

2011 USD(AT&L) Workforce Development Award

Applications for the 2011 Under Secretary of Defense for Acquisition, Technology and Logistics Workforce Development Award are now being accepted. The USD(AT&L) Workforce Development Award was established to help promote the objectives of the USD(AT&L)'s goal of a high-quality, agile, and ethical Defense Acquisition Workforce. This program recognizes DoD AT&L organizations that have made exemplary contributions to the careerlong development of their workforces.

All Component and DoD AT&L organizations, except the Defense Acquisition University, are eligible to compete for the 2011 USD(AT&L) Workforce Development Award. There is no application fee for this award program.

To apply, each organization's point of contact must complete the award application form and submit it, via e-mail, to the award coordinator at learning.award@dau.mil. The application form, instructions, and additional information may be found at www.dau.mil/acqawards/development.

Note that each submission must include an endorsement from a flag officer or Senior Executive Service member in the organization's chain of command. Each application will be evaluated in one of two categories as determined by the organization's size—fewer than 500 employees, and 500 or more employees.

Selected organizations will be recognized as Gold, Silver, or Bronze award winners. The application procedures are the same for both categories.

The 2011 USD(AT&L) Workforce Development Awards will be presented in November 2011 in conjunction with the Program Executive Officers'/Systems Command (PEO/SYSCOM) Commanders' Conference at Fort Belvoir, Va.

Award winners will receive plaques and recognition on the USD(AT&L) and DAU Web pages.

Address any questions to the award coordinator at 703-805-4570 or learning.award@dau.mil.

Applications must be received by Aug. 1, 2011, to be considered.

Five Military Installations Receive Top Honors

AMERICAN FORCES PRESS SERVICE (MAY 4, 2011)

Cheryl Pellerin

WASHINGTON—Teams from five military installations around the world received top awards today for excelling at their mission despite the demands of war and recent natural disasters.

At a Pentagon ceremony, Ashton B. Carter, under secretary of defense for acquisition, technology and logistics, lauded the recipients of the Commander in Chief's Annual Award for Installation Excellence.

"Across the board," Carter said, "the installations that we recognize today have truly led—led by example, led by setting the standard for excellence. Their respective accomplishments are the finest examples of military innovation and dedication."

Receiving the awards were teams from the U.S. Army Garrison in Wiesbaden, Germany; the Marine Corps Air Ground Combat Center in Twentynine Palms, Calif.; Joint Base Pearl Harbor-Hickam, Hawaii; Spangdahlem Air Base, Germany; and the Defense Logistics Agency-Land and Maritime in Columbus, Ohio.

"The very criteria that we use for the commander in chief's award reflect a broad scope of installation responsibilities," Carter said.

Criteria include supporting military missions, providing a high quality of life for servicemembers and their families, ensuring the health and safety of servicemembers and their families, interacting with surrounding communities, exercising sound business and communications practices, and demonstrating responsible environmental stewardship.

In an April 29 note to the recipients, President Barack Obama congratulated the awardees on their achievement.

"Your installations are being honored for exceeding all standards, and I hope you take pride in the example set by your continued commitment to excellence," he wrote. "As our nation rises to meet the challenges of the 21st century, I thank you for your stalwart dedication and encourage you to continue striving to be the best of the best."

Army Garrison Wiesbaden executed the largest military construction program in Europe while supporting the integration of the 5th Signal Command, the deployment and redeployment of 1st Armored Division headquarters, and the upcoming U.S. Army Europe headquarters move.

The Marine Corps Air Ground Combat Center set the standard as the Marine Corps' premier combat training installation, providing state-of-the-art instruction to more than 44,500 Marines and sailors as they prepared for deployments.

Joint Base Pearl Harbor-Hickam provided superior support to mission and family readiness while enhancing service quality, business processes, facility management, resource conservation, and quality of life as it transitioned to a joint base.

Spangdahlem Air Base created and sustained the largest flying hour program for the U.S. Air Force in Europe, with 18,350 flying hours, 8,343 sorties and 3,162 simulations.

Defense Logistics Agency-Land and Maritime provided unsurpassed supply-chain logistics management, awarding more 872,000 contracts, supporting more than 1,600 weapons systems, and processing more than 6 million orders in support of DoD customers.

"The installations we recognize today demonstrate leadership and a positive influence, creativity, commitment, and decisive action," Carter said. "They embody courage, integrity, and initiative as they protect our citizens and strengthen our military."

