



Year end signals wave of requirements

Successful disbursement takes customer-focused perspective

by **Brig. Gen. Stephen B. Leisenring**
MICC commanding general

As I visit and talk with Army leaders, they confirm what I already know: the Soldiers and civilians of the Mission and Installation Contracting Command fulfill an integral role in the Army. Everything you do is vital to the Army's success – the contracts that we execute and the support that we give our customers enables them to focus on the Generating Force and preparing Soldiers for combat.

As we enter the end of fiscal year, I would like to share several important topics that have been shaped by my discussions with the Army Budget Office and leaders at Department of the Army levels.

First, let us examine our current situation.

- The Army is facing severe budget constraints not only in fiscal 2011, but also in fiscal 2012 and out years.
- Due to our operating under several Continuing Resolution Acts, we are also under-obligated by about \$30 billion Army-wide.
- The goal is to obligate at about \$10 billion a month at the Army level between now and the end of the fiscal year.
- We have begun terminating contracts for convenience and are reducing services.
- The Army is asking subordinate units to obligate their fiscal 2011 funds now.

We have been in active conversations with the Army Budget Office and senior leaders to ensure we

have situational awareness of the expectations of our installation contracting offices, mission contracting offices and mission contracting centers. Brig. Gen. Karen Dyson, the director of operations and support for the ABO, has asked that we begin end-of-fiscal-year operations now. What that means for us is that we, at all levels, need to become even more intimately involved in what our customers are looking at from end-of-fiscal-year requirements perspective.

Another issue is the recognition of the division between cash flow and cash disbursement, and the consequence it is having on us with incrementally funded contract actions. We have asked for a list of all current incrementally funded contracts and the value

on those contracts that is yet to be funded. It is extremely important that this list is accurate so that we can provide the Army a ready mechanism to increase its obligation rate while at the same time freeing us up a little bit from not only current but also future workload to have to continue to execute incrementally funded mechanisms.

Unfunded requirements are more important this

year, as we must stay synchronized with our customers so that their UFR lists, and what they ask the Army to fund, are actions that we all agree can be executed prior to the end of the fiscal year. It is critical that we help our customers understand which of their UFRs are unrealistic to place on a contract instrument. We have a significant number of obligations to execute, and with the status of the budget we cannot afford to have our customers submit a UFR list to the Army, receive funding and then learn from us that there is insufficient time to obligate it. This has to happen at your level

See YEAR END, Page 6



Contracting for Soldiers

CONTENTS

MICC Members Earn National Recognition 4

Time Running Out to Submit Requirement Packages 6

MCCs Bring Greater Standardization 8

Human Resource Specialist Taps Innovative Skills 10

Arlington National Cemetery Remains Top Priority 12



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The U.S. Army Mission and Installation Contracting Command, part of the Army's Generating Force, plans, integrates, awards and administers contracts throughout the ARFORGEN Cycle supporting the Army Commands, Direct Reporting Units, U.S. Army North and other organizations to provide the best value for the mission, Soldiers and their families.

You're hired! What now?

by Ron Taft
MICC ICO-White Sands Missile Range
Office of Small Business Programs

You have just been selected for a new job, and the euphoria over being selected is slowly being replaced by the feeling of, "What did I just get myself into?"

If the job you accepted is working for the Mission and Installation Contracting Command in the Office of Small Business Programs, you can rest easier. The OSBP staff has instituted a mentor program to assist all newly selected personnel.

Upon hiring a new small business specialist, the OSBP will assign a mentor to get them quickly up to speed on the specifics of their new job as well as the nuances of working for the MICC OSBP – even if they are coming from another position within the MICC. New hires will have the name and contact information for their mentor before they report to the new job and, in most cases, will have already been contacted by their mentor.

In addition to providing them with policies, reporting requirements, access to training materials and sample documents, mentors will also be available to answer any other questions concerning the technical aspects of their job. Mentors will travel to the new employee's location for one to two days as soon as possible after the new employee settles in to walk them through some of the processes, discuss work requirements and show them how to set up ledgers, logs and reports.

The mentor program was developed to ensure new employees would immediately feel welcome into the OSBP community and would know what was expected of them from the start. While normally the job of an employee's supervisor, the mentor brings current real-life experience to the position and is usually more available on a daily basis through email or quick phone calls to answer questions than assistant directors for OSBP who are involved in all manner of meetings, headquarters briefings and management reviews

throughout the MICC. Employees also are usually more willing to ask some questions of their peers rather than of a supervisor.

The MICC has full-time small business specialist positions co-located with 25 installation contracting offices throughout the U.S. – from Alaska to New Jersey – while assistant directors, who are supervisors, are located at MICC Headquarters at Fort Sam Houston, Texas. There are three assistant directors who are each responsible for the supervision of a team of seven to 11 full-time small business specialists as well as overseeing three to five individuals who perform small business duties at the other MICC installations and offices that don't have full-time specialists.

