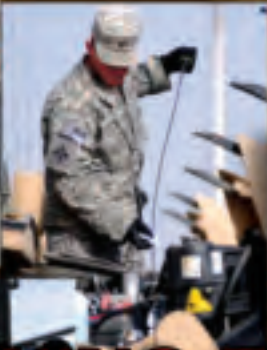
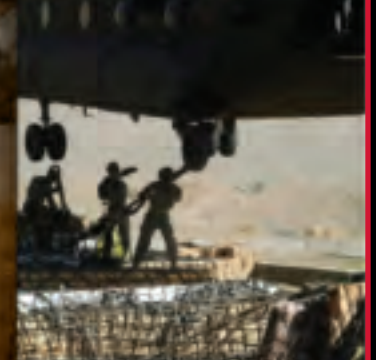
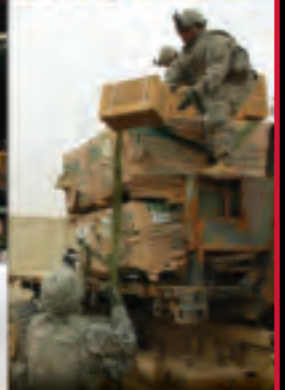


ARMY AL&T

July - September 2008



SUSTAINING THE WARFIGHTERS



UNITED STATES ARMY
USAASC
ACQUISITION SUPPORT CENTER

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From the Acting Army Acquisition Executive

U.S. Army Success Stories



I am always pleased by the significant number of success stories within the acquisition, logistics, and technology (AL&T) community. We have a vast number of programs that range from developing transformational technologies for our warfighters to destroying stockpiled chemical weapons for the safety of the American public. I would like to share with you some of our recent successes.

Our Soldiers at war need efficient, reliable, mobile power sources that are available anywhere and anytime for mission success. The Army, in partnership with its Army Venture Capital Initiative (AVCI), OnPoint, has produced the world's first compact militarized methanol fuel cell, which can produce 25 watts average energy for 12 hours or enough to run a laptop for that same period of time. The device, a product of UltraCell Corp., has been successfully tested by Soldiers in controlled exercises at Fort Polk, LA, and Fort Dix, NJ.

The Army's Communications-Electronics Research, Development, and Engineering Center (CERDEC) discovered UltraCell as a result of a Broad Agency Announcement and contracted with the company to develop the technology for \$4 million. At the same time, AVCI invested in UltraCell and, as a result, leveraged an additional \$25 million investment of private sector venture capital funds from a variety of sources. This unique partnership significantly reduced the time and costs of device development, as well as produced a viable company with a manufacturing capability. Let me explain.

The traditional approach to developing this technology would have cost at least \$10 million over 8 years just to produce a prototype. This unique partnership enabled the \$4 million contract through CERDEC, along with its technical expertise, testing facilities, and validation capabilities, to produce the same technology with UltraCell in just 4 years and a viable business with a complete manufacturing capability. While this is just one data point, it does provide direct evidence that this type of partnership works. An important factor in our success is having a product for the military early on in its development that has component technologies and device characteristics with significant potential for revenue generation in the commercial world.

In another important area within our responsibility, the U.S. remains the world's leader in safely destroying stockpiled chemical weapons covered by the Chemical Weapons Convention (CWC). As of May 2008, 16,405 U.S. tons, or 53.6 percent of the chemical stockpile, have been destroyed by the U.S. Army Chemical Materials Agency (CMA) through its chemical agent disposal facilities and Non-Stockpile Chemical Material Project. In 2007, these programs enabled the U.S. to meet the CWC milestones for complete destruction of former production facilities and 45 percent of chemical agent disposal months ahead of schedule. Early in 2008, CMA reached another milestone with the destruction of the last VX rocket scheduled for disposal at its destruction facilities, eliminating the largest single source of risk to the local communities where it had been stored.

Overall, we've completed the destruction of all chemical agents stored at Johnston Island in the South Pacific and at Aberdeen Proving Ground, MD.

CMA currently operates facilities at Anniston, AL; Newport, IN; Pine Bluff, AR; Tooele, UT; and Umatilla, OR. CMA also safely stores chemical munitions at Pueblo, CO, and Blue Grass, KY, which are destined for destruction under the Assembled Chemical Weapons Alternatives program.

Our mission is to continue to ensure worker and community safety and to protect the environment while destroying the remaining U.S. stockpile of chemical weapons. Following are highlights of the progress being made.

The Anniston Chemical Agent Disposal Facility (ANCDF) has destroyed 45.9 percent of chemical agent stored at the Anniston Chemical Activity. ANCDF recently completed the destruction of all 139,581 VX-filled projectiles and is preparing to destroy VX land mines, the last of the VX-filled munitions stored onsite.

The Newport Chemical Agent Disposal Facility (NECDF) has neutralized 92.1 percent and received certificates of destruction for 83.6 percent of the chemical agent stored at the Newport Chemical Depot. Destruction credit at Newport is not claimed until the wastewater from the neutralization process is destroyed. NECDF plans to complete the disposal of all chemical agent later this year.

The Pine Bluff Chemical Agent Disposal Facility (PBCDF) has destroyed 15.5 percent of the chemical agent stored by the Pine Bluff Chemical Activity. PBCDF recently met the 50 percent milestone on its current campaign to destroy VX-filled land mines, the last of the nerve agent munitions originally stored at Pine Bluff.

The Tooele Chemical Agent Disposal Facility (TOCDF) has destroyed 71.2 percent of the chemical agent stored at the Deseret Chemical Depot. TOCDF has completely eliminated its stores of nerve agent filled munitions and is diligently progressing through the remaining stores of mustard agent.

The Umatilla Chemical Agent Disposal Facility has destroyed 33.8 percent of the chemical agent stored at the Umatilla Chemical Depot. Having completed the destruction of VX-filled rockets, Umatilla is actively destroying VX-filled projectiles.

Lastly, this issue of *Army AL&T Magazine* showcases the U.S. Army Sustainment Command (ASC) and its integral link to current and future logistics missions. ASC, a U.S. Army Materiel Command major subordinate command, with 76 worldwide locations, delivers support to our warfighters everywhere and provides a direct line for their feedback that enables the Army to make needed improvements in weapon systems and equipment as quickly as possible. The many successes that ASC has achieved in a relatively short period of time are truly remarkable, and I'm sure you'll enjoy reading about them.

Dean G. Popps
Acting Army Acquisition Executive



ARMY AL&T

July - September 2008

ACQUISITION, LOGISTICS & TECHNOLOGY

PB 70-08-03

DEAN G. POPPS

Acting Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT) and Army Acquisition Executive

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Army Sustainment Command (ASC) Serves as Single 'Face to the Field' — Interview With MG Robert M. Radin, ASC Commanding General (CG)

ASC is the U.S. Army's prime logistics support command, working to improve battlefield logistics and integrate sustainment support of our warfighters. With a network of more than 70 battalions and logistical support elements worldwide, ASC works to sustain transformation for an Army at war through rapid acquisition across the full spectrum of operations. MG Robert M. Radin, ASC CG, recently discussed ASC's mission and programs by answering questions posed by *Army AL&T* Magazine staff.

SPC Robert DeVitto and PFC Steven Beare, both cavalry scouts assigned to Troop C, 7th Squadron, 10th Cavalry Regiment, 1st Brigade Combat Team (BCT), 4th Infantry Division (4ID), Multi-National Division (MND)-Baghdad, Iraq, hook a tow rope to a dead-lined High-Mobility Multipurpose Wheeled Vehicle (HMMWV). The Soldiers towed the disabled vehicle to the nearby base for repair. ASC has positioned its repair assets within Southwest Asia (SWA) to provide efficient and responsive maintenance support. (U.S. Army photo by SSG Brent Williams, 1st BCT, 4ID Public Affairs.)



AL&T: ASC is a relatively new command. Would you explain how you are organized to support both current and future logistics missions?

Radin: ASC's basic mission is to serve as the single "face to the field" for the Army Materiel Command [AMC], so we ensure that every aspect of the support provided through AMC is delivered on time to all locations and across a full range of operations. We act as an interface between combat units and the acquisition, logistics, and technology [AL&T] community. By the very nature of this mission, we are tied

directly to virtually all current logistics missions, and we are a key component of the planning process for future logistics missions.

As the command is presently structured, we have six basic core missions, which, taken together, form a matrix of logistics support:

- **Field Support.** We operate a network of seven field support brigades, as well as subordinate battalions, elements, and teams, which identify and resolve equipment support and sustainment problems and help

resolve materiel readiness issues for combatant commanders.

- **Materiel Management.** We have filled the gap created when the Army did away with division- and corps-level materiel management centers. We support the Army Force Generation [ARFORGEN] process by carrying out a variety of functions, to include issuing, maintaining, and managing Theater-Provided Equipment [TPE] in combat theaters, Predeployment Training Equipment at training sites, and Left-Behind Equipment [LBE] back at home stations.



An HMMWV is transported outside a new 6,000-square-foot auto body repair facility at Camp As Sayliyah, Qatar. ASC operates a network of seven field support brigades to identify and resolve equipment support and sustainment problems and help resolve materiel readiness issues. The 401st AFSB officially opened the shop to increase vehicle restoration capabilities. (U.S. Army photo courtesy of Dustin Senger.)

- **Army Pre-Positioned Stocks (APS).** We maintain, account for, and manage combat-ready equipment and supplies, as well as stocks for humanitarian missions at land- and sea-based positions strategically located around the globe.
- **Reset.** The Army reset program's goal is to restore units to full combat capability, and our part in this is to perform reset activities at the field level and apply repair capabilities across command lines, which maximizes efficiency.
- **Contracting Services.** We manage contracts for combat service support, such as maintenance and property management, and deploy contingency contracting brigades and battalions to provide expeditionary contracting services for combat units.
- **Logistics Civil Augmentation Program (LOGCAP).** LOGCAP uses commercial companies to provide a wide range of support services — including dining facilities (DFACs), lodging, laundry, transportation,

recreational services, and much more — to forward-deployed forces in SWA and elsewhere. This is a high-dollar, high-visibility contract, and we are in the process of transitioning to a new phase — known as LOGCAP IV — that will involve using three companies to provide services under LOGCAP.

Of course, the one thing that's consistent in the Army is change, and that applies to ASC and our mission. Right now, the big change for us is the establishment of the Army Contracting Command [ACC]. As we establish ACC [Editor's Note: See related article on Page 31], some of the missions that I just listed may be transitioned or transformed, or we may even acquire new

missions. But I believe that our basic mission of providing that direct link to warfighters in the field will remain the same.

AL&T: ASC's global presence exists in 76 worldwide locations. How does ASC leverage its resources and capabilities to better support operational and tactical commanders?

Radin: The best way to illustrate this is to look at the present structure of our Army Field Support Brigades [AFSBs]. ASC has seven AFSBs, and they fit into three categories:

- Two of our AFSBs are forward-deployed in SWA, with facilities on the ground in Iraq, Afghanistan, Kuwait, and Qatar. Clearly, they are involved in providing frontline support to units actively involved in combat.
- Two of our AFSBs are also deployed overseas in Europe and Korea. They support U.S. forces that aren't currently involved in combat, but are still stationed in locations that are critical to projecting power and carrying out our Nation's overall military strategy.



LOGCAP is one of ASC's core missions and it uses commercial companies to provide a wide range of support services, including DFACs, to forward-deployed forces in SWA. Here, Soldiers from the 1st BCT, 41D, MND-Baghdad, leave the Forward Operating Base Falcon DFAC. (U.S. Army photo by SPC David Hodge, 1st BCT, 41D Public Affairs.)



MG Robert M. Radin, ASC CG, speaks with Blair Blaser, a Deere & Co. assembler, during a visit to the firm's Davenport (Iowa) Works. Close cooperation with industry is an essential element of ASC's mission, linking America's industrial base to Soldier needs on the battlefield. (Photo courtesy of Deere & Co.)

- Three of our AFSBs are located in the United States, and they are heavily involved in the ARFORGEN process, assisting in the rebuild of units that have returned from combat deployments and preparing them to redeploy when needed.

I mentioned seven AFSBs, but the question refers to 76 locations. That's the structure that reports to or supports our AFSBs, including Army Field Support Battalions, Logistics Support Elements, and Brigade Logistics Support Teams. We also have four Contracting Support Brigades [CSBs], which are presently located in Germany, Korea, Kuwait, and Fort Sam Houston, TX.

These ASC units give us a presence at every level. We try to align ourselves as the field Army is aligned. We can then get maximum leverage out of the resources we are provided, and provide more direct — and therefore better — support to commanders of both tactical and operational units.

AL&T: What have been ASC's most challenging tasks to date?

Radin: As I see it, our biggest challenge has been to change our command at the same speed that the Army is transforming. The close alignment with the field Army that I just mentioned means that we need to adjust constantly as the Army makes changes in its equipment, tactics, and base locations.

Because we do so much in so many different places, it can be difficult for us to document all of our processes and actions. However, we must do this to secure all the resources we need to support the warfighter. But because resources are limited, we also must demonstrate that we are good stewards of taxpayer dollars.

Basically, it's about being a transformational command versus a legacy command — about becoming an organization that's ever-adapting and that can respond quickly to warfighter needs, as opposed to one that waits for orders from

above. To get there, we must drive through all the Army systems and gain recognition for what we do and how we do it.

It's also critical that we develop best practices and replicate them across all functions and locations within our enterprise. We must develop and enforce measures of excellence for all our contracts, and we must identify any shortcomings in our

own processes and get them corrected. ASC must become an organization dedicated to continuous improvement and lifelong learning — this is a

It's about being a transformational command versus a legacy command — about becoming an organization that's ever-adapting and that can respond quickly to warfighter needs, as opposed to one that waits for orders from above.

challenge we all need to take on, each and every day.

To sum it up, it's not so much the individual tasks we've taken on that have proven challenging, although we've had to overcome some major challenges to get them done. Rather, it's the way we've had to approach them, as a new command with a new way of doing business, and with an obligation to support military forces that themselves are at war and transforming at the same time.

AL&T: What is something that is unique about ASC in accomplishing its mission?

Radin: ASC is a global command that bridges from the strategic

to the operational to the tactical levels. We act as a conduit of support. We have the ability to reach back to the Life Cycle Management Commands, the Research and Development Command, the Surface Deployment and Distribution Command, and now to the newly formed ACC.

We can leverage any or all of those capabilities in support of Soldiers, regardless of where they are or what missions they are carrying out. It's important to note that this is a 2-way process: we deliver support,

but we also provide a direct line for feedback from the field. This shortens the time it takes to learn what weapons and equipment improvements are needed and speeds up the implementation of those improvements.

We're also set up to rapidly react to the ARFORGEN needs of commanders, whether those be in the area of LBE or reset. Because of the services we can provide to these commanders, they aren't encumbered with materiel management requirements as they go about the business of training their Soldiers and preparing them for the next deployment. That's a unique part of our mission, and I think it delivers great value to warfighting units.

AL&T: Would you give examples of how ASC provides direct support in SWA?

Radin: ASC is embedded with warfighters in SWA, and we leverage our presence to provide them with the direct logistical support they need to accomplish their combat missions.

We operate forward repair activities in Iraq, Afghanistan, and Kuwait that repair battle-damaged equipment; perform vehicle maintenance and upgrades, including the installation of add-on armor; provide critical materiel support, such as replacement wheel assemblies for vehicles; account for, maintain, and issue TPE; and synchronize and coordinate new equipment fielding and sustainment. We also have contracting specialists on the ground who contract for goods and services and minor construction at forward bases, and LOGCAP deputy program directors and staff who provide performance oversight of the LOGCAP contract. Our other tasks in theater include rebuilding and maintaining APS, and working with other organizations



A Soldier from the 172nd Stryker BCT closes the vehicle's hatch before moving the Stryker to a new location in Kuwait during the reset process. (U.S. Army photo by SPC Debrah Ledesma, 40th Public Affairs Detachment.)



Hundreds of combat-ready vehicles await loading aboard a large, medium-speed roll-on/roll-off ship en route to SWA. The vehicles will enable Army power projection and expeditionary operations. (U.S. Army photo by Charles W. Fick Jr.)

to accomplish the retrograde of weapons and equipment back to the United States.

This work goes on every day and involves thousands of military, civilian, and contractor personnel. It covers the full spectrum of ASC's overall mission, and pretty much encompasses the full spectrum of logistical support within a combat theater.

ASC must become an organization dedicated to continuous improvement and lifelong learning — this is a challenge we all need to take on, each and every day.

