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DIRECTOR'S MESSAGE

Get on the Bus!

I want to thank all of you for the warm welcome you have extended me as I begin my tour as the agency's director. I look forward to meeting each of you as I visit each of our operating locations, centers, offices and divisions.

I know that DCMA had already undergone significant changes in management philosophy and organization under both Maj. Gen. Darryl Scott and Keith Ernst. You have embraced performance-based management, successfully implemented the National Security Personnel System and are now boarding the Lean/Six Sigma train. There's one more concept I would like us to try on for size. I would like to see us take the agency from good to great.

Jim Collins, the author of *Built to Last*, has written a book entitled *Good to Great*. In his first book, Collins wrote a management study of how great companies triumphed over time and how long-term sustained performance could be engineered into the DNA of an enterprise from the very beginning. In his follow-up book, Collins answers the question, "What about

the company that is not born with great DNA?" Is it possible for good companies, mediocre companies, even bad companies to achieve enduring greatness?

Collins and his research team identified a set of companies that became great and sustained that greatness over at least 15 years. He then set about trying to determine what it was about 28 such companies that made the leap to greatness and were able to sustain it for a long period.

To put it succinctly, Collins determined that there were five findings common to all of the "great" companies:

- "Level 5 Leaders" — leaders who channel their ego needs away from themselves and into the larger goal of building a great company. It's not that Level 5 leaders have no ego or self interest. Indeed, they are incredibly ambitious — but their ambition is first for the institution, not themselves.
- "The Hedgehog Concept" — transcending the "curse of competence."
- "A Culture of Discipline" — combining a culture of discipline with an ethic of entrepreneurship can produce great results.

- Technology Accelerators — good-to-great companies think differently about the role of technology.
- "The Flywheel and the Doom Loop" — those who launch radical change programs and wrenching restructurings usually fail to make the leap to greatness.

So, what does all this mean to you?

I think Collins has given us a road map that can take DCMA to greatness. My first challenge is to build what Collins calls "Level 5 leaders." Collins discovered that rather than have high-profile leaders with big personalities who make headlines and become celebrities, the companies that became great had quiet, self-effacing, reserved, even shy leaders with a paradoxical blend of personal humility and professional will. The great companies had leaders more like Abraham Lincoln or Socrates than Patton or Caesar.

Collins also found that when leaders took over organizations, rather than begin by setting a new vision and strategy, leaders who took their companies to greatness first got the right people on the bus, the wrong people off the bus and the right people in the right seats — and then they figured out

where to drive it. The old adage “people are your most important asset” isn’t exactly true. The right people are.

Therefore, I see my first challenge as cultivating Level 5 leadership in DCMA. I believe that potential Level 5 leaders exist all around us, if we just know what to look for and that many people have the

potential to evolve into Level 5.

We will be talking more about Level 5 leadership and Collins’ other principles in the months ahead. It is my goal to take DCMA from good to great.

If you’re with me, there is a seat for you on the bus!

Warmly,



Charlie Williams Jr.
Director
DCMA

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Around DCMA

Space Shuttle Main Engine Team Supports Successful Audit

April – The DCMA Pratt and Whitney Space Shuttle Main Engine Team supported a program safety and mission assurance audit. Notebooks containing objective evidence of compliance with program requirements were compiled to assist with the audit review. DCMA team members included, as pictured, from left to right: Mirza Baig, Adrian Chavira, Rick Herrera, David Aldatz, Beverly Compton, Sam Samaniego and Sal Lucio. Samaniego was the lead for the audit preparation and determined assignments and suspenses and coordinated the final checklists. As a result of the team members’ diligent preparations for the audit, there were no findings and only three observations documented. NASA representatives specifically thanked DCMA for its support of a successful quality audit. (By Linda Trejo, DCMA Pratt and Whitney Canoga Park; photo courtesy of Pratt and Whitney)



NASA audit team

DCMA St. Petersburg Honeywell Team Receives Award

April 17 – The DCMA St. Petersburg Honeywell team, located in Clearwater, Fla., was recognized for its outstanding support and contribution to ensuring the delivery of the highest quality products to the warfighter. Honeywell Chairman and Chief Executive Officer Dave Cote presented the award for the Best Overall Quality Site for 2007 to the Honeywell Clearwater facility. A total of 268 Honeywell sites were competing for the award. Site Quality Director Henry Digidigan presented the award to DCMA St. Petersburg Commander Army Lt. Col. William Sanders. “Honeywell Clearwater-Defense recognizes the teaming concept is paramount to producing products that work out of the box the first time,” Digidigan said. Sanders reminded the audience, “We are a nation at war, and many servicemen and women are risking their lives to defend democracy.”

The 16-member DCMA Honeywell team provides contracting, product assurance, engineering and production/manufacturing support to numerous major defense acquisition programs, including the B-1B bomber, Joint Strike Fighter, ATLAS V evolved expendable launch vehicle and terminal high altitude area defense. (By Darren Blackwell, DCMA St. Petersburg)



Recognized for outstanding Support

For the Children

By Melanie A. Kordana, DCMA St. Petersburg

April 27, 2008 – This past Easter was extra special for the patients at All Children’s Hospital in St. Petersburg, Fla., thanks to Sally Kaborycha, DCMA St. Petersburg industrial specialist and union president. Kaborycha began a collection of Easter items for the children, and the command quickly stepped up to help her. The result was impressive: DCMA St. Petersburg employees donated \$114, which was used to buy 65 toys, 27 coloring books and 27 boxes of crayons. The supplies were delivered to the hospital in time for Easter.

This was not the first time DCMA St. Petersburg employees made these children smile. The Employee Activity Council had a Valentine’s Day balloon sale in February to help fund the various social events held throughout the year. The balloons were donated to Children’s Hospital. Contract Administrator and EAC Chair E.J. Whitt received a thank-you letter from the director of Telethon and Annual Giving, Stephanie Hall.

In her letter, Hall wrote, “The generosity and kindness of friends like you helps to bring smiles to our young patients ... easing the anxiety they face with being away from home.” The DCMA St. Petersburg command continues to find ways to support and partner with their community.



DCMA’s Internal Wiki

August – DCMA plans to launch an internal wiki in late summer 2008, which will be available to all DCMA employees and contractors. DCMA’s goal for the wiki is to create a dynamic environment that encourages users to share knowledge in a central repository that is reliable, easy to access and easy to use. A wiki — the Hawaiian word for “fast” — is most often used to create community-based Web sites and reference collections. Contributors to wikis collaboratively and continuously create and modify content that is relevant, accurate, interesting and timely. The most famous wiki is the online encyclopedia Wikipedia (www.wikipedia.org). DCMA’s internal wiki will allow users to collaboratively create, edit and organize information pertinent to DCMA and its mission, resulting in increased, efficient knowledge management. It will be easily accessible from any DCMA office or telework site. DCMA anticipates the wiki will be a site that users will want to visit often — generating a high level of traffic — because topics will not be limited, and postings will not be constrained by formal content management policies. (By Bill Walker, DCMA IT)





The MRAP Saves Lives

By Dianne Ryder,
Editor in Chief

The Defense Contract Management Agency's Ground Systems and Munitions division hosted the Mine Resistant Ambush Protected Contract Administration Strategy Session 2008 on June 17-19 in Quantico, Va. The conference's theme was "MRAP – Where We've Been, Lessons Learned and the Path Forward."

The sessions included speakers addressing the program's success, the reduction in defects per unit and the future of the MRAP vehicles. There were also breakout sessions and panel discussions that included subject-

matter experts from various teams fielding questions from the audience.

The highlight of the conference, however, was a speaker many of the conference leaders referred to as "the reason for MRAP vehicles," Marine 1st Lt. Lee Stuckey. Stuckey described how a 6x6 MRAP vehicle literally saved his life and four of his fellow Marines by greatly decreasing the damaging effects of an improvised explosive device. Stuckey described the event for conference attendees. "When we passed through an intersection on our designated convoy route, truck one, a 7-ton with roller, noticed a pothole that the roller avoided due

to the usual minor pull of the roller to the left and right as the truck is driving," Stuckey explained.

As Stuckey's MRAP approached, his gunner saw the pothole and leaned forward with his spotlight to check it. "I was looking at the smoking hull of a bus on the left side of the road and then the [improvised explosive device] detonated on the right," Stuckey said. "The force of the explosion directly under the vehicle lifted the front of the 6x6 MRAP approximately six feet into the air, pressurized the cab, slammed both mine and my driver's heads against the side windows, caused shrapnel damage throughout

(background photo) An MRAP vehicle similar to the one Marine 1st Lt. Lee Stuckey describes as saving his life. (Photos by Dianne Ryder)





Stuckey, left, and Mitch Howell, DCMA Ground Systems and Munitions Division executive director, at the MRAP Contract Administration Strategy Session 2008.

the passenger side and filled the cab with dust and smoke.”

Although Stuckey and his driver lost consciousness and received concussions in the blast, three other Marines in the vehicle sustained no serious injuries. Stuckey described the blast as similar to “getting hit with a baseball bat.”

Stuckey’s ordeal was far from over, however. His next priority was to move the vehicle out of the “kill zone.” “We moved the vehicle very slowly out of the kill zone while the gunner conducted thorough 5- and 25-meter checks with his spotlight checking for possible secondary IEDs. I directed the Navy corpsman to assess all personnel in the truck for casualties while the radio operator called the IED 9-line to higher [a detailed report with nine lines of important information]. I expected to get hit with follow-on small arms fire or another IED attack,” Stuckey explained.

Stuckey attempted to direct the other vehicles in the convoy out of the area while instructing them to prepare for another attack and to remain vigilant. “While I was dismounted, truck one and truck eight cordoned off the front and rear of the convoy while all trucks searched for secondary IEDs and possible triggermen and prepared for another attack.” Stuckey continued, “The headquarters battalion center of command received late information that there was a complex attack planned by insurgents in the vicinity of the convoy’s location and directed the convoy to be vigilant.”

An explosive ordnance disposal team could not be dispatched to the scene until morning. So, the convoy conducted secondary searches while continuing on their route. During the radio traffic exchange, Stuckey’s driver pushed up and began changing his blown tire. The wrecker pushed up and began changing tires



Marine 1st Lt. Lee Stuckey was a keynote speaker at the MRAP Contract Administration Strategy Session 2008, hosted by DCMA Ground Systems and Munitions division, June 17-19.

while searching for other possible mechanical issues.

The vehicle’s brake lines were cut and several items were destroyed on the convoy commander vehicle including two spotlights, passenger side mirror, electric countermeasures antenna, air filter and one tire, and there was shrapnel throughout the passenger side.