Chief Acquisition Officers Council Awards

ADMINISTRATOR FOR FEDERAL PROCUREMENT POLICY (MAY 2011)

In May 2011 at the General Services Administration Expo in San Diego, the administrator for federal procurement policy presented three 2011 Chief Acquisition Officers Council (CAOC) Acquisition Excellence Awards. These awards recognized teams or individuals that have demonstrated excellence in acquisition management. The two individuals and one team award winner clearly exemplify this trait. The three winners are:

Cyrus Sanandaji, Leasing Specialist, General Services Administration (Individual Award)

GSA awarded a large complex FBI lease for 76,737 sq. ft. in Oakland in November 2010, which required occupancy in the new space by August 2011. To accommodate this timeline, Cyrus Sanandaji developed an innovative departure from standard lease procurement schedules. All offerors (and the FBI) were required to agree to a Design Intent Workshop to be held within days of lease award, and agreed to work in a concentrated effort to complete, review, and approve all documents needed to move permitting and construction efforts forward. Within two days of lease award, all team

members assembled in Oakland to create, review, and approve all necessary design documents—an effort completed in four days. This is a significant achievement, considering that typically this process takes up to six months; as a result, nearly half a year was eliminated from the standard procurement time with an impressive win-win for all parties. This outcome required a skilled project manager to coordinate with all of the necessary stakeholders to make sure the required decision-makers were in the room. Sanandaji ensured appropriate agency buy-in and cooperation from all involved, including the responsible GSA contacts, the appropriate agency decision-makers, the lessor, and the architects.

Debra Streufert, Supervisory Contract Specialist, Department of the Navy (Individual Award)

Streufert, Lead Procurement Contracting Officer, was personally responsible for the contracting effort to award the Continuity of Services Contract, thus ensuring a seamless transition from Naval/Marine Corps Intranet (NMCI) to Next Generation Enterprise Network (NGEN). Breaking new ground in government contracts, Streufert was able to negotiate a price for the acquisition of the infrastructure and intellectual property that was over \$1 billion less than that originally proposed by Hewlett Packard Enterprise Services, which set the stage for a successful follow-on competition with NGEN. Streufert's diligence and vision led to an aggressive plan to inventory and evaluate over 1.2 million individual assets of existing NMCI property in 12 months in support of negotiations. While leading the NMCI infrastructure inventory efforts, Streufert simultaneously conducted an evaluation of the NMCI intellectual property and negotiated a Government Purpose Rights License, including 100,000 hours of support at no additional cost to the government. The signed contract represents a significant guarantee of the Navy-Marine Corps mission at a much reduced, "budget-friendly price" for the Department of the Navy.

Sarah Corley, Michael Gallagher, John Campos, Richard Goodin, Dale Williams, Mary Johnson, and Bruce Alsop, Mission and Installation Contracting Command (MICC) Team, Department of the Army (Team Award)

The team was recognized for their work in effective acquisition partnering by entering into a business relationship with AbilityOne to provide contract closeout services. Through an IDIQ contract, the MICC team conducted a pilot and realized \$10.4 million in deobligations, closed 4,415 contracts, and supported the employment of 14 individuals with disabilities. The program also created a partnership with the Defense Acquisition University to provide training that would help develop a pipeline of skilled professionals to work on the IDIQ task orders. Current IDIQ task orders total \$6 million in requirements from various DoD agencies and have

already put 36 people with disabilities to work, including four wounded warriors. This is a great success story on multiple fronts: achieving savings, creating employment for individuals with disabilities, and building a skilled workforce to meet ongoing future needs.

The Chief Acquisition Officers Council Acquisition Award was established to recognize excellence in the federal procurement activities of the acquisition workforce, and encourage the achievement of effective, efficient, and economic administration of the federal procurement system. The acquisition community is responsible for the implementation of the federal contracting field, and its role in maximizing the management of federal funds is important and requires commitment to excellence in performance, high standards of integrity, fairness, competition, and openness in the federal acquisition process.

NCMA Announces Winners of the W. Gregor Macfarlan Excellence in Contract Management Research and Writing Program

NATIONAL CONTRACT MANAGEMENT ASSOCIATION (MAY 16, 2011)

ASHBURN, Va.—The National Contract Management Association (NCMA) is pleased to announce the winners of the Fifth Annual W. Gregor Macfarlan Excellence in Contract Management Research and Writing Program.

Professional Category-First Place

Winner: Rene G. Rendon

Paper: "Assurance of Learning in Contract Management Education"

Graduate Category: First Place

Winner: Timothy Bunting

Paper: "Lock-Out Specifications: An Argument for Systemic Reform"

A \$5,000 prize will be awarded for each first place winning paper. The winners will present their papers at World Congress, July 10-13, 2011, at the Colorado Convention Center in Denver, Colorado.

Professional Category-Honorable Mention

Winner: Joe Pegnato

Paper: "What is the Right Balance between Outsourcing Government Work to the Private Sector Versus Performing the Work In-House?"

Graduate Category: Honorable Mention

Winner: Gregory Harding

Paper: "Technological Solutions for Safeguarding the Federal Procurement System"

All four papers will be published in the *Journal of Contract Management*.

For over 40 years, W. Gregor Macfarlan served the contract management profession as a researcher, author, mentor, and teacher. He once served as NCMA's national president, and held numerous volunteer leader positions with NCMA and the Washington D.C., Chapter. Still active in the profession at the time of his passing in 2005, he was a senior research associate at LMI Consulting, Inc., in McLean, Va.