Mentors are chosen based on their knowledge of small business programs, their experience within the MICC OSBP Program, their communications skills, and their locations within the U.S. compared to the location of the new hire.

During the two-day, on-site visit, the mentor will go over all the standardized training presentations with the small business specialist as well as address all aspects of Toolkit #6 used for contract management reviews by higher headquarters. The following week the mentor will again contact the new small business specialist to clear up any new questions once the information from the previous week has been reviewed and absorbed.

The mentor will also be available to assist new hires as they proceed throughout the year and encounter new topics of concern or are faced with the first time of responding to a Congressional inquiry, completing and filing a report, accessing data files, etc.

Mentors, while assigned to assist specific new employees, are still available and more than willing to assist any specialist in the command on any small business issue. They may not know all the answers, but they probably know where to go to get the answers. Sometimes just knowing that you are not alone – even if you are an office of one – and that help is a phone call or email away is what can help get you through the day.

Cross-functional experts team to address priorities

Seven members of the Mission and Installation Contracting Command earned national recognition by developing a solution to deal with a backlog of more than 800,000 Department of Defense contracts requiring closeout action while at the same time addressing a policy need to boost use of the AbilityOne Program.

The Chief Acquisition Officers Council's 2011 Acquisition Excellence Awards, which recognize individuals and teams demonstrating excellence in acquisition management, were presented in May at San Diego, Calif.

MICC members earning the 2011 team award in the effective acquisition partnering category were Sarah Corley, Michael Gallagher, John Campos, Richard Goodin, Dale Williams, Mary Johnson and Bruce Alsop. Their partnering across functions brought together expertise from acquisition, information technology, finance and programs to develop the DOD-wide AbilityOne Contract Closeout Support Services solution.

The MICC team implemented a DOD-wide solution for contract closeout support using AbilityOne capabilities. The AbilityOne Program provides employment opportunities for people who are blind or have other significant disabilities by procuring federal contracts for goods and services.

The MICC team devised a strategy that relied on a "proof of concept" pilot approach with AbilityOne, while at the same time beginning work with AbilityOne on the long-term contract and procurement list administrative set-aside process, incorporating pilot lessons learned in real time.

This successful multifunctional team approach delivered a pilot contract 10 weeks after the Army decision to proceed with an AbilityOne contract closeout solution and awarded the DOD-wide contract nine months after the start of the pilot.

The pilot program, which provided employment for 14 individuals with disabilities, realized \$10.4 million in deobligations and closed almost 4,500 contracts.

Officials said the success of the pilot by the MICC demonstrated the process can work to produce better requirements and solutions while at the same time speeding the time to contract.

MICC employees earn NISH awards

by Ben Gonzales
MICC Public Affairs Office

Two Mission and Installation Contracting Command employees received national recognition for their support of individuals with disabilities during the 2011 NISH Conference May 22-25 in Orlando, Fla.

Pamela Munoz and Deborah Ault were honored by the NISH, one of two national, nonprofit agencies designated by the Committee for Purchase From People Who Are Blind or Severely Disabled to support nonprofit agencies participating in the AbilityOne Program.

The AbilityOne Program provides employment opportunities for people who are blind or have other significant disabilities by procuring federal contracts for goods and services.

Munoz, the director of the MICC Mission Contracting Office-Joint Base Lewis-McChord office in Washington, was awarded the NISH's Government Award for Services in the military category. She also received the 2011 Outstanding Contribution Award for her efforts in support of the AbilityOne Program and People Who Are Blind or Have Other Significant Disabilities.

Ault is the chief of contracting at the MICC MCO-Fort Knox in Kentucky. She received an AbilityOne Procurement Champion Award for her support in providing jobs for people with severe disabilities through federal contracts.



Munoz



Ault

MTR transformation coming in January

by Jennifer Hastedt
MICC procurement analyst

Mission and Installation Contracting Command officials are transforming the Milestone Tracking Report to the Acquisition Milestone Agreement process.

The Acquisition Milestone Agreement process is currently being tested and will be ready for implementation Jan. 1, 2012. Test locations include Fort Bragg, N.C., Fort Bliss, Texas, Fort Carson, Co., and Yuma Proving Ground, Ariz. The AMA process will promote communication and collaboration between MICC and requiring activities.

Training for MICC personnel and customers will take place in the fall to detail the process, answer questions and ensure a successful AMA implementation.

For now, the MTR must still be submitted by the 10th of every month on Army Knowledge Online.

Officials at MICC Headquarters are drafting guidance that the August submission of the MTR is only required for all procurement actions over \$10 million. If a current MTR action falls below \$10 million, requiring activities should submit an August MTR that states "This is a final MTR because this action now falls below the MTR reporting threshold."