AL&T: Would you explain how ASC organizations are leveraging Lean Six Sigma [LSS] in their sustainment efforts, for example, in Korea?

Radin: The best example of our LSS effort in Korea is the sustainment of

APS-4 equipment and materiel in Northeast Asia. Faced with the challenge of limited funding and a growing requirement for maintenance of APS,

our team in Korea aggressively pursued LSS and made a commitment to continuous process improvement that is ongoing. They've cut the time taken to complete processes and found ways to make the best possible use of the resources provided to them.

Let me give you some examples. Prior to 2005, final inspection reject rates had climbed to more than 90 percent; that rate is now less than 1 percent. Overall cyclic maintenance times have been reduced by about 50 percent. The

process time for an M2A2 Bradley Fighting Vehicle has gone from 22 days down to 4 days, while the process time for an M1A1 Abrams tank has gone from 28 days down to 7 days.

APS in Korea has become a model sustainment operation in terms of creating the most efficient processes to get the work done. Now, the challenge to our command is replicating the success achieved in Korea at our other APS sites, as well as at maintenance facilities that perform similar missions. To do that, we're sharing the best practices developed in Korea through site visits, inspections, training films, written reports — any means we have at our disposal to capture the form and function of what was learned in Korea and apply it wherever else it might work. The same LSS principles that worked so well for APS in Korea can also be applied to the maintenance of TPE,

LBE, and reset equipment, so we're pursuing process improvements in those mission areas as well.

AL&T: What opportunities do you envision for your newly formed continuous improvement program?

Radin: The greatest potential for positive change within ASC rests with applying continuous improvement principles across the enterprise. To facilitate this, our inspection team and our auditors are linked with our LSS team. This means we can leverage the results of audits and inspections to effectively address any weaknesses in our numerous programs.

As a result, when we visit a site and check an operation against standards, we can immediately begin an improvement program. We can also document process improvements that have already occurred and learn how they can be replicated at other locations. Because continuous improvement is part of the inspection and audit process, we can put controls in

place to make sure we achieve the desired outcome and maintain it in the future without slipping back into old, inefficient ways of doing business.

Our overall goal is to use the continuous improvement and LSS tools to identify and prioritize the processes in need of improvement, and then attack those areas where we've identified weaknesses in a systemic manner.

AL&T: How do you feel your previous experience as the AMC G-3 and your assignments in SWA shape the goals you plan to achieve during your command of ASC?

Radin: My experiences in both of these positions have been instrumental in preparing me for my present job as ASC CG.

The greatest potential for positive change within ASC rests with applying continuous improvement principles across the enterprise.

The year in Kuwait as the C4 [Logistics] staff officer for the Combined Forces Land Component Command allowed me to understand the com-

plexities and priorities associated with operations in SWA, and to fully appreciate the challenging operational environment of that theater. It also gave me a firsthand look at the significant contributions made by our Department of

the Army [DA] civilians and contractors who've been forward-deployed.

My time as the AMC G-3 afforded me the opportunity to fully appreciate how the Army addresses funding challenges and apportions its resources. Given what I've seen and learned about this process, I truly believe that ASC is well postured for the future. We need to understand the impact of our emerging missions on military readiness, and articulate that to AMC Headquarters and the Army staff to obtain the resources needed to carry out these critical missions.

AL&T: Efforts are underway to increase the number of AL&T Workforce members who are certified. What are your views on this and how do you plan to increase the number of certified workforce members in ASC?

Radin: Since ASC is an organization that primarily meets its mission requirements through contracting, it's absolutely critical that our entire workforce be familiar with contracting procedures and that our knowledge of those procedures be constantly updated through training and development programs.

We've learned that the key to a successful contract is to capture the needs covered



A contract worker services an HMMWV at ASC's 3rd Battalion, 401st AFSB in Afghanistan, one of a global network of sites providing AL&T support to troops in the field. (U.S. Army photo.)



Pictured here is an aerial view of 3rd Battalion, 401st AFSB in Afghanistan, one of a global network of forward-deployed ASC activities delivering AL&T capabilities to combat zones. (U.S. Army photo.)

by the contract in a clear, well-written statement of work [SOW]. Way too often, though, we rely on our acquisition workforce to identify those needs. At all levels and in all areas of the ASC enterprise, we must do a better job of articulating our requirements to our acquisition center. This will facilitate the contracting officer's ability to develop contractual vehicles that will achieve the desired outcome.

Another lesson we've learned is that it is critical to remain engaged in contract administration throughout the execution phase. Writing a good SOW is extremely important, but it's a wasted effort if you don't take the steps to ensure that the contract is executed as written. To do that, we need trained and qualified contracting officer representatives [CORs] who will provide contracting officers with the necessary feedback on contract performance. That way, we can be sure that the government is getting what it paid for.

It's only by recruiting, developing, and retaining a well-trained total force of Soldiers, DA civilians, and contractors that we can achieve what our Nation has asked us to do.

We shouldn't completely shift the burden of contract administration from units in the field to acquisition specialists, who are subject matter experts in acquisition but not necessarily in field logistics or other mission areas. The teaming of acquisition specialists with logistics specialists, and the continuous monitoring of contractor performance, is absolutely critical to the contracting process and to the overall success of ASC. Linking the two promotes the efficient delivery of contracted goods and services, and provides our command and the taxpaying public with the best value for the dollar.

I applaud the efforts of the 408th CSB in SWA, which has trained about 300 Soldiers and DA civilians as CORs. This has made a noticeable difference in contract performance and has increased understanding of the role played by contracting in the combat

theater. It's an excellent example of how we can use acquisition training programs to improve mission performance. My plan is to replicate this success elsewhere, just as I'd like to do with all successful efforts within ASC.

AL&T: Do you have anything further you'd like to add or discuss?

Radin: I'd like to recognize the tremendous contributions of our Soldiers, DA civilians, and contractors in supporting our Nation as we continue fighting the global war on terrorism. They provide this support at great personal sacrifice and usually with little or no fanfare. It's important that we all thank them for the support they've provided to our warfighters, and will continue to provide in the future.

It's only by recruiting, developing, and retaining a well-trained total force of Soldiers, DA civilians, and contractors that we can achieve what our Nation has asked us to do. They do very important work, and they do it very well. We must never take any member of this team for granted.

A photograph showing several workers in military-style clothing working on a large piece of heavy machinery, likely a bulldozer. They are focused on applying armor plates to the machine's body. The scene is outdoors, and the machinery is equipped with various components like gas cylinders and hoses.

Army Sustainment Command Delivers AL&T Capabilities to Field Forces

Charles W. Fick Jr.

Modular, expeditionary, and in the thick of the fight — that's the Army Sustainment Command (ASC). In less than 2 years, ASC has formed a global network of brigades, battalions, logistics support elements (LSEs), and brigade logistics support teams (BLSTs) to push readiness power forward.

AFSBS are charged with ARFORGEN execution and, when directed, contingency operational logistics support in theater operation. Here, contract workers apply armor to a bulldozer at an ASC field support operation in Southwest Asia, matching materiel and AL&T capabilities to the mission. (U.S. Army photo.)

“We see our role as ‘champions of the cause’ for responsive acquisition, logistics, and technology [AL&T] support to Soldiers and their leaders. Wherever there’s a need for AL&T, we’ll be there, ready to deliver effective solutions,” said Redding Hobby, ASC Executive Director for Field Support Operations.

From the outset, ASC has been evolutionary and, in some respects, revolutionary. Army Force Generation (ARFORGEN) and emerging operational issues are driving dramatic change in the way our Army provides AL&T support to forces in the field.

Being in persistent conflict while also transforming to a modular, brigade-centric force requires creative solutions to entirely new challenges. Meeting the challenge are seven Army Field Support Brigades (AFSBs) and their subordinate elements, exercising command and control over more than

5,000 Soldiers, Army civilians, and contractors. In addition, many thousands of contract service providers add muscle to the mission.

AFSBs Provide AL&T Support

As concept becomes doctrine, AFSBs are charged with execution of ARFORGEN and, when directed, contingency operational logistics support in theater operation. Each AFSB is a small, mission-focused and highly modular organization built around a tailored modified table of organization and equipment and augmentation table of distribution and allowances structure assigned to the U.S. Army Materiel Command’s (AMC’s) ASC. Combining

assets from AMC and the Assistant Secretary of the Army for AL&T, AFSBs plan for and control all Army AL&T support of Army forces.

AFSBs leverage reachback capabilities to provide AL&T technical and call-forward support from the national sustainment base. By linking their supported units with the vast resources of AMC and its Life Cycle Management Commands (LCMCs), other defense agencies, laboratories, manufacturers, and service providers, AFSBs are the linchpins in modern sustainment.

Recent deployments of ASC’s BLSTs and LSEs with operational units have been invaluable. If a

We see our role as “champions of the cause” for responsive AL&T support to Soldiers and their leaders. Wherever there’s a need for AL&T, we’ll be there, ready to deliver effective solutions.



On the ground, AFSBs provide capabilities through battalions, LSEs, and BLSTs. Here, mechanics at Army Field Support Battalion-Northeast Asia, Camp Carroll, Korea, repair a Bradley Fighting Vehicle, part of the Army’s pre-positioned stock of combat-ready equipment. (U.S. Army photo by Galen Putnam.)

Soldier in the field has an issue with his or her ammunition, weapons, vehicles, communications, or clothing, help is close at hand. In one such recent event, a host-nation radio frequency management issue limited operational effectiveness. In short order, the issue passed from the field to the supporting AFSB, which resolved the issue quickly and soon had the fighting unit back up on the net.

Further cementing their ties to supported units, AFSBs deployed in contingency operations — when directed by their higher echelons — are aligned under the operational control of the Army's regionally focused Theater Sustainment Commands or, in some cases, an Expeditionary Support Command.

By streamlining the old operational-tactical construct, ASC and its brigades are integrating and synchronizing capabilities across the board, while providing the AL&T element of ARFORGEN.

Employing organic and augmented capabilities to supported forces, AFSBs are the primary point of contact to the operational commander for AL&T support, including support critically important to emerging technologies and new equipment. Aligned to an Army Service Component Command, AFSBs serve as the bridge between the generating force and the operational force. ARFORGEN guides the entire ASC enterprise.

On the ground, AFSBs provide capabilities through battalions, LSEs, and

BLSTs. Forward-deployed LSEs and BLSTs can tap additional capabilities such as AL&T sustainment maintenance or external support maintenance contractors via individual experts or teams.

In unit-level motor pools, repair stations, and supply operations, LARs are at the heart of the entire ASC operation. Working side-by-side with Soldiers, LARs are part of the logistics assistance program, an integral part of ASC operations.

Fielding new equipment is always a logistics challenge that requires close contact with supported forces. When Mine Resistant Ambush Protected (MRAP) vehicles were first fielded in combat zones, Soldiers made discoveries that warranted attention. Low-hanging wires in urban areas, for example, could be an impediment to safe MRAP operations. Soldiers contacted their BLST chief, who

contacted the AFSB, which immediately elevated the observation to the highest levels to expedite modification. Within weeks, the combined effects of integrated AL&T had an answer and retrofit kits were en route.

In another example of field support effectiveness, original equipment fire suppression bottles were found by Soldiers to have an awkward orientation. Quick action by ASC logisticians raised the issue rapidly up the chain and a solution was quickly applied to ensure Soldier safety and combat effectiveness.

Logistics Assistance Representatives (LARs)

In unit-level motor pools, repair stations, and supply operations, LARs are at the heart of the entire ASC operation. Working side-by-side with Soldiers at home stations and deployed locations, LARs are part of the logistics assistance program, an integral part of ASC operations.

Serving Soldiers worldwide, LARs are ideally placed to observe and report problems while working toward a solution. Forming a global network of logistics scouts, LARs raise issues to AFSBs, which feed directly into the sustaining base. Drawing on the LAR network, AL&T leaders and managers can identify trends and systemic issues faster than ever before. From the warfighters' point of view, LARs are their "go-to guys" to get things fixed and keep them on line. With AFSBs, LSEs, and BLSTs as integral parts of warfighting units, trust and confidence is born of a common sense of purpose. One team yields a better understanding of issues and, therefore, more effective and safer Soldiers.

BLSTs are organized as a modular group of LARs based on the units they support. Divisional brigades and division combat aviation brigades get one type of BLST, while echelon-above-corps units get another.

Each BLST is embedded with the brigade it supports; when the BCT or other unit moves out, so does the BLST. This builds confidence in the commitment of AL&T support and also provides continuity. Wherever they are training or fighting, Soldiers can look up to see the LAR they've come to know and count on.

From the smallest forward operating base, BLST LARs and contract service providers can reach back into the AMC and AL&T toolbox to provide technical expertise and resolve maintenance and supply issues. The whole "face to the field" concept of ASC operations becomes the ground truth where BLST members are serving with the Soldiers they support.

AFSB commanders are centrally selected colonels, chosen to be senior



AFSBs leverage reachback capabilities to provide AL&T technical and call-forward support from the national sustainment base. Here, SSG Thomas Alexander, the noncommissioned officer-in-charge for the 3rd Battalion, 405th AFSB radio and communications security shop, Livorno, Italy, performs a quality assurance test on electronic gear while deployed to the Vicenza, Italy, Installation Materiel Maintenance Activity. (U.S. Army photo by Giovanni Comiati.)

ASC and AMC representatives in their respective regions. In addition to being the senior AL&T advisors to the Army Forces commander in their operational area, AFSB commanders are the single managers for integration and synchronization of the Army equipment accountability, maintenance, and redistribution effort to enhance and support the Army's peacetime mission and warfighting capability. It's a tall order, but essential to ARFORGEN success.

Connected at ASC headquarters at Rock Island, IL, the seven AFSBs contribute to a common operating picture, enabling both planners and support elements to get in front of AL&T requirements and, when emerging issues arise, to react swiftly and effectively. The aim is to be predictive to the maximum extent possible, providing fighting forces with solutions in advance of problems. While combat and contingency operations get the lion's share of

headlines, AFSBs are deeply involved in sustainment, the central part of ASC's mission.

CONUS-Based Sustainment

Sustainment is ARFORGEN-based. AFSBs provide the conduit that links the national sustainment base to deploying Army forces as they progress through the mobilization authority phase or as deployment expeditionary forces and contingency expeditionary forces enter the "available" force pool in the ARFORGEN strategy.

AFSBs provide a forward presence to ASC and AMC's LCMCs to assist in management of sustainment maintenance and installation field maintenance (in coordination with the Army Installation Management Command).

The CONUS-based sustainment AFSBs operate under the direct command and control of ASC when

performing their ARFORGEN mission. They provide mobilization and deployment support for forces deploying and may provide reinforcing support to Army forces conducting homeland security operations.

To test concepts and procedures, the 406th AFSB out of Fort Bragg, NC, recently conducted a deployment concept exercise of operations. The 406th sent defense support to civil authority teams in Columbia, SC, and Nashville, TN, to augment the Region IV Disaster

Coordination Element, and to Goose Creek, SC, to conduct a communications exercise. Brigades are continuing to train alongside civil authorities in support of homeland defense.

At posts, camps, and installations, ASC is setting the stage for expeditionary success. When Soldiers head into the fight, the men and women of ASC are right alongside them. Field support is a huge, ever-changing AL&T mission that is vital to ARFORGEN success. Across the board and around the world, AFSBs and their subordinate elements are adding the ring of truth to ASC's motto: On the Line.

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Continuous Improvement Engine Driving ASC Train

Rhys E. Fullerlove

Henry Ford once said, "Coming together is a beginning. Keeping together is progress. Working together is success."

The quote above sums up the Army Sustainment Command's (ASC's) goals. After ASC was formed less than 2 years ago, new and changing missions soon followed, including resetting the modular force, managing pre-positioned stocks, managing materiel, and providing field support. All of these missions support ASC's primary mission — to provide acquisition, logistics, and technology support to Soldiers while ensuring warfighting readiness to sustain a transforming Army.

MG Robert M. Radin, ASC Commanding General, uses the E-Board to illustrate his point that continuous improvement is the engine that drives ASC. (U.S. Army photo by Galen Putnam.)

As its missions changed, ASC Soldiers and civilians came across problems that had never arisen before, and they wrote instruction manuals as they went. The command needed an organization to oversee all the new solutions and best practices that were taking place and to share them across the worldwide footprint of ASC.

