



COMMUNICATOR





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DIRECTOR'S MESSAGE



IMPLEMENTING OUR ALIGNMENT PLAN

A key component of the Defense Contract Management Agency's path forward is the implementation of our alignment plan — a plan that will enable us to create an effective and efficient organization and deliver enhanced services to our customers in a consistent way. I am pleased to report that we have made significant strides in the execution of our alignment plan. To date, we have:

- stood up the functional directorates, including contracts, quality, engineering & analysis and portfolio management & integration
- developed the agency operations structure, including the creation of an operations directorate and appointment of an acting chief operations officer
- finalized the DCMA tactical structure, which will align each primary and streamlined contract management office to one of the three newly created regional commands (East, Central, West)

These are critical steps needed as we forge ahead in our alignment efforts. Over the coming months, you will see our agency transition fully into this new structure.

This issue of the *Communicator* will focus on our new geographic alignment and help you get to know some of the key leaders in making this a successful transition. Please read the one-on-one interviews with DCMA's new acting COO and three regional commanders. Each of these leaders brings with them a tremendous amount of experience and dedication that I am confident will enhance our performance and meet our mission needs.

Of course, aligning our agency is only one part of the process to improve our service to the acquisition enterprise. DCMA continues to deliver superior results for our customers because of a dedicated workforce who devote themselves to our mission and vision each day. I was pleased to be able to honor a special group of these men and women at our annual Awards Ceremony held in late April.

At the ceremony, we presented awards to 44 of DCMA's best and brightest. They came from all across our diverse agency, including members of the active duty, Reserves and civilian employees. The agency recognized them for a wide range of outstanding contributions, including:

- DCMA personnel who have gone above and beyond their duties, whether at work or in the community
- DCMA managers that have shown visionary leadership and outstanding professional skills
- DCMA leaders who have mentored and developed our agency's future workforce
- DCMA teams that put forth exemplary and inspirational efforts to meet and advance our strategic mission and vision

These awards demonstrate yet again that our people are our most precious resource. These are just a small sample of all the great work done by this year's honorees. In this issue, you will find photos from the awards ceremony and a complete list of the honorees. I would like you to join me in congratulating them once again for their accomplishments. We should all be proud of their dedicated service to this agency and to our warfighters.

Warmly,

Charlie Williams, Jr.
DCMA Director

AROUND DCMA

INAUGURAL COST AND PRICING CONFERENCE HELD IN DENVER

By Mark Woodbury, DCMA Public Affairs



Ronald Youngs, Defense Contract Management Agency Cost and Pricing director, addresses Cost and Pricing Conference attendees about the great opportunity the agency has to rebuild the cost and pricing skill set during the conference in Denver, Colo., April 13.

The inaugural Defense Contract Management Agency Cost and Pricing Conference since re-establishing the skill sets within the agency was held in Denver, Colo., April 12-15.

The theme for the conference was “Rebuilding Cost and Pricing Capability in DCMA.”

Brian George, deputy director, Cost, Price and Finance for Defense Procurement and Acquisition Policy, and Charlie E. Williams, Jr., DCMA director, were the first two speakers at the conference. Both spoke to attendees about the importance of showing the military services the capabilities the cost and price community bring to the contracting process as well as speaking to their expectations for the community within the agency and the department.

Ken Saccoccia, Defense Contract Audit Agency Policy and Plans Directorate assistant director, followed by dispelling any misconception that DCMA and DCAA “can’t work together.” Communication between the two agencies is key to the agencies’ working relationship, and Saccoccia encouraged attendees to continue communicating with DCAA auditors – especially when actions are taken that differ from their auditors’ recommendations.

Throughout the conference attendees were briefed on subjects ranging from policy, personnel hiring updates, pension costs and forward pricing rates. Additional specialized breakout sessions were also offered during the conference. Topics for these

sessions included: re-instituting cost monitoring programs at contract management offices; cost and price training – plans for educating the workforce; technical support to negotiations – the path forward; properly assessing penalties on unallowable costs; hot topics in forward pricing; conducting boards of review/effective price negotiation memorandum development; and evaluating independent research and development/bid and proposal costs.

The conference also provided recognition to agency personnel for outstanding cost and pricing contributions during fiscal year 2010. Recipients included: David Allen, Joseph Edwards, Maureen Irwin, Brett Merkley, Phil Quarles, Carl Saucier, Scott Sturgill, Cynthia Watz and Ray Yoshida.

For Keystone Olivia Scarborough, being able to attend the conference was a great professional opportunity.

“I am going to bring everything I learned during the conference back to my job where I know I will be a stronger employee because of it,” said Scarborough. “I just wish every cost and price analyst could have attended.”

For long-time DCMA employee Phil Quarles, DCMA Albuquerque Price and Contracting Administration supervisor, the conference was equally informative and valuable.

“From conference speakers to workshop briefers, all of them gave me a better understanding of where we are going with cost and pricing,” said Quarles. “At this early stage of the game, this is critical information to have.”

Presentation slides for the conference can be viewed by going to <https://home.dcmsa.mil/registration/pricing/2010/agenda.cfm>.



Phil Quarles, Defense Contract Management Agency Albuquerque Price and Contracting Administration supervisor, center, poses with Charlie E. Williams, Jr., DCMA director, left, and Ronald Youngs, DCMA Cost and Pricing director, right, after being recognized during the Cost and Pricing Conference for his efforts in helping re-establish the cost and pricing skill sets within the agency.

AGENCY RECOGNIZES ANNUAL AWARD WINNERS

By Mark Woodbury, DCMA Public Affairs

Charlie E. Williams, Jr., Defense Contract Management Agency director, recognized the accomplishments of the annual award winners during a ceremony at the Alexandria, Va., Hilton on April 27.

Before presenting the awardees with their formal recognition, Williams thanked awardees for their dedicated service to the agency and voiced his appreciation for the opportunity to be in the same room with so many dedicated and hardworking individuals. After the awardees were presented with their recognitions, an awards reception was held in their honor.

Thinking back to the moment he was told he won, one awardee said he was quite honestly shocked.

“I really felt like I was just doing what the agency expects from me day-in and day-out,” said Carl Saucier, DCMA Special Programs contract specialist/divisional administrative contracting officer. “Along with my feeling of surprise, however, was a tremendous feeling of honor and gratitude.”

