



# COMMUNICATOR

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DEFENSE CONTRACT MANAGEMENT AGENCY



ACQUISITION INSIGHT  GLOBAL ENGAGEMENT

**DCMA DIRECTOR**  
**Charlie Williams, Jr.**

**OFFICE OF CONGRESSIONAL AND  
PUBLIC AFFAIRS**

**DIRECTOR**  
**Jackie Noble**

**CHIEF, PUBLIC AFFAIRS**  
**Vacant**

**EDITOR-IN-CHIEF**  
**Mark Woodbury**

**ASSOCIATE EDITOR**  
**Cassandra Locke**

**EDITORIAL, LAYOUT AND DESIGN**  
Katherine Crawford, Annie Bleignier and Michael Kaplun  
BRTRC, 8260 Willow Oaks Corporate Drive  
Suite 800, Fairfax, VA 22031  
phone: (703) 204-9777

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7915 Penn Randall Place  
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phone: (301) 736-3390  
fax: (301) 736-3395

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Charlie Williams, Jr., right, Defense Contract Management Agency director, accepts the Best Small Agency Award from Clarence Johnson, Office of Diversity and Equal Opportunity principal director, at the 29th Annual Disability Awards for 2009 in Bethesda, Md., Dec. 8, 2009. (U.S. Army photo)

# DIRECTOR'S MESSAGE



## CHALLENGES SHOW OUR STRENGTH

March 27 marks the day we celebrate our tenth anniversary as an independent agency within the Department of Defense.

Over the past 10 years, this agency has witnessed an increasing number of contractors working side-by-side with our nation's warfighters. With this increase has come an increase in our responsibility for management and oversight of these contractors.

In a directive issued shortly after the agency's creation, the department clearly outlined that our agency's mission is to perform contract administration services for the department and other authorized federal agencies, foreign governments and international organizations.

Not long after DCMA's birth, the terrorist attacks of Sept. 11, 2001, befell our nation. This heinous attack increased our mission exponentially and put our ability to fulfill our critical mission to the test. Our agency stepped up to meet the department's immediate needs resulting from the Sept. 11 attacks. Our people realized the need to support the warfighter under any and all circumstances and turned that support from words into a lifestyle and existence, a "raison d'être," that I have been tasked with maintaining and fostering during my tenure as director.

In late 2007 and early 2008, this "lifestyle" was fully demonstrated when the agency was asked to increase the number of personnel deployed to the war zone by more than 100 — a milestone that was accomplished and, through your continued support, has been sustained.

I have seen this same dedication throughout the agency as we navigate through the many strategic initiatives currently underway. Although our initiatives are complex and sometimes personally challenging, day after day I see our employees stepping up and embracing the changes we must endure because of their dedication to our mission and their selfless service.

I am sure there are many milestones and achievements, great and small, you have witnessed or participated in during your time with the agency. I ask that you take some time to reflect on these agency milestones and take pride in your contributions! The center pages of this edition of Communicator should help you remember some of the triumphs of our first 10 years of service while showing some of the many faces who have made this agency successful over the years.

Over the past decade, you have affirmed that DCMA's mission is vital to the department's success in peacetime and in war. I am proud to be the director of an agency with such a critical mission and a team of employees who embrace a mission that directly supports our nation's men and women who fight to preserve our security and freedom.

A handwritten signature in blue ink, appearing to read "Charlie Williams, Jr." with a stylized flourish at the end.

Charlie Williams, Jr.  
DCMA Director

# AROUND DCMA



## AIR FORCE SELECTS DCMA EMPLOYEE AS OFFICER OF THE YEAR

*By Air Force Col. Cliff Chi, DCMA Space and Missiles Division*

The Air Force Academy Admissions Liaison Office Program selected Defense Contract Management Agency Air Force Reservist Lt. Col. Patrick Giddens, DCMA Northern California and DCMA Space Satellite Operations Reserve team leader, as the 2009 Area 54 Additional Duty Admissions Liaison Officer of the Year. Area 54 encompasses Northern California, from San Jose to the Oregon border.

According to the citation, Giddens was selected for this award due to his professionalism, dedication and results-driven focus. As an ALO, Giddens identifies, assesses and mentors college-bound high school students interested in attending the Air Force Academy or being part of a university's Reserve Officer Training Corps program. An academy education is valued at more than \$400,000 for the four-year program, while ROTC scholarships can offer full tuition, board and stipends to students. Universities that offer the ROTC program range from Ivy League institutions to state universities.

Giddens has been an ALO for 19 years, and he continues to enjoy the interaction with the students aspiring to become Air Force officers. He commented that his biggest sense of accomplishment, however, comes when he is able to see someone he has mentored become an Air Force officer.

In civilian life, Giddens is a certified financial planner for Johnson Lyman Wealth Advisors in Palo Alto, Calif. He is one of three lead advisors working with high-net-worth individuals on their personal financial wellbeing. He has also provided pro bono financial planning for the local Navy reserve unit.



*Secretary of Defense Robert M. Gates poses for a picture with Defense Contract Management Agency Oshkosh employees.*

## DCMA EMPLOYEES MEET SECRETARY GATES

*By Sam Rousso, DCMA Public Affairs*

Secretary of Defense Robert M. Gates recently visited the facilities of Ground Systems and Munitions Division contractor Oshkosh Defense in Oshkosh, Wis., to emphasize the criticality of the company's product — the Mine Resistant Ambush Protected All-Terrain Vehicle — and to express the Department of Defense's gratitude for the company's efforts on this program.

During his visit, Gates accepted the company's 1,000th vehicle and spoke to the Defense Contract Management Agency Oshkosh workforce briefly before posing for a photo.

# EMPLOYEES AUTHORIZED ADMINISTRATIVE LEAVE TO VISIT FORT LEE AREA

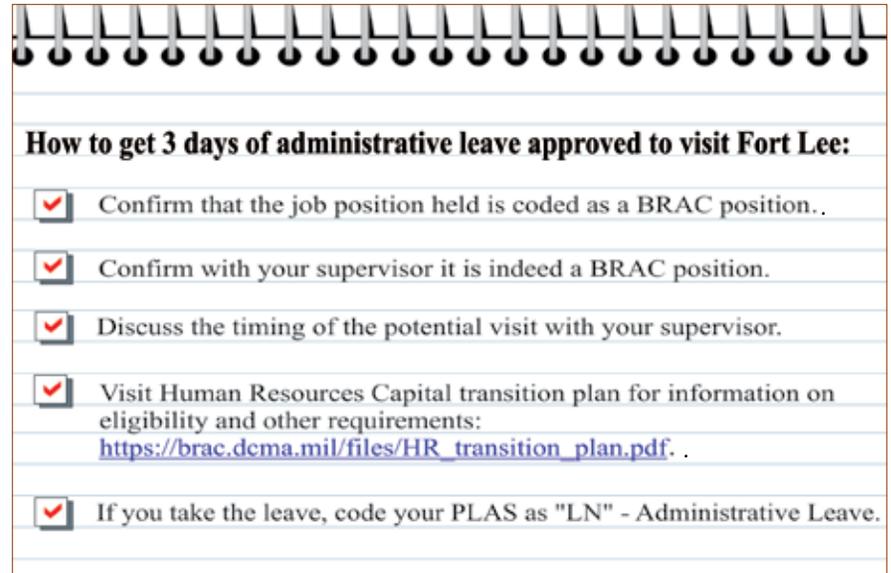
By Cassandra Locke, DCMA Public Affairs

Employees on the fence about making the move to the Fort Lee, Va., area may be authorized three days of administrative leave to visit the area. To do this, the employee needs to confirm that his or her position is a Base Realignment and Closure-coded position. The employee’s supervisor can confirm this for the employee and, at the same time, discuss the timing of the potential visit.

Details about permissive temporary duty are in a BRAC fact sheet included in the human capital transition plan posted on the Defense Contract Management Agency BRAC Web site, [https://brac.dcma.mil/files/HR\\_transition\\_plan.pdf](https://brac.dcma.mil/files/HR_transition_plan.pdf). The Performance Labor and Accounting — PLAS — code is “LN” for administrative leave.

According to Pam Sutton, deputy BRAC program manager, one of the most important things someone can do is adequately prepare for his or her visit.

“You can begin with the DCMA BRAC Web page and look at the links that will take you to the communities surrounding Fort Lee,” Sutton recommended. “Look for the things that are important to you ... schools, recreation, shopping, medical services, etc. Look at housing options that appeal to you ... urban, rural or



(DCMA Public Affairs image by Cheryl Jamieson)

suburban. Do you want to live on a houseboat? Do you want an apartment? Talk to your family and be prepared to target areas that seem to meet your needs.”

Fort Lee employees are assisting the BRAC team by offering employees a sponsorship program. If one is interested, the Fort Lee BRAC office staff will “match” the person with a Fort Lee employee who has volunteered to help. The employee can e-mail or call the sponsor to get helpful information. If desired, the employee can meet the sponsor during the visit, but it is not mandatory. The purpose of the sponsorship program is to provide a local contact who is familiar with

Fort Lee and the surrounding areas.

If interested in the sponsorship program, send a request for a sponsor to [BRAC@dcma.mil](mailto:BRAC@dcma.mil). Include your name, contact information (e-mail, phone, etc.) and if there are any specifics you would like to know about.

Employees can visit the BRAC team at building 10501 and visit with some of the folks working on DCMA’s transition to Fort Lee and the agency’s new headquarters. The team has Fort Lee welcome packages available for anyone who wants one. The package has resource materials, maps, real estate guides and other helpful items for your visit.

**You can begin with the DCMA BRAC Web page and look at the links that will take you to the communities surrounding Fort Lee. Look for the things that are important to you ... schools, recreation, shopping, medical services, etc.** — Pam Sutton, deputy Base Realignment and Closure program manager

Sutton said another valuable piece of advice is to make contact with a local realtor during your visit.

“While you may not be interested in buying or renting a home in the area right now, a knowledgeable realtor can provide a wealth of information about different communities,” she advised. “They can answer a multitude of questions on things such as locations of hospitals, libraries, major employers, shopping centers and schools.”

Since Sutton confirmed DCMA cannot recommend or endorse any

particular person or company, it is suggested that you ask your current realtor for a recommendation or talk to friends and co-workers.

“Keep in mind that if you have received your orders to move to the Fort Lee area, you may be entitled to additional permissive temporary duty specifically for house hunting. We recommend using this first trip to familiarize yourself with the area so that when you are ready to move you know what communities you want to focus on,” said Sutton.

Looking in the local newspapers can give employees information

about the area. The major newspaper in central Virginia is the *Richmond Times-Dispatch*. Nearly all of the smaller cities and counties also have their own newspapers. The Fort Lee newspaper, *The Traveller*, provides information about upcoming events of interest to the entire Fort Lee community, both civilian and military.

“We hope that you will take this opportunity to visit the Fort Lee area and see for yourself that it is a great place to work, play and live,” said Sutton. ■



An aerial view of Fort Lee, Va. Employees on the fence about making the move to the Fort Lee area may be authorized three days of administrative leave to get a feel for what it would be like to live and work in the area. (Fort Lee Public Affairs photo)



# DCMA EMPLOYEE ENSURES LOCAL VETERANS REMEMBERED DURING HOLIDAY SEASON

By Ann Jensis-Dale, DCMA Public Affairs



Dwight Nelson, top left, Defense Contract Management Agency General Electric program integrator, and his volunteer group pose for a picture with the wreaths the group laid on each veteran's grave at the Union Cemetery in Holbrook, Mass.

*“Remember the fallen; Honor those who serve; Teach our children the value of freedom.” — Wreathes Across America motto*

Dwight Nelson, a program integrator for turbo shaft engines at Defense Contract Management Agency General Electric Lynn, Mass., had his Christmas wish granted when Wreathes Across America provided every Holbrook, Mass., veteran with a wreath this past holiday season.

Nelson, a former Marine and founder of New England Warrior — a nonprofit organization assisting local service members and veterans (see *Communicator's* Spring 2008 issue) — suggested the idea to the Winthrop Congregational Church. “We have over 600 veterans’ graves in Holbrook,” Nelson stated.

“My wish was to see each grave adorned with a wreath on Dec. 12 during Wreathes Across America 2009.”

**My wish was to see each grave adorned with a wreath on Dec. 12 during Wreathes Across America 2009. — Dwight Nelson, Defense Contract Management Agency General Electric Lynn program integrator**

Fundraising for this project began in October with a goal of \$6,000 to purchase 600 wreaths for the veterans’ graves at Wendell and Holbrook Union cemeteries. Private donations and fundraising events raised \$3,680. This was not enough to purchase a wreath for each veteran’s grave in Holbrook. Nelson spearheaded two additional fundraisers, earning \$600 through a spaghetti dinner and \$1,200 from a headstone motorcycle run, putting them just shy of the \$6,000 goal.

However, when the wreathes were delivered, Nelson found quite a few more than ordered. After a few counts, Nelson discovered 1,000 wreathes were delivered, 400 more than needed to cover all the veterans’ graves in Holbrook.

