



Graphic by Daniel P. Elkins

Mission and Installation Contracting Command members surpassed a goal to save the Army more than \$750 million.

MICC members team to save Army \$852 million

by Daniel P. Elkins
MICC Public Affairs Office

Members of the Mission and Installation Contracting Command have saved the Army more than \$852 million in acquisitions.

The savings have been achieved through contract negotiations, reverse auctioning of supplies and services, and rebates generated by Government Purchase Card

Program accounts.

Brig. Gen. Kirk Vollmecke, the MICC commanding general, set a \$750 million fiscal year goal as a measure for the command to establish itself as first to be recognized by Army leaders for the power of savings that contracting professionals bring to the table not only in a challenging fiscal environment but every day.

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Command wraps up fiscal '13

by Ryan Mattox
MICC Public Affairs Office

September is the busiest time of the year for Mission and Installation Contracting Command as personnel throughout the command spent the last 60 days obligating more than \$1.6 billion and completing 13,362 contract actions without a single dollar lost.

With annual appropriations expiring at midnight Sept. 30, MICC personnel spent the last few days of the fiscal year matching Army Budget Office funds to the various Army entities based on their respective mission needs.

If the funds were not distributed by midnight then they are lost, thus a supported activity's mission is impacted. This was the second fiscal year in a row that no dollars were lost while MICC personnel completed end-of-the-year operations with all obligations properly matched and recorded against appropriations.

Those participating in the MICC headquarters end-of-the-year war room worked long hours and weekends conducting contract actions and, reconciling General Fund Enterprise Business Systems and intermediate document errors to beat the Sept. 30 midnight deadline.

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Contracting for Soldiers

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Fiscal distractions renew call for strong leadership

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

As we weather the furlough, government shutdown and likely ensuing challenges this fiscal year, it becomes even more vital that sound leadership plays an increasing role at all levels throughout our command.

The hardships of a shrinking workforce compounded with the uncertainty of fiscal challenges have a direct impact on morale and performance. Some people are upset over the decisions from our nation's leaders, and they have a right to be. The uncertainty of whether our Army civilians will be paid and other associated consequences is a cause for alarm to many in this organization and across the Army.

Ensuring the welfare of Soldiers and civilians for which you're responsible is a fundamental element of leadership. If any member of our team is experiencing stress, they need to have the assurance they can address it with their chain of command. The confidence to bring issues to a supervisor is critical to leadership.

Whether you're an NCO, senior NCO or officer, mid-level or senior civilian in the Mission and Installation Contracting Command, remaining vigilant in this time of fiscal distractions is essential. Leaders need to engage their people routinely and pay attention to the details. Losing sight of those

details breeds conformity and complacency, which have no place in an Army facing transition.

I'm amazed at the transformation I've witnessed over my almost two years with the MICC. The integration of Soldiers throughout the MICC and stand-up of contracting brigades was no small endeavor. The personnel, training and logistical considerations involved in the strategic decision making took a team approach to make it work. We're now developing a cadre of contracting Soldiers

who will fill the ranks of our next generation of leaders.

Having supported and led a number of missions in the Army, I've seen firsthand the striking impact made by acquisition professionals. Your day-to-day duties make a difference in almost every facet of the

lives of Soldiers and their families, from training and equipping members to feeding and providing necessary support services at military installations. And you do it with great success. Maintaining this success as the command leadership team transitions falls squarely on leaders and supervisors at all levels throughout the MICC.

It has truly been an honor to serve as your command sergeant major. The overwhelming support you've shown Lori and I has been remarkable. I've had a great time getting to know and working with one of the Army's most talented workforce. The MICC and the people who make it up will always hold a fond place in our hearts.



Photo by Daniel P. Elkins

Command Sgt. Maj. Rodney Rhoades, right, takes a moment to speak with Soldiers prior to their retirement ceremony.

Overcoming multiple obstacles key to closing out fiscal 2013

by Brig. Gen. Kirk Vollmecke
MICC commanding general

Congratulations to the entire Mission and Installation Contracting Command team! We made it through another fiscal year end closeout, and once again, the entire workforce performed brilliantly. What an honor it is for me to serve as your commanding general because I get to witness the incredible efforts each and every one of you put forth to provide

stellar contracting support to our Army. It took the dedicated efforts of each Soldier and Army civilian to accomplish our mission, and I sincerely appreciate the sacrifices you made to complete end-of-year operations successfully. It was truly a job well done.

The MICC workforce put forth a Herculean effort to obligate every single dollar for our customers. Our team completed 43,188 contract actions valued at more than \$5.3 billion. In addition, we completed more than 780,000 Government Purchase Card transactions amounting in more than \$880 million.

Let me take this opportunity to congratulate the MICC End of Year War Room staff and all the

contracting office team members who worked so diligently to ensure no work from our customers was turned away and not a single dollar was lost. This was our second fiscal year in a row that no dollars were lost while successfully completing end-of-year operations. So many of our members worked long hours and weekends, especially when it came to reconciling systems errors as late as 11 p.m. Sept. 30, but through it all we prevailed and completed an incredible fiscal year. It was the fusion of information across the board that guided the MICC through the demanding last weeks of the fiscal year.

I am also proud to announce that the MICC maintained its standing as No. 1 in Small Business Programs spending for Army Material Command as our team obligated more than \$2.1 billion to American small businesses. The MICC managed to exceed our small business goal as we achieved 46.3 percent against a 45.8-percent goal. Our contracting offices and small business specialists did an outstanding job supporting the MICC Small Business Programs with fewer dollars allocated in fiscal year 2013, and exceeded three of five small business goals.

Reflecting on this past fiscal year, it is remarkable our command was able to achieve everything despite numerous challenges. The statistics don't reflect the amazing efforts our workforce put forth despite being furloughed for six days, computer outages and having to submit paperwork for every instance of overtime. End of year went so well because of the tremendous collaboration MICC members accomplished from the end of May through July to meet the Army chief of staff's goal of obligating 80 percent of operations and maintenance dollars by Aug. 1. What that means is that every man and woman of the command has been making selfless sacrifices for more than five months in commitment to our critical mission: providing Army commands, installations and activities with responsive contracting solutions and oversight.

Despite the mountain of needs that required our professionals to put the customers' needs into Army contracts, the MICC staff showed the true value of contracting by saving the Army almost a billion dollars.

We began the fiscal year with a goal of saving our customers \$750 million through contract negotiations, reverse auctioning of supplies and services, and rebates generated by the GPC Program. We completed the fiscal year with a final savings to the Army of more than \$852 million.

As a valued mission partner supporting the warfighter, we've worked closely with our supported activities to leverage substantial savings. This is critical as the Army is relying on acquisition professionals' critical thinking, business acumen and negotiation skills to achieve savings.

As we strive to be "first to be recognized" by leaders across the Army for our professionalism, the men and women of the MICC will continue to be the pre-eminent acquisition professionals known throughout the Army for providing first-class contracting support to our Soldiers and their families. This new fiscal year may have its obstacles, but I am confident with the Army demands ahead that Soldiers and their families can count on us for contracting excellence in fiscal 2014 and beyond. I ask every MICC member to keep improving his or her skills while maintaining professionalism in the workplace as we are all due dignity and respect.

