

DEFENSE
CONTRACT
MANAGEMENT
AGENCY

INSIGHT

2020



DELIVERING TWO DECADES
OF WARFIGHTER READINESS



Defense Contract Management Agency

3901 A Avenue, Building 10500
Fort Lee, VA 23801

www.dcma.mil

DIRECTOR — Navy Vice Adm. David Lewis
CHIEF OF PUBLIC AFFAIRS — Mark Woodbury
EDITOR — Thomas Perry
ASSOCIATE EDITOR — Matthew Montgomery
ASSOCIATE EDITOR — Tonya Johnson
LAYOUT AND DESIGN — Tim Thomas
GRAPHICS — Cheryl Jamieson
CONTRIBUTING WRITER — Patrick Tremblay
CONTRIBUTING WRITER — Elizabeth Szoke
CONTRIBUTING WRITER — Tim Thomas

INSIGHT is published annually with appropriated funds by authority of the director, Defense Contract Management Agency. The director has determined that this publication is necessary in the transaction of business required by law and the Department of Defense. Contents are not necessarily the official views of, or endorsed by, the U.S. government, DoD or DCMA. INSIGHT has a controlled circulation.

Photo Credit: All design elements within this publication are official Department of Defense photographs and imagery, and unless otherwise noted, are in the public domain. They are available for use, subject to specific guidelines. Policy on the use of photographs and imagery containing military persons, places and things, regardless of its origin, for commercial advertisement, marketing, promotion, solicitation or fundraising purposes is found at: <https://www.dimoc.mil/References/DoD-VI-References/DoD-Instructions/>.

THIS ISSUE

- 6 **Hitching a ride with Space Force**
- 8 **Discover 20 years of AEHF satellites**
- 26 **3D DoD: Printing without paper**
- 28 **My DCMA: Putting service before self**
- 32 **Slow fall: 80 years of parachuting**



WARFIGHTER

DCMA evolution focuses on America's warriors

By Navy Vice Adm. David Lewis, DCMA director

2020 is a big year for the Defense Contract Management Agency, as we mark our 20th anniversary and the 30th anniversary of our predecessor, the Defense Contract Management Command. Our history, and continued success, are a testament to our cadre of acquisition professionals and those that came before them.

Over the course of this year, we are highlighting much of our history, but I want to start by going back just a few years to revisit three points I made on my first day at DCMA. This initial intent remains sound today, and I expect would not have been out of place in 1820 or 1920, nor will it be in another century.

One: We deliver. Throughout our history, from muskets purchased by Maj. Gen. Thomas Mifflin, the first Quartermaster General, to the delivery of the most recent Joint Light Tactical Vehicle (probably the day you're reading this), our obligation to the warfighter drives everything we do. This is our mission.

Two: We must always provide "best value" to the nation. In reading through DCMA's history, both its origin story and more recent actions, it's clear that Congress and the Department of Defense have always expected us to be a paragon of efficiency. It's also clear that our services and buying commands need us to champion consistency, affordability and predictability in the acquisition process. We do this well.

'We are DCMA'

Three: Work smarter, not harder. Ironically, this one is not easy — working smart means working to stay smart. It requires becoming comfortable with change and tolerant of a certain level of chaos as we level up in capability.

We felt this in 2000 when we left the Defense Logistics Agency's nest and became independent. We felt it again last year, as we moved our Information Technology assets to more stable platforms. We feel this daily in production facilities, as we push ourselves to understand new manufacturing processes.

We continue to evolve as the smartest, most efficient organization we can be, and the results speak for themselves. Today, we are more than 12,500 subject matter experts, managing more than 300,000 contracts worth more than \$7 trillion, returning two-to-one on every dollar invested in us. We are a valued contributor to the greater national defense team, ensuring readiness and delivering 500 million items to the warfighter annually. We are DCMA.

Why we do what we do!



Ellen Lord, undersecretary of defense for acquisition and sustainment, authorized a significant 2019 DCMA reprioritization and realignment of resources.

Capitol Gains

Agency awarded expanded mission

By Patrick Tremblay,
DCMA Public Affairs

The core of the Defense Contract Management Agency mission, delivering equipment U.S. warfighters need to win, was established centuries ago and remains essential today. How this mission is approached and the requirements and regulations that guide it have evolved with time and technology.

In 2019, the agency's expanding mission scope and customer expectations led to a significant reprioritization and realignment of resources. These were authorized by Ellen Lord, undersecretary of defense for acquisition and sustainment, guided by the National Defense Strategy targets of building a more lethal force and reforming the Defense Department for greater performance and affordability.

DCMA has built its reputation by managing more than 310,000 contracts with a total value exceeding \$7 trillion, and delivering over 500 million items annually to the military services and other DoD customers.

Agency contract management has been focused on equipment, including many ACAT 1 programs, and limited to contracts exceeding a certain dollar value. For these, DCMA's role is built into the contract.

Through last year's expansion, DCMA is now authorized to perform additional contract administration work for DoD customers in exchange for reimbursement. This will let these organizations apply DCMA's

expertise to contracts not typically covered by the agency.

"This fee-for-service process is based on long-standing work conducted with NASA, as well as robust Foreign Military Sales contract administration experience," said Mark Schultz, the agency's reimbursable program manager. In late 2019, DCMA conducted a successful pilot program with Naval Sea Systems Command, the first of its fee-for-service effort, and will be expanding these relationships in the coming years.

Schultz said the program can add efficiency and savings to existing contract administration efforts. "Based on our pilot, current work and FMS experience, DCMA expects to save customers 20% or more over other contract administration service sources."

Another expansion area for the agency is a new focus on ensuring contractor compliance in safeguarding information about the weapons, equipment and systems they build. In June 2019 DCMA created the Defense Industrial Base Cybersecurity Assessment Center.

"At risk is what's called controlled unclassified information," said Darren King, DCMA DIBCAC director. "Most contractors have proper protection for classified data, but there is a lot of CUI that is too easily accessible. Once aggregated, this information can show more of our defense capabilities than we want to make available."

Through January 2020, the center had completed 29 assessments, trained more than 90 people from other DoD organizations, and conducted more than four joint assessments with the Navy, with several more scheduled with the Missile Defense Agency.

King said DIBCAC is now working closely with the Office of the Secretary of Defense and the Cybersecurity Maturity Model Certification Program Office to make sure everyone is using common standards. Championed by Lord, the CMMC is designed to be a cost-effective combination of cybersecurity standards and best practices required of defense contractors. When implemented, they will reduce the risk of specific sets of cyber threats.

These two examples are among the latest in a long line of evolution in defense contract administration, leading to the efficiency found today at DCMA.

"We must always provide 'best value' to the nation," said Navy Vice Adm. David Lewis, DCMA director. "It's clear that Congress and DoD have always expected us to be a paragon of efficiency, and our services and buying commands need us to champion consistency, affordability and predictability in the acquisition process."

Navy Vice Adm. David Lewis is DCMA's director. As the director, he leads a Department of Defense agency that consists of about 12,000 civilians and military personnel who execute worldwide contract management responsibilities, covering more than 15,000 contractors and more than \$300 billion in unliquidated obligations.



John Lyle, SES, is DCMA's deputy director. He is the principal adviser to the director on all agency mission and management issues. This includes leadership of all civilian and military personnel at more than 1,000 locations.



Cory Rosenberger is DCMA's chief of staff. He is responsible for special projects and initiatives affecting the agency's 15,129 serviced contractor locations where DCMA provides oversight on over 308,000 active contracts.



