



REPLY TO
ATTENTION OF:

UNCLASSIFIED
DEPARTMENT OF THE ARMY
ARMY CONTRACTING COMMAND – ROCK ISLAND
3055 Rodman Avenue
ROCK ISLAND, IL 61299-8000

CCRC

16 JUN 2015

MEMORANDUM FOR Ms. Vicky Deguzman, U.S. Army Acquisition Support Center,
9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060-5567

SUBJECT: Army Contracting Command - Rock Island Endorsement of 2015 Secretary
of the Army Awards for Excellence in Contracting (SAAEC)

1. It is with great pleasure that I endorse the enclosed nominations for 2015 SAAEC.
2. The individuals nominated are amongst this Command's finest and have demonstrated excellence in the accomplishments of the mission. I strongly recommend your highest consideration of these outstanding individuals for subject award.
3. My point of contact for this action is Ms. Amber Guldenpfennig, CCRC-WA, 309-782-2219 or DSN 793-2219, e-mail amber.m.guldenpfennig.civ@mail.mil.

2 Encls

1. List of Nominees by Category
2. Nominee Packets


MELANIE A. JOHNSON
Executive Director

UNCLASSIFIED

List of 2015 SAAEC Nominations

Special Awards:

Barbara C. Heald (Deployed Civilian)
George A. Shreves, SDDC & Pentagon Contracting Division

Exceptional Support of the Ability One Program
Andrea L. Kalb, Global Reachback Contracting Division

Outstanding Contract Specialist
Brittany R. Cecil, EAGLE and Sustainment Contracting Division

Outstanding Contracting Officer Awards:

Installation Level Directorates of Contracting
Teresa G. Jones, Installation Contracting Division

Systems, Research and Development, Logistics Support (Sustainment)
Kristin L. Comer, Ammunition Contracting Division

Contracting Specialized Services and Construction Contracting
Melissa K. Light, Global Reachback Contracting Division

Contingency Contracting
Robert R. Egan, LOGCAP Contracting Division

Outstanding Team Awards:

Installation Level Directorates of Contracting
JMTC Team, Installation Contracting Division

Systems, Research and Development, Logistics Support (Sustainment)
PEO ACWA Team, Ammunition Contracting Division

Contracting Specialized Services and Construction Contracting
Reachback Team, Global Reachback Contracting Division

Contingency Contracting
LOGCAP Team, LOGCAP Contracting Division

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission

Nominating Organization

Name: U.S. Army Contracting Command – Rock Island
Address: 3055 Rodman Avenue, Rock Island, IL 61299-8000
Point of contact (POC) name: Susan A. Phares
POC phone: 309-782-1019
POC email: susan.a.phares.civ@mail.mil

Nomination Submission POC

Name: Amber M. Guldenpfennig
Phone number: 309-782-2219
Email address of action officer: amber.m.guldenpfennig.civ@mail.mil

Name, Grade and Position Title of Nominee(s):

Brittany R. Cecil, GS-11, Contract Specialist

Nominee Employing Organization (Command/Unit/Organization or Activity):

U.S. Army Contracting Command – Rock Island

Nominee Business Address:

3055 Rodman Avenue, Rock Island, IL 61299-8000

Select an Award Category for your nominee from the list below:
(Please check only **ONE** box.)

Special Awards (3)

- ☐ Barbara C. Heald (Deployed Civilian)
- ☐ Exceptional Support of the Ability One Program
- ☒ Outstanding Contract Specialist/Procurement Analyst

SUMMARY

Ms. Brittany R. Cecil nominee for the Outstanding Contract Specialist Award

Description of Services:

Ms. Brittany R. Cecil is nominated for the 2015 Secretary of the Army Awards for Excellence in Contracting, Outstanding Contract Specialist category based on her outstanding support to the Enhanced Army Global Logistics Enterprise (EAGLE) and Sustainment Contracting Division of the Army Contracting Command – Rock Island. Ms. Cecil has played an integral role in the continuous improvement of the EAGLE program while simultaneously supporting several of the most significant procurement actions for which her division was responsible. The EAGLE program is a multi-billion dollar service contract vehicle providing maintenance, supply, and transportation services to Army units worldwide. While junior in grade and experience compared to many of her peers, Ms. Cecil was chosen to lead some of the most complex actions and most important programmatic improvements with phenomenal results!

Specific Achievements Supporting the Mission:

Ms. Cecil was chosen to serve as a lead contract specialist on two highly visible, complex EAGLE task order competitions during the March through September 2014 timeframe. First, she supported the Army Pre-positioned Stocks (APS) – 4 Watercraft task order competition. This is a 5 year contract valued at over \$118 million. The contract provides sustainment support in the form of watercraft maintenance and care of supplies in storage, a very unique and, consequently, difficult to evaluate service. She led the effort to alter the EAGLE source selection template language to more appropriately address the specific needs of the APS – 4 Watercraft mission. This involved meeting with the chief of watercraft maintenance for the Army Sustainment Command and translating his desired areas of emphasis into appropriate evaluation criteria and ensuring the language was sufficient to allow for a meaningful evaluation while also precluding a sustained protest. She was able to take the raw information and desired end state of the customer and expertly apply her contracting expertise to develop discerning selection criteria. Ms. Cecil also incorporated the unique requirements associated with performance in Korea and Japan into evaluation sections of the solicitation. The unique solicitation language was protested; however, the protest was denied by the Government Accountability Office.

Ms. Cecil was chosen to serve on the team supporting the task order competition for logistical support in Afghanistan with an estimated total value of \$626 million. Once again faced with a unique requirement demanding a distinct set of criteria, she leveraged her lessons learned and immediately set about repeating her success. The Afghanistan task order competition, while ongoing, has been a textbook example of how a competition should be executed up to this point. A very large part of that success is directly attributable to the efforts of Ms. Cecil.

Innovative Solutions:

It was readily apparent that requirements performed Outside the Contiguous United States (OCONUS), and especially those supporting contingency/wartime operations, would require their own separate Standard Operating Procedures (SOP) and templates. Based on her track record of success, Ms. Cecil was chosen to lead the development of the OCONUS and Contingency SOPs. Her ability to lead a team consisting of numerous individuals of greater rank and experience and produce outstanding results within or ahead of schedule is unparalleled. She participated in the development of unique past performance evaluation

language specifically targeting OCONUS performance and evaluating the nuances of the unique associated tasks. She also developed and implemented processes and language accounting for the varying tax and labor laws encountered OCONUS. Without those two improvements to the process, OCONUS evaluations would be more time consuming and less accurate. These innovations have a positive impact on the Better Buying Power initiative of eliminating unproductive processes.

Individual Career Professional Qualities:

Ms. Cecil is dedicated to continuous improvement, not only for the work products and tools she uses, but also to her own abilities and skills. While expertly executing a full workload consisting of many of the most challenging tasks, she also maintains a full course load of Masters of Business Administration courses at the Tippie College of Business at the University of Iowa. She maintains a 4.0 grade point average and serves as the student ambassador to Rock Island. She was chosen from among all the active students to represent all University of Iowa programs and specifically those of the Tippie College of Business. Her promotion of this program and the assistance she provides to current and prospective students has far reaching implications for the future of the contracting community. Most recently, Ms. Cecil was selected to serve as a member of the Army Acquisition Workforce Advisory Board. She is one of only 20 selectees serving on the board created by Lieutenant General (LTG) Michael Williamson, Principal Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology. This board was established to provide a forum for open and honest discussion from which LTG Williamson can obtain feedback and suggestions concerning career development initiatives.

Contributions to Career Field:

Ms. Cecil's professionalism is extraordinary. One hundred percent dedicated to the mission, she goes well beyond expectations serving as the representative on innumerable activities, committees and similar efforts. She has served as the primary focal point for the Combined Federal Campaign (past 3 years) and is a member of the Women in Defense society.

Professionalism:

Ms. Cecil personifies the Army Civilian Corps Creed by embodying the Army values of loyalty, duty, respect, selfless service, honor, integrity and personal courage each and every day. She communicates both effectively and efficiently and skillfully executes all work assignments. She is team-oriented and fosters a creative working environment.

Contributions to the Contracting Profession:

Sought out by virtually all new interns for assistance and guidance, Ms. Cecil willingly dedicates a large volume of time to provide both technical direction as well as mentorship. Her critical role in the development of our future leaders will be one of the most significant contributions to the contracting profession. She is an exceptional talent and a tremendous asset to the contracting community, and her contributions to the overall success of the mission cannot be overstated.

CITATION
OUTSTANDING CONTRACT SPECIALIST AWARD
FOR
MS. BRITTANY R. CECIL

Ms. Brittany R. Cecil is recognized for her exceptional support to the Enhanced Army Global Logistics Enterprise program and world-wide customers. She was instrumental in providing support to the Army Pre-positioned Stocks – 4 Watercraft and Korea programs and to contingency efforts in Afghanistan. Her coaching and mentoring of junior employees will have a positive and lasting impact on many contracting missions. She serves the Army with honor and distinction modeling conduct that represents the very essence of the Army values, while forming a lasting legacy in a workforce strongly influenced by her work ethic, ability to build communication networks, and commitment to the Soldier. Ms. Cecil's exceptional performance reflects great credit upon herself, the Army Contracting Command and the United States Army.



DEPARTMENT OF THE ARMY

U.S. ARMY CONTRACTING COMMAND - ABERDEEN PROVING GROUND
4401 BOOTHBY HILL AVENUE
ABERDEEN PROVING GROUND, MARYLAND 21005-3013

REPLY TO
ATTENTION OF

CCAP-OPB

15 June 2015

MEMORANDUM FOR Office of the Deputy Assistant Secretary of the Army
(Procurement), 103 Army Pentagon, Washington DC, 20310-0103

SUBJECT: Nomination for the 2015 Secretary of the Army Awards for Excellence in Contracting

1. I highly recommend the nomination of the New England Soldier Systems and Individual Equipment (NESSIE) Team in the category of Special Award – Exceptional Support of the AbilityOne Program. This team is recognized for their personal commitment and contributions while assigned to the Army Contracting Command – Aberdeen Proving Ground.
2. The NESSIE Team takes pride in leveraging the AbilityOne Program as a unique acquisition strategy to meet the customer's need, provide the best value to the taxpayer, and to support the disabled. The team executed approximately 43 contracting actions supporting AbilityOne on behalf of the Program Manager – Soldier Clothing and Individual Equipment. The total dollar amount obligated against those contracts was approximately \$237 million and the number of jobs at AbilityOne-participating nonprofit agencies that supported these contract actions exceeded 636 positions.
3. Point of contact for this nomination action is Ms. Betsy Kozak, 410-278-0846 or DSN 298-0846.


BRYON J. YOUNG
Executive Director

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission Format

Nominating Organization

Name: ACC-APG-NCD

Address: 1 Kansas Street, Natick, MA 01760

Point of contact (POC) name: Cheryl DeLuca

POC phone: 508-233-6190

POC email: cheryl.a.deluca.civ@mail.mil

Nomination Submission POC

Name: Betsy Kozak

Phone number: 410-278-0846

Email address of action officer: betsy.j.kozak.civ@mail.mil

Name, Grade and Position Title of Nominee(s):

New England Soldier Systems and Individual Equipment (NESSIE) Team:

Mr. Sean Murphy, GS-14, Branch Chief

Ms. Roberta Boswell, GS-13, Contracting Officer

Mr. Mark Marchioli, GS-13, Contracting Officer

Mr. Matthew Buchanan, GS-12, Contract Specialist

Ms. Lisa Mardin, GS-9, Contract Specialist

Mr. Ben Hoell, GS-9, Contract Specialist

Ms. Irma DeLong, GS-9, Contract Specialist

Nominee Employing Organization (Command/Unit/Organization or Activity):

Army Contracting Command – Aberdeen Proving Ground (Natick Division

Nominee Business Address:

Select an Award Category for your nominee from the list below:

(Please check only **ONE** box.)

Special Awards (3)

Barbara C. Heald (Deployed Civilian)

Exceptional Support of the Ability One Program

Outstanding Contract Specialist/Procurement Analyst

Summary

The New England Soldier Systems and Individual Equipment (NESSIE) Team has demonstrated unusual initiative, skill, and commitment in utilizing the AbilityOne program to meet the challenges of an ever-changing Army. The US Army Contracting Command, Aberdeen Proving Ground, Natick Contracting Division, NESSIE Team has repeatedly gone above and beyond to support Program Manager – Soldier Clothing and Individual Equipment (PM-SCIE) efforts to field the best equipment possible in the quickest time possible under changing combat and fiscal conditions. A core NESSIE Team value in that approach is to leverage the AbilityOne program as a unique acquisition strategy to meet the customer's need, provide the best value to the taxpayer, and to support the disabled. Through the utilization of the AbilityOne program, NESSIE has successfully met all of PM-SCIE's mission requirements around the world for clothing and individual equipment by providing PM-SCIE quality and timely delivered products needed by the warfighter.