Founded in 1959, NCMA is the leading association in the field of contract management. The organization is dedicated to the professional growth and educational advancement of procurement and acquisition personnel worldwide. NCMA strives to serve and inform the profession and to offer opportunities for the open exchange of ideas in neutral forums. For more information, visit www.ncmahq.org.

Army Deploys Science, Technology Center to Afghanistan

ARMY NEWS SERVICE (JUNE 2, 2011)

Dan Lafontaine

ABERDEEN PROVING GROUND, Md.—The U.S. Army Research, Development and Engineering Command is deploying engineers and scientists to Afghanistan to more expeditiously and efficiently solve warfighters' technical problems.

Task Force Warrior will become the Army's command center for science and technology activity for Operation Enduring Freedom. The task force will establish the RDECOM Field Assistance in Science and Technology-Center, or RFAST-C, by April 1.

Lt. Col. Yolanda Frazier, the Task Force Warrior officer-in-charge, will lead 32 military and civilian personnel as part of the 401st Army Field Support Brigade on Bagram Airfield.

"We will be that driving force to harvest collaboration and integration with other agencies that will foster the strategic edge," Frazier said Jan. 11, during the Task Force Warrior color-casing ceremony at APG's Ball Conference Center.

The task force mission is to provide more timely solutions and answers to technical problems coming from soldiers in theater, said Lt. Col. Duane Amsler, RDECOM's FAST deputy director.

Deploying scientists to work side-by-side with soldiers in Operation Enduring Freedom will alleviate the obstacles created by being 7,000 miles and 10 time zones from the United States.

Amsler said the deployment of RFAST-C will help focus soldiers' requirements so the technical staff can better understand their specific needs. A dialogue between the groups will expedite solutions.

"The intent is to bring capabilities to the field quicker by getting it to the right place and time quicker. [It will provide] a more detailed question," he said. "Rather than just saying, 'That doesn't work.' We can ask the questions, 'Why doesn't it work? How are you using it? What are your observations?'"

Sgt. Maj. William Tager, the task force senior noncommissioned officer, and a civilian executive officer will join Frazier in leading the effort.

RDECOM will complete the task force with engineers, shop foremen, machinists, computer-aided designers, and administrative and supply staff from its eight subordinate research centers across the United States. Personnel will be deployed for six months.

Amsler said Task Force Warrior's experiences in theater will help the Army increase its readiness and mobility for future science and technology combat deployments.

"All the lessons learned from this will help shape what an RFAST-C is going to be for that next battle," he said. "Successes or failures, it's what we've learned out of this endeavor that's going to get us ready to provide a much better capability, much earlier in the next conflict."

Maj. Gen. Nick Justice, RDECOM commanding general, emphasized the importance of empowering, unburdening, and protecting American soldiers during the Task Force Warrior flag-casing ceremony.

"We are not here today to witness [the task force's] departure, but us assuming the responsibility for a mission in theater. This is significant. This represents this command's six years of figuring out how to integrate a combat package on the battlefield that will collapse time and collapse distance to near zero," Justice said.

Lafontaine is with the U.S. Army RDECOM.

New “Blasting Machine” May Save the Arsenal Tens of Thousands of Dollars, Time

ARMY NEWS SERVICE (JUNE 6, 2011)

WATERVLIET ARSENAL, N.Y.—A newly installed ‘Barrel-Blaster Machine’ at the Watervliet Arsenal last month has the potential to save tens of thousands of dollars in production costs, which would be returned to the customer—the U.S. taxpayer—said the arsenal’s chief of production planning and control division.

“Due to the high quality of metal that we use in 155 mm howitzer tubes, a local ‘abrasives’ company had to first roughen up the barrel so that a chemical agent resistant coating could be applied, but no more,” Ray Gaston said.

“Not only did this outside work cost us about \$200 per barrel, we also had significant costs associated with the transport of the tubes to the local company,” Gaston added. “With the purchase of a sandblasting machine we can now do this abrasives’ work in-house.”

Gaston said this extra step in the production is not typical of other product lines, but was required when the arsenal shifted to a more hardened-steel forging for the Army’s new lightweight howitzer.

When the Army selected a new lightweight 155 mm howitzer several years ago, the arsenal had to change its produc-

tion methods to use a type of steel that would retain the same if not better capability, while reducing its weight by up to 40 percent.

What was discovered in the production process was that although the new tube was stronger and lighter, the exterior camouflage paint, or CARC, failed to adhere as well as it did for the former tubes, said Tim Allard, the arsenal’s acting chief of manufacturing support division.

Therefore, the arsenal found that by roughing up the barrel surface, CARC paint would adhere per the high quality standards required of today’s weapon systems.

“This truly is a great news story because it may create jobs at the arsenal, as well as make our production more efficient and responsive,” Allard said.