The vehicle sustained a “mobility kill” and was recovered, enabling the convoy to accomplish its mission. Stuckey offered a list of recommended modifications to the MRAP and ideas for future improvements in MRAP production from his field experience. “The most important lesson learned,” said Stuckey, “is the MRAP saves lives!” **C**



Adams Graduates from USDA Executive Potential Program

By *Dianne Ryder,*
Editor in Chief

Nancy Adams, the Defense Contract Management Agency's military training program manager, recently completed the one-year Executive Potential Program with the U. S. Department of Agriculture Graduate School.

The program, designed for senior civil servants, provides opportunities to gain competencies necessary to become effective federal leaders. The program features several leadership development components, including four weeks of off-site training seminars, senior executive shadowing and interviews, two 60-day developmental work assignments and a team project.

Last summer, Adams shadowed the U.S. military representative to Supreme Headquarters Allied Powers Europe — SHAPE — for a week. As part of her visit, she accompanied Air Force Col. John Shivnen to meetings with the U.S. military delegation to the joint staff in Brussels, Belgium, and the national military representative echelon meeting in Chievres, Belgium, chaired by the SHAPE chief of staff. Adams observed U.S. contributions to North Atlantic Treaty Organization operations firsthand.

Her developmental work assignments included tours in the offices of the deputy undersecretary



Nancy Adams, DCMA's military training program manager, recently completed the one-year Executive Potential Program with the U. S. Department of Agriculture Graduate School. (Photo by Katherine Crawford, BRTRC)

of defense for military community and family policy and the U.S. Army's Human Resources Command education division. "Jim Russell served as my [senior executive service] mentor this year," Adams said. "The leadership conversations and shadowing opportunities he provided me were invaluable to better understanding how senior leadership works at DCMA," she continued.

Adams' team project was to create an evaluation tool for measuring outcomes for the "Hire a Hero" career fairs. Wounded and disabled veterans of Iraq and Afghanistan, convalescing in military hospitals, attend the fairs. "The USDA Executive Potential Program helped me understand that my current skill

sets can contribute significantly in other work settings," Adams said. "This gave me added confidence in my own work."

During one of her weeks of training in New Orleans, Adams visited the Port of New Orleans and learned how its personnel incorporated best practices from industries all over the U.S. in their effort to rebuild after Hurricane Katrina. "I was able to take back several of their 'lessons learned' into my own work setting," said Adams.

More information about this and other development programs is available from the Workforce Development Division at DCMA headquarters. **C**

OUTSTANDING DCMA ACHIEVEMENTS

DCMA Cleveland Fights Hunger April 2008

DCMA Cleveland employees participated in the annual Harvest for Hunger food drive during March and April 2008. Harvest for Hunger is one of the largest food and fund drives in the nation, raising critical resources for local hunger-relief organizations in 19 Northeast Ohio counties. Harvest for Hunger food and funds are used by local food bank member agencies that directly serve individuals in need.

— Loretta Hamilton, DCMA Cleveland

“There has never been any doubt that DCMA Cleveland has big-hearted people willing to help others. The fact that its employees donated a half ton of food is just one great example.”

— Loretta Hamilton



Food loaded and ready to take to the Cleveland Foodbank.
(Photo by Loretta Hamilton, DCMA Cleveland)

Green Retires After Half Century of Service April 2008



Irving Green, left, with his team leader, Guy Stephens

Program Analyst and Support Program Integrator Irving I. Green, DCMA Cleveland, retired April 3, 2008, after 53 years of federal service.

Green began his civilian career in 1959 after serving in the United States Army from July 1942 to February 1946.

Green has served in a variety of contract administration positions, including administrative contracting officer, supervisory contract specialist and program analyst. In his current position, he has collected, analyzed and provided production and quality information relating to the highly visible V-22, F-119 and F-110 aircraft engine programs. The program integrators he has supported have been uniform in their deep appreciation for the reliable, insightful and timely program information he has provided them.

During the course of his extensive career, Green has been a highly dedicated and hard-working employee of tremendous intellect. He has worked diligently to fulfill the needs and expectations of DCMA's customers. Green has been a valued teammate who shared his wealth of knowledge and experience for the betterment of the organization. Due to his enthusiasm for his work and his long friendships with his colleagues, Green's decision to retire was not an easy one. His legacy of commitment to supporting the warfighters will not soon be forgotten.

Green has been a valued teammate who shared his wealth of knowledge and experience for the betterment of the organization.

Pursuing a Career in Crime Scene Investigations

May 2008



Gloria Smith after her graduation from Prince George's Community College.

Gloria Smith, a personnel specialist in DCMA's military personnel office, is a woman on a mission to pursue a career in crime scene investigations. Smith joined DCMA in January 2002 and began her education in 2003 at Prince George's Community College while working both full- and part-time jobs.

"Although I was only taking two classes a semester, it seemed like enough at the time, and I was comfortable," said Smith. "But it wasn't until summer of 2006 that I realized going to school part-time had not earned me very many credits over the years, so I decided at that point to become a full-time student in order to finish."

Smith applied and was accepted to University of Maryland University College during summer 2007. Overlapping her education at two schools, Smith was determined to earn her bachelor's degree, as well. She graduated from Prince George's Community College with an Associate of Applied Science in forensic science on May 22, and only has 18 more credits to complete her bachelor's degree in investigative forensics.

Once Smith receives her degree in spring 2009, she hopes to work as a crime scene investigator within the federal government.

Employee Reflects on More Than a Half Century of Service

June 2008

*By Ann Jensis-Dale,
DCMA Public Affairs*



Al Parrino, center, seated, poses for a picture with his coworkers from DCMA Boston, Aeronautical Systems Division.

Not many folks can say they have served in the government during the tenure of the past 10 presidents, but Al Parrino, DCMA Boston

industrial specialist, can make that claim!

Parrino retired recently with 57 years of service.

He enlisted in the Navy in 1948 and served under Navy Adm. Forrest Sherman on the light cruiser USS *Fargo* during Harry S. Truman's presidency. According to Parrino, "The Berlin Airlift was underway, and George Orwell had finished writing his futuristic novel 1984."

Parrino began his DCMA career when he joined the Defense Contract Administrative Services Office — now DCMA Boston — in 1966 as a quality assurance representative at Raytheon, North Dighton, Mass. Upon completion of his four-year college degree, he transitioned to an industrial specialist position — a position he held until his retirement.

Parrino's co-worker Ann Fleming, a DCMA Boston administrative contract officer, said, "The fact that he is retiring after 57 years is clearly an indication of how much he enjoyed his job and the people he has worked with. The guy is an institution."

In looking back over 57 years of government service, Parrino said it has been quite an adventure, and he has truly appreciated the support everyone has given him.

Two DCMA Employees Earn Master's Degrees at George Mason University

By Dianne Ryder,
DCMA Public Affairs



Richard Kelley, Operations Management and Customer Relations, center, and his family celebrate his graduation at George Mason University. (Photo courtesy of Richard Kelley)

Two of DCMA's recent graduates weren't aware until graduation day that they were both pursuing master's degree programs at the same school — George Mason University. Carl Workman, director of contracting and customer relations, DCMA Special Programs Division, participated in the Defense Leadership and Management Program and received his executive MBA, and Richard Kelley, a management analyst in the Operations Management and Customer Relations planning division, was in DCMA's sabbatical program and earned a master of technology management degree.



From left: Robert Andersen, Department of State; Ravi Pulipaka, Vaap Technologies; Elizabeth Anthony, Central Intelligence Agency; and Carl Workman, DCMA. (Photo courtesy of Carl Workman)

DCMA Aircraft Propulsion Operations — Hamilton Sundstrand Employee Receives Silver Snoopy Award

By Jim Doherty

DCMA Aircraft Propulsion Operations, Hamilton Sundstrand

Norman Fioroni, a Defense Contract Management Agency Aircraft Propulsion Operations quality assurance representative at Hamilton Sundstrand in Windsor Locks, Conn., was recognized with NASA’s prestigious Silver Snoopy award.

Astronaut and Connecticut native Rick Mastracchio, a veteran of two space shuttle missions, personally presented the award during a June 3 all hands meeting. Fioroni received the award for his “above and beyond” dedication and contributions, ensuring quality and safety requirements were met in the development and implementation of NASA’s human space flight programs.

The last 10 of Fioroni’s more than 37 years of federal service have been with NASA. He has been a key member of the DCMA team supporting NASA and the Hamilton Sundstrand extravehicular mobility unit, or space suit, program, which is critical to safe space walk operations. Fiorini and his team work closely with Johnson Space Center, and their efforts have been crucial to the operational success of the program.

When it became necessary to implement systemic improvements

involving hardware control, Fioroni was first to respond. For example, there were no provisions for the shipment of hardware in less than complete condition, which inevitably would result in the delivery delay of flight critical components to JSC. Fioroni immediately and instinctively took action to prevent these delays. As a result, documentation and control procedures were established, ensuring accurate status and configuration accountability.

Fioroni’s initiative provided for the shipment of less than a full ship set of hardware paying huge dividends to the extravehicular mobility unit program by reducing shipment times with absolutely no loss of quality oversight or degradation of safety. This was a daunting task for Fioroni, yet he succeeded beyond all expectations. 



First row, from left: John Panora, Capt. John Westerbeke, Norm Fioroni, Rick Mastracchio and Joe Kulina; back row, from left: Pete Leahy, Steve Davis, Lorna Dwyer, Carl Kulbaski, Dave Gauthier and John Ulshoeffter

Fourth *Lightning II* off the Assembly Line in Fort Worth

By Dick Cole
Chief, Public Affairs

With one F-35 *Lightning II* aircraft in structural testing, two in flight test, six in final assembly and another 14 in various stages of production, Lockheed Martin Corporation finished assembly of the fourth F-35 aircraft Saturday, Aug. 16 — a short takeoff/vertical landing F-35B.

“Being part of the transformation of Lockheed Martin’s Fort Worth assembly line has been absolutely amazing,” said Air Force Col. Dennis Hunt, commander of DCMA Lockheed Martin Fort Worth, Texas. “This state-of-the-art assembly line will be producing this fifth-generation fighter at a rate of one aircraft per day in the near future.”

“In just a few days we will have all three *Lightning II* variants in final assembly when we take delivery of the first F-35C carrier variant center fuselage,” said Dan Crowley, Lockheed Martin executive vice



The second short takeoff/vertical landing version of the *Lightning II* was delivered at the Fort Worth Assembly plant on Aug. 16. (Lockheed Martin Corporation photo)

president and F-35 program general manager.

The new aircraft moved immediately to the flight line, where it is undergoing an extensive battery of ground tests before its first flight in early 2009. The first F-35B made its inaugural flight on June 11 and has completed nine missions. The first F-35A, a conventional takeoff and landing

variant, has flown 45 times. The U.S. Marine Corps plans to operate approximately 340 F-35Bs. The United Kingdom’s Royal Air Force and Royal Navy and the Italian Air Force and Navy also will operate the STOVL variant, which will be the world’s first STOVL aircraft to combine stealth with supersonic speed.