In Aug 2008, Mr. Shay Assad, Director, Defense Procurement, Acquisition Policy, and Strategic Sourcing issued a memorandum to the acquisition workforce challenging his contracting personnel to look for more opportunities to contract with AbilityOne-participating nonprofit agencies. In July 2012, Mr. Assad issued another memorandum, not only renewing his call for more opportunities for AbilityOne-participating nonprofit agencies, but also going into further detail on how the AbilityOne program employs wounded veterans.

During the period from March 1, 2014 through April 30, 2015, the NESSIE Team executed approximately 43 contract actions on behalf of PM-SCIE. The total dollar amount obligated against those contracts was approximately \$237 million and the number of jobs at AbilityOne-participating nonprofit agencies that supported these contract actions exceeded 636 positions. The items produced by the nonprofits include (but is not limited to): Army Combat Pant (ACP), Army Combat Shirt (ACS), Improved First Aid Kit (IFAK), Multipurpose Personal Hydration Systems (MPHS), Army Mountaineering Kit (AMK), and Flame Resistant Army Combat Uniform (FRACU) Coat and Trouser.

The MPHS is a recent addition (Fall of 2014) to the Federal Procurement List (FPL) by the NESSIE Team on behalf of PM-SCIE. The MPHS will provide Soldiers with the capability to hydrate hands-free and on the move in a Chemical, Radiological and Nuclear (CBRN)/Toxic Industrial Material (TIM) environment and will greatly enhance Soldier survivability. It is estimated that PM-SCIE will procure approximately \$50 million MPHS through the AbilityOne Program over the next 5-years.

In addition, the NESSIE Team, in support of Program Manager – Force Sustainment System (PM-FSS), worked with the AbilityOne Commission to add an innovative prime vendor, warehousing, and integration solution to the FPL. The intent of this recent FPL addition is to provide PM-FSS with contracting support through the AbilityOne program in a cost effective and timely manner. The first action awarded from this vehicle was the Multi-Temperature Refrigerated Container System (MTRCS) tool kit in which an AbilityOne non-profit agency sourced, integrated and delivered tool kits for PM-FSS. There is also a current effort underway through this vehicle to source 600-man base camps for PM-FSS. It is anticipated that this new contract vehicle will provide opportunities in higher-level job positions for disabled workers as well as provide jobs for service-disabled veterans.

These efforts not only reflect the NESSIE Team's level of commitment to the AbilityOne program, but also reflects a clear understanding and commitment to the guidance issued by Mr. Assad. The team's actions have demonstrated that they are a DoD leader in the area of support to AbilityOne programs and sets an example for other DoD contracting agencies.

Because of their efforts, the NESSIE Team was recently awarded the SourceAmerica 2014 Government Award for Products. This prestigious award is presented to a Government Agency that has demonstrated commitment and growth to the AbilityOne Program. During the presentation of this award at the SourceAmerica Conference, Mr. Assad specifically recognized the Natick Division/NESSIE Team by name as a leader in its commitment to the AbilityOne Program and his acknowledgement of such.

All members of the team nominated have demonstrated the professional contracting qualities necessary to understand, utilize and leverage FAR SUBPART 8.7 – ACQUISITION FROM NONPROFIT AGENCIES EMPLOYING PEOPLE WHO ARE BLIND OR SEVERELY DISABLED to support the customer's mission. The nominated team has not only demonstrated a high level of understanding and ability to apply FAR SUBPART 8.7, but they have also demonstrated a high level of professionalism by establishing a trusted, committed partnership between AbilityOne, PM-SCIE, PM-FSS, NESSIE and Ability-One non-profit agencies. The NESSIE Team's contributions have resulted in quality contracts for clothing and equipment needed by the warfighter; creation of jobs for people with disabilities to include wounded veterans; and successful implementation of the guidance from Mr. Assad for contracting personnel to look for more contract opportunities with AbilityOne-participating nonprofit agencies.

As a result of these actions, the NESSIE Team from ACC-APG Natick Contracting Division is deserving of the 2015 Secretary of the Army Award for Excellence in Contracting in the category Special Award – Exceptional Support of the AbilityOne Program.

Citation

**New England Soldier Systems and Individual Equipment (NESSIE) Team
Army Contracting Command – Aberdeen Proving Ground**

Is presented the

**2015 Secretary of the Army Award for Excellence in Contracting
Special Award - Exceptional Support of the AbilityOne Program**

For demonstrated initiative, skill, and commitment in utilizing the AbilityOne Program to meet the challenges of an ever-changing Army. The team takes pride in leveraging the AbilityOne Program as a unique acquisition strategy to meet the customer's need, provide the best value to the taxpayer, and to support the disabled. The NESSIE Team executed approximately 43 contracting actions supporting AbilityOne on behalf of the Program Manager – Soldier Clothing and Individual Equipment. The total dollar amount obligated against those contracts was approximately \$237 million and the number of jobs at AbilityOne-participating nonprofit agencies that supported these contract actions exceeded 636 positions. The NESSIE Team's contributions have resulted in quality contracts for clothing and equipment needed by the warfighter and the creation of jobs for people with disabilities to include wounded veterans.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
414th CONTRACTING SUPPORT BRIGADE
Unit 31423 Box 77
APO AE 09630-1423

CCEC-AF

8 June 2015


MEMORANDUM FOR Deputy Assistant Secretary of the Army (Procurement), 103
Army Pentagon, Room 2D528, Washington, DC 20310-0103

SUBJECT: Nomination of Ms. Jaime E. Reed for the 2015 Secretary of the Army
Excellence in Contracting Award in the category of Barbara C. Heald (Deployed
Civilian) Award

1. I wholeheartedly endorse the nomination of Ms Jaime E. Reed for the Barbara C. Heald Award for outstanding deployed civilian GS-1102. Ms. Reed epitomizes the example set by Ms. Heald in her willingness to deploy to Liberia to assist in the overall U.S. Government Foreign Humanitarian Assistance/Disaster Relief efforts to contain the spread of the Ebola Virus Disease. Her efforts directly contributed to the prevention of EVD from spreading outside of the region, alleviated human suffering, and promoted internal and regional stability. Jaime lives the Army Values and the tenants of Army civilian corps creed in her everyday work. Her ability to lead and mentor a diverse workforce, customer base, and local vendors under the arduous and stressful conditions across the joint operations area for Operation United Assistance makes her a leader among leaders not just in the contracting career field. Ms. Reed's ability to effectively communicate and take necessary corrective actions was critical to the success of the JFC Commander and the 414th Contracting Support Brigade.

2. Ms Reed's dynamic leadership and business acumen in complex operational environments demonstrates her character, competence, commitment to selfless service, her loyalty to the 414th Contracting Support Brigade and dedication to the Department of the Army. Jaime Reed is the perfect choice as the 2015 Secretary of the Army Excellence Awards Barbara C. Heald Award for outstanding deployed civilian GS-1102.

3. Point of contact is the undersigned at DSN 637-7700 or email at christine.a.beeler2.mil@mail.mil.


CHRISTINE A. BEELER
COL, LG
Commanding

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission

Nomination Organization:

Name: 414th Contracting Support Brigade
Address: CMR 427, Box 77, APO AE 09630-1423
Point of Contact Name: Mr. Michael L. Patterson
POC Phone DSN: (314) 637-7701
POC email: michael.l.patterson46.civ@mail.mil

Nomination Submission POC

Name: Colonel Christine A. Beeler
Phone DSN: (314) 637-7700
POC email: christine.a.beeler2.mil@mail.mil

Nominee(s): Ms. Jaime E. Reed

Nominee Employing Organization (Command/Unit/Organization or Activity):

414th Contracting Support Brigade, Vicenza, Italy

Nominee Business Address:

414th Contracting Support Brigade
CMR 427, Box 77
Vicenza, Italy 09630-1423

Barbara C. Heald (Deployed Civilian) Award

SUMMARY

Ms. Jaime E. Reed nominee for the 2015 Secretary of the Army Awards for Excellence in Contracting

On 5 October 2014, elements of 101st Airborne Division (Air Assault) headquarters began arriving in Liberia to assist in the overall U.S. Government Foreign Humanitarian Assistance/Disaster Relief efforts to contain the spread of the Ebola Virus/Disease in order to prevent EVD from spreading outside of the region, alleviate human suffering, and promote internal and regional stability. Ms. Reed was the only Army Contracting Command civilian that volunteered and deployed in support of the Operation United Assistance Mission to Liberia and Senegal. During this deployment, she served simultaneously as the Chief of Policy and as a Contract Specialist for the 922nd Contracting Battalion (CBN) under the 414th CSB.

As the Chief of Policy, she led and mentored a team of 12 new 51C Soldiers for seven months. Ms. Reed was the only civilian contracting professional to remain a part of the Joint Force Command -OUA from the initial stages of the 101st JFC-OUA through the 48th CBRNE TAC-OUA. Under her guidance, the team developed a comprehensive Contract Management Review process and successfully reviewed 120 contract actions. She also developed the Performance Work Statement for a \$6.5 million inland transportation and warehousing contract that spanned two countries and became critical to the overall success of the relief operations.

Ms. Reed introduced new methods of Contract Management Reviews. While working closely with the 414th CSB Policy Chief in Vicenza, Italy, she developed comprehensive checklists and instructions for completing the reviews. Ms. Reed personally conducted the training for the 922nd CBN staff for proper use of the CMRs. She also instituted a contract action tracker that became the standard product for the JFC. This mechanism provided instant access for all contract actions, from the Joint Service Requirements Board through the Contract Closeout. Ms. Reed worked directly with the J8, 922nd Battalion Commander, the RCO-Africa Team Chief and the LOGCAP ACO to ensure that every contract action was properly documented and tracked.

Ms. Reed personally developed the Contract Officer Representative (COR) Training courses for the OUA mission and for each individual contract. She developed the COR training plan for over 35 designated CORs and ensured 100% compliance with all applicable regulations, all while in a contingency environment that often suffered from poor connectivity and other logistical challenges. She served as an advisor to the Administering Contracting Officer for the LOGCAP Task Order 13, which was valued at over \$53 million. She also provided direct interaction with the 101st JFC - OUA. She provided guidance and assistance to other key leaders, including the JFC Commander. Ms. Reed

mentored the two Battle Captains and ensured that the current and future contract operations were conducted in accordance with federal and local regulations.

As the 101st increased its presence in the AO, the quality of the CORs and subsequent reports diminished. Ms. Reed instituted a program to visit the CORs, conduct additional training, and offer onsite assistance to the downtrace units. Ms. Reed personally flew from Liberia to Senegal to establish the onsite COR training for the OUA-Senegal Intermediate Staging Base (ISB). She also encouraged the 922nd CBN to seek other methods of communication, rather than relying on email. Later, this method of instruction was adapted for the Field Ordering Officer and Pay Agent Training. As a result, overall acquisition times decreased for the JFC.

As a contract specialist, she worked directly with the AFRICOM J4 to transfer Federal Excess Property valued at over \$2.3 million dollars of Class I to the Senegalese government. In this capacity, she also served as the COR on the SDDC- Warehousing contract and ensured that the contract was completed on time and under budget. She negotiated the transportation of two Force Providers out of Senegal. She also conducted five separate missions involving visitations to remote villages to contract for both the Army Labs and the Ebola Mobile Training Teams. Her hands-on approach led to significant cost savings for the government and produced effective, timely contracting results. She was often consulted during difficult contracting situations, such as negotiating with Liberian vendors and continuing the cost savings to the US Government. The contingency environment presented numerous unique challenges in the contracting arena. The extremely low per capita GNP for Liberia, coupled with significant technological challenges and the fear of the EVD, contracting could not be performed in the same manner as most other locations, including Afghanistan and Iraq. Potential vendors were unfamiliar with United States Federal Acquisition Regulations. Vendors were jailed or quarantined due to family exposures. Roads were often impassable and required helicopter transportation to conduct face to face negotiations. Transportation assets were unreliable at best, and a shipment could face significant delays due to a driver being held hostage by a village or a bridge collapsing. Ms. Reed utilized ingenuity and knowledge of the FAR to ensure that even when faced with such challenges, the contracting missions were complete and in accordance with the law.

Ms. Reed's contributions played an immense part in the success of the 414th providing contracting support for OUA. That being said however, Ms. Reed's dedication to educating and training the 51C soldiers while in a deployed environment stands as her greatest achievement. Through her mentoring and guidance of both officers and non-commissioned officers, she will have an impact on the future success of the Army Acquisition Corps. Although she possesses significant contracting knowledge, she never hesitated to teach those around her.



