

U.S. Army
Contracting
Command

ACCTODAY



Moving in step with the warfighter
Summer 2010



Contracting excellence

MICC Fort Belvoir Directorate of Contracting
page 18

410th Contracting Support Brigade

Contracting in an expeditionary environment
page 16

ACC Contracting Awards

Command conducts first command wide awards ceremony
page 12



*Views from the top***Balance is needed in the workplace and at home**

Balance is defined as “a state in which various parts form a satisfying and harmonious whole and nothing is out of proportion or unduly emphasized at the expense of the rest.” We hear a lot about balance in the Army these days.

Gen. George W. Casey Jr., Army Chief of Staff, believes that the Army is out of balance and that the persistent demand for our forces exceeds the sustainable supply. We are facing a lot of demand for our services in the ACC community as well, which continues a multi-year trend. When I go out into our community I am always struck by the dedication of our workforce, and the pride we take in the great job that we do for our Soldiers and their families.

Talking to folks across the Army Contracting Command, it appears that many of us feel out of balance with the many demands that our jobs place on us. On one level, we are feeling imbalance in the workplace itself. Taskers are flying across the command fast and furious and sometimes it’s very difficult to prioritize and complete the work we have to do each day.

On another level, some are feeling an imbalance between their professional and personal lives. Heavy workload can translate into long hours. Some are facing uncertainty surrounding the ACC and ECC headquarters’ relocation to Redstone Arsenal. Others are preparing to face end of the fiscal year and the seemingly insurmountable workload it brings.

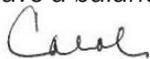
It is during this time of transition, uncertainty and workload challenges, that it is important to take time to ‘stop and smell the roses’. It’s true that we all have major decisions ahead of us to make, but those decisions will be even more difficult to make if we don’t take care of ourselves. Your well-being is key to the balance that is necessary for a happy and healthy life.

Understanding your priorities, protecting your personal time and making time for relaxation are essential to maintaining balance in your life.

The actress/talk show hostess/producer/publisher/philanthropist/corporate CEO Oprah Winfrey summed it up when she said, “I’ve learned that you can’t have everything and do everything at the same time.” Even the very busy Ms. Winfrey understands the need for balance.

I challenge each of you to create the balance in your life that will help you succeed at home and at work. A balanced life is necessary for peace of mind and personal effectiveness.

Have a balanced day!



*Dr. Carol Lowman
Deputy Director
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Inside this issue

Transition to Redstone Arsenal on track 4

Careers in Army Contracting. 6

ECC NCO of the Year 8

NCO looking to make a difference 9

Contracting specialists visit Apache Crew . . 10

604th SCCT participates in Vendor Day 11

ACC Excellence in Contracting Awards 12

Haiti wrap up 15

Expeditionary contracting support. 16

Contracting excellence at Fort Belvoir 18

413th CSB trains to stay ready 20

Valet contract helps BAMC patients 22

Around ACC. 23



Members of the Mission and Installation Contracting Command, Fort Belvoir Directorate of Contracting. Story and photos on page 18 and 19. (Cover photo by Larry D. McCaskill)

HQs' transition to Redstone Arsenal on track



Army Contracting Command and Expeditionary Contracting Command Headquarters personnel will first move into temporary facilities prior to moving into their permanent facilities at Redstone Arsenal, Ala. (Photo by Tony White)

By Army Contracting Command Public Affairs

The timer for the relocation of the Army Contracting Command and Expeditionary Contracting Command headquarters move to Redstone Arsenal, Ala., is ticking. For ACC/ECC headquarters personnel, the deadline for the first major decision on transferring with the organization has come and gone.

May 14 was the deadline for the majority of ACC and ECC headquarters' personnel to make an initial decision on whether to move with the command to Redstone Arsenal, Ala., or to decline a transfer of function.

According to Kathy Reed, ACC G1 transition leader, about two thirds of those eligible have signed TOF letters to move with the command. She thinks those numbers are not an accurate account of who will really make the move to Huntsville by August 2011.

"Realistically we are expecting about 30 percent to make the move with the command," Reed said.

Many employees initially agree to move and sign up to keep their options open, Reed said. If an employee agrees to the transfer of function, they can change their mind at a later date and not make the move with the organization. On the other hand, if an employee declines the transfer of function, they cannot reverse their decision later. If they want to make the move they must compete for the position.

Regardless of whether an employee has decided to move to Alabama or look for another position, it's

suggested they take advantage of the numerous training opportunities available and review information posted on the Web.

"People need to attend all the briefings they can go to that relates to their decisions," said Sandy Merritt, ACC G1 human relations specialist. "We've already had classes on permanent change of



No matter where you drive on Redstone Arsenal, chances are you will see some type of construction. (U.S. Army photo)

station, the Federal Employees Retirement System, and the Priority Placement Program, to name a few. Many of them will be given again, but it's best to sign up for them and attend as soon as possible so you have time to make decisions."

"Some classes have already been given more than once," Reed said. "The PPP class, specifi-

cally, will be given again as it gets closer to the time for employees to register (August 1). Employees will have a year in the program before the actual movement of the flag, Aug. 1, 2011, and an additionally year after that before they would have to be removed from the rolls.”

As the personnel office concentrates on providing employees information, classes and assistance in their decision making, the Installations and Logistics Office, G4, is the lead for the ACC/ECC Transition Team and are busy coordinating for workspace at Redstone Arsenal.

“The G4 is the lead for the transition team with members representing each office across both organizations,” said Stephanie Lopez, director, G4. “We are really pushing for organizational synergy with the move. Our concept and position has always been to keep our personnel together.”

“The overall plan is going well. We are on schedule, staying within our budget and fine tuning some of the processes we experienced here in terms of hiring people and getting them up and running and productive,” Lopez said. “A lot of lessons learned from when we stood up the command here (at Fort Belvoir, Va.) are being incorporated in the move to ensure we have some process improvements as we move to Huntsville.”

To accomplish many of the day-to-day tasks in obtaining and setting up the facilities, some members of Lopez’s directorate have already transferred to Alabama.

“Having the advanced party down here and working with those ACC people already here has made it a lot easier,” said Tony White, who transferred to Alabama as a member of the transition team’s forward element. “We’re here working with the (RSA) garrison in getting the things we need. By working with them daily, face-to-face, we’re getting the priority applied to issues you don’t tend to get if you are doing things by the telephone or video conferencing. I’m working and in the garrison headquarters building on the same floor with the DPW (Department of Public Works) and the garrison commander. I can walk in and tell them what I need and that helps.”

