

# The MICC Communicator



January 2012

Mission and Installation Contracting Command

Vol. 2, Issue 1

## Chief of staff selects CG for assignment

The Army chief of staff announced in early December that Brig. Gen. Stephen Leisenring, the commanding general of the Mission and Installation Contracting Command, has been selected for assignment as the deputy commander for the Joint Theater Support Contracting Command for Operating Enduring Freedom in Afghanistan.

Leisenring became the first commanding general of the MICC in November 2009.

Brig. Gen. Kirk Vollmecke was named the next MICC commanding general. Vollmecke is the director for contracting at the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology.



Photo by Doug Myers

Brig. Gen. Stephen Leisenring has been selected for assignment as the deputy commander for the Joint Theater Support Contracting Command.

## MICC welcomes deputy to commanding general

by Daniel P. Elkins  
MICC Public Affairs Office

A contracting professional possessing a diverse background of government and private sector experience joined the Mission and Installation Contracting Command in December as the deputy to the commanding general.

George Cabaniss Jr. comes to the MICC after serving as the contracting office chief at Army Contracting Command's Aberdeen Proving Ground Contracting Center-Division B in Maryland.

"Having worked for so many different contracting agencies, I'm able to look at issues from various perspectives and seek solutions where I can find them," Cabaniss said.

That experience includes

leadership positions with the Army and Navy as well as the General Services Administration.

In addition, he practiced as a trial lawyer for almost 10 years in Atlanta.

"This selection signifies the tremendous contributions George has made in his more than 20 years as a contracting professional and leader," said Brig. Gen. Stephen Leisenring, the MICC commanding general.

"His wealth of contracting experience and leadership will be invaluable in our transformation of generating force contracting into a

synchronized line of operation."

Along with the selection of Cabaniss to the position comes

appointment to the Senior Executive Service for demonstrating exceptional skills and abilities in transforming the government. He is one of about 300 members to serve in key SES positions responsible as a link between presidential appointees and the federal workforce.



Cabaniss

"I consider it an honor and privilege to be given responsibility for leading the most important resource the Army has – its people," he said.

# Contracting for Soldiers

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Brig. Gen. Stephen B. Leisenring  
Commanding General

George M. Cabaniss Jr.  
Deputy to the Commander

Command Sgt. Maj. Rodney J. Rhoades  
Command Sergeant Major

### EDITORIAL STAFF

Ben Gonzales  
Director, Office of Public and  
Congressional Affairs

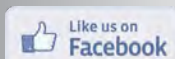
Dan Elkins  
Deputy, Office of Public and  
Congressional Affairs

Ryan Mattox  
Congressional Affairs Liaison

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The MICC Communicator is a quarterly publication produced by the Mission and Installation Contracting Command Office of Public and Congressional Affairs. All editorial content is prepared, edited, provided and approved by the MICC Office of Public and Congressional Affairs.

Submissions to The MICC Communicator may sent to the MICC Office of Public and Congressional Affairs at 2199 Storage Street, Ste. 113, Fort Sam Houston, TX 78234 or you may reach the staff at (210) 221-9757 or [usarmy.jbsa.acc-micc.list.pao@mail.mil](mailto:usarmy.jbsa.acc-micc.list.pao@mail.mil).



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### MISSION

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.

# When Congress calls

by Ryan Mattox  
MICC Public Affairs Office

U.S. citizens and organizations are entitled to engage their elected representatives to seek relief or assistance with matters of their concern. So when that concern is related to a Mission and Installation Contracting Command contract, a congressional inquiry is forwarded to the Army's legislative liaison that, in turn, generates a tasking through higher headquarters.

When responding to inquiries from Congress, it is an opportunity to educate our nation's leaders and the public on the lengths to which we value their trust as stewards of taxpayer dollars.

We must present a clear, concise, prompt, accurate and appropriate response to Congress. As a team, command members work together for a coordinated response when communicating with Congress to ensure our correspondence is professional and thorough – whether the issue is good or bad.

Inquires can come in several formats, but the two most common received by the MICC are written and telephonic inquiries. The Department of the

Army policy calls for responding to written inquiries from Congress in five days. Coordinated responses must fully address all issues raised in the inquiries as factually as possible within five days.