Air Force Chief Master Sgt. Adam Rising is DCMA's senior enlisted advisor. In this capacity, he advises the director on health, welfare, professional development and utilization of the agency's joint enlisted force.





New Initiatives

DCMA joins Space Force for initial ascent

By Thomas Perry, DCMA Public Affairs

The U.S. Space Force, or USSF, was established as the Department of Defense's newest military branch Dec. 20, 2019, with the enactment of the Fiscal Year 2020 National Defense Authorization Act. It will be stood up over the next 18 months, and the Defense Contract Management Agency will be a key part of that process.

Soon after its establishment, a DCMA senior leadership team conducted a panel to review the nominations for a one-year Space Force detail. Seventeen nominations from across the contracting agency's global network of acquisition professionals were submitted. The requirements included an O-6, GS-15 or NH-IV with space acquisition background to assist in establishing the DoD's newest force.

Matthew Lupone, a program integration lead for DCMA Special Programs out of Melbourne, Florida, was selected for the post and assigned to ensure USSF's acquisition efforts are established professionally and meet the high expectations of the Office of the Chief of Space Operations.

"I am representing the office of the undersecretary of defense for acquisition and sustainment during the acquisition planning," said the former colonel, who retired from the Air Force as contract management office commander out of DCMA's Lockheed Martin Sunnyvale, California, office in April 2017. "As an OSD asset, I champion A&S interests during the acquisition planning and governance development processes. Specifically, I understand that I am an integrated product team, or IPT, lead, who will help establish the acquisition governance framework within the Space Force. This is one of several IPTs that will take on critical topics such as alignment of the Space Development Agency, Army, Navy and OSD space activities, and the role

and responsibilities of the new assistant secretary of the Air Force for space acquisition and integration."

When asked why he applied for the position, Lupone was split on his motivations. Yet both reasons originate from a foundation of service.

"I have served in a variety of ways in previous assignments, and in some unique ways within the Defense Department over space acquisition that I believe I can contribute immensely to this activity," he said. "First, I am honored and humbled to have been selected and want to represent our agency and A&S, and serve the Space Force to the best of my ability. However, secondly, getting involved at this stage for a new department is very jazzy, and I hope to enjoy it"

"Find a job you love and you will never work a day in your life," is a well-known adage that often proves true, and for the next 12 months, Lupone hopes it happens again.

"Having spent my entire Air Force career in the space and missile acquisition and operations mission areas, I've been tracking the Space Force narrative very closely," he said, "even though I thought my space 'acquisition' duties and support were all in the past. When this opportunity arose, I didn't hesitate. I believe I have the right skills and experience to support this endeavor"

According to the Space Force website, Lupone's new job will require the entirety of the expertise he spent a career building: "The USSF is a military service that organizes, trains and equips space forces in order to protect U.S. and allied interests in space and to provide space capabilities to the joint force. USSF responsibilities include developing military space professionals, acquiring military space systems, maturing the military doctrine for space power and organizing space forces to present to our combatant commands."

The new position will require great commitment and sacrifice to meet these lofty responsibilities, which will directly impact the USSF for years to come. It is like having a front row seat at Tun Tavern in Philadelphia circa 1775 and watching the first Marines commit to a life driven by honor, courage and commitment.

"I believe in the service-before-self concept, and how a work/life balance can impact the ability to serve when opportunities arise," Lupone said. "I love what I do for my agency and DoD, but I couldn't do it without the support from my wife and family. For those contemplating volunteering for opportunities that will impact their work/life balance, I advise you to have deep discussions with your family and/or significant others. In my career, I haven't always gotten this right and have many lessons learned — feel free to look me up if anyone wishes to discuss."

Walter Eady, SES, is DCMA's Portfolio Management and Business Integration Directorate executive director. He is responsible for senior-level strategic customer acquisition enterprise engagements, major program support, earned value management, industrial base analysis support, customer-related policy, training and tools, and integrated weapon system portfolio analysis.



Army Col. Lance Green serves as DCMA's Customer Engagement Group A and Army Portfolio Division director. He is responsible for strategic, senior-level acquisition enterprise engagements regarding major Army programs, direct support of Army Strategic Goals and Objectives, customer-related policy, training and tools, and Army major program/portfolio analysis.



Connie Joseph serves as DCMA's Customer Engagement director for the Navy and Joint/4th Estate. She's responsible for the strategic interface with the Navy and Joint/4th Estate customers at the Office of Secretary of Defense, Military Service Senior Acquisition Executives, and commanders of buying activities.



Air Force Col. Kenneth Kuebler serves as DCMA's Air Force Portfolio Division director. He leads and coordinates strategic engagements and the flow of information between the DCMA enterprise and senior officials within the Office of the Secretary of Defense, the service acquisition executives, program executive offices, designated acquisition officials, and Air Force program managers.



Matthew Lupone, a program integration lead for DCMA Special Programs out of Melbourne, Florida, was recently selected for a one-year Space Force detail.



Still on Mission



AEHF PLAYS KEY ROLE IN AGENCY'S MODERN HISTORY

By Matthew Montgomery,
DCMA Public Affairs

The Advanced Extremely High Frequency Satellite program has spanned the entire existence of Defense Contract Management Agency as we know it now. Oversight of the program began in 2001, when the first contract was awarded to Lockheed Martin Space in Sunnyvale, California. The total program value is in excess of \$10 billion for block I and II contracts for AEHF 1-4 and 5/6.

The last deliverable satellite will launch this spring and the production phase will end. During the peak of the program, DCMA had over 50 personnel working on the program. Led by DCMA Lockheed Martin Sunnyvale and supported by numerous other contract management offices to include DCMA Northrop Grumman El Segundo and DCMA Lockheed Martin Denver, the agency has provided the Air Force Space and Missile Command program office expertise in contract management, computer and software engineering, quality engineering and manufacturing processes, and systems engineering needed over the years to ensure proper oversight. Expertise in contract management, computer and software engineering, quality engineering and manufacturing processes, and systems engineering, which have been needed over the years to ensure proper oversight.

"I can't speak highly enough about the professionalism and dedication the entire DCMA team has shown over the course of the past almost 20 years of AEHF oversight," said Rita Bruce, AEHF program integrator. "We have several employees that have been with the program since the beginning, and countless others that have made contribu-

tions and moved on to other opportunities. Without the collective effort over the years, we wouldn't have been able to provide the proper oversight to such a critical program."

AEHF is the next generation of highly secure, high capacity, survivable satellite communications available to U.S. warfighters during all levels of conflict, and will become the protected backbone of the Department of Defense's military satellite communications architecture. Now a critical element of U.S. national security, military satellite communications deliver vital connectivity to armed forces around the globe, making warfighters safer and more effective.

The AEHF system consists of six satellites in geosynchronous earth orbit that provide 10 times the throughput of the 1990s-era Milstar satellites, along with a substantial increase in coverage for users.

Launch Timeline:

- Aug. 14, 2010: AEHF-1
- May 4, 2012: AEHF-2
- Sept. 18, 2013: AEHF-3
- Oct. 17, 2018: AEHF-4
- Aug. 8, 2019: AEHF-5
- March 2020: AEHF-6 from Cape Canaveral Air Force Station

AEHF-6 will take off on board a United Launch Alliance Atlas V 551, in what will be the first launch of the U.S. Space Force. AEHF will provide continuous 24-hour coverage. The AEHF system is composed of three segments: space (the satellites), ground (mission control and associated communications links), and terminals (the users). The segments will provide communications in a specified set of data rates.

The space segment consists of a cross-linked constellation of six satellites. The mission control segment controls satellites on orbit, monitors satellite health, and provides communications system planning and monitoring. This segment is highly survivable, with both fixed and mobile control stations.