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DEPARTMENT OF THE ARMY
ARMY CONTRACTING COMMAND – ROCK ISLAND
3055 Rodman Avenue
ROCK ISLAND, IL 61299-8000

CCRC

16 JUN 2015

MEMORANDUM FOR Ms. Vicky Deguzman, U.S. Army Acquisition Support Center,
9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060-5567

SUBJECT: Army Contracting Command - Rock Island Endorsement of 2015 Secretary
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3. My point of contact for this action is Ms. Amber Guldenpfennig, CCRC-WA, 309-782-2219 or DSN 793-2219, e-mail amber.m.guldenpfennig.civ@mail.mil.

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MELANIE A. JOHNSON
Executive Director

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Reachback Team, Global Reachback Contracting Division

Contingency Contracting
LOGCAP Team, LOGCAP Contracting Division

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission

Nominating Organization

Name: U.S. Army Contracting Command – Rock Island
Address: 3055 Rodman Avenue, Rock Island, IL 61299-8000
Point of contact (POC) name: Jake M. Adrian
POC phone: 309-782-6824
POC email: jake.m.adrian.civ@mail.mil

Nomination Submission POC

Name: Amber M. Guldenpfennig
Phone number: 309-782-2219
Email address of action officer: amber.m.guldenpfennig.civ@mail.mil

Name, Grade and Position Title of Nominee(s):

Melissa K. Light, GS-14, Supervisory Contract Specialist

Nominee Employing Organization (Command/Unit/Organization or Activity):

U.S. Army Contracting Command – Rock Island

Nominee Business Address:

3055 Rodman Avenue, Rock Island, IL 61299-8000

Select an Award Category for your nominee from the list below:
(Please check only **ONE** box.)

Outstanding Contracting Officer Awards (4)

- ☐ Installation Level, Directorates of Contracting
- ☐ Systems, Research and Development (R&D), Logistics Support (Sustainment)
- ☒ Contracting Specialized Services and Construction Contracting
- ☐ Contingency Contracting

SUMMARY

Ms. Melissa K. Light nominee for the Outstanding Contracting Officer Award Contracting Specialized Services and Construction Contracting

Description of Services:

Ms. Melissa K. Light is an exemplary branch chief and contracting officer in the Global Reachback Contracting Division, supporting primarily United States Army Central (ARCENT) in Kuwait and Qatar. The division provides a wide array of contracting services to include full base operation support services, mentoring and training of foreign forces, security services, counterinsurgency programs, intelligence and information operations, and base defense. During this award period, the division issued 1,188 contract actions valued at \$1.2 billion.

Ms. Light personally leads the branch responsible for the division's largest contract, Kuwait – Base Operations and Security Support Services (K-BOSSS), valued at \$2.1 billion. Ms. Light traveled to Kuwait and Qatar on four occasions during this award period for a total of over five weeks to support her customers and provide contract administration oversight. During this time, she addressed multiple complex and challenging issues associated with the administration of K-BOSSS 1.0. Ms. Light participated as a senior board member on the K-BOSSS 1.0 Award Fee Board panel and provided technical direction as needed to keep this massive requirement on track.

Timeliness and Quality of Customer Support:

Ms. Light has developed and fostered professional working relationships and partnerships with her worldwide customer base. She deals head-on with conflict management issues and resolves tough issues in rapid order. Customers and other stakeholders at all levels within contracting and external agencies have relied on her technical expertise, creativity, and innovation to establish smart acquisition plans and other corrective actions needed to keep expectations and requirements on schedule for the Soldier. From the moment she assumed her current position, she met with all interested parties, validated their plans and mission goals, and made sure that she met her customer's expectations while improving the working relationship with her customer base. Ms. Light improved the quality and the timeliness of the information provided from the Reachback office. She met regularly with her customers, established networks, and created a work environment that leverages frank, open, and honest approaches to all communications. Her efforts have included the pillars of Better Buying Power by reducing unproductive processes which have resulted in significant improvements to major K-BOSSS requirements. Her oversight has resulted in lowering contract and operational risk thus ensuring the contracted services were in accordance with contract terms and conditions.

Ms. Light was instrumental in the planning for the Army to assume the Contingency Contracting Administration Services (CCAS) mission in Kuwait and Qatar in December 2014. Her expertise in contracting shaped the organizational structure of the first battalion that deployed to conduct CCAS as well as provided critical information on the inner workings of the Kuwait and Qatar Areas of Responsibilities. Ms. Light traveled and participated in the CCAS leaders recon to Kuwait and Qatar. During this trip she devoted countless hours meeting with military leaders, customers, contract administrators, and Soldiers in order to facilitate contract execution and build meaningful relationships with key organizations.

In addition, Ms. Light provided leadership in the industry days and site visits in Kuwait for the K-BOSSS 2.0 competition (follow-on contract). Over 100 industry representatives attended this event. The estimated value for this action is \$1.2 billion. She has assisted in the development of the strategies, plans, formal documentation, logistics arrangements, and provided strategic guidance for the K-BOSSS 2.0 acquisition team.

Procurement Integrity:

Ms. Light conducts herself with integrity, accountability, and excellence on a daily basis. She communicates both effectively and efficiently and skillfully executes all work assignments with results driven outcomes. She possesses and displays the highest quality work standards. She is responsible, ethical, and team-oriented with strong problem solving skills. Her leadership skills have been invaluable in resolving problems, answering questions, correcting deficiencies, while assuring that all program objectives were being met. She volunteers for difficult assignments and is continually sought out by senior leaders for her technical advice and by peers for reviews of their contract documents. Ms. Light is a role model in the contracting community. She is a leader, team builder, and a coach and mentor for interns and journeymen. She is always willing to assist others and share lessons learned across every phase of the acquisition process. In addition, she takes time to review each team member's career paths and provides experience and opportunities for their occupational growth.

Innovation and Entrepreneurship:

Ms. Light developed and briefed a recommendation on how to improve the efficiency of the United States Central Command Acquisition Review Board. She briefed the ARCENT Deputy Commanding General - a Major General, the ARCENT G4 - a Brigadier General, the 1st Theater Sustainment Command Deputy Commanding General - a Brigadier General, and numerous members of their staffs. Her recommendations have resulted in short term results with long term advantages. Streamlining key processes will result in expected annual savings of \$20 million for the ARCENT customer and taxpayer. Ms. Light is regularly called upon to brief at the Army Materiel Command, two star level.

Ms. Light has built a strong reputation for in-depth research and has authored multiple acquisition strategies. She was instrumental in developing a new evaluation tactic for evaluation of Lowest Price Technically Acceptable contract actions which has since been adopted by the command. This innovation and new evaluation tactic was used to execute two staff augmentation contracts, which resulted in a cost savings of \$31.8 million from the projected government estimates. It also shortened the acquisition lead time to less than 90 days! This action was protested to the Government Accountability Office; however, the government prevailed, a testament to Ms. Light's sound business skills.

Self-Development:

Ms. Light continues to improve her job skills and professional growth by attending leadership and management training classes. She is Level III certified in contracting, Level I certified in program management, and is a member of the Army Acquisition Corps. Ms. Light has a master's degree in Business Management and a bachelor's degree in Business Marketing.

CITATION

OUTSTANDING CONTRACTING OFFICER AWARD CONTRACTING SPECIALIZED SERVICES AND CONSTRUCTION CONTRACTING

FOR

MS. MELISSA K. LIGHT

Ms. Melissa K. Light is recognized for her acquisition excellence and outstanding performance as a branch chief and contracting officer in the Reachback Division, Army Contracting Command-Rock Island, Illinois. She is a valuable team member and a model acquisition professional who consistently goes the extra mile to accomplish top-quality results. Ms. Light's dedication to the United States Army Central mission, her innovative business resolutions, and her worldwide customer support – all demonstrate her sincere commitment to the Army's values and principles. Ms. Light's selfless dedication, professionalism, and willingness to take on challenging assignments are the epitome of the acquisition workforce and reflect great credit upon herself, the Army Contracting Command and the United States Army.



DEPARTMENT OF THE ARMY
HEADQUARTERS, 413TH CONTRACTING SUPPORT BRIGADE
BUILDING T122, SECOND FLOOR, PALM CIRCLE DRIVE
FORT SHAFTER, HAWAII 96858-5430

CCEC-PA

29 May 2015

MEMORANDUM FOR Office United States Army Acquisition Support Center, (Ms. Vicki Guzman), 9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060-5567

SUBJECT: Endorsement of SFC Rachel Y. Harris Nomination for the 2015 Secretary of the Army Awards for Excellence in Contracting.

1. I strongly endorse the SFC Rachel Y. Harris for the Outstanding Contracting Officer (Contingency Contracting) award. Her tremendous accomplishments and dedication to duty directly contributed to accomplishment of Phase 0 Theater Campaign Plan objectives in the United States Pacific Command's Area of Responsibility.
2. SFC Harris is nominated due to her superior professional competence, her outstanding customer support, and her overall tireless work ethic. She is a true contracting professional and a terrific Non-Commissioned Officer. SFC Harris is the ideal choice for this prestigious award.
3. My point of contact for this action is LTC Edward Gosline, Brigade Executive Officer, (808) 438-0758 or edward.c.gosline.mil@mail.mil.

KEVIN M. NASH
COL, AR
Commanding

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission Format

Nominating Organization

Name: Expeditionary Contracting Command, 413th Contracting Support Brigade (CSB)

Address: Building T-122, 2nd Floor, Fort Shafter, Hawaii 96858

Point of contact (POC) name: COL Kevin M. Nash

POC phone: (808) 438-2386

POC email: kevin.m.nash.mil@mail.mil

Nomination Submission POC

Name: LTC Edward C. Gosline

Phone number: (808) 438-0758

Email address of action officer: edward.c.gosline.mil@mail.mil

Name, Grade, and Position Title of Nominee(s):

SFC Rachel Y. Harris

Contracting Support Operations NCOIC

413th Contracting Support Brigade

Nominee Employing Organization (Command/Unit/Organization or Activity):

413th Contracting Support Brigade

Nominee Business Address:

T122 Palm Circle Drive

Fort Shafter, HI 96858

There are 11 awards in three categories and they are as follows:

Outstanding Contracting Officer Awards (4)

☐

Installation Level, Directorates of Contracting

☐

Systems, Research and Development (R&D), Logistics Support (Sustainment)

☐

Contracting Specialized Services and Construction Contracting

☒

Contingency Contracting

Nomination packets must include:

Citation

Your two-page summary must include

Description of services

Logistics requirement process integration (Contingency only)

Timeliness and quality of customer support

Procurement integrity
Innovation and entrepreneurship
Self-development

Summary

Briefly describe the accomplishment(s) of the team or individual. This summary is **NOT** to exceed two pages.

Ensure that the nominee's name is complete, spelled correctly, and written as the nominee would like his/her name to appear on a certificate, award or event program. Please note that these packets are not edited or checked; they are submitted to the award's board members in the condition that they are received.

SUMMARY

SFC Rachel Y. Harris nominee for Outstanding Contracting Officer (Contingency Contracting)

Description of Services:

SFC Rachel Harris' hard work and dedication to duty directly contributed to our Phase 0 support of USARPAC Theater Campaign Plan objectives, validated Operational Contract Support (OCS) concepts, and provided 413th Contracting Support Brigade (CSB) reachback capabilities for other deployed contracting officers in the United States Pacific Command's Area of Responsibility (AOR). As such, SFC Harris is the ideal choice for the Outstanding Contingency Contracting Officer (CCO) Award. During the period 1 Mar 14 – 30 Apr 15, she demonstrated outstanding leadership and exceptional performance as 729th Contracting Team (CT) Non-Commissioned Officer in Charge (NCOIC) and culminated as Contracting Support Operations NCOIC, 413th CSB. SFC Harris served as a lead contingency Contracting Officer (CCO) in support of Angkor Sentinel in Cambodia and as a supporting CCO during Balikatan in the Philippines. She also served as the lead OCS trainer for 25th Infantry Division units deploying in support of Operation Enduring Freedom. From mission execution, to taking care of people, to her world-class support of unit missions, she proved to be a model CCO that all others in the Brigade turn to for actionable advice and inspiration. She is hands-down the best NCO in the 413th CSB and clearly one of the best in Army Contracting Command.

Logistics requirement process integration

After being rigorously tested and subsequently granted the lofty authority as a Warranted Contracting Officer, SFC Harris was given the task to lead and mentor four contracting officers supporting shaping operations under the Theater Security Cooperation Program (TSCP) exercises; specifically Tiger Balm, Angkor Sentinel and Garuda Shield in Indonesia. Her tutelage covered integration of the entire Joint Exercise Life Cycle from vendor and planning conferences to mission completion. In addition, SFC Harris conducted and supervised the development of acquisition strategy plans, solicitations, and site visits for vendors. In total, SFC Harris and her team executed over 100 complex and highly critical supply and service contracts valued at \$2.6M. All missions were completed on time and under budget by close integration with USARPAC logistical units, US Embassies, and by arduous negotiations with local suppliers. These critical missions were an overwhelming success and enabled key effects of the TSCP and had real world impact on the local populace, the United States forces, and our Host Nation Partners.

