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Contracting
Command

ACC TODAY



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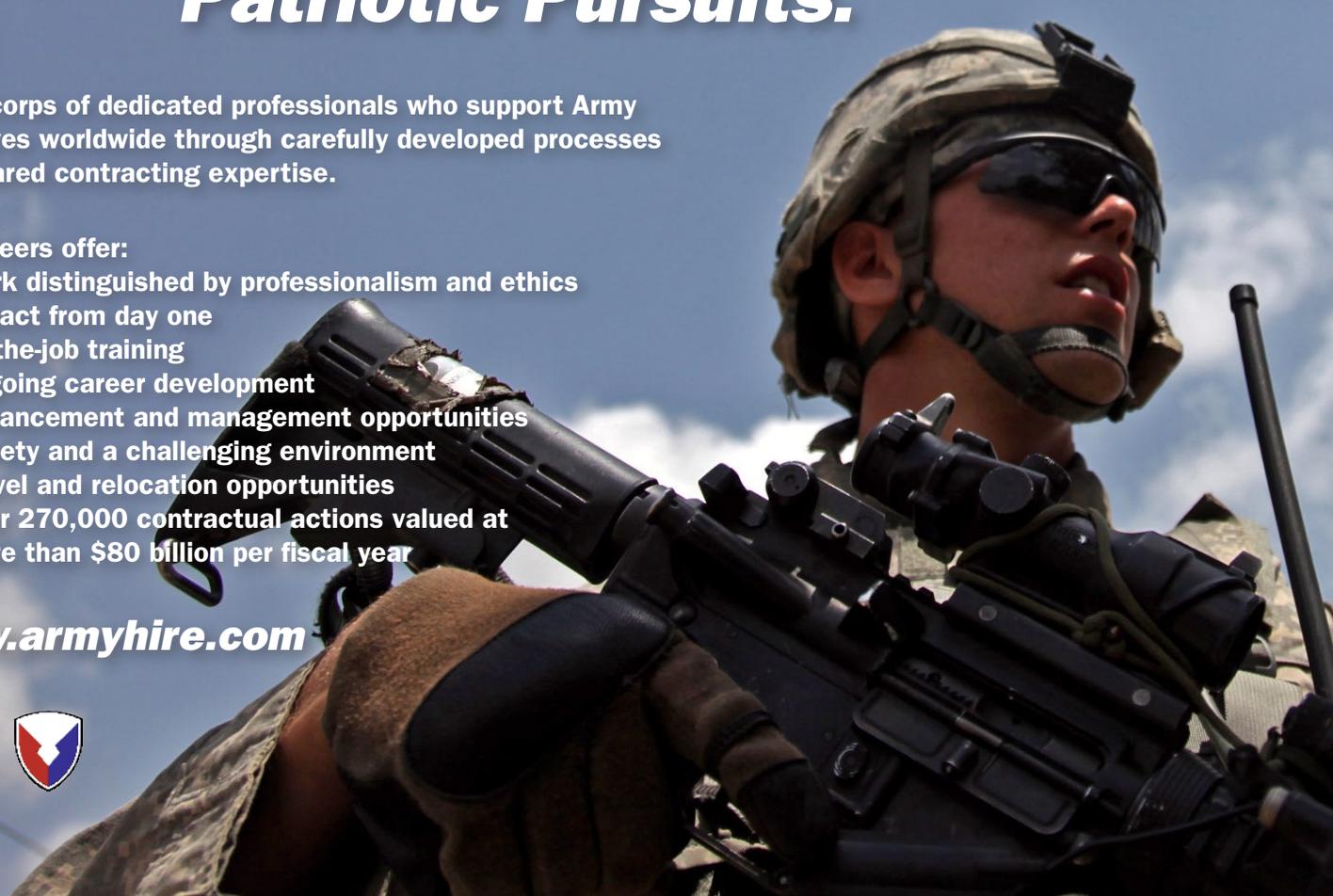
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A 410th Contracting Support Brigade Soldier exits a HMMWV Egress Assistance Trainer. Soldiers from the 410th and 412th CSBs spent two weeks training for future deployments at Fort Riley, Kan. Story and photos on page 12 and 13. (Cover photo by Gale L. Smith)

Intern program vital in refreshing the workforce

By Frederick Ryan Poole
Army Contracting Command

Detroit, Philadelphia, San Antonio, Houston and Ramstein, Germany, are only a handful of locations that attract participants to the Contracting Career Intern Program. Many from different walks of life apply, but only a few are chosen to experience this challenging yet rewarding career path.

The intern program offers reachable goals for participants while providing a gateway for eager trainees to enter the federal working environment, and ACC considers it effective recruiting.

“The intern program has existed for more than 20 years across the Department of Defense in various forms,” said Lorraine Massie, Mission and Installation Contracting Command program manager for training and career development. “The current 36-month structured Army Intern program has been in existence since October 2002.”



After completing the intern program, Marc Williams and Renata Freeman work together daily at the Mission and Installation Contracting Command Headquarters, Fort Sam Houston, Texas.

Qualified applicants must have a bachelor's degree and have a minimum of 24 semester hours of business. Under the Army Contracting Command career recruitment program, trainees operate as full time employees earning competitive salaries with the benefits available to federal employees. After completing the program, interns become permanent employees.

Interns - continued on page 20

ACC and ECC Headquarters move to Redstone Arsenal



The Army announced its the decision to relocate Headquarters, Army Contracting Command and Headquarters, Expeditionary Contracting Command from Fort Belvoir, Va., to Redstone Arsenal, Ala. These force structure actions will result in the reassignment of almost 80 Soldiers and more than 200 civilians to Redstone Arsenal. The move is expected to be completed by August 2011.

The Army Contracting Command provides global contracting support to combatant commanders, and the ACC's Expeditionary Contracting Command plans and executes contracting support for Army service component commanders in support of Army and joint operations. The Expeditionary Contracting Command also provides support for multi-national contracting requirements.

Both headquarters will co-locate with the U.S. Army Materiel Command and the U.S. Army Security Assistance Command headquarters, which are also moving to Redstone Arsenal as a result of the 2005 Base Realignment and Closure process.

The co-location of these organizations will serve to improve the integration of contracting services within the continental United States, at overseas installations, and in theater operations. (U.S. Army)

409th trains National Guard team



1st Lt. John Merlette of the Utah Army National Guard's 1993rd Contingency Contracting Team (far left) and Maj. Armando Corral of the California ARNG's 1933rd CCT observe a U.S. Army engineer explain a statement of work to potential local vendors in Kosovo. (Photo by Maj. Chris Patterson, 1993rd CCT)

Story by Angelika Lantz 21st TSC Public Affairs

The 409th Contracting Support Brigade might as well spell training with a capital 'T' because it is such an essential factor to their success. The 409th CSB serves as the executive agent for expeditionary contracting in the Balkans, and its 903rd Contingency Contracting Battalion provides a continuous boots-on-the-ground presence at the Camp Bondsteel office. Additionally, the Army National Guard, which rotate contingency contracting teams through the Kosovo office, provides vital workload assistance.