“I was kind of in shock,” Nelson admitted after seeing so many additional wreathes unexpectedly. Nelson contacted Wreathes Across America to verify the shipment and was informed that the 1,000 wreathes were correct and he could use the remaining wreathes for neighboring veterans’ graves since the organization received so many donations

nationally. Nelson decided he would then contact the Brockton, Mass., Department of Veterans’ Services and coordinate the placement of the additional wreathes on veterans’ graves at Brockton’s Melrose Cemetery.

On Dec. 12, volunteers convened at the Winthrop Congregational Church for coffee and refreshments to review the day’s plan for the laying of wreathes. The first stop was Hallamore Corp. storage facility, a donated storage space for the wreathes. Next, wreathes were loaded into a truck donated by a national truck rental company.

An official ceremony at the Mary Wales Holbrook Park kicked off the event with the first wreath placed on a veteran’s memorial grave site. Volunteers worked throughout the day and placed wreathes on each veteran’s grave site.

“It was a truly moving day for all who participated,” remarked Nelson. “I hope this is the beginning of a new tradition with the goal for all veterans to have wreathes placed on their graves.”

For more information on Wreathes Across America, go to [www.wreathesacrossamerica.org](http://www.wreathesacrossamerica.org) or contact Nelson at (617) 416-4244. ■



# AGENCY EMPLOYEE LANDS ‘SIGNATURE EXHIBIT’ AT PHOTO FESTIVAL

By Sam Rousso, DCMA Public Affairs

There are countless examples of a seemingly Hollywood-ish story, where someone parlays an interest or hobby into fame and fortune. The first step to making it happen, however, is exposing that talent.

For James Gonzales, Defense Contract Management Agency NASA Product Operations software specialist, the field was photography. “I’ve been an amateur photographer for pretty much all my life,” he said. “I started to take and develop pictures at the age of 12.”

Last year, Gonzales decided to enter San Antonio’s photo festival, which draws the work of photographers locally, nationally and internationally. “Oddly enough, my first thought wasn’t about how to enter the festival but, rather, whether my work was even good enough to try and enter,” he confessed.

Although Gonzales had done some wedding photography before, the work he wanted to exhibit — the work that meant something to him — was abstract work and not the typical photojournalistic or photorealistic type of pictures often entered in the festival.



*James Gonzales, Defense Contract Management Agency NASA Product Operations software specialist, poses with his photographs exhibited at a San Antonio photo festival recently.*

Before entering the exhibition, Gonzales floated a trial balloon and showed his work to the curator. In short, he was advised not to enter but was offered constructive criticism. “Two years later, and after considerable work, I went back to the curator. He not only liked many of the photographs, but he asked to curate my show and made my show a signature exhibit of the festival,” Gonzales remarked.

While he was elated, this development created some conundrums for the budding photographer. “New questions appeared on the horizon: how large to make the pictures; what order to

put them in; how to present them; how many in an edition; who would frame them; what new materials to get; how to publicize the event; what to say in interviews?” he wondered. “It’s a good thing I had acquired good project management skills as part of my DCMA job!”

The opening was a thrill for Gonzales. “Attendees came from the city museums, photography teachers from local colleges and universities and the local newspaper. Even my supervisor showed up,” he remarked.

Overall, Gonzales described the experience as “awesome, and it left me with a great feeling of professionalism and achievement.” ■

**“Oddly enough, my first thought wasn’t about how to enter the festival but, rather, whether my work was even good enough to try and enter.”**  
**— James Gonzales, Defense Contract Management Agency NASA Product Operations software specialist**

## FORT LEE PROVIDES CHILDCARE FOR DCMA EMPLOYEES

By Cassandra Locke, DCMA Public Affairs

Defense Contract Management Agency employees at or relocating to the Fort Lee, Va., area may enroll their children at the child development centers on post.

The post has two CDCs, Yorktown and Battle Drive, both certified annually by the Department of Defense with many staff members having earned a child development associate credential. In addition, all staff members receive mandatory, ongoing annual training.

The Yorktown CDC offers a full-day childcare program available for children ages six weeks to five years. The childcare program assists parents needing six or more hours

**The post has two CDCs, Yorktown and Battle Drive, both certified annually by the Department of Defense with many staff members having earned a child development associate credential.**

of daily childcare. The Yorktown CDC also offers a kindergarten before- and after-school program for children attending the Prince George school system. Unlike the Yorktown CDC, the Battle Drive CDC offers a part-time childcare program for children ages six weeks to five years. Children may attend anywhere from two-, three- or five-day sessions.

They also offer an hourly care program for the same age group.

According to Mildred Flores, administrative assistant for child and youth services for the central outreach office, there are four admission priority groups for child enrollment at the CDC.

The priorities depend on the employee's status as well as the



One of two Child Development Centers on Fort Lee available to Defense Contract Management Agency employees. DCMA employees can call (804) 734-2985 to find out more about where they would fit on a priority and waiting list. (Photos by Mark Woodbury, DCMA Public Affairs)

spouse's status. Priority one applies to single soldiers and dual-military members. Priority two applies to military and DoD civilians with full-time working spouses or a spouse who is a full-time student. Priority three applies to military and DoD civilians with non-working spouses. Priority four is for contractors.

Along with priority status, Flores said employees should be mindful of a potential waiting list for each CDC facility. She said enrolling an infant can take between six to eight

months, whereas the wait time for enrolling a toddler would be significantly less. This waiting list fluctuates based on the time of year, so Flores encourages interested employees to call the CDC at (804) 734-2985 to find out the current waiting list status.

Fees for childcare provided at each facility depend on the employee's income. Specific pricing information is at [www.leemwr.com/CYS/cyc\\_cys\\_cdc.htm](http://www.leemwr.com/CYS/cyc_cys_cdc.htm). 🗨️



*The Department of Defense certifies the Yorktown Child Development Center annually. Additionally, several staff members have child development associate credentials. Ongoing training is mandatory for all staff members each year.*

## FORT LEE RECREATION

*By Cassandra Locke, DCMA Public Affairs*

The Fort Lee family and morale, welfare and recreation staff make post activities and functions available to Defense Contract Management Agency employees and family members.

"We're excited and can't wait to have DCMA on post," said Dolly Emory, FMWR director.

DCMA Public Affairs has teamed up with FMWR to start advertising post activities for DCMA members to participate in. There will be a link to FMWR on the DCMA Base Realignment and Closure Web page at <https://brac.dcma.mil>. Also, advertising will be featured in the *On Track with BRAC* newsletter.

FMWR offers several recreation outlets, including bike riding in Battlefield Park, horseback riding in Dinwiddie County, snow skiing and scrapbooking classes. Also offered on post are a golf course, bowling alley, playhouse, movie theater, pool, library and more.

For more information about FMWR events, call Megan Green, Fort Lee FMWR commercial sponsorship and advertising manager, at (804) 734-7180 or visit the FMWR Web site at [www.leemwr.com](http://www.leemwr.com).



# FORT LEE BUILDING 10500 CONSTRUCTION CONTRACT AWARDED

By Cassandra Locke, DCMA Public Affairs

The Defense Contract Management Agency's future headquarters at Fort Lee, Va., is one step closer to becoming a reality.

The Whiting-Turner Contracting Company, one of the nation's largest construction management and general contracting companies, was awarded a \$13,139,000, firm-fixed-price contract Dec. 14, 2009, to renovate Building 10500 at Fort Lee. Building 10500 is where DCMA employees in Alexandria, Va., will be relocated due to the 2005 Base Realignment and Closure law.

Whiting-Turner, based in Baltimore, Md., has an outstanding record working on federal and Department of Defense construction projects. In September 2009, Whiting-Turner was awarded a \$181,000,000 project to design and build support facilities for wounded soldiers at the future Walter Reed National Military Medical Center in Bethesda, Md. According to the DCMA facilities office, building 10500 will be demolished to its shell and completely rebuilt. Planned completion date is July 2, 2011.

On Jan. 13, contract managers from Whiting-Turner and employees of DCMA and the U.S. Army Corps of Engineers met at Fort Lee's Larkin Hall to discuss the building contract's unique requirements, including

**We look forward to working on this project and are looking to exceed your expectations.**  
— Dan Niccolucci, Whiting-Turner vice president

environmental concerns, a safety plan, security, quality control and post-entry control requirements. The three parties are approaching this effort with a team mentality. They agreed to meet biweekly to discuss status updates. Mike Roach, Army Corps of Engineers representative, affirmed that weather should not impact the status of constructional deadlines.

"We look forward to working on this project and are looking to exceed your expectations," remarked Dan Niccolucci, Whiting-Turner vice president.

At every stage of Whiting-Turner's business processes and projects, the company's management teams are supported by in-house

specialists in areas such as building information modeling, mechanical and electrical review and coordination, historical cost data management, cost engineering, scheduling, safety/risk management and Leadership in Energy and Environmental Design Green Building Rating System/sustainable construction.

There will be a ceremony to commemorate the construction's groundbreaking. Event details are being finalized, and information will be available on the BRAC information Web site at <https://brac.dcmamil>. Members of DCMA's senior leadership plan on attending this event along with Whiting-Turner and Army Corps of Engineers representatives. 🗨️



The Defense Contract Management Agency's future headquarters Building 10500 at Fort Lee, Va. (Photo by Mark Woodbury, DCMA Public Affairs)



# DCMA EMPLOYEE LIVES LIFE TO FULLEST EXTENT

By Sam Rousso, DCMA Public Affairs

Dean Austin, Defense Contract Management Agency Boeing Seal Beach contract administrator, encountered Agent Orange, leading to diabetes and other health issues, while serving as a medic in Vietnam.

Agent Orange is a defoliant, or herbicide, used to clear jungle areas of their cover during the war but was found to cause serious health problems, including diabetes, high blood pressure and cancer, for those exposed to it.

Austin's diabetes has created serious complications for him, such as poor circulation in his right leg, leading to a breakdown of the skin tissue. This, and the resulting infections, leaves his mobility impaired but does not stop him.

Austin says the pain that comes as a result of his leg problems can be excruciating at times, but he has learned to cope with it to the greatest extent possible.

"Like wearing glasses, eventually even pain became 'normal' for me and something I don't think about," he confessed. To avoid painful situations, however, Austin makes it a point to position himself in a way that prevents anyone from hitting his legs.

Austin appreciates the accommodations DCMA has made for him and his co-workers' willingness to ensure he is a part of the team.

"I am keenly aware of how blessed I am to work at DCMA Boeing Huntington Beach," he said.

**Like wearing glasses, eventually even pain became 'normal' for me and something I don't think about.**  
— Dean Austin, Defense Contract Management Agency Boeing Seal Beach contract administrator

As a contract administrator, Austin performs reconciliations to verify that billings and payments comply with the contracts and modifications.

"I work with the administrative contracting officer, the contractor, the Defense Finance and Accounting Service and others to resolve discovered issues," he explained. "I perform contract closeout, overage, canceling funds, trusted agent and other

responsibilities utilizing numerous computer programs."

According to Austin's co-workers, he performs his tasks at a high level, earning regular award recognitions since starting at DCMA in May 2001. Austin's co-workers say in spite of having to endure health issues that would stop others, Austin goes on living life to the fullest extent possible. 



*Despite an uphill battle with diabetes that creates infections in his legs and impairs his mobility, Dean Austin, Defense Contract Management Agency Boeing Seal Beach contract administrator, continues to live life optimistically and excel as a valuable agency employee.*

# AGENCY RECOGNIZED WITH ‘BEST SMALL AGENCY’ DISABILITY AWARD

By Mark Woodbury, DCMA Public Affairs

The Defense Contract Management Agency was honored by the Department of Defense with the Best Small Agency Award at the 29th Annual Disability Awards for 2009 in Bethesda, Md., Dec. 8, 2009. The award recognizes DCMA for its hiring practices and sustaining efforts for persons with disabilities.

According to Linda Galimore, DCMA Equal Employment Opportunity director, DoD’s recognition of DCMA was a validation of many people’s agency-wide efforts.

“This award reflects the agency’s desire, at all levels, to recruit, retain and work with highly qualified people regardless of status,” said Galimore.

Some of the agency’s accomplishments, as cited in DoD’s awards package, include:

- Providing service for 33 reasonable accommodations for persons with disabilities within the agency.
- Funding a full-time individuals with disability program manager — a position often designated as a co-responsibility under other positions.



Charlie Williams, Jr. (right), Defense Contract Management Agency director, accepts the Best Small Agency Award from Clarence Johnson, Office of Diversity and Equal Opportunity principal director, at the 29th Annual Disability Awards for 2009 in Bethesda, Md., Dec. 8, 2009. (U.S. Army Photo)

- Ensuring the agency’s Keystone Internship Program recruits individuals with disabilities through Schedule A appointment authority.
- Recognizing the efforts and value of DCMA’s disabled employees by nominating an employee for the Outstanding DoD Employee with a Disability Award.
- Recruiting 18 students with disabilities using the Workforce Recruitment Program. (Three students were permanently hired — one student position is currently being converted into a Student Career Experience Program position, and two students were accepted into the DCMA Keystone Internship Program.)