Timeliness and quality of customer support

Having previously led contracting missions in 4 different countries by infusing her real world experience, SFC Harris was truly instrumental to the Marine Corps units participating in Balikatan and Freedom Banner 2015. Balikatan is annual, joint and multilateral Command Post Exercise with the Armed Forces to the Republic of the Philippines. It improves capabilities to conduct Joint, Multinational and Interagency Operations against traditional and nontraditional threats in support of the Mutual Defense Treaty. The bulk of US forces are provided from 1st Marine Air Wing, 3rd Marine Logistics Group, and 3rd Marine Division; however support was provided to Navy and Air Force participants as well. SFC Harris executed over 60 critical contract actions valued in excess of \$4.1M and oversight of over \$2.6M in Field Ordering Officer (FOO) purchases. Her close coordination between the Marine Forces Logistics Group and the Freedom Banner logistics representatives on emergent changes allowed her team to forecast and take swift action on emerging time sensitive requirements. Her prompt action gave the Logistical Representatives, Higher Headquarters, and the units on the ground options on solving problems and eliminated potential issues throughout the entire exercise.

Procurement integrity

SFC Harris' integrity is beyond reproach and she judiciously imparts unwavering ethical code into the unit. SFC Harris and her team accomplished 9 separate missions where either SFC Harris went forward, or mentored her Soldiers. In garrison, SFC Harris was assigned to the Services Team which successfully supporting 32 requirements worth \$4.8M. SFC Harris personally assisted in mentoring/training contracting officers/specialists in developing negotiation positions and conducting negotiations on several high visibility contracts (e.g. Logistics Readiness Center Services) which netted a cost savings of \$5M. Prepping the elements of the 25ID to go down range, SFC Harris and her Team trained over 200 Soldiers on Field Ordering Officer operations and Contract Officer Representative roles and responsibilities combined in preparation for deployments to Afghanistan and several locations throughout the Pacific AOR. SFC Harris's procurement integrity practices directly contributed to a coveted 'Low Risk' rating assessment by the Procurement Management Review team this past year.

Innovation and entrepreneurship

Following the Tiger Balm mission, SFC Harris selflessly volunteered as Team Leader and Contracting Officer in support of Angkor Sentinel. The joint exercise promoted military readiness and interoperability, and is USARPAC's capstone Security Cooperation event with Cambodia. During Angkor Sentinel, SFC Harris' team supported over 469 Combined Task Force Participants (100 U.S. Military personnel and 369 Cambodian Soldiers), and was responsible for \$193K in contract actions spanning across various locations in Cambodia. Her extensive contingency contracting experience and innovation led to an overall reduction in cost for the timely acquisition of life support and training related materials. Her acquisition approach saved the United States taxpayers \$189K, by eliminating all unnecessary purchases that could either be brought from home station or supported locally through the Royal Cambodian Armed Forces. In a complimentary effort while in country, SFC Harris led the procurement and contract administration efforts that resulted in the 116th Brigade Combat Team receiving its life support ahead of schedule in order to focus on and complete the Angkor Sentinel 14 exercise requirements. Through her performance of duties SFC Harris' actions significantly improved relations between the United States and our Pacific country partners for the betterment across the PACOM AOR.

Self-development

Under SFC Harris' "leadership by example" style, she completed an amazing 21 Semester hours to complete her Bachelors Degree, passed 15 separate exams that comprise the Army Contracting Command's 51C Level One Proficiency Guide, and completed all Acquisition Professional Development Program Level 2 contracting classes to obtain the highest possible certification level available commensurate for her rank within the auspices of the Defense Acquisition Workforce Improvement Act. Under her leadership, the 413th CSB was awarded the Army Excellence in Safety Streamer, a first for any organization within ACC. With deployments this year she will meet or exceed the requirements for the prestigious Expeditionary Contracting Command's Contingency Contracting Officer Award and Medallion...HOOAH!

SFC Rachel Y. Harris Citation

For outstanding achievement as the 2015 Secretary of the Army Awards for Excellence in Contracting, Outstanding Contracting Officer, Contingency Contracting. SFC Rachel Harris distinguished herself by exceptionally meritorious service as the Brigade Contracting Support Operations NCOIC and as a Contingency Contracting Officer on the 729th Contracting Team, 413th Contracting Support Brigade. SFC Harris displayed superior contracting competence during expeditionary operations while in Cambodia during exercise Angkor Sentinel, and in the Philippines during exercise Balikatan. SFC Harris' hard work and dedication to duty directly contributed to accomplishing Phase 0 Theater Campaign Plan objectives and validated Operational Contract Support concepts. Through her distinctive accomplishments, SFC Rachel Y. Harris reflects great credit upon herself, the Expeditionary Contracting Command, the Army Contracting Command, and the United States Army.



DEPARTMENT OF THE ARMY
U.S. ARMY CONTRACTING COMMAND-REDSTONE ARSENAL
SPARKMAN CENTER, BUILDING 5303
REDSTONE ARSENAL, AL 35898

REPLY TO
ATTENTION OF
CCAM-AL

2015 June 15

MEMORANDUM FOR Army Contracting Command (ACC), Redstone Arsenal, AL
35898

SUBJECT: Nomination for the 2015 Secretary of the Army Awards for Excellence in
Contracting – Systems, Research and Development, Logistics Support (Sustainment)

1. Enclosed is the nomination packet for the 2015 Secretary of the Army Awards for Excellence in Contracting - Systems, Research and Development, Logistics Support (Sustainment).
2. This nomination package recognizes Ms. Evelyn D. Harris for her many outstanding achievements, the highest level of performance and professionalism. This nominee deserves formal recognition for her diligent service, integrity and perseverance.
4. Point of contact is Ms. Karen Arthurs, karen.n.arthurs.civ@mail.mil, 256-842-8558, or Mr. Richard Wallner at, richard.f.wallner.civ@mail.mil, 256-876-0459.

REBECCA E. WEIRICK
Executive Director
Army Contracting Command – Redstone

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission Format

The information below data does not count toward the two-page limit. That limit applies to the summary only.

Nominating Organization

Name: Army Contracting Command – Redstone

Address: Sparkman Complex, Bldg. 5303, Redstone Arsenal, AL 35898

Point of contact (POC) name: Stanley Crittenden

POC phone: 256-842-5839

POC email: stanley.h.crittenden.civ@mail.mil

Nomination Submission POC

Name: Randy E. McGee

Phone number: 256-842-7598

Email address of action officer: randy.e.mcgee.civ@mail.mil

The action officer is the person who should be contacted if there are any questions about the submission.

Name, Grade and Position Title of Nominee(s):

Ms. Evelyn D. Harris, Supervisory Contract Specialist, NH-1102-04

Nominee Employing Organization (Command/Unit/Organization or Activity):
Army Contracting Command - Redstone

**Nominee Business Address: Department of the Army, Sparkman Complex,
Bldg. 5303, Redstone Arsenal, AL 35898**

Select an Award Category for your nominee from the list below:
(Please check only **ONE** box.)

Outstanding Contracting Officer Awards (4)

- ☐ Installation Level, Directorates of Contracting
- ☒ Systems, Research and Development (R&D), Logistics Support (Sustainment)
- ☐ Contracting Specialized Services and Construction Contracting
- ☐ Contingency Contracting

Nomination packets must include:

Citation

Your two-page summary must include

Description of services

Logistics requirement process integration (Contingency only)

Timeliness and quality of customer support

Procurement integrity

Innovation and entrepreneurship

Self-development

Summary

Briefly describe the accomplishment(s) of the team or individual. This summary is **NOT** to exceed two pages.

Ensure that the nominee's name is complete, spelled correctly, and written as the nominee would like his/her name to appear on a certificate, award or event program. Please note that these packets are not edited or checked; they are submitted to the award's board members in the condition that they are received.

2015 Secretary Of the Army Award for Excellence in Contracting
Systems, Research and Development, Logistics Support (Sustainment)

Ms. Evelyn Harris is nominated for the 2015 Secretary of the Army Awards for Excellence in Contracting based on her exceptional support to the AMCOM Logistics Center (ALC) Mission in particular Corpus Christi Army Depot (CCAD) and her outstanding leadership of the ACC-RSA Depot Partnering Division. Ms. Harris flawlessly manages a contracting portfolio valued at \$3.5B, which supports five multi-year, complex contracts. Her diligence toward the accomplishment of executing Technical, Engineering, Logistical Support Services (TELSS III), in support of the H-60 weapon system, sets her apart from her peers.

Ms. Harris prepared critical acquisition documents and charts staffed at the highest DOD levels, to include DPAP level Peer Reviews. Her relentless assistance was most notable in the Fixed Price Incentive Fee Contract Briefing provided to OSD, wherein she performed a detailed comparison of the actual labor cost incurred on prior contracts supporting this effort to the contracted positions. Her in-depth knowledge and thoroughness proved critical in the development of strategies that supported the award approval of the UH-60 Depot Partnering Contract, valued at \$678M. She identified a need and facilitated training at CCAD to improve contracting officer and contracting Officer Representative understanding on the evolution of processes between the depot and ACC Redstone, with a focus on improving the administration and execution of contracts under her purview. Her training included increasing awareness on processing funding documents to ensure no fiscal year dollars go unused. Her dedication and persistence to the effort prevented line stoppage and grounding of the H-60 aircraft at CCAD. She continually uses her thorough knowledge of contracts to implement ways to more effectively and efficiently manage the complex Partnership Contracts, and passes improved processes to the team she leads, which has paid dividends in development. Under her leadership, the depot contracting team has provided outstanding support to the field.

Ms. Harris' outstanding achievements through innovative contracting and teaming with industry partners to sustain the H-60, AH-64, H-47, T55 Engine and T701 Engine include the development of new processes for various repairs that led to changes in repair procedures and the development of new tools (i.e. blade bonding) as well as developing technical insertion programs and providing value engineering oversight to streamline assembly, repair and turnaround times. These include repair/buy decisions, assembly equipment, elimination of obsolete or unusable equipment, tool fabrication, organization of site work areas, and disposal of hazardous material in accordance with safety protocols. The process savings achieved with development of a Main Blade Bonding Tool, for CAT III Blades, equates to a cost avoidance of over \$4M to the Government.

Ms. Harris led her team in executing an innovative, complex contract that ensured the Army's mission and support to the soldier goals were met, while improving processes and supply chain support to the platform. Improved processes reduced repair turnaround time (RTAT) and achieved material cost reduction for both the airframe recapitalization and component Blackhawk report/overhaul programs. Specifically, her efforts resulted in a 33% reduction in RTAT; a 75% reduction in backorders (equating to an 11% increase in readiness); 15,067 total components produced (a 313% increase since 2003); and historical highs in production of A-A-L Aircraft. Further, her efforts in Technical and Engineering Process improvements from 2008 through 2013 resulted in cost savings/avoidance to the Government in the amount of \$34.4M. Her efforts in improving material forecasting (from supply chain agility and flexibility via contract implementation and oversight) resulted in cost savings/avoidance in the amount of \$23.6M.

Ms. Harris is empowered to make complex contractual decisions for the Army. Ms. Harris was hand selected to work extensively as the Army's contracting officer for the Honeywell Enterprise Performance Based Logistic (PBL) requirement with multi services, Navy, Air Force, Army and DLA, which will be a Fixed Price Requirements Contract, with a five (5) year base and one-five (5) year option valued at \$4.492B. This Hybrid contract (FAR Part 12 and 15) will be issued sole source. Ms. Harris successfully briefed Mr. Shay Assad, Senior Procurement Executive on 16 Apr 15, on the Army's business and technical concerns that could impact contract execution.

Ms. Harris' commitment to job accomplishment is unsurpassed. Her dedication and professionalism make her the ideal recipient for this award.



DEPARTMENT OF THE ARMY
U.S. ARMY CONTRACTING COMMAND-REDSTONE ARSENAL
SPARKMAN CENTER, BUILDING 5303
REDSTONE ARSENAL, AL 35898

REPLY TO
ATTENTION OF

CCAM-NS

MEMORANDUM FOR Army Contracting Command (ACC), Redstone Arsenal, AL
35898

SUBJECT: Nomination for the 2015 Secretary of the Army Awards for Excellence in
Contracting – Installation Level, Directorates of Contracting

1. Enclosed is the nomination packet for the 2015 Secretary of the Army Awards for Excellence in Contracting – Installation Level, Directorates of Contracting.
2. The nomination of Ms. Rhonda D. Sledge represents many outstanding achievements, the highest level of performance and professionalism. Her nomination deserve formal recognition for her diligent service, integrity and perseverance.
4. Point of contact is Ms. Karen Arthurs, karen.n.arthurs.civ@mail.mil, 256-842-8558, or Mr. Richard Wallner at, richard.f.wallner.civ@mail.mil, 256-876-0459.