Within those five days, the inquiry passes through the hands of the appropriate mission contracting center director, who either drafts a response or directs it to the owning subordinate mission contracting office or installation contracting office for response to the inquiry. The response is then returned to the MICC Public Affairs Office, which ensures it adheres to proper formatting and standardization. It is then coordinated with the headquarters legal staff and senior leadership before final review and approval by the commanding general. Once signed, the response is sent to the congressman and Department of the Army Office of the Chief of Legislative Liaison, or OCLL, through command channels to complete the tasking.

The Army has centralized congressional activities in OCLL. The office is the sole directive agent for policy and strategy, and works directly for the Secretary of the Army. In addition, the Assistant Secretary of the Army for Financial Management and Comptroller-Budget Liaison has exclusive responsibility for addressing all concerns from Congressional appropriations committees. The OCLL along with SAFM-BUL are responsible for all liaisons between the Army and congressional members, their staffs and committees, including those actions involving the MICC.

Congressional inquiries or correspondence involving MICC contracts should begin and end with the office of public and congressional affairs. The MICC congressional affairs liaison is the sole point of contact for the command on all matters concerning congressional members, their staffs and committees, and activities.





# SUPPORTING OUR SOLDIERS

by Brig. Gen. Stephen Leisenring  
MICC commanding general

**A**s I prepare to relinquish command of the Mission and Installation Contracting Command to Brig. Gen. Kirk Vollmecke March 28, 2012, I take great pride in reflecting on the accomplishments that we've achieved together in the past two and a half years. We have made great strides as professionals, as a team and as a command. We have transformed contracting from retail support into a line of operation, and we are now best prepared to serve Soldiers and their family members.

The responsibility that we all share in providing contracted goods and services to the generating force is profound. We help the Army's leaders train, equip, command and control the Army's Soldiers in the continental United States. We provide those Soldiers and their family members with the resources they need to live, work, train, deploy and redeploy.

Over the past two and a half years, we've completed more than 150,000 contract actions worth more than \$16 billion. What each and every member of the MICC does on a daily basis is critical to our Soldiers and family members. It is important in the Generating Force cycle and when they deploy forward to a combat zone.

In my more than half a million miles of travel throughout this command, I have visited every MICC contracting office. I've seen our workforce and understand how incredibly diverse, yet similarly mission focused, each office and each member of our command is. The entire MICC is one team, broken down into mission contracting centers, mission contracting offices and installation contracting offices, but connected by our mission.

I asked many of you to call five other MICC offices to introduce yourselves, and I hope that you did so. You

would have seen how the MICC is made up of dedicated contracting professionals, civilians and Soldiers, that all go to work every day and make decisions that have an impact on our supported Soldiers and their family members.

You would have also learned how offices can help each other. By working together and finding enterprise-level solutions, we can ensure that our customers are supported efficiently, effectively and at the best possible price for the American taxpayer. If one ICO has already written a contract for a particular specialized good or service, an MCO across the country should be able to pick up the phone and take advantage of that expertise. If you haven't already, I urge you to start sharing knowledge and best practices with each other.

As we've transformed this command from providing retail support to being integrated into our customers' lines of operation, we have aligned our command with the Army's needs. We have also begun to implement the Acquisition Milestone Agreement Process. Remember, the real value that members of this command provide is not perfectly written contracts. Contracts are only a tool that we use; our value is measured by the level of support that we provide to our Soldiers and their family members, from their point of view.

We need to provide contracted goods and services that meet both our customers' requirements and their timeline in order to be successful. To accomplish this challenging task, we need to be integrated into the planning process of our customers. Our contracting professionals need to be sitting at the table when commanders are making decisions. Once timelines are set, it's a joint effort to complete the mission on time; both the requiring activity and our MICC team members are responsible to meet those deadlines.

Additionally, we need to divorce the contract writing timeline from the funding timeline. We can set the stage prior to receiving funds, which will greatly increase our ability to meet our customers' needs on time and on target. I know this process can seem overwhelming, but our team is made up of skilled contracting professionals that are up to the challenge.

The MICC will continue to change over the next few years. We'll refine our operations, define our roles and responsibilities and improve how we do business. Every change will be made to improve our ability to support the health, welfare, professional development and care of our Soldiers and their family members.

I will leave here knowing the MICC is in very qualified hands with your new commanding general, deputy to the commander and command sergeant major. Each of these leaders understands the importance of the MICC's mission.

Combined, they have led Soldiers and civilians in both garrison and forward locations and have seen firsthand the direct impact of contracting decisions upon Soldiers and their family members. They bring a wealth of experience about the Army and about

contracting, and they each understand our customers' perspectives.