During my 20 months of command, I've been genuinely impressed with the strength of our workforce. The men and women of the command are the key to the responsive, agile and adaptive contracting support we provide the Army. It is the synergy of the workforce that makes the MICC and Army strong.

It has been a distinct privilege to serve as your commanding general, and I ask that you give the same loyalty and support to my successor. I want to thank each one of you for your dedicated efforts and selfless sacrifices.

Contracting for Soldiers! MICC Strong! Army Strong!



Photo by Ben Gonzales

Brig. Gen. Kirk Vollmecke gives the opening remarks at the Suicide Prevention and Awareness Training Sept. 20 at Joint Base San Antonio-Fort Sam Houston, Texas.

Paying tribute

by Brig. Gen. Kirk Vollmecke
MICC commanding general

Thirty-three men and women were packed and ready for their flight Sept. 27 at Austin-Bergstrom International Airport, Texas. The 33 were not a typical group of people heading onto a flight for a vacation or business. These 33 were special, and as they made their way through the airport people stopped and cheered. Members of the greatest generation, these 33 men and women were World War II veterans from across southern Texas loading on Honor Flight No. 9 to Washington, D.C.

I was humbled and honored to meet each one of the 33 veterans and hear their stories before they flew to our nation's capitol. These veterans served in both the European and Pacific theaters during World War II, and on nearly every battlefield from Normandy to Bastogne and Tarawa Island. Some were injured during the many battles they fought, and some were awarded decorations as high as the Silver Star, but all overcame adversity and the pain of war for love of country.

These 33 heroes are just a fraction of the more than 16 million who answered the call of this nation during World War II, and they witnessed more than 290,000 of their fellow Americans pay the ultimate price in combat. Few have suffered or endured the hardship and pain similar to those who have fought in war.

As I listened to their stories, I felt the pain of burdens carried for nearly 70 years in quiet reflection and internal struggle. Memorably, I listened to an Army nurse quietly weeping after my remarks to the 33 veterans. I felt touched by her pain, as I told her, "I am sorry for your burden, but I am eternally grateful that you held the hands of so many who died. I am comforted knowing it was your touch that brought peace and comfort to so many of our fallen who passed knowing that they did not die alone."

Honor Flight No. 9 and all the veterans from other wars that escorted these veterans were unified in common purpose and cause. As I reminded all from Honor Flight No. 9, "you are service members for life, and we are eternally grateful for your service."

President George Washington captured the true



Photo by 1st Lt. Joseph Durlin

Brig. Gen. Kirk Vollmecke meets with World War II veterans Sept. 27 at the Austin-Bergstrom International Airport prior to the veterans' departure for Washington, D.C. The commanding general traveled with veterans from Fredericksburg, Texas, to their departure point and spoke briefly to the veterans thanking them for the significance of their contributions to this nation.

essence of remembering those who fought for us. He said, "The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the veterans of earlier wars were treated and appreciated by their nation."

It is their treatment by everyday citizens and the respect and admiration of those citizens that impacts future generations to come. In the company of these 33

men and women, I found a renewed spirit of hope for our humanity and nation.

I can think of no better tribute than to recognize and thank each World War II veteran today, now and forever. This is your call to action. As citizens, please seek out these heroes and thank them for their love of country and their service. We owe the men and women of our greatest generation our deepest respect and sincere gratitude for their sacrifices,

lifetime burdens and internal struggles. These men and women answered the call to arms with dignity and valor in a time of great need. We, as a nation, can never forget. Even more so, less than 1 percent of the U.S. population has served or currently serves in our nation's military. Consequently, we as citizens must do more to always remember those who paid the ultimate sacrifice and who shouldered the burden and pain of war so that all of us may enjoy greater peace and liberty.

As a Soldier for more than 29 years, I am so grateful to have met these incredible 33 men and women who served during World War II. They are quiet heroes emblematic of the qualities that make this nation so strong. As more and more World War II veterans pass each day, time is running out on our chance to hear the war stories of these patriotic Americans. As a nation, we must remember these veterans who inspired so many of us to serve.

Recently, I met Andrew Carroll, the founder and director of the Legacy Project. His efforts to collect, edit and publish the war letters of heroes and family members bring to life these amazing stories. These intimate readings pay tribute to our veterans and ensure we will never forget their stories. It is their stories that must be told and listened to now.

Veterans Day is approaching, and I challenge all Americans alike to do their part to make this holiday a most memorable one. I ask everyone to come out and honor the veterans who fought for this great nation for all future generations. I encourage each citizen to participate in Veterans Day and Memorial Day ceremonies while considering sacred duties of trust and commitments to never forget those who served our nation.

Our nation has been at war for more than 12 years. Please never forget our military members who serve and support our country today so future generations can continue to have liberty and peace paid for by all veterans. Please seek out veterans and thank them and all those who have served. May we never lose our profound respect and humility for those who sacrificed so others may enjoy freedom and liberty.

Reporting reinforces contract support

Changes leverage limited workforce, improve oversight

by Daniel P. Elkins
MICC Public Affairs Office

Mission and Installation Contracting Command officials implemented changes in the reporting structure Oct. 15 aimed at strengthening contracting support for mission partners and the integration of Soldiers into command operations.

Officials said the new reporting lines of operation are designed to improve the span of control for contract oversight of command support functions, improve support to the Army Reserve Command; regionally synchronize Forces Command contract support for III Corps and XVIII Airborne Corps into east and west; and more effectively leverage available personnel.

“These changes promote more effective communications and support to our field activities or offices by more effective and streamlined contracting oversight, customer focus and workload management,” said Brig. Gen. Kirk Vollmecke, the MICC commanding general. “The reporting changes effectively enable the MICC to be responsive to our customers as a strategic partner and enabler to their missions.”

The change in reporting impacts some Mission and Installation Contracting Command offices aligned under the command’s three contracting support brigades. Approved by Army Contracting Command officials in mid-August,

it also calls for the transition of the field directorate office at Fort Knox, Ken., to a field contracting office reporting to the 412th Contracting Support Brigade, located at Joint Base San Antonio-Fort Sam Houston, Texas.

In addition, the MICC-Fort



“The reporting changes effectively enable the MICC to be responsive to our customers as a strategic partner and enabler to their missions.”

General Vollmecke

Belvoir, Va., contracting office, which supports customers in the National Capital Region, now reports directly to the MICC headquarters. Personnel assigned to the command’s contracting offices at Fort A.P. Hill and Joint Base Myer-Henderson Hall in Virginia as well as Fort Meade, Md., now fall

under MICC-Fort Belvoir.

Although the number of military and civilian personnel assigned to the three brigades will increase or decrease accordingly with the change in reporting, no new personnel authorizations are being added to the MICC.

The change in reporting lines of operations does not affect the Fort Eustis, Va., field directorate office or its field contracting offices.