“We’re also partnering with the Army Materiel Command’s facilities person and others down there in helping us developing and meeting our transition requirements. We’ve identified all our temporary solutions at this point,” White said. “The team has come up with a transition plan that indicates the



Ben Hoksbergen, Redstone Arsenal's only archeologist, tests the dirt at one of the construction areas. (U.S. Army photo)

number of people that will be arriving at Redstone, time-wise as well as number. With that plan we have gone out and acquired the temporary facilities needed.”

Construction of a permanent facility is programmed to start in 2013. In the meantime, ACC and ECC will move into a semi-permanent facility in a fenced-in area provided by the Redstone Arsenal Garrison that White refers to as the ACC/ECC campus at Redstone.

“The nice thing is the location where the semi-permanent facilities will be is over near the PX, commissary and a number of eating facilities. It’s near a gate that will let people enter and leave the installation fairly quickly,” White said.

Reed said as the transfer to Huntsville moves forward everyone needs to keep in mind that everyone is affected and patience will be needed by all.

“Everything is a moving part. Whether you are talking about people in the G1 or another section, you are going to have people struggling to make personal decisions,” she said. “You will have people a bit stressed from all of the variables. Whether it’s buying or selling a house, looking for a new position or being overworked, picking up the slack after people leave, we have to remember that we are all in this process together and that we need to take care of each other.”

Army contracting careers are full of opportunities



There are opportunities at every level for civilians interested in a contracting specialist career.

By Army Contracting Command Public Affairs

The Army Contracting Command knows it takes more than water and sunshine to grow its military and civilian contracting workforce. In fact, it takes a law by Congress to do the job.

Civilians in the contracting career program, or CP14, follow a Department of the Army established career development roadmap that was crafted by a team of Army principal assistants responsible for contracting and functional representatives to provide a practical, user-friendly tool for understanding, planning, and navigating the contracting workforce career path. CP14 is one of 13 acquisition career programs.

According to Cindy Cohen, ACC G1, Career Management Division, chief, the roadmap provides CP14 workforce direction and answers about career progression, education, training, experience, and leader development.

“The positive education, training and experience for this career program are mandated by law. The requirements of having a bachelor’s degree and 24 semester hours of business are the result of legislation passed by Congress for the established requirements for 1102 (contingency contracting officer) positions in defense agencies,” Cohen said.

The legislation, the Defense Acquisition Workforce Improvement Act, was signed into law in 1990 with amendments added in 2003, 2004 and 2006. The U.S. Office of Personnel Management also published a qualification standard imposing

those requirements. This legislation is applicable to all 1102 positions in defense agencies.

Cohen said the 24 semester hours of business must be in the disciplines of accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management.

“Once hired, all 1102s must obtain certain certification in contracting within 24 months of assignment to the position,” Cohen said. “To ensure acquisition professionals develop and stay current in leadership, disciplinary and functional skills, it is their responsibility to achieve the annual goal of 40 continuous learning points to meet the mandatory requirement of 80 CLPs within the two-year continuous learning cycle.

“The Under Secretary of Defense (Acquisition, Logistics, & Technology) implemented the continuous learning policy. The purpose of the policy is to ensure acquisition professionals develop and stay current in leadership, disciplinary and functional skills that augment the minimum education, training, and experience standard established for certification purposes for their acquisition career field,” she said.



Contingency contracting officers are involved in almost every aspect of military operations.

For enlisted Soldiers, the military occupation specialty for contracting is coded as a 51C and is open to noncommissioned officers in the grade E5 promotable and higher. The NCOs must have a commander’s (lieutenant colonel or higher) recommendation; be eligible for reclassification per Army Regulation 614-200; have not more than 10 years

of service; have the ability to deploy worldwide; and have or obtain a secret security clearance, among other qualifying factors.

Functional area 51C officers are assessed at the captain/major level at approximately the six to eight year mark. Commissioned officers and noncommissioned officers must complete a series of classes from the Army Logistics University prior to arrival at their unit. The classes provide instructions on basic contracting and serve as the foundation for all military contingency contracting officers.

Officers, during their Army Acquisition Basic Course and the Army Acquisition Intermediate Contracting Course, receive all the courses required under the Defense Acquisition Workforce Improvement Act Contracting Level I and II. All noncommissioned officers receive the required DAWIA Contracting Level I courses during their AABC or the Mission Ready Airman's Course. Both officers and NCOs also receive training on the Procurement Desktop Defense contracting software system.

In order to facilitate and monitor Soldiers' contracting training within the command, ACC's Expeditionary Contracting Command has drafted a Level I 51C Soldier's Manual of Common Tasks containing basic tasks for all 51Cs within the command.

"The SMCT serves as a guide for all military contingency contracting officers," said Lt. Col. Tim Strange, ECC, training officer. "The SMCT is applicable to all ACC 51Cs from staff sergeant to lieutenant colonel with the exception of senior enlisted advisors at the brigade level."

According to Strange, all military CCOs will spend the first year of assignment in the position fully integrated into an ACC contracting office to gain experience and proficiency under the mentorship of a senior warranted ACC contracting civilian. Combat deployments for Soldiers during the first 12 months of assignment are restricted.

"Their initial experience should focus on commercial item purchases under the Federal Acquisition Regulation, or supplies, services and minor military construction using simplified acquisition procedures. More complex contracting requirements should only be taught after they are proficient with the basic tasks. They also need to be trained to use ACC reach back offices to

facilitate complex contracting requirements while deployed. The overall responsibility for ensuring military CCOs training remains within their chain of command," Strange said.



Brig. Gen. Joe Bass, commanding general, Expeditionary Contracting Command, (left) discusses expeditionary contracting with Gen. Carter F. Ham, commanding general, U.S. Army Europe. (U.S. Army Photos)

A common denominator for both military and civilian contracting professionals is the requirement to maintain their technical proficiency by continuing their professional development to meet the DAWIA contracting certification and accreditation requirements. NCOs should pursue their bachelor's degrees if they do not possess one already. Both NCOs and officers are required to obtain DAWIA contracting certification levels that correlate with their grade.