Allard said he believes that by bringing the sandblasting capability to the arsenal, that he may be able to move two employees from temporary employment to full-time employment. And when the arsenal shipped tubes to a local vendor for abrasive coating, it took up to five days for the vendor to process the job.

“Now, if I need a tube painted today, I can have a tube sandblasted and ready for priming within one hour,” Allard said.



Barrel-Blaster Machine being delivered to the Watervliet Arsenal’s Big Gun Shop.

Photo by John B. Snyder

This new capability, which should reduce production costs and manufacturing time, came at no cost to the arsenal.

The Army's project manager for towed artillery systems provided the funding of about \$340,000 to purchase the sandblast machine from Empire Abrasive Company in Pennsylvania. With the help of a local Rensselaer, N.Y., company called Walter S. Pratt and Sons, the installation became a reality this month.

"Although we manufactured more than 150 barrels last year, we are currently looking at other uses, such as reclamation-type of work, to save even more money for our customer," Gaston said.

\$37.8 Million Awarded to Universities for Research Equipment

DEPARTMENT OF DEFENSE NEWS RELEASE (JUNE 8, 2011)

The Department of Defense today announced plans to award \$37.8 million to academic institutions to support the purchase of research instrumentation. The 165 awards to 83 academic institutions are being made under the Defense University Research Instrumentation Program (DURIP). The awards are expected to range from \$50,000 to \$990,000 and average approximately \$230,000.

"The department has a vested interest in ensuring that our nation has the talent needed to help us sustain our technology advantage," said Zachary Lemnios, assistant secretary of defense for research and engineering. "Providing awards for much needed equipment helps U.S. universities provide the world-class research and related education that attract future DoD researchers and engineers."

The Defense University Research Instrumentation Program supports the purchase of state-of-the-art equipment that augments current university capabilities or develops new university capabilities to perform cutting-edge defense research. The program meets a critical need by enabling university researchers to purchase scientific equipment costing \$50,000 or more to conduct DoD-relevant research. Researchers generally have difficulty purchasing instruments costing that much under research contracts and grants.

These planned awards are the result of a merit competition for funding conducted by the Army Research Office, Office of Naval Research, and Air Force Office of Scientific Research. Each organization requested proposals from university investigators conducting science and engineering research of importance to DoD. This includes research underpinning advances in surface chemistry and physics; computing and networks; electronics and electro-optics;

neuroscience; fluid dynamics and propulsion; robotics and autonomous systems; and ocean, environmental, and biological science and engineering. In response to the requests, the research organizations collectively received more than 800 proposals requesting \$243 million in support for research equipment.

All awards are subject to the successful completion of negotiations between DoD research offices and the academic institutions.

The list of winning proposals may be obtained at www.defense.gov/news/d20110608DURIP.pdf.

Department Recognizes Environmental Stewards

AMERICAN FORCES PRESS SERVICE (JUNE 8, 2011)

Lisa Daniel

WASHINGTON—The Defense Department today recognized its best stewards of the nation's natural and cultural resources at a Pentagon ceremony marking the 2011 Secretary of Defense Environmental Awards.

"The Defense Department has long made it a priority to protect our natural and cultural resources," said Dorothy Robyn, deputy under secretary of defense for installations and environment. "As the Marine Corps puts it, 'A country worth fighting for is a country worth preserving.'"

The department oversees 28 million acres that include 1,400 threatened or endangered species, 40 of which are found only on military property, Robyn said. She described a complex range of environmental issues that confront the department, including being the steward of thousands of archaeological and historical sites—the most in the United States.

The department is responsible for protecting the land and resources not only for future Americans, but also for servicemembers to train on, Robyn said.

"When I visit installations, I am humbled by the dedication, and the skill and competence when it comes to protecting the natural and cultural environment—and today we honor the best," she said.

Ashton B. Carter, deputy under secretary of defense for acquisition, technology and logistics, said in a prepared statement that all of the nominees strive to promote environmental practices that reduce energy operating costs.

"We celebrate their successes not only because they enhance mission capability, but because they provide a sus-

tainable, long-lasting, and flexible approach to national security," he said.

Retired Army Brig. Gen. Bob Barnes, a senior policy advisor on defense issues for the nonprofit organization Nature Conservancy, said the award recipients achieved much while having "to do too much with too little."

Barnes said he visited many of the installations recognized at today's ceremony.

"It is truly impressive to see it firsthand, and I wish every American had an opportunity to see what you do," he said.

Bob Perciasepe, deputy administrator of the Environmental Protection Agency, said DoD and EPA are more natural partners than they might seem. "Defending our nation depends on defending our environment," he said.

"It's clear from these awards that you've chosen to lead by example," he added.