The 412th CSB assumes contracting and mission oversight of MICC offices supporting the U.S. Army Reserve Command, Army North and the Human Resources Command. Aligned under the 412th CSB are contracting offices at JBSA-Fort Sam Houston; Fort Knox; Fort Buchanan, Puerto Rico; Fort McCoy, Wis.; and Moffett Field, Calif.

The reporting change shifts contracting support for the Army’s Forces Command mission at installations in the Western United States and the Army Test and Evaluation Command to the 418th CSB at Fort Hood, Texas. The brigade is responsible for contracting and mission oversight of offices at Fort Hood; Fort Bliss, Texas; Fort Carson, Colo.; Fort Riley, Kansas; Joint Base Lewis-McChord, Wash.; Fort Irwin, Calif.; Yuma Proving Ground, Ariz.; Dugway Proving Ground, Utah; and White Sands Missile Range, N.M.

FORSCOM contracting support at installations in the Eastern United States rests with the 419th CSB at Fort Bragg, N.C. The 419th CSB assumes responsibility of contracting and mission oversight for offices at Fort Bragg; Fort Campbell, Ky.; Fort Drum, N.Y.; Fort Stewart, Ga.; and Fort Polk, La.

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“The end-of-year workload crunch always takes place because during the course of the fiscal year Army priorities constantly change resulting in Army Budget Office and Army commands continually trying to determine the effective spend of funding,” said Pat Hogston, director of MICC Contract Support and Integration. “Also, often times the Army operates under a continuing resolution so they are provided their funding in increments throughout the fiscal year.”

Typically, all MICC offices experience a spike in their respective workloads at the end of the fiscal year and usually 40 percent of all MICC actions executed for the year are accomplished in the last quarter. In order to synchronize efforts between the Army Budget Office, major supported activities and MICC offices, an end-of-the-year

war room was stood up and led by MICC headquarters personnel.

New to the war room this year was the development and usage of a single end-of-the-year SharePoint site dedicated to facilitating communications and ensuring an efficient and effective fiscal year closeout.

Also, the MICC Small Business Programs exceeded its small business goal achieving 46.3 percent of the dollars obligated going to small businesses and meeting three of its five small business category goals set for the year. The MICC also maintained its No. 1 spot in small business spending for Army Material Command, as the command obligated more than \$2.1 billion to American small businesses.

“Our contracting offices and small business specialists did an outstanding job supporting the small business program with even fewer dollars allocated than in fiscal

2012,” said Mark Massie, associate director of MICC Small Business Programs.

MICC officials also credited the collaboration efforts of its members in meeting the Army chief of staff’s goal of obligating 80 percent of Army operations and maintenance fund dollars by Aug. 1.

“This fiscal year was extremely challenging due to sequestration cuts and not having full funding authority from Congress until March,” Hogston said. “As a result of these two events, MICC experienced a significant reduction in capacity, our civilian workforce experienced a furlough during fourth quarter, and overtime request and approval was burdensome. Add to that two significant workload spikes – the 80/20 goal met by July 31 and end of the year by Sept. 30. With reduced capacity and workload surges, it was an extremely challenging time for MICC.”



Photo by Daniel P. Elkins

Brig. Gen. Kirk Vollmecke leads a huddle of Soldiers and Army civilians at the Long Barracks Oct. 10 thanking them for contributions in supporting the mission and end-of-year closeout operations.

MARKET RESEARCH

Contract move from big to small business leads to substantial savings

by Daniel P. Elkins
MICC Public Affairs Office

A triage-like approach to executing a contract for information technology support services at the San Antonio Military Medical Center is meeting the customer's critical needs while reducing costs by almost a third.

Just as members of a hospital staff sort patients for urgent care, contracting experts from the Mission and Installation Contracting Command classified the IT requirement as a small business set-aside and awarded the contract through a competitive process.

Hunter Davenport, a MICC-Fort Sam Houston contract specialist, said the decision to set aside the contract for small business came from researching acquisitions similar to the size and scope. Public notices released on the Federal Business Opportunities website seeking sources yielded an overwhelming 69 responses.

"Thirty-two small business respondents were determined to be capable of performing the work as a prime contractor based on past performance and IT disciplines provided," Davenport said.

He said the market research contributing most to the decision was information on existing information technology contract vehicles for small businesses that allow the flexibility to meet the dynamic needs of a Department of Defense medical environment.

"The staff did some excellent market research reviewing the different contractors and contract

vehicles available," said Deanna Ochoa, the MICC-Fort Sam Houston small business specialist. "When the customer was worried about seeking only small businesses to do the work, they encouraged the customer to review the contractors' qualifications and brought them on board with the proposed strategy."

The contract was awarded to a small disadvantaged woman-owned business for one year and includes two option years that if exercised would provide IT services

through March 2016 at an overall cost of \$15.9 million. The contract was competed using the General Service Administration's Small Business Alliant government-wide acquisition contracts, which is set aside for small business. GWACs are task order or delivery order contracts for information technology established by one agency for government-wide use.

A large business held the previous contract for similar services since October 2004, with a cost to the

government for \$7.6 million last year alone. The small business contract award also significantly beat an independent government cost estimate of \$27 million for three years.

"In our current fiscal environment it is important to meet SAMMC's expectations of awarding a contract that enables a seamless transition of services. The end user stressed a desire not to sacrifice service to promote savings," Davenport said. "The savings were a result

of competitive pricing along with experienced contractors maximizing resources and skills to provide the government with the best value for our money."

The contract set-aside for small business also allows the command to meet its small business goals, established by higher headquarters. The fiscal 2013 MICC goal for total small business eligible dollars awarded is 45.8 percent. The command achieved 46.3 percent against that goal.

"This is a true small business success story, not only proving that a small business can provide the same quality services that a large business can, but also can do it at a substantial savings," Ochoa said.

Located on Joint Base San Antonio-Fort Sam Houston, Texas, SAMMC is the largest inpatient medical facility in the Department of Defense. The hospital staff provides inpatient care in a 2.1 million-square-foot, 425-bed medical treatment facility. The state-of-the-art center is a certified Level 1 trauma center that receives more than 5,700 emergency room visits each month. It also holds accreditation from the American Burn Association and operates the only Department of Defense burn center – the Army Burn Center.

The IT support also is critical in the hospital's 89 accredited educational programs to include graduate medical education, nursing, and emergency medical technician basic certification along with programs in administration and allied health specialties.



Photo by Robert Shields

The information technology contract executed by the Mission and Installation Contracting Command-Fort Sam Houston supports the creative work of contractors Alissa Kingsley, Corey Toye and Terry Smelker at the San Antonio Military Medical Center. Kingsley is a graphic designer, Toye is multimedia designer and Smelker is a graphic illustrator whose products are used daily throughout the medical center.

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“In spite of the current fiscal situation, one of our top priorities as a valued mission partner is the support of the warfighter without interruption. We’ve worked closely with our warfighters and supported activities to prioritize requirements and have leveraged substantial savings to accomplish the work that must be done to meet mission needs,” Vollmecke said. “The Army is relying on acquisition professionals’ critical thinking, business acumen and negotiation skills to achieve savings.”