For another awardee, his recognition was a testament to the

group of people he works with every day. “It was wonderful to be recognized individually, but I really feel this award is a reflection of all the great people I get the pleasure to work with on a daily basis,” said David Berrio, DCMA Aeronautical Systems program integration specialist. “When everyone you work with performs at a high level, you simply want to do everything you can to make sure your performance is equal to theirs.”

As a show of his appreciation for the agency and the contribution of the thousands of individuals who have gone through the university, Defense Acquisition University President Frank J. Anderson, Jr., concluded the ceremony by recognizing the contributions of the agency to the university as well as to warfighters.

Pictures from the Annual Awards Ceremony are located on the DCMA Portal at: https://portal.dcma.mil/portal/server.pt/gateway/PTARGS_32_0_219_0_-1_47/http/collab.dcma.mil;80/collab/do/document/overview?projID=328948&folderID=2123929. 

“It was wonderful to be recognized individually, but I really feel this award is a reflection of all the great people I get the pleasure to work with on a daily basis.” — David Berrio, Defense Contract Management Agency Aeronautical Systems program integration specialist

DEFENSE CONTRACT MANAGEMENT AGENCY ANNUAL AWARD WINNERS

FIELD GRADE OFFICER OF THE YEAR, ACTIVE DUTY

Air Force Lt. Col. Donna Pilson, DCMA Irvine

FIELD GRADE OFFICER OF THE YEAR, RESERVE

Army Lt. Col. Lee Whalen, DCMA Iraq

OUTSTANDING PERSONNEL OF THE YEAR

Carl Saucier, DCMA Special Programs

Timothy Donnay, DCMA Twin Cities

Lisa St. Peter, Financial Liaison Center

David R. Berrio, DCMA Aeronautical Systems

Donald W. Landis, DCMA Navy Special Emphasis Operations

James Bills, DCMA Singapore

Douglas P. Gordon, DCMA Aeronautical Systems

Jennifer Delgadillo, DCMA Soldier System and CAP – Phoenix

Debbie Sue Meck, DCMA Surface Communication and Support Systems

Doyle W. Anderson, DCMA Aeronautical Systems

Deborah N. Sasaki, DCMA Twin Cities

Anthony Geonnotti, DCMA Space and Missile Systems

Curtis S. Wiebe, DCMA Aeronautical Systems

Elham Salari, DCMA Aeronautical Systems

COMPANY GRADE OFFICER OF THE YEAR, ACTIVE DUTY

Air Force Capt. James Simmons, DCMA Northrop Grumman El Segundo

**COMPANY GRADE OFFICER
OF THE YEAR, RESERVE**

Air Force Capt. James Hawkins,
DCMA Aircraft Integrated
Maintenance Operations – Greenville

MENTORING AWARD

Barbara Brown, DCMA Space and
Missile Systems

Phyllis A. Lombardo, DCMA
AIMO – Bethpage

**SENIOR NONCOMMISSIONED OFFICER OF
THE YEAR, ACTIVE DUTY**

Air Force Master Sgt. Mark Strader,
DCMA Greece

**SENIOR NONCOMMISSIONED OFFICER OF
THE YEAR, RESERVE**

Air Force Master Sgt. Jeremy Greer,
DCMA Boeing Mesa

ACQUISITION NEWCOMER OF THE YEAR

James A. Dougherty, DCMA Space and
Missile Systems

Bradley J. Moffett, DCMA
Aeronautical Systems

Miguel A. Brisita, DCMA
AIMO – Kelly

**NONCOMMISSIONED OFFICER OF THE YEAR,
ACTIVE DUTY**

Marine Corps Staff Sgt. Darin Flielar,
DCMA Japan

LEADERSHIP AWARD

Joseph A. Harfman, DCMA
International Middle East

Frederick G. Kuhm, DCMA
Special Programs

Guy Mercurio, DCMA
Aeronautical Systems

David S. Horton, DCMA Boston

Carlene Cooks, DCMA Santa Ana

Robert E. Birch, DCMA Ground
Systems and Munitions

Michael D. Abernathy, DCMA NASA
Product Operations Kennedy
Space Center

David Guinasso, DCMA Information
Technology Customer
Service Directorate



Civilian Award Winners. (Photo by Mark Woodbury, DCMA Public Affairs)



Military Award Winners. (Photo by Mark Woodbury, DCMA Public Affairs)

AGENCY NEWS

BEST IN SERVICE ACTIVE DUTY FIELD GRADE OFFICER, ARMY

Army Maj. Edward J. Ospital, DCMA Northern California

BEST IN SERVICE ACTIVE DUTY FIELD GRADE OFFICER, NAVY

Navy Cmdr. John H. Windom, DCMA International

BEST IN SERVICE RESERVE FIELD GRADE OFFICER, AIR FORCE

Air Force Maj. Vickie Quinn, DCMA Headquarters

TEAM PERFORMANCE AWARD

Combat Support Center Team, DCMA Headquarters

BEST IN SERVICE ACTIVE DUTY COMPANY GRADE OFFICER

Navy Lt. Tyson L. Fields, DCMA Aeronautical Systems

HERBERT W. HOMER AWARD

Navy P-3

BEST IN SERVICE ACTIVE DUTY SENIOR NONCOMMISSIONED OFFICER, ARMY

Army Sgt. 1st Class Steven Smith, DCMA Boeing Philadelphia

BEST IN SERVICE ACTIVE DUTY SENIOR NONCOMMISSIONED OFFICER, NAVY

Navy Senior Chief Petty Officer Andre Brooks, DCMA Boeing St. Louis

DIRECTOR'S CUP

DCMA Palmdale, DCMA Aeronautical Systems

BEST IN SERVICE ACTIVE DUTY NONCOMMISSIONED OFFICER, NAVY

Navy Petty Officer 1st Class David Morgan



Team Performance Award Winner – Combat Support Center Team. (DCMA photo)



Herbert W. Homer Award Winner – Navy P-3. (DCMA photo)



Director's Cup Winner – DCMA Palmdale. (DCMA photo)

AIRCRAFT OPERATIONS HOLDS ANNUAL TRAINING SEMINAR, RECOGNIZES AWARDEES

By Sam Rousso, DCMA Public Affairs

The theme for this year's Aircraft Operations Training Seminar, held March 9–11 at a hotel outside Denver, was "Aircraft Operations, the Critical Link to the Warfighter."