System uplinks and crosslinks will operate in the extremely-high frequency range and downlinks in the super-high frequency range. The terminal segment includes fixed and ground mobile terminals, ship and submarine terminals, and airborne terminals used by all of the services. The jam-resistant system also serves international partners including Canada, the Netherlands, and the United Kingdom.

MILSATCOM is responsible for acquisition of the space and ground segments as well as the Air Force and Space Force terminal segments.

Navy Capt. Brett Stevens is DCMA's Eastern Region commander. He is responsible for the resourcing, performance management and mission execution of 30 primary and streamlined contract management offices comprised of over 3,800 military and civilian acquisition professionals providing contract administration and oversight of approximately 200,000 contracts in excess of \$780 billion.



Army Col. Paul Mazure is DCMA's Central Region commander. He oversees 10 contract management offices responsible for providing acquisition insight to DoD in support of over \$500 billion in contracts across a region that includes 23 states.



Air Force Col. Dave Learned is DCMA's Western Region commander. He oversees personnel across 12 primary and nine tertiary contract management offices located throughout the western United States that provide contract oversight for over 64,000 contracts valued in excess of \$530 billion and spanning over 4,000 industry partners.



Jorge Bennett, SES, is DCMA's Cost and Pricing Regional Command executive director. Responsibilities in this position include oversight and management of forward pricing rate recommendations and agreements, proposal pricing support for major weapon system acquisitions, commercial item determinations and pricing, and financial analysis of defense industrial base contractors.



AGENCY TO MASTER FOREIGN LANGUAGE OF FMS

By Elizabeth Szoke, DCMA Public Affairs

Foreign military sales, or FMS, is a long-standing, security-assistance program involving arms and service sales to international partners and organizations.

According to the Defense Security Cooperation Agency, FMS is an advantageous program to nurturing long-term relationships with foreign militaries and to increase interoperability between international and U.S. forces.

Equipment and services requested by foreign purchases have no cost to the taxpayer. The foreign purchases include administration and quality oversight provided by Defense Contract Management Agency employees.

The agency's history with providing FMS support goes beyond its 20-year history.

"I remember the agency being involved with the FMS reform initiative back in the 90s, while we were still known as Defense Contract Management Command under the Defense Logistics Agency," said Roland Quitarano, a DCMA quality assurance specialist.

The U.S. government considers these partnerships to be mutually beneficial and FMS has been a strategic advantage for the past 75 years. Due to its impact on national defense, DCMA has

shifted attention to offering a more deliberate approach on how FMS work is recorded.

"We conducted workshops to focus on partnering with our agency teammates to assist with planning, budgeting and executing their FMS work," said Anglea James, team lead of a black belt integrated process team, or IPT. "Each hour spent supporting our foreign allies matters, so we need to ensure our FMS processes are consistent despite our physical locations."

The IPT completed the FMS workshops last summer, which included traveling around the country to ensure all of the agency's contract management offices were receiving equal opportunities to learn and understand the process. Regional and office commanders, directors, deputies and subject matter experts attended the multiple workshops. The training provided awareness on the agency's increased FMS workload.

"These workshops were important in distinguishing between U.S. government and FMS labor budget in order to improve our overall programming, planning, budgeting and execution," said Cory Rosenberger, DCMA chief of staff, who was a part of the IPT prior to his current role. "Fully

understanding everything that goes into this would lead to appropriately funding and executing U.S. government and FMS labor."

Rosenberger was one of several black belt IPT members who served as a facilitator during the workshops. Retired Air Force Col. Louis Orndorff, former commander of DCMA Middle East, was another member of the team.

"We were able to address the FMS ties to the National Defense Strategy and our agency mission," said Rosenberger. "We also discussed our current and projected workload analysis with the FMS budget process in mind."

The IPT was championed by Pamela Conklin, the executive director of Financial and Business Operations.

"We began working the concept of this process last fall," Conklin said. "As we conducted the workshops, every office and operational center shared their understanding about the FMS program, its importance to our strategic alliances and how to defend a budget that supports their workload requirements."

The IPT encouraged improved ownership of resource management from across the agency.

"We sensed that office-level leadership left the workshops with an improved understanding of the FMS workload and an overall appreciation for our process," said Rosenberger.

As the contract management offices gather more data in the coming months, the agency will be able to confirm reimbursable execution controls and develop reimbursable FMS execution plans. This will shape the DSCA's comptroller briefs on the FMS administrative ceiling, as well as contribute to DCMA's fiscal year 2021-25 program objective memorandum.

"We've always done FMS work, but now we are deliberately leveraging and expanding our FMS expertise to improve how we apply mission and reimbursable funding across the agency," said Air Force Col. David Learned, Western Region commander. "It's a wonderful example of improving stewardship of our taxpayer dollars."



Pamela Conklin, DCMA's Financial and Business Operations executive director, championed an Integrated Process Team designed to improve ownership of resource management from across the agency.



The Foreign Military Sales program is a form of security assistance authorized by the Arms Export Control Act, and a fundamental tool of U.S. foreign policy. Under Section 3 of the AECA, the U.S. may sell defense articles and services to foreign countries and international organizations when the president formally finds that to do so will strengthen the security of the U.S. and promote world peace.

Other Transaction Authority

Agency's 'Other' mission drives defense flexibility

By Tonya Johnson, DCMA Public Affairs

Defense Contract Management Agency acquisition personnel recently gained a new mission from the office of the under secretary of defense for acquisition and sustainment.

In 2019, DCMA was given the task of administering awards called other transactions, also known as OTs. These types of agreements give the Department of Defense more flexibility to incorporate commercial best business practices. DCMA currently has oversight of more than 700 OTs worth approximately \$19 billion.

"Because an OT is different than a traditional contract, it is referred to as an agreement," said LeShan Jackson, a contracts specialist in the agency's Contracting Directorate based at Fort Lee, Virginia, who is the former action officer of this initiative. "A good example of the successful use of an OT is the SpaceX missile."

According to Jackson, an OT is not based on the Federal Acquisition Regulation or the Defense Federal Acquisition Regulation Supplement and everything in the agreement is negotiable. It is typically not a sole-source agreement. There are three types of OTs – research, prototype and production. For example, an OT in the prototype phase is

when an item has been designed and is still being tested, but has not been approved yet for production and customer distribution. OTs are typically used when there is at least one non-traditional defense contractor participating significantly in the prototype project.

"OTs can help foster new relationships and practices involving traditional and non-traditional defense contractors, especially those that may not be interested in entering into FAR-based contracts with the government," said Jackson. "They are also used to broaden the industrial base available to the government and to encourage flexible, quicker and cheaper project design and execution."

In the agreement, the organization that is awarded the agreement is referred to as an awardee versus a contractor. All awardees must meet certain government criteria, including being financially stable. This ensures the government doesn't accept all the risk. The buying office sets the awardee's contribution amount needed to participate.

OTs were originally solely used for research and prototype-based agreements, which can make it easier for a buying command to go from a prototype to the actual

production of an item. NASA was the first federal agency to use this type of agreement under the National Aeronautics and Space Act of 1958. Starting in 1989 under the codified title 10, United States Code 2371, the Defense Advanced Research Projects Agency, known as DARPA, and later other DoD agencies, started working with OTs.

Now OTs are used in more administrative agreements that require technical oversight. DCMA's awards include basic applied research and prototype OTs as well as OTs for production of weapon systems. The majority of the agency's awards are from the Army. DCMA's second largest customer is the Air Force.