Since I arrived here in November 2009, the MICC team has accomplished so much in support of our Soldiers and their family members. I am proud to have been a part of this team and have taken this journey with all of you. This command is an experience I will never forget. Debbie and I would like to thank each and every member of the team for all of the work you have done over the past two and a half years. May God bless you and continue to bless the MICC and the United States of America!

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**“Contracts are only a tool that we use; our value is measured by the level of support that we provide to our Soldiers and their family members.”**

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Command Sgt. Maj. Rodney Rhoades speaks to members of the Mission and Installation Contracting Command during a change-of-responsibility ceremony Jan. 9 at Fort Sam Houston, Texas. Photo by Daniel P. Elkins

## CSM Rhoades

# Supporting our Soldiers through you

by Command Sgt. Maj. Rodney Rhoades  
MICC command sergeant major

In my 25 years of service to the Army, I've had the great fortune of being a part of numerous missions both stateside and overseas as well as several deployments. The one constant that ties many of those assignments together is the support by dedicated professionals like you who play a critical role in ensuring that Soldiers and their families are provided the materiel, training and care necessary to be successful in their endeavors.

Members of the Mission and Installation Contracting Command are dedicated to providing our Soldiers the right equipment and capabilities to support the joint fight. And while I've already witnessed first-hand your commitment to providing world-class customer support, it is through Team MICC that we can truly strengthen acquisition processes. You are a critical and relative part of our Army.

My wife, Lori, and I couldn't be more excited to be a part of the Mission and Installation Contracting

Command team and look forward to developing lasting relationships to support the contracting mission. While the role of a command sergeant major is one of caring for Soldiers, I want to emphasize that I'm here to support the mission and welfare of the entire command team and look forward to learning from each and every one of you.

As your command sergeant major, my charge is to fulfill the vision laid out by Brig. Gen. Stephen Leisenring by staying focused on leadership, standards and discipline as we move forward in 2012. Carrying out this vision and accomplishing mission success demands accessibility by the entire MICC team. I commit to you that I will be available to you at any and all times – whether it's picking up the phone or stopping by my office.

It's truly an honor to be at the MICC as the command's command sergeant major. I thank you for the overwhelming show of support Lori and I have received in our short time here and believe it's only a glimpse of great things to come for this command.

Contracting for Soldiers



Command Sgt. Maj. Rodney Rhoades accepts responsibility of the position as Mission and Installation Contracting Command command sergeant major from Brig. Gen. Stephen Leisenring. Photos by Daniel P. Elkins

## Rhoades takes reins as command sergeant major

Officials from the Mission and Installation Contracting Command welcomed Command Sgt. Maj. Rodney Rhoades as its command sergeant major during a change-of-responsibility ceremony at Fort Sam Houston Jan. 9.

Rhoades comes to the MICC after serving as the garrison command sergeant major for Aberdeen Proving Ground, Md.

He replaced Command Sgt. Maj. Clinton Jackson, who has served as the MICC command sergeant major since November 2009 and is retiring after 31 years of service.

Rhoades will draw on his wealth of experience including tours in support of operations Iraqi

Freedom, Desert Thunder, Desert Fox, Southern Watch, Vigilant Warrior, Restore Hope, Support Hope, Desert Shield and Desert Storm as well as various stateside assignments to help guide command decisions at the MICC.

"It is such an honor to be selected as this command's command sergeant major," Rhoades said. "My focus will be on providing sound leadership for the command and commanding general, to enforce the command's standards, and to instill discipline throughout the MICC. My wife and I are happy to be here and look forward to working with the entire command and Fort Sam Houston community."



Sgt. 1st Class Gustavo Jackson presents a ceremonial sword exchanged during the ceremony.

Contracting for Soldiers

## CAP2 measures capability, capacity

### Model matches manpower, skills to mission needs

Senior decision makers with the Mission and Installation Contracting Command at Fort Sam Houston, Texas, are fielding a new planning tool this month that allows them to better gauge their effectiveness in executing the acquisitions mission.

The Capacity and Capability Model, or CAP2, provides a methodology to measure the capacity and capability of MICC mission contracting centers, mission contracting offices and installation contraction offices throughout the nation to perform their missions for customers.

"Developed by a cross-functional team of contracting, financial and personnel experts, the CAP2 was designed to support the MICC's transformation and delegated authority to mission contracting centers," said Pat Hogston, the director of MICC Contract Support, Plans and Operations.

