



Vol. 3, No. 3

May/June 1998

Commercial Pricing: A New Challenge in Acquisition Reform

In the last several decades, experience has shown that the government can no longer rely on a unique government industrial base for advanced technology development and application. To meet its future needs, the government must increase its access to commercial state-of-the-art technology and must facilitate the adoption by its suppliers of world class business processes. To capitalize on the vibrant experience of the commercial marketplace with major developments in advanced technology, the government must be capable of buying in a commercial marketplace and using commercial purchasing techniques as a means to get the best value.

Several major policy developments in the last four years have greatly facilitated the government's transition to the commercial marketplace. The first major policy development was the adoption of the Federal Acquisition Streamlining Act (FASA). FASA established a definitive preference for buying commercial within the Department of Defense, and an order of preference for the use of commercial pricing techniques — as opposed to cost analysis techniques — to determine reasonable prices.

Along with the shift in the process of how we acquire goods and services comes the need to find new and better ways of determining fair and reasonable prices. This process must be geared to provide the contracting officer with enough information to make informed decisions. In this new environment the challenges are posed by commercial practices, especially when contracting officers have to conduct price analyses.

FAR Part 15.404-1(b) lists several

price analysis techniques which include:

- Comparison of proposed prices for the current solicitation
- Comparison of previously proposed prices.
- Use of parametric estimating methods.
- Comparison with published price lists.
- Comparison of proposed prices with independent government estimates.

These approaches are particularly useful in a competitive environment. However, other tools are needed to make a fair and reasonable price determination for sole source acquisitions. Sole source or non-competitive acquisitions provide additional risks for the government to pay unreasonable or inflated prices. Therefore, over the next several months, the DoD will, in cooperation with industry partners, field an extensive training program addressing commercial practices, commercial item determinations, and commercial price analysis tools. The training will provide the acquisition workforce with a better understanding of the commercial market, provide tools for price analysis, and demonstrate how to conduct effective negotiations in the commercial environment. **The June 25th Acquisition Reform satellite broadcast, "Commercial Pricing, Part II"**, marks the formal start of this effort. Check the AR website at <http://www.acq.osd.mil/ar/ar.htm> and this newsletter for continuing updates on the commercial pricing training initiative.

In This Issue	
Letters to the Editor.....	2
Paperless Contracting.....	3
Online Women's Business Center.....	3
Acquisition Corps Promotion Rates.....	4
Parametric Cost Estimating.....	5
Satellite Broadcasts.....	5
AR News Roundup.....	6
AR Advocacy Network.....	7

OFPP Nominee Deidre A. Lee

Deidre A. Lee, NASA's senior acquisition official, has been nominated to be the next Administrator for Federal Procurement Policy in the Office of Management and Budget (OMB).

Successful procurement initiatives developed by Lee at NASA include Performance Based Contracting, Source Selection, Cost Control, Consolidated Contracting Initiative, and the Single Process Initiative/Block Changes. She has won NASA's Outstanding Leadership Medal, a NASA Exceptional Achievement Medal and the Senior Executive Service Meritorious Executive Rank Award.

(Continued on page 7)



Letters to the Editor



SCEs vs. Maturity Level

Dear AR Today:

Regarding the January/February article "SCE Reuse: Ending Redundant Reviews" [about the use of software capability evaluations in source selections], what thought has been given to the possible use of the CMM maturity level as a discriminator for selecting contractors rather than doing an SCE?

Many contractors (and government organizations) are currently in the process of attempting to upgrade their software processes to attain higher CMM maturity levels, and government procurements frequently require CMM levels of two or more.

It seems that requiring a higher CMM level should fundamentally accomplish the same end as requiring an SCE, but without the added effort or costs. The assumption, of course, is that a given CMM level means the same for one contractor as it does for another.

Larry Pennell
Nichols Research Corp.
El Segundo, CA

Lt. Col. Charles F. Vondra, Office of the Deputy Under Secretary of Defense (Acquisition Reform), responds:

Software capability evaluations (SCEs) use the Software Capability Maturity Model (SW-CMM) as a reference model. SCEs identify the strengths and weaknesses in a contractor's processes by comparing the contractor's practices to the key processes included in the SW-CMM.

