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SFGA-ZA

**DEC 12 2002**

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: U.S. Army Contracting Agency (ACA) Liaison Officer (LNO)  
Utilization Plan

Enclosed is the new ACA LNO Utilization Plan for immediate implementation. This plan augments the ACA Implementation Plan approved by the Deputy Under Secretary of the Army. It provides the framework to establish and maintain an effective customer liaison network between and amongst Headquarters ACA, Army Major Commands, the regional structure of the Installation Management Agency, and the Network Enterprise Technology Command.

This plan formulates and establishes the LNO component of the ACA. The end state of this plan is to ensure compliance with the spirit and intent of the ACA Concept and Implementation Plans and to provide timely and effective contract support to customer organizations by enhancing rapport and establishing a feedback channel with key customers.

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*Sandra O. Sieber*

Sandra O. Sieber  
Acting Director of the Army Contracting Agency

Enclosure

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Headquarters Installation Management Agency, ATTN: MG Anders B. Aadland, 2511 Jefferson Davis Highway, Arlington, VA 22202-3926

Headquarters, ACA Directors, Small Business Acting Associate Director, Office of Counsel, 5109 Leesburg Pike, Skyline 6, Suite 302, Falls Church, VA 22041-3201

## **Army Contracting Agency (ACA) Liaison Officer (LNO) Utilization Plan**

- 1. Executive Summary.** This ACA LNO Utilization Plan augments the ACA Implementation Plan approved by the Deputy Under Secretary of the Army on May 29, 2002, for consolidation of U.S. Army Contracting. It provides the framework to establish and maintain an effective customer liaison network between and amongst Headquarters ACA, Army Major Commands (MACOMs), the regional structure of the Installation Management Agency (IMA), and the Network Enterprise Technology Command (NETCOM).
- 2. Background.** On August 30, 2001, the Secretary of the Army directed that the ACA be established under the Assistant Secretary of the Army (Acquisition Logistics and Technology) (ASA/ALT), realigning a significant portion of the Army's contracting resources and actions into a single organization. The ACA is responsible for over \$5.5 billion in annual obligations and is one of the three largest contracting organizations in the Army in terms of dollars obligated and personnel assigned. The ACA was established provisionally on May 1, 2002, and formally activated October 1, 2002.
- 3. Purpose.** This plan formulates and establishes the LNO component of the ACA. The end state of this plan is to ensure compliance with the spirit and intent of the ACA Concept and Implementation Plans and to provide timely and effective contract support to customer organizations by enhancing rapport and establishing a feedback channel with key customers.
- 4. Mission.** The ACA LNO structure will provide timely information and feedback between activities requesting contract support from the ACA and the various ACA components responsible for providing that support. Customers will include IMA and NETCOM regions and Army installations as well as MACOMs, including but not limited to U.S. Army Forces Command (FORSCOM), U.S. Army Training and Doctrine Command (TRADOC), and the U.S. Army Military District of Washington (MDW). The LNOs will market the expertise available from the ACA Regions, Centers, and DOCs to current and prospective customers. Each LNO will be a subject matter expert with broad experience and expertise in the contractual aspects of installation management operations. The LNOs will proactively seek out and resolve impediments to superior customer service within his/her assigned geographic or MACOM area. The LNOs will also be responsible for interface with liaison personnel from other organizations, e.g., NETCOM, and IMA. The LNO will coordinate with the servicing installation Directorate of Contracting (DOC), ACA Regional Contracting Center, and/or Regional Director prior to elevating the problem and a proposed solution through the Director of Liaison to the Director, ACA. The LNOs will perform customer education about ACA capabilities and processes.
- 5. Organizational Structure.** The LNO Directorate will be located at the ACA Headquarters (ACA HQ) with a network of LNOs assigned to IMA regions and

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MACOMs (except those designated as specialty contracting or major buying commands; i.e., U.S. Army Corps of Engineers, Army Materiel Command, etc.). The LNOs will be physically located with and logistically supported by their assigned IMA region or MACOM.

### **6. Command and Control/Rating Chain.**

a. The Director of Liaison will be either an Army officer no lower than the grade of Colonel (O-6) or a civilian Level IV. Individual LNOs will be civilian employees in grade NH-IV or the military equivalent. The Director, ACA, will select the Director of Liaison. The Director of Liaison will recruit and select (per the ACA Table of Distribution and Allowances with the concurrence of the Director ACA) highly qualified individuals to serve as LNOs for specific IMA regions or MACOMs.

b. If the Director of Liaison is a military officer, the Director ACA will rate the Director of Liaison and the ASA(ALT) MILDEP will be his/her senior rater. If the Director of Liaison is a civilian employee, the Deputy Director ACA will rate the Director of Liaison and the Director ACA is the Pay Pool Manager. The Director of Liaison will rate all LNOs. The IMA Regional Directors and the Chiefs of Staff of Army MACOMs with attached LNOs will provide letter input to the Director of Liaison for individual LNO annual ratings.

c. The LNOs will coordinate and interface with contracting officials at the ACA regional levels but those officials will not rate or otherwise evaluate the LNOs. Individual LNOs are not contracting officials and have no contract execution or approval authority.

d. The LNOs will frequently coordinate and interface with ACA officials at all levels. LNOs will not rate or otherwise evaluate a contracting official at any level.

