



A U.S. flag flies from a Mine Resistant Ambush Protected vehicle, part of the last convoy to leave Iraq, as it crosses over into Kuwait, Dec. 18, 2011, signaling the end of Operation New Dawn. Despite the final battalions' departure, the U.S. will continue to build and strengthen a mutually-beneficial partnership with Iraq. (Photo by Army Spc. Bradley Wancour)

Transitioning DCMA's mission in Iraq

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From 2003 through 2011, hundreds of Defense Contract Management Agency personnel, along with U.S. and coalition partners, supported Operations Iraqi Freedom and New Dawn in Iraq. Last year, 2011, proved to be an epic year for the mission with the departure of combat troops from Iraq per the security agreement between the United States and the Government of Iraq.

DCMA Iraq began in 2010 to plan in earnest for the massive undertaking of supporting two complex operational missions.

These missions included the Department of Defense's combat troop and contractor personnel drawdown and the simultaneous transition of the mission in Iraq to the Department of State as

the lead agency. At the same time, DCMA continued to sustain and execute the fast-paced core mission of contingency contract administration and oversight functions.

Two other significant internal planning activities were occurring as well. DCMA Iraq was planning the drawdown of three tertiary commands and their personnel and preparing to stand-up one command with personnel located across Iraq.

The DCMA Iraq contingency contract administration leadership team and numerous tertiary staff planners created an operational planning tool called the Integrated Sight Picture. This multi-faceted and multi-layered matrix synchronized these operational and internal planning actions with the United States Forces-Iraq strategic

drawdown plan.

This enormous and detailed plan called for maintaining operational flexibility during the drawdown phase while closing bases starting from northern Iraq and proceeding southward toward Kuwait. It meant the logistics and sustainment community, including the contractor support services, had to retain as much service and resource capability for as long as possible in case military advise and assist teams were requested to stay in Iraq beyond 2011. This would have meant keeping open more operating sites than were currently planned for the Department of State mission in 2012.

The strategic drawdown plan contained a standard tactical base closure timeline template, which scheduled every action needed to occur in order to safely,

successfully and honorably return the site to the Government of Iraq. DCMA Iraq planners had the challenge of integrating this detailed base closure timeline plan and then translating the two divergent philosophies and structures of maintaining operational flexibility and the base closure timeline into the DCMA Iraq drawdown and transition the Integrated Sight Picture for every contract managed by DCMA Iraq at each site.

By the end of the planning cycle, every contract at each site had its specific timeline structured to ensure the timely and accurate delivery of direction to the contractors.

Along with the drawdown planning, DCMA Iraq prepared a similar by-site, by-contract plan to enable the intricate transition of several different base life support contracts, the Logistics Civil Augmentation Program III, the LOGCAP IV, the Air Force Civil Augmentation Program, and numerous Omnibus BLS contracts, into one contract.

DCMA Iraq also prepared to transition several security service contracts at the

enduring sites from the legacy Theater-Wide Internal Security Service contracts to the newly awarded Security Support Service-Iraq.

With more than 1,000 services supporting the almost 16,000 U.S. government and contractor personnel, both of these critical contracts, the LOGCAP IV and the SSS-I, would form the life, health and safety foundation of the contract services enabling the existence and execution of the enduring Department of State mission in Iraq. During this planning phase, DCMA Iraq constructed numerous tactical plans supporting its own operations. In order to support both drawdown and transition efforts, DCMA Iraq planned several organizational changes.

First, it planned the reduction of its manning by approximately 60 percent by the end of 2012. This effort required close collaboration between the four different command staffs (DCMA Iraq headquarters and the three tertiary commands) to ensure the right functional personnel remained available or on-site during base

closures and to retain the right skill set and numbers of personnel to support the follow-on mission.

Second, DCMA Iraq planned the moving of its headquarters, as well as two of the three tertiary command headquarters multiple times. These actions were based on the customer's location moves, which were further dictated by the strategic drawdown plan's specific base closure plans.

This meant DCMA Iraq headquarters basically had to split into two separate entities in the second half of 2011 to support the DoD customer and the DoS customer without any increase in personnel. Maintaining a strong communication link within the command and with other stakeholders through a robust information technology system was the final critical planning piece to enable DCMA to successfully execute these missions.

Near the end of the planning cycle in the summer of 2011, the Integrated Sight Picture went from a synchronization matrix to an executable plan. 

The last U.S. military forces drive across the Iraqi border Dec. 18, 2011, following the Iraqi and U.S. security agreement requiring all U.S. service members to depart the country by Dec. 31, 2011. Since 2003, more than 1 million airmen, soldiers, sailors and Marines have served in Iraq. (Photo by Air Force Master Sgt. Cecilio Ricardo)