Captains and staff sergeants must obtain Level I certification/accreditation. Majors and sergeants first class must obtain a Level II certification/accreditation. Lieutenant colonels must maintain a Level III certification. Master sergeants, sergeants major, and command sergeants major should also obtain DAWIA Contracting Level III certification.

Johnson named ECC's first NCO of the Year

**Story and photo by Frederick R. Poole
Army Contracting Command**

Staff Sgt. April Johnson received a standing ovation from her fellow Soldiers after being named the Expeditionary Contracting Command's first Noncommissioned Officer of the Year.

"It's an honor to be selected as the first ever ECC NCO of the Year," said Johnson, who recently won the title at the command's NCO of the year competition at Camp Bullis, Texas.

Her heart was beating fast while the runner-ups were being announced. After each name passed, Johnson knew she had a better chance of winning.

Johnson, a contingency contracting officer with the 410th Contracting Support Brigade, Fort Sam Houston, Texas, came into this competition with one goal, to do her best.

"All competitors came to the competition as winners and left as winners. As with any competition someone does better than the rest, Staff Sgt. April Johnson became the overall winner by winning four out of six events," said Command Sgt. Maj. John L. Murray, Expeditionary Contracting Command.

Johnson, a native of Fayetteville, N.C., reclassified as a contracting specialist in November 2008 and reported to the 410th in July 2009.

"I'm glad I was able to compete, it afforded me the opportunity to network with outstanding NCOs within my career field," said Johnson, a 14-year veteran.

Johnson looked at this experience as unforgettable. Murray viewed this event as progress.

"The competition is another step the command has taken to solidify its status as a full operational unit," said Murray. "NCO of the Year competitions are important in the development and progression of noncommissioned officers."

Johnson thanked senior enlisted advisor, Sgt. Maj. Cortorcha Rucker, 412th Contracting Support Brigade, Fort Hood, Texas, and Sgt. 1st Class Anthony Hicks, 410th CSB, before, during and after the ceremony. Rucker is Johnson's mentor and Hicks was her sponsor. Both contributed largely to her success.

"The first time I met Sgt. Maj. Rucker I told her I



Expeditionary Contracting Command Command Sgt. Maj. John L. Murray presents Staff Sgt. April Johnson a trophy in recognition of her selection as the first ECC NCO of the Year.

wanted to be where she was and asked her to be my mentor. She has given me a lot of great advice and guidance since that time," said Johnson. "I really look up to her and I'm glad she was at the competition to see me win, because she is an inspirational figure to me."

"Johnson takes pride and commitment to whatever she is out to accomplish and she is a true asset to the 51C NCO corps," said Rucker. "Most of our communication was through emails and phone calls. Her noncommissioned officer in charge did all the on-hand preparation with her. I was truly proud just to know that I may have touched her life in some way.

The ECC NCO of the year thanked Hicks for his oversight and training. During training she questioned certain drills and training. Later she realized those tasks made her a better NCO and person.

"I will use everything I learned while preparing for the ECC competition to further help me be a better NCO," said Johnson.



New club member looks to make a difference

**Story and photo by Larry D. McCaskill
Army Contracting Command**

It takes a special kind of noncommissioned officer to be associated with a real American hero and Staff Sgt. Zenda Mendez is one of them.

Mendez, a motor transport operator in the Expeditionary Contracting Command headquarters, and three other Army Materiel Command noncommissioned officers were welcomed into the Sgt. Audie Murphy Club after appearing before the club's induction and membership panel in April.

NCOs are selected to apply to join the SAMC. Induction and membership is a reward for noncommissioned officers whose leadership achievements and performance merit special recognition. The club honors the memory of Sgt. Audie L. Murphy, the highest decorated American Soldier in World War II. For his battlefield heroics, he received the Medal of Honor, the U.S. military's highest award for valor, along with 32 additional U.S. and foreign medals and citations, including five from France and one from Belgium.

"The opportunity for an NCO to appear before the SAMC Board is a prestigious honor, and to become a member of the SAMC is a great accomplishment," said Command Sgt. Maj. John L. Murray, ECC command sergeant major. "It says you already possess those traits that Sergeant Audie Murphy and other members of the club have demonstrated, and that you are already taking care of Soldiers under your care and setting the example for your peers."

"Staff Sgt. Mendez has shown through her actions and hard work that it is possible to become a member. She has blazed a trail for other NCOs in the command to follow," he said.

"Going before the board is a privilege, and it was offered to me by my command sergeant major at my old unit," said the eight-year veteran from Atlanta, Ga. "When I got here I started asking about the board. I wanted to go back and try it again.

"I understood the significance of belonging to such an elite organization and I thought it was a way of standing out among my peers," said Mendez, who first went before the SAMC board while deployed in Afghanistan in 2007.

Between 2004 and 2007, Mendez appeared

before more than 20 NCO and Soldier boards at her various units, winning Soldier and NCO of the quarter boards at different levels. With all of that experience, the butterflies were fluttering more than ever during her appearance.

"I was more nervous this time than the last time. I was prepared and knew I would do well, but my nerves were still there," she said.

Mendez said that NCOs today must be able to remain flexible.

"It takes a lot of dedication. You have to have the ability to adapt to certain situations, but more important, you have to know yourself. You deal with other people's issues as well as your own. In a word, understanding," she said.

Mendez said her new status as a SAMC member affords her more opportunities to provide input on NCO matters that will affect the Corps as a whole.

"SAMC members provide input and suggestions on new ways of developing the NCO Corps. Now that I'm a member, I'm not just a regular Soldier, I'm looked at a little bit differently. I can provide input to help the NCO Corps professionally," said Mendez, who sees a future full of possibilities.

"My goal is to be a command sergeant major with an elite organization, a place where traditionally, you don't usually see female CSMs," Mendez said. "I mean units like the 82nd Airborne Division. If I could, I'd love to be the 18th Airborne Corps CSM."

She acknowledges that it's a big step.

"Who knows what can happen in 10 years. There are a lot of female Soldiers out there laying the ground work for others to follow. I plan on being right behind them, ready to start opening more doors for females and my NCO Corps," Mendez said.