Last December, ASC formed the Command Assessment and Continuous Improvement Office (CACIO), the command's expert and principal integrator for all assessments, evaluations, and continuous improvement efforts. CACIO analyzes, improves, standardizes, and replicates efficient and effective best practices across the ASC enterprise while fostering a culture of continuous improvement.

CACIO has a circular process that starts by bringing together sources of assessment and evaluation information into a central repository. These qualitative assessments and evaluations come from different sources that include Organizational Inspection Programs, Army Audit Agency, Army Materiel Command Rapid Review Teams, Internal Audit, and many more. All of the assessments and evaluations are collected in the ASC Enterprise Board. The Enterprise Board database allows the command to categorize the data in a number of ways, such as by opportunity or by finding from across the

command. The data then enable ASC to analyze, track trends, look for patterns, and gain an overall picture of the command.

E-Board Depicts the 'Big Picture'

To help give the command the big picture, CACIO staff created a replica of the Enterprise Board database with a foam board measuring 8 feet tall by 24 feet wide, placed it on a wall, and called it the "E-Board" for short. It provides a friendlier, commandwide format for looking at information and presents data in an easy-to-understand table by location and functional area.

The E-Board assists people at all levels in the command. It helps evaluation and inspection teams prepare by portraying a sense of problems and best practices discovered at a location or in a particular functional area during other teams' trips prior to conducting site visits.

The board also supports ASC staff by identifying trends and improvement opportunities, replicating best practices in their functional areas, and then comparing them to other functional areas throughout ASC. It forces a look outside the "stovepipe," promoting cross-functional cooperation and collaboration between the headquarters' staff and among the Army Field Support Brigades and their subordinate battalions.

It allows brigade commanders to look at the "state of the command" for their area of operation in terms of various assessments and continuous improvement

initiatives. Commanders can share lessons learned and replicate best practices from other brigades. "The board facilitates standardization of best practices across the command," said Jerry DeLaCruz, CACIO Director. "When we figure out what the new and improved processes are at one location, we then can standardize that as the way of doing business across the command."

Improving Processes

After a problem or trend has been identified in the E-Board system, it then moves to the process improvement initiative stage. ASC uses Lean Six Sigma (LSS) practices to improve processes and replicate successes. Even a process identified as a best practice can be improved. Just because it is perceived as a best practice today doesn't mean it will be tomorrow.

"We always need to change and adapt so we are always supporting the warfighter in the field," said Richard Jayne, CACIO Lead LSS Technical Specialist.

All LSS Green Belt and Black Belt projects go through the define, measure, analyze, improve, and control (DMAIC) process. The DMAIC process involves *defining* the problem to be addressed, *measuring* process performance, *analyzing* root causes, *improving* the process, and *establishing* controls to sustain the improvements.

All projects *define* the opportunity from both the voice of the business (command) and the Soldier perspective. During the *measure* phase, value stream maps are used to find a deeper understanding and focus that helps identify key inputs, processes, and output metrics. Next, the process is *analyzed* to identify potential root causes, estimate the impact of the causes, and prioritize them. In the *improvement* phase, potential solutions materialize and are evaluated, which leads to



Putting ASC's repair capabilities close to the fight is one best practice that helps return combat-ready equipment quickly. Here, workers at this Kuwait repair facility are restoring a Stryker to fighting readiness. (U.S. Army photo by James Hinnant.)



SPC Micah Mead, a tracked vehicle mechanic, replaces the ball joint on an up-armored HMMWV at Camp Virginia, Kuwait. (U.S. Army photo by SGM Richard Greene.)

a pilot and development of a full-scale implementation plan. The final stage is the *control* phase, during which standard operating procedures are developed, ongoing process measurements are created, and project replication opportunities are identified.

Other related tools ASC uses are Value Stream Analysis (VSA) and Rapid Improvement Events (RIEs). VSA is an operational tool that helps one to rapidly map and see the flow of material and information as a product makes its way through the value stream. The VSA is done by following a product or service through the value stream and carefully drawing a visual representation of every process in the material and information flow.

RIEs are team events focused on implementing the changes identified in the VSA to move the process from the current state toward an improved future state. An RIE is carefully planned with specific, measurable improvements targeted, and it usually lasts a week.

ASC used an RIE in Kuwait to reduce the cycle time for maintenance on up-armored High-Mobility Multipurpose Wheeled Vehicles (HMMWVs). The

old process flow resulted in excessive transportation steps, adding days to cycle time and impeding production. Communication systems were prepared and installed in the same building but at different stages, adding to the cycle time. Following the event, the battalion instituted a 1-piece process flow, which eliminated wasteful transportation steps and resulted in cutting transportation steps from 16 to 5 (69-percent improvement). In addition, preparation and radio installation occur at the same stage, eliminating a transportation step and resulting in a 75-percent improvement, down to a half day. Overall, the team cut cycle time from 17 days to 3 days (82-percent improvement).

After a process improvement has been identified, it is implemented at a site. At that point the ASC Logistics Support and Evaluation Team (ALSET) and/or the Internal Review and Audit Compliance Office (IRACO) evaluate how well the implementation is being carried out and ensure that the standards and controls are in place to sustain the improvement.

The ALSET conducts evaluations and performs the duties of the Maintenance Assistance and Instruction Team to enhance the ASC commander's overall situational awareness of



ASC used an RIE in Kuwait to reduce the cycle time for maintenance on up-armored HMMWVs. Here, PFC Sarah Wheatley inspects for oil leaks at Camp Virginia, Kuwait. (U.S. Army photo by SGM Richard Greene.)

ongoing operations within ASC. The ALSET team serves as the "standards pilot" for all ASC operations. It disseminates policies and procedures established by ASC as well as provides guidance for administrative record requirements, equipment readiness, maintenance, and supply management.

The team provides the ASC commander an additional resource to conduct research and provide recommendations to solve logistics problems. Most importantly, it is helping identify best practices to facilitate enterprise-wide information sharing. The 3- to 7-person evaluation team is highly proficient in the evaluation process and has a deep understanding of Army policies, procedures, and regulatory requirements. In addition, it possesses the technical skills to evaluate equipment readiness.

Combining analysis tools such as the E-Board, LSS methodologies, and ALSET and IRACO technical expertise, in collaboration with the rest of the staff, the CACIO objective is to move a problem or trend from the E-Board to a positive action and practical solution, improving ASC's support to Soldiers.

Continuous improvement is the engine that drives ASC and CACIO is in the driver's seat. As the command continues to change and evolve, sharing enterprisewide information becomes even more critical to synchronizing effectiveness and efficiency.

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ASC Addresses Unit Commanders' Concerns Through LBE and Reset Programs

MAJ Mark E. Young

Tactical unit commanders have numerous issues and concerns to address when preparing their units for deployment and redeployment from *Operations Enduring and Iraqi Freedom (OEF/OIF)*. The U.S. Army Sustainment Command (ASC), part of the U.S. Army Materiel Command (AMC) team, is available to assist, identify, and resolve equipment and maintenance problems as well as materiel readiness issues for combatant commanders.

Soldiers lift off the rotorheads on a Black Hawk helicopter during a 360-hour maintenance phase reset. (U.S. Army photo by SGT Ryan Matson, 1/34 Brigade Combat Team Public Affairs.)

The AMC Solution

The Department of the Army (DA) designated AMC as the executive agent for all aspects of Army Force Generation (ARFORGEN) equipment, including funding and execution of the Left-Behind Equipment (LBE) program. An AMC ARFORGEN operations order, dated March 5, 2007, established ASC as the lead (supported) command responsible for the LBE program. During this program, ASC relieves Active Component units of the responsibility of managing equipment that is not deployed in support of their wartime mission, and ensures that the equipment is maintained, accounted for, cross-leveled, or temporarily loaned in support of the ARFORGEN process.

AMC assigned ASC the mission of providing materiel readiness support for a deploying/redeploying unit's equipment. To perform the equipment readiness support mission, ASC looks to its Army Field Support Brigades (AFSBs) and Distribution Management Center (DMC).

The AFSBs provide a single AMC/ASC face to the field by integrating and synchronizing acquisition, logistics, and technology (AL&T) to enhance the combat readiness of all Army units within the AFSB area of support. There are seven AFSBs: three in CONUS separated by region, one based in Europe, one based in Korea, and two focused on operations in Southwest Asia.

The DMC, based at ASC Headquarters on Rock Island Arsenal, IL, supports deploying and redeploying units by providing readiness management

AFSBs works with unit commanders to serve as the “face to the field” for all AMC activities in their geographic regions through all ARFORGEN cycle phases.

for Active Army units in CONUS, Alaska, and Hawaii. The DMC has become the single ASC integrator for LBE and field-level reset in support of ARFORGEN.

The reset of units returning from *OEF/OIF* consists of a series of actions to restore the units to a desired level of combat capability commensurate with future mission requirements. These actions include the repair of equipment, replacement of equipment lost during operations, and recapitalization of equipment where feasible and necessary. The reset program ensures that commanders have reliable and capable equipment, and that the Army has a long-term program to sustain the operational readiness of all critical systems.



Bringing repairs to where they're needed most, the TACOM LCMC Small Arms Readiness Evaluation Team with repair armorers fix and return weapons to Soldiers' hands — all part of ASC's integration of AL&T capabilities. (U.S. Army photo.)

The DMC works with multiple organizations to integrate and synchronize LBE and reset support. The list includes DA staff offices, AMC Life Cycle Management Commands (LCMCs), the Defense Logistics Agency (DLA), and the Installation Management Command (IMCOM). Critical to this process are ASC's AFSBs, Army Field Support Battalions (AFSBns), Logistic Support Elements (LSEs), and Field Logistics Readiness Centers (FLRCs) — subordinate organizations of the Field Logistics Readiness Division (FLRD). The DMC focuses on supporting the property accountability, management and equipment maintenance, or repair requirements of a unit throughout the ARFORGEN cycle.

Benefits for Units

AFSBs works with unit commanders to serve as the “face to the field” for all AMC activities in their geographic regions through all ARFORGEN cycle phases. AFSBs also serve as the primary conduit of logistical support with ties to

the units through their AFSBn/LSE organizations at every installation.

All three levels of support — strategic, operational, and tactical — are important to the coordination and synchronization efforts of support units. In recognition of this fact, the DMC has liaison officers on its staff from DA — Resource Management (G-8), LCMCs, DLA, IMCOM, and the FLRD. Likewise, the AFSBs, and their AFSBn or LSE, have experts provided by the LCMCs to work with units at their home stations to address deployment and redeployment issues. While this

The LCOP will allow support agencies and commanders to access an overall picture of a unit's equipment on hand against the unit's authorizations, and display the sourcing solutions to fill shortages identified during the reset and LBE process.

arrangement succeeds in addressing the DMC's information needs at the strategic and operational level, it does not adequately address the need for information at the tactical level. To meet this tactical information need, AFSBs work closely with Distribution Management Teams (DMTs) at 15 CONUS installations.

Assigned to the DMC, the DMTs directly support customers of the AFSB, AFSBn, or LSE commander. In addition to working closely with the AFSBn or LSE staff, the DMTs

coordinate or synchronize support activities with the IMCOM Directorate

of Logistics (DOL) and FLRD/FLRC agencies. Their primary purpose is to provide regional/above-brigade-level materiel management capability through demand-supported supply management, asset visibility, and maintenance/readiness management.

This organizational arrangement ensures that all support agencies are fully informed and can use the same data feeds to support a Logistics Common Operating Picture (LCOP) for AMC-level coordination or synchronization of support for a deploying or redeploying unit.

LBE Program

The DMC LBE program has provided visibility and readiness support to the National Equipment Pool. The goal is to ensure that maintained materiel is ready for issue upon direction of appropriate authority or reissue to the unit upon its redeployment.



Working side-by-side, Soldiers and civilians put another High-Mobility Multipurpose Wheeled Vehicle back in the fight from their workshop at Logistics Support Area Anaconda, Balad, Iraq, one of ASC's worldwide network of field support activities. (U.S. Army photo by Charles W. Fick Jr.)



Working at Fort Carson, CO, a mechanic repairs an engine during reset repair operations meant to restore fighting units' materiel readiness and support the ARFORGEN strategy. (U.S. Army photo by Nikki St. Amant.)

ASC leverages its AFSBs in partnership with IMCOM, AMC LCMCs, and other supporting agencies to assume responsibility for LBE. ASC budgets, funds, accounts for, maintains, and reports the readiness status of LBE per Army regulations and guidance.

ASC centrally manages the LBE program with decentralized execution through the ASC Global Property Management Support Services contract and/or its LBE Task Order Property Accountability contractor. The LBE program leverages support from the AFSBs and their subordinate units and works with the LCMCs, IMCOM DOLs, FLRDs, and other service providers to facilitate LBE program execution.

Following the deploying unit's Pre-deployment Site Survey and/or leaders' reconnaissance, the supporting AFSB will alert ASC that the unit requires LBE management assistance. The DMC then initiates coordination with the Army commands (ACOMs), Army Service Component Commands, or Direct Reporting Units to define the mission parameters and set conditions for a smooth transfer of equipment and property book records to ASC.

ASC, supported by appropriate LCMCs, will then maintain LBE to

Technical Manuals' 10/20 readiness conditions (all routine maintenance executed and all deficiencies repaired). This function supports ACOMs and HQDA by ensuring that the next units to deploy have the necessary equipment to meet training and deployment requirements.

Reset Program

As a unit prepares to redeploy, the reset phase of the ARFORGEN cycle begins. To aid the unit in this phase, AMC has established Reset Fly Away Teams and Retrograde Property Assistance Teams. Both teams work with the unit while still deployed to address unit equipment redeployment concerns and to assist the unit with building its reset plan.

The redeploying unit enters its plan for all deployed equipment into the Automated Reset Management Tool (ARMT) to acquire disposition instructions for each item's Source of Repair (SOR). ARMT automatically identifies Automatic Return Items to be repaired in a sustainment-level repair facility (e.g., a depot). The remainder of the equipment loaded into ARMT will be considered field level and is repaired either by the unit or its supporting DOLs/FLRCs.

After building plans in ARMT, planning occurs among LCMCs, AFSBs, LSEs, DOLs, FLRCs, and the DMC to determine the workload allocation, which is focused on installations by region to determine unit timelines, density of equipment, and SORs. The AFSB or LSE conducts an initial analysis, provides recommendations for field-level SORs,

and provides current workload at each SOR. The DMC provides cost data and analysis for LBE workload plans, Pre-deployment Training Equipment, and reset, as well as timelines and lists of units. LCMCs provide standardized scopes of work for their managed commodities, including analysis of sustainment-level requirements, and approve the workloading plan.

The reset phase ends once the equipment inducted into field-level reset returns to the unit, and equipment shortages are filled that were identified during sustainment-level induction.

Easing the Strain in the Future

To increase visibility of equipment during the ARFORGEN process, the DMC is working with the Logistics Support Activity to develop an automated LCOP. The LCOP will allow support agencies and commanders to access an overall picture of a unit's equipment on hand against the unit's authorizations, and display the sourcing solutions to fill shortages identified during the reset and LBE process.

Through the establishment of AFSBs, DMC, and DMTs, ASC has eased the strain on combatant commanders by effectively managing the Army's reset and LBE missions. The message from ASC's team of logisticians to unit commanders is clear: "Your equipment concerns are our equipment concerns. We will stand beside you as you address those concerns, whether you are leading Soldiers into combat or training them for the next fight."

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Army Pre-Positioned Stocks (APS) Ready for Action

Linda K. Theis

Our expeditionary Army is designed to move fast and hit hard. To speed our forces to the fight, the Army Sustainment Command (ASC) maintains combat-ready equipment and materiel, strategically pre-positioned around the world and ready for issue to Soldiers at a moment's notice.

A combat-ready Cavalry Stryker rolls off the USNS Shughart, one of ASC's supporting fleet ships holding pre-positioned equipment — all part of the Army's global strategy for expeditionary operations. (U.S. Army photo.)

Rows of up-armored High-Mobility Multipurpose Wheeled Vehicles are ready to be loaded on a ship. These types of ships serve to maintain pre-positioned equipment. (Photo by CPT Chris LeCron, 841st Transportation Battalion.)



Theory was put to the test in 2003 when APS were issued to troops in Iraq. *Operation Iraqi Freedom* is the first war in which frontline troops were equipped largely by APS. Troops stationed in CONUS were flown to Southwest Asia (SWA) and matched up with forward-based APS equipment.

The APS program's primary mission is to reduce the initial amount of strategic lift required to support a predominantly CONUS-based force projection Army and to sustain Soldiers until traditional lines of communication are established. To meet the mission, stocks are forward-positioned in six countries and afloat aboard ships.