**“This award reflects the agency’s desire, at all levels, to recruit, retain and work with highly qualified people regardless of status.” — Linda Galimore, Defense Contract Management Agency Equal Employment Opportunity director**

**“We need to train our hiring managers to always look at people’s abilities and not at their disabilities.” — Naomi Allen, Equal Employment Opportunities disability program manager**

- Ensuring each Keystone intern is provided an EEO brief and a reasonable accommodations orientation briefing.
  - Procuring an agency global sign language interpreter contract to provide interpreter services for workplace training and special events inside and outside of DCMA.
- Galimore believes this award and DCMA Director Charlie Williams, Jr.’s passion for equality and diversity within the agency workforce are stepping stones to furthering agency disability initiatives.

“I can only see this agency continuing to move forward in its efforts with persons with disabilities,” she commented. “Director Williams has a real passion to ensure the agency is doing everything it can to hire and support persons with disabilities. This mind-set positions the agency for continuing progress.”

Not resting on laurels, Galimore says the next goal is to increase DCMA’s disabled employee workforce. “1.2 percent of the agency’s workforce has been identified as individuals with targeted disabilities,” Galimore confirmed. “However, this is still below the 2 percent federal government goal the agency is striving to achieve.”

According to Galimore, once an agency reaches this 2 percent benchmark, organizations are asked to share with Annual Disability

Awards ceremony attendees the steps taken to reach and/or maintain this significant mark.

“This is ultimately where we want the agency to be,” Galimore continued. “We want to be on that stage year after year leading the department when it comes to employing individuals with targeted disabilities.”

Naomi Allen, EEO disability program manager and key contributor to the agency award, noted one way the agency is going to reach this milestone: training hiring managers properly.

“We need to train our hiring managers to always look at people’s abilities and not at their disabilities,” said Allen. “As we continue to share this message, and it becomes the agency’s culture, we will reach this hiring goal.”

Tony Parish, DCMA quality assurance lead for Patriot ground, was also formally presented his DCMA 2009 Outstanding Employee with a Disability Award during the 29th Annual Disability Awards for 2009. You may read about his achievement in the Winter 2009 issue of *Communicator*. 



Tony Parish (middle), Defense Contract Management Agency quality assurance lead for Patriot ground, is presented the DCMA 2009 Outstanding Employee with a Disability Award from Clarence Johnson, Office of Diversity and Equal Opportunity principal director, at the 29th Annual Disability Awards for 2009 in Bethesda, Md., Dec. 8, 2009.

# AGENCY HAS ‘GOLDEN’ ATHLETE IN ITS MIDST

By Mark Woodbury, DCMA Public Affairs

Tucked away in an inconspicuous office on the fifth floor of the Defense Contract Management Agency headquarters building may not be the first place a person would search for one of the most decorated gold medalist Olympians of all time — but this is precisely where one is located.

Beth Scott, Virginia Industries for the Blind employee and 10-time Olympic gold medalist, oversees all operations for the supply distribution office at DCMA headquarters. Born with ocular albinism and nystagmus, a non-corrective condition, Scott is legally blind with only 20/200 eyesight.

“The best way I can explain to people how much I am actually able to see is to reference the biggest ‘E’ on an eye chart,” Scott explained. “The big ‘E’ is the only letter I can actually see.”

Regardless of her degraded eyesight, Scott has always loved competition and stumbled upon a home away from home in the swimming pool at five years old.

“It was apparent to those who were teaching me to swim that it was just something that was natural to me,” Scott remarked. “I would

be taught something one week and then be breaking pool records in that particular skill the next.”

Using the large black line at the bottom of the pool, Scott is able to keep herself straight within her swimming lane. She then uses counted strokes from the end of the black line to make her turn off the sides at each end of the pool.

Excelling in swimming throughout high school, Ball State University came knocking on Scott’s door offering a full athletic scholarship. Having opportunities to swim at various colleges, Scott confessed the decision to attend Ball State was not just by chance. “Ball State, at the time, took, and continues still today to take, an innovative approach to assisting persons with disabilities in obtaining higher education,” she explained. “Because of this, I knew this is where I needed to swim.”

To no surprise to her college coaches, Scott also excelled in swimming at the collegiate level. Graduating from Ball State with both swimming accolades and a sports administration degree, Scott knew she could make her own splash at the next level



*Beth Scott, Defense Contract Management Agency supply distribution office attendant, is a 10-time Olympic gold medalist. (Photos by Mark Woodbury, DCMA Public Affairs)*

of swimming. Coming from a family where her father served in the Navy and later for the U.S. Department of Public Health for a combined 54 years, Scott wanted nothing more than to represent her country in the sport she loved.

As she had countless times before, Scott competed against her non-disabled peers, missing Olympic trials by only half a second. Not letting this hinder her goal of

**The best way I can explain to people how much I am actually able to see is to reference the biggest ‘E’ on an eye chart. The big ‘E’ is the only letter I can actually see. — Beth Scott, Defense Contract Management Agency supply distribution office attendant**



One of two gold medals awarded to Beth Scott, Defense Contract Management Agency supply distribution office attendant, during the 2000 Sydney, Australia, Paralympic Games.

representing the U.S., Scott set her sights on the Paralympic Games, where she eventually qualified and competed in three games — 1992 Barcelona, Spain; 1996 Atlanta, Ga.; and 2000 Sydney, Australia.

In the 1992 Barcelona Paralympic Games, Scott was one of the strongest women in the pool, winning seven gold medals and breaking seven world and American records. In the 1996 Atlanta games, she followed up her astounding Barcelona performance with a gold, silver and four bronze medals. In her final games in 2000, Scott garnered two gold medals, a silver and a bronze. Overall, Scott collected an astounding 10 gold medals, two silver and five bronze. Her 10 gold medals make her one of the five most decorated gold medalists in Olympic history.

It was shortly after the 2000 games, however, when Scott started experiencing extreme neck

**As a nation, we are astounded when national unemployment reaches more than 10 percent, but within the disabled community, the unemployment number is approximately 70 percent.** — Beth Scott, Defense Contract Management Agency supply distribution office attendant

pain. She knew her body well and realized something wasn't right. After multiple doctors found nothing wrong with Scott, doctors at the Washington Hospital Center discovered the problem: thyroid cancer. Attacking her cancer much like she attacked her eyesight challenges, Scott took the cancer straight on. Crediting her great doctors, Scott lights up when she declares herself today to be "100 percent cancer-free."

Through her life's triumphs and trials, Scott found her life calling in promoting the abilities of individuals with disabilities. "As a nation, we are astounded when national unemployment

reaches more than 10 percent," continued Scott, "but, within the disabled community, the unemployment number is approximately 70 percent."

Scott believes people with disabilities often do not get fair opportunities to put their abilities to use. She encourages DCMA employees to keep their minds open to hiring individuals with disabilities. To her, it is always a good day for any person when he or she is able to transition "from tax recipient to tax provider."

For more information on the Virginia Industries for the Blind and its government services, visit [www.vdbvi.org/vib](http://www.vdbvi.org/vib). 



Beth Scott, Defense Contract Management Agency supply distribution office attendant, has not let blindness hinder her ambition and determination to succeed.

# EMPLOYEE'S PARALYZING ACCIDENT NEVER SLOWED HIM DOWN

By Ann Jensis-Dale, DCMA Public Affairs

George Pigan, Defense Contract Management Agency Aircraft Integration Maintenance Office Birmingham, Ala., management analyst, is known as the “go-to-guy” for his extensive knowledge of DCMA computer applications and various software programs at his contract management office. Pigan has overcome numerous obstacles and challenges throughout his life and career but always epitomizes the “can do” spirit.

Pigan is a quadriplegic from a spinal cord injury suffered in a car accident in 1982. He is paralyzed from the neck down with limited use of his arms, including shoulders, elbows and wrist extensors. But, according to his co-workers, his disability has never slowed him down. Instead, he is always a few steps ahead of everyone else.

“George’s critical thinking process is three consequences ahead of everyone else — he transforms ideas into workable solutions,” said Victor Perkins, DCMA AIMO Birmingham Technical Operations Group chief.

Pigan, who holds a degree in mechanical engineering from the University of Alabama, Birmingham, joined DCMA 20 years ago as a quality engineer with the Quality Technical Support

**George’s critical thinking process is three consequences ahead of everyone else — he transforms ideas into workable solutions.**  
— Victor Perkins, Defense Contract Management Agency Aircraft Integration Maintenance Office Birmingham, Ala., Technical Operations Group chief

Group. His initial responsibilities were to provide technical reviews of contractor quality plans and assist the quality assurance staff in the field with their contractor oversight plans. “This was just about the time the organization was coming into the computer age,” Pigan explained. “So, I developed a local database

for tracking contractor requests for waivers and/or deviations from the contract requirements.”

Due to agency budget cuts — and Pigan’s natural computer skills — he became involved with information technology-related work as computers made their way into the mainstream of DCMA. He



George Pigan, Defense Contract Management Agency Aircraft Integration Maintenance Office Birmingham, Ala., management analyst, receives the Employee of the Quarter First Quarter 2008 award from former DCMA AIMO Birmingham commander Army Lt. Col. Ben Badami at the Birmingham office. (DCMA photo)



soon found himself splitting time between his engineering duties and IT initiatives. The Performance Labor Accounting System was an early IT initiative that Pigan was involved with from its inception to the program we all use today.

“My first experience with George concerned something called PLAS over a decade ago,” noted Perkins. “Initially, PLAS provided a means for determining if a person showed up for work or took annual/sick leave. George said, ‘Why don’t we add additional source codes and the tools to capture where the person spent their time and what they did while they were at work? Look, I’ll show you.’ The rest is history.”

Fellow DCMA co-workers fondly refer to Pigan as the “nerve center” for DCMA AIMO Birmingham. The list of Pigan’s accomplishments is impressive and includes IT initiatives for the Integrated Performance Software tool, performance indicators in Metrics Manager, the DCMA AIMO Birmingham community portal, the Product Assurance Database and the Integrated Quality Database Management System. According to Pigan’s co-workers, he demonstrates daily the exceptional ability to extract, organize and analyze every type of data DCMA AIMO Birmingham manages in the most effective and efficient manner.



*George Pigan, Defense Contract Management Agency Aircraft Integration Maintenance Office Birmingham, Ala., management analyst, poses for a picture recently at his workstation at DCMA AIMO Birmingham. (Photo by Shelton Price)*

“He is amazing. Not only can he take a program and give reports that make sense, but he is one of the nicest, most sincere people you would ever like to meet,” said Melinda Varner, DCMA AIMO Birmingham contracts team lead. “He is a great management analyst and a great employee. His smile and laugh always brighten up my day.”

Pigan does require some assistance throughout the work day, which includes anything from preparing a report, preparing food or drink and traveling to and from the office. He is

appreciative of the support provided by his co-workers and his family.

“I have always been supported by both management and the personnel wherever I’ve been. This is one of the best things I’ve found in my years working for DCMA is that the people are the best,” Pigan said. “My long-term goal is to continue to work for DCMA until I retire. I have had numerous opportunities throughout my career that would have required relocation, which I was not willing to do. I firmly believe that anyone can go as far as they want within DCMA.”