MICC officials restructured its contracting centers and installation contracting offices under seven MCCs in 2011 to improve customer service and workload distribution while establishing a more effective span of control that contributes to the standardization of procedures and processes.

The CAP2 Model is being

fielded to MCC directors following a 100 percent data validation screening involving MICC contracting offices.

The capacity and capability components of the CAP2 Model take a deliberate approach matching necessary manpower and skills.

Capacity takes into consideration whether MICC contracting offices have the resources available to sustain the contracting activity level required to meet customer demands for acquisition



services. It is supported by a MICC internal manpower model, which is fashioned after the U.S. Army Training and Doctrine Command manpower model. The MICC model is based on process-oriented, statistically based studies of a variety of contracting actions commonly performed by contracting offices. The MICC internal manpower model goes

beyond the TRADOC studies by accounting for recent changes in the resource intensity required for multimillion dollar task and delivery orders, as well as contract administration efforts.

Capability is a measure of the MICC contracting offices' ability to perform the mission relative to personnel qualifications, certifications, skill attributes and experience. It also captures statistics necessary for succession planning and other management considerations.

"While other contracting metrics and manpower models are available, one aspect that distinguishes the CAP2 is the side-by-side view of resources needed and qualitative measures reflecting the ability of existing resources to perform the mission," said Alix

Gayton, the chief of the workload assessment and management branch for the MICC CSPO Plans and Programs Division.

She added that MICC leaders will continue to use situational information regarding varied mission sets among the different units served. With the assistance of the CAP2, decision makers will be able to baseline functions and assess norms across their respective families of work.

The capacity and capability components roll up into a dashboard presentation offering MICC leaders at all levels an opportunity and risk assessment snapshot by area of responsibility.

*Contracting for Soldiers*

## ACC to reduce size of its D.C. office

### Three to remain following reassignment of employees

REDSTONE ARSENAL, Ala. -- Army Contracting Command will reduce the size of its Washington field office in Alexandria, Va., command officials announced in January.

As a result, 12 employees received management-directed reassignment notifications to transfer to ACC's headquarters here, leaving three people in the Washington office. The moves should be completed by Sept. 29, 2012.

"We are constantly looking at our business processes to achieve operational efficiencies," said Carol Lowman, ACC executive director. "In today's budget environment, we must review and challenge everything we do. To be good stewards of the taxpayers' money, we must make the most effective and efficient use of our resources, including our people."

ACC headquarters transferred here from Fort Belvoir, Va., completing the move in August, leaving a small cadre of employees-known as the Washington field office - who conducted business in the national capital region on behalf of the command, explained Col. Jeff Gabbert, ACC chief of staff. Staff realignments, consolidations and operational reviews since then show

that it is now feasible to support virtually all activities at Redstone, maximizing synergy and efficiency, he said.

Functions moving to Redstone are ACC's Contingency Support Center, oversight of the Virtual Contracting Enterprise program, and support for the Federal Acquisition Regulation and Defense Federal Acquisition Regulation committees.

A three-person team will remain in the Washington area to manage congressional activities, liaise with the Government Accountability Office and represent the command at Washington-area meetings.

Employees have 30 days from receipt of their notification letters to decide whether to accept the transfer. Employees who decline transfer will be eligible to register in the Priority Placement Program, a Department of Defense system designed to help displaced employees. In addition, ACC will provide relocation and transition assistance.

Army Contracting Command, headquartered at Redstone Arsenal, provides global contracting support to Soldiers through the full spectrum of military operations. The command consists of more than 5,800 civilians and Soldiers at more than 115 locations worldwide. In fiscal 2011 ACC awarded and managed nearly 198,000 contract actions valued at more than \$86.8 billion.

## Spotlight

### Diane Broadway Mission Contracting Office-Fort Eustis, Va.

Diane Broadway is the chief of the MCO-Fort Eustis Division B for the Mission and Installation Contracting Command. As the chief of mission contracting, she leads contracting professionals supporting the U.S. Army Training and Doctrine Command.

Originally from Salt Lake City, the mother of four and grandmother of seven has lived in southeastern Virginia for more than 30 years.

She recently returned from an extended deployment to Joint Base Balad, Iraq.