APS are a strategic asset owned by the U.S. Army. Depending upon the situation, APS use can be approved by the Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, or the Department of the Army G-3/5/7.

Working through its global network of Army Field Support Brigades (AFSBs) and battalions, the ASC stores, maintains, issues, and resets APS equipment. AFSBs coordinate the reception and issue of APS units and secondary

items during the theater opening phase. AFSBs also perform repairs and modification work orders on equipment in theater as required.

The Army's Global Pre-positioning Strategy requires that simultaneous support be provided to more than one contingency in more than one theater.

Expert planning and management of the four categories of APS is called for to meet this need. These categories are: pre-positioned unit sets, operational project (OPRJ) stocks, Army War Reserve Sustainment (AWRS) stocks, and war reserve stocks for allies (WRSA).

Pre-positioned unit sets consist of equipment configured into mission-driven sets (including authorized stockage lists, prescribed load list, and unit basic load) and positioned ashore

and afloat to reduce deployment response times.

OPRJ stocks are materiel above normal table of organization and equipment, table of distribution and allowances, and common table of allowance authorizations tailored to key strategic capabilities essential to the Army's



PFC Timothy Lewis, Charlie Co., 1st Battalion, 27th Infantry Regiment, 2nd Stryker Brigade Combat Team (BCT), 25th Infantry Division (ID), takes cover from small arms fire in Tarmiya, Iraq. (U.S. Air Force photo by TSGT William Greer.)

ability to execute its force projection strategy. OPRJ stocks are designed to support one or more Army operations, plans, or contingencies.

The AWRS stocks are procured by the Army in peacetime to meet increased wartime requirements. They consist of major and secondary item materiel designated to satisfy the Army's wartime sustainment requirements. They provide minimum essential support to combat operations and post-mobilization training beyond the capabilities of peacetime stocks, industry, and host-nation support. AWRS stocks are pre-positioned in or near a theater of operations to be used until wartime production and supply lines can be established. These stocks consist of major end items to sustain the operation by replacing both combat losses and supplies consumed in the operation.

WRSA, a program directed by the Office of the Secretary of Defense, ensures U.S. preparedness to assist designated allies in case of war. WRSA assets are pre-positioned in the appropriate theater and are owned and financed by the U.S. They are released to the proper Army component commander for transfer to the supported allied force under provisions in the *Foreign Assistance Act* and under existing country-to-country memorandums of agreement.

The five regional storage sites for APS are as follows:

- APS-1 (CONUS) includes OPRJ stocks, sustainment stocks, and ammunition.
- APS-2 (Europe) includes pre-positioned sets, OPRJ stocks, ammunition, and WRSA.
- APS-3 (Afloat) includes stocks aboard ships that have pre-positioned



An infantry squad disembarks a UH-60 Black Hawk helicopter at Forward Operating Base Warhorse, Iraq. ASC's pre-positioned unit sets ensure Soldiers have prescribed load list and basic unit load to accomplish their mission. (U.S. Army photo by SFC Jeffery Troth, Combat Aviation Brigade, 11ID.)

sets, ammunition, OPRJ stocks, and sustainment stocks.

- APS-4 (Pacific/Northeast Asia) includes pre-positioned sets, OPRJ stocks, sustainment stocks, ammunition, and watercraft.
- APS-5 (SWA) includes pre-positioned sets, OPRJ stocks, sustainment stocks, ammunition, and watercraft. This set has been heavily deployed and is in continual operation.

The Future of APS

APS's rule in the future is one of continual change, driven by world events and changes in Army force structure, while anticipating the Army's potential needs on a global scale. In Europe, plans call for APS-2 to establish a Heavy Brigade Combat Team (HBCT) while maintaining select OPRJ stocks and WRSA. APS-3 is scheduled to provide for two Army Strategic Flotilla Infantry BCTs with wheeled augmentation sets and two Army sustainment brigades. The APS-4 in Korea has equipment and materiel for an HBCT supported by a customized sustainment brigade, Army watercraft units, medical support units, and OPRJs. APS-5 will be reset to meet the U.S. Central

Command's requirements. It will have an HBCT, two sustainment brigades, a fires brigade, OPRJ, Army watercraft units, and medical support units.

As the Army transforms to a modular, expeditionary force, APS are likewise adapting to maintain their crucial role. All APS are configured as standard BCTs. Equipping early-arriving combat forces with matching APS equipment is critical to preserving the receiving unit's fighting capabilities and minimizing training and sustainment challenges.

APS strategic capabilities are needed to support and meet the DOD Joint Swiftness Objectives and associated deployment goals. APS provide the means to rapidly employ an expeditionary Army by delivering combat equipment and support materiel when and where they are needed.

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AMC's Fleet Management Initiative (FMI)

SFC Michael Holcomb

In February 2002, the FMI began as a pilot program between the U.S. Army Training and Doctrine Command (TRADOC) and the U.S. Army Materiel Command (AMC) to realign the training equipment maintenance mission from TRADOC to AMC. The goal of the FMI effort was twofold:

- It was primarily intended to shift the maintenance function to AMC, the Army's recognized expert for performing maintenance, thereby enabling TRADOC to refocus its efforts on its core competency and expertise of training Soldiers.
- Shifting the maintenance function to maintenance experts would result in overall improved readiness of the training base fleet.

Initially, AMC conducted its FMI pilot at the U.S. Army Armor School at Fort Knox, and the U.S. Army Aviation School at Fort Rucker. Here, a cockpit of the UH-60M Black Hawk is an all digital avionics suite that allows pilots to perform safer and more efficiently on-the-fly. The FMI conducted at the Aviation School improves integration and coordination of aviation maintenance functions. (U.S. Army photo.)



Testing the Pilot Program at TRADOC Training Schools

As a proof of principle, the FMI pilot testing was limited to two TRADOC training schools: the U.S. Army Armor School, at Fort Knox, KY, and the U.S. Army Aviation School, at Fort Rucker, AL. The pilot program testing enabled AMC to improve integration and coordination of maintenance functions across the installations where the schools were located, further expanding the expertise applied to the function.

AMC eagerly approached this pilot program testing by task-organizing the most efficient and effective method to

deliver the right support at the right time while also fully leveraging all its capabilities. The U.S. Army Sustainment Command (ASC), a major subordinate command (MSC) of AMC, already had an established support presence at each location. Other AMC MSCs also provided crucial support at each location primarily aligned to the core function of those MSCs. The primary provider to Fort Rucker was the U.S. Army Aviation and Missile Command (AMCOM) Life Cycle Management Command (LCMC). The primary provider to the U.S. Army Armor Center and School was the TACOM LCMC. The U.S. Army

Communications-Electronics Command (CECOM) LCMC was also a vital provider to both locations.

The combination of these skills, knowledge, and abilities made determining the lead organizations a fairly uncomplicated task. AMCOM LCMC was identified as the lead for Fort Rucker and TACOM LCMC was identified as the lead for Fort Knox. The lead had to ensure that the other integral MSCs were fully integrated into the entire maintenance support processes to deliver the best solutions for the fleet customer.

Tank Commander SGT David Newland monitors his workstation in his M1A2 Abrams tank. AMC completed an FMI pilot at the U.S. Army Armor School at Fort Knox. The FMI results will help improve integration and coordination of tank maintenance functions. (U.S. Army photo by SPC John Crosby, 115th Mobile Public Affairs Detachment.)



The testing of the pilot program resulted in attaining the initiative's two primary objectives:

- Enable TRADOC to focus on training Soldiers while leveraging the maintenance expertise of AMC and its MSCs to improve the training fleet's readiness.
- Complete maintenance functions within projected costs and reduce negative impacts to student training that had been hampered by past nonavailability of equipment.

FMI Expansion

On the heels of these achievements, TRADOC and AMC decided to expand the original FMI to all TRADOC Centers and Schools in November 2005. This became known as the Fleet Management Expansion (FMX). The Deputy Commanding Generals (DCGs) of both TRADOC and AMC signed a Memorandum of Agreement (MOA) to document the partnership and outline a way ahead for the effort.

As the FMX was launched, AMC and TRADOC quickly realized that a crucial third partner must be added to this larger scope. Consequently, in April 2006, an MOA was signed between the original partners — TRADOC and AMC — as well as the Assistant Chief of Staff of the Army for Installation Management (ACSIM). The ACSIM is responsible for garrison maintenance on an Army installation at the Directorate of Logistics. Adding ACSIM as the third

partner fully enabled synchronization of information systems, processes, and procedures as well as enhanced prioritization of maintenance workload at each installation.

While it appears complex, the FMX is an excellent blending of efforts to improve training fleet readiness and enable each partner to focus on its core mission and improve support to the Soldier. The success of the FMI pilot program at Forts Rucker and Knox was a clear indicator that TRADOC and the Army will see significant increases in equipment readiness and availability within the resources allocated and within training constraints.

Customer Requirements

AMC further modeled the FMX task organization based on the success of the approach used with FMI and defined leads based on capability in alignment with the customer requirement.

Those AMC MSC leads and their associated customers are outlined in the diagram shown below.

FMX was soon implemented and a project schedule developed. Designated leads from AMCOM LCMC,

AMC MSC	TRADOC Schools			
AMCOM LCMC	U.S. Army Aviation Fort Rucker	Ordnance Munitions and Electronic Maintenance Redstone Arsenal, AL	Air Defense Artillery Fort Bliss, TX	U.S. Army Aviation and Logistics Fort Eustis, VA
CECOM LCMC	U.S. Army Signal Fort Gordon, GA		U.S. Army Intelligence Fort Huachuca, AZ	
TACOM LCMC	U.S. Army Ordnance Aberdeen Proving Ground, MD	U.S. Army Transportation Fort Eustis	U.S. Army Quartermaster Fort Lee, VA	U.S. Army Field Artillery Fort Sill, OK
	U.S. Army Engineer and U.S. Army Military Police Fort Leonard Wood, MO	U.S. Army Armor Fort Knox	U.S. Army Infantry Fort Benning, GA	U.S. Army Basic Combat Training Fort Jackson, SC



Armor crewmembers of Co. C, 1st Battalion, 66th Armor Regiment, 1st Brigade Combat Team (BCT), 4th Infantry Division (4ID), fire the main guns of their M1A2 Abrams Main Battle Tanks during a tank screening in Kuwait. The FMI enabled AMC to improve integration and coordination of maintenance functions and was a clear indicator of equipment readiness and availability. (U.S. Army photo by SPC David Hodge, 1st BCT, 4ID Public Affairs.)

CECOM LCMC, and TACOM LCMC joined forces with each other, as well as with their collaborators at ASC, to learn about and understand their customers' expectations and requirements, which is always one of the first priorities in any successful partnership.

Meetings with each school enabled an understanding of the effort's scope and also served to forge important relationships for a successful future. Additionally, work began to document all the equipment and resources that will ultimately transfer from TRADOC to AMC.

MOAs With TRADOC Schools

One lesson learned from FMI was the importance of developing a tailored MOA for each school and associated supporting AMC MSC. This established a clear understanding of expectations for

The FMX is an excellent blending of efforts to improve training fleet readiness and enable each partner to focus on its core mission and improve support to the Soldier.

all parties. By early spring 2007, the FMX implementation reached such a level of maturity that both TRADOC and AMC thought it was the right time to implement the next step.

On April 20, 2007, the AMC and TRADOC DCGs signed a Memorandum of Record transferring operational control of all TRADOC fleet maintenance functions to AMC, effective May 1, 2007.

To date, MOAs between schools and AMC MSCs are still being finalized at some locations, while others are fully completed and signed. A Concept Plan, which is the title of the document that serves as the basis for the transfer of all resources (people/equipment/funding) from TRADOC to AMC, has been compiled and submitted to HQDA for approval. Upon approval, the resources outlined in the

Concept Plan will be transferred and managed accordingly.

All parties involved are committed to making the transition an enduring success, which will allow TRADOC to focus on training Soldiers while leveraging AMC's expertise. Undertaking efforts such as these, particularly in a resource-constrained environment, makes great fiscal sense and is a practical approach to leveraging capabilities and expertise in an efficient, effective manner.

While the outcome of this successful initiative and partnership demonstrates the rewards that exploiting expertise causes, it is the value to the taxpayer that resonates. Ultimately, FMX will benefit the most important customer of all — the U.S. Army Soldier.

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ASC Distribution Management Center (DMC) Provides Materiel Management Capability

MAJ Tyler J. Stewart

The U.S. Army Sustainment Command (ASC), headquartered at Rock Island, IL, provides combat service support capability to Soldiers serving in CONUS and OCONUS units to ensure expeditionary warfighting readiness and leverage national logistics to sustain a transforming Army at war. The ASC DMC is the single interface for the synchronization and integration of logistical functions among Active Army units in CONUS, Army Commands, U.S. Army Forces Command (FORSCOM), FORSCOM Direct Reporting Units, Installation Management Command (IMCOM), Logistics Support Activity (LOGSA), and the Life Cycle Management Commands.

SPC William Moore, prescribed load list (PLL) clerk, inspects night vision goggles to ensure their serviceability. The DMC provides support to Army units' PLLs. (U.S. Army photo by 4th Brigade Combat Team, 10th Mountain Division Public Affairs.)

As a result of modularity and in support of Army Campaign Plan Decision Point 54, ASC serves as the CONUS Theater Support Command. Within the ASC, the DMC provides a national materiel management capability focused on combat readiness of units in support of the Army Force Generation (ARFORGEN) cycle through demand supported supply management; maintenance management and readiness support; Class (CL) VII (major end items such as launchers, tanks, mobile machine shops, and vehicles) asset visibility; and efforts to develop a Logistics Common Operating Picture (LCOP) for reset and Left-Behind Equipment (LBE).

Supply Management

As ASC's materiel management element, DMC is responsible for many of the materiel management functions previously performed by the former Division Materiel Management Centers/Corps Materiel Management Centers in CONUS. It accomplishes its

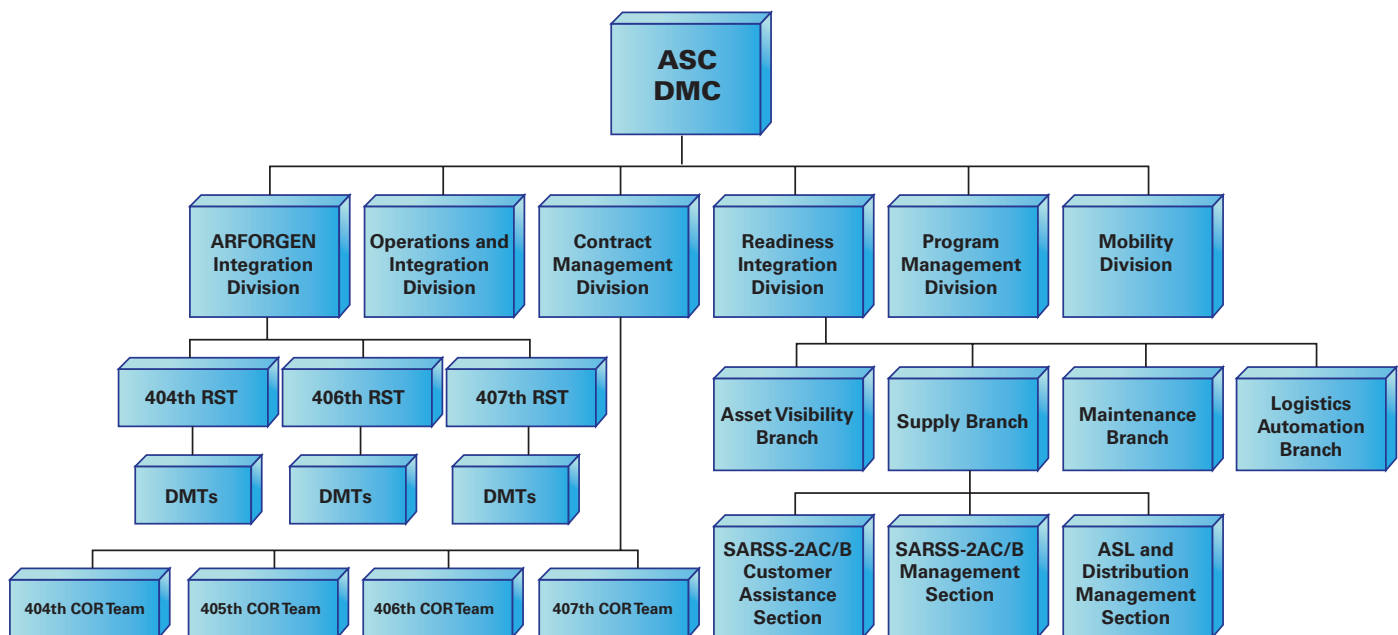
mission with an integrated team of Soldiers, government service employees, and contractors assigned to Rock Island, as well as forward-positioned Distribution Management Teams (DMTs) at 15 major Army installations throughout CONUS, Alaska, and Hawaii.