The F-35 is a supersonic, multirole, fifth-generation stealth fighter. Three F-35 variants derived from a common design, developed together and using the same sustainment infrastructure worldwide, will replace at least 13 types of aircraft for 11 nations. **C**

“This state-of-the-art assembly line will be producing this fifth-generation fighter at a rate of one aircraft per day in the near future.”

— Col. Dennis Hunt

Represent Attention

Centuries old architecture, as pictured, lines the community square near the Host Nation Conference site in Luxembourg City, Luxembourg. (Photos by Mark Woodbury, DCMA Public Affairs)

As defense markets become more global, the use of host nation contract management services — the process whereby one country performs CMS functions on behalf of another country — has become increasingly common.

In an effort to unify the mutual government quality assurance process around the world, the Defense Contract Management Agency and its International Division host a yearly conference so attendees may learn best practices from other nations, overcome prior challenges associated with the process and gain important networking contacts for future operations.

Seventy-four attendees from more than 20 different nations and one North Atlantic Treaty Organization agency met at the NATO Maintenance and Supply Agency facilities, Capellen, Luxembourg, to participate in this year's 2008 Host Nation Conference June 2-6.

Representatives From Around the World and DCMA Host Nation Conference

*By Mark Woodbury,
DCMA Public Affairs*

Navy Capt. David Graff, International Division commander, started the conference by encouraging attendees to get everything they could out of the conference and also to bring back what they learn to their colleagues. He said doing so would allow for the largest possible impact and benefit.

Throughout the conference, presentations from various attendees highlighted programs and issues affecting or related to the mutual GQA process. The conference also offered workshops designed to further train attendees on particular issues, procedures and policies.

Along with these benefits, the one factor the conference provides attendees they couldn't get anywhere else is an opportunity for attendees to establish invaluable working networks with various nations involved in the mutual GQA process, according to Roland Quitoriano, conference co-organizer. "The lasting effect from this conference is found in the networks established between attendees," said Quitoriano. "When I speak with attendees, I encourage each of them to leave here with multiple working relationships from each of the various countries represented here. Every attendee should leave the conference with a name and face from each country represented."

For one attendee, the conference is his only real face-to-face working time with associates from Israel. "Since we know both of us are going to be here, we use this conference as an opportunity to discuss prior issues experienced throughout the year," said

Did you know?

It is Department of Defense policy that DCMA will perform contract administration services for allied nations and international organizations that request support.

Although DCMA will perform requested CMS services for any of the U.S. allies, DoD has entered into international agreements and memoranda of understanding with certain foreign governments for the exchange of CMS services. In accordance with the Arms Export Control Act, requested services are provided on the basis of a fee-for-service or as a no-cost reciprocal service.

Currently, there are 15 nations with which the U.S. has agreements to perform certain CMS functions at no charge.



Luxembourg City's old quarter homes, located on the Alzette River, could be seen by conference attendees from their hotel rooms across the river.



Created by a popular local artist, a fountain within the community square has become a popular “must have” photo for visitors to Luxembourg City, Luxembourg.

Netherlands Lt. Col. Dirk van Duijn. “With this, along with the opportunity to establish new working relationships with other country attendees, this conference is one that is critical to me.”

For Rex Russell, Australian director of materiel policy and assurance, the conference was also an opportunity to see how NATO nations are working and



Attendees gather before the conference to discuss the upcoming day's events while also establishing future Host Nation working networks.



Conference attendees gather outside the main conference hall to discuss specific situations each has experienced involving Host Nation issues and options on how best to handle each more efficiently in the future.

coordinating on the mutual GQA process. “As a representative from a non-NATO nation, I wanted to see what guidelines NATO nations were using to coordinate their GQA work and what issues they were encountering,” said Russell. “From this conference, I plan on aligning [Australian] policies to best fit with the NATO nations we currently do contract work with.”

Having been a part of organizing the annual conference since the first one in 1997, conference co-organizer Michael Buchanan said he is amazed at how far this conference has come from its early beginnings. He is proud to be a part of something that has a true influence and impact in assisting with the improvement of the mutual GQA process for both the Department of Defense and its allies.

Presentations given at the conference are available for viewing at the DCMA International Portal page under project name Host Nation - DCMAI. **C**

Did you know?

Without a doubt, the most common CMS function exchanged between countries is quality assurance. Because of the global reliance on international standards, the approach to government surveillance between countries is very similar.

Although some countries may lean more toward system surveillance and others toward process surveillance, the U.S. and its allies, in most cases, are playing from the same sheet of music — the international standard. The same is not true with many of the other Federal Acquisition Regulation CMS functions.

Detailed information about the host nation CMS process is on the DCMAI Web site at <http://home.dcma.mil/dcmai/hostcas.htm>.

DCMA Accepts Delivery of 20,000th Heavy Expanded Mobility Tactical Truck

By Army Lt. Col. Michael Hummel,
Commander, DCMA Milwaukee

DDCMA Tactical Wheeled Vehicles – Milwaukee accepted delivery of the 20,000th Heavy Expanded Mobility Tactical Truck produced for the U.S. Army’s Tank-automotive and Armaments Command — TACOM — Heavy Tactical Vehicles program office in a ceremony at the Oshkosh Corporation manufacturing facilities Feb. 14.

The HEMTT is produced in multiple variants, including a refueling tanker, cargo truck, load handling system truck, fifth-wheel tractor, wrecker, common bridge transporter and guided missile transporter. Since the first order for 2,000 units 26 years ago, the vehicle has undergone multiple improvements and has been produced in 11 different configurations to keep pace with changing warfighter requirements. The latest version of the HEMTT, named the HEMTT A4, is designed for integrated armor, has a larger engine, improved drive train and suspension, air conditioning, added blast protection and a stronger cab for greater troop protection.

Army Col. Jeff Helmick, transportation capabilities manager, U.S. Army Training and Doctrine Command, attended the ceremony as did Army Col. John Christensen, director, TACOM focused logistics; Army Lt. Col. Al Johnson, Heavy Tactical Vehicles



The DCMA Milwaukee Oshkosh team standing in front of the 20,000th HEMTT. From left to right: Dale Tervonen, engineer; Pat Boushon, quality assurance specialist; Pat Losse, quality assurance specialist; Cleton Trumbo, industrial specialist; Tom Buss, quality assurance specialist; Mark Bennett, administrative contracting officer; Judi Henke, quality assurance specialist; Weldon Stevenson, team chief; Kent Monte, lead quality assurance representative; Ed Graves, program integrator; Navy Lt. j.g. Anjail Weaver, DCMA Milwaukee contract administrator; and Army Lt. Col. Mike Hummel, DCMA Milwaukee commander. Not pictured is Bob Johnson, quality assurance specialist.

program manager; and staff members representing various Wisconsin state representatives.

Helmick commented that the Army, logisticians and transporters are in the business of moving equipment and supplies and that the HEMTT has ably fulfilled this mission. He also commended the HEMTT’s proven operational readiness and lauded its durability in combat environments. Johnson echoed Helmick’s characterization of the HEMTT, calling it the backbone and workhorse of the Army’s logistics fleet. Johnson thanked DCMA for being an integral part of his

program and credited the team for achieving the milestone.

Weldon Stevenson, DCMA Milwaukee Oshkosh team leader, noted that it was entirely appropriate that DCMA help celebrate the 20,000th HEMTT delivery, as DCMA was there when the first HEMTT was delivered to the Army in 1982. DCMA established the Oshkosh resident team in November 2004 at TACOM’s request. The team consists of a team leader, an engineer, an administrative contracting officer, a program integrator and a quality assurance team. **C**

Aviators “Sharpen the Sword”

*By Dick Cole,
Chief, Public Affairs*

“The Biggest Little City in the World” — Reno, Nev. — was once again home to this year’s aircraft operations and training seminar, March 3-6. The theme for this year’s conference was “Lessons from the Field.”

“AOTS began in 1990 as the government flight representative conference and was developed to conduct training, share ideas and refine policy among [Defense Contract Management Agency] flight operations personnel,” said Navy Capt. David Moroney, the agency’s director of aircraft operations. “The legacy of outstanding aircraft operations training and teaming continued again this year.”

The seminar and conference is an annual safety and training requirement for all military flight operations personnel. “While we all have specific training in leadership, management and various technical areas, AOTS is designed to broaden the outlook of our aviators and sharpen their professional skills,” said Moroney. “This seminar gives all of our aviators and aviation support personnel a first-hand

look at some recent trends and issues within both DCMA and within their parent services and helps to increase the professional knowledge of our folks. Sharpening the sword, so to speak,” the captain said.

“Success as a DCMA aircraft operations enterprise team member depends on interpersonal relationships and effective teaming with our counterparts in government and industry,” said former DCMA Director Keith Ernst — himself a former Marine aviator. “As part of a customer-focused, performance-based agency, our aircraft operations people help our industry partners to meet their contractual obligations and, ultimately, are responsible for delivering aircraft to the fight. This conference helps our aviators to strengthen their support network and share ‘lessons learned’ with their colleagues, and I am proud to be a part of it.”

In addition to the Aircraft Operations staff from DCMA headquarters, personnel from the Aeronautical, International and Special Programs Divisions, as well

as aviation safety specialists from each of the military departments, attended AOTS.

One of the highlights of the conference is the presentation of annual awards for superior performance. Air Force Chief Master Sgt. Kevin Verdon served as narrator for the awards ceremony while Moroney and Ernst presented the winners with their awards. “For this year’s competition, we implemented a recommendation from the contract management office commanders to separate organizations into ‘large’ and ‘small’ categories to make the competition [more fair],” said Verdon. As Verdon read the names and units of the winners, each came forward for congratulations and an award presented by Moroney and Ernst. The award winners are listed in the box on page 13.

“The aircraft operations team goal should be to create a win-win situation in which the contractor’s business objectives are met by providing the warfighter with quality aircraft that meet operational requirements safely, on time and within budget,” said Moroney. “During this week in Reno, I think the aircraft operations community pulled together and accomplished our objectives.” 

“The legacy of outstanding aircraft operations training and teaming continued again this year.”
— Capt. David Moroney

at Annual Training Seminar

Aircraft Operations Award Recipients

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Contract Safety Specialist of the Year — Howard Etkind, DCMA Aircraft Integrated Maintenance Operations, Greenville, Texas

DCMA International Division Contract Safety Specialist of the Year — Anthony Marcibowski, DCMA Northern Europe

DCMA Special Programs Division Contract Safety Specialist of the Year — Greg Gerdes, DCMA Dallas, Texas

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Quality Assurance Representative of the Year — Cathy Seifert, DCMA Lockheed Martin, Fort Worth, Texas

DCMA International Division Quality Assurance Representative of the Year — Roy Fontain, DCMA Korea, Sacheon Air Base, Republic of Korea

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Aviation Maintenance Manager of the Year — Air Force Senior Master Sgt. Kerry Rose, DCMA AIMO

DCMA International Division Aviation Maintenance Manager of the Year — Air Force Senior Master Sgt. Richard Rentze, DCMA Northern and Southern Europe

DCMA Special Programs Division Maintenance Manager of the Year — Kerry Smith

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Safety Officer of the Year — Air Force Maj. Paul Holst, DCMA-ALA Lockheed Martin Marietta

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Government Flight Representative of the Year — Air Force Maj. Gregory Newman

DCMA International Division Safety Officer of the Year — Air Force Maj. Timothy Tart, DCMA Southern Europe

DCMA Special Programs Division Safety Officer of the Year — Air Force Lt. Col. Robert Munson, DCMAS Palmdale, Calif.