*Sgt. Audie Murphy Club member,
Staff Sgt. Zenda Mendez*

Contracting specialists visit Fort Hood Apache crew



Capt. Jake Huber, 21st Cavalry Brigade (Air Combat), shows Peggy Hunt, an Army Contracting Command contracting officer, how to operate an AH-64D Apache Longbow simulator during a site visit to at Fort Hood, Texas

Story and photo by Sgt. 1st Class Kap Kim 1st Cavalry Division

FORT HOOD, Texas – For 25 years, Peggy Hunt, an Army Contracting Command contracting officer, has been a behind-the-scenes player in the overall development of the AH-64D Apache Longbow helicopter.

In those years, she spent her days in the Army Aviation and Missile Command's Contracting Center, at Redstone Arsenal, Ala., soliciting and evaluating proposals and following the executed contract through components installation and fielding of the helicopters. She's done all that without ever seeing an Apache Longbow helicopter in person.

Recently, Hunt and others spent a day following 21st Cavalry Brigade (Air Combat,) Soldiers from the helicopter hangers at Fort Hood's (Texas) Army Airfield to a Lockheed Martin special repair shop in nearby Killeen. This visit afforded her and a group of industry partners an opportunity to sit in the cockpit of an Apache, discuss the aircraft's capabilities with a pilot, fly an Apache simulator and visit an Apache sensors repair facility.

Lisa Stangle, the director of Apache contracts, and Col. Shane Openshaw, the Apache project manager, decided that their contracting team needed a chance to see the equipment they procure actually being used and to visit with aviation Soldiers who use it in training and in combat.

"This [visit] is just a good reminder of the importance of our mission and how what we do daily

directly impacts the Soldier," Stangle said. "It's an opportunity to meet with Soldiers and have them share issues and have them tell us things we can do that can make their job better."

A 60-plus member group of contracting personnel from AMCOM Contracting Center, Defense Contract Management Agency, the Apache Program Office, and industry partners from Lockheed Martin and Northrop Grumman came together to "walk in the Soldier's shoes," she said.

Openshaw said most of the team members took back a higher sense of efficiency.

"We find the closer we bring our people, who normally work behind the scenes, to the actual Warfighters, the better they work to get things on contract quickly and efficiently. Visiting Soldiers gets them grounded and enthused and these things pay big dividends."

"Contracting can be adversarial," said Openshaw. "Yet, these visits help build bridges and make tight, cohesive teams between the government and industry to deliver the products to the warfighter."

In the past, when Hunt would see an Apache Longbow on television, she'd get a little excited knowing she played a part in ensuring that it was combat effective. She'd tell herself, "Yes! I helped put that in the air." She described her job to be demanding and something that requires dedication, patience, and long hours.

"Many days, you strive to do this, this and this ... because we are at war, so many things you just shoot from the hip," Hunt said. "Each day you come in, you don't know what you're up against. Some days you feel like you've got a lot accomplished; other days, you feel like you're drowning."

Seeing the Apache Longbow in action and the Soldiers who pilot them has become very important to how they do their job back in Redstone Arsenal.

"You need to know what you're buying," Hunt said. "You need to know what's in the contract and the platform, how it's used, and who it's for ... you have to put yourself in their shoes as much as you can."

604th SCCT participates in Afghanistan vendor event

By Maj. Joseph H. Paulin
604th Senior Contingency Contracting Team

The Herat Regional Contracting Center, Camp Stone, Afghanistan, in coordination with the Herat Provincial Government and the United States Army Corps of Engineers, hosted an Afghanistan vendor day in downtown Herat recently. The purpose of this event was to further expand the vendor base of Herat-based companies to support the needs of United States Forces – Afghanistan, United Nations Regional Command – West, and Afghanistan security forces. The Herat RCC is manned by the 604th Senior Contingency Contracting Team, Fort Campbell, Ky.

Dr. Ahmad Yousuf Nuristani, the Herat governor, hosted the event at the historic “House of Jihad,” overlooking the city of Herat. More than 60 local vendors were in attendance. Coordination between the USACE, the U.S. Consulate Office, and the Herat provincial government, began in February with a pre-coordination meeting with all the key players. In addition to hosting the event, the Herat provincial government agreed to send out invitations, assist with site security, and provide opening

remarks. Afghanistan security forces provided additional site security during the event, during site visits and at the rehearsals.

The day began with an accountability formation and a convoy brief for all the participants traveling by convoy from Camp Stone to nearby Herat City. After opening remarks by Nuristani, conference participants received additional briefings from Peace Dividend Trust (a Canadian non-profit organization), the USACE, and the U.S. Army 321st Field Artillery Battalion’s Task Force Professional, members of the Herat Regional Contracting Center, the U.S. Agency for International Development, and the Herat Industrial Union chairman.

The audience asked questions throughout the briefings, many of them focusing on bringing more opportunities to Herat businesses. Following the formal ceremonies, the vendors presented their company profiles to the contracting officers, to PDT, and the USACE.

The conference was a success for the Herat government and was well received by the participating vendors. This initiative set the ground work for increasing the local Afghanistan vendor base within Herat.



Four-star visitor in Hawaii

Gen. Ann E. Dunwoody (front center) Army Materiel Command commanding general, paid a visit to the members of the 413th Contracting Support Brigade, Fort Shafter, Hawaii, during a recent trip to the Pacific region. (U.S. Army photo)

2009 ACC awards for excellence

**By Art Forster
Army Contracting Command**

The U.S. Army Contracting Command held its first annual awards ceremony at Rock Island Arsenal, Ill., May 27.

In her opening remarks, Carol Lowman, ACC deputy director, congratulated the award winners. "I hope you all understand how special you are and how much everyone appreciates the great job that you do, especially our Soldiers and their families."

Jeff Parsons, ACC executive director, unable to attend the ceremony, delivered a video message to the award recipients. "This is the first of what will be an annual awards ceremony in the Army Contracting Command to recognize our best and brightest in acquisition, contracting and small business." He said the goal of the awards program "... is to foster a sense of accomplishment and pride by acknowledging superior achievements of our civilian and military personnel." He hopes the annual awards will

"...motivate every ACC teammate to achieve the highest level of accomplishment and service in support of our mission."

Lowman presented engraved plaques to 25 individuals and seven teams. Selectees were recognized for their outstanding achievements between October 1, 2008 and September 30, 2009.

An awards panel comprised of representatives from ACC, ECC, MICC and the contracting centers reviewed more than 100 nominations before making the selections.