The DMC Readiness Integration Division's Supply Branch has responsibility for the operational planning, integration, and synchronization of demand-supported (CL II [clothing, individual equipment, etc.], III [petroleum, oil, lubricants, etc.], IV [construction materials], and IX [repair parts and components]) supply support in CONUS. The DMC provides Standard Army Retail Supply System (SARSS) 2AC/B customer assistance support for Routing Identifier Code-Geographic (RIC-GEO) parameter management, and performs SARSS-2AC/B management tasks. Additionally, the DMC assimilates end-to-end logistics data and produces actionable logistics intelligence for

readiness and materiel managers in support of ARFORGEN.

The DMC coordination network is far-reaching, as it works with sustainment brigade (SBDE) support operations officers and the IMCOM Directorate of Logistics managers for SARSS-1 activities, and, with the aid of its DMTs, supports tactical unit SARSS-1 operator elements at each installation. The DMC has oversight of 152 Supply Support Activities (SSA) across CONUS.

The current DMC structure provides the benefit of centralization, standardization, and stabilization of materiel management in CONUS. DMC support becomes particularly important with the continuous rotations of FORSCOM SBDEs in and out of theater. The DMC recognizes that to sustain Soldier skills, an SBDE at home station should be exercising the unit's organic mission capability to perform many of the SARSS-related materiel



ASL: Authorized Stockage List
 COR: Contracting Officer's Representative
 RST: Regional Support Team

ASC DMC Organization Chart



From ASC's DMC at Rock Island, Soldiers, Army civilians, and contractors synchronize logistics requirements of the ARFORGEN process. By matching global capacity and capability to logistics readiness requirements, the DMC ensures distributed and efficient workloading and delivery schedules. (U.S. Army photo by Ted Cavanaugh, E.L. Hamm and Associates.)

management tasks — the same as it would in theater. To support the SBDE effort, the DMC has partnered with FORSCOM G-4 to facilitate a left-seat/right-seat transition of designated materiel management tasks to the SBDE after it returns from deployment. The DMC/DMT will assume those same materiel management tasks back from the SBDE prior to its next deployment, thereby ensuring continuity of effort and uninterrupted support to the customer base. The transition of tasks to and from the DMC team and the SBDE are based upon the SBDE's ability to perform the tasks, as determined by the unit's commander. The goal is to meet mission and training proficiency needs of the SBDE in garrison, while maintaining ASC DMC responsibility for CONUS-based materiel management.

Maintenance Management and Readiness Support

As the single interface for the synchronization and integration of logistical functions among Active Army units in CONUS, the DMC integrates

maintenance and readiness goals with repair capabilities to meet ARFORGEN requirements. To accomplish the maintenance management and readiness support missions, the DMC uses tools such as the Automated Reset Management Tool and the workloading management process to ensure coordination and synchronization are tailored to support ARFORGEN goals.

Asset Visibility

The DMC provides worldwide CL VII asset visibility and management support for readiness, reset, LBE, and materiel management while advising and assisting with lateral transfer efforts to posture forces for the global war on terrorism and national emergencies throughout the ARFORGEN cycle. The DMC works with FORSCOM to validate equipment distribution plans to ensure units are able to meet ARFORGEN timeline requirements and provide asset visibility of the transportation pipeline to detect delays in movement. The CL VII Asset Visibility Section uses Property Book Unit Supply Enhanced, Force and Asset

Search Tool, and the Command Asset and Visibility Reporting Systems to provide asset visibility feeder reports in support of internal reset operations, asset queries to fill critical shortages, prepare data or reports for critical reset assets upon request, and monitor to provide recommendations on item classification and linkage.

COP

In an effort to leverage automation to provide an LCOP, the DMC initiated work with the LOGSA to mold the Logistics Information Warehouse into an automated tool supporting an LCOP focusing on unit readiness in all ARFORGEN cycle phases. Efforts include providing subject matter expert support to LOGSA on the development and implementation of Web-based tools to facilitate reset/LBE operations, maintenance workload coordination, SSA performance evaluations, and retrograde synchronization. The ASC DMC is the single Army national materiel manager for Active Army units in CONUS. In this role, DMC provides a national materiel management capability focused on combat readiness of units in support of the ARFORGEN through CL VII asset visibility, demand-supported supply management, maintenance management, and readiness support to reset and LBE. A key benefit derived from the current DMC structure is that it provides centralization, standardization, and stabilization of materiel management in CONUS.

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AMC Stands Up the New U.S. Army Contracting Command

Sarah Haggerty

The Secretary of the Army (SecArmy) established an independent commission on Army Acquisition and Program Management in Expeditionary Operations on Sept. 24, 2007, to review the lessons learned in recent operations, and provide forward-looking recommendations to ensure that future military operations achieve greater effectiveness, efficiency, and transparency. The commission, chaired by Dr. Jacques S. Gansler, former Under Secretary of Defense (Acquisition, Technology, and Logistics), is commonly referred to as the “Gansler Commission.” The commission published its comprehensive report, titled *Urgent Reform Required: Army Expeditionary Contracting*, on Oct. 31, 2007. It found that four key improvements were needed to further Army acquisition and program management in expeditionary operations:

- Increase the stature, quantity, and career development of military and civilian contracting personnel (especially for expeditionary operations).
- Restructure organization and restore responsibility to facilitate contracting and contract management in expeditionary and CONUS operations.
- Provide training and tools for overall contracting activities in expeditionary operations.
- Obtain legislative, regulatory, and policy assistance to enable contracting effectiveness in expeditionary operations.

ACC will focus on maintaining and improving the Army's ability to respond globally in support of warfighters' needs. Here, U.S. Army SSG Wayne Dively, C Troop, 2nd Squadron, 14th Cavalry Regiment, 2nd Stryker Brigade Combat Team, 25th Infantry Division, provides security during a dismounted patrol near Abu Atham, Iraq. (Photo by TSGT William Greer, Joint Combat Camera Center.)

Based on the commission's second recommendation, the SecArmy directed the U.S. Army Materiel Command (AMC) to activate the new U.S. Army Contracting Command (ACC) on Jan. 30, 2008. Consequently, ACC was stood up provisionally on March 13, 2008, at a ceremony at Fort Belvoir, VA. At the same time, the U.S. Army Contracting Agency (ACA) was realigned to ACC under AMC. With oversight of billions of contract dollars annually, ACC will focus on maintaining and improving the Army's ability to respond globally in support of warfighters' needs. With the realignment of ACA to AMC, most of the Army's contracting resources are contained in one Army command, which will provide a full range of contracting services. The desired end state is a simplification of command relationships that will lead to better oversight of the offices and achieve better management and alignment of contracting authority and responsibility.

ACC (Provisional) is a 2-star level major subordinate command under AMC. ACC includes two subordinate commands: the Expeditionary Contracting Command (ECC), a 1-star level command focused on contracting support to forward-deployed forces, and the Installation Contracting

Command (ICC), a 1-star level command focused on contracting support for CONUS installations. The establishment of ACC consolidates Army expeditionary and installation contracting worldwide along with the mission of AMC's acquisition centers.

ACC

ACC's mission is to provide global contracting support to warfighters in garrison and through the full spectrum of military operations. ACC will provide this support to Army and federal organizations at CONUS and OCONUS installations with assigned contracting organizations. The centralization of command and control functions provides standardized policies and procedures, training, personnel management, deployment processes, and other common functions across the command's three components.

The ACC will comprise both military and civilian personnel at locations worldwide, who award more than 270,000 contractual actions per fiscal year. The ACC commander will provide leadership and control for obligating the Army's largest portion of contracting dollars. By standing up ACC and its subordinate commands, changes such as improved training and oversight, recognition of contracting as

an Army core competency, standardization of policies and processes, and upgrades to methods of contracting and contract management, will enhance the Army's ability to conduct its contracting

mission. ACC's Mission Essential Task List is:

- Provide worldwide contracting services.
- Provide command and control/support for ECC and ICC.
- Train the force.
- Protect the force.
- Integrate safety and risk management.

ECC

ECC's mission is to provide effective and agile expeditionary contracting across the full spectrum of military operations for the Army Service Component Commands and Joint warfighters, and provide effective and responsive contracting support to the Army and other federal organizations at OCONUS installations.

The ECC will provide contracting support to deployed warfighters through a modular structure of contingency contracting teams, and command and control through contingency contracting battalions and contracting support brigades. Installation contracting is provided through OCONUS directorates of contracting. The ECC commander, and a portion of the headquarters staff, will also deploy in support of large-scale military operations when required.

The ECC staff performs tasks supporting both the command's operational and procurement support missions, including: managing the Army Force Generation process whereby the commander prepares and certifies contingency contracting personnel and units as ready for deployment as part of the Army force pool, preparing the unit status reports, and managing training.

ICC

ICC's mission is to provide effective and responsive contracting support to



AMC, under GEN Benjamin S. Griffin (left), stands up the ACC (Provisional) March 13, 2008, at Fort Belvoir, under the leadership of ACC Executive Director Jeffrey P. Parsons (center), as AMC's CSM Jeffrey J. Mellinger looks on. (U.S. Army photo by J.D. Leipold.)



GEN Benjamin S. Griffin transfers the flag representing the ACC (Provisional) to its new Executive Director, Jeffrey P. Parsons, at a ceremony March 13, 2008. (U.S. Army photo by Wayne Scanlon.)

the Army and other federal organizations at CONUS installations, and provide enterprise contracting support for common-use information technology (IT) hardware, software, and services on behalf of Army and DOD organizations. ICC provides contracting support for the U.S. Army Installation Management Command, U.S. Army Forces Command, and U.S. Army Training and Doctrine Command CONUS installations, as well as support of all common-use IT hardware, software, and services. ICC will play an integral part in training the contracting force, and will be responsible for integrating safety and risk management into all of its operations. The ICC commander leads both the command's operational and procurement support missions.

Human Resources Strategy

ACC plans to hire additional contracting personnel in an effort to expand a workforce that was too small and not prepared to deal with the heavy demands of the war in Iraq and Afghanistan. These military and civilian contracting personnel will represent about a 25-percent increase in the workforce to manage contractor employees and the thousands of contractual actions. It's expected to take 2 to 3 years to hire and train all of the personnel.

Success Indicators

The Army created the ACC to correct significant deficiencies in Army contracting support to contingency operations. The realignment of ACA and the creation of the ECC are extraordinary steps to immediately redress the credibility of Army contracting personnel

and procedures. A key aspect of making these changes in the contracting field is ensuring that the Army is obtaining the desired result.

There are various success indicators available for ACC to measure the top-level organization-specific shortcomings. The primary indicators used today include Procurement Management Assistance Program (PMAP) reviews and regular performance assessments of contracting metrics. An enabler to measure success includes serving as the functional proponent for the Contracting and Acquisition Career Program (CP-14) and the Central Procurement Operations Account Management Decision Package.

Periodic reviews of ACC contracting activities and processes are necessary to ascertain what is working well and what areas require management attention. In addition to policies and practices, workforce development, staffing, and appropriate applications of automation are also part of the reviews. The PMAP's primary goals are to:

- Provide recommendations on ways to improve contracting operations.
- Assess the overall level of customer support and satisfaction.
- Assess the degree of sound business judgment exercised.

- Collect and share best practices for dissemination to other ACC contracting activities.
- Identify any policies and other initiatives that may create problems in contract execution.

Another primary indicator of success is regular performance assessment of ACC contracting metrics to ascertain how well the subordinate offices have performed in specific areas, as well as determine which areas require management attention. Metrics are a crucial element in the development and establishment of ACC strategic goals. The strategic perspectives of the ACC contracting metrics focus on the customer, internal business practices, learning/growth, and finances. ACC headquarters (HQ) will collect, consolidate, review, and report the performance results with each subordinate office on a regular basis.

HQ AMC and the ACC commander will monitor performance indicators and work with the Army Staff and Army Acquisition Corps leadership to ensure that the Army obtains the level of contracting support needed to perform its missions. The formation of ACC will lead to better oversight of the offices and achieve better management and alignment of contracting authority and responsibility. ACC will provide world-class contracting support to warfighters — whenever and wherever — to meet their needs.

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ACC KU Full-Spectrum C


LTC Jonathan



Heavy Equipment Transporter vehicles line up at Camp Arifjan, Kuwait, to prepare to convoy north through Iraq. (U.S. Army photos by LTC Jonathan D. Long, Chief, Contract Operations, ACC KU.)

J Means Contract Support

man D. Long



The U.S. Army Contracting Command-Kuwait (ACC KU), commanded by LTC Doug Kiser under the 408th Contract Support Brigade (CSB), Camp Arifjan, Kuwait, is teamed with the U.S. Army Sustainment Command (ASC) Acquisition Center CONUS-based Contracting Reachback Cell (CRBC) at Rock Island, IL, to provide contracting support for requirements exceeding \$1 million. Most of these requirements consist of logistical services; however, supplies are included as well. The ACC KU has awarded approximately \$105 million for FY08 that is divided between supplies (65 percent) and services (35 percent). The multimillion-dollar reachback requirements are in addition to the normal workload managed by the Contract Operations Division.

Approximately \$5.4 billion in logistical support and supply requirements have already been transitioned to the CRBC since last year, and another \$177 million has transitioned since February 2008. However, the ACC KU reachback team, led by contracting officer Amber Thompson, is not done yet. The team, working with U.S. Army Central Command (ARCENT), 1st Theater Sustainment Command, and Area Support Group (ASG) customers, as well as U.S. Army Materiel Command logistic support officers, have identified additional 10 large-dollar requirements that potentially add another \$150 million in requirements worked through the reachback process.

The ACC KU remains clearly focused on its customers.

Why Reachback?

The ASG area of operations (AOR) in Kuwait is dispersed among numerous base camp locations. Although the locations are separated by as much as 160 kilometers (km) or as little as 5 km, the logistical services and supplies to operate and maintain a camp are the same. All camps require tents, power generation, latrine/shower services, bulk water provision and removal, cleaning services, office automation, and office infrastructure support. In the past, individual contracts were negotiated and awarded for individual camp locations. However, the increased costs associated with conducting these numerous procurements and then managing the invoicing, payment, performance, follow-on

funding, and awards proved to be both costly and personnel intensive. The trend in contingency contracting has been to move toward enterprise solutions, taking the complete requirements from a macro level for the AOR. The intent is through competition to reduce overall cost of performance and at the same time reduce the administrative costs resulting from managing fewer contracts.

How the Process Works

As mentioned, the nature of the services and supplies is very similar for most camps in Kuwait. All camps require power generators and tents. The process works like this: the ACC KU team compiles the baseline for contracts currently in place to provide power generation. A baseline example would be 10 separate contracts each funded individually and having their

Armored Security Vehicles and up-armored High-Mobility Multipurpose Wheeled Vehicles equipped with the latest improvised explosive device countermeasures wait for the call forward to provide security for convoy operations throughout Kuwait and Iraq.



ACC KU is engaged in solving contractor problems in the field. Here, from left to right, Sajeev Alex, Al-Thurya General Trading Co., discusses requirements with 4th Sustainment Brigade representatives MSG Barbara Perry, MAJ Emily Stoffel, and SGM John Russell. TSGT Jason Berberick, U.S. Air Force, and Jon Martel, Reachback Team Contract Specialist, discuss the cleaning and pallet repair work in progress.



own contractor and period of performance. Next, this information is reformatted into a baseline statement of work (SOW) drawing from the existing SOWs in place and provided to the ASG customer and the Logistics Civil Augmentation Program (LOGCAP) specialists working the requirement. The customer validates the requirements while the LOGCAP specialists assist the customer in generating a revised Independent Government Estimate of Cost, which then is crafted into a requirement packet that is reviewed through the local ARCENT requirements approval process for funding. Once the consolidated requirement is approved and funded, the ACC KU reachback transition process is launched through a memorandum of agreement (MOA) from the ACC KU Commander to 408th CSB Commander COL Joes Bass, who completes an MOA with Mike Hutchison, Deputy Director, ASC Acquisition Center.