Since the ARNG CCT's nine-month deployments do not afford the luxury of easing into the work, intensive contracting-specific training becomes imperative.

"Our part of the Kosovo peacekeeping mission is 24/7, 365 days a year, and we have the responsibility to ensure the office is manned with teams that can execute our missions from the get-go," said Lt. Col. David Hosna, commander of the 903rd CCB.

The 1993rd CCT, a four-person ARNG unit from Utah, recently completed their training with the 409th CSB's Regional Contracting Office, Bavaria, and relieved the 1933rd CTT from California at Camp Bondsteel.

"The Utah team was able to see joint multinational training operations, as well as work in a contracting office with seasoned contract specialists who are proven practitioners at providing training and reach-back support to deployed contingency members," said JoAnna Lovett-Black, chief of the 409th CSB's Regional Contracting Office Bavaria.

In addition to formal classroom instruction, the more than 120 training hours for the Utah team incorporated real-world, hands-on components in order to provide team members with the competencies required to execute commercial and construction contracts, she explained.

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Questions and answers with the Executive Director

**Jeff Parsons, Executive Director,
Army Contracting Command**

(The editor recently sat down with the Army Contracting Command executive director for answers to questions heard from around the command.)

QUESTION: Last fall the command reached its Full Operational Capability status. Why was this event so significant?

ANSWER: It was very important. We were established provisionally as a new command in March 2008 after the Army Materiel Command was charged with standing up and establishing this organization as quickly as it could, as a result of the Gansler Commission, at the direction of the Secretary of the Army. The first major step after the provisional status was to develop a concept plan for what this command would be like.

The next step was building the command as approved by the Army. By filling the approved positions so that we could operate and stand on our own. We achieved that in October 2009, and were able to report that we were staffed to operate as a separate entity and didn't have to rely on the AMC staff for direct support. It was a major accomplishment to do all of that in less than a year.

QUESTION: What was the command's biggest success during 2009?

ANSWER: Clearly in my mind the ability to establish a two-star headquarters, staff it up, develop the processes, and to begin operating normally without a lot of assistance from the four-star staff, was a huge success for us.

QUESTION: What are the command's priorities?

ANSWER: The first priority is to continue to grow and develop a professional civilian and military workforce. The truth is, without a professional civil-



ian and military workforce I can't achieve the second priority which is maintaining superior customer relationships.

Third is to standardize, improve and assure quality contracting support, business processes and policies exist all across the command. Prior to the establishment of the command, there were a lot of different contracting organizations in existence and, believe it or not, there are different approaches on how to execute a contract.

What we want to do as a command enterprise is standardize business practices, by taking the best and embracing them and standardizing them to provide better quality contracts, and be more responsive to our customers. When customers come to us they will know the kind of service they are going to get in support of the contracting process, and not have to worry about why one contracting office did something different from another one. Also, if we have standardized processes across the command, people can move around the organization and not worry about having to learn new procedures. Part of growing and developing that workforce is being able to move people around to give them different contracting experiences.

The fourth priority is to obtain and maintain the resources necessary to operate the command and continue its growth. Last but definitely not the least, is to enhance the working environment and quality of life for members of the command. This is a retention issue and ties back to the first priority. Not only do we want to ensure that we develop a professional workforce, we want them to work in a good environment. They need to be able to work in an environment where they can perform the mission well – things like good lighting in the office area, appropriate desk space, and information tools and become important. If we can't provide a good working environment we risk the chance of losing valued



employees. It's all part of the investment we make in training them and bringing them on board. We revisit our strategic priorities every year to make sure we are on track.

QUESTION: The decision has been made to move ACC Headquarters to Huntsville, Ala. What will the move mean to the ACC Headquarters? The command? Our synergy with AMC?

ANSWER: The decision to move us to Huntsville, Ala. (the future home of the Army Materiel Command, ACC's higher headquarters), will keep our synergy aligned with AMC. The plan is to build a new facility on the same campus as AMC and also with the headquarters for the U.S. Army Security Assistance Command. So when you take a look at Huntsville, there will be a very large AMC presence which will create a lot of opportunities to enhance working relationships.

One of the beauties (of the move) is that it will allow ACC employees to not only have a place for our people who may want to move up to a four-star headquarters, but at the contracting level, we will be able to rotate people between the headquarters and the field a lot easier than we probably could in the D.C. area.

Certainly the move will be a challenge for a new organization and disruptive to some extent, but I think we demonstrated by what we were able to do in such a short period of time, by standing up this command, that we will be successful. We have a good success rate of hiring the right type of people to help overcome these challenges.

There will be some breaks in some relationships that have been established between our headquarters' staff and the field, but again, I think it's a temporary lapse. The way we are planning this move, with the phasing of hiring in Huntsville this spring and summer and having some overlap with folks here who are going to move to Huntsville, I think we will maintain the continuity and rapidly rebuild those relationships that we need to interact

with our supporting units. Overall I think it will be a good move for the command. I think it will provide a lot of synergy between the one, two and four star commands.

QUESTION: Who is going to be affected?

ANSWER: ACC and the Expeditionary Contracting Command headquarters are the affected organizations. I don't think the move will have a significant impact on the military personnel, but certainly will on the civilians. Everybody is going to have to go through a process to determine from a personal standpoint if this is 'the right thing to do at this point in my life for my family.' Those aren't easy decisions for most civilians. It definitely will have an impact on people as they go through that process.

Our goal is to try to make it as easy as possible for them. We will respect their decisions when it comes to moving or not moving. For those who decide to make the move, we will do everything we can to make it as painless as possible, and for those who decide not to move, we will do our best to help them try to find a position here in the National Capital Region.

QUESTION: Are any positions staying in the National Capital Region?

Answer: We already have one major contracting center here (the National Capital Region Contracting Center), so we will maintain a presence here. We are reviewing if there are any key positions we want to keep here in order to continue facilitating the relationships we have with federal agencies in the D.C. area. We haven't come to any firm conclusions as to how many, if any, positions will stay here in the Washington D.C. area, but I am sure we will rely more on the NCR Contracting Center to do some of the interfacing with other customers in the NCR.