The vast majority of savings have come through negotiations. Contracting officers and specialists across the command’s 35 offices throughout the nation and Puerto Rico have worked meticulously with customers and contractors to negotiate the government savings.

“Negotiated savings is calculated based on the initial purchase request and final obligation amounts

by capturing all contracting actions to include new awards,” said Len Ambrosio, a procurement analyst with the MICC Knowledge Management Branch here. “The purchase request amount is based primarily on historical data from previous buys, market research or the independent government cost estimate.”

Contracting efforts by MICC personnel impact Soldiers across the globe. The top contract actions by the MICC are for facilities support, minor building construction, food services, human resources consulting, professional and technical services, wired telecommunications, engineering services, advertising and electric power distribution.

The Installation Management Command is among the MICC’s top customers. In fiscal 2012, MICC contracts in support of IMCOM were valued at more than \$2.7 billion, according to Derek Dansby, a procurement analyst with the MICC Knowledge Management Branch. In fiscal 2013, contracts valued at more than \$2 billion were executed in support of the IMCOM mission.

“The MICC is the key IMCOM partner in providing decisive and efficient contracting solutions,” said David Williams, the deputy director for IMCOM Resource Management. “Their focus on the flexible and cost

effective delivery of IMCOM’s contracted garrison support services is key in our mission to sustain services in a resource-constrained environment.”

Dansby said the MICC also provided more than \$1 billion in contract support to the Training and Doctrine Command in fiscal 2012 and \$836 million in support in fiscal 2013.

“Contracted services are a vital element of the TRADOC mission,” said Maj. Gen. Mark MacCarley, the TRADOC deputy chief of staff. “From clothing and equipping young men and women who enter the service through the Army Recruiting Command to providing instructors at many of the 32 Army schools organized under eight centers of excellence, contractors play an essential role in helping ensure the readiness of the more than 500,000 Soldiers and service members trained each year by TRADOC.”

More than \$18 million of the savings have come

through the implementation of reverse auctions. Reverse auctioning allows requirements such as supplies, equipment and parts to be solicited online through a fully automated process.

The process yields efficiencies in the speed of the solicitation by

minimizing the need to contact individual vendors for quotes and reduces the acquisition time line to five days or fewer. Requirements met through reverse auctions also typically achieve greater savings as the bidding process generates increased competition among vendors and often drives a lower, competitive price for the customer.

Additionally, approximately \$10 million in savings was achieved through the MICC GPC Program – the largest in the Army. This fiscal year, installation GPC cardholders managed by the MICC have made more than 780,000 transactions totaling more than \$880 million.

Paid quarterly, GPC rebates are based on the volume of transactions for that quarter and timely payment, according to Guy Hunneyman, a business manager with the MICC Oversight and Assessment Branch.

In fiscal 2012, \$15 million was returned in GPC rebates following more than 1.2 million transactions; however, reduced budgets and operational funding due to sequestration consequently impacted the amount of rebates this year.

“The Army is relying on acquisition professionals’ critical thinking, business acumen and negotiation skills to achieve savings.”

General Vollmecke



Analyst bound for leadership program

by Ryan Mattox
MICC Public Affairs Office

A member of the Mission and Installation Contract Command at Joint Base San Antonio-Fort Sam Houston, Texas, was selected recently for the Department of Defense Executive Leadership Development Program.

Cicely Simmons, a procurement analyst, is one of only approximately 60 DOD members selected to the program this year.

“It is a tremendous honor being one of eight Army participants being selected for the ELDP program for this year,” Simmons said. “I am consistently seeking opportunities for self-improvement and am motivated to look for challenges. I want to be in a position to reach back and help others. I look forward to being given the opportunity to make a difference.”

This 10-month program takes participants to a variety of locations both in the United States and overseas and provides a hands-on experience of the role and mission of the warfighter in DOD.

The program was developed in 1985 at the direction of the secretary of Defense to provide a method of experiential leadership development for future leaders. Program officials said it is intended to develop leaders who have an understanding of DOD’s global missions; the complexities and challenges warfighters face in carrying out those missions; and to afford, through hands-on immersion training, opportunities for experiential learning that enhance the capabilities required to support and lead a military and civilian expeditionary workforce.

“It will prepare me for a broader range of leadership in a joint



Photo by Ben Gonzales

Cicely Simmons was selected recently for the Department of Defense Executive Leadership Development Program.

environment,” Simmons said.

Selection to the program is very competitive. Class size is limited to up to 65 participants. The program is targeted for civilians in grade GS-12 through -14 and from military personnel in grades O-3 or O-4 or those senior enlisted in grades E-7 through -9.

“I expect many challenges both mentally and physically,” Simmons said. “From passing the physical test, crawling through mud at the Army Rangers course, many reading assignments and very

long hours, but I believe it will be a once-in-a-lifetime experience. This program will provide opportunities that will expand my understanding of the mission of DOD, improve my leadership skills and provide experiential training that can’t be provided while sitting at a computer. Since this isn’t a contracting program, there is a multi-discipline aspect that will reap rewards in spades.”

Facility key to contracting mission

by Daniel P. Elkins
MICC Public Affairs Office

Members of the Mission and Installation Contracting Command and guests celebrated the opening of a new training facility with a ribbon cutting ceremony Sept. 9 at Joint Base San Antonio-Fort Sam Houston.

Building 607A, now designated 600, serves as a multipurpose acquisition training facility for the MICC and other members of the contracting community on JBSA-

Fort Sam Houston. It consists of classrooms as well as conference and work spaces.

“Opening the MICC acquisition training facility is in line with our duty to develop adaptive, innovative and decisive contracting and non-contracting professionals across the command,” said Brig. Gen. Kirk Vollmecke, the MICC commanding general, during the ceremony. “In today’s environment, we must be first to be recognized by leaders across the Army for our talent, skill and professional dedication.

Furthering education and training for our Soldiers and Army civilians is essential to building and sustaining our workforce.”

The new training facility is designed to meet Defense Acquisition University classroom requirements. It affords the contracting command the capability to host DAU courses both locally and regionally while saving temporary duty time and costs. Funded by the Army Contracting Command, renovations to the 2,914-square-foot facility got under

way at the end of 2011 and cost \$2.6 million.

The Long Barracks was originally constructed from 1885 to 1887. The number of Soldiers at Fort Sam Houston soon outgrew the space, and a need for additional facilities to serve as mess halls and full latrines were added soon after 1900.

Building 607A served as a mess hall for Soldiers living in Building 607 until the Korean War. In the 1950s, it was used as the shipping section for recruits assessed into the Army during the war. Following the war, the building filled various administrative uses before eventually sitting vacant.

Efforts by the Society for the Preservation of Historic Fort Sam Houston in 1984 saved the Long Barracks and buildings behind it from demolition. The renovation of the Long Barracks for the MICC soon yielded a need for training space, and Building 607A was selected as the most sound of the remaining structures to renovate.