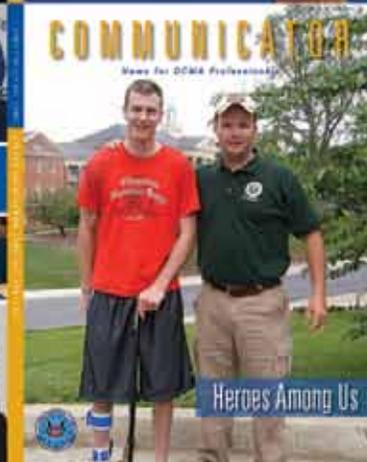
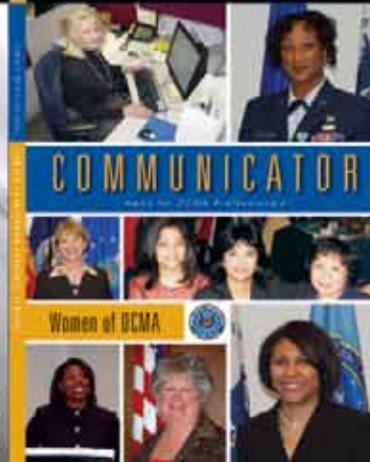
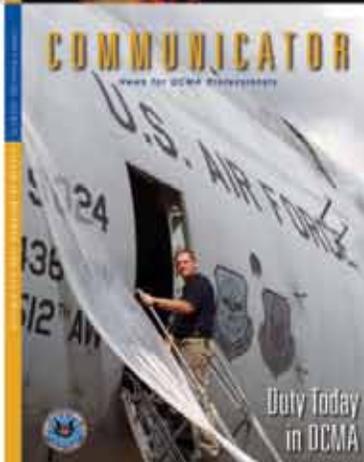
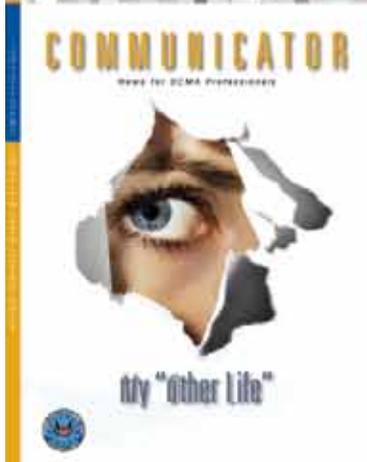
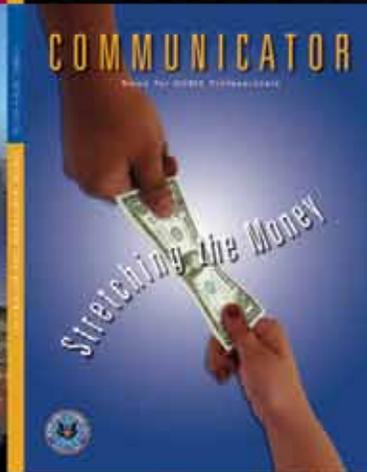
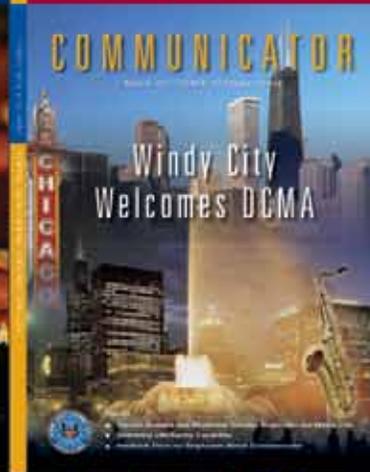
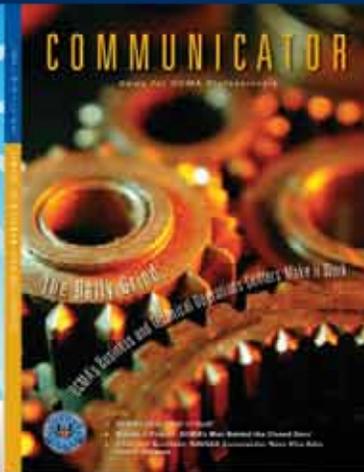
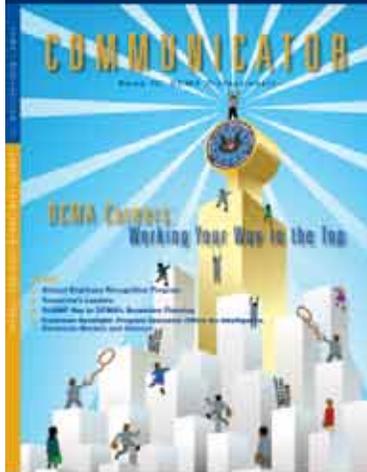
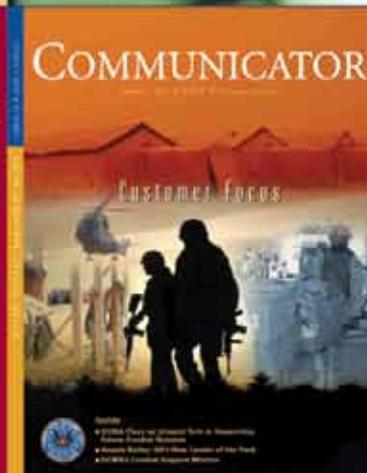
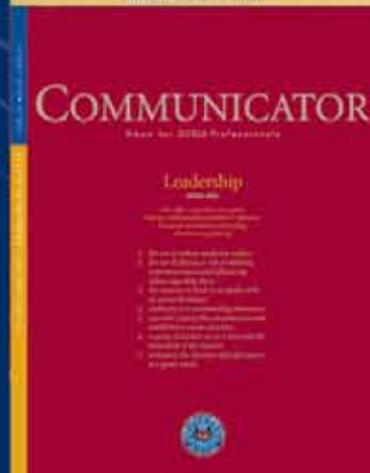
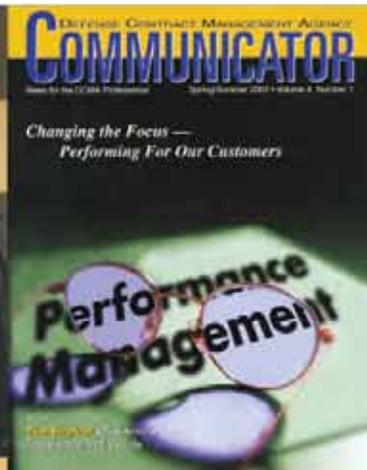
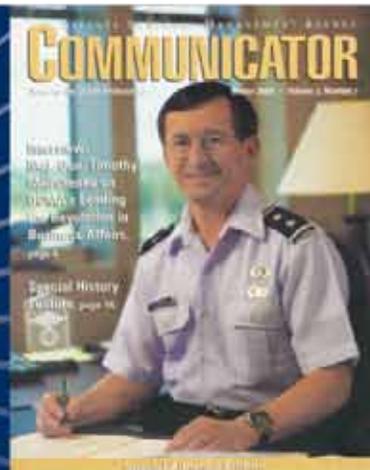
**“Not only can he take a program and give reports that make sense, but he is one of the nicest, most sincere people you would ever like to meet.”**

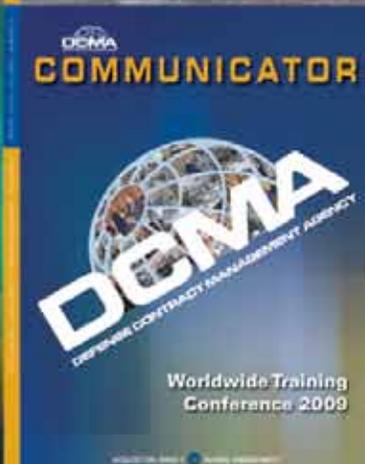
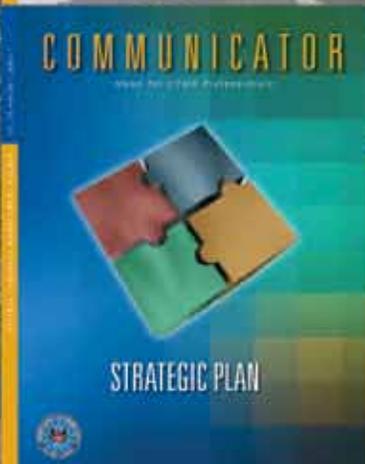
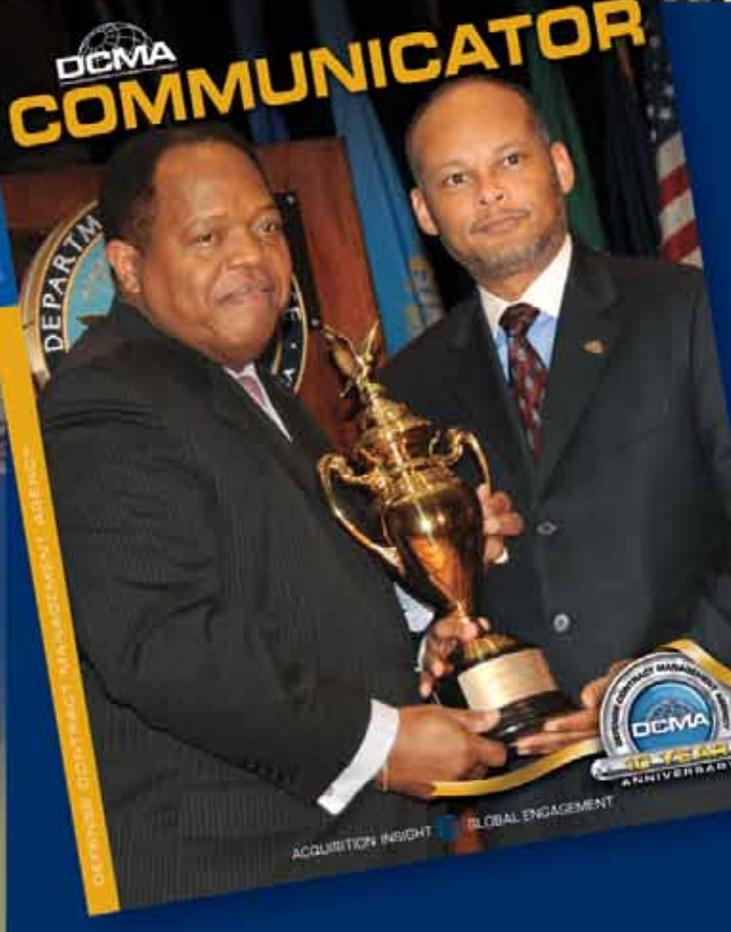
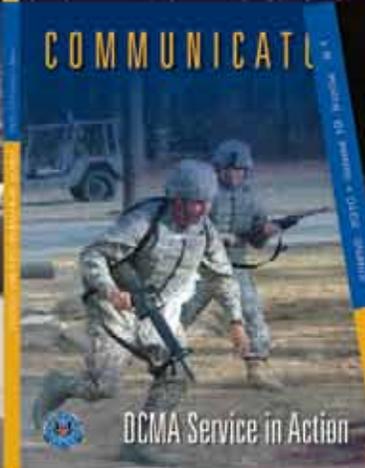
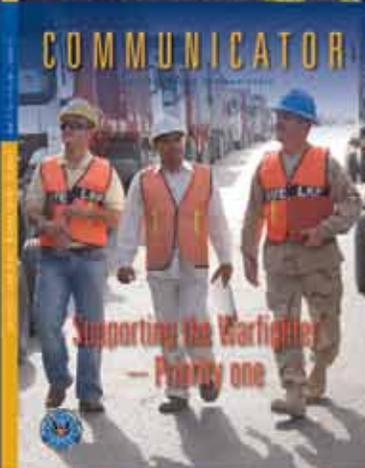
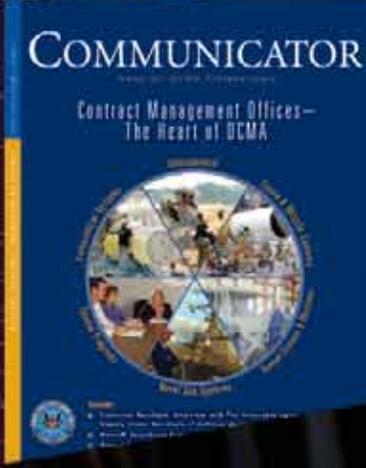
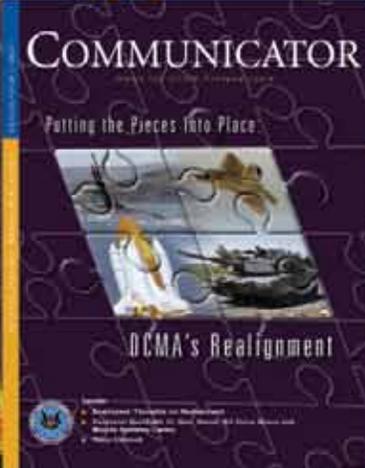
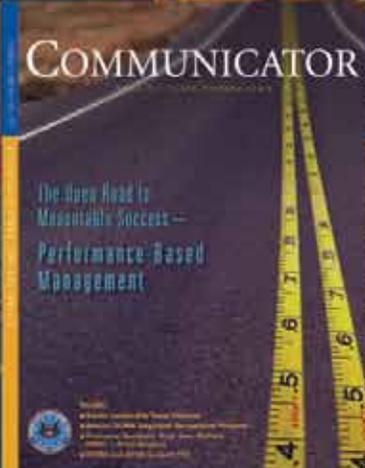
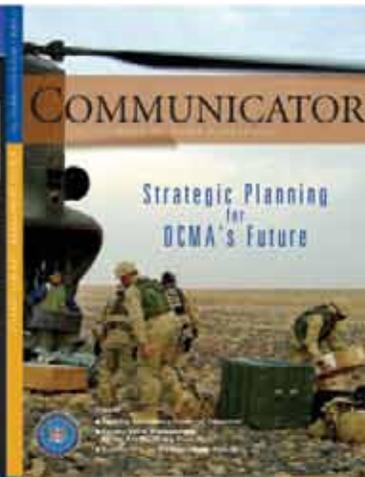
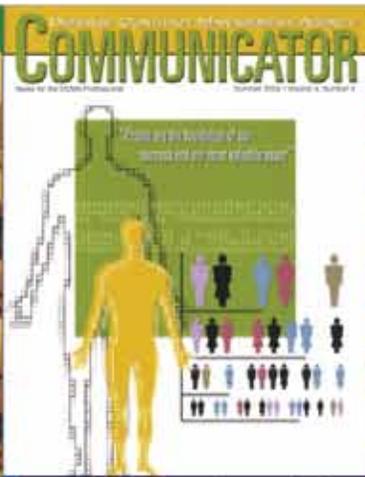
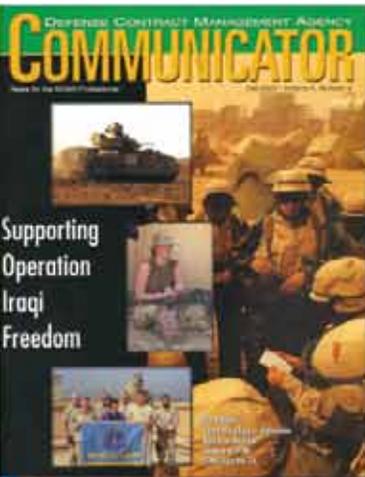
**— Melinda Varner, Defense Contract Management Agency Aircraft Integration Maintenance Office Birmingham, Ala., contracts team lead**