Questions - continued on page 22

Second time a charm for Quintero 410th CSB NCO honored for contracting excellence



Master Sgt. Eliecer Quintero (second from the right) is joined on the stage by (left to right) Sgt. Maj. Steven Walton, 412th CSB sergeant major, Sgt. Maj. Douglas Adams 410th CSB sergeant major, and Col. Theodore Harrison, 410th CSB commander.

By Larry D. McCaskill Army Contracting Command

As a contracting noncommissioned officer, Master Sgt. Eliecer Quintero Jr. has proven himself as a combat multiplier, by applying his skills assisting Soldiers on the battlefields of Iraq and Afghanistan procuring items to get the job done. He's also helped provide the mechanisms to help villages in need of assistance in Third World countries.

In part, it's this flexibility that helped Quintero capture the 2009 Assistant Secretary of the Army (Acquisition, Logistics and Technology) Contracting Noncommissioned Officer Award for Contracting Excellence.

A member of the 607th Senior Contingency Contracting Team, 410th Contracting Support Brigade, Quintero has spent more than the last 10 years in contracting. Working with the Air Force from 2004 through 2007, he saw Air Force NCOs competing in award programs for contracting, winning a few

squadron level awards along the way, but didn't realize the Army had its own competition. This was the second straight year the 16-year veteran was nominated. His selection caught him by surprise. "It was great news for my family and me," he said. "I am very happy that the Army recognizes their enlisted force for the great impact we bring to the mission."

Quintero knew about the award when his supervisor at the time, Maj. John Sensley, told him about the first nomination in 2008. He was on his way to school when he learned of the second nomination.

Master Sgt. Quintero's knowledge in contracting was utilized by both the civilians and the Soldiers, said Sensley, who again nominated Quintero. "His input was requested on several occasions on many things that were foreign to our civilian workers. He lives and breathes contracting and it shows in his attitude and spirit for doing the job.

"He was my senior NCO for the 607th Senior Contingency Contracting Team," Sensley said. "As the team leader who was new to contracting, I relied on his eight years of experience to help the team achieve success. His leadership and guidance to the officers and enlisted on the team allowed us to be able to function as prolific contingency contracting officers on any missions we were given. His lessons ensured that we were prepared and could do the mission."

Observing him undertake one of the larger missions within U.S. Army South and conduct it successfully made me feel that such an undertaking should not go unnoticed. He exudes those qualities we want in our contingency contracting officers – confidence, competence, integrity and flexibility. It was because of these things I felt that he should be honored," Sensley said.

"I was shocked when he told me I was nominated again," Quintero said. "I've never won anything at

Quintero - continued on page 18

Contracting sergeant major leads the way

Carrying the burden of being first

By Larry D. McCaskill

Army Contracting Command

When Sgt. Maj. Cortorcha Rucker was promoted to sergeant major a year ago, the Greenville, S.C., native added a little swagger in her stride as she became the first female to reach that milestone in the 51 series career field.

“Reaching the highest grade in the enlisted ranks and becoming the first female to do it in my field was exhilarating,” said Rucker, the 901st Contingency Contracting Battalion sergeant major, Fort Hood, Texas.

Being the first anything can be a burden as that individual becomes the cornerstone, the foundation for a new group who wants to follow in their footsteps.

“I don’t feel any undue pressure,” Rucker said. “But I am aware that female leaders have to ensure that their points are heard. I will do my best to make sure my voice is not lost in the masses. I transferred because I was looking for new challenges. I found them and more.”

Rucker joined the Army to experience life and to enhance her education. She didn’t envision still being in the military 26 years later.

“Army life has been very rewarding,” Rucker said. In the 51 series for more than eight years, Rucker transferred from the Quartermasters Branch, where she had been an automated logistic specialist for more than 16 years. Since switching, she’s seen a lot of progress.

“I have seen the field transform into an MOS (military occupational specialty) with very professional and dedicated noncommissioned officers. We now have dedicated units that are set apart in our own brigades, battalions and individual teams,” ready to support the combat commanders.



Sgt. Maj. Cortorcha Rucker, 901st Contingency Contracting Battalion, advises Staff Sgt. Kelly Butler, 636th Contingency Contracting Team, during a contracting skills training session at Fort Riley, Kan. (Photo by Frederick Ryan Poole)

Rucker envisions a future where the career field will continue to grow, to the point where NCOs may eventually get an opportunity to work as program managers.

“That’s why today’s Soldiers coming into this field need to come focused and ready to accept a challenge that will benefit the warfighter and themselves.”

“I’m enjoying what I do, so I will be around until I feel it is time to move on. As for command sergeant major, I do feel that the sergeants major currently in this field will eventually earn that title. The duties are already being performed; we just have to iron out the politics of the situation,” she said. “Army life has been very rewarding.

My goal is just to continue to help this field to grow.”



Wounded warrior presses forward through recovery

By Larry D. McCaskill
Army Contracting Command

Assigned as a team chief with the Multi-National Security Transition Command-Iraq's Support Division, Army Maj. Randy Klingensmith felt compelled to prove himself to his counterparts in a position many felt was anything but desirable. With less than four months in theater, Klingensmith believed he had started to make a difference.

"Everyone told me I would hate the job (closing out contracts) and that the Air Force looked down on the Army (contracting personnel) and that they didn't trust us much and questioned our competence in contracting," said Klingensmith, who prior to deploying was a member of the Expeditionary Contracting Command's 611th Contingency Contracting Team, Fort Stewart, Ga. He discovered this to be a myth held by only a few. There were issues, but all of them were eventually worked through.

Knowing someone had to do the (contract) close outs, Klingensmith took on the mission and slowly began to change minds. Through diligence, determination and hard work, his responsibilities increased, ultimately becoming the commander's go-to-guy.

"The commander (Air Force Lt. Col. Jonathan Swall) looked to me to act as his executive officer. I ended up being responsible for my five-man team and indirectly for the rest of the unit," he said. Bringing an Army flavor and Army standards to a

unit predominately made up of Air Force personnel, Klingensmith said the commander listened to and used the knowledge and experience he and his two fellow Soldiers (Maj. Thomas Kelly and Master Sgt. Ronald Newlan) brought to the table to help solidify the unit.

Producing training plans for his Iraqi team members and given a warrant large enough to do some small purchasing and close-out actions, Klingensmith saw his role expanding as well as opportunities, working a variety of contracts with the other teams inside the division.

"I think I was lucky in getting that assignment," he said. "I was put in the right place at the right time -- that unit needed me as much as I needed the unit. It was a good fit."



Maj. Randy Klingensmith and his family during a visit to the Walter Reed Medical Facility.

Then came the morning of August 21.