This year, MICC teams and employees received 12 awards; the TACOM Contracting Center received 10; the Expeditionary Contracting Command received five; the Aviation and Missile Command Contracting Center received two and the Communications and Electronics Command Contracting Center, the Joint Munitions & Lethality Contracting Center and the National Capital Region Contracting Center each received one.



**Mission & Installation Contracting Command
Fort Gordon, Ga.
Outstanding Mission Support/Business Operations
Richard Copperwheat**



**Mission & Installation Contracting Command
Fort Campbell, Ky.
Excellence in Acquisition Leadership (Team)
Directorate of Contracting
Team Member - Leslie Carroll**



**Mission & Installation Contracting Command
Fort Bragg, N.C.
Outstanding Active Duty Military Award
Maj. Robert S. Mathews, Jr**



**Mission & Installation Contracting Command
Fort Stewart, Ga.
Acquisition Change Advocate Award
(Other than Major Weapons System)
Directorate of Contracting
John Duivan, Kimberly Denton, Debbie Swindell, Dale Williams, John Gulle**



**Mission & Installation Contracting Command
Fort Bragg, N.C.
Outstanding Contracting Officer
Angela Kearney**



**Mission & Installation Contracting Command
Fort Benning, Ga.
Small Business Champion
Stephen A. Magner**



**Mission & Installation Contracting Command
Fort Sam Houston, Texas
Outstanding Intern of the Year
Luis O. Trinidad**



**Mission & Installation Contracting Command
Fort Sam Houston, Texas
Outstanding Contracting Specialist
John Winnie**



**Mission & Installation Contracting Command
Fort Sam Houston, Texas
Ability One Award
Brenda Johnson**



**National Capital Region Contracting Center
Fort Huachuca, Ariz.
Innovation Award (Individual)
Kari Pelton**



**Expeditionary Contracting Command
Seckenheim, Germany
Outstanding Contingency Contracting Officer
(Military)
Maj. Nathan Winn**



**TACOM Contracting Center
Warren, Mich.
Outstanding Price Cost Analyst
Lennie Schwerdtfeger**



**TACOM Contracting Center
Anniston, Ala.
Outstanding Price Cost Analyst
Teresa Bonds**



**JM&L Contracting Center
Picatinny Arsenal, N.J.
Outstanding Contracting Specialist
Travis James**



**AMCOM Contracting Center
Redstone Arsenal, Ala.
Outstanding Procurement Analyst
Judith Bollenbacher**



**TACOM Contracting Center
Anniston, Ala.
Excellence in Direct Sales Contracting
Anniston Direct Sales Contracting Team
Teresa Bond, Ricky Little, Kay Nunnelley
Kathy Harvey**



**Mission & Installation Contracting Command
Innovation Award, Team
(Other than a Major Weapons System)
Contract Close Out Team, Fort Knox, Ky.
Team Member - Dale Williams**



**TACOM Contracting Center
Warren, Mich.
Innovation Award (Team)
TACOM CC Budget Execution Team
Team Member - Iris Havrilla**



**Expeditionary Contracting Command
Yongsan, Seoul, Republic of Korea
Outstanding Workforce Development Specialist
Ho-Chun Song**



**Expeditionary Contracting Command
Yongsan, Seoul, Republic of Korea
Customer Service Excellence Award
Jill Wodochek**



**CECOM Contracting Center
Fort Monmouth, N.J.
Outstanding Procurement Analyst
Danielle Oglevee**



**Expeditionary Contracting Command
Seckenheim, Germany
Outstanding Contingency Contracting Officer(NCO)
Sgt. 1st Class Cynthia Perryman**

Not pictured: Dawn VanHulie, TACOM Contracting Center, Outstanding Contracting Officer (Major Weapons Systems); Roberto Gotay, 409th CSB, Outstanding Contingency Officer (Military); Michael Miskulin, TACOM Contracting Center, Outstanding Intern of the Year (Major Weapons Systems); Kimberly Wentrcek, MICC, Personnel Development Achievement Award; Ron Taft, MICC White Sands Missile Range, N.M., Small Business Supporter of the Year; Logistics Support Facility, TACOM Contracting Center, Excellence in Acquisition Leadership (Major Weapons Systems); TACOM Contracting Center, Outstanding Workforce Development Specialist (Team); HR Business Operation Team, TACOM Contracting Center, Outstanding Mission Support/Business Operations Award (Team).

ECC wraps up humanitarian mission in Haiti

By Larry D. McCaskill

Army Contracting Command Public Affairs

The January 2010 earthquake that devastated the small Caribbean nation of Haiti initiated the immediate mobilization of Expeditionary Contracting Command contingency contracting officers.

Operation Unified Response was the first deployment for ECC personnel in response to an actual contingency and provided the command additional insight on future missions. The Expeditionary Contracting Command, headquartered at Fort Belvoir, Va., is a subordinate of the Army Contracting Command.

During Operation Unified Response, ECC contracted for supplies, services and equipment to support military and federal relief responders as well as Haitian affected by the earthquake. At one point, the command's efforts assisted in supplying more than 15 million meals being delivered in a 10-day period to the Haitian population as well as the establishment of distribution points for families to receive 25 and 30 pound bags of rice, beans and cooking oils. Contracting efforts also helped turn dangerous and rudimentary shelters into areas with safer tents with water and meals being delivered on a routine basis. By the end of the mission, ECC created more than 380 contracting actions valued at almost \$12 million. "

The first member of ECC to arrive on Haiti soil was Maj. Ralph Barnes, 410th Contracting Support Brigade, Fort Sam Houston, Texas. Haiti is in the 410th's area of operation thus the brigade became ECC's lead element for operations during the humanitarian operations.

Early in the mission, the 410th element, led by Col. Quenton Rashid, ECC, integrated the team into the Combined Joint Task Force -Haiti's battle rhythm, leaning forward in planning and executing the broader aspects of operational contract support and became the lead for the JTF-Haiti contracting operations.

"Contracting plays a huge role in these type operations and what the CJTF-Haiti can accomplish. Without the buses and these transportation assets, the CJTF can't accomplish their mission," said Lt. Col. Douglas Lowery, one of more than a dozen ECC Soldiers and civilians initially deployed to the region conducting contingency contracting operations.

According to Lowery, in addition to supporting the

relief responders, the command's efforts assisted in supplying more than 15 million meals being delivered in a 10-day period to the Haitian population as well as the establishment of distribution points for families to receive 25 and 30 pound bags of rice, beans and cooking oils. Contracting efforts also helped turn dangerous and rudimentary shelters into areas with safer tents with water and meals being delivered on a routine basis.