The Way Ahead

While the reachback validation process for the remaining 10 candidates requires intense coordination with the ASG and logistics support officers, ACC KU contracting teams continue to award from 20 to 30 new actions weekly. The command receives between 15 and 20 new requirements per week and, although most fall below \$300,000, neither the importance of the requirements to the customer nor the amount of acquisition work required to put contracts in place are any less. The standard for the 408th CSB and ACC KU is to award a competitive contract within 30 days and, in most cases, it is much less.

The ACC KU remains clearly focused on its customers. Whether it is working multimillion-dollar requirements along with its CRBC teammates through the reachback process, or

working simplified acquisitions in Kuwait, the ACC KU provides immediate logistical services and supplies. The focus is on providing full spectrum contract support.

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Field Manual (FM) 3-0 —

A Blueprint for Full-Spectrum Conflict and Army Modernization

Ben Ennis

FM 3-0 Operations, dated February 2008, gives the U.S. Army's view of how to conduct prompt and sustained land operations. The manual draws on learned lessons from the last 6 years of combat in Iraq and Afghanistan. "*FM 3-0* is the blueprint for an uncertain future," says GEN William S. Wallace, Commanding General (CG), U.S. Army Training and Doctrine Command. "The Army must prepare for a full-spectrum conflict — not just major combat operations. Preparation for full-spectrum conflict and organizational change begins with doctrine. *FM 3-0* presents doctrine that will become a driver for change in the Army."

LTG William B. Caldwell IV, CG, U.S. Army Combined Arms Center, Fort Leavenworth, KS, adds that to understand the size and scope of changes in the doctrine, look back to the Army of pre-Sept. 11, 2001:

- The organizational structure was based on the division as the key warfighting element.
- Stability operations were considered, but were treated as a symptom of mission creep.
- Talk about the peace dividend due to a strategic pause was driving our acquisition process to potentially skip a generation of equipment.
- There was still a strong tendency toward risk aversion because of *Operation Southern Watch*, Bosnia, Beirut, and even, to some extent, Vietnam.

Caldwell points out that today our reality is:

- The organization structure is based on the Brigade Combat Team (BCT) as the key warfighting element.
- Stability operations are considered a core mission of the military; full-spectrum operations means stability operations are just as important (and sometimes more important) than offensive and defensive operations.
- We are in a state of persistent conflict in a long-term global war.

- There is an emphasis on initiative and accepting risk to achieve decisive results.

According to Caldwell, *FM 3-0* provides the blueprint for a new training strategy, changes in organizational structure to respond to full-spectrum operations, and changes in leader development and professional military education to focus on adaptive and innovative leadership.

“This blueprint for the future looks beyond the current fight in Iraq and Afghanistan,” Caldwell continues. The implication of full-spectrum operations

still includes the requirement to remain fully capable to fight major combat operations in the future; the implication of information engagement requires a change in the cultural mindset; and the whole-of-government approach — inherent in all of our operations — requires not only a change in the military but also in the interagency process. “These changes, I believe, will be revolutionary — and *FM 3-0* provides the blueprint to move out,” he says.

FM 3-0 major doctrinal changes include the following:

- ▼ **The FM emphasizes the critical nature and influence of information in operations.** Information engagement requires the integrated employment of related disciplines such as public affairs, psychological operations (PSYOPS), and combat camera. Information superiority is central to mission accomplishment and requires consistency between actions on the ground and the messages being presented to the audiences at all levels. Here, Soldiers from the U.S. Army’s 350th Tactical PSYOPS, 10th Mountain Div., drop leaflets over a village near Hawijah in Kirkuk province, Iraq. The leaflets are intended to promote the idea of self-government to area residents.

U.S. ARMY PHOTO BY SGT JAMES HUNTER.



- ▲ **The importance of stability operations is elevated to co-equal with offensive and defensive operations.** Stability operations embrace a whole-of-government approach, which uses all elements of national power to include diplomatic, information, military, and economic to achieve success. Stability operations are coordinated to maintain or reestablish a safe and secure environment and facilitate reconciliation among local or regional adversaries. Stability operations strive to establish political, legal, social, and economic institutions and support the transition to legitimate local governance. Here, SGT Brandon Griffis, 1st Platoon, Co. A, 1st Battalion (Bn), 502nd Infantry Regiment, 2nd BCT, 101st Airborne Division (Div.) (Air Assault), talks with an elderly Iraqi man during a dismounted patrol in Hurriyah, Iraq.



DOD PHOTO BY SSGT SAMUEL BENDET, U.S. AIR FORCE.

▶ *FM 3-0 doctrine continues to advocate Soldiers as the Army's centerpiece.* Army leaders and Soldiers should be given maximum latitude to exercise individual and small-unit initiative. Here, a Soldier from Alpha Co., 2nd Bn, 23rd Infantry Regiment, 4th BCT, 2nd Infantry Division (2ID) views a monitor in his Stryker vehicle to check if all is clear before deploying his team in Muqdadiyah, Iraq.

U.S. ARMY PHOTO BY SPC SHAWN M. CASSATT.



U.S. ARMY PHOTO BY CPT RICHARD YBARRA.



U.S. ARMY PHOTO BY SPC LARAYNE HURD.

▲ *FM 3-0 operational concept drives initiative, embraces risk, and focuses on creating opportunities to achieve decisive results.* The FM's operational concept emphasizes leaders and Soldiers seizing, retaining, and exploiting the initiative to achieve decisive results. Here, SGT Amaury Lantigua and SFC John Guy of Heavy Co., 3rd Squadron, 3rd Armored Cavalry Regiment, inspect a vehicle that was destined for use as a car bomb as a Kiowa helicopter provides cover in the Al-Rissala market of Mosul, Iraq.

▲ *The commander leverages experience, knowledge, and intuition to play the central role in full-spectrum operations, bridging battle command and operational art.* The commander has the central role in full-spectrum operations and must creatively apply battle command and operational art. Here, U.S. Army CPT Edmond Hardy, 1st Armored Div. Commander, 2nd Stryker Cavalry Regiment, 4th Squadron, holds an Iraqi child while giving orders during an aid mission in Baghdad, Iraq.

U.S. ARMY PHOTO BY SGT TIERNEY P. NOWLAND.



LTG N. Ross Thompson III, MILDEP to the Acting ASAALT, emphasizes that we are doing everything possible to meet Soldiers' needs by accelerating the delivery of vital equipment and new technologies. Here, U.S. Army 1LT James Cleary (right), 1st Bn, 38th Infantry Regiment, 4th Stryker Brigade, 2ID, uses a field radio in Baghdad during a combined cordon and search mission.

FM 3-0 doctrine execution requires well-trained Soldiers and the finest weapons and equipment available. "This doctrine is the engine driving change in our concepts and designs for organizations, training, leader development, and the materiel solutions we need to support our modernization strategy," explains LTG N. Ross Thompson III, Military Deputy (MILDEP) to the Acting Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASAALT). "Army modernization is necessary, successful, and long overdue."

According to Thompson, just as the commercial market has been transformed to meet market demands, the Army is transforming to meet the needs of our Soldiers in an era of persistent conflict. "Our Soldiers are depending on us to get them what they need to accomplish their mission and return home safely," Thompson states. "We are doing everything possible to meet their needs by accelerating the delivery of vital equipment and new technologies.

"We are pushing the limits of technology to provide our Soldiers with the very

best weapons systems and equipment America can produce as quickly as possible," Thompson emphasizes. "Much of our effort centers on providing new, more robust communications capabilities to connect our Soldiers, our leaders, and the systems that support and protect them in unprecedented ways. We are succeeding in this critical aspect of our modernization. We are already delivering some measure of our desired capabilities to our Soldiers in Iraq and Afghanistan — providing a glimpse of what we will achieve in the future through the power of a modern, redundant network.

"Our modernization strategy is flexible, adaptive, and well suited to the uncertainties inherent to the environment in which we operate," Thompson adds. "We continuously refine and adapt our efforts to address new requirements in an effort to keep ahead of the ruthless-thinking, adaptive enemies we face. Development risk exists in any venture that seeks to move beyond the status quo; it must be actively managed and mitigated to the maximum extent possible. Without assuming some risk, however, progress will never occur. The real risk — to our Soldiers, our Army, and the cause we serve — lies not with a modernization effort that is both comprehensive and ambitious. Rather, the real risk lies with a failure to realize that the world has changed and that our Army must change accordingly."

BEN ENNIS is the Strategic Communications Chief at the U.S. Army Acquisition Support Center. He has a B.S. in business from the University of Colorado and an M.B.A. in marketing from Atlanta University. Ennis is a former Army Reserve Advertising Chief and has attended numerous military schools, including the U.S. Army Command and General Staff College and Defense Information School.

The Central Technical Support Facility (CTSF) — Meeting Warfighters' System Integration and Interoperability Needs

MAJ Shawn Murray

Today's warfighters trust when they start their vehicles or set up tactical operations centers that the command, control, communications, computers, and intelligence (C4I) systems inside will interoperate with each other. Full interoperability of military systems is critical to America's success in the global war on terrorism (GWOT) and future wars, and CTSF's job is ensuring net-centric system interoperability.

Full interoperability of military systems is critical to America's success in GWOT and future wars. Here, LTC Jeffrey A. Sorenson, Army CIO/G-6, listens as LTC John Kolasheski, 3rd Heavy Brigade Combat Team, 3rd Infantry Division, briefs him on his unit's communications operations at Patrol Base Assassin, Iraq. (U.S. Army photo by SPC Emily J. Wilsoncroft.)



CTSF is the Army's strategic facility responsible for interoperability engineering, executing Army Interoperability Certification (AIC) testing, maintaining configuration control for all operational- through tactical-level information technology/national security systems, and supporting deployed warfighters' digital needs.

Located at Fort Hood, TX, CTSF was organized in 1996 by Program Executive Office (PEO) Command, Control, and Computer Systems (now PEO Command, Control, and Communications Tactical). CTSF was originally designed to provide a location

for rapid integration, testing, and deployment of the Army Battle Command System (ABCS), which digitizes the Army's battle command and control capability. As the Army's warfighting capability digitization evolves, CTSF's mission has expanded to integrate and test more than 200 net-centric systems. This number is expected to grow as more and more Army systems become network enabled.

Accomplishing Interoperability

On July 9, 2007, CTSF was reorganized under the U.S. Army Materiel Command's Communications-Electronics Life Cycle Management Command, and

employs approximately 200 government, military, and civilian workers. It provides facilities for more than 400 additional government and civilian workers from several PEOs in a teaming environment, accomplishing Army interoperability integration and certification.

The CTSF campus covers more than 264,000 square feet with more than 40,000 square feet dedicated for software integration and AIC testing. Because of its reconfigurable design, the integration and test facility can support a wide range of tactical network architectures (many simultaneous)



The CTSF SE&I department supports engineering assessments on new and developing C4I products. Here, Army civilian Paul Vanlucvender, an electronics integrated systems mechanic in the Command, Control, and Computers Avionics Directorate, performs operational verification of electronics systems on a Mine Resistant Ambush Protected vehicle in Southwest Asia in March 2008. (U.S. Army photo by Steve Grzedzinski.)

from individual vehicles all the way to theater level. The CTSF test environment's flexibility and scalability is not available anywhere else in the world.

According to CTSF Director COL Steven Drake, CTSF's mission "is to provide a unique, innovative, and scalable environment, with skilled and dedicated personnel, using qualified synergistic processes to support DOD's net-enabled strategic vision." Drake says the mission is accomplished by "executing configuration management, systems engineering support, and certification testing for Army and joint C4I providers."

As the Army continues to develop new net-centric capabilities, the CTSF stands ready to integrate and test C4I products for interoperability. The CTSF's vision is to become a customer-valued organization ensuring that the best net-centric C4I capabilities are available to U.S. Army, Joint, and coalition warfighters.

AIC Testing

AIC is a part of developmental testing that occurs before a Milestone C

decision. It gives the Army Staff; the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology personnel; and the warfighter confidence that the fielded

equipment is interoperable and integrated with the other systems on their tactical network. CTSF AIC testing immerses the System Under Test (SUT) in a holistic tactical environment to determine interoperability with other networked systems. Certification testing is done on behalf of the Army Chief Information Officer (CIO)/G-6 to meet the *Title 40* responsibilities, which mandate that any system, application, or hardware will not be used on the Army's tactical network until they have

been tested and certified by the CIO/G-6.

To accomplish its mission, the CTSF Technical Division has three main departments that provide the system integration and interoperability needed by today's warfighters: Configuration Management (CM), Systems Engineering and Integration (SE&I), and Test. These departments synergistically conduct AIC testing, providing the warfighting community the best tested tactical hardware/software possible.

The CM staff not only ensures CM for the AIC test floor, but also the configuration control of the Army's fielded software baseline. Each year, the CM department produces more than 250,000 CDs and DVDs of approved baseline software to ensure that only approved software is used by our Soldiers in the field. The CM department also maintains a geospatial digital map library that is used by Army



Ensuring net-centric system interoperability is the CTSF's job. Here, employees Matthew Garcia, Donna Bryant, and Patricia Price set up the test floor for a systems integration test at CTSF, Fort Hood. (U.S. Army photo by David Landmann.)



CTSF employees provide unparalleled, uncompromised, consistent, and responsive support to the warfighter. Here, Harold Nuessen and Leslie Hinchman review test documentation in preparation for a systems intelligence test at CTSF, Fort Hood. (U.S. Army photo by David Landmann.)

tactical computer systems, ABCS data products, and approved baseline software, which ensures that every map in these tactical systems is the most accurate available.

The SE&I department provides direct technical support to test and certification activities as well as to software developers. Not only do department engineers verify that new software and data products are compliant, but they also provide network engineering for Army training and unit deployments.

Additionally, the SE&I department supports engineering assessments on new and developing C4I products. These assessments, conducted in the CTSF's realistic tactical architectures, allow developers to test engineering releases of products in a non-attribution environment. The SE&I information assurance (IA) branch works with all sections to provide an IA assessment during formal AIC baseline tests, as well as IA and vulnerability assessment

patch testing to update fielded software.

The CTSF Test department provides Army and Joint AIC testing. Staffed with test officers, operators, operations research analysts, and technical writers, the Test department offers the Army the expertise and experience necessary to conduct the most complex interoperability software testing available in DOD today.

Interoperability requirements used for AIC testing come from the U.S. Army Training and Doctrine Command's Capabilities Managers (TCMs),

PEOs, and formal requirements documents. From these requirements, program managers (PMs) and TCMs develop mission threads that describe the information flow through a multi-echelon architecture. The Test department uses these mission threads to create test cases that embrace an end-to-end approach to look at the cause and effect of information flow through a system in a networked environment. As part of the overall test process, CTSF implemented a rigorous test-fix-test process that provides the PMs and test officers time to prove out software interoperability, as well as the mission threads before formal AIC testing. This methodical, measured approach to testing maintains configuration control, yet allows software fixes and additional software drops to facilitate developing interoperable functional code more quickly.