Look for more information on the AMA process and training in the next issue of the MICC Communicator.

Process streamlines contract management

by Ellyn Kocher
Army Contracting Command
Public Affairs Office

Shifting to a paperless process has enabled the Mission and Installation Contracting Command's Installation Contracting Office-Fort Riley, Kan., to reduce errors, increase cost savings and as a by-product, save a few trees.

Fittingly, it was on Earth Day, April 22, when Kim Holt, a MICC ICO-Fort Riley employee on a developmental assignment at the Army Contracting Command headquarters at Fort Belvoir, Va., demonstrated the paperless contracting file. It is a virtual filing program adopted by MICC ICO-Fort Riley that replaces traditional metal filing cabinets and paper folder storage of contracting information.

MICC ICO-Fort Riley was an early adopter of the paperless work environment and one of the first Department of Defense agencies to implement the concept nearly 10 years ago, explained David Wild, MICC ICO-Fort Riley director. Wild and contract specialist Arnie Boyd led the innovative concept at that time, "with the help of Kevin LaChance as our forward-

thinking legal advisor, [as well as] the like-minded principal assistant responsible for contracting staff analyst, Steve Hunnicut, who has since retired," said Wild. "Together, we achieved success."

"After proving the principle with Riley's Job Order Contract, we built our paperless program incrementally by inducting all new work via the paperless method," Wild explained. "Over time, we built an e-culture and became completely paperless."

MICC ICO-Fort Riley's launch of its paperless contracting file tool was deployed as a pilot project under the ACC Virtual Contracting Enterprise project office. The paperless contracting file project is in use at more than 30 ACC sites, with a variety of similar contracting tools in use at dozens of more sites.

According to Holt, the paperless contracting file "has streamlined our workflow processes and increased accountability. [File] creators are also users, so it's a process that makes sense to us."

Ownership is critical to Holt and other pilot users. "With other online filing systems, users have a read-only or view-only perspective, with a manager who controls content. With the paperless contracting file,

the user is the manager. It's already different in that it enables us to have ownership and to access [the system] from anywhere, since it is Web-based."

Virtual accessibility makes it possible for users to check out, modify and share files that were previously stored in a literal filing cabinet in an office, requiring physical presence. Also, the paperless process allows users to work remotely.

"The system has made it easier for us to see who last checked out a document and what has recently been done with it," said Holt. "That way, work isn't tied up waiting for someone who is (on temporary duty) or on sick leave to come back to work – we can work remotely, and we can share documents any time, from any place."

All content is kept in virtual filing cabinets, which appear as a cabinet on the user's screen. All folders within the cabinet are labeled, with sub-folders by contracting subject matter or solicitation number, and further categorized by pre-award or post-award.

Approximately 30 employees are using the paperless contracting file system at MICC ICO-Fort Riley, with more to be added soon.

Successful disbursement takes customer-focused perspective

YEAR END, from Page 1

– at the installation contracting office and mission contracting office – ensure that your senior mission commanders, garrison commanders and you are in full agreement on which UFRs you can jointly execute by the end of the fiscal year. If you cannot execute it at your level, you need to involve the MICC Contract Support, Plans and Operations so that we can either inform you of other enterprise instruments or work with ACC for their assistance.

We have encountered a challenge communicating with our customers the responsibilities for approval and oversight of the insourcing process. The Secretary of the Army issued specific guidance about insourcing and the approval authorities for insourcing. The approval authority now rests with the Secretary of the Army, but the insourcing that our customers are discussing is moving work from contracted solutions to in-house primarily TDA solutions.

Senior Army leaders' interpretation is that the insourcing directive does not include moving work from contracted sources to military sources. If an organization decides to terminate services and use military assets for that function, that decision is clearly within their purview. We expect that they will do everything required by their chain of command to ensure that action is coordinated and approved - our job is to assist them execute that transition. Organizations will not have the flexibility to terminate a contract or let a contract end so that they can then assign that work to temporary manpower assuming they will receive those contract dollars. Senior Army leaders are concerned about this. When that temporary workforce goes away, units will have to go through another complete contract process that may cause a potential break in service. Please let me know when you receive such a request, as I would like to speak with the leadership of the organization and inform them of the risk they are assuming. You should proceed with their request, and I will inform you of the result of the conversation.

In review our total expenditures as of late June, we have obligated slightly more than \$3 billion, which is about even with where we were at the same time last year. This amount is less than 40 percent of the total

obligations we executed last year and the projected obligations for this year. We will have an end of year that will be very similar to last year – very busy. We will be performing a tremendous amount of work in the last quarter of the year. Unfortunately, our overtime burn rate does not support that right now. The challenge we have is whether our projection of the same amount of overtime dollars is going to be what the actual amount of dollars that we end up with at the end of the year. We will learn soon how much money we are getting for overtime dollars. If we start end-of-fiscal-year activities earlier to obligate funds then we are going to self-generate an unfinanced requirement for additional overtime, and we are doing that at the end of year while they are trying to disperse funds.