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Chief of Flight Operations of the Year — Air Force Lt. Col. Jeffrey Blalock, DCMA-ALA Lockheed Martin Marietta

DCMA International Division Chief of Flight Operations of the Year — Air Force Maj. Christopher Ridlon, DCMA Korea, Gimhae International Airport, Republic of Korea

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Individual Mobilization Augmentee of the Year — Air Force Lt. Col. Paul Barger, DCMA Boeing, Seattle, Wash.

DCMA International Division and DCMA Aircraft Operations Aviation Program Team of the Year (Small

Activity) — DCMA Northern and Southern Europe

DCMA Aeronautical Systems Division Aviation Program Team of the Year (Small Activity) — DCMA Bell Helicopter, Amarillo, Texas

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Aviation Team of the Year (Large Activity) — DCMA AIMO-Kelly, Greenville, Texas

DCMA International Division Aviation Program Team of the Year (Large Activity) — DCMA Korea, Gimhae International Airport, Republic of Korea

DCMA Aeronautical Systems Division and DCMA Aircraft Operations Flight Activity of the Year (Small Activity) — DCMA Lockheed Martin Systems Integration, Owego, N.Y.

DCMA Special Programs Division Flight Activity of the Year (Small Activity) — DCMAS Seattle, Wash.

DCMA Aeronautical Systems Division Flight Activity of the Year (Large Activity) — DCMA AIMO, Birmingham, Ala.

DCMA International Division and DCMA Aircraft Operations Flight Activity of the Year (Large Activity) — DCMA Korea, Gimhae International Airport, Republic of Korea



Aeronautical Division and DCMA Contract Safety Specialist of the Year Howard Etkind, DCMA AIMO Kelly, Greenville, TX



International Division Contract Safety Specialist of the Year Anthony Marcibowski, DCMA Northern Europe



Special Programs Division Contract Safety Specialist of the Year Greg Gerdes, DCMA Dallas, Tex.



Aeronautical Division and DCMA Quality Assurance Representative of the Year Cathy Seifert, DCMA Lockheed Martin, Fort Worth, Texas



International Division Quality Assurance Representative of the Year Roy Fountain, DCMA Korea, Sacheon AB, Korea



Aeronautical Division and DCMA Aviation Maintenance Manager of the Year Senior Master Sgt. Kerry Rose, DCMA AIMO Greenville, Texas



International Division Aviation Maintenance Manager of the Year
 Accepting for Senior Master Sgt. Richard Rentze, DCMA
 Northern and Europe, is Maj. Timothy Tart



Special Programs Division Aviation Maintenance Manager of
 the Year Accepting for Kerry Smith, DCMA Wichita, Kan., is Philip
 Yacovoni, DCMA Special Programs South



Aeronautical Division and DCMA Aviation Safety Officer of the
 Year Air Force Maj. Paul Holst, DCMA-ALA Lockheed
 Martin Marietta



Aeronautical Division and DCMA Government Flight
 Representative of the Year Accepting for Air Force Maj. Gregory
 Newman, Lockheed Martin, Fort Worth, Texas, is Air Force Col.
 Dennis Hunt



International Division Government Flight Representative of the
 Year Air Force Maj. Timothy Tart, DCMA Southern Europe



Special Programs Division Government Flight Representative of
 the Year Air Force Lt. Col. Robert Munson



Aeronautical Division and DCMA Chief of Flight Operations of the Year Air Force Lt. Col. Jeffrey Blalock



International Division Chief of Flight Operations of the Year Air Force Maj. Christopher Bidlon



Aeronautical Division and DCMA Individual Mobilization Augmentee of the Year Air Force Lt. Col. Paul Barger



International Division and DCMA Aviation Program Team of the Year (Small Activity) DCMA Northern and Southern Europe



Aeronautical Division Aviation Program Team of the Year (Small Activity) DCMA Bell Helicopter, Amarillo, Texas



Aeronautical Division and DCMA Aviation Program Team of the Year (Large Activity) DCMA AIMO-Kelly, Greenville, Texas



International Division Aviation Program Team of the Year (Large Activity) DCMA Korea, Gimhae International Airport



Aeronautical Division and DCMA Flight Activity of the Year (Small Activity) DCMA Lockheed Martin Systems Integration, Owego, N.Y.



Special Programs Division Flight Activity of the Year (Small Activity) DCMA Seattle



Aeronautical Division and DCMA Flight Activity of the Year (Large Activity) DCMA AIMO Birmingham, Ala.



International Division Flight Activity of the Year (Large Activity) DCMA Korea, Gimhae International Airport, Republic of Korea



All photos by Dick Cole, DCMA Public Affairs

Sharing her Gift With the Rest of the World

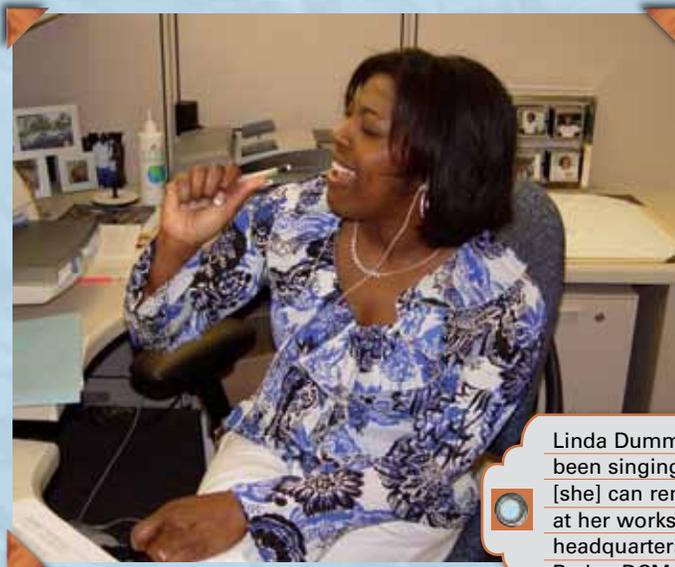
By *Dianne Ryder*,
Editor in Chief

Linda Dummars is a program analyst in the Defense Contract Management Agency's Resource and Organization Management Team, and those who have worked with her know she has a ready smile and helpful attitude. But unless you've attended events like the recent National Day of Prayer observance or various retirement ceremonies, you may not know her true talent is singing.

Dummars has been with DCMA headquarters since December 2006 but has actually had 13 years of combined military and civilian service. As to how long she has been singing, Dummars says, "as long as I can remember."

Her desire to develop her gift has led to the production of a compact disc of inspirational music. "My love for music and ministry is what propelled me to want to spread the word, to encourage and inspire others through song — that's my gift, and that's the way I wanted to share it with the rest of the world."

Dummars has worked with producers in the past but when asked about "connections," she says, "Interestingly enough, I've always met [producers] through friends, associates, church members — I



Linda Dummars, who has been singing for "as long as [she] can remember," sings at her workstation at DCMA headquarters. (Photo by Dianne Ryder, DCMA Public Affairs)

never had to seek out anyone, it has just fallen into place, and that's how I know it has been ordained to happen — not so much in my timing or as quickly as I'd liked it to have happened."

A couple years ago, when friends at her church in South Carolina urged Dummars to distribute a CD, she did so and sold a few hundred copies. Nevertheless, Dummars would like to "complete" the compilation, as the current CD has only seven selections of what she describes as "heart songs, or songs that inspire and generate hope."

"I want it to have mass distribution," said Dummars, "and

if you're paying the same price for my CD as somebody else's, I think the quality should be just as good." Since Dummars has sung at many weddings before, her friends wonder whether she will sing at her own upcoming nuptials in August. "Not at the wedding ... because everyone probably expects that I will, but I wanted to change it up a little bit, and my groom doesn't even know, but I'll be singing at the reception — so it'll be a surprise performance."

You can keep up with further news on Dummars via her social network page: www.myspace.com/lindadummars. 



One Man Making a Difference

By Ann Jensis-Dale,
DCMA Public Affairs

Patrick Cassidy is not one to sit still for very long. Just ask his girlfriend, Kymberly Duarte, or his friends and coworkers at Defense Contract Management Agency Hartford. According to them, he is a man on the move.

Cassidy volunteered for a contingency contracting administrative services deployment to Iraq in February and will be there until August. "He felt a strong desire to help our troops in any way he can," said Duarte.

Prior to his deployment, he received a promotion as a management analyst and transferred to DCMA Hartford from his position as a quality assurance specialist at DCMA Aircraft Propulsion Office Pratt & Whitney. Although his workday is long, Cassidy felt he could still do something more for the men and women serving in Iraq.

He holds a fourth degree black belt in Jujitsu and decided to offer



Patrick Cassidy, right, DCMA Aircraft Propulsion Office Pratt & Whitney and DCMA Hartford, is currently serving on a contingency contracting administrative services deployment to Iraq, where he's teaching basic Jujitsu classes.

basic training classes for anyone who was interested. Following his first class, word spread among the troops and subsequent classes quickly grew in size. Now fondly referred to as the "Hammer Jammer," Cassidy teaches techniques that are useful in any combat situation.

"[Cassidy] is teaching the troops the basics of Jujitsu, but what he teaches can save their lives," said Duarte. "If they are shot at, they will know how to fall swiftly and safely in a dive roll; if they are captured and taken from behind, they will learn how, with the littlest pressure, they can finagle their way out of a hold and put the enemy in a hold under their control," she continued.

According to Duarte, word about Cassidy's Jujitsu training continues

to spread through military bases in Iraq. Commanding officers at nearby camps are exploring training classes with Cassidy for their personnel. 



Patrick Cassidy, kneeling, teaches basic Jujitsu moves to service personnel in Iraq.

Now fondly referred to as the "Hammer Jammer," Cassidy teaches techniques that are useful in any combat situation.

DCMA Employee's True Passion to Train Shelties

By Julia Wyant,
DCMA Public Affairs

By day, Becky Grant is an information technology specialist in charge of software acquisition policy at Defense Contract Management Agency headquarters. Grant is working to set up the DCMA Software Center, and her department is responsible for policy, instructions, guidance, training and tools associated with software management. But after hours, Grant embraces her true passion: she is an agility instructor and trains and competes with her Shetland Sheepdogs or, as they are commonly known, "Shelties."