“The acquisition training that will be conducted here for our Soldiers and Army civilians will greatly improve our capability to provide world-class contracting support to our Soldiers and families,” Vollmecke said.



Photos by Daniel Elkins

Members of the Mission and Installation Contracting Command, civic leaders and the Army Corps of Engineers gathered Sept. 9 for a ribbon cutting ceremony at the command’s new multipurpose acquisition training facility.



(Above left) From left, George Cabaniss, Joan Gaither, Givens Forsythe, Marco Barberena and Brig. Gen. Kirk Vollmecke cut the ribbon for a new multipurpose acquisition training facility Sept. 9 at Joint Base San Antonio-Fort Sam Houston, Texas. Cabaniss is the Mission and Installation Contracting Command deputy to the commander, Gaither is the president of the Society for the Preservation of Historic Fort Sam Houston, and Barberena is a project engineer with the Army Corps of Engineers. Forsythe is an honorary member of the MICC who served in the Long Barracks in 1939. **(Below left)** Members of the MICC and guests walk through the command’s new multipurpose acquisition training facility following the ribbon cutting ceremony.



OPM announces 2014 health benefits rates

Office of Personnel Management

Officials from the U.S. Office of Personnel Management announced in September the average premium rate for the 8.2 million people covered by the Federal Employees Health Benefits Program will increase by 3.7 percent in 2014.

That percentage is slightly higher than last year's increase of 3.4 percent and less than the national average increase in 2013. The average premium increase for the Federal Employees Dental and Vision Insurance Program will be less than one percent for dental coverage and average premiums for vision benefits will decrease by 1.3 percent.

"For the third year in a row, OPM has kept the average premium increases for the FEHB Program under 4 percent, continuing our commitment to provide federal employees, annuitants and their families with the best possible coverage options," said Elaine Kaplan, the OPM acting director. "The FEHB Program delivers competitive rates and benefits through an efficiently run program to attract and retain top-talent in the federal service."

There are no significant benefit changes for 2014 and more plan choices: 256, up by more than 10 percent from 2013.

On average, FEHB Program enrollees with self only coverage

will pay \$3.28 more per biweekly pay period, and enrollees with family coverage will pay \$7.90 more. Premiums for Health Maintenance Organizations will increase an average of 6.5 percent, while Fee-for-Service plans will see an average increase of 3.1 percent.

The 2013 Open Season for health, dental and vision insurance and flexible spending accounts takes place Nov. 11 to Dec. 9, 2013. The annual Open Season gives federal employees and retirees the opportunity to review their health plan choices and make changes for the following year. It also allows eligible employees to enroll for coverage.

Officials recommend FEHB Program enrollees to review the benefits and premiums for their health plan choices and decide what coverage will best fit their healthcare needs in the coming year.

Established in 1960, the FEHB Program is the largest employer-sponsored health benefits program in the United States. The government provides a weighted average contribution of 72 percent of premiums with a cap of no more than 75 percent of total premium cost. Approximately 90 percent of all federal employees participate in the program.

Visit the OPM website for a more detailed breakdown on the FEHB Program premium rates and the FEDVIP rates.

Health care available through MSPs

The U.S. Office of Personnel Management is contracting with private health insurers in each state to offer high-quality, affordable health insurance options called Multi-State Plans, or MSP.

The MSP Program was established under the Affordable Care Act.

MSP coverage is available in the Health Insurance Marketplace.

Officials said plans through the Marketplace are for those who do not have access to health insurance through work or cannot afford the coverage.

Open enrollment for the Marketplace lasts until March 31, 2014.

OPM has administered the Federal Employees Health Benefits Program for more than 50 years, keeping administrative costs low while providing consumer protections. Drawing on this experience, OPM officials will provide oversight of MSP insurers and work to ensure a level playing field in the Marketplace.

To learn more about the Affordable Care Act and the Marketplace, and to enroll, visit healthcare.gov.

All ensure property accountability

Ryan Mattox
MICC Public Affairs Office

The threat of smaller budgets looming for the Army underpins the significance of Soldiers and civilians entrusted with government property to maintain accountability.

Mission and Installation Contracting Command officials expect leaders at all levels to understand their responsibilities regarding property accountability, and to ensure their subordinates understand and will enforce the procedures.

Accountability is the obligation of each person to keep records of property, documents or funds. These records show identification data, gains, losses, dues-in, dues-out, and balances on hand or in use.

"It is an obligation officially assigned to a specific person and may not be delegated," said Robay Geary, the MICC deputy chief of staff for logistics. "It is the responsibility for an individual or organization to maintain records identifying the gain and loss of government property regardless of how it is acquired."

Leaders across the MICC must place more focus on property accountability by ensuring every piece of equipment that requires formal accounting is placed on the property book, he said.

While it is everyone's personal responsibility to safeguard Army property, leaders must promote and enforce accounting requirements and good stewardship of Army property within the MICC. Brigade commanders and office directors are responsible for auditing their primary hand receipt holders throughout the year to ensure that property is being regularly accounted for in accordance with Army regulations. The key link in

the chain is the civilian or military supply specialist who is the subject matter expert in the field.

Three policy memorandums, available on the command's official documents SharePoint site, guide property accountability, supply discipline, and financial liability for property loss.

"How well property is managed and accounted for affects how well an organization can perform its mission over time," Geary said. "For instance, if an organization doesn't accurately know what it has, it can't forecast future needs. In the case of computer equipment, which is how the MICC performs the mission, loss of equipment means reduction in mission capability or can result in poor life cycle support."

The command's supply discipline program establishes supervisory responsibilities, accountability and reporting procedures in order

to improve and maintain the accountability of resources.

With the establishment of those guidelines and the importance of property accountability comes awareness that a statutory requirement under Title 5 of the U.S. Code allows money to be withheld from a person's pay to reimburse the government for loss of property.

"In the end, it is everyone's responsibility to safeguard government property. Accountability and each type of responsibility carry specific duties," Geary said. "Financial liability can be assessed against any person who fails, through negligence or misconduct, to perform those duties and where such failure is the proximate cause of a loss to the government. Any member of the Army, civilian or military, may be charged with responsibility for property."