The winners include:

- The 88th Air Base Wing Civil Engineering Directorate's environmental branch at Wright-Patterson Air Force Base, Ohio, for cultural resources management on an installation. The organization collaborated with a private architect to produce a new historic preservation guide book at the base where the Wright Brothers had perfected the first practical airplane. They also completed an adapted reuse of a historic building, promoted awareness of the area's Native American culture, and preserved one of the state's few remaining natural prairies.
- The Cultural Resources Management Team at Eglin Air Force Base, Fla., for cultural resources management by an individual or team. The team identified 299 archaeological sites, evaluated 59 sites for National Register eligibility, evaluated 106 buildings and surveyed more than 39,000 acres.
- The Defense Logistics Agency's Defense Supply Center in Richmond, Va., for environmental quality of an industrial installation. The center acquired new E85 hybrid and electric vehicles, reduced gasoline usage by maintaining a 6,000-gallon E85 fuel supply tank, and improved energy efficiency by replacing and recycling outdated mercury vapor lamps with fluorescent ones.
- U.S. Army Garrison Grafenwoehr, Germany, for environmental quality of an overseas installation. The installation met its environmental goals of removing 546 pounds of ozone-depleting substances in 78 facilities, virtually eliminated erosion on its training grounds, implemented a postwide recycling program, and saved

\$490,000 through the German Forest Service's erosion control and environmental mitigation projects.

- Cape Canaveral Air Force Station, Fla., for environmental restoration on an installation. The station developed partnerships with regulatory agencies, nonprofit groups, and others to streamline the cleanup of contaminated soil sites as part of \$23 million in cleanup projects. They also developed and tested environmental technologies and sought out opportunities to reduce carbon dioxide emissions, cost, and environmental footprints.
- Eglin Air Force Base, Fla., for natural resources conservation at a large installation. The base hosted the only prescribed burn effort in the country where wildland fire professionals can bring new technologies and practices to a controlled environment and share results immediately. The base also helped to increase the nesting clusters of the endangered red cockaded woodpecker from 390 to 429 and breeding pairs from 347 to 392.
- Joint Base Lewis-McChord, Wash., for sustainability in a nonindustrial installation. The base incorporated environmental requirements into its design standards, contracts, and purchase card training; used comprehensive recycling programs to achieve an 87 percent diversion rate for solid waste, and provided a variety of alternatively fueled vehicles.
- The Exchange Corporate Sustainability Program, Army and Air Force Exchange Service, with headquarters in Dallas, for sustainability by an individual or team. The program upgraded a customized Web-based Army and Air Force Exchange Service system to measure utility consumption and cost for base exchange buildings, and has tested numerous new technologies through pilot programs.
- Sustainable Painting Operations for the Total Army, Aberdeen Proving Ground, Md., for environmental excellence in weapons systems acquisitions for a small program. The program fostered a sustainability ethic by turning out technologies with low or no hazardous emissions into surface-coating operations; minimized costs of materiel and facilities; simplified the compliance burden; and enabled the Army to transition to organic HAP-free paint removers.

Depot Nets Army Excellence In Maintenance Award

ARMY NEWS SERVICE (JUNE 17, 2011)

Anthony Ricchiazzi

TOBYHANNA ARMY DEPOT, Pa.—Employees here have earned the top Army award for maintenance excellence in warfighter support.

Depot personnel received the 2010 Army Chief of Staff Combined Logistics Excellence Award (Depot Category) for,

according to the award citation, "superior performance of duty in depot maintenance excellence resulting in improved combat readiness. Areas of special emphasis are mission accomplishment, effective resource management, and innovative logistics management."

Specifically, the award was given for the depot's worldwide support of the Command Post Systems and Integration program, or CPS&I. The CPS&I mission is to provide standardized mobile command posts for the warfighters from battalion to corps with equal capabilities, common systems, seamless operation, and standard training requirements, providing a fully integrated and digitized physical infrastructure to enable battle command and achieve information dominance on the Net-centric battlefield.

Depot personnel sustain, reset, field and provide training on all CPS&I equipment for the headquarters of Army I Corps, III Corps, V Corps, and XVIII Corps, plus 18 divisions, 45 brigade combat teams, and 83 modular support brigades. For the Army National Guard, the depot supports fielding to eight divisions and 22 brigade combat teams and support brigades. No Active Army or National Guard Corps, division, brigade combat team or support brigade deploys without Tobyhanna Army Depot's supported CPS&I equipment.

CPS&I systems supported by the depot include the AN/TSQ-232 and legacy Command Post Platform; the AN/TSQ-243 Command Communication System; the AN/TSQ-259 Command Post Communications System; and the PU-822A/T Trailer Mounted Support System (TMSS) Medium and PU-824A/T TMSS Large.

Tobyhanna Army Depot has supported what is now the CPS&I program since fiscal 1988. Depot Commander Col. Charles C. Gibson was the first award recipient among 99 organizations recognized for outstanding contributions to the Army at a May 12 awards ceremony in Richmond, Va.