Becky Grant's Sheltie, Willie, exiting a tunnel on an agility course. (Photos courtesy of Becky Grant, DCMA Headquarters)

During the competitions, the judges measure the length of the course and how long it should take the dog to complete it without any mistakes. The dogs follow their trainer's voice commands

and shoulder, head, eye and foot movements for cues as to how they should navigate the course.

According to Grant, it takes approximately two years of training before the dogs are ready to begin competing. The hardest agility skill for the dogs to learn is navigating the "weave poles" because it isn't a movement pattern dogs perform in nature. Weave pole training involves rows of thin poles placed at 22-inch intervals through which a dog must "weave" its body to get to the other side. Successful training can be accomplished in as little as four or five minutes a

Grant has four Shelties: TJ, the oldest, who is retired from agility competitions; Willie, who got Grant started teaching dogs agility and entering them in competitions; Bunni; and Nikki, the youngest, who will begin training this summer.

Becky Grant and her Sheltie, Bunni, on an agility course.



day over a period of several months. Grant and her dogs began attending classes seven years ago. When she and her husband got Willie, he was a very active puppy and they realized he needed more than just playing in the yard; he needed a job. “For that matter, we needed a hobby that wasn’t just sitting in front of the computer or the television — we wanted to become more active,” Grant said. Her breeder suggested agility training, and, after taking the first class with Willie, they were hooked and continued training with all of their dogs.

For the first year and a half, Grant watched from the sidelines while her husband worked with the dogs because she had been injured in an accident and didn’t think she could participate. Inspired by a woman who had muscular dystrophy and was showing dogs while on crutches, Grant decided to give it a try and compete using the United Kennel Club’s provisions for handicapped trainers. “With some lifestyle changes and the recovery from the accident, I was able to do it, and we now compete in several venues in addition to UKC.”

“We are continuing to progress in proficiency in the agility trials,” Grant said. “My goals are not the same as those of the competitors’ you see on “Animal Planet.” My first goal was to see if I could do it; my second goal was to see if I

Becky Grant’s Sheltie, Willie, competing in the a novice-level weave poll agility course.



could make course time, because I hated to have handicapped times to qualify.” Now Grant says her goal is to continue to improve her performance with Bunni and introduce Nikki to agility.

What Grant enjoys most about competing is not winning but meeting people, working with her dogs and witnessing a dog’s excitement when it knows it’s going to a competition. “Outside of work, this satisfies me on so many levels — it gives me friendship, it gives me companionship with my dogs, it gives me physical challenges,”

Grant said. “People who enjoy their dogs would be amazed at just how much fun this is.”



Becky Grant’s Sheltie, TJ, prior to his retirement, jumping over an obstacle on an agility course.

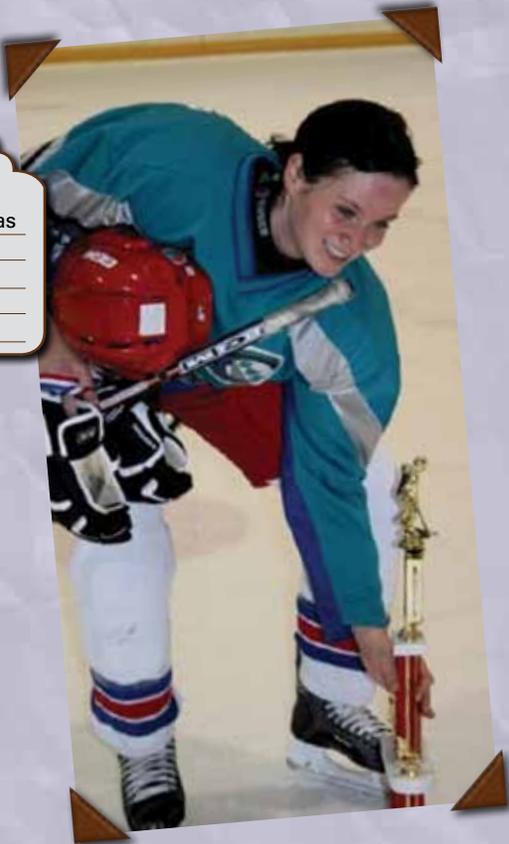
DCMA Americas Employee has 'Other Life' On Ice

Mark Woodbury,
DCMA Public Affairs

A game known for bone-crushing hits, 100-plus mph puck speeds and “extracurricular physical activities” may not be the first place one expects to find any perfectly sane Defense Contract Management Agency employee spending free time. Factor in that the employee is female, and a few stereotypes can be heard shattering.

Lindsay “Big Red” Armstrong, a DCMA Americas contract administrator, started playing competitive hockey at age 10, and she can’t remember a time when she didn’t want to be involved with the sport. “As far back as I can remember, I have always been interested in hockey. I recall my parents asking me about what kind of activities or clubs I wanted join when I was young,” she said. “They suggested things like dancing and gymnastics, but I wanted to play hockey just like my big brother.”


Lindsay Armstrong, DCMA Americas contract administrator, began playing competitive hockey at age 10. (Photos courtesy of Lindsay Armstrong, DCMA Americas)



Armstrong said she and her brother were always rounding up all the other kids in the neighborhood to get a game of street hockey going. Rain, shine or blizzard, Armstrong’s early years were fused with hockey and everything it had to offer.

Later, as she got into her high school years, however, she was disappointed to find there was no women’s hockey team. True to her personality, rather than accepting this as an insurmountable hurdle, Armstrong decided she would try instead to make the men’s varsity team. “I think it was this moment that caused people to finally take notice and acknowledge the need for a girl’s team,” she said. “The very next year we had a girl’s team that I then captained all the way to a silver medal in our first season.”

Contemplating what it is about the sport that drives her to be a part of it at all costs, she said simply, “There is something about the adrenaline rush I get from playing hockey that

I love. Game time is ‘my’ hour where I put everything out of my mind and just play. You definitely can’t beat the excitement of scoring an important goal, winning a tough puck battle on the boards or winning a quick footrace to the puck.”

Armstrong currently plays for the Gloucester Moonshine Competitive “A” women’s hockey team out of Ottawa, Canada. She plays the center position because, as she puts it, “I love being in the middle of all the action, and I love to take a wicked face-off.”

“There is something about the adrenaline rush I get from playing hockey that I love.”
— Lindsay Armstrong



Lindsay Armstrong, third from left, on offense during a hockey game. (Photos courtesy of Lindsay Armstrong, DCMA Americas)

Fully admitting her luck, Armstrong said that she has not sustained any major injuries that have kept her off the ice for more than a week or so — “knock on wood.” She said that being one of the taller and stronger players on the ice gives her an edge when it comes to the physical aspect of the game.

When her DCMA coworkers find out she plays hockey, Armstrong said people are generally surprised. “I guess it’s because I still have all of my teeth and my nose isn’t crooked or something.”

Hoping to pass along the same supportive spirit and hours of sacrifice her parents made for her to pursue the sport, Armstrong intends to do the same for her children one day. “I think my time of sacrifice will come when I return the favor to my kids when they pursue their interests — hopefully, hockey.”

A key lesson that has influenced Armstrong’s everyday life through playing hockey is the principle that the stronger, faster, more skilled team doesn’t always win the game; it’s the team that wants it the most. “Leave it all on the ice,”

one of my coaches used to always say. I try to follow that philosophy in my life as well — give it your all in whatever you do and come away having no regrets,” she said.

For anyone interested in taking up hockey, Armstrong says, “Go for it and don’t let anyone hold you back. These days, there is always a place to play hockey for anyone at any age.”



Armstrong’s Advice to a Beginning Hockey Player



When you buy your first hockey stick, cut it pretty short. Too many beginners become dependent on a long stick for poke-checking because they find it hard to keep up. A shorter stick enables you to stick-handle closer to your body and forces you to get in closer when checking another player, encouraging you to play a more physical game.

Once you have your stick right, practice stick-handling off-ice with a tennis ball until your arms fall off.



Lindsay Armstrong, center row, fourth from left, with members of her winter league hockey team, the Gloucester Moonshine Competitive “A” out of Ottawa, Canada.

It's a Small World After all

By Ann Jensis-Dale,
DCMA Public Affairs

"It's a world of laughter, a world of tears, It's a world of hopes and a world of fears. There's so much that we share, that it's time we're aware. It's a small world after all." — Richard M. Sherman and Robert B. Sherman

Air Force Maj. Donna Pilson's current assignment as Defense Contract Management Agency Irvine's commander has its challenges. She bears responsibility for more than 50 personnel spread across 40 square miles of California and contract support to more than 250 government contractors. The contractors produce such key parts as actuators for the F-22 *Raptor* and F-35 *Lightning II* joint strike fighter, external fuel tanks for the F-18 *Hornet* and parachutes for our troops.

Despite her challenging assignment monitoring more than 5,000 contracts valued at more than \$3.8 billion, Pilson still finds time to lead a Brownie Girl Scout troop for 15 girls in Irvine, Calif. "My daughter, Kiana, is on her fourth year as a Brownie Girl Scout. I was a Daisy [Girl Scout] leader one year and a

Brownie co-leader for one year in Woodbridge, Va. Here in California I [have been] a Brownie co-leader so far for a year," said Pilson.

Pilson's troop of second- and third-grade girls all attend College Park Elementary School in Irvine. Throughout the year, the troop participates in various activities, including several community service projects voted on by the girls. "We focus our activities on helping children, making new friends, learning math and getting along and working together," said Pilson. Selling Girl Scout cookies is one

of the best-known fundraising activities worldwide, but did you know that you can still support this effort without actually eating all those cookies? The "Cookie Share" program allows patrons to purchase cookies and donate their boxes of cookies to a specific activity chosen by the troop. "Our troop decided on donating cookies to deployed DCMA personnel in Kuwait and Iraq after they heard my story of receiving Girl Scout cookies when I was deployed," said Pilson.

The girls sent 86 boxes of cookies to DCMA personnel, exceeding



Army Capt. Chris P. Hornsby received cookies from the Brownie Girl Scout troop Maj. Donna Pilson, DCMA Irvine commander, leads.



Army Staff Sgt. Bruce D. Bogertey received cookies from the Brownie Girl Scout troop Maj. Donna Pilson, DCMA Irvine commander, leads.

their initial goal of 75 boxes. Each case included handwritten notes and cards to DCMA men and women expressing their appreciation for the deployees' work. "The girls were ecstatic to get letters, cards, certificates and photos in return from our folks for the cookies," said Pilson. "It felt really good getting a letter because that meant they cared about the cookies and really liked them," said Kiana.