After a loud blast, then abruptly tumbling, tossing and suddenly seeing a gaping hole in the side of the Mine Resistant Ambush Protected vehicle he was in, Klingensmith knew they were in danger and that he had to move quickly to help the others in his vehicle.

"I was trying to get to the other Soldiers in the vehicle, and I didn't realize that I was hurt until I couldn't get to them. That's when I realized I was one of the ones hurt -- that's when my fellow Soldiers came and took care of me," he said.

His story is similar to that of other warfighters injured in the Iraq and Afghanistan theaters of operation.

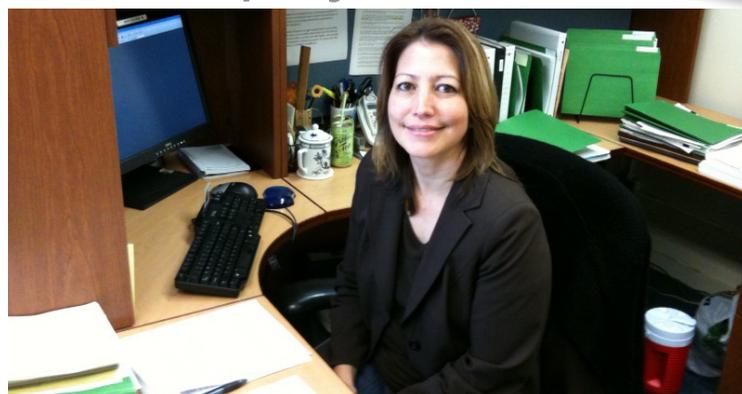
Warrior - continued on page 18

Army Staff recognizes 413th employee

Tina Johnston, procurement analyst, 413th Contracting Support Brigade, Fort Shafter, Hawaii, has been recognized by the Army Staff for her valued assistance with contractor and government reporting requirements associated with the American Recovery and Reinvestment Act.

The 413th received more than 40 tasking/clarifications on how the Army reports dollars spent for projects awarded utilizing funds under the ARRA program. The Army in Hawaii and Alaska currently has 92 fiscal year 2009 projects with a value of \$63 million. These projects directly support Army installation and family needs.

Johnston monitored and coordinated with regional contracting offices to ensure contractor registration, reporting, and agency reviews were completed on time. Although Johnston's contract policy shop is under strength by 50 percent, she was able to monitor, coordinate, and respond to the time sensitive ARRA data calls for three contracting organizations across the Pacific and assist other Army organizations in the continental U.S.



Procurement analyst Tina Johnston

"Thank you very much for helping us out. Your willingness to immediately complete this task for contract actions that did not fall under your organization while you were in the midst of reviewing your own recovery act contract actions, and your mastery of the automated system to accomplish this task so quickly are greatly appreciated," said Steven C. Jaren, Procurement Policy and Support Directorate, ODASA(Procurement) in a message to Johnson. He continued by adding that on her own volition, during non-duty hours, she went above and beyond her responsibilities to assist others. She is Army Strong. (Provided by the 413th Contracting Support Brigade.)

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"Some of the team members come with prior experience from the business world, or they currently work at a purchasing office ... we have the flexibility to adjust our training scenarios and assigned tasks to reinforce those areas and skills and focus our training where it is most needed," Lovett-Black said.

"It's a huge challenge. In addition to being technically proficient in expeditionary contracting, contracting professionals must be good stewards of taxpayer money and procure the services and supplies at the best value possible," Hosna said.

The Kosovo contracting office executed commercial contracts for services and supplies to support the Kosovo task force and humanitarian assistance projects within the European Command area of responsibility for more than \$22 million during

fiscal year 2009. The approximately 120 contracting actions ranged from resurfacing the helipad to janitorial services to procuring personal protection equipment, Hosna explained.

Nonetheless, the members of the 1993rd CCT are confident in their ability to execute their mission. "Our training at RCO Bavaria has been on point in many significant ways. The coordination with the incumbent ARNG CCT was important, and RCO Bavaria arranged for two members (one from the California CCT and an active duty CCT member) to provide relevant training on current issues and expectations for the office in Kosovo. We leave feeling confident in our skills and knowing that an umbrella of long-term assistance is only a phone call away," said Maj. Chris Patterson, the commander of the 1993rd CCT.



TRAINING: Warrior tasks and contracting scenarios

By Gale L. Smith
Army Contracting Command

They applied tourniquets to legs severed by improvised explosive devices, survived Humvee roll-overs, and eliminated the enemy with M16s... then they dusted off their uniforms and provided contracting expertise to get vital supplies and services to our warfighters. It's all in a days' work for the contingency contracting officer teams of the Expeditionary Contracting Command, training to deploy.

The teams are relatively new. Their formation began when the Army recognized the need for Soldiers proficient in contracting to deploy with Army units. When the Army formed the Army Contracting Command and its subordinate Expeditionary Contracting

“What we’re looking for out of this training is well-rounded contingency contracting officers who can go any place, anywhere and conduct their missions.” Lt. Col. Toni Jackson, commander, 901st Contingency Contracting Battalion

Command in 2008, the teams and the 51 C military occupational specialty were born. These contingency contracting specialists have been growing and improving their efficiency and effectiveness to fulfill their wartime mission ever since.

Recently contingency contracting officers (enlisted and officer personnel) scheduled to deploy in 2010 spent two weeks of intensive training at Fort Riley, Kan. The first week focused on critical warrior tasks; the second week subjected the Soldiers to various contracting scenarios designed to prepare them to effectively handle joint expeditionary contracting in Iraq and Afghanistan.

“We’re giving these Soldiers critical skills training; individual skills that will enable them to better survive what happens on the battlefield,” said Command Sgt. Maj. Jeffrey Mellinger, Army Materiel Command’s Command Sergeant Major.

“Twenty four percent of casualties are non-battle related. Take the life-saving training seriously – the life you save may be your own,” Mellinger told the trainees.

The training included: medical aid and evaluation; vehicle roll-over survival; marksmanship; convoy operations; and combat operations, including practice in the use of force judgment.

The second week of contracting scenarios started with a workload of four existing contracts, four field ordering officer files and 15 new requirements for goods and services, such as purchasing sniper backpacks and arranging for crane services. Each new day brought new requirements, problems with current contracts, and visitors interrupting the battle rhythm, just like the real world.

“There are plenty of changes over a period of time, especially in contracting, so to keep up with the local changes, policies, and contract clauses this is training of epic proportions for me and other CCOs here training with us,” said Sgt. 1st Class James Illes, 412th Contracting Support Brigade, a participant in the training.