**DEFENSE CONTRACT MANAGEMENT AGENCY**  
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# COMMUNICATOR — 10 YEARS OF EXCELLENCE





# EMPLOYEE APPROACHES LIFE, HEARING LOSS POSITIVELY

By Ann Jensis-Dale, DCMA Public Affairs



Tony Labath, Defense Contract Management Agency Virginia general engineer, doesn't let his hearing loss affect his positive attitude. (Photos by Carolyn Baum, BRTRC)

*“Your life will always be filled with challenges. It’s best to admit this to yourself and decide to be happy anyway.” — Brian G. Dyson, Coca-Cola Enterprises president and chief executive officer*

Anthony Labath, Defense Contract Management Agency Virginia general engineer, believes in living life to the fullest with a smile. Labath was born profoundly deaf, but rather than approaching life with a negative perspective, he approaches it in a positive way. “I was born deaf. Although most people would see this as being a ‘loss,’ I don’t,” Labath declared. “Since I was born deaf, how can I have lost 95 percent of nothing to begin with?”

**“I was born deaf. Although most people would see this as being a ‘loss,’ I don’t.”**  
 — Anthony Labath, Defense Contract Management Agency Virginia general engineer

Never letting his hearing loss prevent him from personal success, Labath earned a Bachelor of Science in industrial engineering from Southern Illinois University, Edwardsville, and a Master of Science in engineering management from the University of Missouri, Rolla. Labath is also Defense Acquisition Workforce Improvement Act Level III certified in systems planning; research, development and engineering; and production, quality and manufacturing.

At Southern Illinois University, Labath participated in a university cooperative program, where students had opportunities to work for a company throughout their educational careers. He started his co-op career in the Army and continued with the Army after college as an engineering intern and eventually as a journeyman engineer. “The folks from the U.S. Army Aviation Research and Development Command were my first interview for a co-op [student trainee] position. After that, I went to several companies to interview, and, almost right away, all of these companies sent me letters stating they could not accommodate me,” he explained. “It had been about nine months, but then one day I

received a letter from the Army requesting me to attend a plant visit” — an opportunity he forgot all about until receiving the letter.

Labath grew up wearing hearing aids, but after graduating college, his dog helped him decide to no longer wear them. “I don’t wear them anymore since my poodle-mix dog, Rambo, managed to get them and chew them up,” he said. “That was about 20 years ago. I just never got around to replacing them.” The hearing aids did help his hearing, but about 90 percent of the noise he heard while wearing them was not useful — basically white noise.

Labath is the resident engineer for NASA contractor facility Orbital Sciences Corporation located in Sterling, Va. His primary responsibilities include performing engineering surveillance on the Orion Launch Abort System for NASA’s Constellation/Ares Program. The LAS is designed to “jump away” to prevent failure at the launch pad or to bring the astronaut crew to safety during the new Ares rocket’s ascension. The Constellation/Ares Rocket System will be America’s next-generation space vehicle replacing the space shuttle orbiter.



## There's always a wonderful appreciation and accomplishment with helping those less fortunate than I obtain the American dream.

— Anthony Labath, Defense Contract Management Agency Virginia general engineer

Similar to his co-workers, Labath uses a variety of communication equipment, including pagers, a BlackBerry® and computers, to perform his daily duties. Unlike his co-workers, however, Labath has a dedicated standalone videophone, the Z-150, that he uses for telephone calls. Using the videophone, Labath can call another person who also has a videophone, and they can see each other as they talk.

The Z-150 can also be used to call an interpreter service. The interpreters take the call, place a call to the hearing person who originally dialed and then establish a relayed conversation between the two parties, switching from verbal to American Sign Language and vice versa. Labath is trained to lip read and speak but has adopted ASL as his preferred method of communication. Labath's ability to lip read is especially useful for last-minute meetings where interpretive services cannot be arranged.

Labath noted that conference calls can be a challenge for both hearing-impaired and hearing employees alike. However, for a hearing-impaired person it can be extremely difficult. "In the beginning of the call, people remember to identify themselves but forget to continue to identify themselves throughout the call," he said. "What others don't realize is the interpreters rotate during the call, so we don't know who said what since the

new interpreter does not know everyone's voice."

Labath knows people are not purposely trying to exclude him. On the contrary, he understands people forget because they accept him as part of the group and simply forget about his hearing loss. Labath resolves this issue by ensuring he captures pertinent information and obtaining a copy of meeting slides beforehand. Regardless, he encourages employees to always identify themselves when speaking during a conference call. This makes it easier for everyone to know who

is speaking and makes following up after the meeting more convenient.

Outside of work, Labath adds to his collection of more than 400 Star Trek books and assists with building houses for Habitat for Humanity. "There's a wonderful appreciation and accomplishment with helping those less fortunate than I obtain the American dream," he remarked. "It's always a delight to see the family with their faces all lit up when they have the keys to the house." Labath quipped that losing a few pounds while volunteering has been especially nice. 



*Tony Labath at Orbital Sciences Corporation in Sterling, Va., with the Orion Launch Abort System, which will be used on the Ares launch vehicle to allow the astronaut crew to safely escape in the event of an emergency during launch.*

## AGENCY IS A ‘FORCE MULTIPLIER’ IN IRAQ

By Senior Airman Jarrod R. Chavana, U.S. Air Forces Central, Baghdad Media Outreach Team

Force protection is no joking matter when it comes to the military, especially in a combat environment, and the Defense Contract Management Agency – Central Iraq is a force multiplier, letting military personnel focus on the bigger picture.

The Theater-Wide Internal Security Service team manages more than \$1.3 billion in static security contracts in more than 30 forward operating bases and complexes. Within Iraq, there are between 9,000 and 12,000 static security personnel protecting a base in locations like entrée control points, towers and dining facilities.

“It’s really a force multiplier being able to have these contracts because it allows the military to do more with less,” explained Jerry Croghan, DCMA-CI team lead. “These contracts allow the government to put its combat power and training power out where it’s needed. We contract the force protection back in the rear, giving the military a place to come back that’s secure to rearm, regroup and refit to go out and do their missions.”

All of the contracts are tracked manually with spreadsheets. At times this can cause mathematical errors that have to be traced so the contracts can be fulfilled. “We’ve had problems where finance wouldn’t pay a private security detail contract because the



From left: Alissa Chulack, Air Force 1st Lt. Elizabeth Baker and Boedy Franklin, Air Force Staff Sgt. Jennifer Didgeon, Defense Contract Management Agency – Central Iraq Team Lead Jerry Croghan, all contract administrators, DCMA employees and members of the Theater-Wide Internal Security Services team, stand beside just a few of the \$1.3 billion contracts they handle in their office on Camp Victory, Iraq, Jan. 11. The TWISS team oversees security contracts across 30 bases in Iraq.

line items didn’t match up,” said U.S. Air Force Staff Sgt. Jennifer Didgeon, a DCMA-CI contracting administrator deployed from Scott Air Force Base, Ill. “We have to go through the spreadsheets, which can have hundreds of line items, and find out where the error is originating. There have been times that the contract is off by a penny, and finance wouldn’t pay until that penny was found. When you’re looking at a \$300 million contract, it can take a while.”

The team works between 12–14 hours a day, 7 days a week to accomplish the mission. This includes traveling to different

locations throughout Iraq to help train contracting officer representatives or to settle contract issues. “U.S. and NATO forces being able to go out to do missions or go into villages to make allies versus securing the base is important,” affirmed Air Force 1st Lt. Boedy Franklin, a DCMA-CI contract administrator deployed from Pope Air Force Base, N.C. “Our mission is to win the hearts and minds of the Iraqi people. I feel with the guards contracted out, the airmen, marines, soldiers and sailors can do this.” 🟡



# DCMA SUSTAINS LARGEST FORWARD OPERATING BASE IN SOUTHERN AFGHANISTAN

By Cassandra Locke, DCMA Public Affairs

As an indispensable acquisition partner, Defense Contract Management Agency employees have turned Camp Leatherneck, Afghanistan, into one of the most critical forward operating bases supporting overseas contingency operations. Camp Leatherneck is a logistics hub supporting the southern and western expansion into Afghanistan.

Since late January, DCMA has directed and coordinated Logistics Civil Augmentation Program services for 22,000 Marines with an exceptional level of service. Less than a year ago, the agency supported 4,000 Marines and civilians. Now there are more than 12,000 Marines and civilians operating out of the camp. By June 2010, it is projected that number will grow to 20,000. The camp is now the largest FOB in southern Afghanistan, and DCMA's expertise has been invaluable in its global engagement efforts supporting *Operation Enduring Freedom*.

There are currently six DCMA employees at the camp — four civilians, one LOGCAP lieutenant colonel and one Air Force technical sergeant. Through the LOGCAP contract, employees provide maintenance on tents, fuel all of the generators and perform any maintenance on the environmental



The Defense Contract Management Agency has helped Camp Leatherneck, Afghanistan, evolve into a premiere forward operating base. Shown here is the entrance to the camp.

control units. DCMA ensures those operating on the camp have the proper security badges and unload and distribute all cargo.

In support of a rapidly growing population and anticipated surge, two dining facilities were recently constructed on the camp. These two facilities increased the camp's feeding capacity by more than 135 percent. Another major milestone was establishing a dining facility

on the camp Flight line directly supporting the increased air combat operations and improving the Marine Air Group's efficiency by reducing downtime during meal periods. Overall, LOGCAP constructed and now operates and serves approximately 40,000 meals per day in six dining facilities.

According to Loren Duwel, DCMA administrative contracting officer operating out of Camp

**Without the support of LOGCAP and DCMA, it would be very difficult to house, feed and sustain any additional troops.** — Loren Duwel, Defense Contract Management Agency administrative contracting officer

**The commensurate expansion of Afghan security forces, the facilities at Camp Shorabak and sustained high-tempo operations by Camp Bastion mean that the great Bastion-Leatherneck-Shorabak complex will continue to provide a critical and meaningful role in support of our collective forces for the foreseeable future.** — Loren Duwel, Defense Contract Management Agency administrative contracting officer

Leatherneck, more than one-third of the Marines dispatched to Afghanistan under President Barack Obama's recently ordered surge will live at or process through the camp. "Without the support of LOGCAP and DCMA, it would be very difficult to house, feed and sustain any additional troops," Duwel remarked.

In addition to dining facility oversight, DCMA oversaw the construction of the first U.S.

aircraft maintenance facility on the Camp Leatherneck Flight line, finishing 15 days ahead of schedule. Duwel and his team facilitated the restructuring of the camp shuttle bus service and increased the number of stops, while relieving overtasked troop labor. The team also relieved the logistical burden and reduced safety hazards by constructing all required roads and crossings. Duwel said his team was responsible for building

the first maintenance tent for the V-22 *Osprey* rotor-wing aircraft so Marines can maintain the craft indoors.

Currently, Marine Corps Brig. Gen. Lawrence Nicholson commands the 2nd Marine Expeditionary Brigade at the FOB, but in March there will be a change of command and a two-star general from the 1st Marine Expeditionary Force will assume command. "The FOB is growing and will continue



*As an indispensable acquisition partner, Defense Contract Management Agency employees have turned Camp Leatherneck, Afghanistan, into one of the most critical forward operating bases supporting overseas contingency operations.*



to grow as the base continues to take on new tenants, roles and functions, even as it is still under construction,” commented Duwel.

According to Duwel, in January 2009, a site survey team of Marines claimed the open desert location adjacent to an existing United Kingdom base, Camp Bastion, and an Afghan army base, Camp Shorabak. Within days of the site survey, members of the Naval Mobile Construction Battalion-5 transformed the open desert into a modern and functional base capable of sustaining the combat operations of the entire task force.

Camp Leatherneck was officially dedicated May 29, 2009, as the MEB-Afghanistan conducted transition of authority with Special Purpose Marine Air/Ground Task Force-Afghanistan at the sprawling Marine base in Helmand Province.