Pilson gave a presentation to the Girl Scout troop highlighting her experience on her recent deployment as executive officer to the 455th Air Expeditionary Wing commander and Combined Joint Task Force 76 Air Component Coordination Element in Bagram, southeast of Charikar in the Parwan province of Afghanistan. "During one of my

presentations to them, I explained the military's role in Afghanistan and how our efforts helped remove the Taliban. One of the results was that more schools were opened and girls could attend schools now. The troop thought this was cool and wanted to help," said Pilson. The girls purchased and sent school supplies for 50 girls attending school for the first time in Afghanistan.

The Girl Scout Troop also selected to study Afghanistan as part of the annual International Day activities. Again, Pilson was able to share her experience with the girls. "One of the most interesting items to the girls was the wearing of the Afghan Burka. They found it so interesting how it hid the

"Our troop decided on donating cookies to deployed DCMA personnel in Kuwait and Iraq after they heard my story of receiving Girl Scout cookies when I was deployed."

— Maj. Donna Pilson

women's identities and feminine characteristics." Another highlight was learning the Arabic alphabet, basic words and phrases and serving traditional "khatai" cookies. **C**



DCMA Irvine Commander Donna Pilson, left, with the members of the Brownie Girl Scout troop she leads in Irvine, Calif.

It's all Part of my Rock 'n' Roll Fantasy

By Dick Cole, Chief,
DCMA Public Affairs

The mobilization began just after dawn. The fog and mist were still hanging in the air as the bus pulled into the parking area and began discharging its passengers. Quickly, a small crowd began to gather, greeting the passengers with clipboards, handshakes and the flash of cameras. The individuals leaving the bus were royalty, but not in the conventional sense of rulers and potentates. They were some of the biggest names in rock music.

They had arrived to be counselors at Rock 'n' Roll Fantasy Camp, and I was a "camper."

We were outside on an uncharacteristically steamy September day in Columbus, Ohio, checking in for the first-ever one-day RRFC. Prior to this experiment, RRFC had always lasted five days and was held only at one of four locations: Los Angeles, New York City, Las



Dick Cole, DCMA Public Affairs, at Rock 'n' Roll Fantasy Camp in Columbus, Ohio. (Photo courtesy of Dick Cole, DCMA Public Affairs)

Vegas or London. The goal was to attempt to cram as much of the weeklong experience as possible into a single day. I was there as part of a group of 80 campers to try my hand at being a rock star.

RRFC takes people of all ages, from all over the world and, after an audition and a few hours of rehearsal in a camp-assembled rock band, puts them on stage

to perform before a crowd at a venue like LA's House of Blues. For this one-day camp, the bands were going to perform in a "battle of the bands" with the winner announced during a Journey and Def Leppard concert at Columbus' Germain Amphitheater.

My instrument is the drums. I began playing at 13 after six disastrous years of squeaking away on clarinet, and I played in band and orchestra throughout junior high and high school and then sporadically until 2004 when I resumed taking lessons and started playing regularly with a praise and worship band at my church. That experience was certainly satisfying

During one rehearsal break, I got some private drum instruction from both Simon Kirke, drummer for Bad Company and Free, and Artemus Pyle, former drummer for Lynyrd Skynyrd.

and enjoyable, but I still yearned for a taste of the rock star life. At about \$10,000, not including travel costs or hotel, the standard five-day camp is no frivolous indulgence and is out of my price range. I thought I could afford the one-day camp in Columbus at a cost of \$2,000 plus travel and hotel.

All campers were to come prepared to play two songs for their auditions, which began immediately at 8 a.m. The 10-song audition song list included: “Gimme Some Lovin’” by the Spencer Davis Group; “Sweet Home Alabama” by Lynyrd Skynyrd; “China Grove” by the Doobie Brothers; “Sister Christian” by Night Ranger; “Rock ‘n’ Roll Fantasy” by Bad Company; “Alright Now” by Free; “Sweet Child of Mine” by Guns ‘n’ Roses; “Once Bitten, Twice Shy” by Great White; “Pretty Woman” by Ray Orbison; “Brown Sugar” by the Rolling Stones; “Rock ‘n’ Roll” by Led Zeppelin; “Smoke on the Water” by Deep Purple; and “Can’t Buy Me Love” by The Beatles. These songs

were on the audition list because a member of most of these bands was a counselor at the camp. I came prepared to play “Sweet Home” and “China Grove.”

After playing “China Grove” for my audition, I was assigned to a band. Our counselor was Michael Lardie, keyboard player for ’80s super group Great White. We received a tent assignment for rehearsals. With barely time for a “hello,” we began the process of selecting a song from another list to learn, rehearse and perform in the battle of the bands later that evening. After a brief discussion, because we had a female lead singer, the band decided to rehearse “Hit Me With Your Best Shot,” an ’80s rock standard by Pat Benatar.

The rehearsals were intense. Lardie would make suggestions about ways to improve our performance and to perform with flash and panache to impress the judges

in the battle of the bands. As we practiced under Lardie’s tutelage, big stars would drop by to pose for photos, listen to a song or even join in and play. During one rehearsal break, I got some private drum instruction from both Simon Kirke, drummer for Bad Company and Free, and Artemus Pyle, former drummer for Lynyrd Skynyrd. On another break, VH1Classic VeeJay Lynn Hoffman came by and interviewed me for a program they were making about the camp.

Besides Lardie, Kirke, Pyle and Hoffman, other stars present for the camp included: Teddy “Zig Zag” Andreadis, keyboard player for Guns ‘n’ Roses; Jeff “Skunk” Baxter, guitarist with the Doobie Brothers and Steely Dan; Fred Coury, drummer with ’80s “hair band” Cinderella; Spencer Davis, guitarist and founder of the Spencer Davis Group; Mark Farner, lead singer of Grand



Members of Cole’s Rock ‘n’ Roll Fantasy Camp band take a bow following their performance. From left: Parke Fisler, John Rose, Cole, Ro Sweat and D.J. Mathis. (Photo by Jaye Cole)

Funk Railroad; Sandy Gennaro, drummer for Cyndi Lauper; Kelly Keagy, drummer for Night Ranger; and Gunnar Nelson, one of Rick Nelson's twin sons and member of the band Nelson.

Finally, after hours of practice in the heat and humidity of our rehearsal tent, it was time for the day's special treat. We all got an opportunity to meet and greet the members of Journey and Def Leppard, who were performing that evening in concert at the amphitheater. We met our heroes, got our pictures taken with them, shook their hands and got their autographs. Following the meetings with the two bands, we quickly changed clothes and got ready for the battle of the bands.

Each band took the stage outside the amphitheater in random order based on drawing a number from a hat. Ours was the fourth band to perform before the judges. Local radio station personalities, a newspaper entertainment reporter and a VH1 executive served as members of the judging panel. More and more people arrived for the evening's concert and stopped to watch and listen to the RRFC bands perform.



Cole's band greets members of British group "Def Leppard." From left: John Rose, Cole, D.J. Mathis, Ro Sweat, Def Leppard guitarist Phil Collen, Def Leppard guitarist Vivian Campbell, Mike Nelson, Kelly Stroud and Parke Fisler.

By the time our band took the stage, there was a substantial crowd. I frequently am a spokesman to media as part of my duties as a public affairs specialist, but playing in front of that crowd of people was far more unnerving! Once we completed our turn on stage, the members of the band listened to the remaining bands perform and then made our way to our seats for the evening's Journey and Def Leppard performance.

Following Journey's set, as the stage was undergoing reconfiguration for Def Leppard's performance, RRFC founder David Fishof and two local radio personalities took the amphitheater stage to announce the

winners of the battle of the bands. No, it was not our band, but we all had a fantastic time during our camp experience.

Attending the camp motivated me to join a local band — Point Blank — that plays in clubs and lounges and performs for private parties, corporate events and weddings. Two of my RRFC band mates, lead singer Kellie Stroud and lead guitarist D.J. Mathis, both joined a Sacramento, Calif., band, Highway 20.

Therefore, attending RRFC was my motivation to return to performing in a band and made music one of my other lives. I am still a pilot, photographer, book author and college professor besides performing my "day job" with the Defense Contract Management Agency, but, as they say, that's another story. **C**



Dick Cole, DCMA Public Affairs, at Rock 'n' Roll Fantasy Camp in Columbus, Ohio. (Photo courtesy of Dick Cole, DCMA Public Affairs)



New Addition to a Growing Family

By Mark W. Delp,
DCMA Ohio River Valley

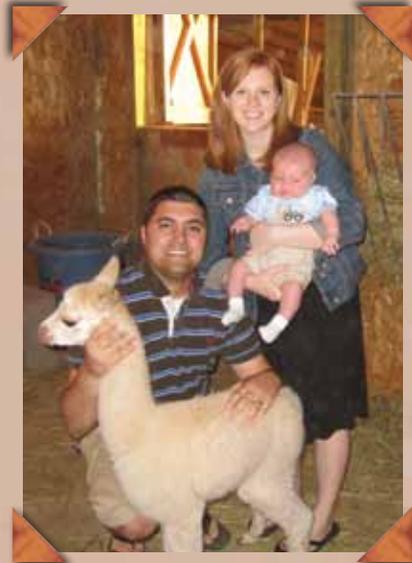
Jason Edem, an acquisition process improvement specialist, DCMA Ohio River Valley Business Support Team, enjoys assisting his parents in running their Caesar Creek Alpaca Ranch.

Edem became involved with alpacas when his parents bought their first one nearly four years ago. The ranch's herd has since grown to seven alpacas with plans to increase the herd to 20. Recently, the family welcomed the second cria — a baby alpaca — which was born at the Caesar Creek Alpaca Ranch June 13.

Alpacas originate from South America and are the smaller cousin of the llama. Alpacas are raised and known for the

quality of their fiber, or wool, which is lightweight, soft, durable, silky and luxurious. While alpaca wool is similar to sheep's wool, it is warmer, not prickly and has no lanolin, making it hypoallergenic. The alpacas are sheared once a year, and a typical adult alpaca will produce 5 to 10 pounds of wool each year.

There are more than 100,000 alpacas in the United States on 11,000 registered farms and ranches. Ohio is home to 19,000 alpacas, which come in many different natural shades and colors. 



Jason Edem and his wife, Alia Edem, and son, Alexander Edem, with Izzabelle, the baby alpaca. (Photo by Vicki Edem)



 Alpacas at Caesar Creek Alpaca Ranch, owned by Jason Edem, acquisition process improvement specialist for DCMA Ohio River Valley Business Support Team, and his parents. (Photo courtesy of Jason Edem, DCMA Ohio River Valley)



New Director: "I Think it is Going

By Dick Cole,
Chief, Public Affairs

You cannot help but notice his smile immediately. The other immediate impression you get is how young he looks.

"Hi, I'm Charlie Williams," he said as he stretched out his hand. "Come on in, have a seat and let's talk."

I took a seat on the sofa as he sat down in a chair to face me, still wearing his suit coat. "Sir, you can lose the jacket if you would be more comfortable; I would like people to see you the way we see you most the time," I said.

"That's great. I like to be comfortable," he said as he sat down again.