DCMA Raytheon Tewksbury in Massachusetts is one of the agency's contract management offices that administers OTs. Christina Gallagher, the deputy commander, said since the Army Contracting Command's Lower Tier Air and Missile Defense Sensor prototype was awarded, DCMA Raytheon Tewksbury personnel have collaborated with government and contractor personnel to build, test and deliver six production representative units.

"The program office, contractor and DCMA are working together as a team to determine the appropriate surveillance to be provided by DCMA to ensure a quality product is provided to the government by the contractor," said Gallagher.

DCMA has an OT working group consisting of 20 DCMA employees from across the agency in a variety of areas, including contracting, legal, policy, safety, quality assurance and engineering. They meet twice a month to discuss these types of agreements and provide an overall risk assessment.



Other Transactions can help foster new relationships and practices involving traditional and non-traditional defense contractors, especially those that may not be interested in entering into FAR-based contracts with the government. They are also used to broaden the industrial base available to the government and to encourage flexible, quicker and cheaper project design and execution.



Super Hornet creates buzz with flight-hour extension

By Elizabeth Szoke, DCMA Public Affairs

Maverick will soon be cruising back onto the big screen in “Top Gun: Maverick.” And this time, the star is flying high in the nation’s first strike fighter, the F/A-18 Super Hornet. The Super Hornet was activated and supplemented the F-14A Tomcat fighter in 2002. The Tomcat gave Maverick his legacy reputation in 1986 before it was retired in 2006.

The Navy said the Super Hornet demonstrates qualities of air superiority, fighter escort, close air support, precision airstrikes and more. Due to this versatility, the Navy made the decision to increase the Super Hornet’s lifespan.

This is where Defense Contract Management Agency earns a role as Maverick’s wingman. Many major programs require maintenance during their service life, which often requires multiple contract management offices to team up to ensure mission accomplishment.

The first Super Hornet to undergo the initial phase of the new Service Life Modification Program took flight out of St. Louis in October 2019 and was sent to San Antonio for operational fleet inspections. It was then delivered to the Navy in January, becoming the first fighter jet to be delivered from DCMA’s San Antonio office.

DCMA received the first Super Hornet last spring, and the team has been working with the Navy to extend the aircraft’s lifespan from 6,000 to 7,500 flight hours. Ultimately, it will be extended to accommodate 10,000 flight hours.

The SLM program consists of two phases: an initial inspection and repair phase that results in a Service Life Extension Authorization, which extends the aircraft life to 7,500 flight hours; and a second phase with extensive modifications to the aircraft landing gear, launch system, and recovery system to take the aircraft from 7,500 to 10,000 flight hours.

“Our DCMA team here and in San Antonio are extensively involved with this process,” said Jess Overby, the program integrator for SLM at DCMA Boeing St. Louis. “After over a year of inspections, engineering investigations, modifications, repairs and restoration, it felt like an incredible accomplishment to be on the flight line to witness the first modified Super Hornet take flight with its added flight hours.”

The jet then underwent operational fleet inspections in San Antonio to cover the timeframe it was in the modification process.

“This work is normally done by the Navy, but it being the first aircraft to go through SLM, it was completed by the contractors

with DCMA oversight,” said Navy Capt. Paul Filardi, DCMA Boeing St. Louis commander.

Two DCMA pilots from DCMA Aircraft Integrated Maintenance Operations San Antonio delivered the aircraft to Strike Fighter Squadron 106 “The Gladiators” at Naval Air Station Oceana, Virginia.

SLM is a very important program for the San Antonio team as it is just one of six programs team work on.

“The facility here is the largest free-standing repair station in the world with 1.7 million square feet of aircraft repair space to accommodate SLM and other aircraft work we oversee,” said Daniel Durant, the deputy commander of DCMA AIMO San Antonio.

During the initial inspection of the first Super Hornet to undergo the life-extension program, engineers disassembled the F/A-18 to inspect what they determined to be 33 hotspots. These inspections involving DCMA employees from both Boeing St. Louis and San Antonio were conducted with aircraft engineers and entailed extensive reviews of logs and records over the last 12-15 years of the jet’s operational life. They determined that the most common similarities would need to be the areas worked on the most for each jet.

“Anything found gets written-up and engineers draw plans to address those areas,” said Overby. “We ensure the safety and operability of the aircraft by overseeing and reviewing the work done by the contractor, testing all of the systems, and by conducting test flights.”

While these first jets are currently taking 18 months to go through the LRIP modifications line, F/A-18 planners and engineers estimate that the process will be reduced to 12-months per aircraft as efficiencies are incorporated and the program matures. Over 350 aircraft will go through SLM over the next 15 years.



Designed and initially produced by McDonnell Douglas, the Super Hornet first flew in 1995. Full-rate production began in September 1997, after the merger of McDonnell Douglas and Boeing the previous month. The Super Hornet entered operational service with the Navy in 2002. It fully replaced the Grumman F-14 Tomcat in 2006 and serves along the original Hornet.



From the FACTORY FLOOR to the FRONT LINE



DCMA is, first and foremost, a product delivery organization.

Our nation's warfighters expect our defense industry to produce and deliver the equipment they need to fight, survive and win.

DCMA's integrated team of acquisition and support professionals makes this happen.

We serve as the independent eyes and ears of DoD and its partners, enhancing warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight supporting affordability and readiness.

Ensuring readiness, DCMA combines insight with 245 years of knowledge

By John Lyle, DCMA Deputy Director

The Defense Contract Management Agency is celebrating its 20th anniversary this year, and I could not be more proud to be a part of this team. Anniversaries, even for relatively young organizations like this, are a terrific time to look back for perspective, and any good historian will tell you the past can also give some insight into the future.

DCMA was created in March 2000 as an independent organization carved from the Defense Logistics Agency. This was done to separate the functions of logistics and contract management to make both more effective, but mostly it was done with an eye toward cost-savings and other efficiencies. In a letter to Congress announcing the new organization, the Department of Defense said it was "intended to reduce the overall requirement for management

headquarters and will ultimately reduce the personnel requirements associated with these two critical functions." That first day, DoD cited an immediate savings of 29 full-time equivalents, starting us off as 12,539 employees strong.

Efficiency, in our workforce and processes, has been a hallmark of DCMA since day one.

I remember this transition well. At the time I was a commander in the

former Defense Contract Management Command's Northrop Grumman Melbourne, Florida, office. Then, overnight, I was working for DCMA. Our reporting structure and letterhead had changed, but our mission hadn't. We were then, as now, dedicated to unparalleled warfighter support.

The size of our workforce hasn't changed much since then, nor have the number of contracts we administer. The

value of these contracts, however, has increased considerably, from about \$1 billion unliquidated obligations in 2000 to more than \$3 billion today. The complexity of most contracts, and our commitment from pre-award through sustainment, has grown greatly, and the scope of our work continues to expand.

The true efficiency of DCMA is found by going back further than 2000, past 1990 even, when DCMC was

established subordinate to DLA. To understand DCMA's efficiency, we need to go back to the early 1960s, when Project 60 changed everything.

Secretary of Defense Robert McNamara established Project 60 based on a shared frustration of DoD, NASA and other federal agency procurement executives. It had been just 20 years since the unprecedented military build-up for World War II, and acquisition had

BIG DEAL Deliveries



587 programs, 45 are ACAT I*
97,700 contracts totaling
\$3 TRILLION
 \$702B obligated - \$120B unliquidated



U.S. AIR FORCE

7 programs, 36 are ACAT I*
39,000 contracts totaling
\$2 TRILLION
 \$681B obligated - \$95B unliquidated



U.S. ARMY

39 programs, 32 are ACAT I*
28,700 contracts totaling
\$1 TRILLION
 \$568B obligated - \$67B unliquidated

*ACAT I, or acquisition category I, denotes a program that has either been designated by the undersecretary of defense for acquisition and sustainment as a major defense acquisition program, or is estimated to require an eventual expenditure for research, development, test and evaluation reaching a certain dollar value.