Gen. Peter Chiarelli, vice chief of staff of the Army; Lt. Gen. Mitchell Stevenson, deputy chief of staff of the Army for Logistics; and Sgt. Maj. of the Army Raymond Chandler recognized the winners for excellence in maintenance, deployment, and supply operations.

Nineteen employees flew by Chinook helicopter to Richmond to witness Gibson receiving Tobyhanna's award from Stevenson, Chandler, and Col. Clark LeMasters, commandant, Ordnance School and Chief of Ordnance.

"This award speaks volumes for the work we do here, and I am proud to be a part of that," said Gene Metz, an engi-

neering technician in the production engineering directorate. "These are very competitive times. Our customers have a choice. We need to exceed their expectations for quality and value. I've been with the depot for over six years now. This is by far the best organization I've ever been a part of, and I hope to see 20 more years here."

Last year marked the Army's largest logistics operation in six decades. "The Herculean efforts of these units on a daily basis made it all possible," Stevenson said. "They are examples for the entire nation of how far ingenuity, determination, teamwork, and skill can take us."

Editor's Note: Parts of this article were taken from a Department of the Army news article. Ricchiazzi is with the Army Materiel Command.

Contracting Center Helps Build A Better Afghanistan

ARMY NEWS SERVICE (JUNE 24, 2011)

Rachel Clark

SALERNO, Afghanistan—Working in a combat zone, such as Operation Enduring Freedom, presents various challenges in the integral world of expeditionary contracting. Even with those challenges, one contracting office continues to work toward improving relations with the local population in Afghanistan.

Maj. David Troutman, an operations officer for the 903rd Contingency Contracting Battalion in Kaiserslautern, Germany, is the current Salerno Regional Contracting Center chief on the ground in Afghanistan. He and his team of Army and Air Force servicemembers, contractors, and Afghan local nationals support contracting actions for Task Force Duke, 3rd Brigade, 1st Infantry Division.

Working under the Counterinsurgency (COIN) Contracting guidance from Gen. David H. Petraeus, the current commander, International Security Assistance Force and U. S. Forces Afghanistan, Troutman and his team of professionals support contracting actions for Task Force Duke, 3rd Brigade, 1st Infantry Division.

Troutman's team has been instrumental in providing the best contracting service possible to more than 40 forward operating bases and combat outposts in Task Force Duke's area of operation. The regional contracting center also coordinates with various units in their AO regarding contracting intelligence, plans and operations, and the development of new partnerships.

One specific effort of the RCC is the execution of regular training sessions with local vendors to help develop and im-



Air Force Staff Sgt. Kyle Capps (center), Army Maj. David Troutman, construction chief (right), and Brandon McAlexander, contracting officer representative, speak with the local Afghans about a contracting project to help rebuild the local area. All three are team members of the Salerno, Afghanistan Regional Contracting Center.

Photo courtesy 409th Contracting Support Brigade

prove local businesses. These monthly sessions help set up a dialogue to improve future business relations.

More specifically, RCC has teamed with the Air Force's Expeditionary Prime Base Engineer Emergency Force Squadron on sharing lessons learned throughout the region as well as provide hands on training in the area of construction.

"The RCC strives to hold training sessions with groups of 10 or less to foster more interaction and ensure the contractors feel comfortable asking questions," said Troutman. "The training helps promote that one-on-one mentoring."

The session focus is on construction and contract administration. The RCC is able to learn the various problems contractors are having with the contracts and statements of work in addition to sharing issues they have seen on various projects. The sessions are an integral piece to help build the infrastructure and ensure an economically viable future for Afghanistan.

"Our contracting has improved the lives of many Afghans, enhanced infrastructure, delivered essential services, supported local businesses, increased employment, and fostered economic development," according to Petraeus in his COIN Contracting Guidance.

In 2010, the Salerno contracting office wrote contracts for more than \$80 million.

Clark is with 409th Contracting Support Brigade.

Army Releases 2012 Modernization Plan for Research, Development and Acquisition

ARMY NEWS SERVICE (JUNE 29, 2011)

WASHINGTON—The Army released its Modernization Plan today in support of the Fiscal Year 2012 (FY 12) President's Budget Request for Army Research, Development and Acquisition (RDA) equipment funds.

The Modernization Plan is a blueprint for the Army's priority equipment necessary for soldiers to succeed in current operations and to prepare for missions in a complex and unpredictable future.

It incorporates lessons learned from almost a decade of conflict and provides details on what is needed to build a versatile mix of tailorable and networked units and what is required to develop, field, and sustain the needed equipment in an affordable, incremental manner.

The Army Modernization Plan 2012 is available at: www.g8.army.mil.

For more information, contact Lt. Col. Dave Gercken, Army Public Affairs, 703-697-7592.

DARPA Seeks to Employ Biology in Manufacturing

AMERICAN FORCES PRESS SERVICE (JUNE 30, 2011)

Cheryl Pellerin

WASHINGTON—In its latest effort to make the impossible probable, the Defense Advanced Research Projects Agency is looking for companies that can harness biology to speed up and lower the cost of producing new materials and devices.