While nobody knows how long the Marines will remain in Afghanistan, as long as DCMA supports the FOB and Marines who are there working to support the nation, Camp Leatherneck will play a prominent role. According to Duwel, expansion plans for this base exist today, and building has already started. He said it is projected that

the once modest base will triple in size over the next 12 months. “The commensurate expansion of Afghan security forces, the facilities at Camp Shorabak and sustained high-tempo operations by Camp Bastion mean that the great Bastion-Leatherneck-Shorabak complex will continue to provide a critical and meaningful role in support of our collective forces for the foreseeable future,” remarked Duwel.

Duwel added that the Afghan Security Forces will eventually seek to take possession of the camps as part of their defense infrastructure. 



*Camp Leatherneck is a logistics hub supporting the southern and western expansion of Afghanistan.*

# DCMA ENGINEERING AND ANALYSIS DIRECTORATE TO IMPROVE ACQUISITION PROCESSES

By Michael D. Kaplun, Staff Writer

In May 2009, Congress enacted the *Weapon Systems Acquisition Reform Act of 2009*, establishing a Department of Defense Director of Cost Assessment and Program Evaluation. The DoD evaluation, which seeks to improve acquisition program cost estimation and analysis, paved the way for the new Defense Contract Management Agency Engineering and Analysis Directorate.

DCMA's new directorate began operation Dec. 6, 2009. The new department is following an agency-wide vision: to provide predictive analysis capabilities to DCMA's customers, enabling the acquisition enterprise to achieve its objectives. This vision strives to improve acquisition support of technical and software analysis while creating a separate agency entity in the following disciplines: systems engineering, software engineering, supply chain management, manufacturing engineering, industrial analysis, earned value management and program integration. The directorate will primarily be located at Fort Lee,

Va., but will have employees distributed across the U.S.

Serving as the department's executive director is Gordon Kranz, who most recently was the director of systems and software engineering on the Under Secretary of Defense for Acquisition and Technology staff. "Mr. Kranz comes to us with an exceptionally impressive engineering background," remarked DCMA Director Charlie Williams, Jr. "He and his team will be setting the course for the many initiatives we have planned to help us provide enhanced customer support."

With 26 years of defense acquisition experience, Kranz provides the agency with strong technical leadership. "As executive director, it is my vision to foster an integrated technical and analytical workforce by leveraging existing DCMA capabilities," he stated. "The DCMA Headquarters role is to support the field by providing policy, training and tools to enable the field to more easily do their jobs."

According to Kranz, the acquisition reform act opened



Gordon Kranz, Defense Contract Management Agency Engineering and Analysis directorate (DCMA photo)

the door for DCMA to make a larger, acquisition enterprise-wide impact. "Through DCMA's large engineering footprint, the agency is uniquely positioned to positively affect the improvement of acquisition execution by providing integrated, proactive risk assessments to the acquisition decision hierarchy," he remarked.

**“Ultimately, the DCMA Engineering and Analysis Directorate is here to position the field for success.” — Gordon Kranz, Defense Contract Management Agency Engineering and Analysis Directorate executive director**

To achieve these improvements, Williams and Kranz have set out specific directorate objectives:

- Provide the DCMA engineering and analytical workforce with the policy, training and tools required to accomplish all agency disciplines.
- Provide engineering and analytical support to the DoD acquisition enterprise by facilitating effective execution of earned value and industrial base analysis and by arming the engineering staff within the contract management offices with the resources and skill sets for success.
- Manage and ensure the DCMA engineering and analytical workforce's competency and structure.
- Provide the agency's interface with the Office of the Secretary of Defense on policies, procedures and other executive decisions for strategic changes in engineering and analytical competencies.
- Ensure integration of surveillance activities and the production, presentation and continuous improvement of the respective analytical information, including the agency's performance indicators.
- Perform as the DoD executive agent for EVM.
- Accomplish industrial analysis in accordance with DoD requirements.

To help achieve these objectives, Kranz and his teams will use their expertise to leverage what the field does best and further develop the workforce's capabilities to

**As executive director, it is my vision to foster an integrated technical and analytical workforce by leveraging existing DCMA capabilities. The DCMA Headquarters role is to support the field by providing policy, training and tools to enable the field to more easily do their jobs.** — Gordon Kranz, Defense Contract Management Agency Engineering and Analysis Directorate executive director

predict acquisition inefficiencies and problems before they occur. "Ultimately, the DCMA Engineering and Analysis Directorate is here to position the field for success," Kranz affirmed. "This will be

accomplished through focusing on increasing DCMA's ability to provide an integrated technical picture to ensure DoD programs are on the right path to continue helping our warfighters." 🟡



Gordon Kranz, left, Defense Contract Management Agency Engineering and Analysis Directorate, looks over papers with Nathan Scoggin, DCMA aerospace engineer, at DCMA headquarters Feb. 19. (Photo by Will McCoy)

## JAMES NORRIS: NEWLY APPOINTED SPECIAL PROGRAMS DIRECTOR

By Mark Woodbury, DCMA Public Affairs



James Norris, right, Defense Contract Management Agency Special Programs Division director, discusses a security issue involving the division with Ted Robinson, DCMA Special Programs security director, at DCMA Headquarters, Jan. 11. (Photos by Mark Woodbury, DCMA Public Affairs)

A new face took charge of the Defense Contract Management Agency’s Special Programs Division late last year; though, the “new face” is old hat when it comes to working within the agency.

James Norris, DCMA Special Programs director, started his connection to the agency back in 2000. As an Army contracting officer, Norris was the operations chief and deputy commander of DCMA Lockheed Martin Missile and Fires and Controls — an assignment that solidified his desire to remain working within the agency.

During this assignment, Norris also commanded a contingency

contract administration support team in Bosnia, helping him realize the importance of agency support to the warfighters.

Following his temporary duty in Bosnia, the Army promoted Norris and assigned him to command the DCMA Special Programs South office. While in the position, Norris

retired from the Army after 21 years of service. He returned to the position immediately as the first civilian director for the office.

After serving in this position for three years, Norris became the executive director of DCMA’s Office of Independent Assessment for two years before his appointment to his current position.

### HOBBIES/INTERESTS

Admitting that all work and no play makes for an unhappy person, Norris reveals he finds enjoyment in “anything sports related,” quipping, “I would rather watch badminton on television before watching a sitcom. There is just something that excites me about watching something competitive.”

Norris’ favorite sports teams include The University of Alabama and the Green Bay Packers, but he admits he is slowly becoming a Duke University

**I would rather watch badminton on television before watching a sitcom. There is just something that excites me about watching something competitive.** — James Norris, Defense Contract Management Agency Special Programs Division director

“It’s simply my responsibility to maintain what he has created here while ensuring the division accomplishes the next milestone that brings the division, and the agency, that much closer to the coveted title of ‘great.’” — James Norris, Defense Contract Management Agency Special Programs Division director

basketball fan because of his son’s attendance there.

Although Norris said it is getting more and more difficult to get a round in these days, he enjoys the time when he gets to play golf. Having played historic courses like Saint Andrews, Pebble Beach and Pinehurst, Norris said he is always ready to take on the next challenging course nearby.

One interest Norris declared he will “always make the time for” is his family’s annual hunting and outdoor trip to Arkansas. “This is my time to trust in the people I work with [to run the shop in my absence] and wholeheartedly spend the quality time I need with my family,” Norris remarked.

#### LEADERSHIP

Norris is a believer that no particular leadership style works in every situation. To him, great leaders adjust their leadership style and approach to lead their teams most effectively.

However, Norris believes there are traits that can, and should be, incorporated within every leader’s style — such as showing team members that the leader understands the work they are doing, that they are capable of doing the work and dealing with the pressures the job requires. “You will be amazed at how far people will follow you when they know you understand, as their leader, the

pressures and commitments they deal with on a day-to-day basis,” Norris said.

Norris admitted this requires him to get out of his office and from behind his desk almost every day, a challenge he welcomes. “I like being in the pit,” Norris admitted. “Being strapped behind a desk all day is not where I am most happy.”

Another trait Norris incorporates into how he leads is simply who he leads. “I am only as good as the people around me,” he affirmed. “Some people are afraid of surrounding themselves with people who are better than themselves. I am certainly not one of these people.” Norris said surrounding yourself with people better than yourself can only make a person better and bring eventual success to the entire group.

#### GOALS/VISION FOR THE DIVISION

Feeding from the agency goals and visions, Norris said he must simply “strive and motivate the Special Programs Division to do everything it can to be the best at accomplishing the established agency goals and vision,” a goal he says simply needs to be maintained rather than established. “Mr. Youngs made this a fantastic division,” Norris commented. “It’s simply my responsibility to maintain what he has created here while ensuring the division accomplishes the next milestone that brings the division, and the agency, that much closer to the coveted title of ‘great.’” 🌟



James Norris, Defense Contract Management Agency Special Programs Division director, looks over documents at his desk at DCMA Headquarters, Jan. 11.

# DCMA QUALITY ASSURANCE, INDUSTRIAL ENGINEERS ASSIST IN AFGHAN ARMY'S BOOT PRODUCTION

*By Air Force Staff Sgt. Larry Reid, NATO Training Mission – Afghanistan*

The Afghan national army and police forces continue to train hard and develop while growing in number each and every day. But, to sustain dedicated soldiers and policemen, they need to have the necessary equipment and gear to be able to conduct their duties.

For one local boot manufacturing company, the goal is to ensure that the defenders of freedom are never without quality footwear while helping to grow the Afghan economy by providing jobs in Kabul and throughout the country.

There are currently 11 different companies that manufacture boots for Afghan soldiers and policemen — four from the United States and seven from Afghanistan. Of those seven, only one makes the boots in Afghanistan. Kabul Milli factory, manufacturing boots for more than a year, is the largest boot manufacturing company in Afghanistan. “My goal is to provide the best quality product for the



*A Kabul Milli factory employee sews a boot together during the boot manufacturing process in Kabul, Afghanistan, Jan. 18. (Photos by Air Force Staff Sgt. Larry Reid)*

Army and police and to give good service to the Afghanistan national police and Afghanistan national army,” remarked Ihsan Saffi, Milli manufacturing managing director.

To assist in providing quality boots, the NATO Training Mission – Afghanistan’s logistics directorate has taken the lead by overseeing a

process improvement program and mentoring its Afghan counterparts on what to look for during the post-production process. “In an effort to ensure that we are providing the Afghan national army and national police a higher-quality product, we are initiating our process improvement program,”

**In an effort to ensure that we are providing the Afghan national army and national police a higher-quality product, we are initiating our process improvement program.** — Capt. Adam Pudenz, NATO Training Mission – Afghanistan logistics security assistance officer



**“We are bringing in the Defense Contract Management Agency quality assurance and industrial engineers that we work with to show Kabul Milli how to make a better product.” — Capt. Adam Pudenz, NATO Training Mission – Afghanistan logistics security assistance officer**

said Capt. Adam Pudenz, NATO Training Mission – Afghanistan logistics security assistance officer. “We are bringing in the Defense Contract Management Agency quality assurance and industrial engineers that we work with to show Kabul Milli how to make a better product.”

“We are not satisfied with the current boot quality by the Milli company,” admitted Army Brig. Gen. Gary Patton, NATO Training Mission – Afghanistan deputy commanding general (programs). “We are seeing too many defective boots, and that is why we have initiated the product improvement program: so we can get to a more consistent, higher-quality boot for the Afghanistan national army.”

Local vendors were purchasing boots from foreign countries such as China, India and Korea. Kabul Milli wants to establish themselves as a model company for boot manufacturing in Afghanistan by Afghans. “We have stopped our orders from all foreign boot companies effective last week,” Patton affirmed. “The reason is that we want Afghan products, not products from other nations. It’s important that Afghan soldiers know that their country is making their boots ... that’s pride.”

Afghan national army and police leadership at all levels have received feedback on boots from different

manufacturing companies. The results have indicated the need for Afghan boot manufacturers to conduct production domestically. “Right now I have 166,000 boots from different factories ... they are mixed. When we issue them to the units, they complain about the quality ... and we don’t know from which company. It’s a very difficult problem,” said Col. Ali Gouhar, Afghan national army central supply depot commander.

With 400 workers employed at Kabul Milli manufacturing boots, bedding and phoscorite-carbonatite

pipes, the company stands as an economic blueprint for Afghanistan by providing job opportunities and products that will benefit the country in more ways than one. “I want to help the Afghan people, the poor people who are busy working in this company,” Saffi remarked. “I want to provide food for them because it’s very difficult right now having work and getting a job in this country.”