The results of an SCE can be summarized to indicate the maturity level that the contractor has achieved, but this is a general classification of maturity and provides less insight than a discussion of the strengths and weakness of the contractor's software process. For some purposes, a maturity level rating may be adequate. In source selections, an understanding of strengths and weaknesses is generally more useful in determining risks associated with a contractor's proposal.

The idea of specifying a maturity level as a requirement for bidding has been considered and is not recommended practice since process matu-

urity is only one factor to consider in selecting a contractor. In some situations, a contractor with a less mature process may present less risk than a contractor with a more mature process due to greater experience with the application domain.

What 'Customer'?

Dear AR Today:

Your January/February 1998 issue identifies the "three main actions the NPR is doing." NPR's use of principles essential for attaining a measure of true reform success are not defined for realism in our real world of administrative bureaucracy and do not recognize the much stronger in-place culture for retaining the comfortable status quo.

Within DoD, for example, who are the "customers" to whom others in DoD "listen"? Who are the "front line employees" to whom others in DoD "listen"? Whose and which positive actions result from this invisible process of listening?

One DoD agency takes great pride in the establishment of an imposed "streamlined" process which must be used by "front line (acquisition) employees" in order to obtain a "waiver" from an acquisition process proponent who is organizationally of "higher authority" in the chain of command. The fact that the administration and the NPR clearly stated that ineffective impositions are no longer affordable, those who imposed and sustain this process did not choose to consider alternative solutions (such as informal and direct communication between acquisition process "customers" and the "proponent/owner" of the at-issue acquisition rules).

Name Withheld

How to Reach AR-Today

Do you have an Acquisition Reform success story?
Please send comments, letters, articles, ideas for articles,
photos, and notices of upcoming events to:

Phone: 1-800-811-4869 Fax: 703-558-7501

E-mail: ar_today@sra.com

Mail: P.O. Box 17872
Arlington, VA 22216-7872

To subscribe to *AR-Today* or let us know of

Fax: 703-805-2917 (DSN) 655-2917

AR TODAY is published by the Office of the Deputy Under Secretary of Defense for Acquisition Reform to share ideas and stimulate discussion. Views expressed in the publication are not necessarily endorsed by the Department of Defense. Feel free to reproduce our material. If you reprint anything, please credit us and send us a copy.



Taking the Paper Out of Contracting

In a way, paper-free contracting got its start more than 30 years ago.

About 1965, former Under Secretary of Defense Paul Kaminski told a Senate subcommittee in 1996, the private sector started to overtake the government technologically. That process accelerated so that by the time of Kaminski's testimony, DoD was trying to process, not to mention store and move, mountains of paper documents.

No longer.

Starting with "240 contracting offices which execute 80 percent of the contract actions initiated by the Department," as Kaminski said, DoD went all the way to Secretary of Defense William S. Cohen's call, in the Defense Reform Initiative last November, for paper-free contracting for major weapons by Jan. 1, 2000. He set an even earlier deadline for electronic dissemination of regulations and instructions: July 1, 1998.

Cohen's words came as no surprise to the acquisition and logistics communities. Under Secretary John J. Hamre had already directed that a plan be developed "to move to a totally paper-free contract writing, administration, finance, and auditing process" and to include the logistics community. He told *Government Executive* magazine that DoD had "15 linear miles of shelf space for storing contracts."

"The paper-free acquisition process coincides with the Department's corporate goal of digital operations for acquisition management and life cycle integrated information," Hamre said. "The paper-free plan will define a process whereby electronic information can be managed, accessed, and shared by all users."

That was an ambitious goal, so the services got right down to business. Robert M. Walker, Under Secretary of the Army, announced in December that an Integrated Process Team had been formed to "manage paper-free contracting implementation, as well as work closely with the OSD Paperless Contracting IPT to ensure consistency and standardization." The IPT started meeting in January; the minutes of its meetings and other details of the Army's progress, are

posted at <http://procweb.sarda.army.mil/AcqNet/paperless/default.htm>

Walker said the Army would "begin fielding the Standard Procurement System (SPS) in May 1998, with fielding to be completed NLT August 1999."