**7. Standing Operating Procedures (SOPs), Policy, and Guidance.** General guidance and policy for the conduct of LNO activities shall flow from the Director, ACA, through the Director of Liaison to the individual LNOs. The Director of Liaison shall develop and implement appropriate policies and procedures that ensure timely and effective oversight of customer support and effective feedback to the ACA.

**8. Operational Contacts.** In order to maximize the effectiveness of LNOs in problem resolution, the Director of Liaison shall ensure LNOs develop and follow schedules for periodic and appropriate interface with assigned IMA regional directors, MACOM Chiefs of Staff, and installation/garrison commanders.

a. The LNOs shall develop an annual plan for approval by the Director of Liaison. The plan shall determine the frequency and duration of visits to supported activities but should plan to visit the Director of Liaison, supported IMA regional director(s), and/or supported MACOM Chief(s) of Staff each calendar quarter and each installation/

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garrison commander as required to ensure appropriate oversight. Installation visits should also include office calls with the senior ACA official.

b. The LNOs shall ensure IMA, MACOM, and ACA senior officials are aware of their availability at other times to assist with resolving problems of contract support. The Director of Liaison shall ensure appropriate logistical, training, and education support to the LNOs.

c. The LNOs may, on occasion, be requested to serve as the ACA interface with public employee unions; e.g., National Federation of Federal Employees, American Federation of Government Employees, etc.

**9. Customer Interface Activities.** Customer satisfaction is paramount. The LNO network is established to facilitate communication between the supported activities and the ACA at all levels. It is critical to the success of the LNO and the ACA that the LNO maintain open lines of communication.

a. Upon a request from IMA, NETCOM, MACOM, or ACA officials, the LNO shall provide timely and realistic recommendations and advice to customers and contracting officials for unusual or command-interest requirements. When providing recommendations and advice, the LNO shall remember that the contracting officer is the determining official in many contracting decisions. The LNO shall identify the appropriate contracting office and provide the contracting officer with the LNO's recommendations or advice provided to the customer. If possible, the LNO shall facilitate discussions of requirements and strategy. Recommendations shall consider, but not be limited to, general economic and market conditions, statutory and regulatory requirements, commercial practices, potential impact on the full range of socio-economic programs, and "lessons learned" from other federal activities with similar requirements. Responsibility for preparing detailed acquisition plans, source selection plans, individual solicitations and contracts, and related documents remains with the assigned contracting official.

b. The LNOs shall promptly notify the appropriate ACA official or point of contact when customer requests for assistance involve an issue where the LNO lacks technical expertise, the issue is likely to impact on more than one MACOM or IMA region (including potential Army-wide application), and/or involves an issue that could require legislative or regulatory relief.

c. On occasion, a contracting official may request advice or assistance from the LNO including responses to external reviews such as audits, investigative reports, or Procurement Management Assistance Program (PMAP) visit reports. The LNO may provide appropriate advice or recommendations but must exercise caution to avoid usurping the authority of the responsible ACA official.

**10. Activity Reports.** The LNO will support customer service in a manner that will enhance delivery of quality products and services in a timely manner. During the initial

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phases of ACA implementation, the goal will be a transparent and seamless transition to new organizational structures that continue to be responsive to customer demands.

a. The Interactive Customer Evaluation (ICE) system will be the primary means for customers at all levels to report their satisfaction with contract support provided. The LNOs will review the web-based ICE ratings as a means of benchmarking customer satisfaction.

b. The LNOs will also be provided timely copies by the originator of all reports and metrics at all levels including those issued under the Army PMAP, Small Business, Competition, etc. programs for review and analysis and to recommend appropriate improvements.

c. The LNOs shall review analyses of metrics concerning ACA activities within their areas of responsibility to the Director of Liaison. The LNOs shall also submit a timely report to the Director of Liaison after completion of each customer visit and will include comprehensive analysis of any problem areas identified and efforts at resolution. The Director of Liaison will specify the format and suspense for reports.

d. The LNOs shall submit short, "bulletized" weekly activity summaries electronically to the Director of Liaison at the end of each week.

11. **Newsletter Input.** The Director of Liaison may submit input to the Deputy Director, ACA for inclusion into the ACA newsletter or for posting to the ACA home page or web site. Input should address current events, initiatives, "good news," and items of interest that impact on LNO support to customers.