The contracting Soldiers' challenge was obtaining the supplies and services needed by those providing the direct assistance to the Haitian people.

"The lack or limitation of resources within country, and the speed in which contracting requirements came in for action and award," was a challenge," said Lt. Col. Lynda Royse, 410th CSB. Royse was the last ECC chief of the CJTF -Haiti RCC leaving the country in the middle of June.

"As with any disaster type relief operation, there were immediate needs type items," Royse said. "As they (CJTF-Haiti responders) were planning, they were coming in with requirements needing a quick turnaround, usually for the next day."

Blanket purchase agreements initially set up at the beginning of the mission made life a bit easier for Royse and her team.

"Because of the BPAs in place, we were able to better respond to the various types of requirements and immediate supply needs. Because of those, we were able to react to new requirements quickly because we were able to keep everything going," Royse said.

According to Brig. Gen. Joe Bass, commander, ECC, they deployed the right type of contracting support personnel early on to include quality assurance, legal, policy personnel and a Logistics Civil Augmentation Program (LOGCAP) planner; while establishing reach back support from the 410th CSB and the U.S. Army Contracting Command Rock Island Contracting Center; and developing a contracting officer representative management plan.

"Overall, I am very pleased with what the command was able to achieve. We were able to provide the contingency contracting support needed by military first-responders that helped them achieve mission accomplished," Bass said.

Unit's first operational deployment is Haiti mission



American Soldiers walk the streets assessing the situation in the wake of the destructions left by the 7.0 earthquake that hit the nation of Haiti in January 2010. (U.S. Army photo)

By Lt. Col. Americus Gill
410th Contracting Support Brigade

A critical component in crisis response, contingency contracting officers are often called in to help, as was evident immediately after a catastrophic 7.0 earthquake hit the nation of Haiti in January.

After his initial notification and commander's guidance, Maj. Ralph Barnes, team leader, 678th Contingency Contracting Team, Miami, Fla., deployed within 24 hours to support Operation Unified Response. Barnes would be the first contingency contracting officer to make it to Haiti.

The fast response represents a paradigm shift of not only the readiness of the acquisition corps, but also the visibility of the capabilities of contingency contracting. The request for a contracting officer came directly from the three-star Joint Task

Force—Haiti commander on the ground. What followed was the first crisis action expeditionary deployment of Expeditionary Contracting Command assets since the organization achieved full operational capability in October 2009.

A number of observations made during initial stages of this ongoing operation were recorded and reviewed. The three key areas included: initial contracting officer deployment and structure; contracting processes and integration; and risk management.

Contracting Officer Deployment and Structure

The acquisition community is leaning forward in its efforts to provide not only timely but effective contracting capability in tune with the warfighter's needs. The 410th Contracting Support Brigade's ability to deploy a CCO

within 24 hours is indicative of its focus. The deployed team served not only as a direct contracting asset to the JTF—Haiti commander, but also as the 410th CSB's assessment team to determine follow-on capabilities. In conjunction with discussions with U.S. Southern Command, and working through the military decision making process, the 410th decided to work a phased deployment approach with the end state being a fairly robust organizational structure. The result was the creation of the CSB forward element and the Regional Contracting Center—Haiti.

The intent of creating the forward element was to project a forward command and control capability that would have on the ground visibility and negate a number of contracting risk areas that have previously plagued expeditionary operations. The CSB forward element included an Army colonel, a judge advocate specializing in contract law, and personnel providing policy and quality assurance capabilities. This structure facilitated the 410th CSB's designation as the lead for contracting, with coordination responsibility for the joint contracting mission and personnel.

Expeditionary Contracting Command's response to the catastrophe in Haiti has been unparalleled. Assets from multiple sources within ECC's command deployed to the region

under the operational control of the 410th within the first 18 days.

Integrating Capabilities into the JTF Operational Environment and Establishing Processes

As with any contingency, actions were based more on a crisis management model rather than established procedures. What comes with that, however, were incomplete requirements, inefficiencies and unnecessary redundancies of work. Fortunately, the contracting officers had experience in Iraq and Afghanistan and quickly assessed the need to establish processes. In coordination with U.S. Army South (the executive agent for logistics and finance) and the JTF—Haiti, the RCC—Haiti facilitated the processes for establishing a joint acquisition review board as well as field ordering officer and paying agent guidance. JTF—Haiti established contracting related processes within three weeks of deployment – an extraordinary accomplishment.



During the initial days after the earthquake, the transportation infrastructure within Haiti made it very difficult to move cargo to and within the country. (U.S. Army photo)

As the 410th CSB structure and processes guided the initial contracting environment, the 410th quickly turned its attention to risk management.

Risk Management

Most of the attention turned to the establishment of a contracting officer representative, commonly referred to as a COR, management program and quality assurance functions.

The COR is the crucial position required within units to provide technical surveillance for the contracts put in place for contingency supplies



Capt. Nancy Lewis, Expeditionary Contracting Command, Combined Joint Task Force - Haiti, conducts contracting officer's representative training in the field. (Photo courtesy of Capt. Nancy Lewis.)

and services. CORs are engaged in monitoring the contractor's progress and performance, and represent the unit receiving the supplies and services.

To support the RCC—Haiti, the on-ground quality assurance team, consisting of ECC quality assurance manager Ray Wemple and 410th CSB quality assurance specialist Michael Shipman, established a comprehensive COR management program. The program focused on training and technical assistance supporting the CORs in the contingency environment. The team provided contract technical surveillance on numerous contracts until the unit's CORs were trained and in place. Three formal classes were presented with sixty-seven CORs successfully completing the course in Haiti. The COR management program enabled properly trained CORs to provide on-the-ground technical monitoring of the contracts, assuring Soldiers received the contracted supplies and services needed to meet their mission requirements.

The 410th CSB continues to support operations in Haiti and although the brigade is making improvements based on many other observations, these represent the essence of lessons learned in the approach to the systemic issues surrounding contracting operations in a contingency environment. As ECC focuses on its future capabilities, the areas of deployment, integration, and risk mitigation learned from Operation Unified Response will only serve to make future operational contract support more effective.