More than 300 people attended the annual event, which kicked-off with an early breakfast meeting with Charlie M. Williams, Jr., Defense Contract Management Agency director, for all the enlisted military personnel, regardless of career field. During the meeting, Williams addressed the agency's reorganization and then fielded questions from attendees — most dealing with military-specific issues.

Williams was then the first speaker during the conference's general session where he readdressed the agency's reorganization as well as the need to achieve and maintain high levels of performance. Williams told attendees that training is the key to maintaining high performance within the agency.

The Senior Leadership Team in attendance included Marie Greening, Aeronautical Systems Division executive director; Navy Capt. David Graff, DCMA International



Attendees at the Aircraft Operations Training Seminar listen to one of the many speakers who addressed them during the conference in Denver March 9–11. (Photos by Sam Rousso, DCMA Public Affairs)

commander; and James Norris, Special Programs Division executive director. Navy Capt. Mark Feallock, Aircraft Operations executive director, hosted the conference. Feallock said the conference should be an educational experience for all attendees. "Our goal is to provide an exceptional experience of relevant information that our people can take back to their workplaces and put to use," he said. As part of that educational experience, participants were given a two-volume reference book of policies, instructions and regulations.

A featured event of the conference's first day was the presentation of Aircraft Operations' awards. "These

awards recognize the best of the best," Feallock said. "The agency can be proud of all of them."

Later in the conference, retired Air Force Maj. James Brooks spoke to attendees about his experience as a fighter pilot in World War II. Brooks is credited with 13.5 kills. For his actions, he was awarded the Silver Star, Distinguished Flying Cross with one oak leaf cluster and the Air medal with 21 oak leaf clusters. Each oak leaf cluster signifies a subsequent award.

Following World War II, he accepted a regular commission in the Air Force and was a participant in the first all-jet dogfight on Dec. 22, 1950, over Korea. After leaving the

All in all, this was our most successful [Aircraft Operations Training Seminar] yet. — Navy Capt. Mark Feallock, Defense Contract Management Agency Aircraft Operations executive director

Air Force, he joined North American Aviation as an engineering test pilot. He was also later the first president of the Fighter Aces Association and a past president of the Society of Experimental Test Pilots.

During the afternoon session, Feallock, Greening, Norris and Graff, in turn, discussed their divisions and how each will relate to the new agency organization.

The second day of the conference was dedicated as “Safety Day.” Along with new initiatives to enhance flight safety, discussion centered on what is happening in the safety arena, including analyses of several service flight incidents that led to loss of aircraft.

A Navy flight surgeon then addressed attendees, debunking the advertised effects of energy drinks and nutritional supplements.

A major portion of the conference was dedicated to breakout sessions that occurred on all three days. Subjects varied from military service, job specialty and agency divisions.

On Thursday, the conference’s final day, the subject of the breakout sessions got more specialized and included topics like explosive site plans, cockpit foreign object debris, root cause analysis and surveillance plans. There was even some lightheartedness as a specialized version of “Jeopardy” was played to test attendees’ retention of the knowledge they picked up during the conference.

“All in all, this was our most successful AOTS yet,” Feallock said. “Participants were asked to hand in critiques at the end of each day, and the ratings were sky high. Some also advanced very good suggestions that we’re looking to implement next year.”

AIRCRAFT OPERATIONS AWARDEES

OUTSTANDING CONTRACT SAFETY SPECIALIST

Aeronautical — Brent Abbott

International — Douglas Birnbaum

Special Programs — Robert Stinemates

Contract Safety Specialist of the Year — Brent Abbott

OUTSTANDING QUALITY ASSURANCE REPRESENTATIVE

Aeronautical — Christine Louton

International — Warren Gray

Special Programs — Robert Ryan

Quality Assurance Representative of the Year — Warren Gray

OUTSTANDING AVIATION MAINTENANCE MANAGER

Aeronautical — Air Force Master Sgt. John D. Baker

International — Air Force Master Sgt. Mark C. Strader

Special Programs — Air Force Senior Master Sgt. Ronnie J. Phillips, Jr.

Aviation Maintenance Manager of the Year — Air Force Master Sgt. Mark C. Strader

AVIATION SAFETY OFFICER OF THE YEAR

Navy Chief Warrant Officer
Dennis S. Busch

OUTSTANDING GOVERNMENT FLIGHT REPRESENTATIVE

Aeronautical — Air Force Maj. Jim E. Martin

International — Air Force Maj. Samuel K. Joplin

Special Programs — Air Force Maj. Steve Jacque

Government Flight Representative of the Year — Air Force Maj. Steve Jacque

OUTSTANDING CHIEF OF FLIGHT OPERATIONS

Aeronautical — Air Force Lt. Col. Charles M. Rogers

International — Air Force Maj. Nate Tart, Jr.

Chief of Flight Operations of the Year — Air Force Maj. Nate Tart, Jr.

INDIVIDUAL MOBILIZATION AUGMENTEE OF THE YEAR

Air Force Maj. Steve Farmer

OUTSTANDING AVIATION PROGRAM TEAM (SMALL)

Aeronautical — DCMA Wichita, Kansas

International — DCMA Northern/Southern Europe

Special Programs — DCMAS West

Outstanding Aviation Program Team (Small) of the Year — DCMA Northern/Southern Europe

OUTSTANDING AVIATION PROGRAM TEAM (LARGE)

Aeronautical — DCMA Boeing Long Beach, Calif.

International — DCMA Korea, Gimhae International Airport

Outstanding Aviation Program Team (Large) of the Year — DCMA Boeing Long Beach, Calif.

OUTSTANDING FLIGHT ACTIVITY (SMALL) OF THE YEAR

DCMA Boeing Mesa, Ariz.

OUTSTANDING FLIGHT ACTIVITY (LARGE)

Aeronautical — DCMA Boeing Philadelphia, Pa.