"Deployment changes your perspective, and you catch a glimpse of the reality of wartime efforts by our heroes in uniform," said Broadway, who met her husband while serving in the Navy 35 years ago. "You provide direct support to our warfighters. That is a tremendous opportunity and a very humbling experience. It is the experience of a lifetime and one



*Courtesy photo*

of the most rewarding challenges you could ever face in your career. I would not trade my memories for anything."

Broadway said her deployment led her to refocus priorities and gave her additional pride in knowing that even the most menial or seemingly inconsequential contracts awarded affect Soldiers or their families.

*Contracting for Soldiers*



Photo by Laura Mata

Sharon Knight of the Mission Contracting Center-Fort Bragg, N.C., joined the more than 3,000 troops and family members gathered there Dec. 14 to hear an address by President Barack Obama in which he thanked the Soldiers for their contributions to nine-year Iraq war. A dozen members from the MCO and installation contracting office attended the address.



## Fort Sam members lend support to campaign

Members of the Mission and Installation Contracting Command at Fort Sam Houston, Texas, contributed more than \$27,500 toward the 2011 Combined Federal Campaign, which ended in December.

Contributions were made toward CFC from members of the MICC headquarters, mission contracting center and mission contracting office, said John Towry, the MICC chief of military personnel who served as the CFC keyworker.

In the past 50 years, federal employees and service members have raised some \$7 billion for charities. CFC, which celebrated its 50 anniversary in 2011, provides financial support to more than 4,000 charitable organizations.

The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all federal employees the opportunity to improve the quality of life for all.

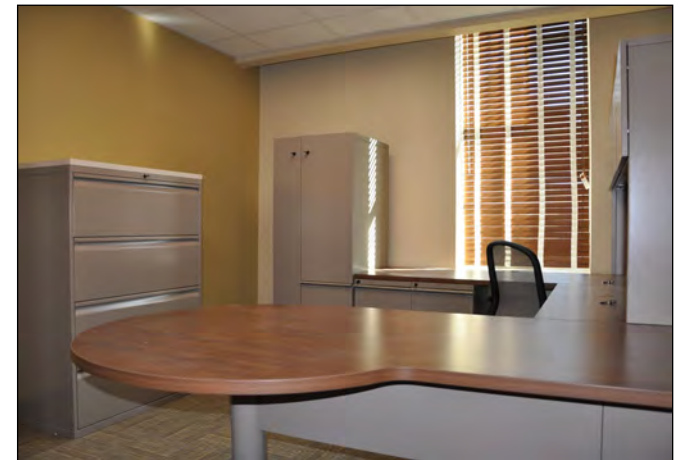
Contracting for Soldiers

## MICC members ready for move to Long Barracks

Officials from the Mission and Installation Contracting Command take possession of the Long Barracks in mid-March and will begin moving its contracting personnel from Fort Sam Houston, Texas, to the new building immediately after.

The move marks the finish of almost two and a half years of renovations to the historic structure that will serve as home for the MICC. Officials briefed employees from the headquarters, mission contracting center and mission contracting office at Fort Sam Houston, Texas, during town hall meetings Jan. 17-19.

Members of the MICC have been preparing for the move over the last few months by identifying equipment and files for relocation. Officials have planned a coordinated move so that customer service is not interrupted to the field or mission partners.



Photos by Daniel P. Elkins

Above and top, construction nears for the Long Barracks, offering modern office space for the Mission and Installation Contracting Command.

Contracting for Soldiers

## Gen Nichols to lead ACC

The U.S. Army chief of staff announced Jan. 24 that Brig. Gen. (P) Camille Nichols will assume command of the U.S. Army Contracting Command.

Previously selected for promotion to major general, Nichols currently serves as the Program Executive Officer, Soldier, at Fort Belvoir, Va. A 1981 graduate of the U.S. Military Academy at West Point, N.Y., she has more than 20 years of Department of Defense acquisition experience.

Nichols was the first commander of ACC's Expeditionary Contracting Command at Fort Belvoir from January 2007 until November 2009. Prior to her current assignment, Nichols served as commander of the U.S. Army Central Command Contracting Command.

The date for the ACC assumption of command is set for May.

With headquarters at Redstone Arsenal, Ala., the U.S. Army Contracting Command provides



Nichols

global contracting support to Soldiers through the full spectrum of military operations. ACC consists of more than 5,800 civilians and Soldiers at more than 115 locations worldwide. In fiscal 2011 ACC awarded and managed nearly 198,000 contract actions valued at more than \$86.8 billion.