Members of the Mission and Installation Contracting Command, Fort Belvoir Directorate of Contracting gather for a group photo.

Directorate is the center of Belvoir contracting universe

**Story and Photos By Larry D. McCaskill
Army Contracting Command**

Processing an average of more than 3,000 contracts valued at more than \$300 million annually, the Fort Belvoir Directorate of Contracting is the hub for contracting activity at Fort Belvoir (Va.), Fort A.P. Hill (Va.), and other local military facilities.

“I think our office provides the best service to our

ers turn over staff as quickly as we do and areas of emphasis change in acquisition.”

The Fort Belvoir DOC supports the Fort Belvoir and Fort A.P. Hill garrison commanders, tenant units on the installations, Walter Reed Army Medical Center (non-medical contract support), Army Research Lab, Adelphi, Md., and Rivanna Station, Va.

The Fort Belvoir DOC has three divisions supporting contracting actions. One division supports all pre-award actions, one division supports the garrison’s post award requirements and construction projects to include all recovery act projects for the installations; and one division supports post award requirements for the other activities, such as Defense Acquisition University, WRAMC and others. The DOC also has a small information technology



Andrea Corbin reviews office documentation.

customers. We have a very good working relationship with our customers and continue to work on good communication,” said Christine Thompson, director of contracting, Mission and Installation Contracting Command, Fort Belvoir DOC. “The DOC staff works very diligently to educate the customer on the contracting process while still meeting their mission (requirements). Educating the customer will always be an on-going process because our custom-



Lori Dobratz has spent almost 20 years dispensing mail to contracting directorate employees.



Sonja Ablola, Ruth L. Kelly and Denise Williams compare notes prior to a meeting.

division that maintains and supports contracting software, a legal staff, a small business staff, and an operations and policy division made up of a procurement analyst, the Government Purchase Card Team and an administrative officer.

“The biggest challenge facing all the contracting offices is the shortage of trained and seasoned contracting professionals. We are all dealing with an aging workforce that can retire today or in the next few years,” Thompson said. “The new folks are mostly coming from the intern program. The Army has the best intern program of all the federal agencies but its difficult to retain them as we are competing with other agencies offering higher grades and a lesser workload, especially in the National Capital Region.”

Thompson places a lot of emphasis on team building, banking on it to create an environment that employees will not want to leave.

Each month the DOC hosts a gathering for employees to get together as a team. The meetings vary from formal training to addressing various relevant contract issues. Thompson said the training ensures the DOC staff is familiar with the standardized policies and procedures of the MICC.

Team building at the Fort Belvoir DOC is not all work and no play. Each quarter a division hosts a

social event such as a St. Patrick’s Day party, Valentine’s Day party, etc.

“The events have almost become a competition amongst the divisions seeing who can host the best party,” Thompson said. “There are games, great food and great company.”

As in all contracting offices, the second half of the fiscal year is their busiest.

“The third and fourth quarters are usually the busiest time of year for contracting offices, obligating funds that expire at end of the fiscal year,” Thompson said. “The past couple of years, many of the activities and the garrison have been incrementally funding service type requirements. So we are now modifying contracts every month rather than once a year but the fourth quarter is still very busy.

“The Recovery Act Stimulus Projects added additional workload as well as additional oversight in the reporting on all projects quarterly through the president’s initiative on government transparency. The contracting staff and contractors must report accurately and timely on all projects involving the stimulus funds.” Thompson said.

“We have a professional and positive workforce that is here to support our Soldiers, and take great pride in their profession as well as the service they provide to their customers,” said Thompson, who is celebrating her fourth year at the DOC.

“I have seen a lot of changes at the Fort Belvoir DOC and all for the good. We have a good relationship amongst the divisions, which is critical as workload may need to be shifted as it increases either in pre-award or post award. This is a great team to be a part of,” Thompson said.



Waun Priest and Rebecca Lucena review their daily task list.

Unit readiness means train, train and train some more

By Maj. Thomas Lutz
413th Contracting Support Brigade

The 413th Contracting Support Brigade is doing its part to ensure deploying units do not go into theater without initial contracting officer's representative training.

The 413th CSB, Fort Shafter, Hawaii, is a subordinate command of the Expeditionary Contracting Command.

Additional specialized training unique to the specific contracts to which the COR is assigned is accomplished in theater, enabling the COR to effectively oversee contractor performance. The 413th CSB ended the second quarter of 2010 focusing on professional development tasks expected of contingency contracting officers.

The quarterly training is based on three tenets – contracting, leader development and warrior development. The combined training will enable the CCOs in providing the best support possible to deployed forces, whether they are directly supporting the Warfighter, or assisting people in dire need as a result of a natural disaster, such as the earth-



Col. Michael Hoskin briefs the contingency contracting officers on contracting and reconstruction in a wartime environment.

tunities with participation from the 15th Contracting Support Squadron, Joint Base Pearl Harbor Hickam, Hawaii, and the Hawaii National Guard's 1950th Contingency Contracting Team.

Col. Michael Hoskin, 413th CSB commander, kicked off the training with an overview of the latest update in Army contracting transformation

and lessons learned from contracting and reconstruction in a wartime environment. Other specific contracting related tasks involved a detailed focus on pre-deployment advance echelon operations, market research and contracting officer representative program training.

Preparing the CCOs for deployment was accomplished. The standards of conducting mission analysis, identifying requirements for deployment, and effectively preparing self and equipment to deploy, provided CCOs the way to provide immedi-



Capt. Michael Deems (left) and Maj. Isaac Torres (right) maneuver over the reverse climbing obstacle.

ate contracting support upon arrival in theater. In

situations or exercises that allowed for site surveys

quake in Haiti.

and advanced liaison requirements, CCOs learned market research techniques to enable them to become better business advisors while conducting contracting support to tactical and operational forces.

Training CORs is one of the many responsibilities a contracting officer has to ensure contractor performance is overseen. The COR training re-emphasized the critical skills units nominating CORs must consider, including the technical aspects, monitoring frequency, and monetary value of the requirement to ensure the COR's subject matter expertise and availability are commensurate with the requirement. The Commission on Wartime Contracting indicated in a 2009 interim report that there was an inadequate number of trained



Maj. David Taylor (top) is rolled during a combative drill.

contracting officer representatives assigned to contractor oversight in Iraq and Afghanistan.