REBECCA E. WEIRICK
Executive Director
Army Contracting Command – Redstone

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission Format

The information below data does not count toward the two-page limit. That limit applies to the summary only.

Nominating Organization

Name: Army Contracting Command – Redstone

Address: Sparkman Complex, Bldg. 5303

Point of contact (POC) name: Ms. Gwendolyn M. Dailey-Jones

POC phone: 256-842-7687

POC email: Gwendolyn.m.dailey-jones.civ@mail.mil

Nomination Submission POC

Name: Ms. Gwendolyn M. Dailey-Jones

Phone number: 256 842-7687

Email address of action officer: Gwendolyn.m.dailey-jones.cov@mail.mil

The action officer is the person who should be contacted if there are any questions about the submission.

Name, Grade and Position Title of Nominee(s):

Ms. Rhonda D. Sledge, GS-1102-14, Contract Specialist

Nominee Employing Organization (Command/Unit/Organization or Activity):
Army Contracting Command-Redstone

**Nominee Business Address: Sparkman Complex, Bldg 5303, Redstone Arsenal,
AL 35898**

Select an Award Category for your nominee from the list below:
(Please check only **ONE** box.)

Outstanding Contracting Officer Awards (4)

- ☒ Installation Level, Directorates of Contracting
- ☐ Systems, Research and Development (R&D), Logistics Support (Sustainment)
- ☐ Contracting Specialized Services and Construction Contracting
- ☐ Contingency Contracting

Rhonda D. Sledge's Achievements

Ms. Rhonda D. Sledge is nominated for the 2015 Secretary of the Army Award for Excellence in Contracting at the Installation Level Directorate. Ms. Sledge led a 32 member team to ensure the award of a highly complex \$216M Installation Support Services (ISS) Contract in support of the US Army Garrison-Redstone. Through an aggressive schedule, led by Ms. Sledge, award was made on October 30, 2014. The resulting contract was awarded by the use of hybrid contract type (Cost Plus Incentive Fee (CPIF), Cost Reimbursable, Firm Fixed Price Contract), to a 8(a) Small Business Alaskan Native Company. The hybrid award type was a new and challenging concept; historically the ISS contract consisted of a singular contract type.

Ms. Sledge has demonstrated exemplary leadership and work ethic. She is conscientious and diligent in her leadership role ensuring the Operation & Services Directorate meets and exceeds mission requirements. Ms. Sledge joined the Source Selection Evaluation Board (SSEB) team for the ISS Contract mid-way through the process, replacing a retiring Contracting Officer. She hit the ground running and leveled the learning curve with ease. The SSEB experienced multiple challenges (furlough, sequestration, incapacitation of personnel) but Ms. Sledge's expertise provided customer's ease of concern and confidence in the contracting team's ability to efficiently and timely award the ISS requirement. Ms. Sledge was responsible for ensuring the ISS requirement met the aggressive contract award schedule and provided continuity of service. Ms. Sledge overcame all challenges placed before her to award the ISS contract without protest.

In addition to managing the SSEB and awarding the \$216M contract, Ms. Sledge led civilians and mentored military personnel in the Base Operations Division to ensure successful execution of contract actions which obligated additional funds in excess of \$145M and over 1,160 separate contracts, purchase orders, delivery orders, or modification actions during Fiscal Year 2014. The other major actions included the U.S. Army Garrison Redstone Arsenal Cable Services contract valued at \$1.15M and awarded as a 5-year Firm Fixed Price Indefinite Delivery Indefinite Quantity contract utilizing limited competitive selection procedures. Also the U.S. Army Aviation and Missile Command (AMCOM) Research Development and Engineering Center (RDEC) Support Services contract valued at \$7.5M; a 5 year Performance Based contract awarded to a non-profit Ability One business. These actions are critical to the functioning of the entire installation which encompasses 38,125 acres and over 40,000 employees.

Ms. Sledge stepped up to take the 921st Contracting Battalion (CBn) and its four Contracting Teams (CT) under her wings, providing consistent and knowledgeable mentoring and leadership. Ms. Sledge provided contract and technical expertise to ensure that all deployable contingency contract specialists and contracting officers received adequate training in the total acquisition life cycle, from acquisition planning through contract execution, contract management and contract closeout. Ms. Sledge provided one on one training sessions and developed quarterly training sessions to ensure that all military were fully integrated and productive members of the Army Contracting Command – Redstone Arsenal (ACC-RSA) team. Ms. Sledge's vast expertise and knowledge of all types of acquisition, from micro-purchases to highly

complex requirements, ensured mission readiness and success for all our military members both in garrison and forward deployed.

Rhonda Sledge's Contributions

Ms. Sledge is the Lead Contract Specialist, Contracting Officer and Technical Leader in support of the US Army Garrison-Redstone. She has provided and maintained continuous up-to-date monitoring of over 1,160 procurement actions, providing guidance to junior specialists and other Contracting Officers, particularly on the complex ISS and Job Order Contract (JOC) requirements. Management often seeks Ms. Sledge's input on issues/matters which may carry a critical impact to the successfulness of the assigned mission. She has cognizance over the Installation Support Services, JOC, Grounds Maintenance, Relocation & Reconfiguration Move, Refuse and Custodial contracts. Ms. Sledge has established and extensively tracked milestones for the entire Base Operations Division in support of customer's requirements to ensure mission readiness and success. She communicates frequently with the Garrison contracts manager and resource manager to develop, establish and track the mission critical requirements.

Ms. Sledge has taken the appropriate steps to identify and resolve problems associated with all assigned actions; completing them with timeliness and ease. She addressed and resolved issues pertaining to contract funding discrepancies, GFEBS, nonpayment, Wide Area Work Flow (WAWF), Contract Action Reports (CAR), evaluations and contractor performance. She is highly skilled and adept at addressing any issue with peers, subordinates, and superiors.

Ms. Sledge's diligence and dedication has ensured that customers' organizational goals are met or exceeded. Upon the relocation of the National Capital Region mission to ACC-RSA, Ms. Sledge provided contracting officer support during the transition in addition to her assigned duties within the Base Operations Division. She facilitated the completion of multiple actions (i.e. option exercises, period of performance extensions, issuing solicitations, awarding contracts and other funding actions) for the highly visible Secretary of the Army Inspector General's (SAIG) office totaling \$1M in obligations. Ms. Sledge is proficient in her communication skills. She provides management with detailed working statuses of all action milestones, to ensure no negative impact is imposed upon mission success.

Ms. Sledge displays a high degree of commitment and dedication to the Operations & Services Directorate, the US Army Garrison-Redstone and the US Army. Ms. Sledge is a member of the Acquisition Corps and is DAWIA Certified Level III in Contracting. She has received recognition for exceptional performance throughout her career; receiving numerous accolades from her customers, upper level management and industry over her career encompassing 22 years of service to the Government. Ms. Sledge is an asset to this organization and the US Army.

CITATION
TO ACCOMPANY THE
2015 SECRETARY OF THE ARMY EXCELLENCE IN CONTRACTING AWARD
OUTSTANDING CONTRACTING OFFICER
INSTALLATION LEVEL, DIRECTORATES OF CONTRACTING
FOR
MS. RHONDA D. SLEDGE

AWARD CITATION:

Ms. Rhonda D. Sledge, Base Operations Division, Army Contracting Command – Redstone Arsenal is recognized for her exceptional contracting support to the U.S. Army Garrison – Redstone and its mission to provide installation support services encompassing the 38,125 acres and over 40,000 employees it houses from March 1, 2014 – April 30, 2015. Ms. Sledge provided exceptional contracting support to the US Army Garrison-Redstone mission and was instrumental in executing the \$216M Installation Support Services Contract to ensure installation support services for Redstone Arsenal continued without interruption. Ms. Sledge's exemplary leadership and dedication to the overall mission of the Operations & Services Directorate mirrored her remarkable professionalism and enhanced acquisition support to the Base Operation Division's customers. Ms. Sledge's outstanding accomplishments reflect great credit upon herself, the Army Contracting Command - Redstone and the United States Army.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
414th CONTRACTING SUPPORT BRIGADE
Unit 31423 Box 77
APO AE 09630-1423

CCEC-AF

17 June 2015

MEMORANDUM FOR Deputy Assistant Secretary of the Army (Procurement), 103
Army Pentagon, Room 2D528, Washington, DC 20310-0103

SUBJECT: Nomination of 414th Contracting Support Brigade, Regional Contracting
Office-Africa for the 2015 Secretary of the Army Excellence in Contracting Award in the
category of Outstanding Unit/Team, Contingency Contracting Award

1. I wholeheartedly endorse the nomination of RCO-Africa for the Outstanding Unit/Team, Contingency Contracting Award. Throughout the entire award period, RCO Africa has truly been a force multiplier for U.S. National interests in Africa, enabling Africa Command, Special Operations Command – Africa, and United States Army Africa / Southern European Task Force commanders to effectively build partnership capacity, provide defense capabilities, respond to multiple crises, and deter transnational threats through contracted solutions. Their activities span the entire continent of Africa and several European locations; specifically they executed six (6) Joint Exercises, multiple high profile theater security cooperation engagements, were the key enabler for early success in Operation United Assistance, and provide forward deployed CCOs for Operation Observant Compass, the Special Operations counterterrorism and stabilities operations.

2. RCO-Africa has consistently balanced a fluid operational environment, a demanding customer base and mentorship, training and developing of the assigned workforce by harnessing the collective savvy business acumen, warrior skills, and contracting expertise. RCO Africa, as a whole team, demonstrates strength of character, outstanding competence, and commitment to selfless service and the Army values. RCO-Africa is the best of the best and the perfect choice as the 2015 Secretary of the Army Excellence Award for Contingency Contracting.

3. Point of contact is the undersigned at DSN 637-7700 or email at christine.a.beeler2.mil@mail.mil.

CHRISTINE A. BEELER
COL, LG
Commanding

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Organization:

Name: 414th Contracting Support Brigade
Address: CMR 427, Box 77, APO AE 09630-1423
Point of Contact Name: Mr. Michael L. Patterson
POC Phone DSN: (314) 637-7701
POC email: michael.l.patterson46.civ@mail.mil

Nomination Submission POC

Name: Colonel Christine A. Beeler
Phone DSN: (314) 637-7700
POC email: christine.a.beeler2.mil@mail.mil

Nominee(s): Regional Contracting Office - Africa

Brenda F. Perry, LTC, Director
Ricardo L. Leano, GS-13, Deputy Director
George J. Steffens, MAJ, 51C, Contracting Officer
Ryan E. Ocampo, MAJ, 51C, Contracting Officer
Rickey J. Torres, MAJ, 51C, Contracting Officer
Lasean L. Fox, MSG, 51C, Contracting Officer
Matthew H. Jacobson, SFC, 51C, Contracting Officer
Shannon K. Booker, SFC, 51C, Contract Specialist
Justin W. Pellak, SFC, 51C, Contract Officer
Collis H. Doris, SSG, 51C, Contract Specialist
Charlee R. Thousand, SSG, 51C, Contract Specialist
Michael G. Mitchell, SSG, 51C, Contract Specialist
Melinda L. Nixon, SSG, 51C, Contract Specialist
Ricardo J. Perilla, SSG, 51C, Contract Specialist
Michelle A. Spence, GS-12, Contract Specialist
Francesca Zotto, Local National, Contract Specialist

Operation United Assistance Residual Force:

Rosen, Joseph, MAJ, Contracting Officer
France, Michael, SFC, Contracting Officer
Taylor-Eliou, Larry, SSG, Contract Specialist
Reed, Jamie, GS-11, Contracting Officer

Nominee Employing Organization (Command/Unit/Organization or Activity):

414th Contracting Support Brigade, Vicenza, Italy

Nominee Business Address:

414th Contracting Support Brigade
CMR 427, Box 77
Vicenza, Italy 09630-1423

Unit/Team Contracting Award

Outstanding Unit/Team, Contingency Contracting

Summary

2015 Secretary of the Army Awards for Excellence in Contracting For Outstanding Unit/Team Contingency Contracting

Regional Contracting Office – Africa

Description of Services:

During the Period from 1 March 2014 to 30 April 2015, the Regional Contracting Office Africa (RCO-Africa) provided responsive, full spectrum contracting support for a myriad of supply, service, and line-haul contracts supporting U.S. Africa Command (AFRICOM), U.S. Army Africa (USARAF), and Special Operations Command Africa (SOCAF) on the African Continent. RCO- Africa is comprised of 16 Military (51C), 3 Department of the Army Civilians, and 1 Local National contracting professionals who have executed 497 actions with total obligations exceeding \$12.5M. Contracts covered the African Continent with capabilities across one combatant command, two Joint Task Force Commanders, and 57 countries. In addition to supply, service, and line- haul contracts, RCO Africa was responsible for contract administration and quality assurance for Operation Observant Compass (OOC), Operation United Assistance (OUA), and Operation New Normal (ONN) LOGCAP Task Orders 0011/0013. RCO Africa's exertion in the areas of operational contract support, customer service, innovative business protocols, and customer education, facilitated AFRICOM, USARAF, and SOCAF to build relationships transpiring to theater security cooperation efforts.