# Fort Knox contracting director retires

by Daniel P. Elkins  
MICC Public Affairs Office

**T**he director of the Mission Contracting Office-Fort Knox, Ky., retired Dec. 28 after almost 38 years of service to the government.

After spending two years on active duty, Richard Goodin accepted a position as a Department of the Army intern, which led to a job with the Directorate of Logistics Contracting Office at Fort Knox. He concluded his career with the Mission and Installation Contracting Command at Fort Knox.

Throughout his more than 35 years of contracting service, he is quick to point out that acquisitions presents an ideal opportunity to continue to provide a direct and indirect impact on the support of his fellow Soldiers.

“Working as a contracting officer allowed me ... the opportunity to serve our customers and ultimately the Soldier as efficiently and effectively as possible,” Goodin said.

Recognized on numerous occasions while serving as a director of contracting the past 14 years, he has been critical in the transformation of acquisitions, providing professional leadership while developing an organization made up of about 100 individuals plus two contingency contracting teams. This includes efforts under way to transform the MICC, which he believes are heading in the right direction.

As the MCO-Fort Knox director, he guided his office in awarding almost 4,200 contracting actions totaling more than \$634.8 million in fiscal 2011. Among those

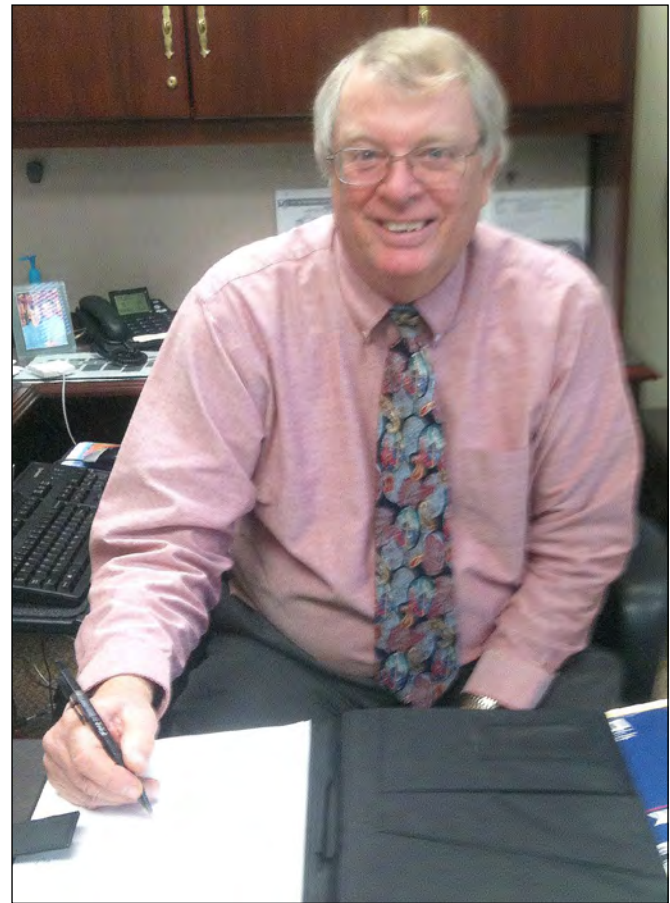
is the support of the U.S. Army Recruiting Command, which includes five brigades, 41 battalions, 200 recruiting companies and 1,700 recruiting stations. He also led contracting support for the U.S. Army Cadet Command responsible for 274 colleges

and 530 partnership schools as well as the Military Entrance Processing Command and its 63 locations.

From lending professional guidance to interacting with mission partners, Goodin admitted it is those

**“What I’ll miss most is the opportunity to interface and serve our customers and the Soldiers they support. Within the organization, I’ll definitely miss all of the great folks that make this the best organization in the MICC.”**

**Richard Goodin**



Courtesy photo

Richard Goodin retired Dec. 28 from the Mission Contracting Office-Fort Knox, Ky., where he served as director.

connections that are most difficult to leave behind.

“What I’ll miss most is the opportunity to interface and serve our customers and the Soldiers they support. Within the organization, I’ll definitely miss all of

the great folks that make this the best organization in the MICC,” he said, adding he won’t miss the short taskers.

And after an exceptionally busy 2011, Goodin aims to slow things down considerably following retirement. His plans

include relaxation along with enjoying the family and grandchildren. He also plans to explore his hobby a bit more.

“I’ll definitely devote more time to fishing.”