The 412th Contracting Support Brigade, Fort Sam Houston, Texas, brought together a wealth of leadership and expertise from throughout the 412th CSB headquarters and other contracting battalions to train the contingency contracting officers. Although this was a 412th exercise, the 901st Contingency Contracting Battalion had the lead. The training was a joint initiative supported by Fort Riley trainers and facilities as well as contracting personnel from the Army Contracting Command, the Air Force, Army Materiel Command and the Department of Defense.

“What we’re looking for in this training are well-rounded contingency contracting officers who can go any place, anywhere and conduct their missions,” said Lt. Col. Toni Jackson, commander, 901st CCBn.



Expeditionary Contracting Command Soldiers observe the HUMVEE Egress Assistance Trainer in operation during Operation Bold Impact at Fort Riley, Kan. (Photos by Gale L. Smith)

Soldiers also had the opportunity to discuss current operations in theatre with principal assistants responsible for contracting and regional contracting center personnel via video teleconferencing from Iraq and Afghanistan. Prior to the training, these leaders had partnered with the 412th to develop the contracting scenarios.



Maj. Laverne Stanley emerges from the simulation vehicle after training to exit a rolled-over vehicle.

Gaining increased warrior and contracting skills wasn't the only benefit. The Soldiers were placed in training teams in order to network with other contracting professionals. Developing and improving the training of contingency contracting officers has been a primary focus of ECC since its inception. Plans are already underway to improve this training for 2011.

"Teams perform better if they know each other. This training will weld our contracting officers into teams. A team is always stronger than an individual," said Col. Jeff Morris, commander, 412th CSB. "Next year we're going to try to bring the National Guard and the Army Reserves to train with us; the Air Force is also asking us if they can bring some of their airmen to train with us."



ECC Soldiers train in convoy operations.

Although this training exercise focused on preparing Soldiers to operate with the Joint Contracting Command Iraq-Afghanistan, the Soldiers also deploy for humanitarian assistance, such as the on-going response to the earthquake in Haiti. Currently ECC contingency contracting officers are located in 27 states and six foreign countries.

"Our goal is for the 51 Charlies to be fully accepted and recognized in their capacity as the contracting experts that they are," Mellinger said.



ECC Soldiers practice vital combat life saving skills.

Operational Contract Support: A Nonlethal Enabler



By Maj. Christopher L. Center
619th Contingency Contracting Team

The Expeditionary Contracting Command's subordinate Contingency Contracting Teams are subject-matter experts in providing contracting officer representative, field ordering officer, and project purchasing officer training. The CCTs serve as enablers in nonlethal mission analysis, planning, and execution in support of the commander's mission.

Commanders and their staffs take eight operational variables into account as they plan and execute operations. According to U.S. Army Field Manual 3-24.2, Tactics in Counterinsurgency, "Even, a tactical unit will use the operational variables as a way

to define their operational environment, which often corresponds to their area of interest." Nonlethal mission analysis and planning must account for the operational variables, which include political, military, economic, social, information, infrastructure, physical environment, and time.

The CCTs provide expertise and resources that, if properly used, can affect several of these variables. Rebuilding Iraq and Afghanistan local, regional, and national economies provides legitimacy to these young democratic governments. It also influences the population, which is the "center of gravity," by creating jobs and a means to earn a legitimate income, free from corruption or the influence of the insurgency.

The U.S. Army Center for Lessons Learned Manual 09-27, Money as a Weapons System Handbook, states, "Warfighters at brigade, battalion, and company level in a counterinsurgency environment employ money as a weapons system to win the hearts and minds of the indigenous population to facilitate defeating the insurgents. Money is one of the primary weapons used by warfighters to achieve successful mission results in counterinsurgency and humanitarian operations.

Iraq and Afghanistan will develop into independent



"The United States has been engaged in ongoing combat operations in Afghanistan and Iraq from 2001 and 2003, respectively. Lethal operations have had an effect in capturing dedicated insurgents, but there remains a certain percentage of the population, or center of gravity, that can be influenced through the many different colors of money that exist in the Department of Defense's arsenal." U.S. Army Field Manual 3-24.2 Tactics in Counterinsurgency

Enabler - continued on page 22

Class is in session

Executive Director clears up misperceptions

By Larry D. McCaskill
Army Contracting Command

Never one to pass up a golden opportunity, Harry Hallock, executive director, TACOM Contracting Center, seized the moment to clear up some misperceptions and educate a group of displaced automotive engineers.

During an appearance at a recent trade show, an administrator with Lawrence Technical University in Southfield, Mich., asked Hallock if he could come by and talk to the engineers about his organization and defense manufacturing in general.

“It’s just smart to take advantage of any opportunity to reach out to the community to educate them about the good things we’re doing for Soldiers here at the TACOM Contracting Center and the Detroit Arsenal,” he said. “In this case, it was an opportunity to address a group of displaced automotive engineers and provide insight into opportunities within the defense manufacturing sector, and inform them of the processes involved in contracting for our Soldiers. It also provided an opportunity to counter some of the negative press, and inaccurate media reports about government contracting.”

Whether some of them ultimately obtain employment with the federal government or with defense contractors, Hallock wanted the gathering to walk away with more knowledge into the contracting piece of the acquisition process.

Presenting the engineers an overview of the TACOM Contracting Center and its mission, Hallock discussed how government contracting works and the many and varied rules, regulations, and statutes required to execute government contracts.

“It’s always enlightening to see the misperceptions that are out there, and hopefully clear them up and set the record straight. In this case, I could tell by the questions and comments I received during the course of the discussion, that the transparency and discipline of the contracting process were a surprise

to many,” he said.

This was the first time Hallock addressed an audience at the university; he has been asked to return to conduct two more sessions.

“I tried to leave them with an understanding of what we do and an appreciation for our efforts on their behalf as the taxpayer, our ultimate overseers. I am also very cognizant of the disparaging reference to us (government contracting specialists) as nothing more than ‘shoppers’ willing to buy everything at any price. I believe by providing insight and information about what we do and how we do it, it will help undermine this salacious and unfair characterization of us and our efforts,” he said.



Harry Hallock, executive director, TACOM Contracting Center

In addition to informing and educating, opportunities to talk to members of the local community can also be an opportunity to recruit.

“Two of the 25 students emailed me later and submitted resumes for employment with the TCC. We are currently reviewing their qualifications,” he said. “Although southeast Michigan is our home, we conduct university and community outreach programs across the country, whenever and wherever an opportunity presents itself to assist us in our goal of creating and supporting a diverse, well educated, and professional workforce.”

AbilityOne Program: Employment opportunities for those with disabilities



By Stephanie Lesko
AbilityOne Program

Q: What is the AbilityOne Program?