Outstanding mission accomplishment through demonstrated customer support:

There were copious developments and initiatives throughout the year and RCO Africa responded by providing vital advice and counsel to customers. An indelible improvement of quality service was apparent in the training of 82 Field Ordering Officers and 23 Contracting Officer Representatives to ensure high flexibility and support for deployed forces to provide the customers with the required supplies and services from commercial sources. Under pressure to contain costs and produce results despite challenging circumstances, RCO Africa transformed rather than simply improve operations. That meant adopting the philosophies, methods, and processes that made the organization "best in class."

RCO Africa's success at the consistent delivery of outstanding service is merely the cumulative result of the contribution of each of its members. RCO Africa continued to provide top-notch service as members were required to deploy to support operational events like the five (5) Accord series of exercises, Flintlock exercise, and OOC missions for counterterrorism and stability operations, and OUA in Liberia. As expeditionary contracting teams deployed to support OUA, the Director and reach back contracting staff displayed and provided unmatched contract support providing humanitarian assistance in support of Operation United Assistance in Liberia by executing the initial 13 contract actions valued at \$1.2M to establish Ebola Treatment Units in less than 72 hours. RCO Africa exceeded expectations by carrying out multiple timely and urgent humanitarian assistance activities to mitigate human suffering and loss of life. The

proper balance of support was critical and the exceptional contracting support by reach back is noteworthy.

Contracting efficiency and reducing contracting costs:

The personnel that constitute RCO-Africa comprehend the complex procedures of contracting and finance. The team's innovative efforts were critical to the overall success on all operations, mission, and exercises on the Continent culminating in an overall cost saving of \$350K. As good business advisors, acting on behalf of the U.S. taxpayer in the best interest of the U.S. Government, the relationship with the US Embassy, specifically with the Ambassador, the General Service Officer, the Procurement Section and through prioritizing visits to the embassy delineated our decisive and shaping operations by instituting first-class business practices and relations that eased the exchange of data mining of established vendors around the country. RCO Africa's desire to achieve efficiency in contracting processes was evident when the members researched and facilitated the training and implementation of the 3-in-1 Tool for the 414th CSB to gain efficiency and transparency during operational contracting support missions.

Human resources management:

RCO Africa continued to use their contracting experience and training to provide the best contracting support to their customers while never losing sight of their own professional development. Almost 27% of RCO Africa holds a graduate-level degree with 47% with bachelor degrees and several others working toward their bachelor degrees. All members are Defense Acquisition Workforce Improvement Act qualified per their grade and continue to focus and grow their contracting skills.

Contracting innovation and process improvement:

The dedicated and professional members of RCO Africa worked together incessantly and successfully supporting USAFRICOM, USARAF, and SOCAF during this past FY2015 culminating in the execution of 497 actions and \$12.5M obligated. RCO Africa used innovated techniques and cost-saving measures during the pre-solicitation and continued cost reduction initiatives during the post-award management phase. For example, RCO Africa obtained a \$10K savings during pre-award for USARAF's number two priority African Land Forces Summit, coupled with USARAF's number three priority, the Gender Mainstream Conference with a saving of \$6K obtained during post-award management phase. Dynamic and professional leadership, focused planning, training, synchronization and diligent efforts resulted in a fully operational, superbly trained and cohesive institution. RCO Africa is the epitome of expeditionary contracting.

CITATION

THE 2015 SECRETARY OF THE ARMY EXCELLENCE IN CONTRACTING AWARD

FOR

REGIONAL CONTRACTING OFFICE - AFRICA

Regional Contracting Office - Africa is hereby recognized for their exceptional performance from 1 March 2014 - 30 April 2015 for the execution of missions, exercises, and Operation United Assistance Reach Back support. This team performed at a high level despite resource challenges, long hours, and continual mandatory training requirements. The personal commitment of each team member exceeded all expectations, maintains the highest level of contract support, personal integrity, and ethics. The members of Regional Contracting Office - Africa team are a credit to themselves, the 414th Contracting Support Brigade, the Expeditionary Contracting Command, and the U.S. Army.



DEPARTMENT OF THE ARMY
UNITED STATES ARMY CONTRACTING COMMAND-WARREN
6501 EAST 11 MILE ROAD
WARREN, MICHIGAN 48397-5000

CCTA

10 May 2015

MEMORANDUM FOR U.S. Army Acquisition Support Center Ms. Vicky Deguzman,
9900 Belvoir Road, Building 201, Suite 101, Ft. Belvoir, VA 22060-5567

SUBJECT: Endorsement to Nomination of the TACOM Strategic Service Solutions (TS3) Team for the 2015 Secretary of the Army Awards for Excellence in Contracting Outstanding Unit/Team, Specialized Services and Construction Contracting Award

1. I am pleased to nominate the TACOM Strategic Service Solutions (TS3) Team for the 2015 Secretary of the Army Awards for Excellence in Contracting Outstanding Unit/Team, Specialized Services and Construction Contracting Award. The team distinguished itself through the complex solicitation and award of 66 Multiple Award Indefinite Delivery Indefinite Quantity (MA IDIQ) contracts valued at a total of \$3.5B for Knowledge Based Services (KBS); Equipment Related Services (ERS); and Research and Development (R&D) Services for the TACOM Life Cycle Management Command (LCMC).
2. The TS3 acquisition strategy and execution efforts exemplify the Better Buying Power (BBP) efficiencies and associated initiatives (reference USD (AT&L) memorandum "Implementation Directive for Better Buying Power 3.0 – Dominant Capabilities through Technical Excellence and Innovation," dated 09 Apr 2015 (Kendall)).
3. As one of its many better buying power best practices, the team competitively solicited and awarded three MA IDIQ contract suites that will replace the use of three current multiple-award procurement instruments (two sets of MA IDIQ contracts and a blanket purchase agreement (BPA)) as a significant process efficiency.
4. Other innovative and efficient initiatives utilized include: elimination of unproductive processes and bureaucracy with streamlined documentation; and promotion of effective competition with the usage of MA IDIQ contracts.
5. My point of contact is Monica Camp, CCTA-CBH DSN 786-5231 or commercial 586-282-5231, email: monica.a.camp.civ@mail.mil.


KRISTAN A. MENDOZA
Acting Executive Director

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission Format

The information below data does not count toward the two-page limit. That limit applies to the summary only.

Nominating Organization

Name: Army Contracting Command-Warren (ACC-WRN)

Address: 6501 E. 11 Mile Road

Point of contact (POC) name: Patricia Creagh

POC phone: (586) 282-7069

POC email: patricia.r.creagh.civ@mail.mil

Nomination Submission POC

Name: Monica Camp

Phone number: 586-282-5231

Email address of action officer: monica.a.camp.civ@mail.mil

The action officer is the person who should be contacted if there are any questions about the submission.

Name, Grade and Position Title of Nominee(s):

Individual	Grade	Position Title
Gregory Sill	NH-04	Procurement & Production Officer
Judy Busha	NH-04	Procurement & Production Officer
Gregory Dixon	NH-04	C, R&D/Services Division
Renee Collica	NH-03	C, Strategic Services Team
Shannon Jewell	NH-04	C, Services Group
Brendon Courtade	GS12	Contract Specialist
John Flenner	GS12	Contract Specialist
Elizabeth Wearn	GS12	Contract Specialist
James Giacchina		Contract Specialist
Dawn Wright		Contract Specialist
Jennifer Jusela	GS12	Contract Specialist
Corey Richards	NH-03	Contract Specialist
Sophia Pace		Contract Specialist
Richard Clark		Contract Specialist
Robin Bronson		Contract Specialist
Elizabeth Colpaert		Contract Specialist
Julianna Santi	GS12	Contract Specialist
Anthony Meyer	GS12	Acquisition Advisor
Thomas Jarosz	NH04	Acquisition Advisor

Jason Miller	GS12	Cost/Price Analyst
Amy Bouren		Cost/Price Analyst
Kirk Parker		Cost/Price Analyst
Dennis Eaton		Cost/Price Analyst
Keith Klochack		Cost/Price Analyst
Kevin Kostka		Cost/Price Analyst
Michael Bradley		Small Business Advisor
Nancy Lang		Small Business Advisor
Scott Oakley		Chief, CP Plans and Ops
Carolyn Herod		Dir. Capability Package
James Lewis		Procurement Analyst
Carrie Mahlmeister		Procurement Analyst
Darlene Kulczycki		Procurement Analyst
Johnny Griffith		Supervisory Logistics Management Specialist
Jeff Harden		Logistics Management Specialist
Maria Goetz		Chemist
Mike Rogers		Mechanical Engineer
Kandis Gaines		Legal Advisor
April Neihsl		Legal Advisor
Daniel Beuke		Legal Advisor
Rachel Woods		Legal Advisor
Sebastian Iovannitti		Chief Systems Analyst
Phyllis Withers		Budget Analyst

Nominee Employing Organization (Command/Unit/Organization or Activity):

The TS3 team is a Multi-Functional Integrated Product Team (MFIPT) led by ACC-WRN and includes representatives from Program Executive Office (PEO) Ground Combat Systems (GCS); PEO Combat Support and Combat Service Support (CS&CSS); Tank Automotive Research Development and Engineering Center (TARDEC); System of Systems Engineering & Integration (SoSE&I); Integrated Logistics Support Center (ILSC); Office of Small Business Programs (OSBP); and the TACOM Business Law Office.

Nominee Business Address:

Name: Army Contracting Command-Warren (ACC-WRN)

Address: 6501 E. 11 Mile Road, Warren, MI 48937

Select an Award Category for your nominee from the list below:
(Please check only **ONE** box.)

Outstanding Unit/Team Awards (4)

Outstanding Unit/Team, Installation Level, Contracting Office, Directorates of Contracting

Outstanding Unit/Team, Systems, R&D, Logistics Support (Sustainment) Contracting

Outstanding Unit/Team, Specialized Services and Construction Contracting

Outstanding Unit/Team, Contingency Contracting

Award Narrative

DESCRIPTION OF SERVICES

Army Contracting Command – Warren (ACC-WRN) nominates the TACOM Strategic Service Solutions (TS3) team for its accomplishment of several unprecedented achievements culminating in the award of 66 Multiple Award Indefinite Delivery Indefinite Quantity (MA IDIQ) contracts valued at \$3.5 Billion for Knowledge Based Services (KBS); Equipment Related Services (ERS); and Research and Development (R&D) Services for the TACOM Life Cycle Management Command (LCMC). The TS3 acquisition approach embraces the Better Buying Power 3.0 (BBP) initiatives.

OUTSTANDING MISSION ACCOMPLISHMENT DEMONSTRATED THROUGH CUSTOMER SUPPORT

The TS3 team provided unprecedented customer support through creating an innovative approach to award the TS3 program. A MFIPT, focused on developing a viable contracting approach to meet the customer requirements, has been in place since April 2012 led by ACC-WRN. The team is comprised of representatives from its primary stakeholders – PEO CS&CSS, PEO GCS, TARDEC, SoSE&I, and the TACOM LCMC – as well as the SB Offices, TACOM Legal, Competition Advocate, and the US Army Equipment Services Portfolio Manager. The TS3 acquisition approach incorporates strategic sourcing from the early planning process so it will be an essential tool for multiple RAs at various organizations across multiple national and international performance locations. Specifically, by building strong relationships, the MFIPT was essential in defining requirements and planning for responsive and emerging threats that may occur over the next several years. The MFIPT identified the requirement to have technically capable service support contractors for ERS and KBS that have the ability to operate OCONUS as a key to developing a dominant capability to support the Warfighter during deployments. As such, this is one of the evaluation criteria utilized in the respective Requests for Proposals (RFPs), ensuring that the contract awardees possess the capability to respond to evolving threats OCONUS.