In order for our mission to work there has to be open, honest and comprehensive communication up and down the chain of command, augmented

to the staff as they represent their portions of the chain. The MICC is not 41

independent points of light – we do not operate independent of each other or independent of the headquarters. The vice chief of staff requested a briefing on the history and organizational construct of Army contracting.

The essence of the briefing was that until the establishment of the Army Contracting Command, contracting was not organized as a chain of command responsible for a line of operation. The vice chief of staff stated that we will never go back to that construct, and we will have a

chain of command responsible and accountable for the contracting line of operation. Additionally, we need to do everything we can to fully expand that, and make it a comprehensive chain of command.

I have had the wonderful opportunity to be a part of several local community and military events in the past year. I have also had the chance to talk to our customers as well as stakeholders. As I reflect, it is very easy for me to give them concrete, tangible examples of how we in the Mission and Installation Contracting Command support them, their Soldiers and families. I am not sure if all of our team members in the MICC know how much of an impact we have, every day, on our Soldiers. I would like you to visit our requiring activities a little more frequently and take time to participate in activities on your installation – see firsthand what your impact is. I see it, and I know that it is a privilege and honor to be your commanding general.

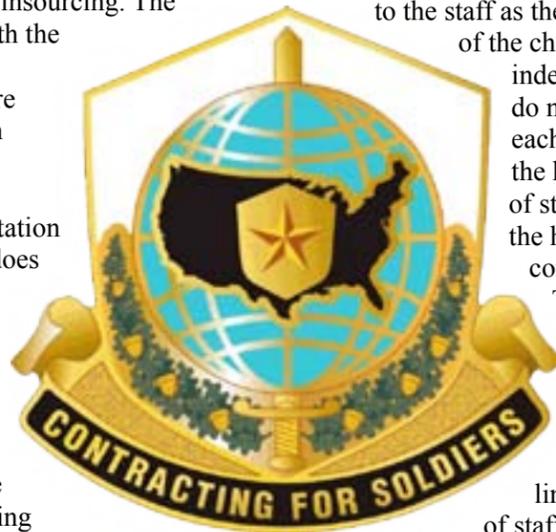


Photo by Ben Gonzales

MICC forum

April Miller discusses Mission and Installation Contracting Command challenges and possible solutions with Wiley Cox and Renee Burek during the MICC Headquarters staff off-site forum July 11 at Fort Sam Houston, Texas. Miller is the acting deputy to the commander and Cox and Burek work in the acquisition workforce development and training branch of the MICC Contract, Support, Plans and Operations directorate.

Federal Register reflects May changes to FAR

A number of changes were incorporated into Federal Acquisition Circular 2005-52 published May 31 in the Federal Register.

Those changes include:

- An interim rule that implements Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance; and Executive Order 13423, Strengthening Federal Environmental, Energy, and Transportation Management
- A final rule that revises contract closeout procedures
- A final rule that implements Section 740 of Division C of the Consolidated Appropriations Act of 2010, prohibiting award of contracts to any foreign incorporated entity that is treated as an inverted domestic corporation
- A final rule that adopts, without change, an interim rule authorizing exemption from the Buy American Act for acquisition of information technology that is a commercial item
- A final rule ensuring that contractors have implemented the code of business ethics requirements to the list of contract administration functions identified in FAR Part 42

Minor editorial changes were also added.

For more details on the changes, visit <http://www.federalregister.gov/articles/2011/05/31/2011-12850/federal-acquisition-regulation-federal-acquisition-circular-2005-52-introduction>.

ACC-Redstone hosts DCAA Summit

REDSTONE ARSENAL, Ala. -- The Army Contracting Command-Redstone contracting center hosted a government/industry Defense Contract Audit Agency Summit June 21-22 at the John J. Sparkman Center.

Participants included senior leadership from the U.S. Army Aviation and Missile Command and the DCAA, and major suppliers for aviation, missile and space products and services.

“Contracting and DCAA have the same objective – to be good stewards for the taxpayer,” said Cathy

Dickens, ACC-Redstone executive director and principal assistant responsible for contracting.

Issues were identified from industry, contracting officers, and auditors for discussion. Government panels with representation from DCAA and ACC provided solutions and answered questions to provide clear guidance to industry.

The guidance is expected to pay dividends in improving the proposal and audit process that allows for better deals for the taxpayer and more timely support to our warfighter.