A: Providing employment opportunities to more than 40,000 people, the AbilityOne Program is the largest single provider of jobs for people who are blind or have other severe disabilities in the United States. The AbilityOne Program uses the purchasing power of the federal government to buy products and services from participating, community-based nonprofit agencies nationwide dedicated to training and employing individuals with disabilities.

A coordinated effort on behalf of the Committee for Purchase From People Who Are Blind or Severely Disabled (the federal agency that oversees the program), National Industries for the Blind (NIB) and NISH—Creating Employment Opportunities for People with Severe Disabilities, the AbilityOne Program provides people who are blind or who have other severe disabilities the opportunity to acquire job skills and training, receive good wages and benefits and gain greater independence and quality of life.

Q: What are the benefits of contracting under the AbilityOne Program?

A: Contracts under the AbilityOne Program offer government customers high-quality products available through a variety of distributors at reasonable prices and delivered when needed. AbilityOne service contracts offer a stable workforce dedicated to quality and customer satisfaction. The provisions of the program enable a long-term supplier relationship, eliminating the need to re-compete the contract. The AbilityOne team also works to streamline the process as much as possible.

Q: Where can federal customers find the Procurement List and what are some examples of available products and services?

A: The Committee for Purchase From People Who Are Blind or Severely Disabled maintains a Procurement List of products and services which have been placed in the AbilityOne Program, as referenced in Federal Acquisitions Regulation Subparts 8.0 and 8.7. The complete list is available to view and download on the web site of the Committee for Purchase From People Who Are Blind or Severely Disabled at www.abilityone.gov. Many AbilityOne common-use products included on the Procurement List are also clearly identified in the print and electronic catalogs of AbilityOne-authorized federal and commercial distributors, such as GSA Advantage!™ (www.gsadvantage.gov), GSA Global Supply (www.gsaglobalsupply.gov), and www.abilityone.com. The Committee notifies appropriate contracting activities to inform them of actions affecting the procurement list, such as additions or price changes. Nonprofit agencies vary widely in their interests and capabilities.

Q: How do Department of Defense (DoD) prime contractors get credit for subcontracting with AbilityOne Program nonprofit agencies?

A: DoD prime contractors are allowed to receive credit toward their small business subcontracting goals if they subcontract with qualified nonprofit agencies participating in the AbilityOne Program. The Defense Logistics Agency has added a clause to its solicitations describing the opportunity to support AbilityOne-associated nonprofit agencies through their subcontracting programs. DLA was looking for innovative ways to work with the AbilityOne Program and to “provide AbilityOne agencies a maximum practicable opportunity to participate as subcontractors.” AbilityOne subcontracts are easiest to envision in terms of a facilities management contractor that subcontracts with an AbilityOne-participating agency for custodial or grounds maintenance services; or an industrial prime vendor (integrator) that subcontracts with AbilityOne manufacturing agencies for certain products needed.

USASOC welcomes contingency contracting element

By Sgt. Tony Hawkins
USASOC PAO

There's a new face on the block for Army contracting as far as U.S. Army Special Operations Command is concerned, as the 905th Contingency Contracting Battalion officially stood up in October, and currently setting up teams across Army installations where special operations forces are located.

Part of the 410th Contracting Support Brigade, Expeditionary Contracting Command, which activated about a year ago, the battalion is responsible for any contracting needs Army special operations forces may have while overseas.

Last year, the Expeditionary Contracting Command did about 65,000 contracting actions coming in just under \$3 billion in obligations. The command handles overseas Army contracting, such as EUCOM or PACOM.

"We're very excited and thankful to have the opportunity to work in support of USASOC," said Lt. Col. Dennis M. McGowan, commander of the 905th CCBn. "This is part of the formalization of expeditionary contracting and Army contracting. What it amounts to is a central point for all USASOC expeditionary contracting."

"We will have five contingency contracting teams in our battalion to support USASOC," McGowan said. "The teams will be co-located

with special forces groups, and will work at installation directorates of contracting so they can practice contracting before deployment."

Currently the battalion is located in the USASOC headquarters building at Fort Bragg, N.C., and the first of the five contracting teams is active at Fort Lewis, Wash. Considering the size of the battalion's headquarters, eight Soldiers and two civilians, there are not a lot of people responsible for a rather large mission, said McGowan.

"We're primarily supporting civil affairs, psychological operations, and all special forces groups. However, if a Ranger customer comes into the directorate of contracting at Fort Lewis, we would serve as their focal point. Typically they would get their support from another organization, but we will by no means turn them away, especially in a deployed environment."

By the end of 2011, there will be four more operational contingency contracting teams from the battalion located at Fort Campbell, Ky., Fort Bragg, N.C., Eglin Air Force Base, Fla., and Fort Carson, Colo. The four-man teams consist of a major, a captain, a sergeant first class, and a staff sergeant. Within a few years a second staff sergeant will be added to each team. All of these individuals are 51C contingency contracting officers.

"These folks, upon deployment,

are warranted contracting officers, capable of obligating U.S. dollars to purchase whatever is required for Army special operations missions," McGowan said. "When they're warranted, basically they are licensed to obligate money from the U.S. government for these contracts. These contracting officers are legally the only ones who can do this, and it's a very big responsibility because these folks spend taxpayers' dollars."

Virtually any contracting need USASOC units may require while overseas can be handled by one of these contracting officers. Some of the contracts they typically make range from items like concrete barriers and portable toilets, to repairing road damage from improvised explosive devices and even turning an empty field into a patrol base. The teams are also capable of converting weapon systems with commercial off-the-shelf products.

"We do all this by training warrior contracting officers, who know the Federal Acquisition Regulation, their warrior skills and other common military tasks," he said. "They must be able to shoot, move and communicate downrange, and come back safely and ethically intact."

With the level of responsibility placed on these individuals, it is no surprise the level of training

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this level. It means a lot to me. I feel the award was more for the achievements of my entire career in contracting.” The Panama City, Panama native thought it to be a bit ironic to win while supporting humanitarian missions as opposed to during his tours in combat areas.

“I was selected for this particular award while serving in South and Central America and the Caribbean,” he said. “Working humanitarian and training missions are very rewarding to me. We are making the difference in those nations. The initiative to train other forces and work together as a team in response to disasters and emergencies are great motivators to me and my fellow Soldiers.”

Quintero’s transition to contracting wasn’t like most.

“I was rewarded by my first sergeant for volunteering to deploy to Haiti for six months. He promised me a new job upon my return,” Quintero reflected. “My first mission was to Guyana with an experienced NCO for training. Three months later I was the lead NCO for New Horizon 98 Nicaragua. My first contracting assignment was in the same office I am in now, our office name back then was mission support division. I fell in love with our mission here in the Americas from the beginning.