International — DCMA Korea, Gimhae International Airport

Outstanding Flight Activity (Large) of the Year — DCMA Korea, Gimhae International Airport



Navy Capt. David Graff, right, Defense Contract Management Agency International commander, speaks with retired Air Force Maj. James Brooks, who spoke to conference attendees about his heroic actions during World War II.



Aircraft Operations Training Seminar attendees listen during one of the many educational breakout sessions offered during the course of the three-day gathering in Denver March 9–11.



Members of the agency's Senior Leadership Team pose with award winners at the Aircraft Operations Training Seminar in Denver in March.

DCMA HARTFORD'S JIM QUENNEVILLE RECEIVES ONE OF THE HIGHEST NASA AWARDS

By Ann Jensis-Dale, DCMA Public Affairs

DCMA Hartford Quality Assurance Representative Jim Quenneville is the recipient of the NASA Space Flight Awareness Honoree award for his monitoring work at the Aerospace Testing Lab, a nondestructive testing facility located in South Windsor, Conn.

The prestigious NASA Space Flight Awareness Honoree award is given to employees for their dedication to quality work and flight safety. According to Quenneville, to qualify for this award, eligible candidates will have made contributions toward enhancing the probability of mission success. At the Aerospace Testing Labs, Quenneville's role is to monitor the nondestructive testing facility for the military services and NASA programs.

"There are various parts that are nondestructively tested at my facility that go on the space shuttle's main engine," stated Quenneville. "Various parts are tested to ensure there are no quality deficiencies or other issues that could cause a problem during space flight."

At the Aerospace Testing Labs nondestructive facility, Quenneville monitors testing that exerts tremendous amounts of load, pressure and extreme temperature generated by the NASA space shuttles main engines. "A lot of little details go into testing for the space shuttle mission," said Quenneville. "Everyone performing the tasks and testing wants to ensure a safe launch, mission and return for the space shuttle crew and craft."

Other than the prestige of winning the NASA Space Flight Awareness Honoree award, Quenneville received a tour of the Kennedy Space Center and witnessed live the launch of STS 129, Space Shuttle Atlantis. The space

shuttle is launched from the Kennedy Space Center at Cape Canaveral Air Force Station, Fla. Cape Canaveral is a detachment of Patrick Air Force Base and is the East Coast space launch facility for the Department of Defense.

A lot of little details go into testing for the space shuttle mission. — Jim Quenneville, Defense Contract Management Agency Hartford quality assurance representative



Standing outside the Vehicle Assembly Building, Jim Quenneville, Defense Contract Management Agency Hartford quality assurance representative, continues to support NASA even on his visit to Kennedy Space Center. (Photo by Anita Quenneville)

I have watched previous launches broadcasted on television or the Internet, but to witness a space shuttle launch live was quite a sight. — Jim Quenneville, Defense Contract Management Agency Hartford quality assurance representative

The Kennedy Space Center tour included a visit at the Shuttle Launch Pad 39-A and the Vehicle Assembly Building where all the components are married together prior to the launch.

“The Statue of Liberty can fit inside the VAB [Vehicle Assembly Building] with room to spare,” said Quenneville. “The flag painted on the building is 209 feet by 111 feet and required 6,000 gallons of paint.”

Other areas viewed during the tour included the space shuttle landing runway and the Saturn V center with displays of the Apollo and Saturn missions. Quenneville also witnessed the shuttle “crawler” in action when it transported the shuttle from the VAB to the launch pad. The distance traveled is 3.5 miles and takes six to eight hours. “Shuttle security and alligators were seen numerous times on the tour,” said Quenneville.

The final day of the visit included the viewing of the live launch of STS-129A Space Shuttle Atlantis from a designated special viewing area about three miles away from the launch pad. “That was quite a sight to witness live. I have watched previous launches broadcasted on television or the Internet, but to witness a space shuttle launch live was quite a sight,” concluded Quenneville.

Some information and story idea provided by Edward A. Marshall, DCMA Hartford 🍷



As the sun rises over NASA's Kennedy Space Center in Florida, workers accompany the crawler-transporter as it carries space shuttle Atlantis to Launch Pad 39A in preparation for its STS-129 mission to the International Space Station. Defense Contract Management Agency Hartford Quality Assurance Representative Jim Quenneville witnessed the crawler-transporter in action when it transported the shuttle from the Vehicle Assembly Building to the launch pad, a 3.5-mile trip that takes six to eight hours. (NASA photo by Kim Shiflett)

SPACE AND MISSILE EMPLOYEE RECIPIENT OF WOMAN OF THE YEAR AWARD

By Sam Rousso, DCMA Public Affairs



Chris Marquez, Defense Contract Management Agency Space and Missile Systems executive assistant, is one of those quiet people who gets a lot done behind the scenes and revels in the result of her hard work yet never seeks to be noticed.

Her first name is Elsa, but everyone calls her Chris. Whatever you call her, Ms. Marquez, Defense Contract Management Agency Space and Missile Systems executive assistant, is one of those quiet people who gets a lot done behind the scenes and revels in the result of her hard work yet never seeks to be noticed.

Imagine her surprise when she was notified that she was the winner of the National Image Inc. Woman of the Year Award.

“Marquez is the one you can count on to think of all the significant details that can make or break the matter at hand.” — Mary Wicker, Defense Contract Management Agency Space and Missile Systems Director’s Action Group chief

National Image is a nonprofit, nonpartisan organization dedicated to excellence in public service. Its basic objectives are equity in employment, education and civil rights for Hispanic Americans. Membership within the organization is open to everyone who supports its purpose. The Defense Department in general, and DCMA in particular, have strong ties and associations with the organization.

Patricia Kirk-McAlpine, DCMA Space and Missile Systems director, said she nominated Marquez for her excellence in a demanding and exacting job. But, more particularly, she said she nominated her for what she does above and beyond her duties.

Quoting from the nomination, Marquez “is actively engaged within her own family as a mentor and historian of the rich Hispanic culture as well as in our work environment

and the community. Being the youngest of six siblings, Chris personally takes on the responsibility to keeping the family beliefs, cultural traditions, teachings and of her parents’ family values alive. She is especially concerned that the next generation — her nieces and nephews — are also educated and the rich heritage of her cultural is passed down to the next generation. She currently tutors her 8-year-old niece to ensure that her niece is better prepared for the future.”