With that, we were off on a pleasant 45-minute conversation. Clearly, Williams enjoys his new job and speaks with enthusiasm about being the new Defense Contract Management Agency director. He also spoke with passion about his career, his family, a love of travel and even admitted to a love of tennis.

Williams hails from the Nashville area, as does his wife, Tujuanna. "My extended family is still down in Tennessee, so we go to the Nashville area frequently. That's probably where I'll retire — somewhere in central or eastern Tennessee." For now, however, he is happy to be at the helm of DCMA.

Did he ever imagine himself leading DCMA?

"Absolutely not!" he said with a broad grin. "As you know, this job has been a general officer position for quite some time. Keith Ernst was the first person to hold this job as a senior executive. I remember when the position was civilianized, saying, 'If the department ever decides that they want to keep that as a civilian position, it is a job I would be very interested in.' I think it is going to be a phenomenal job."

Williams comes to DCMA from the Air Force, where he most recently served as deputy assistant secretary of the Air Force for contracting, in the office of the assistant secretary of the Air Force for acquisition. What does he think of DCMA now that he has been on the job a couple of months? "I'm very impressed. I'll tell you now, I think the agency, under a very stressful resource time, has done, and continues to do, phenomenal work in getting products delivered to the warfighter."

What are his biggest challenges right now as the new director?

"From where I sit, at this point, first, we have to fix the human capital piece. Whether it is how many folks we have in terms of numbers,

that we have the right skills and competencies or that they are in the right places, we have to pay attention to our human capital," Williams explained. "In addition, we have to be able to go out, recruit and hire," Williams continued. "We have to attack this human capital piece from all different directions, and we're going to need to push really, really hard to get some things fixed. That's my biggest challenge. That's my number-one priority."

What does Williams do for fun?

"We get in the car and go to New York because my daughter loves New York," he said with another broad smile. "I spend enough time at work that I simply try to do my best to spend as much time as I can with my two daughters and my wife. That's not a lot of time sometimes."

Williams believes the greatest strength he brings to his new job is the ability to get people together, focused and moving toward a shared vision. "I think I bring a sense of calm to an era of chaos. I am able to dig through the chaff and get down to the most important issues, yet do it in a way that helps people focus," said Williams. "I also bring 25 years

"We need to know what our core capabilities are going to be, no matter where you're located, and what you can deliver to that customer who walks in the door."

— Charlie Williams Jr.

to be a Phenomenal Job”



New DCMA Director Charlie Williams Jr. in his office at DCMA headquarters in Alexandria, Va. (Photo by Julia Wyant, DCMA Public Affairs)

of experience in the Department [of Defense]. My understanding of the DoD acquisition system and my experience as a contracting officer are all strengths that I bring with me to the job.”

Williams admits that, sometimes, working with people that way can be challenging for him. “One of my weaknesses is that I’m an introvert, and I have to work hard to get people working together,” Williams said. “That’s something you would find more often in an extrovert. I would offer that introverts are great listeners, and I think listening is a big part of bringing people together.”

Williams does not envision any immediate organizational changes. “My sense is that, as we’ve gone through our various organizational

changes over the years, it has led to some fragmentation in our effort to reach a common purpose. That fragmentation is not helpful and creates risk,” he said with a concerned look. “So, we need to take the leaders that we have and get them focused on moving in a particular direction in a unified way.”

“What we need are folks to step up to be leaders. In addition, not just the senior leaders but also every leader — every person in the agency is a leader — wherever they are in the organization has to help us find the way forward. I need people to step up and be counted,” he said.

Williams advocates the principles set forth in Jim Collins’ book *Good to Great*. Five years ago, Collins asked the question, “Can a good company

become a great company and, if so, how?” In *Good to Great*, Collins concludes that it is possible but finds there are no silver bullets.

Collins and his 21-person research team established a definition of a good-to-great transition involving a 10-year transition period followed by 15 years of increased profits in 11 of the 1,400 companies to make the Fortune 500. At the heart of the findings about these companies’ stellar successes is what Collins calls the Hedgehog Concept, a product or service that leads a company to outshine all worldwide competitors, which drives a company’s economic engine and inspires passion in the company. While the companies that achieved greatness were all in different industries, each engaged in versions of Collins’ strategies.

Williams wants to develop “Level 5” leaders in DCMA by following Collins’ strategies and wants the agency’s employees to “get on the bus.” “I believe we have to get on a single sheet of music as to what our priorities are. We need to know what our core capabilities are going to be, no matter where you’re located, and what you can deliver to that customer who walks in the door. We need to figure out what that is and deliver it consistently at a high level of quality, every time, so that we, too, can go from good to great.”

Editor’s note: To read the full transcript of Dick’s interview with the director, check the “DCMA Express.” 



CONTINGENCY CONTRACTING CORNER

Contingency Contracting Corner Voices from the Theater: Insiders' Perspectives of Deployment

By *Jaelyn G. Pitts*,
Staff Writer

For most people, making the decision to voluntarily deploy is not easy. Family matters or concerns about the dangers associated with deploying may prevent one from making this type of commitment. However, those who have embraced the opportunity to deploy with the Defense Contract Management Agency Contingency Contracting Administrative Services describe it as one of the most fulfilling experiences of their lives. We spoke with one more DCMA employee who has gone through this experience to get his thoughts and perspectives on being deployed.

U.S. Army Lt. Col. Lance Green, military assistant to the director, DCMA Headquarters, and former commander of DCMA Soldier Systems and Contract Augmentation Program – Albuquerque.

His contingency contracting deployments have led him to be a contract division chief in the U.S. Army Contracting Command,

Europe; chief of contracting for southern Iraq; DCMA lead administrative contracting officer for northern Iraq; and DCMA theater-wide ACO, with duty at various locations in Iraq.

Communicator: How many times have you deployed and to where?

Lt. Col. Lance Green: I have deployed three times as a member of the Army Acquisition Corps. The

first time was prior to and during the initial ground war [in Iraq]. I was a contingency contracting officer and the chief of contracting for southern Iraq, located at Tallil Air Base, just outside An Nassiriyah, Iraq. We provided contingency contracting support for all military personnel located in and around An Nassiriyah, all the way down to Basrah and Um Qasr. I was at Tallil Air Base for a 6-month tour. My second tour was in Tikrit, Iraq,

located at Contingency Operating Base Speicher, where I served as the DCMA lead ACO for northern Iraq. I worked with a great group of DCMA and LOGCAP [Logistics Civil Augmentation Program] personnel who provided LOGCAP support for the 101st Airborne Division. My third tour was as the DCMA Iraq/Afghanistan theater-wide ACO, at the DCMA Iraq/Afghanistan headquarters at Camp Victory, Iraq. I provided contract management and oversight of the LOGCAP contract and provided support to the Joint Contracting Command Iraq/Afghanistan for contracts delegated to DCMA I/A.

C: Why did you decide to deploy?

LG: The CCAS folks did a great job matching my experience and background to my first DCMA assignment. I was assigned to COB Speicher where I supported the 101st Airborne Division, multiple Stryker Brigade Combat Teams, U.S. Marine Corps and U.S. Air Force personnel operating in northern Iraq. It was a really good mission. I commanded a rifle company in the 101st and became senior leadership in the division. By sheer luck, one of our former commanders was the assistant division commander at the time of my deployment. He understood LOGCAP support, and every week he took me and the LSO [LOGCAP support officer] with him via helicopter to visit the 101st locations where LOGCAP support was being maintained. We were able to maximize travel in convoys and air



U.S. Army Lt. Col. Lance Green receives the Field Grade Officer of the Quarter award from U.S. Army Col. Peggy Carson in June 2006 in Baghdad. (Photo courtesy of Lt. Col. Lance Green, DCMA Headquarters)

operations to meet with and support our customer — the warfighter.

C: What are the challenges of being in a deployed environment?

LG: Support structure, environment and physical fitness.

Regardless of location, you have to figure out the support structure and how the LOGCAP and Regional Contracting Center requirement process works. The warfighter is the customer, but there are established procedures that must be followed in order to provide support: know the system; quickly identify the unit contracting officer representatives, the garrison/division/corps reporting chain and the other players who can help you best support the warfighter; and build a solid relationship with the garrison command mayor cell. Conditions are still a bit austere,

depending on which site or base camp you're assigned to. You have to mentally prepare for the living conditions, weather, operational tempo and working environment. Most importantly, you have to maintain your focus on the tactical environment.

I think our DCMA personnel adapt to the environment pretty well, especially those who volunteered for the theater-wide mission. The mission required DCMA I/A to expand operations to new locations in Iraq and Afghanistan in support of JCC-I/A, almost all of which required heavy infrastructure development. The DCMA theater-wide commanders did an outstanding job building their teams and the life support required to execute their mission.



From left: Army Lt. Col. Mike Milner, Army Lt. Col. Lance Green and Army Maj. Shane Taylor awaiting a flight to Balad, Iraq. (Photo courtesy of Lt. Col. Lance Green, DCMA Headquarters)

Obviously, you work long hours, sometimes 16- to 18-hour days. It's a challenge to maintain your physical fitness. You must be in good physical condition and maintain a solid fitness program while deployed. Being fit pays off tremendously when you're working long hours, dealing with the heat, environment and stressors that come with being deployed. Depending on where you're located, convoys and air movements can be dangerous — a lot of convoys have been shot at, targeted or hit by improvised explosive devices. That being said, all military and civilian personnel wear body armor and a Kevlar® helmet for extended periods when conducting convoy or air operations. Again, this is another reason to be physically fit and maintain a fitness program.

C: What were some of the greatest challenges you faced?

LG: The DCMA I/A theater-wide mission. The mission was new, and we had to increase our number of DCMA personnel in theater. We had very little time to build the infrastructure, basic life support and develop a theater-wide concept of support, all of which was extremely challenging. The first wave, as well as the follow-on personnel, did an outstanding job adapting and tackling the JCC-I/A contract management and oversight mission.

Contract support planning and personnel management were extremely challenging. I worked with two great officers at the DCMA I/A headquarters: [Army] Lt. Col. Mike Milner and [Army] Maj. Shane Taylor. We were the theater leads that leaned forward on LOGCAP support planning for units as they arrived in theater, in addition to building the DCMA I/A team in Iraq

and Afghanistan. You have to keep in mind that requirements change as units rotate and as the DCMA workload continues to grow.

Training the customer on LOGCAP can be a challenge. By now, most of our military units have a pretty good idea how the LOGCAP system works. However, working with the customer to get monthly performance evaluation and award fee board feedback can be a challenge. Also, you're the link between the customer and the contractor. You have to manage customer expectations and how they work and communicate with the contractor.

C: What did you miss most about home?