Fiscal Year 2019

ROI: 2 to 1

DCMA saved, recovered or cost avoided \$2.8 billion against an annual \$1.4 billion budget



RECOVERED
\$639 MILLION

Litigation, contract Terminations and property claims



COST AVOIDED
\$2 BILLION

Commercial pricing, recommendations, reviews



SAVED
\$37 MILLION

Earned value streamlining efforts, final incurred cost rate settlements

become unwieldy at best.

At the time, between DoD and NASA alone there were 44,788 employees managing just over \$100 billion in contracts. There were 466 different contract management organizations, and the military services had 82 different contract management offices. One DoD report called that time “a huge, expensive bureaucracy (with) mountains of paperwork and red tape.”

Project 60 recommended that almost all defense contracting activities be combined and placed under the Defense

Supply Agency, which later became DLA, and renamed it Defense Contract Administration Services. It was estimated that consolidation would save \$11 million a year in operating costs alone, and \$114 million a year could be cost-avoided in just three areas of contract management.

Project 60 set the stage for where we are today. It was a brilliant course correction that, among other things, also established our long-standing relationship with NASA, and created another sister organization, the Defense Contract Audit Agency.

Fitting that this would happen as the U.S. was getting more involved in Vietnam, a time when efficiency, quality, safety and delivery were all critical. I expect that many in that workforce were World War II veterans, or had sacrificed at home during the war. I know firsthand that a civilian workforce, experienced in service, operating during a time of war, can't be beat. I see it every day at DCMA. About half our workforce are veterans, thousands more have family who have served. Their commitment to our troops and deployed warfighters is second to none.

As combat waned and the Cold War dragged on, congressional and executive action in the 1970s and 1980s led to further reform, leading us to Decision 916 of the Defense Management Report of 1989, which resulted in the creation of the Defense Contract Management Command under DLA.

Independence for DCMA came a decade later. Further reform in the 1990s, likely influenced by the “peace dividend” created by the end of the Cold War, led to DLA 21, a 1999 study to determine how best to transform DLA into a smaller,

more agile, more efficient logistics combat support agency.

On March 27, 2000, logistics and contract management functions were fully separated, and DCMA was born under the leadership of our first director, Air Force Maj. Gen. Tim Malishenko,

I'm proud to have been a part of the birth of DCMA, and after many years with Air Force and Army contracting offices I was thrilled to return last year as the agency's deputy director.

The history of DCMA is its future. Our mission started in 1775 because we had

soldiers to equip, and needed to do so quickly and within a limited Continental budget. For 245 years we've been given great responsibility, from delivery of sensitive weapon systems to supporting small business, and today, from rooting out fraud to assuring the cybersecurity of our defense industrial base.

We look now to the future, to autonomous systems, additive manufacturing and dominance in space. I know our agency will tackle these new challenges with the same determination, professionalism and efficiency it's always shown.

47

main offices overseeing

1,000

locations around the world authorizing

\$780 Million

in contractor payments every business day in the management of

308,749

active contracts at

15,129

contractor facilities with a total contract amount of

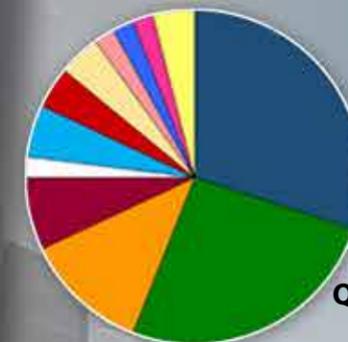
\$7.2 Trillion

providing direct support to DoD and other government agencies.



Fiscal Year 2019

12,556
total employees



86% Direct Warfighter Support

Quality Assurance	30%
Contracting & Pricing	26%
Engineering	12%
Industrial Specialist	7%
Data Analytics	5%
Software Acq Mgmt	4%
Industrial Property Specialist	2%
Program Integration	2%
Direct Acq Support	2%
Other Acq Support	4%
Operations Support	4%
IT Infrastructure	2%



*47% of our employees are veterans

*As of August 2019; does not include 569 active duty, Reserve military

'There is no greater honor'

By Thomas Perry, DCMA Public Affairs

Outside of the acquisition community, many service members will spend their entire careers never knowing the impact of the Defense Contract Management Agency's mission on their daily lives while in garrison and forward deployed.

For Dallas Commander Army Col. Wyeth Anderson, this is not the

case. After receiving his commission through the Utah State University Reserve Officers' Training Corps in June 1996 and completing the Ordnance Officer Basic Course, Anderson began a diverse military career. Five years later, he completed the Combined Logistics Officer Advanced Course. He soon deployed to Iraq with the 64th Brigade Forward

Support Battalion.

After returning home in 2005, Anderson found his true passion as a member of the Army Acquisition Corps. During the next 13 years, he developed his intercontinental acquisition expertise. His rise through the ranks stretched across Europe, Africa, Iraq, Afghanistan and South-west Asia. He became a contracting

globetrotter with a penchant for championing those he led.

So when Anderson assumed command of DCMA Dallas in July, it made sense that one of his early initiatives was to meet and understand the mission of his new agency team members. His first stop was DCMA Lockheed Martin Dallas, which serves as a tertiary command to DCMA Dallas.

As the primary contract management office, Dallas covers contract administration services for Texas,

Arkansas, Louisiana and Oklahoma. While primarily located in the Grand Prairie area, LM Dallas' area of responsibility is much smaller than its similarly named big brother. Its mission, however, plays a key role in many defense programs: Guided Multiple Launch Rocket System, Terminal High Altitude Area Defense, Patriot Advanced Capability-3, Army Tactical Missile System, High Mobility Artillery Rocket System, and Advanced Radar Threat System V-2.

"The DCMA LM quality, engi-

neering, contracting, manufacturing, supervisory and command team is impressive," said Anderson. "In terms of output to warfighters and contribution to readiness, the return on investment our personnel provide the Department of Defense is incredible, specifically with supporting the Army's long-range precision fire requirements. Our team members work hard and display a collective understanding of the importance of their work. I'm excited to keep learning about their mission and about

Unit Cost > \$1 million

PLATFORM DELIVERIES

In Fiscal Year 2019, DCMA delivered over 495 million items worth \$85.3 billion, many are valued at more than \$1 million per unit.

**Combat Vehicles include 2,237 Joint Light Tactical Vehicles, each costing around \$250,000 based on FY15 projections.*



Fiscal Year 2019



DCMA's Foreign Military Sales program delivered support to our allies through \$226 billion in contracts for 169 countries and international organizations. DCMA supports DoD in "strengthening alliances as we attract new partners."

Combat Vehicles

2,339

Aircraft Engines

186

Missiles/Rockets

730

Missile Systems

61

Armored Vehicles

28

Aircraft

489

Sonar

17

Countermeasures

22

the people who perform it."

One such person is Marlow Bass, a LM Dallas Quality lead.

"I am excited that he took the time to visit and learn about our mission," said the retired Navy veteran. "I appreciate the time he took for us."

Throughout the tour, Anderson shared his vision with the team and emphasized that he is always looking to improve efficiency while increasing output. His goal is for all employees to have what they need to find success in their mission, provide unparalleled warfighter service, and

maintain a work/life balance, he said.

Army Lt. Col. Quintina Smiley, the DCMA LM Dallas commander, joined her new commanding officer throughout his visit.

