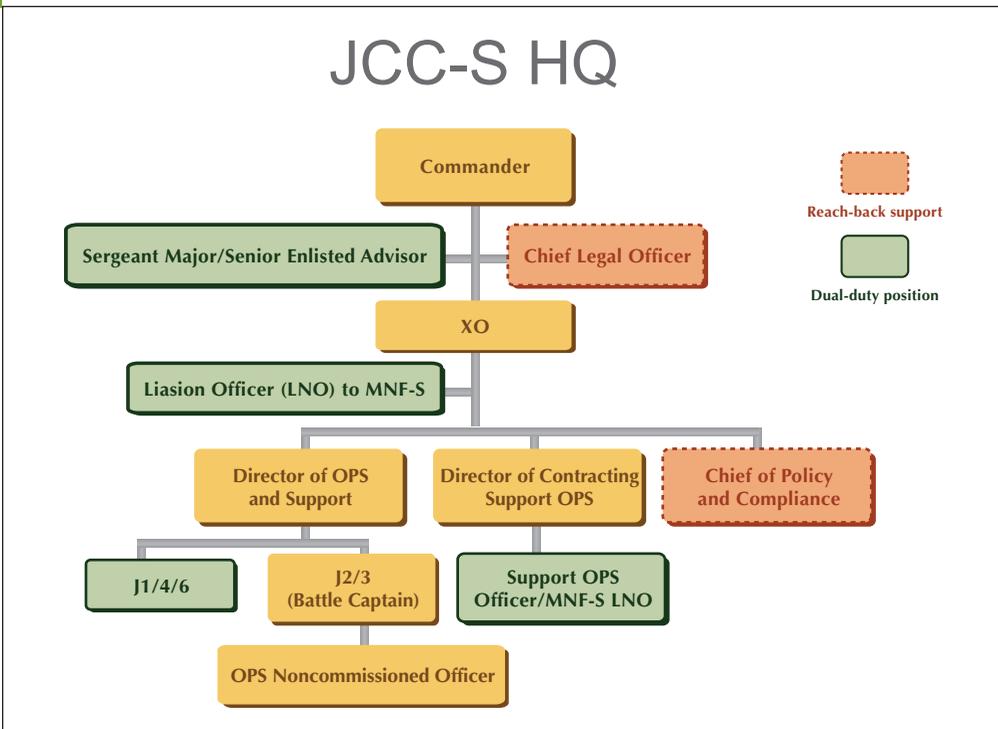
CSB meet its training objectives for the exercise and for assessing critical mission-essential tasks such as deploy/redeploy the brigade (Bde.) HQ and establish a JCC.

The 410th CSB's partnership with MNF-S, SOUTHCOM, and the other components was developed well before the start of the exercise. Plans and operations personnel from the 410th CSB participated in every conference and planning event leading up to the exercise. Events included a concept development conference followed by initial, mid-, and final planning conferences in Panama and Miami, FL. Further planning and mission analysis was conducted at home station in coordination with ARSOUTH. The Contract Support Plan and the JCC operational order were developed by the 410th CSB during the planning process.

While the Bde. staff was busy planning and establishing a JCC, the 607th Senior Contingency Contracting Team, augmented with civilian contracting officers, was processing purchase requests from ARSOUTH and SOUTHCOM for various supplies and services to support. The contracting officers deployed to theater numerous times to conduct market research, issue purchase orders, and conduct vendor pay and contract closeout. They also established contracting offices collocated with their supported units during the operation's exercise phase. There were 47 awards made for PANAMAX 08 worth more than \$965,000.

U.S. forces rely on contracting support now more than any other time in our history. Operational commanders and staffs who understand requesting and employing contract support are clearly more effective at achieving their mission. Indeed, comments made after the exercise from the MNF-S staff, component commanders, and JCC-S personnel at all levels indicated that the 410th CSB's training objectives were met and the contracting mission greatly contributed to PANAMAX 08's success.

*LTC Bob Brinkmann is the 410th CSB Contracting Operations (OPS) Chief. He is Level III certified in contracting and is a U.S. Army Acquisition Corps member.*



## AMCOM LCMC Black Hawk Multiyear VII Contracting Team Wins Award

The U.S. Army Aviation and Missile Command Life Cycle Management Command (AMCOM LCMC) Acquisition Center Black Hawk Multiyear VII Contracting Team won the Contract Professional of the Quarter Award. The team was recognized for outstanding performance in planning, evaluating, negotiating, and awarding a complex multiyear contract with a potential value of approximately \$12 billion. This contract covered aircraft requirements, associated mission kits, and related support for production years 2007-2011 for the U.S. Army, U.S. Navy, and a foreign military sales customer. This was a grueling assignment with initial planning for the Request for Proposal beginning 3 years earlier and the proposal submission, evaluation, and negotiation spanning 2 years.

The team faced numerous challenges. One very difficult issue was the prime contractor's reluctance to provide an adequate proposal. Previously, the prime contractor relied on providing estimates and quotes to the government for subcontracting, not requiring its subcontractors to submit complete proposals or cost or pricing data before the prime's negotiation with the government. The contracting officer refused to accept the initial proposal, which did not conform to the requirements in *Federal Acquisition Regulation, Part 15*, particularly regarding subcontract proposals. However, the contracts and cost team members insisted that the prime contractor obtain valid proposals and submit both the proposals and the results of their evaluations to the government team. Material dollars were a significant part of the total. The team's insistence on accurate bills of material, complete data, and a detailed review saved several \$100 million over the total procurement.

In addition to the aircraft production requirements, the team was responsible for evaluating and negotiating various support requirements, including new and refurbished tooling and 5 years of project systems management services for the Black Hawk program. The team focused on developing a definitive Statement of Work for these services that would support the program for the next 5 years.

The negotiated contract includes key special provisions that will benefit the government throughout the life of the contract and will establish a precedent for follow-on contracts. Recognizing that previously the contractor had changed its processes and manufacturing locations to maximize profits even at the expense of schedule, the new contract includes a negotiated Make or Buy Plan. This plan requires the contractor to notify the government of item status changes and submit annual proposals for a downward-only equitable adjustment if a make or buy decision results in cost savings that would be shared with the government. The contract also includes a negotiated amount that the government will recoup each time an option is exercised, allowing the fixed production costs to be shared equitably by each customer who uses the contract.

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## 2008 Readership Survey Results

As many of you know, we recently conducted a readership survey to gauge the ongoing value of *Army AL&T Magazine*, to solicit feedback on how to improve the publication, and to identify topics that readers would like to see covered in 2009 and 2010.

First, I would like to thank the 1,341 readers who responded to the survey. It took some time and effort to do so, and we sincerely appreciate the feedback, especially to our appeal for suggestions on how to improve *Army AL&T Magazine* and ideas regarding future articles. Second, I want to express my gratitude for the insight, creativity, and fresh perspective that each respondent brought to the table.



The AMCOM LCMC Black Hawk Multiyear VII Contracting Team was responsible for evaluating and negotiating various support requirements including 5 years of project management services for the Black Hawk program. Here, Soldiers from the 542nd Medical Co. (Air Ambulance) fly their UH-60A Black Hawk helicopter on a medical mission to Tal Afar, Iraq. (Photo by SSgt Jacob Bailey, U.S. Air Force.)