CONTRACTING EFFICIENCY AND REDUCING CONTRACTING COSTS / CONTRACTING INNOVATION AND PROCESS IMPROVEMENT

The BBP tenant to eliminate unproductive processes and bureaucracy is the heartbeat of the TS3 program. Most notably, the TS3 team simultaneously and competitively solicited and awarded three MA IDIQ contract suites to replace the use of three multiple-award procurement instruments (two sets of MA IDIQ contracts and a blanket purchase agreement (BPA)) as a significant process efficiency. This undertaking culminated in an unprecedented volume of contract evaluations, with the production of more than 25,000 pages of analysis. Specific TS3 innovative process efficiencies include:

- Reduction of high level reviews by almost 70% due to a single acquisition strategy supporting three similar, yet distinctly different, service portfolio groups and simultaneous management of acquisition milestones. Successful reviews include: Department of the Army Office of Small Business Programs; Office of the Deputy Assistant Secretary of the Army (Procurement) (DASA(P)); Office of the Defense Procurement and Acquisition Policy (DPAP); and the Office of Secretary of Defense (OSD) peer review team (Phase I, II and III reviews);
- Streamlined source selection evaluation process utilizing an innovative integrated organizational structure, ensuring consistency in the treatment of ACC-WRN services procurements and maximizing the available resources from the MFIPT using individual evaluators in multiple capacities;
- Streamlined documentation and reviews requirements with a combined Acquisition Strategy (AS) & Acquisition Plan (AP) to reduce unnecessary documentation and to streamline DASA(P) and DPAP reviews and additional reviews among a wide range of requiring activities;
- A five-year ordering period with the inclusion of on/off ramps to reduce the administrative burden of initiating a re-compete shortly after award, as the lead time for awarding contracts of this magnitude is approximately three years; and
- A competitive environment for KBS, ERS and R&D services after the award of the MA IDIQ contracts. Upon award of the MA IDIQ contracts, the contracting office will compete future service requirements among the MA IDIQ contract suite awardees (27, 20 and 19 respectively). Utilization of on-ramp and off-ramp provisions included in each MA IDIQ contract suite, maintain and maximize this environment. This allows ACC-WRN to refresh the competitor pool to ensure continuing availability of qualified MA IDIQ contractors enhancing competition and the likelihood of reduced overall costs;

Further, by implementing this MA IDIQ approach, savings of \$187.9 million over the five-year ordering period are expected, through soliciting, evaluating, and administering the KBS, ERS and R&D contract suites. These savings will be realized from having a pre-established procurement instrument in place (resulting in pre-established ordering procedures and base of contractors to compete at the TO level) versus executing each requirement as a standalone contract using Federal Acquisition Regulation (FAR) Part 15 procedures.

HUMAN RESOURCE MANAGEMENT

The innovative integrated organization structure of the source selection board and the MFIPT were essential human resources to the successful award of the TS3 program. Specifically utilizing one source selection board to evaluate proposals and award contracts for all three of the TS3 RFPs (KBS, ERS and R&D) was instrumental in the maximization of resources. Most participants served in multiple capacities within and

across service portfolios. Further, the MFIPT engaged the key stakeholders early in the process, ensuring the proper resources were engaged throughout the remainder of the acquisition process.

Award Citation Abstract

The TACOM Strategic Service Solutions (TS3) award team has accomplished several unprecedented achievements culminating in the award of 66 Multiple Award Indefinite Delivery Indefinite Quantity (MA IDIQ) contracts valued at \$3.5B for Knowledge Based Services (KBS); Equipment Related Services (ERS); and Research and Development (R&D) Services for the TACOM Life Cycle Management Command (LCMC).

As one of its many better buying power best practices, the team competitively solicited and awarded three MA IDIQ contract suites that will replace the use of three current multiple-award procurement instruments (two sets of MA IDIQ contracts and a blanket purchase agreement (BPA)) as a significant process efficiency. Other BBP initiatives utilized include: elimination of unproductive processes with streamlined documentation; promotion of effective competition with the usage of MATO contracts and ability to on-ramp new contractors; and improving tradecraft in acquisition of services with increased emphasis on SB participation and extensive market research.

Further, by implementing this MA IDIQ approach, savings of \$187.9 million over the five-year ordering period are expected, through soliciting, evaluating, and administering the KBS, ERS and R&D contract suites. These savings will be realized from having a pre-established procurement instrument in place (resulting in pre-established ordering procedures and base of contractors to compete at the TO level) versus executing each requirement as a standalone contract using Federal Acquisition Regulation (FAR) Part 15 procedures.



DEPARTMENT OF THE ARMY
UNITED STATES ARMY CONTRACTING COMMAND-WARREN
6501 EAST 11 MILE ROAD
WARREN, MICHIGAN 48397-5000

CCTA

10 June 2015

MEMORANDUM FOR U.S. Army Acquisition Support Center Ms. Vicky Deguzman,
9900 Belvoir Road, Building 201, Suite 101, Ft. Belvoir, VA 22060-5567

SUBJECT: Endorsement to Nomination of the Stryker Logistics Support (LS) Team for the 2015 Secretary of the Army Awards for Excellence in Contracting Outstanding Unit/Team, Systems, R&D, Logistics Support (Sustainment) Contracting Award

1. I am pleased to nominate the Stryker Logistics Support (LS) Team for the 2015 Secretary of the Army Awards for Excellence in Contracting Outstanding Unit/Team, Systems, R&D, Logistics Support (Sustainment) Contracting Award. The members of the Stryker Logistics Support (LS) Team demonstrated great diligence, resiliency, and innovation in the planning, and execution of the FY13-15 Stryker LS Contract. Their effort resulted in the continued logistics support required to maintain the overall fleet of Stryker vehicles during the FY13-15 period.

2. The team executed a monumental shift in the contract type from the historical cost plus fixed fee to a cost plus incentive fee arrangement tied to performance metrics. The incentive arrangement results in cost and performance control since it allows for incentive fee to be earned only through target cost underruns and acceptable metric performance.

3. The negotiation team also incorporated a flexible Adjustment Model as an attachment to the contract, which allows the Stryker Project Management Office (PMO) to adjust requirements, and associated funding obligations, in real time. The incorporation of the adjustment model to the WSS contract is an outstanding accomplishment that results in contracting efficiencies, innovation, process improvement, cost and performance control, and cost reductions.

4. In totality, the team achieved over \$545M in savings from the original proposed amount of \$1.3B. In addition, the PMO has realized and additional \$94.5M in material credits to date, and additional credits will continue to be realized through performance completion in February 2016.

5. My point of contact is Monica Camp, CCTA-CBH DSN 786-5231 or commercial 586-282-5231, email: monica.a.camp.civ@mail.mil.

Kristan A. Mendoza
KRISTAN A. MENDOZA
Acting Executive Director

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission Format

Nominating Organization

Name: U.S. Army Contracting Command-Warren
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POC email: monica.a.camp.civ@mail.mil

Nomination Submission POC

Name: Steve Balthazor
Phone number: (586) 282-4819
Email address of action officer: steven.j.balthazor.civ@mail.mil

Name, Grade and Position Title of Nominee(s):

Kenny Wong, NH-04 Chief, Stryker Operations and Support Group
Leon Wilson, NH-03 Chief, Stryker Logistics Support Team
Steve Balthazor, NH-03 Chief, Stryker Production & Program Support Team
Sara Locricchio, GS-12 Contract Specialist, Stryker Logistics Support Team
Joseph Clayton, GS-13 Contract Specialist, Stryker Logistics Support Team
Patrick Watkins, NH-04 Chief, Stryker/LAV & Armaments Pricing Group
Walt Hamm, NH-03 Chief, Stryker/LAV Pricing Team
Scott Follen, GS-12 Cost/Price Analyst, Stryker/LAV Team
Keith Klochack, GS-12 Cost/Price Analyst, Stryker/LAV Team
Kraig Plaggemars, GS-12 Cost/Price Analyst, Stryker/LAV Team
Jim Avery, GS-13 Cost/Price Analyst, Stryker/LAV Team
Matt Tarasenko, NH-04 Chief, Stryker Sustainment Group
CW4 Jason Hutchins, Stryker Sustainment Group
Travis Mueller, NH-03 Major End Item & FLM Team Lead, Stryker Sustainment Group
Carolyn Reeder, GS-13 COR, Stryker Sustainment Group
Dan Germony, GS-13 Operations Research Analyst, Stryker Cost Team
Antonio Cushman, NH-04 Operations Research Analyst, Stryker Cost Team
Lienhuong Dierker, DB-03 Obsolescence Mgt Lead, Stryker Engineering Group
Andrew Mullett, GS-14, Attorney-Advisor, Business Law Division

Nominee Employing Organization (Command/Unit/Organization or Activity):

U.S. Army Contracting Command-Warren

Nominee Business Address:

U.S. Army Contracting Command-Warren
6501 East 11 Mile Road
Warren, MI 48397-5000

Select an Award Category for your nominee from the list below:
(Please check only **ONE** box.)

Outstanding Unit/Team Awards (4)

Outstanding Unit/Team, Installation Level, Contracting Office, Directorates of Contracting

Outstanding Unit/Team, Systems, R&D, Logistics Support (Sustainment) Contracting

Outstanding Unit/Team, Specialized Services and Construction Contracting

Outstanding Unit/Team, Contingency Contracting

Summary

The members of the Stryker Logistics Support (LS) Team demonstrated great diligence, resiliency, and innovation in the planning, and execution of the FY13-15 Stryker LS Contract. Their effort resulted in the continued logistics support required to maintain the overall fleet of Stryker vehicles during the FY13-15 period. The Stryker Logistics Support contract is comprised of three distinct efforts: Garrison Support; Deployment Support; and Wholesale Supply Support (WSS). Garrison Support consists of scheduled service maintenance and Field Service Representative (FSR) technical support for (unit performed) unscheduled maintenance. Deployment Support consists of both scheduled and unscheduled maintenance, and parts supply support to deployed Stryker vehicles. Finally, WSS provides parts supply support within an established set of supply related performance metrics: on time delivery, backorders, inventory turns, and inventory accuracy. The Stryker LS Contract serves as the primary mechanism that facilitates the sustainment of the entire Stryker fleet.

Due to sequestration, the LS Team devised and executed an innovative contract award strategy that prioritized expiring funded efforts. The team successfully awarded the Garrison and Deployment efforts prior to the end of the fiscal year, thus avoiding expiration of critical Operations and Maintenance, Army (OMA) funds. The team next focused on award of the Army Working Capital Fund (AWCF) funded WSS effort. During WSS negotiations and the resulting contract award, the LS Team achieved outstanding mission accomplishments resulting in contracting efficiencies, reductions in contract costs, contracting innovation, and process improvements.

The team's outstanding accomplishments stem from two significant achievements realized during WSS negotiations. In addition, the achievements represent corrective action to address weaknesses identified during the 2012-2013 Department of Defense Inspector General (DoDIG) audit of the LS effort. The first significant achievement is the transition in contract type from cost plus fixed fee (CPFF) to cost plus incentive fee (CPIF) that is innovatively tied to performance. The second significant achievement is the incorporation of a flexible adjustment model that maintains the integrity of the target cost by allowing the basis for pricing (vehicle density) to adjust prior to and during each period of performance. In addition, the adjustment model applies target cost credits when excess material is capitalized to WSS. The material credit is significant because it results in utilization of material that was previously deemed excess.

The transition from CPFF to CPIF is monumental for a number of reasons. Historically, parts supply activity was conducted through separate contracts for various services. Parts required to perform reset were supplied within the reset contract, parts required to perform battle damage repair were supplied within the battle damage repair contract, etc. All of these contracts, starting at the inception of the Stryker program, were CPFF. As noted within report 1 of the DoDIG audit, these types of contractual arrangements provided minimal incentive for the contractor to control contract costs or minimize the logistics footprint (quantity of parts) at the warehouse. As the Stryker program transitions further into sustainment, the WSS contract has become the sole source of supply for all services efforts that require parts. As such, the WSS bill of material (BOM) is massive and a major cost driver of the entire effort. The LS Team devised and implemented an incentive structure that results in both cost and performance

control. Under a typical CPIF arrangement, the contractor earns incentive fee by underrunning the target cost. Under the WSS CPIF arrangement, the contractor earns incentive fee by underrunning the target cost and meeting the on time delivery metric. This arrangement results in cost and performance control because the on time delivery metric is a cost driver of the WSS effort, yet the contractor still must underrun in order to earn incentive fee. Prior to contract award, the LS Team provided a contract review board (CRB) brief to Mr. Shay Assad, Defense Procurement Acquisition Policy (DPAP). Mr. Assad identified the LS CPIF arrangement as a “great example”.

The incorporation of the adjustment model to the WSS contract is an outstanding accomplishment that results in contracting efficiencies, innovation, process improvement, and cost reductions. During negotiations, the parties established baseline prices per vehicle for all service efforts that are supplied by WSS. Since fielding schedules are constantly changing to support mission requirements, vehicle density changes are commonplace. The adjustment model provides Army Contracting Command – Warren great contractual flexibility because it produces an updated target cost as the requirements (vehicle densities) change. This capability within the model acts as a control mechanism to ensure the target cost is reflective of the actual requirement at all times. It controls a potential incentive fee windfall.

Since there is still a large quantity of parts in the warehouse that are excess from prior efforts, the model also has a mechanism to credit the target cost when said material is capitalized to WSS. Capitalization is the process of converting excess material owned by the Stryker Project Management Office (PMO) to the AWCF funded WSS effort. The LS Team realized that capitalizing excess material could result in an incentive fee windfall to the contractor. To mitigate this risk, the team included scope within the WSS contract that requires, at a minimum, two annual reviews of excess material. If the excess material is deemed usable to support parts requisitions during the associated WSS period of performance, it is valued and capitalized to WSS. The value of the parts is then input into the adjustment model, which then produces new contract line item amounts reflective of the reduced requirement. To date, the PMO has realized \$94.5M in material credits, and additional credits will continue to be realized through performance completion in February 2016.