The joint training provided substantial value as CCOs from different services participated in an open forum panel discussion that provided opportunity for Soldiers newly assessed into contracting to receive feedback from CCOs with multiple years of experience. More than 30 percent of the CCOs assigned to the 413th CSB have less than six months contracting experience, making the discussion and the rest of the training even more essential.

Throughout these classes, significant emphasis was placed on using the Contingency Contracting Joint Handbook. The handbook, a key training component and valuable resource, contains task checklists, training, templates, resources, tools, and other information essential for meeting the challenges faced by CCOs, regardless of mission or environment.

For leadership development, Hoskin took the time with CCOs to review manning and leadership opportunities for career progression. Staff Sgt. Artenillo Gutierrez, a CCO with the 617th Contingency Contracting Team, Schofield Barracks, emphasized the role of the NCO during the leadership discussion. The brigade also utilized this training opportunity to ensure every CCO understood the brigade mission essential task list, operational mission, contingency support, exercise support and the way ahead to achieve fully operational capability status.

Completing warrior task training requirements was another focus of CCO professional development. This quarter's focus was training Soldiers on movement through an urban area, hand and arm signals, and room clearing. Additionally, all Soldiers participated in combatives training and were confronted with completing a 13 station obstacle course.

The training concluded with an after action review and an in-depth focus of CCO skills referred to as a "deep dive" to maximize future training opportunities that lend themselves well to collective training. Topics such as government purchase card, unauthorized commitments and sole-source justifications will be used in future scenario-based training.



Maj. Isaac Torres making quick work of the overhead bars.
(U.S. Army Photos)

BAMC patrons save time with new valet parking service



Valet Parking services are now available at the Brooke Army Medical Center thanks to the efforts of the Mission and Installation COntracting Command.

By Ben Gonzales
Mission and Installation Contracting Command

FORT SAM HOUSTON, Texas - Brooke Army Medical Center patients can now avoid the long walk from the hospital parking lot as Mission and Installation Contracting Command officials helped procure a new valet parking service.

In less than 30 days, MICC officials staffed and approved a valet parking contract so BAMC patients can get to their appointments quicker, no longer having to march through the rain or blistering heat.

Contracts normally take up to 120 days to process, but BAMC officials wanted to start the valet service as soon as possible, said Patty Pfeninger, a MICC contract specialist. "We worked with the Fort Sam Houston Provost Marshall's office and BAMC officials to expedite this contract quickly and to draft a clear performance work statement."

The contract request came in April 28 and was awarded May 27 to a small-disadvantaged business. The more than \$437,000, one-year contract has an option of two additional years and calls for one supervisor and 10 valet attendants to work from 7:30 a.m. to 6 p.m. Mondays through Fridays, excluding holidays.

"This is the fastest contract at this dollar amount I've ever worked," said Faye Shepherd-Brennen,

a MICC contracting officer. "The Provost Marshall was very accommodating and cooperative, and it was a true team effort to get the contract done," he said.

Under this contract, the valet attendants are fully insured, have had criminal background checks, and must attend a safety training class. BAMC security officers will be on hand until all contract measures are met.

Up to 300 parking spots have been set off for valet parking, and Army officials can modify the contract if the demand for services increases.

Based on the contract, BAMC patrons may use the valet service free of charge. Customers should know they should not tip the valet attendants, Pfeninger said. "People should give the valet attendants only their car keys as the contractor is not responsible for lost or stolen items, but the keys will be secured and managed by the valet supervisor at all times. This contract is important and beneficial to satisfy the needs of people coming to BAMC."

By working with BAMC officials and the Fort Sam Houston Provost Marshall, MICC employees were able to develop a contract for a valet service to improve the quality of life for BAMC patrons.

"This shows the value of having professional contracting officials working closely with the customer to give a product that benefits so many people," said Brig. Gen. Stephen B. Leisenring, the MICC commanding general. "We need to do whatever it takes for the wounded warriors, family members, veterans and whoever needs to visit BAMC. We understand the struggle it is for any patient – the wounded warrior walking on crutches, the wife of a deployed Soldier who is trying to take small children to an appointment, and the difficulty it is for an elderly veteran who requires an oxygen tank to breathe – to walk up to three quarters of a mile just to get to the front door of the hospital. This contract shows the integral part MICC members play in helping accomplish our mission."

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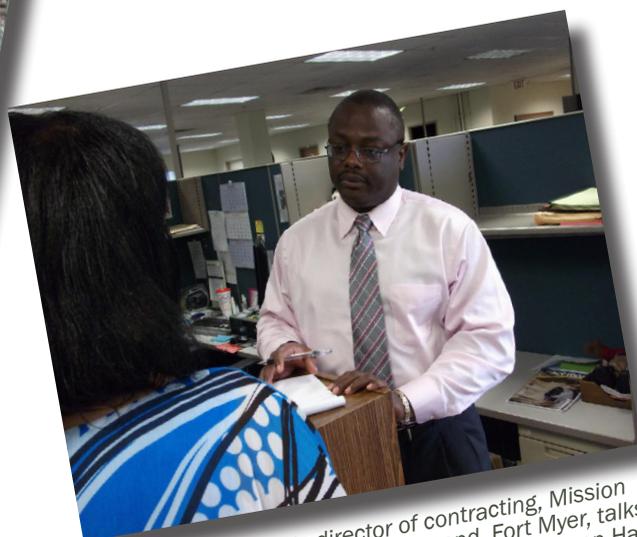
Col. Michael J. Rogers, commander, 408th Contracting Support Brigade, cuts a ceremonial cake after his change of command ceremony at Camp Arifjan, Kuwait. (U.S. Army Photo)



Larry Burg of the CECOM Life Cycle Management Command G4, briefs the CECOM Contracting Center leadership outside its' new facilities at Aberdeen Proving Ground, Md. (U.S. Army Photo)



Col. William A. Sanders (left) accepted command of the 410th Contracting Support Brigade from Col. Ted C. Harrison in a July 8 change of command ceremony at the U.S. Army Medical Department Museum, Fort Sam Houston, Texas. (U.S. Army Photo)



Richard Taylor, deputy director of contracting, Mission and Installation Contracting Command, Fort Myer, talks to a contract specialist at Joint Base Myer-Henderson Hall, Va. "I'm here to give the Soldier a quality product at a fair and reasonable price," Taylor said. (U.S. Army photo/Ben Gonzales)

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