“The award means a lot to me,” Quintero said. “I feel the award was more for the achievements of my entire career in contracting. After two deployments in Afghanistan and one in Iraq, it was ironic that I was selected for this particular award while serving in South and Central America and the Caribbean (supporting humanitarian missions).”

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Klingensmith was enroute on a routine mission when the vehicle he was in was hit by an improvised explosive device as his team was returning to the International Zone.

As a result of the attack, Klingensmith suffered hearing loss, a fractured lower back, severe damage to his left leg, and injuries to his right leg.

“I remember telling one Soldier to take out and apply my tourniquet as I saw how much blood I was losing,” said Klingensmith who acknowledged his fellow warfighters for saving his life. “I was conscious but not conscious enough to do it myself. He knew how to use the new tourniquet system.”

Klingensmith said
 “Thanks to those who helped get me out. There are a lot of people whose names I didn’t remember that I want to say thank you to. I’m glad they paid attention to all of their training because it made a world of difference. Master Sgt. Newlan and Col. Carol Eggert stayed with me the whole time,” he said. “Carol and Ronald were a huge difference in my life during those first critical moments after the blast, I just want to thank them again.”

“Sometimes we get hung up on the contracting missions,” he said. “We have to make sure we always find time to conduct Army (tasks) training. Everyone deploying into theater should be skilled at the common tasks, as anyone could be called upon to use them at any given time.”

Soldiers need to know the common tasks and their military occupational specialty equally, Klingensmith said. Contracting is difficult and changes in procedures occur often. It is just as important to ensure everyone stays current with their non-contracting training, especially since contracting teams operate as smaller units when deployed and are often separated from main elements of troops.

“What I took out of it (the bombing) was (that) our equipment works. You need to wear it and wear it properly,” he said. “At times, I’ve seen members of the acquisition corps go down range and get a little sloppy (relaxed). I’ve seen photos of Soldiers doing things the wrong way. I’ve seen photos of Soldiers with Air Force units who relax the Army standard.

The Air Force standards are different than ours. When not with Army units “we need to remember

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they require is extensive. From college courses to the Defense Acquisition University, as well as all of their common military training, members of the Army's newest military occupational specialty – 51C acquisition, logistics and technology contracting noncommissioned officers – must go through about a year and a half of training before they are available for deployment.

"Typically, we'll assess sergeants and above for the military occupational specialty. Upon completion of their schooling, sergeants are automatically promoted to staff sergeant," he said. "Once folks come to our teams, we train them for a year in an installation directorate of contracting office before

we send them anywhere. After that, they're ready for worldwide deployment in support of USASOC."

"If there's a need for 51C support, all folks in USASOC have to do is talk to the G3 and submit a request for forces, then G3 talks to me and we deploy a team," McGowan said.

So whether there's a need for communications equipment on an ARSOF compound in the Philippines, or a facility needs to be repaired on a remote patrol base in Afghanistan, over the next few years it's likely there will be a member of the 905th CCBn there to help.

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where we come from and why we are there, and maintain Army standards at all times. That means wearing the uniform when you are traveling – all of the pieces. Don't modify it to be lighter. Wear what you are supposed to wear. Make sure that your first aid kit is somewhere reachable and that you know how to use it. Pay attention to the first aid training you get at the CRC (Combat Readiness Center). It's quality training and it saved my life."

Months after the accident, Klingensmith is home with his family recuperating. "My wife (Beth) has done all of my wound care for me," he said. "She is everything an Army wife should be and more."

Beth uprooted the family (11-year-old Jayson and 8-year-old Kaitlyn) from their home in Georgia to Maryland for two and a half months while her husband went through various medical procedures at the Walter Reed Medical Facility in Washington, D.C. During that time she did everything from arranging visits from other family members to learning how to take care of her husband's medical dressings, and ensuring the kids maintained their school studies.

"There have been nights where it's almost midnight and Beth is telling me to go to sleep as she is redressing one of my wounds," he said. "Without her I would not be as well as I am today. She may not be a doctor but she is definitely the next best thing."

Life at home has been a challenge. Unable to participate in the activities he and Jayson did prior to his injuries, bike rides and yard work have been exchanged for video games, where Jayson tends to come out on top. While he can't sit on the floor with Kaitlyn, he still is able to join her for tea and, occasionally, dressing up dolls.

"I obviously don't have that skill," he laughed out loud. "I tried but she never really liked any of my outfits. The good thing is, I can still enjoy the tea parties."

Trying to help mom and dad around the house, Kaitlyn holds the wrappers, gauze or anything her mom needs as Beth cleans her husband's wounds. Meanwhile Jayson empties the trash, rakes the leaves, and picks up around the house as much as he can. "They have really stepped up and have made me very proud of them," he said.

Klingensmith and family made a scheduled trip from Savannah, Ga., back to Walter Reed for additional medical treatment.

"My recovery is going well and the crew here is amazing," he said. "I think the Army finally has it figured out, at least in my opinion, when it comes to Soldier care. They treat the families and Soldiers well. I think my recovery is going well because of the professionalism of the people taking care of me. I'm hoping to recover enough to stay in."

Interns - Continued from page 4

Interns are vital to the federal work force and the contracting career intern program has been an important tool in bringing applicants on board, according Cynthia Cohen, ACC career program analyst.

“In fiscal year 2009 there were a total of 461 interns hired, and 155 more will be hired in fiscal year 2010,” said Cohen. “We rely upon the program as a tool to replenish the work force.”

The selected applicants are not all straight out of college. Applicants include middle-aged wounded veterans to young Army reservists to current federal employees.

“One day you are working with the legal and policy teams to write a limited source justification and another day you may be crunching numbers to help your customer with a realignment of funding modification.” – Heather Adams, intern.

The program was challenging from the beginning to the end, said Sean Dehaas, a graduate of Texas State University and the intern program.

“The hardest part is getting your foot in to the door. Once you’re in, there is still so much to learn and there is always constant change; you have to be able to learn on the job,” said Dehaas, who currently works at the MICC headquarters in Fort Sam Houston, Texas.

Many interns say the biggest challenge is contracting boot camp. The program is an accelerated four to six months teaching experience where students receive the fundamentals of government contracting. The amount of information taught to participants normally takes a school year to learn.

“It has been a blessing to be exposed to so much at an early stage of my career, but also a challenge to assimilate and apply everything that I am constantly learning,” said Heather Adams, a contracting intern at the National Capital Region Contracting Center.

Adams says her biggest challenge as an intern has been balancing complex work assignments with a multitude of training course requirements. Interns rotate through different departments at their local duty station and travel to other centers to learn different aspects of contracting.