LG: That's easy — my family. I missed my wife and kids very much. I have little ones, a 5-year-old son and 2-year-old daughter. I missed some of the neat things little ones do as they grow and develop. Our wives, all military and civilian included, have my deepest respect and appreciation. It's incredible how strong our wives and families have to be when we're deployed. In a lot of ways, our wives have the tougher mission. I also missed the personnel in my command. I missed the personal relationships and being part of that great organization — DCMA Albuquerque.

C: What are the most valuable experiences you've gained from your deployment experiences?

LG: The DCMA CCAS deployments have expanded my knowledge and experience in all areas of contract administration with the most important being quality assurance and property administration.

The deployments have also allowed me to get back in the books. Digging through the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement has been good for me. You actually do the research and execute the contracting functions. Hands-on contracting is the best teaching method.

Working with our DCMA civilian leads was extremely rewarding. We have some extremely talented personnel in DCMA. John “Jack” Kesler and Keith Cole were the theater property and quality assurance leads. They were a huge help, and I learned a lot from both gentlemen. Without a doubt, the theater-wide mission added to their already challenging mission with quality assurance and federal property accountability.

Personal relationships, experiences and sharing of ideas — I have built some great relationships with my peers and received an education, coaching and mentoring, from my leadership. I’ve been very fortunate to have folks like [Army] Lt. Col. Bill Boruff, [Army] Col. Peggy Carson, [Army] Col. Keith Edwards, [Army] Col. Kirk Vollmecke, [Army] Lt. Col. Mike Milner and [Army] Lt. Col. Dave Kaczmariski in my corner

to guide me along. They’ve been great role models I wouldn’t feel right if I didn’t mention how much I appreciated their support and mentoring.

C: What has been your most memorable experience?

LG: Supporting the warfighter. No particular event, just being there for our troops and deployed civilian workforce. DCMA has a tremendous responsibility, and our warfighting customer is counting on us to provide the necessary support. Things have improved tremendously since my first deployment in 2003. Outstanding LOGCAP performance can be directly traced back to our DCMA personnel. I’m proud of our folks, their sacrifices and what they’ve done to make things better for our soldiers.

C: How would you describe your overall experience?

LG: My deployments have been great. They have allowed me to learn my profession by way of hands-on contracting. They have allowed me to share with some of our newer, more junior acquisition personnel. I also enjoy working with our great soldiers. I am an Army infantry guy. I haven’t forgotten where I came from. They have a huge mission and need our dedicated support.

C: Would you do it all over again?

LG: Yes. Our soldiers deploy every 18 months for periods that usually

exceed 12 months. They deserve the very best.

C: What advice do you have for DCMA civilians who are thinking about doing a voluntary deployment in the future?

LG: I already mentioned the environment and being physically fit. Deployees need to also ensure that their family situations are taken care of before they deploy.

C: Is there anything else you would like to add?

LG: Be a leader and maintain the DCMA values at all times. There has to be that direct interface with military leadership to train them on LOGCAP and how we, DCMA, can be best utilized. Let the commander know up front that you’re part of the team and you’re there to provide world-class support via the LOGCAP service contract. You also have to manage expectations, but never turn your back on the warfighters or leave them unsupported. Give our warfighters 100 percent — they deserve the best. **C**

DCMA CCAS Employee Awarded Bronze Star for Service

By Ann Jensis-Dale,
DCMA Public Affairs

“So what do I do specifically? My folks and I manage the major contractors who provide all the meals, housing, recreation and services to nearly all the troops in Iraq. I can think of no greater honor then being able to provide this direct support to so many troops. We also manage the contractors responsible for all major logistics throughout the country from fuel, to water, to food to whatever. I remind my folks at least monthly how privileged we are to be part of the support and sustainment of the coalition forces. Every day, our efforts help bring a little piece of America to the troops here.” – excerpt from Lt. Col. Anthony McGraw’s Contingency Contract Administration Services deployment journal

Air Force Lt. Col. Anthony McGraw, Defense Contract Management Agency Raytheon Los Angeles commander, served as DCMA Northern Iraq’s commander from May to October 2007. During McGraw’s management, execution and oversight of the logistics civil augmentation program contract, troops in northern and western Iraq received an average of 225,000 meals a day, 415,000 bags of clean laundry a month and nine million gallons of fuel a month.

A *Blackhawk* gunner at the ready to engage the enemy if needed, south of Kirkuk, Iraq. (Photo by Air Force Lt. Col. Anthony McGraw, DCMA Raytheon Los Angeles)

“Our team of quality assurance personnel, contracting officers, contract property administrators and support staff were absolutely awesome,” said McGraw. “They would make anyone successful. They advised me when I needed it; they taught me when I needed it, which was a lot; and they executed the mission perfectly with devoted service, sweat and even, sometimes, tears,” he added.

At the conclusion of his tour as commander, DCMA Northern Iraq, McGraw received the Bronze Star medal, which was presented June 25 at DCMA Raytheon, El Segundo, Calif. In his remarks during the ceremony, McGraw praised his DCMA team. “As a team, we did many great things together. I didn’t do all those things they put on the citation, just the travel,” said McGraw. “The team deserves the recognition. I cannot be convinced otherwise.”

“We were not under direct attack, but a mortar or rocket could land right in front of you at any time. You just didn’t know, but you found a way to put it out of your mind and press on with the mission.” — Lt. Col. Anthony McGraw

McGraw and his team encountered more than 330 insurgent rocket and mortar attacks. Quite a few of these attacks were very close to the DCMA team. One attack was only the length of a football field from the DCMA office building at Camp Anaconda, north of Baghdad. “The stress that we encountered, not knowing if you were going to be hit or not, was incredible. We were not under direct attack, but a mortar or rocket could land right in front of you at any time. You just didn’t know, but you found a way to put it out of your mind and press on with the mission,” said McGraw.

When “Operation Lightning Hammer” reached a critical stage in confining al-Qaeda terrorists to Baqubah, Iraq, McGraw facilitated the delivery of barriers to surround the city. He was recognized for his efforts assisting warfighters in fulfilling their mission objective to rid the city of terrorist operatives.

McGraw and his team traveled often to various locations and bases in northern and western Iraq. McGraw explained that flying in Iraq is nothing like flying with the airlines in the U.S. Reservations are requested three days in advance, and one must cite an alternate date; whatever date is assigned is final. If the flight is cancelled, the traveler’s reservation does not get carried over, but he or she goes on standby for a few days until the new reservation is entered into the system and approved. According to McGraw, it can be very frustrating. “In Iraq, you get an estimated flight time, so sometimes the flights are early, and they leave without you. Sometimes the flights are cancelled, usually three to four hours after the estimated departure time, due to weather, or routes are too dangerous to fly or sometimes just through an act of God,” he said.

On a *Blackhawk* helicopter flight from Camp Victory/Camp Slayer to Camp Anaconda, McGraw tells a story of “typical” travel in Iraq. “I checked in around 11:50 p.m.,



Air Force Lt. Col. Anthony McGraw in a *Blackhawk* helicopter during a daylight mission at Camp Anaconda, Iraq, en route to Camp Victory, Iraq, for a follow-on nighttime flight to Fallujah, Iraq, July 2007. (Photo courtesy of Air Force Lt. Col. Anthony McGraw, DCMA Raytheon Los Angeles)



Air Force Lt. Col. Anthony McGraw poses with an F/A-18 *Super Hornet* and its U.S. Marine Corps crew chief as the aircraft sits on combat alert with a full combat weapons load at Al Asad Airbase in Western Iraq. (Photo by Air Force Lt. Col. Anthony McGraw, DCMA Raytheon Los Angeles)

and they told me to sit and wait in tent number three,” said McGraw. “There were several people ahead of me on the standby list, but none of them was in tent number three with me.”

McGraw explained that he heard the helicopter land, and someone came into the tent and began calling standby passengers to Balad Air Base, Camp Anaconda. McGraw immediately put on his body armor and helmet so he would be ready to go. His was the last name called. “As we were exiting the tent to [go to] the helicopter,” McGraw continued, “a gentleman caught the lady to

ask about the flight. Her response, ‘You were supposed to be in tent number three. You missed roll call because you were not in the tent. Hurry up and grab your stuff or you will be left behind.’ That guy was lucky!”

McGraw and his team always had the customers’ needs in sight, specifically the 25th Infantry Division and Second Marine Expeditionary Force, as well as hundreds of thousands of airmen, soldiers, marines, sailors and U.S. civilians, contractors and subcontractors from other countries. Each day, he saw his customers in the dining facility.

He also got to know some of the people who relied on the services that DCMA supported. One person he recalls fondly was an Army pilot named Jan.

Jan flies small Army intelligence aircraft. When McGraw met her, her unit was busy looking for three soldiers who had been kidnapped. As they continued to talk, he learned that her job demanded long hours, but what impressed McGraw was she volunteered at the hospital in her free time. “Jan showed me a sheet of ragged paper where she had written many Iraqi words and phrases so she can speak to some of the Iraqi patients,” McGraw said. “She would volunteer for any task the hospital needed — even meeting the medical evacuation helicopters when they arrived with wounded people.”

Jan befriended a young Iraqi orphan in the hospital. She checked on the girl nearly every day to ensure the girl knew someone cared about her. Jan would also do any task in the hospital: bathe patients, clean up personal messes or do whatever needed to be done. “She is one of the many unsung heroes you will never hear about in the news or read about in a book,” said McGraw. “God bless her!”

“They advised me when I needed it; they taught me when I needed it, which was a lot; and they executed the mission perfectly with devoted service, sweat and even, sometimes, tears.”

— Lt. Col. Anthony McGraw

Operation:

New DoD Travel Card

Issued by Citi

The Department of Defense's current Government Travel Charge Card contract with Bank of America is ending this year. As the Travel Card Program transitions to the new SmartPay® 2 contract, all government travel cardholders will receive new cards soon.

The new GTCCs will be issued by Citi and ready for use Nov. 30, 2008, after the current Bank of America GTCCs expire Nov. 29, 2008 at 11:59 p.m. Eastern Standard Time.

Important note: Remember to verify receipt of your new travel card to ensure that you will be able to use it Nov. 30, 2008. You can verify receipt of your card by phone or online anytime after Aug. 15. The contact information will be on a sticker that is affixed to your card. As part of the receipt verification process, you will be asked to accept the Cardholder Agreement Terms and Conditions. You must agree to the terms and conditions in order to use your new GTCC.

If you will be traveling during the cutover (Nov. 29-30, 2008), you should charge all official travel expenses up to, and including, Nov. 29, 2008, on your current Bank of America GTCC. Travel expenses incurred from **12:00 a.m. EST Nov. 30, 2008, should be charged to your new GTCC.**

If you do not receive your new GTCC in the mail by Oct. 31, 2008, it may be because you have an outdated address on file. If you believe your address of record is outdated, please notify your APC immediately.

Your primary contact for transition information is your APC. Cardholders can also visit www.defensetravel.dod.mil or www.gsa.gov/smartpay or send questions to dtmotc@dtmo.pentagon.mil for more information.





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