Meanwhile, the Air Force had established a Contracting Information Systems SPD in April 1997 to be the single manager for all Air Force contracting systems. By January, the Air Force was ready to announce its "Plan & Approach to Achieve Paper-Free Objectives." In keeping with the project, it was short but sweet:

- Baseline how we do business within the Air Force mission areas.
- Identify and communicate automation-smart business practices.
- Aggressively partner with the Army, Navy, DLA, and others.
- Field "best of class" smart business practices across the Air Force mission areas as appropriate.
- Measure progress in key result areas (requirement receipt, solicitations, award distribution).

The task is gargantuan. Merely rationalizing the various DoD accounting and finance systems is a major undertaking. But DoD accounts for 70 percent of government contracting, and if it succeeds in removing paper from the process, others will follow.

The huge amount of information available on the Defense Acquisition Deskbook (<http://www.deskbook.osd.mil>) can help advance paper-free contracting. It provides a reference library of acquisition reform legislation, governmentwide procurement regulations, best practices and lessons learned that address all conceivable aspects of the contracting process. Much of the same information is available on CD-ROM through the Government Printing Office.

"Paper-free contracting will pay major dividends," Walker said, "including reduced cycle times, streamlined processes, more effective utilization of reduced resources (personnel and dollars), and improved communication and partnering with industry."

Gore, SBA Launch Internet Site for Women Business Owners

Vice President Al Gore joined Aida Alvarez, Administrator of the U.S. Small Business Administration (SBA), on Jan. 5 in launching a new Internet site designed to help women entrepreneurs start or expand their businesses.

"By using the technology of the Internet, women nationally and globally can turn their dreams of economic independence through business ownership into a reality," Gore said. "This administration is committed to maintaining and enhancing the current economic environment that is helping millions of women-owned American businesses grow, while fostering many more new businesses."

The SBA's Online Women's Business Center, <http://www.onlinewbc.org>, is a free, interactive training site on the Web. It offers women entrepreneurs business principles and practices, management techniques, networking, industry news, information about SBA services, market research, and technology training.

The DoD, like other government agencies, is committed to awarding a larger share of contract dollars to minority and woman-owned small business.

Gore and Alvarez were joined by women's and business organizations plus the online center's corporate sponsors — IBM, J.C. Penney, NationsBank, GTE, and Avon — in an electronic ribbon-cutting ceremony at the White House.

"Women who dream of starting a business or who want to grow their businesses can now get the information they need with the click of a mouse," Alvarez said. The SBA's Online Women's Business Center is a one-stop resource available anywhere in the country around the clock.

"I am committed to increasing women business owners' opportunities for success with innovations such as this online center," Alvarez continued. "My goal is to increase SBA's outreach to women, loans to women, and federal contracting opportunities for women — the fastest growing segment of the small business community."

For more information on SBA programs, visit the agency's home page at <http://www.sba.gov> or the Office of Women's Business Ownership homepage at <http://www.sba.gov/womeninbusiness>, or call the SBA Answer Desk at 1-800-8-ASK-SBA.

ACQUISITION CORPS: *Promotion Rates Compared*

Do acquisition officers get promoted at the same rate as others? The Under Secretary of Defense for Acquisition and Technology (USD(A&T)) recently completed a review of the promotion rates for Acquisition Corps (AC) officers compared to those not in the AC. The report was required by Congress and is posted on the Acquisition Reform homepage at <http://www.acq.osd.mil/ar/ar.htm>. The title of the report is *Promotion Rate for Officers in an Acquisition Corps*. The report reviews the promotion rates since 1994 for officers in the grade of O-5 and above for each service. A summary for DoD as a whole is shown in the chart below.

This report was required by the "National Defense Authorization Act for Fiscal Year 1998." The USD(A&T) reported to the Committee on Armed Services of the Senate and the Committee on National Security of the House of Representatives his assessment of the extent to which each military department is com-

plying with the requirements set forth in the Defense Acquisition Workforce Improvement Act (DAWIA). DAWIA, which was passed in 1991, requires the Secretary of Defense to ensure that the quality of officers selected for an acquisition corps be such that the AC officers may be expected to achieve promotion parity with those not in the AC. The intent of the law is to ensure that the Services select high quality officers to perform acquisition duties. The report assesses the success of the DoD in meeting that requirement.