Dickens

MCCs standing up

Intermediate management level adds greater standardization, span of control

Mission and Installation Contracting Command officials have begun standing up seven mission contracting centers to improve customer service and workload distribution as well as established an effective span of control. The MICC is restructuring its mission contracting offices and installation contracting offices under the seven MCCs.

by **Daniel P. Elkins**
MICC Public Affairs Office

Three MICC MCCs have stood up at Fort Eustis, Va., Fort Bragg, N.C., and Fort Sam Houston, Texas. Two more centers are set to stand up in the coming months at Fort Leavenworth, Kan., and Joint Base Lewis-McChord, Wash.

The remaining MCCs will stand up at Fort Hood, Texas, and Fort Knox, Ky., later this year.

According to Brig. Gen. Stephen B. Leisenring, the MICC commanding general, the transformation aims to improve support for major generating force commands and synchronize contracting within the Army enterprise.

“Creating mission contracting centers, with each customer focused, will allow us to not only better organize, but also incorporate contracting into the planning process of our customers,” said Pat Hogston, director of MICC Contract Support, Plans and Operations. “It will also allow us, as a command, to become more efficient and effective as it will help us standardize our processes.”

Each MCC will have approximately 15 to 20 employees, based on workload, who will make up a command and control element, contract

operations, administrative operations and special staff. Hogston said each center will be aligned and focused on supporting a primary customer base. For instance, MCC-Fort Eustis and MCC-Fort Leavenworth will be supporting the Army Training and Doctrine Command. Other customers supported by the MICC include the Army’s Forces Command, Reserve Command, Military District of Washington, Human Resources Command, and Test and Evaluation Command.

Hogston said the standup of the MCCs have gone smoothly and credited planning and leadership.

“One of the keys was establishing an integrated process team that consisted of the G-staff and all the key players necessary to address issues immediately and at the proper level of expertise,” Hogston said. “The IPT developed criteria and utilized a strategic approach to prioritize the stand up of each MCC.”

Several considerations go into the team’s decision making process to include the order in which the MCCs are stood up and continued support for the MICC’s major customers. Following that process, specific IPTs are established to address the actual execution of



Photo by Staff Sgt. Cassidy Snyder

Oversight of contract support for the obstacle course and other base operations at Fort Benning, Ga., as well as grounds at six other Army installations now falls under the Mission and Installation Contracting Command’s Mission Contracting Center-Fort Eustis. The standup of the intermediate level of command earlier this year was the first of seven MCCs projected to be established by the end of 2011.

standing up each MCC.

Deb Emerson, the director of the MICC MCC-Fort Eustis, said the MCC-Fort Eustis served as a beta test for other centers to follow. She said the lessons learned were shared during weekly communication between IPT members and proved highly beneficial to the implementation time line and reduction in the duplication of work.

“While each MCC will differ according to the mission set assigned, they will have many

similarities in structure and authorities,” Emerson said. “We have identified many areas for which standardized procedures and processes will greatly benefit all and are developing these approaches through our working groups.”

Among the challenges the team tackles for each MCC are the recruitment of qualified personnel and sufficient facility space. Hogston said that because facilities are very tight on all installations, they are seeking available space as an interim solution with a long-term goal of creating a campus that incorporates all MICC contracting assets on the installation in the same building.

Additionally, Hogston said IPT members considered the incorporation of Expeditionary Contracting Command contracting support brigades and battalions into the new command structure as an integral initiative to ensure training opportunities for active-duty Soldiers at a more efficient and effective tempo.

Emerson said the new level of management also offers a necessary reduction in the span of control for command and procurement authority.

“Maximizing delegable procurement authority optimizes efficiencies that reduce time lines, increase opportunities to make sound business solutions at the enterprise level, and improve the quality of our acquisitions,” she said. “Powering down command and control to the lower level at the MCC enables us to move resources and assignments to balance labor and workload across the MCC. It also enables us to become one integrated team with our customers by achieving a more complete understanding of the mission role of our acquisitions in the Army generating force cycle, improving our execution.”

MICC HR specialist develops new form for use across DOD

by Daniel P. Elkins
MICC Public Affairs Office

An automated form developed practically overnight by a human resources specialist in a search of a more intuitive tool to track performance planning and the appraisal process for the Army's acquisitions workforce is being adopted by the Department of Defense.



Gallegos

In March, Department of the Army officials conducted training for the Mission and Installation Contracting Command leadership at Fort Sam Houston, Texas in preparation for the May 22 transition of appropriated fund employees from the National Security Personnel System to the Acquisition Workforce Personnel Demonstration Project, or AcqDemo. It was during this training that Victor Gallegos, the MICC AcqDemo program manager, learned the millions of dollars

required to develop a process to capture appraisal actions were simply not in the budget.

Instead, individuals were to document performance management actions in a Microsoft Word document as an interim solution, which struck Gallegos as a move in the opposite direction given the ever-growing importance of documenting appraisals and maintaining records.

"It posed a challenge since the document offered no tracking and no signatures," Gallegos said, "and seemed we are taking a step back" in technology.