Mary Wicker, DCMA Space and Missile Systems Director’s Action Group chief, said that Marquez “is the one you can count on to think of all the significant details that can make or break the matter at hand.” Wicker says Marquez performs all her duties with “professionalism that shines the ‘can-do-attitude.’” 🍀

“Marquez performs all her duties with professionalism that shines the ‘can-do-attitude.’” — Mary Wicker, Defense Contract Management Agency Space and Missile Systems Director’s Action Group chief

AGENCY RESERVIST WINS GOLD MEDAL FOR TEAM USA

By Air Force Col. Cliff Chi, DCMA Space and Missile Systems

Wolfe credits his DCMA deployment for kick starting his running career.

Air Force Reservist Lt. Col. Michael Wolfe, Defense Contract Management Agency Space and Missile Systems deputy joint Reserve team leader, won a gold medal in the 4 x 200-meter relay at the World Masters Indoor Track and Field Championships in Kamloops, British Columbia, Canada, in March. Wolfe also placed fifth in the 400-meter dash in the Men's 50-54 age group.

A DCMA Reservist since 1990, Wolfe deployed in 2003 to Iraq as

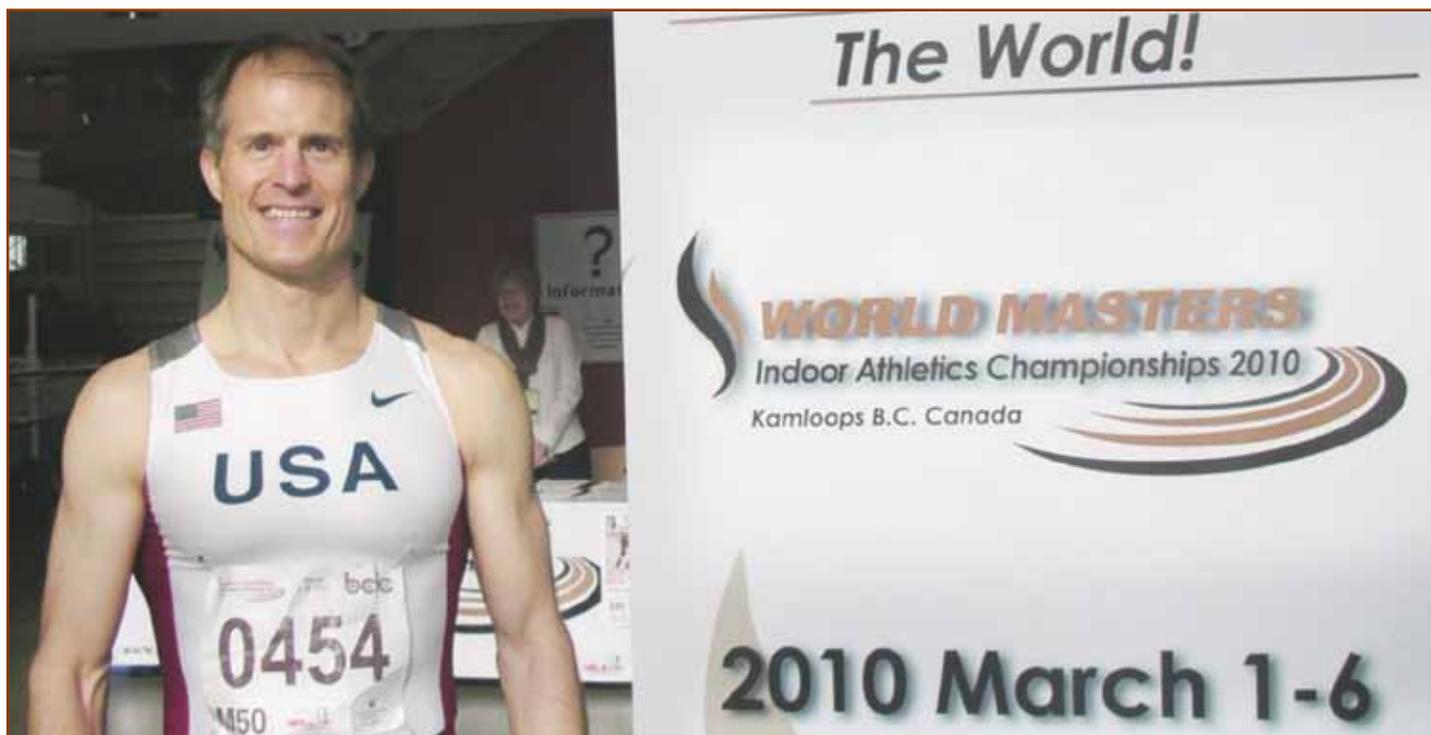
a contracting officer, providing life support for 35,000 troops stationed at four bases. Prior to deploying, he competed in Olympic-style sparring as a Taekwondo black belt.

Unable to continue Taekwondo training during his deployment, he started running to stay fit. Home from his deployment, he was invited to compete in the Rocky Mountain State Games. Wolfe said, however, he didn't feel conditioned to compete in Taekwondo. Instead, he decided to compete in track and field and won both his races.

Fueled by his success, Wolfe began running regularly in USA Masters Track and Field events. He now represents Air Force Sports in each

competition. He credits his DCMA deployment for kick starting his running career.

In civilian life, Wolfe owns a financial consulting business based in Colorado Springs, Colo. He is a lifetime and qualifying member of the Million Dollar Round Table and board member and past president of the local National Association of Insurance and Financial Advisors. He and his wife have four children. Wolfe is also active in his community through the church parish, United Way and Catholic Charities. ■



Air Force Reservist Lt. Col. Michael Wolfe, Defense Contract Management Agency Space and Missile Systems deputy joint Reserve team leader, poses for a picture in front of the World Masters Indoor Track & Field Championship sign before winning a gold medal in the 4 x 200-meter relay at the event in Kamloops, British Columbia, Canada, in March.

FIRST AGENCY-EXCLUSIVE LEAN SIX SIGMA COURSE TAUGHT

By Chris Knaggs, Continuous Process Improvement Office Lean Six Sigma Black Belt

The first two Lean Six Sigma green belt classes exclusively taught by Defense Contract Management Agency personnel took place in February. Twenty-five employees from DCMA Fort Worth, Texas, and Amarillo, Texas, locations were among those in the class.

