

DOLLARS & SENSE A PROCUREMENT PERSPECTIVE

FORT BRAGG, NORTH CAROLINA
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ARMY CONTRACTING AGENCY (ACA)

WHAT is the ACA?

In January, Secretary of the Army Thomas White authorized the implementation of the Army Contracting Agency to help streamline and improve efficiency in the contracting world. The Army Contracting Agency is the third leg of a "three-legged stool" White and his staff developed to make Army practices more closely resemble similar practices in the business world.

The Installation Management Agency is the first leg of the stool. Everyone working on an Army installation – around 70,000 employees – will work for that agency. The Networks Command will centralize information technology requirements, and is the second leg of the stool. *The Army Contracting Agency* – the third leg – will handle contracting for the other two agencies as primary customers.

WHO will comprise the ACA?

In Stage 1, FORSCOM, TRADOC and MDW will consolidate into the ACA. HQ ACA will draw from existing personnel at the Deputy Assistant Secretary of the Army (Procurement) (DASA(P)) level with the Office of the Principle Assistant Responsible for Contracting (OPARC) providing base regional staff.

Further stages planned will consolidate USARPAC, USARSO, 3rd Army, 7th Army,

8th Army, and AMC BASOPS contracting offices. The long-term vision projects all Army contracting organizations under the ACA.

WHERE is the ACA?

The ACA incorporates the IMA *regional alignment* and establishes a Northern Contracting Region at Ft Monroe, a Southern Contracting Region at Ft McPherson, and an Information Technology, E-Commerce and Commercial Contracting Center (ITEC4) in Washington, DC. This regional alignment also establishes *Liaison Offices* with all CONUS TIM regions and MACOMs.

WHAT contracts will ACA award?

Ultimately, all *pre-award* workload over \$500K will migrate to the regional contracting offices. A contracting presence will remain at each installation to award actions under \$500K, administer local contracts, and manage the Government Purchase Card program for the installation.

The Installation Contracting Office (ICO) will serve as the "single face" for contracting at the installation, provide acquisition planning for locally awarded contract actions, and provide assistance in contract requirement preparation. The Chief, ICO will serve as principal business advisor to the installation commander.

WHEN is the ACA effective?

On 1 October 2002, the U.S. Army Contracting Agency will stand up with operational control of all Army contracting personnel. All contracting FTEs will reside on the ACA TDA, and all ACA slots will be managed at the regional level in FY04. However, full transition to the new structure and new business processes is anticipated to be a 3-5 year gradual process.

IBO-CONTRACTING REORGANIZES

Effective May 2002, the IBO-C reorganized from the traditional four divisions (pre-award, post-award, simplified acquisitions, and support) to a more streamlined structure with only two divisions - The Acquisition Division and the Business Management Division.

- The Acquisition Division, headed by Ms. Jeanette Davis, is comprised of three teams aligned by our customer base.

Team 1 supports all contracting requirements (to include simplified actions) for ITBC, 20th Engineers, USAPT, and JSOC, all contracting requirements *except* simplified actions for PWBC, and is located on the 2nd floor of Bldg 1-1333. Team 1 is lead by Ms. Karen Rainville, Contracting Officer, and includes Contracting Officers Kelly Kraft, Dale Boyd, and Mike Willis.

Team 2 supports all contracting requirements (to include simplified actions) for RBC, CASBC, PSBC, USASOC, WAMC, FBS, PAO, OPD, PERAFF, COSCOM, the 82nd, all G Staff, and is located in Bldg 1-1833. Team 2 is lead by Ms. Cheryl Nixon, Contracting Officer, and includes Contracting Officers Lynn Harper, Linn Owen, Gloria Carr, and Carol Grant.

Team 3 supports all simplified acquisitions (requirements of \$100,000 and less) for PWBC, and is located in the PWBC compound. Team 3 is lead by Ms. Yvonne Pierce, Contracting Officer, and includes Joe Bledsoe as a Contracting Officer.