He promptly decided to brush up on his programming skills to see if he could build a better tool that enhanced the proposed Microsoft Office Word form due to its limitations.

While under NSPS, Gallegos said employees had access to the online Performance Appraisal Application tool as part of the Defense Civilian Personnel Data System. Through the application, employees, rating officials and higher level reviewers could create performance plans and monitor and

rate performance.

Gallegos, who possesses a bachelor's degree in computer information systems from Grambling State University, said he set out that same evening to build a form similar to the Performance Appraisal Application using Adobe Pro and more than nine pages of Java script.

"I was wondering if I could create a form accessible by everyone from a shared drive that still allowed tracking," he said. "By the next morning, I had about a 70 percent solution."

Gallegos spent several hours of personal time over a few days developing the form that incorporates a PDF format offering extended features and from which reports can be extracted. Each section of the form is expandable, and the employee and rater sections are digitally locked by signature. The common access card-enabled program also offers a secure element allowing employees to access their respective objectives and appraisal data from a shared

network location.

"This is significant," insisted Maria Allen, the chief of the MICC Civilian Personnel Division. "The Microsoft Word document was an

"This is a form essential to the performance management process of AcqDemo, so it was a red hot priority to get out to everyone with our recent conversion of some 13,000-plus folks from NSPS."

Jim Irwin

antiquated solution while the new form not only makes documenting performance easier for employees, but also for managers as well."

The HR specialist presented his

program during the visit by the Department of the Army team, which quickly recognized the form was in fact the greatest leap in capturing AcqDemo performance data since the personnel program's implementation in February 1999.

Department of the Army officials staffed the new program among other Army AcqDemo managers at the end of May and also recognized its potential application for the almost 14,000 DOD acquisitions employees transitioning from NSPS.

After sharing the appraisal program in June with Jim Irwin, the DOD program director for AcqDemo, a few adjustments to meet DOD requirements were added and implementation should come soon.

"This is a form essential to the performance management process of AcqDemo, so it was a red hot priority to get out to everyone with our recent conversion of some 13,000-plus folks from NSPS," Irwin said. "(Gallegos') quick and careful support enabled that to happen in a few short days."

NSPS is a human resources pay and performance management system for federal civilian employees intended to replace the long-standing General Schedule system. The 2010 National Defense Authorization Act called for the repeal of NSPS and transition of employees back to the General Schedule and other pay systems by Jan. 1, 2012. Since its repeal, more than 214,000 have transitioned out of the personnel system.

The number of personnel transitioning out of NSPS includes approximately 6,100 federal employees in the Army who transitioned to AcqDemo in May, including about 150 members of the MICC.





ANC

CONTRACTUAL SUPPORT
TRANSFERS TO MICC

by **Daniel P. Elkins**
MICC Public Affairs Office

The transfer of management for critical contracted services to the Mission and Installation Contracting Command is allowing this nation's most active cemetery to continue functioning while ensuring world-class support for Soldiers and their families.

The start of contractor performance in April at the Arlington National Cemetery not only marked a shift in the management of contract support to the MICC but

also a significant restructure in the administration of those agreements.

Contract experts from Headquarters MICC, the MICC Mission Contracting Office-Fort Belvoir in Virginia and Arlington National Cemetery teamed together to meet an aggressive time line for rewriting and staffing new performance work statements as well as award contracts. The last of 16 contracts in support of the cemetery, which attracts more than 4 million visitors annually, was awarded April 27 and performance of most of those contracts began April 1.

Due to the accelerated time line and limited resources available at MICC MCO-Fort Belvoir, an integrated process team was formed bringing together MICC program management, contracting and technical expertise to ensure appropriate source selection.

Clay Cole, then MICC MCO-Fort Belvoir acting director, said the team effort by all allowed his staff to meet the compressed time line for award of contracts. His staff received requirements at the end of December following the consolidation of many of the existing 28 contracts. What he estimated would take six or seven months was accomplished in approximately 75 days.

"The flash to bang on actions that needed review couldn't have happened without the support between our folks and the headquarters," Cole said. "We were able to move staffing actions through the system in a short time frame."

Cole added that the small business specialists at MICC also played an integral role by helping MICC MCO-Belvoir conduct market research and process requirements through the Small Business Association.

The 16 total contracts for Arlington National Cemetery reflect a concerted effort between members of the MICC at all levels who closely examined the original 28 contracts previously in place to identify duplication in scope. Valued at more than \$32 million, the contracts include turf and grounds maintenance, concrete graveliner installation, landscape and gardening, headstone placement and alignment, elevator and automatic door maintenance, tree and shrub trimming, uniform lease, burial, pest control, custodial services, public safety aides, and heating and air conditioning service.