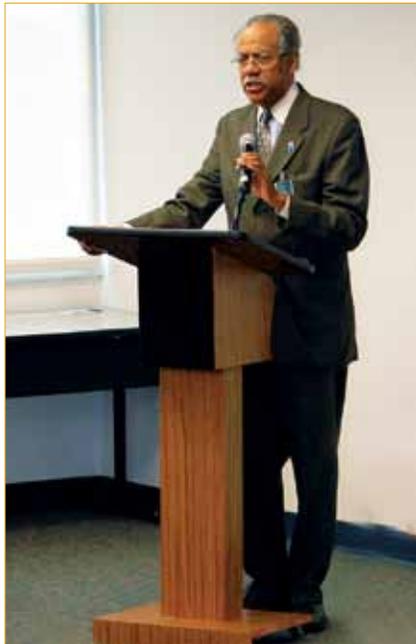
Army Maj. Charles Seidel, local acquisitions chief, said the overall goal is to increase quality while also increasing the local economy. 🟡



*Army Brig. Gen. Gary Patton, center, NATO Training Mission – Afghanistan deputy commanding general (programs), inspects an unfinished boot at the Kabul Milli factory, Kabul, Afghanistan, Jan. 18. Members of Combined Security Transition Command – Afghanistan and the Afghan National Army visited the boot factory to observe the boot manufacturing process and to initiate a process improvement program.*

# AGENCY CELEBRATES KING HOLIDAY WITH CIVIL RIGHTS CO-WORKER

By Dick Cole, Former Chief, DCMA Public Affairs



*Rev. Samuel "Billy" Kyles spoke to nearly 200 Defense Contract Management Agency Headquarters personnel on his close relationship with the deceased civil rights activist Dr. Martin Luther King, Jr. Kyles was with King on the night of his tragic death. (Photos by Dick Cole, DCMA Public Affairs)*

The thin, aging African-American walked to the lectern slowly and deliberately. He grasped both sides of the lectern and bowed his head for just a split second, then raised his head and loudly proclaimed, "Never let go of your dreams ... lest you become like a broken-winged bird, unable to fly!"

He spoke the exhortation with such fervor and emphasis that there was no doubt he was a minister, used to preaching to large

congregations. The speaker was the Rev. Samuel "Billy" Kyles, and he was addressing approximately 200 headquarters personnel attending the Defense Contract Management Agency Martin Luther King, Jr., remembrance and celebration in recognition of what would have been King's 71st birthday. Kyles is the only person still living who shared the last hour of King's life with him.

Kyles explained to the audience that King and other leaders of the Southern Christian Leadership Conference — SCLC — had come to Memphis in 1968 in support of striking African-American garbage workers. The garbage workers had been on strike for higher wages and better treatment.

Kyles gave the audience a brief history of King's efforts for equal rights, recounting his involvement in the 1955 Montgomery, Ala., bus boycott that ultimately ended racial segregation on all Montgomery public busses. Kyles even told the audience of his own arrest on a

bus in Memphis for sitting at the front of the bus. "I was arrested for sitting on the front of the bus, not in some foreign country, but in America! Memphis, Tennessee, U.S.A.!" Kyles proclaimed. "The chairman of the trustees' board of the church that I pastor is the president and general manager of the same bus company that arrested me."

King "... was a servant leader," explained Kyles. "He had so much compassion for the poor, and he took the mandate seriously that the voice of the poor needed to be heard." King helped found the SCLC, which sought to harness the moral authority and organizing power of black churches to conduct non-violent protests urging civil rights reform. He spoke of King's efforts in Birmingham, Augustina and Selma, culminating in the historic March on Washington in 1963.

It was the Memphis sanitation workers strike of 1968 that brought Kyles and King together. Moreover, they were together on April 3, 1968,

**“He had so much compassion for the poor, and he took the mandate seriously that the voice of the poor needed to be heard.”**  
— Rev. Samuel "Billy" Kyles

**I thought I was having a nightmare, but I was awake. Forty years ago, I had no words to express my feelings. Forty years later, I still have no words to express how I felt.** — Rev. Samuel “Billy” Kyles

when King addressed a rally that nearly did not happen. The rally, at Memphis’ Mason Temple, the world headquarters of the Church of God in Christ, was where King gave his “I’ve Been to the Mountaintop” speech — the last of his career.

“The weather was so inclement that [King] said, ‘I’m going to stay at the motel and work on the Poor People’s Campaign. You guys go to the church and have the meeting.’ He thought there wouldn’t be many people because of the weather. So we went to the church — [Rev. Ralph] Abernathy went, he came in, Jesse Jackson came in, Andy Young came in, and I came in. The people started clapping, and Abernathy sensed that these people ain’t clapping for us; they think Martin is coming in behind us. I ain’t making no speech tonight, and he went to the phone and called Martin. We almost missed the mountaintop speech. If Ralph had not made that call, there would have been no mountaintop speech,” explained Kyles. He further recounted how King referred to threats against his life in the speech and used language that seemed to foreshadow his impending death.

Kyles explained that King was to come to his new home for dinner the evening of April 4, before a rally scheduled for that evening. King jokingly warned Kyles not to treat him like another preacher in

Atlanta who had invited him to dinner at his house. When King and his wife Coretta arrived, the house had no furniture, and they ate their cold meal on a card table. “If I go to your house, and I discover that you bought a house and can’t buy food,” King told him, “I’m gonna call all the TV and radio stations and tell them, ‘Kyles bought a house, but he can’t buy food.’”

Kyles arrived at the Lorraine Motel to pick up his friends at 5 p.m. and went to King’s room, where he also met up with Abernathy. “The world has asked: what did three preachers do in a room for an hour?” Kyles said. “It was really just three guys hanging out.” He described the conversation as lighthearted. King did some remembering of his father, Rev. Martin Luther King, Sr., and his maternal grandfather, the powerful minister A.D. Williams. In fact, the mood was a complete switch from 24 hours before when King had been talking about death. “It was as if he had preached himself through the fear of death . . . and the next day he was in a lighthearted mood. He was almost giddy,” Kyles continued.

After the three men finished talking, Abernathy went into the bathroom to shave, and Kyles left the room for his car, beckoning everyone to hurry up. King exchanged a brief joke with Jackson, who wanted to introduce

band-leader Ben Branch to King. King liked Branch’s rendition of “Precious Lord.”

King decided to go outside of room 306 of the Lorraine Motel to greet the crowd that had gathered. “And Martin was leaning over the balcony, not trying to shake hands, but leaning over talking to Jesse and Ben Branch. I stepped away, and I started down the stairs. I said, ‘Guys, come on. We have a rally tonight, let’s go.’ I got about five or six steps and the shot rang out.”

“KA-PAOOOW!”

Everyone’s first instinct was to duck for cover, not knowing if the shooting would continue. “I looked back. He’d been knocked from the railing onto the floor. I rushed to his side. There was a gaping hole in the right side of his face and a bigger wound under his shirt I could not see. But there was so much blood — blood was everywhere. I ran in the room to use the phone. You couldn’t use the phone without the operator. When she heard the shot, she left the switchboard, came out into the courtyard, looked up and saw Martin lying on the floor, and she immediately had a heart attack.” She died a few days later, Kyles explained. “I thought I was having a nightmare, but I was awake. Forty years ago, I had no words to express my feelings. Forty years later, I still have no words to



“Yes, you can kill the dreamer but, no, you absolutely cannot kill the dream.” — Rev. Samuel “Billy” Kyles

express how I felt,” Kyles said in a near-whisper.

Kyles explained that the men on the balcony with King tried to get the attention of police officers to get an ambulance for King. “I hollered to the police, ‘Call an ambulance on your police radio!’” Kyles explained. They told police that King had been shot and when asked where the shot came from, Kyles explained that he, Abernathy, Jackson and Young pointed to the source of the shot in a famous photograph seen around the world.

“There was just so much blood,” Kyles continued. “And I took a spread and covered him from his neck down and told the ambulance where to take him, what hospital.

And we waited. Got somebody on the phone, told Jesse to call Mrs. King. I called my house. And then we waited, and we waited. And I wondered. Finally, the word came: we lost him. We lost him. And I wondered, ‘Why was I there?’ We were personal friends and all that, young pastors and preachers, but why was I there at that crucial moment in time? And God revealed to me why I was there: crucifixions have to have witnesses, and I was there to be a witness.”

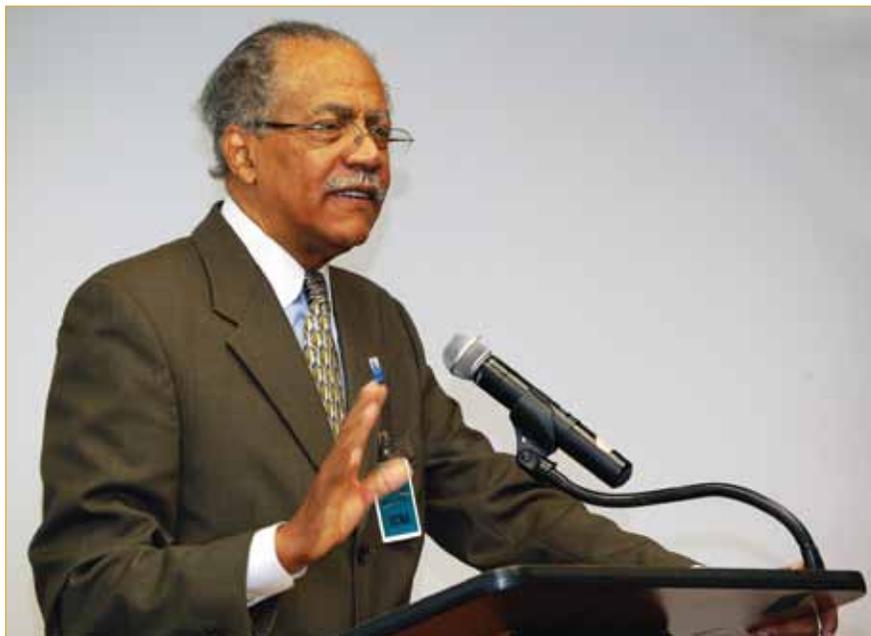
Once again, Kyles repeated the exhortation, “Never let go of your dreams ... lest you become like a broken-winged bird, unable to fly!”

“And so my witness is that Martin Luther King, Jr., didn’t

die in some foolish, untoward way. He didn’t overdose, a jealous lover didn’t shoot him and he wasn’t shot leaving the scene of a crime. He was a man with an earned Ph.D. degree at 28, a Nobel Peace Prize at 34 — at that time, the youngest to get one. Here he is, oratorical skills off the charts. I think of all the things he could have been — U.N. ambassador, university president, mega churches around the nation — but here he is with all of these skills ... dying on a balcony in Memphis, Tennessee, helping garbage workers,” Kyles proclaimed.

“And they said, ‘We will shoot this dreamer and see what happens to his dream.’ That’s where the witness comes in. The witness will tell all who will listen, ‘Yes, you can kill the dreamer, but, no, you absolutely cannot kill the dream.’ So, I have been a witness through all of this for the last 40 years. I know that’s what I’m supposed to do, and that’s what I do,” concluded Kyles.

Kyles has remained active in civil rights causes for the past 40 years and regularly addresses groups and organizations throughout the United States and abroad. DCMA Deputy Director James Russell presented Kyles with a DCMA coin and plaque in appreciation of his address. Kyles then joined DCMA employees for a lunch of tea, chicken, greens and potatoes. 🍌



Rev. Samuel “Billy” Kyles, a close friend of the deceased Dr. Martin Luther King, Jr., remembered and celebrated the civil rights activist’s life at Defense Contract Management Agency Headquarters.



# DCMA BOSTON COMMANDER 'LIVING THE AMERICAN DREAM'

By Ann Jensis-Dale, DCMA Public Affairs

If you had asked Navy Capt. Sidney Kim, Defense Contract Management Agency Boston commander, in the 1970s if he ever thought he would be a U.S. military officer, Kim would have asked if you were dreaming. Today, Kim is self-proclaimed proof that the American dream can come true.

"If someone asked me how I feel today, I would say that I am living the American dream — a dream well beyond my childhood imagination," Kim confessed during his recent assumption-of-command ceremony.

Kim arrived in the U.S. with his family in 1973 when he was 13 years old after his father was invited by his uncle to teach Tae-Kwon-Do (a Korean martial art) in Texas — a transition that was especially challenging for the teenager. "When I started seventh grade at Landrum Junior High School (Houston, Texas), I used a Korean-English dictionary to translate one word at a time," he explained. "Without knowing grammar, it would take me hours to translate one paragraph in a textbook. It was like fitting a jigsaw puzzle together."

Persevering through the language, Kim made his way through school



Marie Greening, Defense Contract Management Agency Aeronautical Systems Division director, passes the DCMA Boston flag to Navy Capt. Sidney Kim during his change-of-command ceremony. (Photos by Ann Jensis-Dale, DCMA Public Affairs)

to the University of Houston, where he received a bachelor's degree in chemical engineering. During his time at the University of Houston, Kim worked several odd jobs, including a stint on a "refinery labor gang" to pay for his education.

While attending graduate school in the 1980s, jobs were scarce due to the recession and Kim's money was running low. Military service never entered his mind until one day when his graduate school research advisor, a retired Navy submarine captain, convinced Kim that he would make a great naval officer.