- The Business Management Division is managed by Mr. Pat Nixon. The BMD teams are aligned by function and include Policy & Compliance, Cost/Price, IMPAC Credit Card, Property Management, Records Management, Contingency Contracting, and Systems Administration.

PERFORMANCE- BASED SERVICE ACQUISITION (PBSA)

PBSA has become the DoD standard in how we write our performance work statements. PBSA involves acquisition strategies, methods, and techniques that describe and communicate measurable *outcomes* rather than direct performance *processes*. It is structured around defining a service requirement in terms of performance objectives and providing contractors the latitude to determine how to meet those objectives. Simply put, it is a method for acquiring *what is required* and placing the responsibility for *how it is accomplished* on the contractor.

To be considered performance-based, an acquisition should contain, at a minimum, the following elements:

- Performance work statement - describes the requirement in terms of measurable outcomes rather than by means of prescriptive methods.

- Measurable performance standards - to determine whether performance outcomes have been met, and define what is considered acceptable performance.

- Remedies - Procedures that address how to manage performance that does not meet performance standards. While not mandatory, *incentives should be used where appropriate*, to encourage performance that will exceed performance standards. Remedies and incentives complement each other.

- Performance Assessment Plan - Describes how contractor performance will be measured and assessed against performance standards. (Quality Assurance Plan or Quality Assurance Surveillance Plan).

The PBSA Team should be a customer-focused, multi-functional team that plans and manages service contracts throughout the life of the requirement. Previously, it was common for contracting and other functional experts to work independently in acquiring services. This should be a thing of the past. It is essential that all stakeholders - users/customers, acquisition personnel, and industry - be involved throughout the service acquisition life cycle, from the requirements analysis phase through contract award and administration.

A positive business relationship between the government and the contractor is essential in fulfilling a performance-based requirement. The agency's relationship with prospective and performing contractors should be one that promotes a strong and positive business alliance to achieve mutually beneficial goals - such as timely delivery and acceptance of high-quality services - through the use of efficient business practices. It is essential that government and industry work together as a team to communicate expectations, agree on common goals, and identify and address problems early on to achieve desirable outcomes.

"It is the policy of the Department of Defense that, in order to maximize performance, innovation and competition, often at a savings, *performance based strategies* for the acquisition of services are to be used wherever possible. While not all acquisitions for services can be conducted in a performance-based manner, the vast majority can. Those cases in which performance-based strategies are not employed should become the exception. In order to ensure that the Department continually realizes these savings and performance gains, the DoD establishes, at a minimum, that 50 percent of service acquisitions, measured in both dollars and

actions, are to be performance-based by year 2005." - Under Secretary of Defense, Acquisition, Technology & Logistics (USD(AT&L)), April 5, 2000.

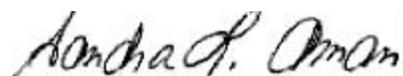
CONGRATULATIONS!!

Although belated, congratulations are in order for Ms. Sandra L. Aman , selected as the Director of Contracting for XVIII Airborne Corps and Fort Bragg in December 2001. Ms. Aman has enjoyed 27 years of distinguished service as a Department of the Army civilian, beginning with an assignment in 1975 as a GS-3 Clerk-Typist. After working in clerical positions from 1975 until 1987, she became a career intern in Contracting. Ms. Aman completed the DA Contracting Intern Program, and in 1989 was selected as a Contract Specialist with the 18th Airborne Corps & Fort Bragg Directorate of Contracting.

She earned a Bachelor of Science degree in Business from Methodist College in 1987, and earned a Master of Science degree in Management from Webster University in 1989. She is a 1994 graduate of the Army Management Staff College, Class 94-3. She is an active member of the National Contract Management Association and the Friends of Special Operations Forces currently serving as their Membership Chairperson.

Ms. Aman and her husband Ron reside in Hope Mills, North Carolina.
- Submitted by LaNell Grissom

THIS BULLETIN IS AUTHORIZED BY:



SANDRA L. AMAN
Director of Contracting