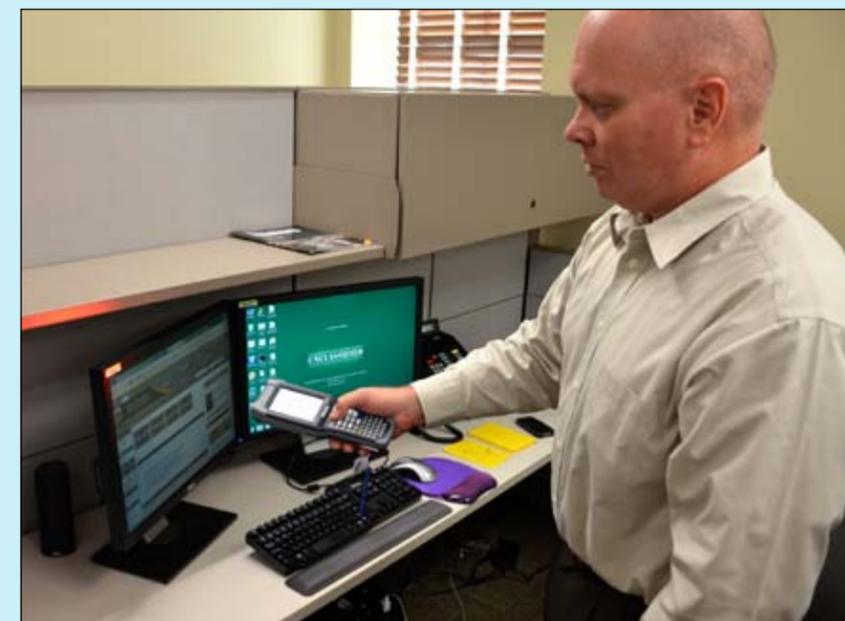


Photo by Ryan L. Mattox

Terry Parrott scans the barcode of a monitor into the Enterprise Lifecycle Management database Aug. 13 at Joint Base San Antonio-Fort Sam Houston, Texas. Parrott manages ELM to ensure information technology equipment is accounted for throughout the command.



www.opm.gov

Workload, pace drive contract specialist

by Daniel P. Elkins
MICC Public Affairs Office

The demanding pace of contract operations in a deployed setting is testing the mettle of a Mission and Installation Contracting Command contract specialist from Fort Carson, Colo.

Following five days of travel with very little sleep, Jessica Merrill arrived at Camp Phoenix, Afghanistan, the first week of July and found the exasperating transportation delays along her route there would quickly be replaced by the hurried pace of contracting.

Merrill is deployed for 12 months as a contract specialist in support of contract administration at the General Support Contracting Center at Camp Phoenix, which is responsible for theater-wide procurements. Her primary duties include invoice processing, contract action close-outs and claims.

The Colorado Springs native admits that the contracting work itself is not much different from what she's performed at MICC-Fort Carson for

the past four years, but the tempo of operations is far greater.

"The work hours are much more demanding and the amount of workload is significantly larger," Merrill said. "It's a faster pace with constant changes as personnel redeploy. It's more hands on, and learning and living in an environment unlike anything I have ever experienced before."

Although the 31 year old misses her family, friends and pets, her greatest adjustments have been getting used to limited privacy and "being able to just get up and go" when she wants. She does spend her little spare time going to the gym and watching movies when not sleeping.

Frank Petty, the deputy director for MICC-Fort Carson, said that while the yearlong absence of the promising contracting specialist at his office is significant, the benefit outweighs the loss.

"The experience gained supporting Soldiers at war is most beneficial for her career development," Petty said. "We are proud of all she has accomplished and will accomplish, but also can't wait to have her back with her newly gained understanding of contracting."



CAMP PHOENIX



Congressionals

Timely support of inquiries critical in acquisition landscape

by Daniel P. Elkins
MICC Public Affairs Office

Fostering congressional support and understanding of Army acquisition practices and policies is essential in executing appropriated taxpayer funds to support Soldiers and their families.

Ryan Mattox, the Mission and Installation Contracting Command congressional affairs liaison, stressed how we communicate with Congress often matters as much as what we want to communicate.

“The MICC not only responds to the needs of today’s Army, but anticipates future needs and provides advanced acquisition planning

for equipment and materiel solutions that will ensure our Army remains ready,” he said. “With this type of mission, it is incumbent upon the Army and MICC to establish and maintain a positive working relationship with members of Congress, staff and committees.”

As the congressional liaison, Mattox is the focal point for all correspondence and responses with members of Congress and their staff. In fiscal 2012, he managed responses for more than 70 inquiries in a teaming approach with commanders, directors and legal representatives in the field and Joint Base San Antonio-Fort Sam Houston. This fiscal year, another 67 congressional inquiries were accomplished.

“Answering a congressional inquiry takes teamwork. From the contract specialist and attorneys researching the inquiry to final approval by the commanding general, it involves coordination, communication and

collaboration,” Mattox said.

In addition, the congressional liaison and public affairs officer are responsible for preparing MICC leaders for congressional engagements.

“Members of Congress and their staff primarily reach out to us on behalf of their constituents,” said Ben Gonzales, the MICC director of public and congressional affairs. “As stewards of taxpayer dollars, an integral aspect in executing our contracting mission is that we preserve the public’s trust.”

The MICC congressional affairs program is the most active program in the Army Contracting Command, typically responsible for responding to more than 80 percent of ACC inquiries each year.

Response to congressional inquiries is predicated on timeliness. Mattox said the importance of providing timely responses is to build confidence and support for our Army mission and programs. He explained that each year, after the president submits his budget to Congress, the Department of Defense is required to justify its programs to the House and Senate Armed Services committees. DOD also must justify the associated funding of its programs to the Defense Subcommittee of the House and Senate Appropriations committees.

“With this audience, it’s important that we demonstrate fair and transparent contracting practices for which we’re accountable,” he said.

Mattox said this requires all contacts with members of Congress or their staff to be referred to the MICC Office of Public and Congressional Affairs that, in turn, must notify the Department of the Army Office of the Chief of Legislative Liaison within 24 hours. OCLL then begins its five-day clock by which the MICC commanding general must respond to the congressional inquiry.

The condensed time line necessitates all communications related to a congressional matter be centrally managed by public affairs, which is responsible for informing and educating a number of audiences to include the American public, Congress and industry.

“In the end, our communication with Congress must be consistent, support higher headquarters legislative issues and demonstrate a common thread of priorities and direction,” Mattox said. “And it must also be professional, expeditious, thorough and responsive.”



Photo by Todd Waltemyer

Ben Gonzales, left, and Ryan Mattox team to respond to congressional inquiries and prepare Mission and Installation Contracting Command leaders for engagement with members of Congress and their staff.

Members climb tower in honor of 9/11 victims

by Maj. Michael Ozols
412th Contracting Support Brigade

Members of the 412th Contracting Support Brigade and Mission and Installation Contracting Command-Fort Sam Houston took part in the first San Antonio 110 9/11 Memorial Climb to the top of the Tower of the Americas Sept. 11 in San Antonio.

They joined more than 600 firefighters, law enforcement and members of the community to honor the 343 firefighters, more than 60 law enforcement officers and civilians who were killed Sept. 11, 2001.

The climb to the top consisted of 910 stairs, and participants were asked to go to the top of the tower twice, surpassing the 110 floors and height of the World Trade Center Twin Towers. Each firefighter, law enforcement and military participant carried the name of a first responder who died in the towers. A bell was rung for them and their name was placed on a replica tower at the top of the Tower of the Americas at the end of the second climb.