Alicia Jackson, a program manager in DARPA's Microsystems Technology Office, presented the basics of "Living Foundries" to representatives from 170 companies here this week during an Industry Day to launch the program.

"This is going to give us a completely new manufacturing capability for the U.S. to harness," Jackson told American Forces Press Service.

DARPA expects to award multiple contracts—up to a total of \$30 million—for the first Living Foundries broad agency announcement.

Jackson called the program "the largest public investment in this field, at least in the United States."

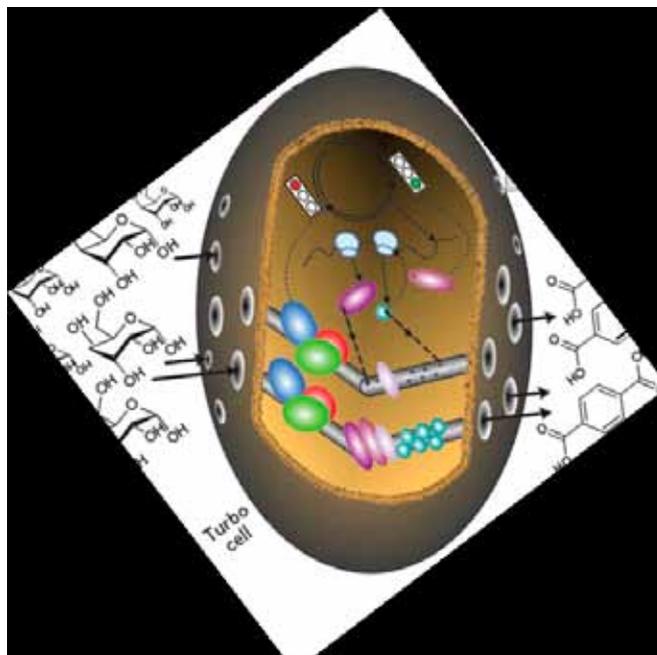
Many companies already use biological organisms—mainly cells from yeast and *Escherichia coli*—to produce biofuels such as ethanol and pharmaceuticals like the antimalarial drug artemisinin.

The discipline often is called synthetic biology, but DARPA wants to go beyond that, to what Jackson calls engineering biology, speeding up the production timeline and lowering the cost of products made by biology.

To achieve the goals and vision of the Living Foundries program, she added, several tools from different fields will be needed, including synthetic biology and metabolic engineering.

"It's how can we apply engineering principles to biology so we can get it to make the things we want to make in a rapid, predictable fashion," she said.

Today, Jackson said, "if you want to make something that we don't know how to make using biology, it's going to take you a minimum of seven years and [cost] tens to hundreds of millions of dollars for each product you want to make."



A new Defense Advanced Research Projects Agency project called Living Foundries is looking for companies that can harness biology to speed up and lower the cost of producing new materials and devices.

DARPA illustration

A recent example involves the drug artemisinin, used to treat malaria, the disease caused by parasites that infected mosquitoes transmit to people. In 2008, according to the World Health Organization, malaria caused nearly 1 million deaths. The drug typically comes from a plant called *Artemisia annua*, or sweet wormwood, which takes about a year to cultivate.

"People only plant it when the price of artemisinin is high," Jackson said, "and then when everyone plants it you automatically crash the price and so then no one plants it."

For people in developing countries who are most likely to need antimalarial drugs, she said, "this is not a sustainable scenario."

In 2003, researchers led by Jay Keasling from Lawrence Berkeley National Laboratory and the University of California-Berkeley used biology to produce a precursor to artemisinin.

In 2004, with \$43 million from the Bill and Melinda Gates Foundation, the team over two years built a chemical factory by adding genes from bacteria, yeast, and sweet wormwood to yeast, whose cells churned out artemisinic acid.

This method of producing the drug greatly lowers its production timeline and cost, Jackson said, and ensures the product's purity.

The product went from Keasling's lab to a partnership among the Institute for OneWorld Health, Amyris Biotechnologies and Sanofi-Aventis, which plans to put the drug on the commercial market in 2012, she added.

"And it took 11 years," Jackson said. "You can talk to a bunch of biotech companies and they will tell you that this is the state of biotech today."

What if, Jackson said, we could do it in a year?

"Given all the great things biology can make, whether we're looking at chemicals or fuels or therapeutics, I don't think we want to wait 10 years each time and spend tens or hundreds of millions of dollars."

If Living Foundries works as planned, within a year or two several companies may have created biological prototypes that investors would be willing to back with commercial-scale production facilities.

"The next step is for us to release a broad agency announcement, Jackson said. "That's essentially our call for proposals."

Companies that respond to the announcement won't compete against each other; they'll be chosen based on their ideas.