The DCMA trainers for the courses were Master Black Belt James Stamper, along with Black Belts Chris Knaggs, Katherine Beal and Reshma Dhanani.

While other green belt classes have been executed for DCMA, these two classes were designated as green belt waves 1 and 2 for the agency. This is due to new teaching methods and the ability for DCMA to organically train the courses.

Students for the class were from Bell Helicopter Textron led by Commander Marine Col. Keith Danel. Danel provided opening remarks in both locations where he directed his employees to get heavily involved in continuous process improvement.

During the class, students conducted a training simulation, posting process steps on the walls. Using the simulation gave the participants an opportunity to fine-tune the process with an eye toward eliminating waste. Very strict definitions of customer value were taught to instill the lean discipline



Defense Contract Management Agency Dallas/Fort Worth green belts pose for a picture in front of their process map during their recent training. (DCMA photos)

that will be needed when the students conduct their own events.

Several students remarked that many of the inefficiencies intentionally introduced into the simulation were reminiscent of process problems that existed in their daily work. Teresa Ferens noted, “Several DCMA processes that interrelate with Bell Helicopter certainly have areas of rework that might be eliminated or speeded up if we could apply some of these principles.”

The instructors were also very pleased with the progress of the trainees. “Some of the Lean concepts are counterintuitive to the way business normally runs inside transactional systems, but the

students stayed with us all the way,” said Beal, a black belt from DCMA Bell Textron.

Stamper, a master black belt from DCMA Headquarters, also expressed, “The group stayed together and worked well as a team to continuously improve the simulation results and other exercises that were given to the students. As instructors, we also learned some better ways to prepare students for the course and their projects that will benefit the next round of classes.”

Michael Pullen from the Amarillo office summed it up by stating, “The training is a ‘must do’ for all DCMA employees, especially with the emphasis on cutting costs

“The training is a ‘must do’ for all DCMA employees, especially with the emphasis on cutting costs and increasing quality throughout defense acquisition. — Michael Pullen, Defense Contract Management Agency Amarillo



and increasing quality throughout defense acquisition. It's a tool that can be used in every facet of contract administration."

Graduation from the course is the first step in the process of becoming a certified green belt. All students had to pass an extensive exam and

now must complete a Lean Six Sigma project to be certified. The students brought proposed projects to class. The black belts assisted the trainees in scoping the projects to stay within the boundaries of DCMA work processes and be small enough to be accomplished in a 90-day window.

Mentoring will continue with the green belts until the projects are finished. It is a DCMA expectation that all projects will be completed leading eventually to a green belt certification.

Anyone interested in opportunities for green belt courses should call Kristi Echegaray at (804) 416-9148. ☐



Defense Contract Management Agency Amarillo green belt students and their instructors pose for a class photo in front of a production V-22 aircraft.



Green belt students perform quality and contracting checks during the training simulation portion of the class.



Green belts students hurry to wrap up their work during the training simulation portion of the class. The simulation gives students an opportunity to fine-tune processes with the goal of eliminating waste.

GREEN BELT TRAINEES FOR THE LEAN SIX SIGMA COURSE

Dallas/Fort Worth

- Dick Broda
- Russ Campbell
- Steve Case
- Rick DePriest
- Ronald Durrant
- Teresa Ferens
- Doug McCombie
- Geoff Pink
- Dan Pleis
- Harold Serrano
- Sam Shaw
- Timothy Silkwood

Amarillo

- Jody Cox
- Stephen Floyd
- Charles G. Foster
- Daniel Grinbergs
- Harry D. Johnston II
- Tom Kubler
- Bryan Lester
- John D. McGuire
- Rob Morriss
- Maj. Dennis Powers
- Michael Pullen
- Doug Shepard
- Greg Williamson

PROCUREMENT OFFICIAL VISITS DCMA

By Katherine H. Crawford, Staff Writer



Dan Gordon, Office of Federal Procurement Policy administrator, visited Defense Contract Management Agency headquarters on April 9, to discuss current challenges in the acquisition community, outline his office's priorities and answer questions from audience members. (Photo by Will McCoy, DCMA Congressional Affairs)

Approximately 90 people from the Defense Contract Management Agency's acquisition community gathered at DCMA Headquarters in Alexandria, Va., on April 9, 2010, to listen to guest speaker Dan Gordon, Office of Federal Procurement Policy administrator, speak about hot topics in the acquisition domain and take questions from the audience.

Gordon began by outlining the state of federal acquisition, commenting, "I

think there's much in our acquisition system that works really well. I think that our laws are where they need to be [and] much of our regulations are perfectly fine. I don't think this is a time where we need major legal reform in the acquisition system." He continued, "We've got a system that calls for competition, it calls for transparency. ... We have a pretty good system of accountability."

He lauded the federal acquisition workforce, stating, "There are a couple things that we don't often get credit for: I think we're pretty good about getting best value ... and being sure we buy quality and checking past performance. Not only that, I think we're pretty good at speed, especially when we're buying commercial items [and] relatively commoditized items. I think we're good at buying fast, and that certainly didn't used to be the case."

Gordon then described the top three challenges currently facing the acquisition community:

1. acquisition workforce — there hasn't been sufficient training available to its members
2. unsustainable funding path — procurement spending has been increasing by approximately 10–20 percent each year, and "we have to bend that cost curve," as Gordon worded it, and get back to fiscal responsibility
3. contractor imbalance — the federal government has contracted out so many functions and "outsourced without thinking." Gordon doesn't see the number of contractors as a problem, per se, but he believes the outsourcing has been done without examination of whether it's necessary.

There are a couple things that we don't often get credit for: I think we're pretty good about getting best value ... and being sure we buy quality and checking past performance. — Dan Gordon, Office of Federal Procurement Policy administrator

Quality assurance is something that your director has been explaining to me is one of the contributions DCMA makes that doesn't always get appreciated outside of this agency, so I commend you on your work on quality assurance.