As the Army conducts more of its operations in a Joint environment, CTSF will provide testing to meet the Joint

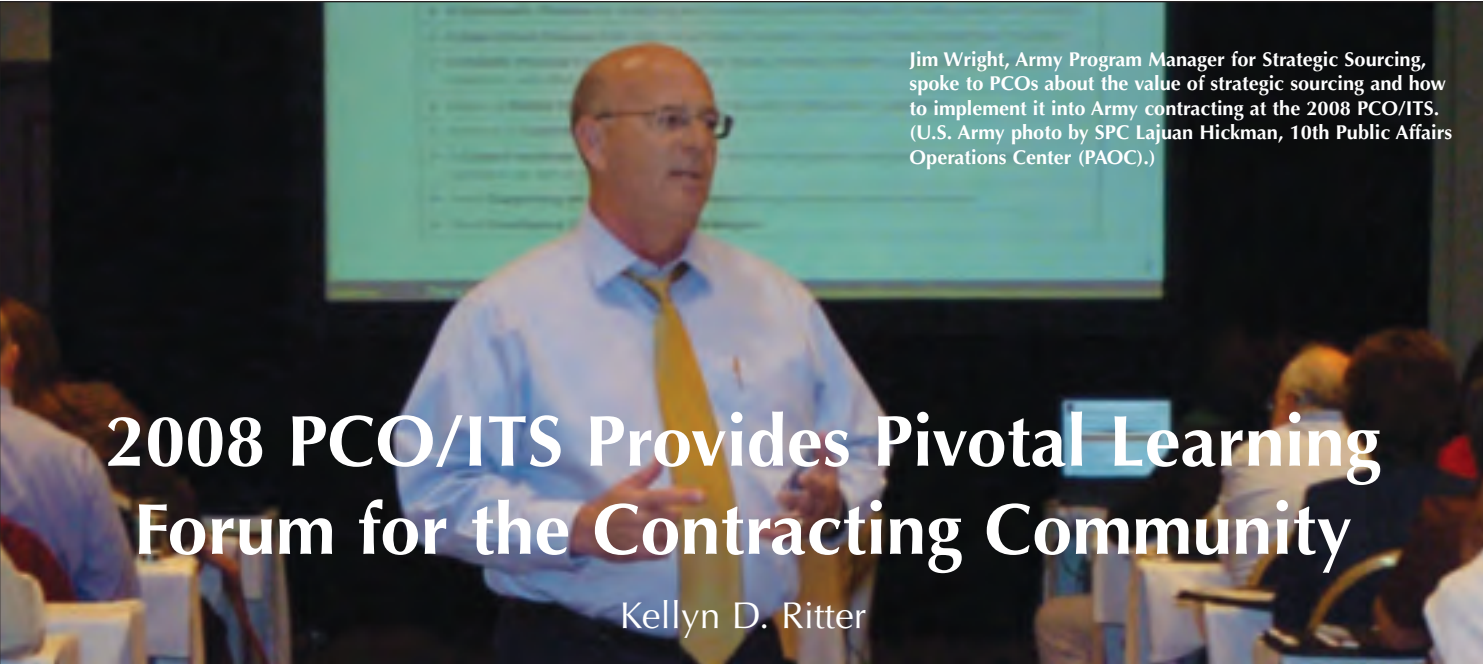
staff's mandate for Joint Technical Architecture (JTA) compliance. Many of the current mission threads either start or end in the Joint arena.

Sharing Data and Test Resources

To avoid complementary testing redundancy, the CTSF has a formal Memorandum of Understanding (MOU) with the Joint Interoperability Test Command (JITC) that permits the sharing of data and test resources between the two organizations. This allows Army systems to meet JTA compliance without duplicating effort. As part of this MOU, the CTSF has added JITC liaisons to better integrate communities.

The Army's investment in CTSF to ensure interoperability for warfighters has become a shining success and a beacon for DOD in developing interoperability across all services and warfighting domains. While much work has yet to be done to achieve the DOD vision, the Army's CTSF is ready to be an integral part in accomplishing this goal. With its vast experience and dedicated workforce, the CTSF is meeting AIC integration challenges and has the resources to ensure Army interoperability in a Joint environment. CTSF is the Army's only facility to test theater-level system-of-systems products in a net-centric environment, and its employees provide unparalleled, uncompromised, consistent, and responsive support to the warfighter.

MAJ SHAWN MURRAY is the CTSF's Deputy Technical Director. He holds a B.S.S. in educational military history from Ohio University. His military education includes the Infantry Officer Basic Course, Armor Officer Advance Course, and the Army Acquisition Basic Course. Murray is an Army Acquisition Corps member and is Level III certified in test and evaluation.



Jim Wright, Army Program Manager for Strategic Sourcing, spoke to PCOs about the value of strategic sourcing and how to implement it into Army contracting at the 2008 PCO/ITS. (U.S. Army photo by SPC Lajuan Hickman, 10th Public Affairs Operations Center (PAOC).)

2008 PCO/ITS Provides Pivotal Learning Forum for the Contracting Community

Kellyn D. Ritter

A rmy contracting personnel are vitally important to the acquisition process and to providing our warfighters with necessary materials to complete their missions. The 2008 Procuring Contracting Officer/Intern Training Symposium (PCO/ITS) brought more than 700 of these contracting professionals together to engage in a training and information-sharing symposium.

The 2008 PCO/ITS marked the first joint contracting conference held simultaneously for both PCOs and interns. Held from April 21-24 in Atlanta, GA, the 2008 symposium proved to be a successful learning and professional development opportunity for both groups. Then-Acting Deputy Assistant Secretary of the Army (Policy and Procurement) (DASA(P&P)) Dale A. Ormond encouraged PCOs and interns to take advantage of the unique opportunity to work together and engage in mentoring opportunities. The 4-day symposium included speakers, panel discussions, and workshop sessions, as well as three key ceremonies: the Secretary of the Army Awards for Excellence in Contracting, Senior Leadership Development Program Graduation (SLDP), and the PCO Warrant Ceremony (see related article on Page 48).

Contracting Importance

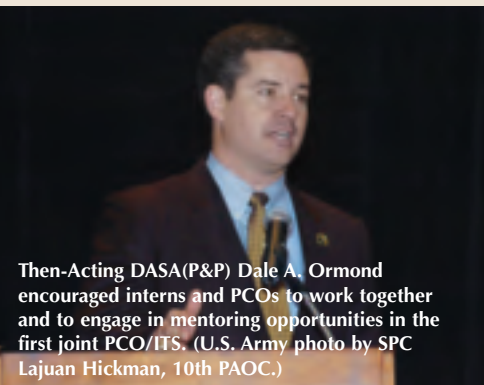
The symposium's theme, "Army Contracting: A Call to Duty," stressed the contracting community's importance to the mission of the warfighter and the commitment of contracting professionals to perform their duties effectively, efficiently, responsibly, and ethically. In the wake of *The Commission on Army Acquisition and Program Management in Expeditionary Operations Report* (more commonly known as the *Gansler Commission Report*), contracting is undergoing many changes in process, policy, and operations. Throughout the 2008 PCO/ITS, the theme of adapting contracting to these changes and to the changes of an Army at war was evident. Dean G. Popp, Acting Assistant Secretary of the Army for Acquisition, Logistics, and Technology, encouraged the contracting community to keep a can-do attitude and poise throughout these

changes. "Remain flexible and very resilient during this time of change," Popp said. "And become advocates for the acquisition community."

Popp also stressed the significance of the acquisition community by referring to it as fully part of the system-of-systems for the warfighter. "The warfighter doesn't work; the brigades don't move, don't fly, and don't reconstruct; and they [warfighters] don't kill to win unless the acquisition community is fully integrated and fully resourced and is part of the system-of-systems," he said.

Symposium Highlights

Throughout the symposium, PCOs and interns attended various breakout sessions geared toward their respective positions and duties. These workshops



Then-Acting DASA(P&P) Dale A. Ormond encouraged interns and PCOs to work together and to engage in mentoring opportunities in the first joint PCO/ITS. (U.S. Army photo by SPC Lajuan Hickman, 10th PAOC.)



As a Gansler Commission member, GEN Leon E. Salomon (USA, Ret.) detailed the commission's findings and the elements to future success in Army contracting. (U.S. Army photo by SPC Lajuan Hickman, 10th PAOC.)

addressed Armywide problem solving and the implementation of best practices.

A theme seen in several of the symposium's presentations and events was the reorganization of the U.S. Army Materiel Command and stand-up of the Army Contracting Command (ACC) and Expeditionary Contracting Command (ECC). Ormond advised the attendees, "It is an incredibly exciting time for Army contracting with the stand-up of the ACC." A panel presentation titled "Results from the Gansler Commission and the Way Ahead" — whose members included GEN Leon Salomon (USA, Ret.), Gansler Commission member; COL Edwin Martin, Army Contracting Campaign Plan Task Force; Jeffrey Parsons, ACC; COL Camille Nichols, ECC; and Sharon Seibert, Deployable Civilian Contracting Cadre — addressed the findings of the Gansler Commission and what Army contracting is doing to correct the shortcomings found in the report.

Career development was an additional theme apparent at the symposium. A



MAJ Gregg Rupkalvis, Military Proponency Officer for 51C, USAASC, conducted a special contingency contracting officer presentation on proponent updates. (U.S. Army photo by SPC Lajuan Hickman, 10th PAOC.)

panel titled "Serving the People — Career Development" — who included members David Duda, U.S. Army Acquisition Support Center (USAASC); Thomas Dickerson, Naval Postgraduate School; Gail Foley, Industrial College of the Armed Forces (ICAF); and Wade Cole, SLDP graduate — provided information and panelists' perspectives on career field advancement. Interns also attended a workshop session that included personalized career road map briefings by senior-level civilian contracting personnel.

More specialized contracting workshops included such topics as: Trends in Army Audit Reports and Government Accountability Office (GAO) Reports; Lessons Learned on Recent GAO Protests; Leaning Forward: Lean Six Sigma Projects in Acquisition; Strategic Sourcing [*Editor's Note:* For an article on Strategic Sourcing, see Page 54.]; Competition in Contracting; Contracting for Commercial Information Technology; Negotiations; Army Source Selection Manual; Contract Administration Documentation; Contract and Fiscal Law; and Certified Cost and Pricing Data Ethics; just to name a few. The sessions were tweaked to reflect the different expertise levels of the PCO and intern participants.

Guest speakers provided lectures on a wide range of topics. Speakers included Tina Ballard, former DASA(P&P) and Executive Director of the Committee for purchase From People Who Are Blind or Severely Disabled, who spoke about the AbilityOne program; CNN reporter Jim Clancy who spoke about his journalistic experiences covering the war in Iraq; and Dr. Dana Brower who spoke on managing generational differences in the workplace.

Shay Assad, Director, Defense Procurement, Acquisition Policy, and Strategic



Gail Foley from ICAF explained the Army Civilian Training, Education, and Development System and, specifically, how ICAF can help in career field advancement. (U.S. Army photo by SPC Lajuan Hickman, 10th PAOC.)

Sourcing, sent a positive and inspiring message for PCOs and interns on the symposium's closing day: "You should be looking at this as a new dawn for the Army. This is a pivotal time in Army contracting. It is a *remarkable* time in Army contracting ... I want you to know how important you are. I want you to know what a great job you're doing for the Soldiers who are on the battlefield."



Certified Professional Contracts Manager Phil Salmeri discussed performance-based service contracting with both interns and PCOs. (U.S. Army photo by SPC Jennifer Premer, 10th PAOC.)

To access the presentations from the 2008 PCO/ITS, follow these steps:

- Login to Army Knowledge Online at www.us.army.mil.
- Using the "Search" tool function, type in "PCO_IT Symposium Briefings and Materials."
- Select "PCO_IT Symposium Briefings and Material" from the list of links.
- Click on "Briefings & Materials Available Now."

KELLYN D. RITTER provides contract support to USAASC through BRTRC Technology Marketing Group. She has a B.A. in English from Dickinson College.

2008 PCO/ITS Award Ceremonies Honor Contracting Professionals

Kellyn D. Ritter

The 2008 Procuring Contracting Officer/Intern Training Symposium (PCO/ITS) served as a forum for PCOs and interns to learn, share ideas, and advance their professional careers. The symposium also marked the completion of three award ceremonies and recognitions of contracting individuals: the Secretary of the Army (SecArmy) Awards for Excellence in Contracting, Senior Leaders Development Program (SLDP) Graduation, and PCO Warrant Ceremony. The awards highlighted outstanding contracting community members and their important and valuable work to the acquisition profession.

The Army contracting personnel honored at the PCO/ITS provide outstanding service and support to our Soldiers and their missions. Here, PFC Richard Scott, Fire Support Specialist, watches for potential threats during a Joint patrol in Iraq. (U.S. Army photo by SPC Aaron Rosencrans, 2nd Stryker Brigade 25th Infantry Division.)



Dean G. Popps (left) and Dale A. Ormond present Julie Anderson, USACE – Savannah District, with the SecArmy Award for Outstanding Contracting Officer Contingency Contracting. (U.S. Army photo by Roderick Evans, USACE.)

SecArmy Awards for Excellence in Contracting

The SecArmy Awards are presented annually to honor contracting officers, units, and teams for excellence in executing the contracting mission in support of our Soldiers and our Nation. The award winners and nominees were honored in a ceremony held Monday, April 21, 2008. Dale A. Ormond, then-Acting Deputy Assistant Secretary of the Army (Policy and Procurement) (DASA (P&P)), presented the awards and praised the winners and nominees: “My sincere congratulations to our winners and to all those who were nominated. Truly, it is a mark of outstanding performance just to be nominated and a mark of acquisition excellence.” Also presenting the awards was Dean G. Popps, Acting Assistant Secretary of the Army for Acquisition, Logistics, and Technology, who conveyed praise from Army senior leadership, saying, “Mr. Pete Geren and Mr. Nelson Ford, respectively the SecArmy and the Under Secretary of the Army, send their congratulations.”

The SecArmy Award categories and winners are as follows (*Editor’s Note:*

For a complete list of nominees, please see the July issue of *Army AL&T Online* at http://www.usaasc.info/alt_online/toc.cfm?iID=0808.)

Barbara C. Heald Award*

Douglas Packard, Office of the DASA(P&P)

* *This award was presented at the 2007 U.S. Army Acquisition Corps Annual Awards ceremony.*



Representatives Pam Lutz, Pete Marci, and Karin Koos from the Center Management Office, Army Reserve Contracting Center, ACA – Northern Region, accept the SecArmy Award for Outstanding Unit/Team Award for Installation-Level Contracting Center from Dean G. Popps (far left) and Dale A. Ormond (far right). (U.S. Army photo by Roderick Evans, USACE.)

AbilityOne (formerly known as the Javits-Wagner-O’Day Program)
Sean Murphy, U.S. Army Research, Development, and Engineering Command (RDECOM) – Natick, MA

Outstanding Contract Specialist
John Jolokai, U.S. Army TACOM Life Cycle Management Command (LCMC)

Outstanding Procurement Analyst
Robert Friedrich, Office of the DASA(P&P)

Outstanding Contracting Officer Contingency Contracting
Julie Anderson, U.S. Army Corps of Engineers (USACE) – Savannah District

Outstanding Contracting Officer Installation-Level Contracting Center
Rosanne Spencer, U.S. Army TACOM LCMC, Rock Island Arsenal, IL

Outstanding Contracting Officer Logistics Support (Sustainment) Contracting
Alex Matejka, U.S. Army Communications-Electronics (CECOM) LCMC



The 2008 SLDP class celebrates after graduation. Pictured left to right are: Wade Cole, Antwinette Goodman Cooper, Debra A. Dobbins, Cynthia R. Lee, FEI Senior Faculty Dr. Gail Funke, former DASA(P&P) Tina Ballard, Pamela E. Nevels, Kristina M. Jensen, and Scott D. Kukes. (U.S. Army photo by Roderick Evans, USACE.)

**Outstanding Contracting Officer
Specialized Services and Construction
Contracting**

Jacqueline Woodson, U.S. Army Contracting Agency (ACA) – Contracting Center of Excellence

**Outstanding Contracting Officer
Systems Contracting**

Sharon Wilson-Emmons, U.S. Army CECOM LCMC

**Outstanding Unit/Team Award for
Installation-Level Contracting Center**

Center Management Office, Army Reserve Contracting Center, ACA – Northern Region

**Outstanding Unit/Team Award for
Logistics Support (Sustainment)
Contracting**

Depot Partnering/Fort Rucker Team, U.S. Army Aviation and Missile (AMCOM) LCMC

**Outstanding Unit/Team Award for
Specialized Services and Construction
Contracting**

South Atlantic Division Regional Military Construction Transformation Team, USACE

**Outstanding Unit/Team Award for
Systems Contracting**

Unmanned Aircraft Systems Team, AMCOM LCMC

SLDP Graduation

SLDP is an 18-month program designed for level GS-14 and -15 (or payband equivalent) participants to foster the skills and gain the experience to become a contracting senior leader. It involves both classroom learning and outside experiential learning through an ongoing cycle of assessment and mentor/coach support. The program was developed by the DASA(P&P), Contracting Career Program Office, and the Office of Personnel Management's Federal Executive Institute (FEI). The graduation on Monday, April 21, 2008, marked the second graduating class from the program.

Dr. Gail Funke, FEI Senior Faculty, gave a program overview and explained the importance of the SLDP. "The program is the culmination of a dream and a lot of hard work ... SLDP is extremely unique and challenging." The program is especially important because it prepares the

contracting workforce for the personnel void when current capable leaders start retiring. Ormond praised the SLDP program, saying it has done amazing things for the Army contracting community. He described the graduates as "the best of the best" and thanked them for their service.