Due to great diligence, resiliency, and innovation, the LS Team executed a continually changing and complex requirement under extremely adverse conditions. The Stryker LS contract met the Army’s goals to meet performance objectives while controlling costs. In totality, the team achieved over \$545M in savings from the original proposed amount of \$1.3B. Further, the team’s outstanding mission accomplishments will continue to protect valuable resources on behalf of the American taxpayer. The actions of this team demonstrate customer dedication, acquisition expertise, and efficient and effective teamwork between the Government acquisition community and industry. For these reasons, the Stryker LS team is highly recommended for the 2015 Army Acquisition Excellence Award.

Citation

During the period between 1 March 2014 and 26 June 2014, the Stryker Logistics Support (LS) team negotiated and executed monumental and evolutionary changes to the Stryker LS Wholesale Supply Performance Based Logistics contract. The negotiation team incorporated a flexible Adjustment Model as an attachment to the contract, which allows the Stryker Project Management Office (PMO) to adjust requirements, and associated funding obligations, in real time. In addition, the team negotiated a cost plus incentive fee (CPIF) contract type, which incentivizes both cost control and performance metrics. The Adjustment Model not only ensures that the CPIF target cost is reflective of the actual requirement, the model also incorporates material credits for parts that are capitalized during each period of performance, thereby reducing the potential for excess inventory. To date, the PMO has realized \$94.5 M in material credits, and additional credits will continue to be realized through performance completion in February 2016.



REPLY TO
ATTENTION OF:

UNCLASSIFIED
DEPARTMENT OF THE ARMY
ARMY CONTRACTING COMMAND – ROCK ISLAND
3055 Rodman Avenue
ROCK ISLAND, IL 61299-8000

CCRC

16 JUN 2015

MEMORANDUM FOR Ms. Vicky Deguzman, U.S. Army Acquisition Support Center,
9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060-5567

SUBJECT: Army Contracting Command - Rock Island Endorsement of 2015 Secretary
of the Army Awards for Excellence in Contracting (SAAEC)

1. It is with great pleasure that I endorse the enclosed nominations for 2015 SAAEC.
2. The individuals nominated are amongst this Command's finest and have demonstrated excellence in the accomplishments of the mission. I strongly recommend your highest consideration of these outstanding individuals for subject award.
3. My point of contact for this action is Ms. Amber Guldenpfennig, CCRC-WA, 309-782-2219 or DSN 793-2219, e-mail amber.m.guldenpfennig.civ@mail.mil.

2 Encls

1. List of Nominees by Category
2. Nominee Packets


MELANIE A. JOHNSON
Executive Director

UNCLASSIFIED

List of 2015 SAAEC Nominations

Special Awards:

Barbara C. Heald (Deployed Civilian)
George A. Shreves, SDDC & Pentagon Contracting Division

Exceptional Support of the Ability One Program
Andrea L. Kalb, Global Reachback Contracting Division

Outstanding Contract Specialist
Brittany R. Cecil, EAGLE and Sustainment Contracting Division

Outstanding Contracting Officer Awards:

Installation Level Directorates of Contracting
Teresa G. Jones, Installation Contracting Division

Systems, Research and Development, Logistics Support (Sustainment)
Kristin L. Comer, Ammunition Contracting Division

Contracting Specialized Services and Construction Contracting
Melissa K. Light, Global Reachback Contracting Division

Contingency Contracting
Robert R. Egan, LOGCAP Contracting Division

Outstanding Team Awards:

Installation Level Directorates of Contracting
JMTC Team, Installation Contracting Division

Systems, Research and Development, Logistics Support (Sustainment)
PEO ACWA Team, Ammunition Contracting Division

Contracting Specialized Services and Construction Contracting
Reachback Team, Global Reachback Contracting Division

Contingency Contracting
LOGCAP Team, LOGCAP Contracting Division

2015 Secretary of the Army Awards for Excellence in Contracting

Nomination Submission Format

Nominating Organization

Name: U.S. Army Contracting Command – Rock Island
Address: 3055 Rodman Avenue, Rock Island, IL 61299-8000
Point of contact (POC) name: Amy J. Hayden
POC phone: 309-782-7564
POC email: amy.j.hayden.civ@mail.mil

Nomination Submission POC

Name: Amber M. Guldenpfennig
Phone number: 309-782-2219
Email address of action officer: amber.m.guldenpfennig.civ@mail.mil

Name, Grade and Position Title of Nominee(s):

JMTC Team Award Nominees		
Name	Grade	Title
Donovan, Mary J	15.07	CONTRACT SPECIALIST- SUPV
Fragogiannis, Efsthia	14.06	CONTRACT SPECIALIST- SUPV
Dennison, Bette M	13.04	CONTRACT SPECIALIST
Bindewald, Gail A	13.09	CONTRACT SPECIALIST
Peters, Sheila K	12.07	CONTRACT SPECIALIST
Trainor, Debbie L	12.02	CONTRACT SPECIALIST
Lowe, Sabrina L	12.04	CONTRACT SPECIALIST
Pearson, Jessica L	13.03	CONTRACT SPECIALIST
Veloz, Jill C	12.05	CONTRACT SPECIALIST
Nissen, Amy L	12.05	CONTRACT SPECIALIST
Phillips, Jessica M	12.05	CONTRACT SPECIALIST
Mueller, Cathy G	11.07	CONTRACT SPECIALIST
Spurgetis, Carrie A	09.03	CONTRACT SPECIALIST
Rivard Jr, Lynn J	11.05	CONTRACT SPECIALIST
Allers, Patricia E	11.09	CONTRACT SPECIALIST
Jacobsen, John E	11.01	CONTRACT SPECIALIST
Hawkins, Adam J	07.00	CONTRACT SPECIALIST

Johnson-Stevens, Lisa M	07.06	CONTRACT SPECIALIST
Starnes, Jennifer M		CONT OFFICER - X111C046A
Thompson, Drenna L		737-CNT TM LDR-X112C090M
Costas, Pedro J		737-CNT MGT OFF-X112C091M
Celona, Joel M		738 - CONTRACTING NCO
Voigt, Scott W		738 - CONTRACTING NCO

Nominee Employing Organization (Command/Unit/Organization or Activity):

U.S. Army Contracting Command – Rock Island

Nominee Business Address:

3055 Rodman Avenue, Rock Island, IL 61299-8000

Select an Award Category for your nominee from the list below:

(Please check only **ONE** box.)

Outstanding Unit/Team Awards (4)

- ☒ Outstanding Team Installation Level, Directorates of Contracting
- ☐ Outstanding Team Systems, R&D, Logistics Support (Sustainment) Contracting
- ☐ Outstanding Team Contracting Specialized Services & Construction Contracting
- ☐ Outstanding Unit/Team Contingency Contracting

SUMMARY

Joint Manufacturing and Technology Center (JMTC) Contracting Branch, Installation Contracting Division

Nominee for the Outstanding Team Award Installation Level Contracting Office Directorates of Contracting

Description of Services:

The JMTC Contracting Branch, Installation Contracting Division of the Army Contracting Command - Rock Island, is co-located with the Rock Island Arsenal – Joint Manufacturing & Technology Center (RIA-JMTC) at Rock Island Arsenal. The JMTC Contracting Branch provides contracting support solely to the RIA-JMTC and directs, manages, and controls contract planning executing and administration for current production and arsenal functions, in addition to services. The branch is responsible for procuring consumables, equipment, and services in direct support of maintaining factory operations. During this award period the branch completed 1,088 contract actions valued at \$63.8 million.

Outstanding Mission Accomplishment through Demonstrated Customer Support:

The JMTC Contracting Branch awarded the below contracts in a timely manner, without receiving a protest – demonstrating their talent and technical knowledge!

The team provided outstanding customer support by awarding 393 contract actions for a total amount of \$35.9 million in support of the M997A3 Ambulance program, one of RIA-JMTC Commander's high profile programs. The M997A3, the most modern ambulance in the fleet, is fitted on a High Mobility Multipurpose Wheeled Vehicle and is being delivered to the National Guard to support its Homeland Security and natural disaster relief missions. Contracting expertise was evident in the award of several Indefinite Delivery Indefinite Quantity (IDIQ) contracts in support of this program. The contracting and cooperative efforts of the JMTC Contracting Branch directly supported the RIA-JMTC production line as well as ensured the ambulances continued to have the necessary parts produced and delivered on time to the Army National Guard.

Contracting Efficiency and Reducing Contracting Costs:

Contracting efficiency and reduction of contracting costs were accomplished by management's rearrangement of workload distribution between the existing two teams. Previously, requisitions were assigned on a daily basis based on the type of buy; equipment/services would be assigned to one team versus program related buys would be assigned to the other team. This created a significant workload imbalance in regards to repetitive tasks. Under the new system, requisitions are being reviewed by both team leaders on a daily basis and are assigned equally to both teams regardless of the type of buy. This process has resulted in a net lowering of workload imbalance and has produced a less stressful work environment for both teams. In addition, the rebalanced workload and better use of resources have created a variety of contracting experiences for the entire staff, making the entire branch stronger and prepositioned to better accomplish the customer's missions.

Human Resource Management:

Adaptability in the Face of Adverse Conditions and Staffing Losses: The JMTC Contracting Branch supports a high volume of workload. During this award period, the branch executed the missions under substantial staffing challenges and other

challenges created as a result of the branch transferring under the authority of a different contracting command. Facing reductions in resources (23 percent turnover), the branch reorganized its resources to maximize positive and seamless results without risk or program impact to the customers. Once the transfer was evident, the ACC-RI team immediately assessed the magnitude of the resource reductions and the other contracting challenges and impeccably took over the management and contracting reins of this unique contracting mission. Despite the challenges, the contracting personnel have embraced new policies and procedures, adjusted to new management expectations, and continued full force in fulfilling their contracting duties while avoiding any degradation in the customer's missions or expectations. During this award period, it is evident that this branch has been a model of business transition!

Workforce Development: The JMTC Contracting Branch serves as one of ACC-RI's main intern, military, and new employee on-the-job training units due to the varied missions supported. The branch trained 12 personnel this past year whose contributions were significant to the RIA-JMTC missions and the center. New contracting professionals are able to experience and work on requirements at each stage of the acquisition cycle from new requirements being identified through contract closeout. Providing meaningful on-the-job training is a specialty that the team has perfected to an art form, executing high quality contract actions on time while ensuring that all employees receive top-quality on-the-job training and formal classroom education. Each new member is assigned a dedicated coach/trainer as their primary 'go-to' source of knowledge. The team leader serves as a secondary knowledge point. This process allows for continuous learning so that contract actions are performed with expertise and on schedule.

Contracting Innovation / Process Improvement:

The chief, team leaders, contract specialists, and support staff worked diligently to meet the customer's requirements. Each team member provides outstanding customer service by assisting customers with the formulation of their procurement packages including explaining how to conduct effective market research; how to prepare performance work statements; and ensuring associated quality assurance surveillance plans were provided. Executing contracts for RIA-JMTC is in itself an outstanding achievement due to the challenging nature of the mission and demanding customer. To effectively execute this diverse contract mission, the contracting staff has awarded long-term contracts, including IDIQ contracts and Blanket Purchase Agreements to reduce acquisition lead time and human resources required to execute multiple solicitations on an annual basis. Continuous communication between contracting and customer personnel has contributed in minimizing the effects of the reactionary mode for several ongoing programs and repeated buys by establishing these long term contract vehicles. This approach has allowed contracting to react only to true emergencies when the unexpected happens and the production line is at risk of being shut down. To further efficiencies within the contracting operations, the branch has developed templates, pre-award and post award checklists, and standard operating procedures. These documents and processes ensure that acquisitions are executed in a high quality and consistent manner. This also results in a time savings throughout the multiple steps for timely execution of contract actions.

CITATION

OUTSTANDING TEAM AWARD

FOR

JOINT MANUFACTURING AND TECHNOLOGY CENTER CONTRACTING BRANCH, INSTALLATION CONTRACTING DIVISION

The Joint Manufacturing and Technology Center Contracting Branch, Installation Contracting Division, of the Army Contracting Command - Rock Island, is recognized for its contracting efforts during the period of March 2014 to April 2015. The team's professional competency and initiative contributed immeasurably to the U.S. Army's successful management of the M997A3 Ambulance program – a high profile program. Its unfailing commitment to acquisition excellence and innovation in developing intelligent solutions to difficult contracting problems has served the Army admirably, and ensured timely provisions to the Warfighter. The consistent high performance of this team reflects great credit upon its members, the Army Contracting Command and the United States Army.