— Dan Gordon, Office of Federal Procurement Policy administrator

With these challenges facing the federal acquisition sector, Gordon outlined his office's current priorities:

1. build the acquisition workforce — the latest federal budget includes \$133 million to hire and train acquisition professionals as well as program managers, so funding and priorities are in line on this matter.
2. achieving fiscal responsibility — with ongoing wars in Afghanistan and Iraq that require goods and services for warfighters, other ways to save money have to be examined. President Barack Obama has directed that leadership find a seven percent savings in the acquisition budget, an effort that is being supported by the Office of the Secretary of Defense.
3. relationship with contractors — this is a relationship that needs to be rebalanced. Contractors are necessary, but the government has to be in charge. Too many large functions, such as information technology, have been contracted out. To address this, OFP drafted guidance last week to try and organize government work into three categories: work that is inherently a governmental function; work that is closely associated with inherently governmental functions; and work that's best suited for contractors after careful assessment of whether the function

should be contracted out or built up within the government.

Gordon then opened the floor for discussion, welcoming questions and comments from the audience. Following is a summary of his responses to the questions he received. Gordon:

- doesn't really see a significant diminution in the number of contractors in the future but hopes that a side-effect of the government's increasing its own workforce and functions will be a strengthening of its contract management capabilities.
- praised DCMA's quality assurance function, stating, "Quality assurance is something that your director has been explaining to me is one of the contributions DCMA makes that doesn't always get appreciated outside of this agency, so I commend you on your work on quality assurance. It is one of the core aspects when we talk about contract management — being sure that the government gets the benefit of the bargain is not just a question of the schedule and the price, it's also a question of the quality, and your quality assurance function is key to making that happen."
- believes hiring will be a challenge and that mentoring, on-the-job training and retention of new

employees are crucial. The government needs to take advantage of the current once-in-a-generation phenomenon that's occurring of government service being seen as desirable and "cool."

- realizes the hiring process must be changed and streamlined to allow it to move more quickly and prevent the process itself from being a "barrier to entry." It's something that his office is working on and about which he feels optimistic.
- advocates competition, believing it's necessary to get better prices and fight corruption.
- wants to rebalance the role of contracting officers to make sure they're respected and not circumvented.

Throughout the discussion, Gordon repeatedly stated his strong interest in hearing from people in the acquisition community about questions, concerns and ideas, giving the audience his e-mail address and inviting them to contact him. ●



DIRECTOR SPEAKS AT AEROSPACE, DEFENSE CONTRACT MANAGEMENT CONFERENCE

By Cassandra Locke, DCMA Public Affairs

The Defense Contract Management Agency was represented at the 2010 Aerospace and Defense Contract Management Conference in San Diego, March 25-26. The conference theme was “Better Program Results through Improved Government-Industry Relations.”

Charlie E. Williams, Jr., DCMA director, along with Francis Summers, Defense Contract Audit Agency deputy director, and Karl Bird, Jet Propulsion Laboratory Acquisition Division manager, were panelists in the Aerospace and Defense Acquisition: Perspectives of Government Leaders discussion.

Williams was first to speak and started his introduction with illustrating the agency’s critical role in contract management.

“We’ve spread out quite broadly and are hiring about 3,000 people in the next few years,” said Williams. “We have a tremendous responsibility, and [we] can’t just worry about total numbers; we need to hire those who are competent.”

Williams then elaborated on what he called the “five truisms.” The first truism he touched on was how the level of oversight in contract management has heightened. Second, he said the agency has a significant amount of programs that are over cost and overscheduled.

“We need clear and defined requirements. This places challenges on our warfighters and industry,



Charlie E. Williams, Jr., Defense Contract Management Agency director, speaks to those in attendance at the 2010 Aerospace and Defense Contract Management Conference in San Diego, March 25. Williams discussed the agency’s critical support to the warfighters, the agency’s upcoming challenges and the agency’s future recruitment goals.

and this results in more oversight,” said Williams.

The third truism addressed was the workforce challenges the agency faces. He said DCMA needs to recruit trained, competent individuals in contract management and noted that knowledge sharing among those in the profession is critical.

The last truism was how the wars in Afghanistan and Iraq have taught contract managers how to overcome challenges. He said there needs to be collaboration to produce the results the warfighters deserve. “We’ve got to figure out the right answer; we have a collective interest,” said Williams.

Lastly, Williams touched on the DCMA relationship with DCAA and rebutted misconceptions about the organizations’ relationship.

“It’s important our agencies work together collectively. We may not

always agree, but we need to reconcile our issues at the tactical level together,” said Williams.