The 2008 SLDP graduates are as follows:

Elisa Boyer, AMCOM LCMC

Wade Cole, ACA – Southern Region

Debra A. Dobbins, Office of the DASA(P&P)

Antwinette Goodman Cooper, ACA – Southern Region

Kristina M. Jensen, ACA – Southern Region

Scott D. Kukes, ACA – Southern Region

Cynthia R. Lee, Office of Small Business Programs, HQDA

Pamela E. Nevels, U.S. Army Medical Research Acquisition Activity, U.S. Army Medical Command

PCO Warrant Ceremony

The PCO Warrant Ceremony held Thursday, April 24, 2008, honored the outstanding efforts of individual PCOs who demonstrated excellence in Army contracting. The recipients were recognized for their problem-solving skills, leadership, dedication, and selfless service on behalf of the Army. Recipients received their awards alongside their respective Principal Assistants Responsible for Contracting (PARCs), who provided guidance and leadership to each PCO. Shay Assad, Director, Defense Procurement, Acquisition Policy, and Strategic Sourcing, commended the PCOs and stressed the importance of the warrants they received: "Congratulations to all of you. It is a significant accomplishment in your professional career. When you get that warrant, realize the

responsibility that we're putting in your hands."

The PCO warrant recipients and PARCs are as follows:

U.S. Army Materiel Command PARCs
Office of the Program Manager, Saudi Arabian National Guard — Kathy Salas (PCO), April J. Miller (PARC)

AMCOM LCMC — Terrance Vickerstaff (PCO), Marlene Cruze (PARC), COL Scott Campbell (Alternate (Alt.) to PARC)

CECOM LCMC — Patrick Lootens (PCO), James Loehrl (PARC), Michael R. Hutchison (Deputy Director/Alt. to PARC)

RDECOM — Susan Hanle (PCO), James K. Warrington (PARC/Executive Director), Steven Bryant (Deputy Director/Alt. to PARC)

TACOM LCMC — Adelaide Tkatch (PCO), Harry P. Hallock (PARC), Martin J. Green (Associate Director for Operations Center/Alt. to PARC)

ACA PARCs

Northern Region — Wanda Reed (PCO), Joann Langston (PARC), Debbie Emerson (Alt. to PARC)

Southern Region — Julie Silva (PCO), Carol Lowman (Director/PARC), Sarah Corley (Alt. to PARC)

National Capital Region Information Technology and Electronic Commerce Commercial Contracting Center and Contracting Center of Excellence — MAJ Conway Phelps (PCO), George Sears (PARC), Dr. Angela Billups (Alt. to PARC)

Army Contracting Element, Pacific — Charles Jaber (PCO), Roger Engebretson, (Director/PARC), Sharon Oishi (Alt. to PARC)

U.S. Army Contracting Command, Southwest Asia — Carol Estes (PCO), COL Joseph Bass (Commander/PARC), Michael Cooper (PARC)

USACE PARCs

Winchester — JoAnn Bray (PCO), Cathy A. Bella (PARC), Colleen J. O'Keefe (Deputy PARC)

Atlanta — Cherie Kunze (PCO), Beverly Y. Thomas (PARC), Judy S.

Armstrong (Deputy PARC)

Dallas — Deanna Knight (PCO), Maureen Q. Weller (PARC)

Other PARCs
Program Executive Office Simulation, Training, and Instrumentation



PCO Cherie Kunze, USACE – Atlanta (middle), alongside PARC Beverly Y. Thomas, receives a PCO Warrant from Dale A. Ormond. (U.S. Army photo by SPC Jennifer Premer, 10th Public Affairs Operations Center.)

— Patricia Schaub (PCO), Ken Tedeschi (Acting Director, Acquisition Center/Acting PARC), Melissa Cossentino (Alt. to PARC)

Medical Command — Stephanie Sakanoi (PCO), COL Earle Smith II (PARC), James Rankin (Alt. to PARC)

Medical Research and Materiel Command — Kathryn Dunn (PCO), Paul G. Michaels (PARC), Robert Bishop (Alt. to PARC)

Intelligence and Security Command — Brenda Jackson-Sewell (PCO), Melissa Rider (Deputy Director/PARC)

Space and Missile Defense Command — John Mason (PCO), Garfield W. Boon Jr. (Acting PARC)

National Guard Bureau — Patricia Hannon (PCO), COL Larry Field (Acting PARC), George Harris (Alt. to PARC)

KELLYN D. RITTER provides contract support to the U.S. Army Acquisition Support Center through BRTRC Technology Marketing Group. She has a B.A. in English from Dickinson College.



(Left to right:) Dale A. Ormond presents a PCO Warrant to PCO Charles Jaber, Army Contracting Element, Pacific, alongside Director/PARC Roger Engebretson. (U.S. Army photo by SPC Jennifer Premer, 10th Public Affairs Operations Center.)



From the Acquisition Support Center Director

As the Army continues to sustain, prepare, reset, and transform, the U.S. Army Acquisition Support Center (USAASC) continues to offer world-class professional development opportunities to ensure the Army has a well-trained, well-educated, and highly capable Acquisition, Logistics, and Technology (AL&T) Workforce. Our Soldiers rely on and deserve the very best protection, equipment, and weapon systems that our Nation can provide. Chief of Staff of the Army GEN George W. Casey Jr. said during Senate testimony, “America is in, and will be in for a decade or so, [a state of] persistent conflict.” Casey defines this term as a time of protracted confrontation among state, nonstate, and individuals who are increasingly willing to use violence to accomplish their political and ideological objectives. With that context as a backdrop, it is imperative that our AL&T Workforce continues to provide the best support to our warfighters as they continue to protect our Nation from those who would destroy us and our precious freedom.



Human Capital Plan Update

The *2006 National Defense Authorization Act (NDAA) Section 112* requires an annual report to Congress summarizing DOD’s progress in implementing DOD’s Human Capital Strategic Plan (HCSP). This year’s DOD plan is currently under development and will identify DOD and component challenges relating to the recruitment of new personnel (especially for those positions requiring critical skills); retention and workforce development practices for existing personnel; competency management initiatives for many civilian occupational specialties; and workforce analysis trends and forecasting. At the time of this publication’s press, the final report should have been submitted. This information will be framed within the context of the global, national, and DOD strategic environment and will leverage solutions to help ensure the continued flow and management of vital DOD talent.

An appendix to the DOD HCSP will be devoted to DOD’s Acquisition, Technology, and Logistics (AT&L) Workforce and will summarize best practices, specific initiatives, and relevant accomplishments of DOD and the components applicable to the DOD AT&L Workforce. This appendix will

also identify ongoing and planned initiatives that will help recruit, retain, and develop the AT&L Workforce. We are excited that many of the identified Army AL&T Workforce initiatives will gain momentum since Congress created a new Defense Acquisition Workforce Development Fund (*2008 NDAA Section 852*) to support such recruitment, retention, and development activities for the DOD AT&L community. Stay tuned to the USAASC Web site (<http://asc.army.mil>) where we will announce and post a link to the new DOD HCSP and the AT&L appendix when published.

Army Contracting Workforce Update

The Army is transitioning its contracting capability to an expeditionary force that will provide contracting support across the full spectrum of Army operations. The Secretary of the Army established an independent *Commission on Army Acquisition and Program Management in Expeditionary Operations*, also known as the *Gansler Commission*, to review the lessons learned in recent operations and provide forward-looking recommendations to ensure that future military operations achieve greater effectiveness and transparency. As the Army contracting workforce begins this transition, the Human Capital Plan for Contracting will be updated to reflect the necessary changes to ensure the proper development, structure, and recruiting efforts to support the workforce.

Over the next 4 years, the Army Acquisition Corps (AAC) is forecasting a growth of approximately 1,000 civilian contracting personnel (based on the 16 concept plans that have been submitted for staffing) and 500 military personnel to support issues brought forward in the *Gansler Commission Report*. Of the military requirements, 300 will fill modified table of organization and equipment positions and 200 will support the generating force. The increase in military force structure will allow for a true Army Force Generation cycle within our military contracting officers, provide additional capability through generating force development, and support the intent of the *Defense Acquisition Workforce Improvement Act* through training and experience achievement.

Additionally, we are reviewing several initiatives to assist civilian recruiting and retention activities relative to the *Gansler Commission Report*:

- Using student loan repayment as a recruitment incentive.
- Obtaining rehired annuitant authority and funding for a cadre of rehire annuitants through FY15 to mentor, train, and develop entry- and mid-level civilians.
- Providing retention incentives to retain mid- and senior-level civilians.

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

Acquisition Workforce Training

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

Army Acquisition Excellence Awards Ceremony

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



Craig A. Spisak

Director, U.S. Army
Acquisition Support Center



Contracting Community Highlights



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

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

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

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

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

Wimpy Pybus

Acting Deputy Assistant Secretary of the Army
(Procurement)

Strategic Sourcing (SS)

Jim Wright

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

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

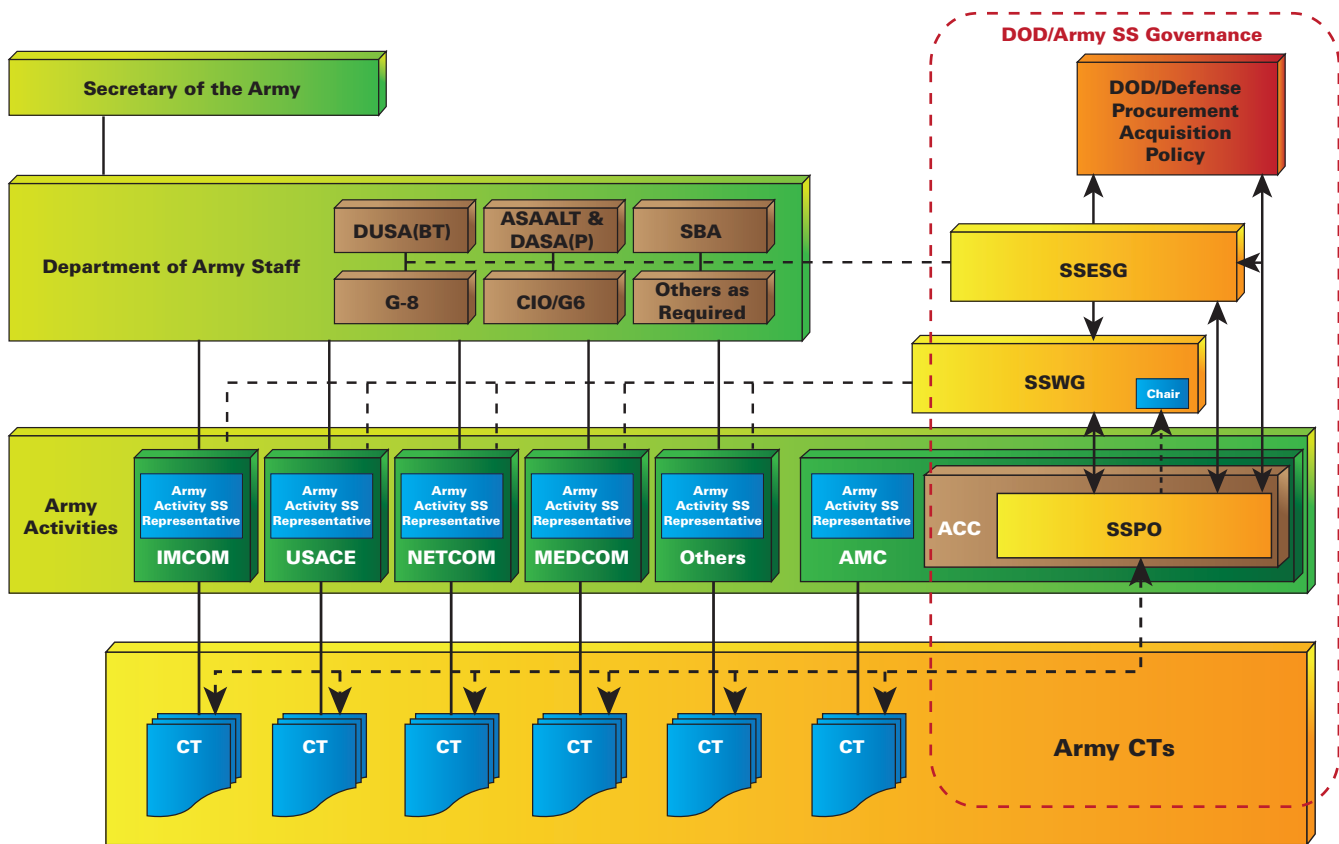
One of the most successful SS initiatives is the Army-led DOD Wireless Handheld Communications Services effort. Working with the U.S. Air Force (USAF), U.S. Navy (USN), Defense Telephone Systems-Washington, and NETCOM, the Army-led team developed a strategy on how the military should source wireless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

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

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

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

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



Strategic Sourcing Overview

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

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

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

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

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

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

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

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

First Intern Boot Camp Creates Strong Future Contracting Workforce

Cynthia Cohen

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

USACCE Personnel Provide Assistance in Kuwait

Randy Hamilton

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

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

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

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



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

restored customer confidence in the process.

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

Westbrook's talents provided immediate relief to the purchasing

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

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

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

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

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



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

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

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

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

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

make the newly established Expeditionary Contracting Command a great success.

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

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

Joe Myers

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

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



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



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

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

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

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

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

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

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

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

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

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

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

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

A 'FIRST' Milestone for Logistics

Heven Ford Jr.

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

FIRST Support

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

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

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

FIRST — Year One

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

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

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



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



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

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

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

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

Army Behavioral Health Support Contracts

Helen Edwards

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

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

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

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



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

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

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

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

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

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

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

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

Helen Edwards is the HCAA Nurse Consultant. She holds a B.S. in nursing from Gonzaga University and an M.S. in nursing from the University of Phoenix. Edwards can be reached at (210) 221-4351/DSN 471-4351 or helen.edwards@amedd.army.mil.

Design for Lean Six Sigma (LSS)

Ames M. Wasiloff

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

LSS Methodology

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

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

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

Figure 1

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

Figure 2

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

DFSS

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

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

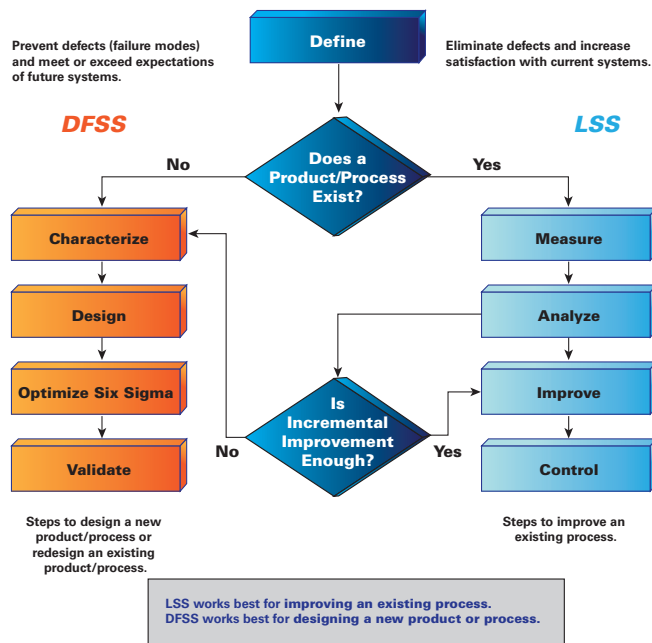


Figure 3

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

Long-Term Success

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

Ames M. Wasiloff is the LSS Deployment Chief, U.S. Army TACOM Life Cycle Management Command, and is the Army's first certified LSS Master Black Belt. He can be reached at (248) 476-4236 or wasiloff@sbcglobal.net.

Contracting Strong Bonds

Victoria D. Floyd

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

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



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

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

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

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

Victoria D. Floyd is a Fort Riley DOC Contract Administrator. She has a B.S. in business administration from Saint Leo University and is working on her Level I contracting certification.

The CECOM LCMC Iraqi Radio Team Wins C4ISR Award

Philip Weckesser

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

Cost Savings

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



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

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

A Team Effort

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

Perseverance

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

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

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

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

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

Philip Weckesser is a CECOM LCMC AC Procurement Analyst. He holds a B.S. in finance from Rutgers University (RU)-Newark and is working toward his M.B.A. at RU-New Brunswick. Weckesser is Level II certified in contracting.

Training Military Transition Teams (MiTTs) at Fort Riley

Kelly Wright

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

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



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

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

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

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

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

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

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

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

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

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

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

Kelly Wright is a Fort Riley DOC Contract Administrator. He holds a B.B.A. in finance from Kansas State University and is Level I certified in contracting.

SENIOR LEADERS TRAINING FORUM (SLTF)

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

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



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