The eight participants from the 412th CSB and MICC-Fort Sam Houston, and the name of the first responder who died in the towers



Courtesy photo

From left, Lysette Sanchez, Maj. Michael Ozols, Maj. Manuel Prado (first row), Sgt. 1st Class Kevin Carter, Lt. Col. Sylvia Farmer, Command Sgt. Maj. Jesse Hammond (second row), and Staff Sgt. Brian Roussel joined more than 600 participants Sept. 11, 2013, at the Tower of the Americas in San Antonio to honor the memory of those lost during the 9/11 attacks.

whom they represented included Lt. Col. Sylvia Farmer (Capt. Vernon Richard, Ladder 7), Command Sgt. Maj. Jesse Hammond (James Riches, Engine 4), Maj. Manuel Prado (Lt. Michael Russo, S.O.), Maj. Michael Ozols (Joseph Rivelli Jr., Ladder 25), Capt. Francisco Cordero (Stephen Russell, Engine 55), Sgt. 1st Class Kevin Carter (Lt. Robert Regan, Ladder 118), and Staff Sgt. Brian Roussel (Kevin Reilly, Engine 207). Lysette Sanchez, the 412th CSB executive assistant, also participated.

Roussel, a member of the 607th Senior Contingency Contracting Team at MICC-Fort Sam Houston, is a native New Yorker and volunteer firefighter. He knows firsthand the sacrifices that first responders have to make during an emergency situation.

“I was honored to be able to participate in this amazing event and carry with me the name of a fallen firefighter,” Roussel said. “Sept. 11, 2001, changed my life forever, and the bravery those first responders showed that day is what inspired me to enter the military. I will never forget, and I hope I honor their memories with my service.”

The Tower of the Americas is a 750-foot observation tower and restaurant on the southeastern side of downtown San Antonio. The tower was built in 1968 and, until 1996, was the tallest observation tower in the United States. It is currently the tallest building in San Antonio and the 27th tallest building in Texas. The tower is a total of 65 flights, or 910 individual stairs.



Prompt action averts formal complaint

by Daniel P. Elkins
MICC Public Affairs Office

The timely support for a Mission and Installation Contracting Command customer by a Fort Leonard Wood, Mo., contracting officer in response to a complaint over fairness in competition potentially saved substantial man-

hours in administrative processing.

The MICC ombudsman at Joint Base San Antonio-Fort Sam Houston received a complaint from a contractor in August concerning a task order request under the Maneuver Support Center of Excellence contract. Tunissha Marshall, a MICC-Fort Leonard Wood contracting officer, began an

immediate investigation to address the contractor’s complaint.

The Maneuver Support Center of Excellence at Fort Leonard Wood is responsible for leader and Soldier development. It also provides training for military students in various skills including engineering; military police; chemical, biological, radiological and nuclear; and maneuver support.

The contractor believed discrepancies in the task order might jeopardize the fairness in competition.

James Tucker is the director of MICC-Fort Leonard Wood. He said all members of the contracting office do their best to execute quality contracting products and ensure each contractor has a fair opportunity to compete.

“Tunissha is an outstanding contracting officer and always goes the extra mile to ensure Fort Leonard Wood and the MICC are in compliance while meeting the mission,” Tucker said. “She is an outstanding asset to this organization and has a great future ahead of her.”

“Through her outstanding effort, I am asking the contractor to rescind his complaint and avoid the formal ombudsman response administrative burden,” said Dean Carsello, the MICC special competition advocate and order ombudsman.

Due to the success of mitigating the complaint and averting the formal ombudsman process, Marshall has been asked to share her best practice with others in the MICC-Fort Leonard Wood contracting office by conducting training.

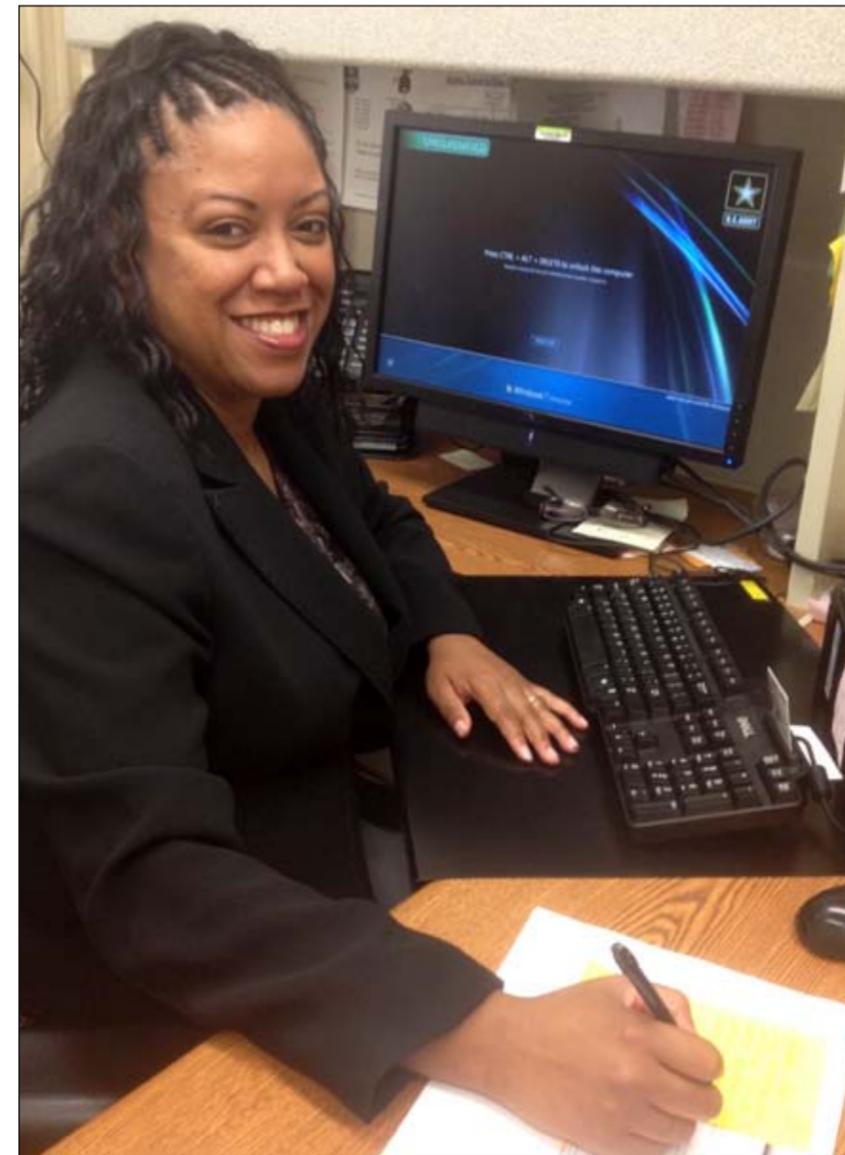


Photo by Christine Wilson

The quick response by Tunissha Marshall to investigate a complaint by a contractor saved the command excessive hours in contract administration during what is typically the command’s busiest season of the fiscal year.

McChord KO creates innovative tool

by Daniel P. Elkins
MICC Public Affairs Office

Austere budget conditions faced by leaders across the Army are elevating the need for innovative tools critical for decision-makers in the acquisition community.