"His presence sent a strong statement for our combined and joint efforts," said Smiley. "Most importantly, he displayed his care for people and employees, as they are the true backbone of our organization. It is truly a pleasure having Col. Anderson part of the DCMA team."

Agency wide, that team is bolstered by two very different com-

mand environments. Resident offices co-locate at an industry counterpart facility and work primarily with that contractor in-house. An example of this is DCMA LM Dallas. A geographic-area CMO usually maintains an independent DCMA facility that sends its acquisition professionals to multiple industry locations in order to achieve its support goals. DCMA Dallas is a good example of one.

Within his command role, Anderson will experience both missions. While at the Grand Prairie facili-

ty, he observed the production of several parts such as printed wiring boards, harnesses and circuit cards. Afterwards, he toured the Software Integration Lab and was given a thorough explanation of how software and hardware are tied together on PAC-3 missiles.

Supporting the warfighter is ever present in the commander's thoughts because from October 2015 through October 2016, Anderson deployed his battalion to Afghanistan and assumed command of Regional Contracting Center-Afghanistan

at Bagram Air Field, Afghanistan. Before leaving Afghanistan in 2016, Anderson transferred mission authority to a replacement unit. During the ceremony, his command's performance was praised by senior leadership. It was a vital mission after all, with complex contracting actions to include: base life support, information technology, fuel and development of the Afghan personnel pay system, which all supported U.S. and coalition forces, the Afghanistan National Defense Security Forces, and the offices of the ministries of

Interior and Defense.

"Contracting units take care of our military and civilian personnel," said Anderson, during the ceremony. "We feed them, we house them, and we equip them, move them, and protect them. We impact their quality of life."

Despite a career in which he has served around the world, his leadership principles and mission priorities remain rooted in quality support and a "people first" priority.

"There is no greater honor than to support them," he concluded.

Deputy director: mission first, people always

By Thomas Perry, DCMA Public Affairs

In 2006, Col. John Lyle retired from the Air Force. He had reached a professional crossroads. Behind him lay years of honorable military service. After examining the options ahead, he took the first steps in pursuit of a civil service career.

Luckily for Lyle, his second career was invigorated by experience, to include a three-year stop at the Defense Contract Management Agency — the organization that recently named him its deputy director.

“My prior contract management office experience is quite dated, so I use it, but temper it with prudent input from current leaders in the field and headquarters staff prior to recommending or making decisions that impact the agency,” he said.

Navy Vice Adm. David Lewis, the agency’s director, spoke in more detail regarding Lyle’s acquisition history.

“John is a prior DCMA contract management office commander who has an impressive record through several dozen increasingly challenging active duty and civilian acquisition positions,” said Lewis. “He served in a command assignment with DCMA during a pivotal time, leading our Northrop Grumman office in Melbourne, Florida, from 1999 to 2001, as the agency transitioned away from the Defense Logistics Agency to the independent organization we are today.”

Today, the two defense acquisition leaders share an office wall for the same independent organization Lyle helped launch almost 20 years ago. During the last two decades, DCMA’s warfighter support mission has shifted to meet customer needs: the technology of acquisition, the agency’s policies and structure, defense spending, America’s global adversaries, and much more. To meet the challenges that often accompany change, Lyle relies on his flexibility.

“My leadership style is situational depending on the people I’m leading, required mission to accomplish, and time to accomplish it: maturity level, experience, education, required mission and tasking, time for completion, etc.,” he said. “My motto has always been and continues to be: ‘Mission First, People Always.’”

As for the plans and decision making that will impact agency team members, Lyle said he “learned a long time ago new leaders must be careful not to use the ‘new broom’ technique when assuming a new role. I will observe and assess the organization before discussing possible changes with the director.”

During a recent global all hands, Lewis demonstrated the important continuity role Lyle plays. Lewis explained that while he will transition soon, Lyle could be second in command for at least five years, so much of what the pair will begin, Lyle will finish.

“The agency will benefit greatly from John’s broad experience across a wide cross section of our customer base and exceptional leadership experience, both in uniform and as a civilian, at all levels of our defense acquisition organizations,” he said. “The entire DCMA family can look forward to his dynamic leadership, which will deliver outstanding results for our warfighters.”

Due to the high-paced operational tempo of Department of Defense contracting, Lyle will most likely leave DCMA with ongoing initiatives himself.

“We have many challenges facing the defense acquisition and contracting community over the next 10 years,” he said. “From budget reductions, the balanced budget reform act, to an inexperienced workforce, to information technology, we have many more challenges than resources to address them.”

But, as has always been the case, from the most junior to the most senior, I’m impressed by the dedication, professionalism and intelligence of our workforce to address the challenges.”



The VC-25B Presidential Aircraft Recapitalization, the B-2 Defensive Management System — Modernization, and the SSBN 826 Columbia Class Submarine Program are all major defense programs that DCMA’s global network of acquisition professionals work within. The agency’s team members enhance warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight to support affordability and readiness.



John Lyle, DCMA deputy director, spent three years with the agency during his Air Force active-duty career.

3Ds of printing now include DoD, DCMA

By Tonya Johnson, DCMA Public Affairs

Additive manufacturing, known as 3D printing, produces parts from plastic and other durable materials by using 3D printers to add material, layer by layer, to create the final product. The Defense Contract Management Agency has been conducting more research on the benefits of additive manufacturing and how it can help customers.

There are three common additive manufacturing processes being developed for use on Department of Defense contracts. The processes are the fused deposition modeling, which uses a plastic filament through a heated nozzle; powder bed fusion, which involves using a laser or electron beam to sinter or melt powdered plastic, metal or ceramic; and electron beam melting or wire arc additive manufacturing, which involves a metal wire melted using an electron beam.

Most parts are made through conventional manufacturing, also known as subtractive manufacturing. Subtractive manufacturing can limit the design of the product because the cutting tools used need access to remove material to make the product. Additive manufacturing typically requires less material.

According to Michael Shields, DCMA's Technical Directorate acting director, additive manufacturing has many benefits like reducing energy costs and product costs. It can improve lead times since a customer can increase or decrease an order based on demand, reduce or eliminate the need for specialized fixtures and tooling, and it is useful for prototyping a part to shorten the design iteration cycle.

"DCMA has some contracts that involve additive manufacturing," said Shields. "In each contract, the contractor will use parts that will still be subjected to the same rigorous testing as conventionally manufactured parts before being accepted. As more contractors continue to employ additive manufacturing, this area will continue to grow."

Quality assurance engineers, contracting specialists, and other agency employees previously visited the Norfolk Naval Shipyard in Portsmouth, Virginia, and the Navy Sea Systems Command in Dam Neck, Virginia, to learn how the Navy is using additive manufacturing to aid in mission readiness.

"Our discussion included some of the common interests and issues, including the technical perspective, cybersecurity, contract requirements and training," said Michael Gabertan, an engineer in the Technical Directorate. "The interactions provided additional insight into the gaps that may exist in the additive manufacturing acquisition cycle as the product goes from development through prototyping and testing and on to full-rate production."

"It is imperative to expose DCMA personnel from various functional areas, including quality assurance, engineering, contracting, safety, training, and manufacturing to the additive manufacturing process as practiced and implemented by another DoD component to gain an awareness of common issues that should be addressed at DCMA."

Gabertan said it's important that the technical data package is accurate when a DCMA customer wants to use additive manufacturing. For example, during the last year, DCMA and Navy representatives discussed how to adopt a common contract language requirement. DCMA employees were also given a Navy additive manufacturing contracting guide to review and offer feedback.