Additionally, IPT members structured service contracts to include support for the nearby U.S. Soldier's and Airmen's Home National Cemetery

See ANC, Page 17

Small business benefits from ANC contracts

by Daniel P. Elkins
MICC Public Affairs Office

Small businesses are benefiting from the Mission and Installation Contracting Command's award of service contracts in support of two of this nation's national cemeteries.

Performance for most of the 16 contracts valued at \$32 million began at the Arlington National Cemetery and U.S. Soldier's and Airmen's Home National Cemetery in April by contractors representing the small business community.

Management of service contracts for the cemetery was assumed by MICC officials at Fort Sam Houston, Texas, last summer. In the months that followed, an exhaustive review and rewrite of



Photo by Daniel P. Elkins

Arlington National Cemetery attracts more than 4 million visitors annually. Management of the contract to operate its visitor's center were among those assumed last summer by Mission and Installation Contracting Command at Fort Sam Houston, Texas.

performance work statements led to the consolidation of many of the service requirements being provided by 28 separate contracts.

After new performance work statements were completed, officials from the Headquarters MICC, MICC Office of Small Business Programs, the MICC Mission Contracting Office-Fort Belvoir in Virginia and Arlington National Cemetery assessed whether the scope of performance for each contract qualified for small business sourcing.

"We have a regulatory requirement to determine if contracts fit the small business program," said Andrea Armstrong, the contract support liaison temporarily assigned to Arlington National Cemetery from the MICC MCO-Fort Hood, Texas. "Once we

decided they do fit, we set it aside for small business to perform at a reasonable cost."

The next step was to conduct the necessary research, which required a team approach from MICC personnel.

"Because of the number of small businesses in this area and the need for detailed market research, it was imperative to team with someone who possessed the expertise to lead you to qualified small businesses," said Clay Cole, then MICC MCO-Fort Belvoir acting director.

Officials from MICC Headquarters and MICC MCO-Fort Belvoir conducted an Industry Day for Arlington National Cemetery to determine if there would be adequate competition from qualified small business contractors to set the requirements aside.

"The Industry Day provided contractors an opportunity to ask questions and provide the government feedback on the requirement. It was invaluable in



Photo by Daniel P. Elkins

determining the capabilities of contractors," said Sandra Spiess, the MICC Office of Small Business Programs associate director.

The MICC Office of Small Business Programs is an advocacy organization committed to maximizing procurement opportunities for all small business socioeconomic categories and minority-serving education institutions in support of Soldiers, according to Spiess. In fiscal 2010, contract obligations to

small business awarded by MICC installation contracting offices totaled more than \$3.3 billion.

Command officials said the Army small business program helps to strengthen the economy, generates competition, and provides more jobs to the small business community than any other sector. Officials added contracts for Arlington National Cemetery were awarded competitively allowing several small businesses to compete for the opportunities while ensuring

Miguel Canales levels a steel rod to assist in aligning headstones at Arlington National Cemetery. Management of contracted services for the nation's most active cemetery was assumed last summer by Mission and Installation Contracting Command at Fort Sam Houston, Texas. Canales is a headstone setter for the contract team of T.K. Services Inc. and J&J Landscape Management Inc.

that taxpayer dollars are spent wisely.

Service contracts for Arlington National Cemetery include turf and grounds maintenance, concrete graveliner installation, landscape and gardening, headstone placement and alignment, elevator and automatic door maintenance, tree and shrub trimming, uniform lease, burial, pest control, custodial services, public safety aides, and heating and air conditioning service.

For more information on other small business opportunities or the Army's Small Business Program, visit the Army's Office of Small Business Programs website at www.sellingtoarmy.info.

Army, contractors forge partner agreement

by Brenda Clark
MICC ICO-Fort Benning

Managing growth at Fort Benning, Ga., was the main subject during a recent meeting between Army officials and its contract partners.

Officials from the Mission and Installation Contracting Command's Installation Contracting Office-Fort Benning met with the Fort Benning U.S. Army Garrison's Directorate of Public Works and Tiya Support Services, LLC, a small disadvantaged Native American business, to develop a partnering agreement for a contract to provide facilities maintenance and repair at Fort Benning and Camp Merrill, Ga.

They also addressed additional challenges faced by the garrison of relocation of the U.S. Army Armor School to Fort Benning from Fort Knox, Ky., and its integration with activities at the U.S. Army Infantry Center and School to establish the U.S. Army Maneuver Center of Excellence.

Approximately 40 people attended the two-day partnering meeting hosted and mediated by Columbus State University's Center for Leadership Development. Together, all participants developed a partnering agreement that included the vision and goals of the entire team.

"This was very beneficial because team members, both government and contractor, had ownership in the process and commitment to making the agreement work," said Virginia Turner, chief of the facilities maintenance for MICC ICO-Fort Benning. "It was worth the time spent in establishing the partnership because of the expected benefits of improved contract administration for a very complex effort."