The promotion rates for the AC officers to the grades of Lieutenant Colonel/Commander (O-5) through Major General/Rear Admiral (O-8) are compared to their non-acquisition counterparts for each military department for fiscal years 1994 through 1997.

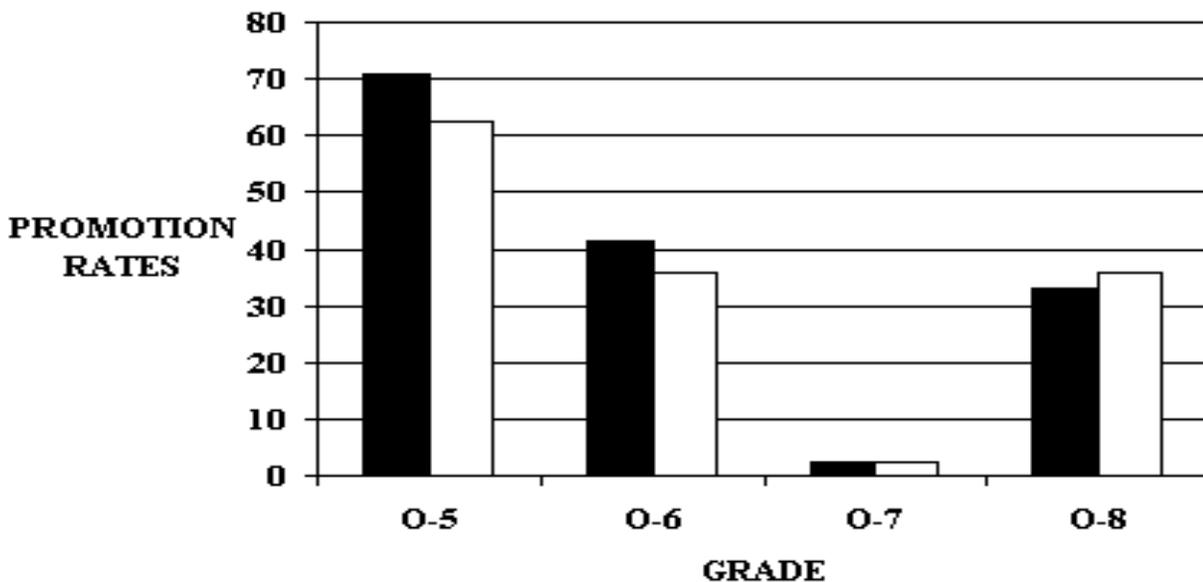
The report concludes that the statutory promotion expectations for acquisition professionals are not being realized equally well at all levels within all

services. With a few exceptions that are discussed in the report, the military departments are generally achieving parity in the promotion of AC officers to O-5 and O-6 (Colonel/Captain) in the primary zone. At the flag and general officer levels, however, there are greater differences among the services. The Service Acquisition Executives provide their individual assessments in appendices to the report.

Each year military departments select a few outstanding officers for early promotion to O-5 and O-6 (below the zone). With the exception of Air Force colonels, the AC did not achieve parity with the non-AC in its rate for below-the-zone promotions.

The report concludes that the quality of officers entering the AC is excellent. The military departments are monitoring promotion rates and other measures to ensure that the quality of acquisition officers continues to remain high. The Department will submit additional reports to Congress in 1999 and 2000.

DOD TOTAL IN-THE-ZONE



Using Models to Estimate Costs — A Useful Tool

Parametric cost estimating (PCE) and acquisition reform were made for each other. That's one reason 1998 is being called "the year to implement parametrics."

Forecasting costs by plugging performance parameters into a model based on similar past projects can help improve proposal preparation, evaluation and negotiation processes, boost customer satisfaction and reduce contract award cycle time.

The Parametric Cost Estimating Initiative (PCEI) has several irons in the fire to make this tool even more useful:

- Thirteen Reinvention Laboratory Integrated Product Teams, including members from the Defense Contract Management Command and the Defense Contract Audit Agency, just finished 20 months of tests of parametric techniques, including various models.
- The teams' results were presented at a PCEI workshop in Los Angeles in March and are being distributed in case-study form in May.
- A new edition of the PCEI Handbook will be available this summer. It will include the case studies, more examples of parametric techniques and more validation procedures.
- A course is being developed for the Defense Acquisition University.