In addition to visiting the Navy, DCMA employees visited other military sites, including Quantico Marine Corps Base, to learn how the Marine Corps currently uses or plans to use additive manufacturing.

"Additive manufacturing presents similar opportunities and challenges that other formerly novel manufacturing processes presented when they were introduced," said Shields. "However, it will become another manufacturing process subject to well-defined DCMA surveillance must actively engage with the program offices and buying commands to reduce costs and improve the delivery of quality products to the warfighter."



3D printing is a rapidly growing tool for DoD. As organizations continue to explore the benefits and calculate the costs associated with implementation, oversight organizations like DCMA are also looking to the future and how to ensure they're ready to meet the demands of emerging technology. DCMA is already actively working to ensure additive manufacturing, or 3D printing, is a well-defined process the agency can provide quality surveillance on.



My DCMA Spotlights



"I ensure that the team is communicating effectively with our government customers in relation to diminishing manufacturing sources, deficiency reporting, and non-conforming material issues related to the C-130J Super Hercules and P-3 Orion aircraft."
- Corey Scott, Sustainment Engineering and Technical Pricing Support team lead at DCMA Lockheed Martin Marietta in Georgia



"I would have to say that one of the greatest things about DCMA is that I have had the opportunity to travel, which has led me to meet my co-workers from our offices around the Pacific. Those face-to-face meetings allowed our working relationships to grow."
- Sandy Binny, executive assistant at DCMA's International's Pacific office



"I have a direct impact on the quality of products that end up in the hands of the warfighter. After previously serving in the Marine Corps, I understand the importance of getting products to our troops at the right time and for those items to operate in the way they are intended."
- Kelly Fender, quality assurance specialist with DCMA Atlanta based in Greenville, South Carolina



"DCMA is important to America's warfighters because we are the eyes and ears for DoD. It is this pride that motivates me to gain more experience in the defense acquisition area. We all know our overall efforts help our armed forces to serve and protect our country."
- John Yeban, Keystone team member and industrial specialist at DCMA Hampton based in Richmond, Virginia

'I believe in protecting those who protect us'

My DCMA offers glimpse at why 'we' serve

By Thomas Perry, DCMA Public Affairs

The My DCMA initiative affords the Defense Contract Management Agency's experienced and diverse acquisition professionals an opportunity to share their stories of warfighter support. Team members discuss their roles within the agency's mission, why they enjoy their jobs, how their efforts impact America's warfighters and much more.

Featured in this edition is Priya Babu, an Industrial Analysis Group engineer located in Philadelphia.

"I provide actionable acquisition insight to Department of Defense by assessing the facilities I visit, identifying any production and manufacturing risks and issues, then providing findings and recommendations to senior leaders. Our

team provides unwavering warfighter support by analyzing the defense industrial base to ensure that the necessary supply chain is available to produce the products required by the DoD.

"I like working at DCMA because I know that every day I am working toward improving the life of our warfighters. I am the independent eyes and ears for DoD because my job requires me to perform assessments at facilities across the country with respect to their capability to produce the products our warfighters require."

What is the most challenging aspect of serving in your current position?

PB: The most challenging aspect of my current position is gaining a

complete understanding of the defense industrial base supply chain and identifying the risks within it.

How many years have you been with the agency?; and what has been your most rewarding experience?

PB: I have been with DCMA for five years, and I have been with DoD for 13 years. I have learned a lot while working for DCMA, which I will take with me throughout the rest of my career. At my current position, I have been able to work on a variety of projects ranging from radars to micro-displays. I really enjoy that variety.

Why did you choose to serve your country in federal service?

PB: I work for DoD because I believe in protecting those who protect us. Our warfighters make me feel safe, and I hope I can help them feel safe as well.

How did you become a subject matter expert within the radar portfolio?

PB: When I came to IAG, I was assigned the radar portfolio, which was a good fit for me since I have worked with radar and communication systems throughout my career.

What is one thing you would tell someone who knew nothing of DCMA?

PB: To somebody unfamiliar with DCMA, I would let them know we are the team that ensures our warfighters have the quality products they need to fulfill their roles.

Do you have any hobbies outside of the office environment?

PB: Outside of the office, I like to read, travel, cook, and spend time with my husband and children.



My
DCMA

Priya Babu, an Industrial Analysis Group engineer located in Philadelphia.

FORMER NAVY 'WARLORD' JUST CAN'T LET SH-60B

By Elizabeth Szoke, DCMA Public Affairs

Mervin Sam gets a view through the looking glass of his past naval career through his office window where a SH-60B helicopter sits on display — a constant reminder of his time spent on a Spruance-class destroyer.

"That aircraft was assigned to my command, the Warlords of HSL-51, when I was there as a Navy chief petty officer," said Sam. "Being one of the oldest helicopters in the Navy, it was a complex maintenance effort ensuring it would be reliable and safe to fly for the aircrew. Because of the age of this aircraft, most maintenance crews were partial to it because of its long history."

Sam is now a supervisory quality assurance specialist with Defense Contract Management Agency Japan, a contract management office within the agency's International Command.

"My experience and familiarity with this aircraft while I was in the Navy serves as a force multiplier now that I'm with DCMA," said Sam. "The aircraft underwent regularly scheduled periodic maintenance intervals at a Japanese contractor facility located near our office, so I conduct surveillance on it on a regular basis."

The first SH-60Bs were manufactured in the mid-1980s and have since been modified and

upgraded to meet the multi-mission capability required for modern warfare. According to the Navy, it has the most improved maintainability and reliability over any other helicopter in its inventory. It serves as an anti-submarine warfare asset aboard cruisers, destroyers and littoral combat ships. It can also be used for search and rescue missions.

When Sam began working for the agency in 2004, he worked on the F-18, P-3, H-46, H-60 and E-2C aircraft platforms, performing depot-level repairs surveillance at one contractor site. Since then, DCMA Japan has expanded to include an F-35 Final Assemble and Checkout facility in Nagoya, an F-135 engine production facility in Mizuho, a V-22 maintenance depot at Kisarazu, an H-1 maintenance facility in Okinawa and an F-18 depot line in Iwakuni.

"Merv's technical experience, coupled with his knowledge of Japan's total contribution to DCMA Pacific, has been fundamental to the smooth growth we have had here," said Navy Cmdr. Juan Varela, commander of DCMA Japan. "He is an individual who is worth his weight in gold, and we are fortunate to keep him here."

Sam attributes a lot of his aircraft knowledge to a long career, and DCMA has offered

additional training opportunities to ensure his continued success.

"Some of the training was intense, specifically Lean Six Sigma, which was an eye-opener to project management," Sam said. "When I first started with DCMA, we had more military quality assurance specialists, but those positions were reassigned at some point. This meant we had to do additional itinerant work outside of Japan."

The DCMA Japan office conducts additional delegated quality assurance work in China, Philippines, Taiwan and occasional support in New Zealand. Sam was once assigned to an ammunition production facility in Taiwan where DCMA provided him with ammo courses and on-the-job training.

"I was fortunate to play a role in the development of a foreign contractor who had never worked with the U.S. government," Sam said.

The mission provided an opportunity for Sam and other DCMA Japan members to build a foundation of what to expect when dealing with new foreign contractors. The lessons learned helped build a program that ensures the contractors provide contractually reliable products from the start. It has also provided opportunities for team members to work closely with their military partners.

"I feel working with service members at these locations has created a stronger bond between us, which in turn gives us a better understanding of what the military commands need and expect from us," Sam said.

While Sam is able to reflect on his Navy career with each pass of "his" helicopter, he still looks ahead at his role with DCMA.