Ten months into the internship, one of Adams’ primary customers is the Office of the Secretary of Defense.

Prior to working with OSD she served on a Source Selection Evaluation Board. The SSEB is a board brought together to perform a selection process used in competitive, negotiated contracting to select the proposal that offers the best value to the government. Next she will do a two-month rotation in the Small Business and Policy Office.

ACC career recruiting interns learn how to perform market research to identify potential sources of supplies and services, evaluate proposals and make contract award decisions, and develop vital skills related to contingency contracting operations.

“One day you are working with the legal and policy teams to write a limited source justification and another day you may be crunching numbers to help your customer with a realignment of funding modification,” said Adams.

More specifically she also learned how to write pre-award document, how to extend task orders after a blanket purchase agreement has expired, and that contracting is a team effort where there are always others willing to help.

The experience was full of challenges and obstacles, but ultimately the transition from intern to official federal employee was an easy one. The transition from intern to employee was very smooth because the training wheels started coming off towards the end of the internship,” said Dehaas.

For more information about the Contracting Career Intern Program visit the Army Contracting Command Career Recruitment Web site www.armyhire.com.

ECC continues support in Haiti

By Larry D. McCaskill
Army Contracting Command

While snow storms of herculean proportion hit various parts of the U.S., the plight of the Haitian people slowly moved off the front pages of the American media and consciousness. For more than a dozen Expeditionary Contracting Command Soldiers and civilians deployed in the region to provide continued support of Haiti Humanitarian Assistance Disaster Relief Operations, the mission remained priority one.

Deployed within the first 48 hours after the 7.0 magnitude earthquake devastated the country of Haiti, ECC personnel have been in the region supporting the joint task force mission.

“It’s the right amount of people, give or take one or two,” said Lt. Col. Douglas Lowery, chief of contracting, Regional Contracting Center - Haiti. “The workload is pretty intense but we’ve done a couple of things to help ease things for us. We’ve set up some blanket purchase agreement contracts for some of the big ticket items that are being used. Things like transportation assets – trucks and non-tactical vehicles that allow the task force to get around and accomplish their mission.”

The mission is creating a great deal of paperwork, and administering it can be a burden.

“We’re doing that. Doing that first (establishing administrative procedures) has helped us accomplish the contracting end state. It’s pretty normal. These types of operations have a very high operation tempo and provide us the opportunity to do contracting,” Lowery said. “We’re trained pretty well to do this job and handle the requirements at the contracting officer level.”

Joint task force members landed on the small Caribbean island with little more than basic supplies. Lowery and the rest of the ECC team were instrumental in acquiring the necessary supplies, services and personnel to get the job done.



Expeditionary Contracting Command members in Haiti included: top row - Michael Shipman, Sgt. 1st Class Timothy P. Higgs, Sgt. 1st Class Twillie Curry, Lt. Col. Douglas Lowery, Col. Quentin Rashid, Maj. Bryan Ash, Ray Wemple, and Maj. Carl Oelsching. In the bottom row are - Master Sgt. Ellecero Quintero, Capt. Nancy Lewis, and Maj. Ralph Barnes.

“The biggest difference we make is two-fold. First is all the transportation assets that we’ve provided to the joint task force to move around the area of operation. The units didn’t bring a lot of their organic equipment and some of it is being shipped in later, so we are providing them the assets to move humanitarian supplies as well as their own supplies, equipment and people. The second thing we’ve done is to allow them to sustain themselves with field services and basic life support services.”

The latter was accomplished by working with the units and establishing field ordering officers. The FOOs provide individual units with the capability to procure small purchase, cash and carry type items that help the units accomplish their tasks.

“If they see a bulldozer there and they need it to clear an area so they can get through, they can grab the guy with the dozer and pay him right there on the spot so they can execute their mission,” Lowery said.

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Enabler - continued from page 14

and self-reliant governments or they will descend back into the chaos that ensued prior to the 2006 surge in Iraq and ongoing operations in Afghanistan. One critical step in building strong governments at the local, regional, and national levels is a functioning and stable economy. The CCT is a key enabler in the building of these economies.

Command influence is an important factor in successfully integrating into the basic combat team's pre-deployment training phase. COR, PPO, and FOO cannot be viewed as an additional duty by the chain of command. At a minimum, the BCT executive officer, civil military operations officer, and logistics officer should be present for this training. This will provide them with the knowledge of the duties and responsibilities of the function. It will also provide information on how to successfully manage these programs, and how these programs play a significant role in accomplishing the BCT's overall mission.

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QUESTION: How long will it take to refill positions?

ANSWER: Right now we don't have a shortage of applications for any position available. As we start losing personnel, our intent is to start hiring the replacements in Huntsville. I believe that by the time we move the actual headquarters (around August 2011) we should have most of our positions filled.

QUESTION: Does the move set the command back any?

ANSWER: Depending on the challenges that we may or may not face with the move, it could set us back on working on some of the strategic priorities. Overall, I don't think it will. It may cause us to take short pauses as we make the transition. I find people give it their all, and I am confident in the type of people we hire to see that we don't stall for long, if at all.

QUESTION: Is there a timetable for the move?

ANSWER: The move to Huntsville will be accomplished in a phased approach with the final phase taking place in the August 2011 time frame.

These programs are responsible for multiple colors of money and greatly affect a BCT's operating expenses while in theater. Command influence will ensure this training is fully integrated into the BCT's pre-deployment mission analysis to produce the requisite number of CORs, PPOs, and FOOs as dictated by ongoing contracts, future contracts, and Commander's EmergencyResponse Program projects. The BCT must have a firm grasp on the contracts that it will assume responsibility for upon relief in place/transfer of authority. Command influence will ensure that these important tasks are completed, and the BCT will experience a reduction in the number of contract-specific tasks and training during a turbulent relief in place/transfer of authority phase.

Frederick the Great said when you are planning to march, arrange everything in advance. The Contingency Contracting Team can assist the BCT in this preparation and mission analysis.

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"Contracting plays a huge role in these types of operations and what the JTF can accomplish. Without the buses and these transportation assets, the JTF can't accomplish their mission," said Lowery, who can see firsthand the fruit of their efforts.

"More than 15 million meals were delivered in a 10-day period. More distribution points are opening daily with Haitian families receiving 25 and 30 pound bags of rice, beans and cooking oils. The camps in areas where people's homes were destroyed turned into dangerous and rudimentary shelters. They now have tents with water and meals being delivered to these areas on a routine basis.

A lot of good is happening as a result of our being here," Lowery said. "We enable the JTF to do the great things they do."

In the next issue ...

The ECC NCO of the Year



More on the move to Huntsville



Training contingency contracting officers





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