Kim decided to apply to both the Air Force and Naval Officer

Candidate Schools and was eventually accepted into both. With a recommendation from his advisor and a particular female classmate — who thought the Navy had the best uniform — Kim chose the Navy.

It has been 25 years since Kim set foot on the U.S. Naval OCS grounds in Newport, R.I., the location where Navy officer recruits are trained. When he graduated from OCS in 1984, his family could not afford the airfare to attend his graduation.

The week before his assumption of command for DCMA Boston, Kim took his mother, Hoonam, wife, Helen, and sons, Joshua and Joseph, to the U.S. Naval Station,

**I think the moral of this story is that you will never know how far you can fly until you spread your wings. — Navy Capt. Sidney Kim, Defense Contract Management Agency Boston commander**



**If someone asked me how I feel today, I would say that I am living the American dream — a dream well beyond my childhood imagination.**  
**— Navy Capt. Sidney Kim, Defense Contract Management Agency Boston commander**

Newport, R.I., for a visit. “It felt like time had stood still. The facility looked the same as it did 25 years ago,” Kim said.

When his family toured the facility, he felt old memories rushing back. “When I first arrived at OCS, it was a subfreezing winter day. I was being yelled at and just hoped I would graduate. Back then, a Navy lieutenant looked like a god to me. I would never have imagined that I would be back as a Navy captain,” Kim remarked.

He said his mother was grateful for the opportunity to see where her son’s naval career had begun and often had “a hard time holding back tears. She always felt so bad that she could not attend my OCS graduation,” said Kim.

Kim truly believes he is living the American dream and is proud of what this country offers. According to Kim, he cannot think of many countries that are gracious enough to provide this kind of opportunity. “I think the moral of this story is that you will never know how far you can fly until you spread your wings,” he remarked. “But, before you can spread your wings, someone has to give you a chance. This country has given me the chance to spread my small wings.”

Kim’s immediate plan as commander for DCMA Boston is to visit as many locations as possible to get to know his people and industry partners and learn what is on their minds — something he hopes to do “before the first Nor’easter.” ☀



*Navy Capt. Sidney Kim’s family, from right to left: son, Joseph, mother, Hoonam, and wife, Helen, proudly look on as he assumes command of the Defense Contract Management Agency Boston office.*



*Navy Capt. Sidney Kim, Defense Contract Management Agency Boston commander, sits in his office overlooking the historic Boston Harbor.*



# DCMA PACIFIC EMPLOYEES VISIT IWO TO (IWO JIMA) ISLAND

By Air Force Col. Michael Luft, DCMA Pacific Commander



Air Force Col. Michael Luft, Defense Contract Management Agency Pacific commander, places a DCMA Pacific commander's coin at the Mt. Suribachi flag raising monument. Also shown, from left: Akiko Yoneda, Marine Lt. Col. Aaron Camele, Hiroaki Tsutsumi, Tamimi Ono, Julie Sexton, Ayako Tada, Richard Jester, Sheila Osawa and Manuel Guevarra.

Members of Defense Contract Management Agency Pacific and DCMA Japan participated in a professional development mission to the Japanese Island of Iwo To, Nov. 22, 2009. The island, known as Iwo Jima to most Americans, was the site of one of the most significant World War II battles in the Pacific Theater.

Now used as a Japanese training base, Iwo To is home to Japanese Maritime Self Defense Forces (Navy). U.S. Naval personnel also perform temporary duty on Iwo To, conducting aircrew flight

qualifications as part of carrier group deployments throughout Asia. The island is not open to non-Department of Defense personnel, and, due to limited services on site, the opportunity to visit is an extremely rare occurrence for both Japanese nationals and DoD personnel.

Members of the mission departed Naval Air Facility Atsugi, south of Tokyo, in a U.S. Navy C-130 aircraft and headed 2.5 hours southeast to the remote island sometimes referred to as Sulfur Island during WWII for its volcanic nature. The

team observed sulfurous gasses venting through massive sinkholes that developed over the years in the still-active volcano. The most recent volcanic activity occurred in 2001. DCMA team members were able to see firsthand the effects of the constant shifting land mass, as both roads and runways can shift significantly over short periods of time causing almost 12-inch movements in mere months.

The DCMA team had the opportunity to examine several Japanese bunkers and caves, some of which still house artillery pieces and war debris left as they were in February and March 1945. In total, there are 150 bunkers, pillboxes, machine-gun nests and 11 miles of hand-dug caves on the island. Although most of the scattered shells, ammunition and shrapnel are clearly expended, unexploded ordnance is frequently found on the island.

DCMA team members took the opportunity to tour the former Imperial Japanese hospital cave, where they observed the harsh, primitive conditions on the island and felt the heat from the volcano that intensified as they traveled further into the complex. Local instructions advise taking a candle into the cave; when the flame extinguishes, it's time to leave due to poor air circulation. In February 1984, when the cave was opened, it contained the mummified remains

of 54 Japanese service members entombed there. At the entrance are some of the artifacts found in the cave, such as medical canteens, baskets, kettles, shoes, gasoline drums, etc. — hints of its active past.

One of the highlights of the trip was reaching the top of Mt. Suribachi, the highest point on Iwo To. “Suribachi” is the Japanese word for earthenware mortar, a bowl used to grind grains into powder. The mountain was given this name because its shape resembles an upturned bowl. It is here that the iconic photo of the raised Marine flag was captured by Joe Rosenthal on Feb. 23, 1945. Although the last full-scale eruption occurred in 1727, looking into the center of the crater, steam can be seen rising from a vent while the smell of sulfur permeates every breath.

The view of the entire island from the top of Suribachi emphasizes its military significance as the 2.5-mile Invasion Beach, location of the initial Marine landings, lay directly in view. On the site of the raised flag are two memorials — one for the U.S. Marines and another for the Japanese defenders. A unique experience for the DCMA team, they observed our Japanese employees paying their respects



*From left: Akiko Yoneda, Defense Contract Management Agency Japan administrative specialist, and Tamimi Ono, DCMA Pacific administrative specialist, pray at the Japanese monument at Mt. Suribachi.*

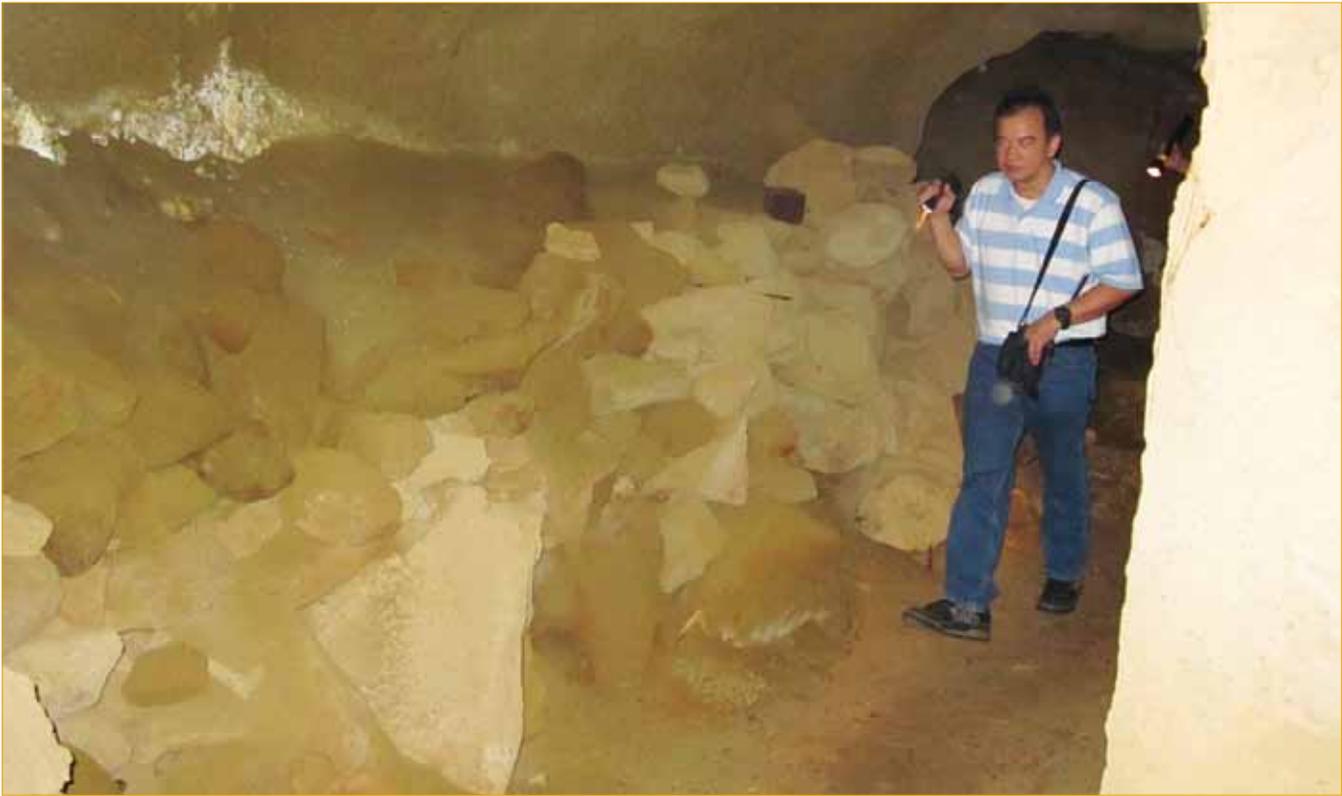
to those countrymen who died defending the island. While at the summit, the entire team participated as I placed my DCMA commander’s coin at the monument honoring the raised Marine flag.

Ayako Tada, DCMA Japan contract specialist, noted, “The most impressive moment during this tour for me was getting on the top of Mt. Suribachi. At that moment, I realized, ‘I am Japanese, and they were American,’ and we

used to be enemies a long time ago. After getting over with all pains, sufferings and sacrifices, we became friends. I’ve always known about it but never actually felt like this until that moment. I have come to feel more close to American people since then.”

While exploring Invasion Beach, DCMA team members got to see firsthand the difficulty U.S. Marines had landing on the island’s coarse, black volcanic sand. Although initial waves

**“At that moment, I realized, ‘I am Japanese and they were American,’ and we used to be enemies a long time ago. After getting over with all pains, sufferings and sacrifices, we became friends.” — Ayako Tada, Defense Contract Management Agency Japan contract specialist**



*Manuel Guevarra, Defense Contract Management Agency Pacific management analyst, explores the Imperial Navy Hospital Cave on Iwo To Island.*

of Marines encountered light resistance, eventually withering crossfire from Mt. Suribachi and gun emplacements further north on the island made the landing one of the most difficult in the Pacific. Adjacent to the beach, a memorial was erected in 1985, the 40th anniversary of the landings. Veterans of both sides attended the event and inscriptions are engraved both in Japanese and English honoring the former foes.

At the conclusion of the Battle of Iwo Jima, more than 21,700

Japanese died, and the Allied forces suffered 27,909 casualties. Twenty-seven Marines and Sailors were awarded the Medal of Honor for their actions, 14 posthumously. Today, Iwo To is peaceful and lush with vegetation, barely hinting at the devastation that occurred in 1945.

Tamami Ono, DCMA Pacific administrative specialist, remarked, “When I landed there, I felt sad, and I was nervous. So many people, American and Japanese, died at the

battle. And 64 years after the battle, we were there peacefully.”

The mission to Iwo To was particularly special for two members of the DCMA team. Akiko Yoneda, DCMA Japan administrative specialist, felt a special connection to the island as her great uncle was among the Japanese survivors of which there were fewer than 300. Also with a family connection is U.S. Marine Corps Lt. Col. Aaron Camele, DCMA Japan commander, whose

“When I landed there, I felt sad, and I was nervous. So many people, American and Japanese, died at the battle. And 64 years after the battle, we were there peacefully.” — Tamami Ono



great cousin also fought in the battle and personally viewed the raising of the Marine flag.

DCMA Pacific and DCMA Japan employees who took part in the mission to Iwo To experienced an incredibly unique piece of history that few people ever get to witness. Julie Sexton, DCMA Pacific business process advisor, shared, “I was more

familiar with the European battles of WWII, but in preparing for this trip, I came to understand the vast differences experienced in the Pacific battles and the full meaning of Sir Winston Churchill’s words, ‘Never in the field of human conflict was so much owed by so many to so few,’ as I stood in the place where, in the roughest circumstances, warriors gave

all for their country — incredibly humbling and an incredible opportunity to pay homage.”

The professional development mission allowed team members to interact with our Japanese hosts and pay tribute to the reverence of the island for both the Japanese and U.S. 🌐



*Remains of a World War II Japanese bunker can still be found on Iwo To Island.*

# GET YOUR VOICE HEARD— COMMUNICATE IN DCMA'S *COMMUNICATOR* MAGAZINE!

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Defense Contract Management Agency

6350 Walker Lane

Alexandria, VA 22310-3241

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