"It's been a true privilege to be a member of one of the finest Department of Defense agencies that provides contract management at the many facilities around the world," said Sam. "I enjoy being a part of a team that supports our warfighters by ensuring they receive the most reliable quality products that help them be successful in executing their mission of keeping us safe."



The Sea Hawk is a twin-engine helicopter. It is used for anti-submarine warfare, search and rescue, drug interdiction, anti-ship warfare, cargo lift, and special operations. The UH-60 Black Hawk was fielded by the Army in 1979. The Navy received the SH-60B Sea Hawk in 1983 and the SH-60F in 1988. The first MH-60S was fielded in 2002 while the MH-60R's reached initial operational capability in 2006. The Air Force received the MH-60G Pave Hawk in 1982 while the Coast Guard received the HH-60J Jayhawk in 1992.



Elevated thinking keeps DCMA Hampton parachuting for quality

By Tonya Johnson, DCMA Public Affairs

Cindy Monohan is a guru who knows a lot about the various types of parachutes that servicemembers use.

“There are multiple types of parachutes,” said Monohan, Defense Contract Management Agency’s lead parachute program integrator. “The MC-6, T-11 and RA-1 personnel parachutes are three of the most widely used systems. During fiscal year 2019 alone, there were over 194,000 parachute jumps completed by our warfighters in both training and operational scenarios.”

As a critical conduit between parachute stakeholders, Monohan leverages product specific knowledge of personnel and cargo parachute systems, to ensure successful aerial delivery operations.

Monohan, who is a part of DCMA Hampton based at Fort Eustis, Virginia, facilitates a multi-functional team comprised of quality assurance professionals, technical team leads, supervisors and personnel from several headquarter elements. During bi-weekly meetings, they address current and emerging issues within the parachute industrial base; develop and propose on-the-job professional development opportunities for functional specialists; coordinate agency-level responses to external stakeholders; and facilitate sharing of commodity-specific information across the agency.

DCMA Hampton is the lead contract management office for this commodity, and was chosen for this crucial role because a major supplier with the majority of the agency’s parachute workload resides within the contract management office’s geographic area of responsibility.

“Providing a single, unified face to the parachute community meets a stated customer need and enables rapid response to critical aerial delivery product issues,” said Navy Cmdr. Ronald Hoak, DCMA Hampton commander. “The parachute high-visibility commodity construct enables dynamic problem identification and fully coordinated resolutions to urgent and routine matters affecting the parachute supply chain.”

Monohan, who has been in her position since December 2018, said there are more than 30 contract management offices and 130 contractors who provide parachutes through approximately 1,000 contracts that require agency oversight.

She transitioned into her position when DCMA identified the

need for a single person to interact with the buying commands purchasing the commodity. DCMA supports \$5 billion in parachute contracts. The Defense Logistics Agency is the largest customer, representing 66% of the active parachute contract workload.

“It is easier for the customers, such as the Defense Logistics Agency, to have a single point of contact within DCMA to discuss any questions or concerns related to parachutes,” she said.

In her role, she is also the liaison between external parachute stakeholders and DCMA quality assurance specialists. For example, she works closely with DLA to make sure DCMA’s QAs are included in the request for variance process. This ensures product updates are received, reviewed, processed, implemented and delivered in a timely manner.

Other critical aspects of the position include resolving discrepancies between DCMA and buying command processes, facilitating information sharing among all stakeholders, and coordinating timely responses to customer inquiries.

As a program integrator, Monohan also travels around the agency to other contract management offices, such as DCMA Santa Ana in California, to assist quality specialists with various post-award actions. She recently participated in a lot acceptance test for the RA-1 personnel parachute system. In addition, she visits parachute contractors and attends Parachute Industry Association symposiums to stay up-to-date with contractual and design information. She also attends the tri-annual Airdrop Malfunction and Safety Analysis Review Board, which reviews parachute malfunctions and lessons learned.

“The review board allows me to interact with service personnel to see if there are any systemic issues our agency needs to be aware of, which could affect contract oversight,” Monohan explained. “We want to continue to enhance the service we provide to our customers. Their feedback is important.”



This year the Army will celebrate 80 years of parachuting into combat environments. The first test of an Army paratrooper drop occurred at Fort Benning, Georgia, Aug. 16, 1940, when Lt. William Ryder and Lt. James Bassett led the Airborne Test Platoon. The platoon jumped onto Lawson Field, later Lawson Army Airfield, completing the first successful U.S. military parachute jump.



Our Veterans



1 out of every 2 employees are veterans supporting warfighters



1 out of every 3 employees are veterans continuing to serve their country



1 out of every 5 employees are veterans serving other veterans

VETERANS ANSWER CALL OF CONTINUED SERVICE

By Tim Thomas, DCMA Public Affairs

There are approximately 18 million veterans living in the U.S., comprising approximately 7.6% of the population, according to the Census Bureau's one-year estimates.

Of those veterans, about 32% continue their public service within government agencies or organizations, reports the Nation Center for Veteran Analysis and Statistics.

The Defense Contract Management Agency employs over 5,600 veterans within nearly 12,600 employees.

"Many veterans want to continue their service in a new capacity," said Corey Rosenberger, DCMA chief of staff. "I often find myself reminding veterans interested in DCMA why their experience is wanted and needed. There is a tremendous opportunity to make a difference every day in the products and people we work with."

DCMA's number one customer is the warfighter. And much like the military, DCMA often values individualism, diversity and teamwork within its ranks. According to Rosenberger, the agency seeks individuals who desire to continue serving on a team that supports the next generation of warfighters by ensuring access to the best weapons and systems available.

"DCMA embraces the value our veterans bring to the mission," said Rosenberger. "Many veterans already have highly desirable knowledge, skills, and abilities, having either worked in defense acquisition, our served as an end user customer of the products we support. A high veteran presence is extremely beneficial in strengthening our culture of service to the warfighter."

Service members who have deployed know the importance of quality equipment and service on the battlefield. It can quite literally be the difference between life and death or victory and defeat.

The agency seeks those who are best suited to ensure that these warfighters have the highest quality of equipment and supplies when they are

placed in harm's way. Who better to understand these needs than those that have been in that position.

"I joined the agency in 2010 as an active duty naval officer and acquisition professional," said Rosenberger. "I chose to return to the agency as a civilian because I value the critical importance our mission plays in supporting our national defense. It is a sense of service to our country and our men and women in uniform that makes our jobs special."

"Take the Bet ... Hire a Vet," is not only a Department of Veteran Affairs slogan, but it has been a cornerstone idea that DCMA has championed for over 20 years.

With over 5,600 employees of veteran status, DCMA ranks one of the highest percentages of veteran employed agencies within the DoD at 47%. The agency recruits veterans from various backgrounds that have both the knowledge and understanding of the intense work necessary to keep U.S. warfighters equipped to complete their tasks and return home safely.

The agency requires the highest standard of these employees to possess both the responsibility and the accountability to do the job right, every time, all the time.

"When you chose to join DCMA, you are choosing to serve your country ... and our warfighters," said Rosenberger. "This is special calling and is what connects our DCMA workforce."

"Veterans are a growing group of highly qualified workers who have a wealth of skill sets and experience that is available to DCMA and other agencies. These warfighters bring well-honed skill sets."

— Clay Brashear is the director of the Diversity, Inclusion, and Recruitment Division within DCMA.



Debra Simmon, DCMA Alternative Dispute Resolution manager, is an Air Force retiree who has spent nine years with the agency as a civilian.





Defense Contract Management Agency

3901 A Avenue, Building 10500
Fort Lee, VA 23801

www.dcma.mil