Activated in October 2010, the U.S. Army Maneuver

Center of Excellence is expected to reach full operating capability in September 2011, making Fort Benning responsible for training more than 52 percent of the entire Army as warfighters.

Officials at the MICC ICO-Fort Benning said the contractor's responsibilities are closely connected with the MCoE mission to train the warfighter.

The formal agreement developed in meeting resulted in a process for resolving problems at the lowest level possible to achieve effective and efficient administration of a very complex requirement.

Due to the success of this process in the first contract effort, Directorate of Public Works officials wanted to establish a partnering agreement with its new contractor, Tiya. The agreement would provide a seamless transition from one contractor to another, continue facilitating the administration of the contract, and ensure mission success again.

David Peckham, the Tiya program manager, said the Fort Benning contract is a bit unique in that it involved a contractor assuming the prime role and the previous contractor assuming the role of a subcontractor.

"Because of the size and diversity, I felt that a partnering session to meld the various entities would be very beneficial for all concerned, and fortunately our

government partners were of the same mind and, in fact, the initiators of the concept," Peckham said. "All in all the partnering session was a very worthwhile and rewarding experience."

At the end of the partnering session, a formal document was produced that listed the values and behaviors expected by every team member. Communication, trust, teamwork, commitment and planning were identified as the significant values with each associated and specific behavior identified.



Courtesy photo

Attending the partnering meeting were, from left, Ben Hu, Virginia Turner, Walter Wright, Kirk Ticknor, Manville Borne and David Peckham.

Contracting for Soldiers

OSBP attends annual conference

by Theresa K. Jones
MICC Mission Contracting Office-Fort Knox
Office of Small Business Programs

The Department of Defense, Mission and Installation Contracting Command and U.S. Small Business Administration collaborated for the first combined annual training event May 16-20 in New Orleans.

The joint 2011 Small Business Training Conference included representatives from the MICC's Office of Small Business Programs. Representing the OSBP were Sandra Spiess, associate director, and assistant directors Barbara Brown, Lynette Ward, Theresa K. Jones, Lorna Baptiste-Jones, Ron Taft, Michael Faire, Annette Arkeketa-Rendon, Roselyn Atkins, Victoria Ghent, Deborah Word, Marian Taylor and Sarah Scott.

The conference consisted of presentations, breakout sessions and informative general sessions.

Speakers included Andre Gudger, director of the Office of Small Business Programs; Daniel Gordon, the OMB Office of Federal Procurement Policy administrator; and Joseph Jordan, associate director of the U.S. Small Business Administration. The conference forum of sessions and open questions was conducive to learning and yielded excellent networking opportunities.

Several newly appointed MICC assistant directors for the OSBP had the opportunity to attend the two-day Contracting 260B training that was offered in conjunction with the three-day conference with both DOD OSBP and SBA colleagues.

The Conference General Sessions addressed "Choosing the Correct NAICs Code" and "Working with SBA on the Other SBA Programs." New subjects included "The Small Business Job Act" and "Women Owned Small Business Program Goals."

All of the sessions were infused with useful information. The breakout sessions provided in-depth training on such subjects as Maximum Practicable Opportunity "Hands-On" Training, Certificates of Compliance, and other significant SBA regulatory updates and upcoming changes.

Contracting for Soldiers

MICC assumes ANC contractual support

ANC, from Page 13

Andrea Armstrong, the contract support liaison assigned to Arlington National Cemetery from the MICC MCO-Fort Hood, Texas, said consolidation of contracts has an added benefit for cemetery customers.

"Consolidating those efforts also lessens the footprint of contractors at different times of the day since Arlington is a very active cemetery," Armstrong said of the approximately 25 funerals taking place each day.

Pat Hogston, the director of MICC Contract Support, Plans and Operations, said the IPT proved valuable from developing an acquisition strategy to award and administration.

"One of the commission's findings was a lack of surveillance in the performance of a contract," Hogston said. "To address this, the senior quality assurance specialist at MICC met with contract officer representatives at the cemetery to conduct one-on-one training and ensure contractor surveillance plans were in place."

The initial training was conducted at the end of April. Armstrong said that training included the implementation of quality assurance surveillance plans, developing surveillance instructions and schedules, documenting results and non-conforming services, and conducting data analysis.

Contracting officials will continue to work closely with MICC MCO-Fort Belvoir as the contract process shifts from award to administration.

Army officials announced changes in management at Arlington National Cemetery in June 2010 resulting from findings in two inspector general reports about management and operational activities at the cemetery. Those changes included the establishment of an Army National Cemeteries Advisory Commission that assessed contracting procedures as one of its objectives.

The commission's recommendations led to the MICC assuming management of service contracts for the cemetery from the Army Contracting Command's National Capital Region Contracting Center.