What's all the excitement about? The idea of using a top-down approach to estimating costs isn't new, but the pressure to reduce costs gave it a shot in the arm. It means that if you are, for example, costing out a new aircraft, you can plug into a model such requirements as maximum speed, empty weight, number of flight test aircraft and production quantity, and the model will estimate various costs in hours and dollars.

The results are only as good as the information they're based on, of course, and they're only good within a range, but acquisition professionals who keep such limitations in mind find parametric cost estimating a useful tool.

The new handbook, including the case studies, will be placed on the DoD Acquisition Deskbook at <http://www.deskbookosd.mil>. In the meantime, several examples of models are available on the NASA website <http://www.jsc.nasa.gov/bu2/>, and back issues of the PCEI newsletter are posted on the International Society of Parametric Analysts at <http://mijuno.larc.nasa.gov/dfc/societies/ispa.html>



SATELLITE BROADCASTS GRAB RECENT HONORS

Two ODUSD(AR) videos took high honors at the 16th Annual International Television Association's Video Festival. The Festival took place on March 16th at the French Embassy in Washington, D.C.

The mission of the broadcasts is to provide and disseminate information to members of the Acquisition Community on how the Department of Defense is changing the way it acquires goods and services.

"Market Research: Take Two" received the Best Take Award, which is presented to programs that effectively achieve their communications objectives and demonstrate many outstanding areas of production.

"Past Performance and Future Awards" received the Award of Merit, which is presented to programs that effectively achieve their communications objectives and demonstrate high standards in creativity, production values

and techniques, as well as technical quality.

The ODUSD(AR) videos nearly swept the category of Instruction, Training & Professional Development. ODUSD(AR) was up against some tough competition from government and industry groups.

ODUSD(AR)'s programs were judged among 150 entries from all over the mid-Atlantic region. They competed against such organizations as MCI, Time-Life, Bell Atlantic, America Online, U.S. Department of Agriculture, and Defense Logistics Agency. Blue Ribbon Panels that consisted of nationally recognized video and communications professionals judged the finalists.

Topics like "Commercial Pricing: Part I," air date February 25, demonstrated how changes in the Defense business over the past several years have impacted more than just how systems are acquired. One of the major changes is from a cost based to a price based environment.

"Oral Presentations—The Verbal Challenge," air date January 28, and "Going Commercial: FAR Part 12 Meets FAR Part 15," air date February 3, introduced viewers to the Acquisition Corps, an informative, often humorous team of acquisition specialists that demonstrate AR policies in a police drama take-off. Whether "hitting the streets" to get best value or tackling procurement of software upgrades for a major weapons system, this team never fails to inform and entertain the acquisition community.

Roundtable discussions led by David Drabkin of ODUSD(AR) and others are also part of the broadcasts and delve deeper into the practices demonstrated by the Acquisition Corps. The groups consist of government and industry AR professionals who answer questions from viewers via fax and telephone.

If you would like to order videotapes of past broadcasts go to the ARCC website at <http://www.acq.osd.mil/dau/arcc/> and don't forget to mark your calendar for these upcoming broadcasts:

June 11: Information Technology

June 25: Commercial Pricing Part II

AR News Roundup

Division Wins Quarterly Honor at Acquisition Center

REDSTONE ARSENAL, AL (Army News Service) — Congratulations to the Mission

Support Services Division of the Acquisition Center for winning the Contract Professional Award for the fourth quarter of FY97. This award recognizes a continuous superior level of support provided to the Army's Aviation and Missile Command (AMCOM).

The division successfully awarded 1,089 contractual actions and obligated \$198 million in FY97 while merging from two separate offices — the Army Aviation Command and the Army Missile Command — into the current office. Both teams made a concerted effort to come together as one to achieve AMCOM's mission.

Said team leader Dana Holmes, "Both teams had different ways of doing things, but we compromised and accomplished a great deal."

Established by a TQM exercise a couple of years ago, the Contract Professional Award is open to any contract office inside Redstone Arsenal that can consistently deliver superior service.

Said Holmes, "This award honors the accomplishments of this division during a time of upheaval and chaos."