"What we're talking about here is not necessarily making one specific thing. We're not in that one-off world we're in today where you make one thing, but you're no better at making the next thing," Jackson said.

"We're all about creating the capability," she added, "so we can make a huge array of things that we can't even produce today."

Presidential Rank Awards

ARMY NEWS SERVICE (JUNE 30, 2011)

Today, Secretary of the Army John McHugh, recognized Kevin Fahey and Wimpy Pybus with the Presidential Rank Awards—an extraordinary accomplishment by any measure. The awardees go through a rigorous selection process. Each nominee's file is evaluated by a board of private citizens and ultimately approved by the President. The Presidential Rank status is the most prestigious recognition afforded to career executives and senior professionals.

Fahey was recognized as a Distinguished Executive. This award recognizes his extraordinary leadership and excellence serving the Army and the Defense Acquisition Workforce. It specifically identified his work on the Mine Resistant Ambush Protected vehicles and the Army's Tactical Wheeled Vehicle fleet. His efforts in these areas ensured that over 9,000 MRAPs were delivered to the fight and ultimately resulted in saving many soldiers' lives. Only the top 1 percent of Department of the Army career civilians are selected as Distinguished Executives.

Pybus was recognized as a Meritorious Executive. He consistently demonstrated extraordinary leadership and professional excellence while serving as the deputy assistant secretary of the Army for acquisition policy. His superior knowledge and superior communications skills enabled him to provide acquisition, logistics, and procurement policy guidance for an Army acquisition portfolio that exceeded \$50 billion annually. His knowledge and leadership are key in the Army's continued drive for acquisition process improvement and savings, exemplified in the Better Buying Power Initiative. Only the top 5 percent of Department of the Army career civilians are selected as Meritorious Executives.

Picatinny Recognized for Saving DoD \$19.9 Million

ARMY NEWS SERVICE (JULY 1, 2011)

Audra Calloway

PICATINNY ARSENAL, N.J.—The Program Executive Office for Ammunition recently received a 2010 Department of Defense Value Engineering (VE) award for cost-saving efforts in the past year.

Value Engineering is a functional analysis process to identify actions that reduce cost, increase quality and improve mission capabilities across the entire DoD enterprise, according to a DoD news release announcing the award.

PEO Ammunition won a VE award in the "Special" category. Special awards recognize outstanding contribution to the VE program, which demonstrate innovative approaches and applications and/or expand the benefits of VE.

Jim Shields, Deputy Program Officer Ammunition, accepted the VE award on behalf of PEO Ammunition during an awards ceremony June 22 in the Pentagon Auditorium.

"I was very proud to accept the value engineering award on behalf of the PEO Ammunition and Team Picatinny for all their terrific efforts in exceeding our value engineering goal for fiscal year 2010," Shields said.

"In this current environment we have to do everything we can to improve efficiency and save money, and value engineering is one of our most important processes to achieve that end," he said. "I'm pleased at the Value Engineering results we routinely achieve here at Picatinny while we continue to provide our servicemembers with safe, reliable, world-class ammunition and weapons systems."

In fiscal 2010, PEO Ammunition's assigned VE goal was \$10 million. However, the organization exceeded its goal by nearly 200 percent with a total savings of \$19.9 million.

The PEO achieved this success through efforts such as eliminating duplicate testing for a new 30mm medium caliber packaging.

The existing 30mm packaging configuration was redesigned because it was expensive and the Army wanted to improve the overall durability of the packaging, said Jason Runell, supervisory engineer for the project manager maneuver ammunitions systems (PM MAS) packaging branch.

"We developed an improved internal support system that was less expensive and capable of protecting the ammo throughout our rigorous logistics life cycle," said Runell. "As a result of the change to the packaging configuration, we needed to re-Hazard Classify the system."

The Final Hazard Classification ensures the ammunition is properly packed and marked for safe transportation and storage.

The FHC can be determined through testing, but that is costly.

Instead PM MAS employees worked with the Army Armament Research, Development and Engineering Center System Safety Office and other military safety organizations, who determined that FHC for the new 30mm ammunition packaging could remain the same as the former packaging because the changes to the new packaging were minor and would not change the FHC.

Eliminating this unnecessary testing to approve the FHC saved DoD more than half a million dollars.

Picatinny organizations have won five DoD Value Engineering Awards in the past eight years.

- Fiscal Year 2003 Organization Award—PEO Ammunition
- Fiscal Year 2003 Team Award—M821A1 and M889A1 Mortar Ammunition Team

- Fiscal Year 2005 Special Award—ARDEC
- Fiscal Year 2009 Special Award—PEO Ammunition
- Fiscal Year 2010 Special Award—PEO Ammunition

Military-wide in fiscal year 2010, DoD executed in-house value engineering proposals and accepted contractor-initiated value engineering change proposals with a combined actual and projected savings/cost avoidance in excess of \$2.4 billion.

Calloway is with Army Materiel Command.