An internal workload management database created by a Joint Base Lewis-McChord, Wash., contracting officer is helping meet that challenge by allowing his office to better support its customers while saving potentially significant time in contract administration.

Thomas Williams created and launched the Contract Reporting and Management Resource as a method for tracking both formal pre-award contract actions and actions currently being administered by the Mission and Installation

Contracting Command-JBLM Post Award Branch. Pronounced kramer, the CRAMR tool was developed as a Microsoft Access database.

"Past methods of tracking and storing data were considered archaic because spreadsheets were used to do those tasks. On top of that, a spreadsheet is not the proper tool to store, track or extract this type of data," Williams said. "Also, because there were multiple trackers where data was being stored, it increased the risk of incorrect or incomplete information that could be given to our customers, field directorate offices or the headquarters."

Pamela Munoz, the director of

MICC-JBLM, explained that the internal workload management database offers greater accuracy on the status of actions for contracts not available through the Virtual Contracting Enterprise "so that management has a clear picture of any problems or delays in the procurement process."

In addition to tracking the status of in-house requirements as they move through the contracting process, the director said the



Thomas Williams reviews data in the Contract Reporting and Management Resource database tool Sept. 11.

Photo by Suzanna Day

necessary data for its internal and external customers. Plans call for the addition of simplified contract actions to the database in the near future as workload is migrated to the database.

Williams points to the process of recording status comments for formal pre-award contract actions as an example of time saved. Previously, the contracting office had to create a new spreadsheet to track the status of actions.

To preserve that data for historical purposes, a new spreadsheet was created weekly that accrued to 52 by the end of a fiscal year. Factor in the element of review for a contract action's history, and the contracting officer said the research could be quite tedious.

CRAMR simplifies that process by providing users the ability to view

all comments in one location, run reports and print a contract action's status comment history.

"In essence, it provides the contract specialist a written log of the acquisition and can be included in the official contract file," he said.

The database also offers management insight on workload distribution to help ensure balance throughout the post-award branch while maximizing workforce efficiency, Williams said.

Williams will continue to tweak the CRAMR database as additional information is migrated and is confident the new tool will prove valuable for Army acquisition leaders.

Contracting for Soldiers

GONE phishing

by Linda Killman
MICC information assurance manager

Although phishing attempts are on the rise, awareness and action by members of the Mission and Installation Contracting Command have increased greatly.

MICC members today are "phishing" smart. They are learning how to recognize malicious email attempts to reel unsuspecting individuals into clicking on a bad Web link, persuading them to provide personal information, or even disclose sensitive government information to an unknown adversary.

The MICC information assurance, information technology and security support staff are receiving an increased number of email notifications from the MICC workforce who increasingly recognize the signs of a bad phishing attempt.

Such phishing attempts taunt people with either appealing lures as well as legitimate or authoritative looking information directing individuals to click on a hyperlink.

The information assurance team is learning that many of these are aimed at the execution of computer code that can truly open up a bad can of worms designed to infiltrate a computer and others on a military network.

There are many types of malware, software designed with malicious intent, worms, viruses, Trojan Horses, denial of service attacks, and even blended malware that are programs designed with a combination traits from all of the above.

It no longer requires an understanding of these threats, just stay educated about proper email handling and online behavior.

Most have learned to not just open email anymore without some serious thought about who is sending it. And more attention is being paid to email that is addressed to several people from unknown senders or containing unrecognized links to an embedded web link.

A workforce that remains vigilant and exercises information assurance is a smart workforce protecting military readiness.

For more information, contact the MICC information assurance manager at (210) 466-2327.

Applying OPSEC measures offer valuable **PROTECTION** from threats by ATM, credit card scammers



MICC Operations and Security

Mission and Installation Contracting Command security and protection officials remind members of the command that the threat of ATM and credit card skimming are becoming more prevalent today.

They cite an article in an Interagency Operational Security Support Staff newsletter from years ago warning about ATM and credit card skimming. Although the IOSS has always been forward-looking, the subject of the article is still pertinent today.

Practicing OPSEC includes always remaining aware of surroundings and careful with ATM and credit cards.

Protection officials ask that the next

time you walk up to an ATM or any credit card reader, take a closer look at it. They cite a customer who was getting ready to make a withdrawal when he noticed a slight gap behind the metal faceplate of the ATM.

Upon closer inspection, he noticed double-sided tape was holding the faceplate in place. After a small yank, the entire faceplate fell off.

What the customer had found was a skimming device. If he had

slid his ATM card into the machine, the skimmer would have read the black magnetic strip. This strip electronically holds information including an enciphered personal identification number, country code, currency units, amount authorized, subsidiary account information, and other restricted data.

A skimming device can either store information electronically, like a thumb-drive, or allow thieves to download it wirelessly from a short distance away. A crime ring installed more than 20 skimmers on ATMs in New York and compromised more than 26,000 transactions and thousands of cards from more than 1,400 people. The associated losses were more than \$3.5 million.

Skimmer thieves also use small wireless pinhole cameras to steal information. They place it in an ATM's deposit envelope holder, aimed at the keypad. As you type in your PIN, they record the information. While identity thieves and skimmer thieves are getting more high-tech these days, they still shoulder-surf – steal information by looking over a victim's shoulder – because it still works.

These steps will help protect ATM cards and information:

- Always protect your PIN; don't write it down, memorize it
- Cover the keypad while entering a PIN

- Don't give a PIN to anyone
- Be aware of the surroundings and wary of anyone who offers help, tries to look over a shoulder, or is taking pictures in the area
- Be suspicious of an ATM that has different signs than what is usually present or if there is a sign indicating the use of a specific machine
- Use a different machine if uncomfortable about the ATM instructions
- Report anything that seems suspicious or strange about the ATM to the financial institution
- Call your financial institution right away if a machine holds an ATM card
- Be on the lookout for fraudulent withdrawals on monthly statements

Protecting credit cards from skimming is just as important.

It is common to hand a credit card to a server at a restaurant? He or she runs the credit card through the restaurant's card machine and brings back a receipt to sign. Does that person have a pocket skimmer in their apron or one close at hand? Did he or she scan the card for the meal and one more time for personal use?

This type of skimmer can be purchased online, and there are many Internet sites that offer details to build mini-skimmers. Two restaurant servers were accused of skimming more than 650 credit cards from restaurant patrons and selling the information for \$25 a card. If it took approximately two seconds to scan each card, they

made about \$32,500 for close to 22 minutes of work. Sure beats the tips they made.

The most effective way to prevent skimming is never to let a credit card out of sight. When that's not possible, pay with cash.

While these are two methods being used to gather personal credit card or ATM information, there are many more techniques. Applying OPSEC whether at work, home, shopping or just out for a bite to eat will help minimize the chances of ATM and credit card skimming.

Helpful Links

Find more information at these SharePoint links:

- [MICC Protection Page](#)
- [MICC OPSEC Page](#)
- [IOSS Page](#)