For the Army, it's VE-Day All Year Long

In FY97 the Army Value Engineering (VE) program continued to pay dividends. The VE program incentivizes both government and contractor workforces to submit ideas for improving products, processes and production methods. Last year the Army more than doubled its projected goal, saving more than \$404.8 million.

Those savings are divided into two different classifications. Cost saving recommendations submitted by contractors are termed VE Change Proposals (VECP), which saved the Army \$23.1 million. Government ideas are classified as VE Proposals (VEP) and those proposals saved over \$381.7 million in FY97. Here are some of the projects that contributed to the Army's success.

- Using a VEP, the Soldier Systems Command saved over \$155 million by changing the Desert Battlefield Uniform from 100% cotton to a blend of 50% cotton/50% nylon fiber which doubled the service life and made the uniform lighter and more comfortable to wear. The new uniform has been approved by all three services.
- The Theater High Altitude Air De-

fense program saved \$16.5 million by approving and implementing a VEP that recommended the acquisition of an additional electronics unit instead of upgrading the existing radar units.

- Another VEP employed by the Army saved \$1.53 million by using the common M185/M284 cannon components for the M109A6 (PALADIN). Using the common components when the Army upgraded from the M109A5 eliminated the requirement to purchase new components.
- A VECP analysis determined that the shelf life of the M9 Chemical Agent Detector Paper was at least six years instead of the current three-year expiration. By using the longer shelf life the Army saved \$3.5 million.
- The Army saved \$2.7 million by eliminating Army administered C-12 training. A VECP study determined that a contractor could lease a C-12 military aircraft for the training of rotary wing aviators to fly fixed wing aircraft, eliminating a follow-on Army course using the C-12 aircraft. Now the contractor conducts both the C-12 and A-90 multi-engine aircraft training.

UPCOMING EVENTS

Satellite Broadcasts: (For more information, visit <http://www.acq.osd.mil/dau/arcc/sbsched.html>)

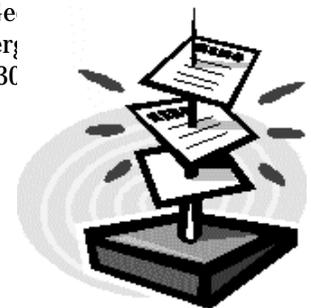
11 June 1998 - Information Technology

18 June 1998 - Commercial Pricing - Part II

The **World Congress on Information Technology (IT)**, is scheduled for **June 21-24**, at George Mason University in Fairfax, VA. The world meeting will focus on industry trends, emerging technologies and innovative developments in IT. For more information, call (703)790-0333 visit <http://www.worldcongress1998.org>

The **15th Annual Acquisition Symposium**, sponsored by the DSMCAA, will be held **June 23-25**, at Ft. Belvoir, VA. This year's theme is "Keeping Pace with Change — Developing the People Who Develop the Systems". For more information, call (703)765-4725, e:mail dsmcaa@cais.com or visit <http://www.cais.com/dsmcaa/symposium2.html>

1998 Federal Technical Standards Workshop is scheduled for **August 4-6**, in Washington, D.C. No registration fee. For more information, call Amy Bush 423-576-2395, e:mail az@ornl.gov, or visit <http://apollo.osti.gov/html/techstds/techstds.html>



AR Advocacy Network Established

The Army's Acquisition Reform (AR) Advocacy Network is up and running. The AR Advocacy program was established by memorandum dated December 11, 1997, from the Acting Assistant Secretary of the Army for Research, Development and Acquisition (SARDA). The program's objective is to establish an Army-wide AR Advocacy Network to foster, promote, advocate and facilitate an integrated team effort to accelerate institutionalization of AR initiatives and improvements; adopt and improve new ways of doing business; and create awareness of and access to new technologies.

The AR Advocacy Network will help the Army work as an integrated team as it strives to build the Army of the 21st Century: providing soldiers with what they need, when they need it, and at an affordable cost.

To this end, each Major Commander and Program Executive Officer has been directed by the memorandum to designate an individual as its AR Advocate/Champion and empower the individual to:

Develop vision, guidance, information and focus to implement and institutionalize regulatory and business practice reforms.

Ingrain regulatory reform, streamlining and process changes within the organization.

Provide insight to acquisition reform strategic planning and improvement processes. Disseminate best practices, lessons learned and successes.

Identify and facilitate implementation of new initiatives.

Identify and facilitate removal of impediments, barriers, and challenges to acquisition reform implementation.

Speak for its organization/command in responding to Army requirements.

The SARDA Acquisition Reform Directorate will provide direction, guidance and oversight to the AR Advocacy Program; act as the Army's champion, spokesperson and advocate for AR. Also, it will act as the focal point for managing, integrating and facilitating AR activities across the Army, DoD and industry.

On a quarterly basis, the Advocacy Team will review, report, and discuss AR activities, progress, barriers, and lessons learned. The primary means of managing Advocacy Team efforts and results will be through the Internet.

Establishment of the AR Advocacy program is specifically designed to address the issue of improved communications top down, bottom up and horizontally.

The Army's AR Advocacy Program Coordinator is LTC L. Hooks, who can be reached by e-mail at: hooks1@sarda.army.mil

Deirdre A. Lee

(Continued from page 1)

Upon the Senate confirming her nomination, Lee will head the Office of Federal Procurement Policy (OFPP), part of OMB. Created under the Federal Procurement Policy Act of 1974, OFPP:

- Prescribes government-wide procurement policies that must be followed by executive agencies
- Provides leadership and assures agency action in the development and maintenance of the Federal Acquisition Regulation (FAR)
- Coordinates the development of government-wide procurement systems standards to be implemented by executive agencies
- Provides leadership and coordination in the formulation of executive branch positions on procurement-related legislation
- Oversees the collection, development and dissemination of procurement data through the Federal Procurement Data System

OFPP is required to prescribe changes to the FAR when the issuing agencies—such as DoD, GSA and NASA—cannot agree or fail to act in a timely manner. OFPP may deny the promulgation of or rescind any part of any procurement-related regulations, including the FAR, if it is inconsistent with the policies or procedures of OFPP. The office reviews all agency procurement regulations for need, clarity and burden before they are promulgated.

AR ON-LINE Learn What Works on These HOT "Success Story" Sites!

Acquisition Reform is based on learning from mistakes and sharing what works. The programs highlighted on the following Services' sites are perfect examples of how government can be "better, faster, and cheaper". Kudos to these government/industry trend setters!

Air Force -

http://www.safaq.hq.af.mil/acq_ref/stories/stories.html

Army -

<http://www.acqnet.sarda.army.mil/acqinfo/zpsucc.htm>

Navy -

<http://www.acq-ref.navy.mil/lessons.html>

Read, Share and Learn!

Other AR Sites

These and all web sites spotlighted in this column can be directly linked from our "Other Sites" page on the DUSD(AR) web site (<http://www.acq.osd.mil/ar/ar.htm>). It's the most comprehensive listing of AR-related sites anywhere on the web...

Bookmark it!

Lee began her career in the Department of Defense, serving in base procurement in Okinawa, Japan, systems acquisition at Hanscom AFB, MA, and logistics procurement at Hill AFB, UT. Moving to NASA, she worked at the Johnson Space Center as Chief of the Space Shuttle Procurement Division, Chief of the Orbiter and STS Integration Procurement Branch and Chief of the Data Systems and Aircraft Operations Branch.

Lee graduated from Central State University, Edmond, OK, and earned a master's degree in public administration from the University of Oklahoma. She is a Certified Professional Contracts Manager.

We Want It All!

Do you have an innovative project or success story you want to share? Is there an AR event about to take place? Do you have AR-related photos or just want to make your opinion known?

Tell us your subject:

AR Today wants to focus on the topics you think are important to acquisition reform. We'll help you share your ideas.

Give us a few words on its significance:

WE WANT IT ALL!

Phone: 1-800-811-4869
 Fax: 703-558-7501
 E:mail: artoday@sra.com

Let us know who to contact for more info:

If you're not sure what to say, don't worry! Just tell us the idea and we'll do the rest! Or write it yourself if you wish.

It's that easy! Fax this page back to *AR Today*. We also welcome information by phone or e:mail.



P.O. Box 17872
Arlington, VA 22216-7872

PRESORTED
 FIRST CLASS MAIL
 U.S. POSTAGE
 PAID
 SOUTHERN MARYLAND
 PERMIT NO. 4820