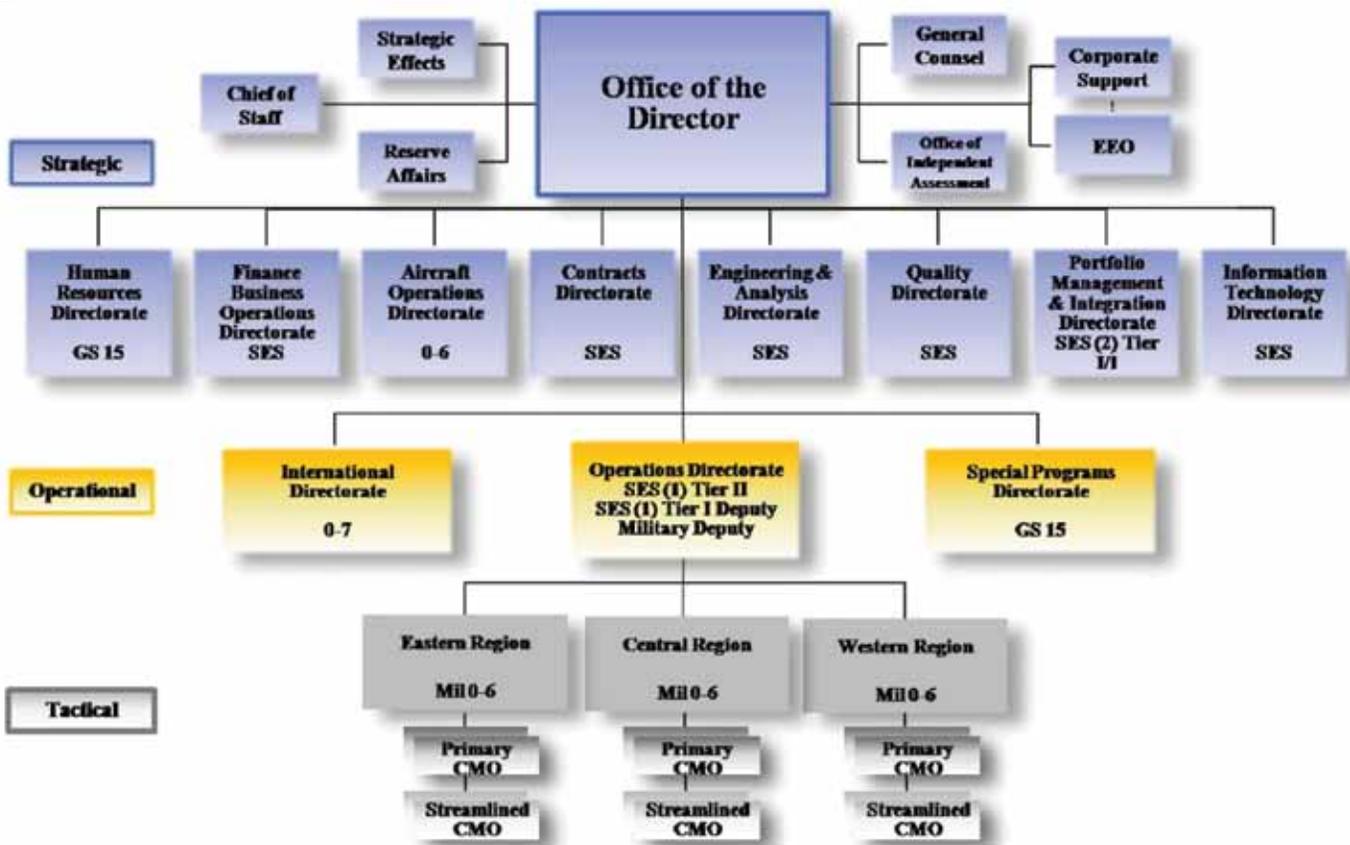
The conference was hosted by the National Contract Management Association, and the goal was to assemble a wide variety of leaders from both government and industry who can provide different perspectives that can help everyone become better contracting professionals. NCMA provided a forum to provide an opportunity to meet with those outside of the traditional workplace to exchange lessons learned and build relationships.

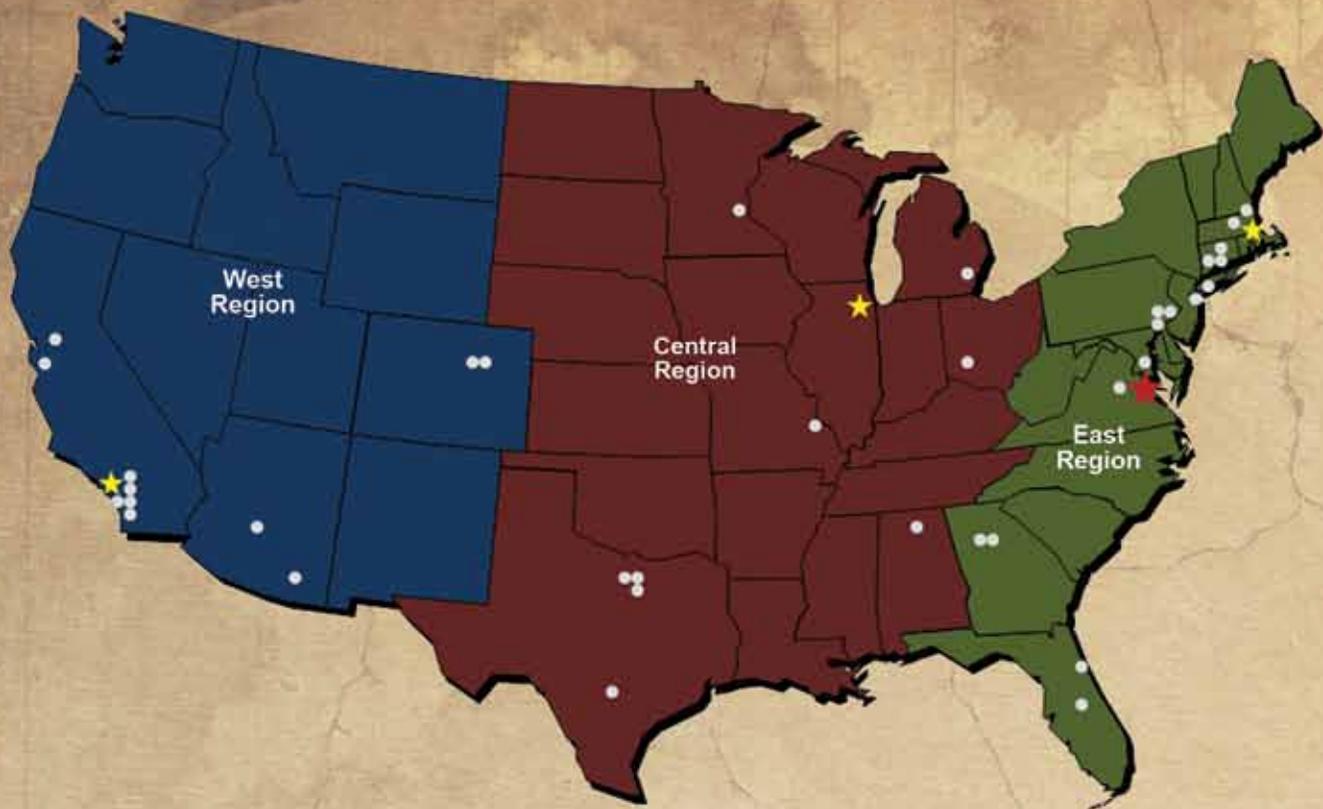
DCMA was an exhibitor at the conference, and outside entities asked several questions ranging from recruitment opportunities, the agency realignment and the agency’s new core processes. More than 30 conference attendees inquired about the agency’s Keystone Intern Program. ■

“We have a tremendous responsibility, and [we] can’t just worry about total numbers; we need to hire those who are competent.” — Charlie E. Williams, Jr., Defense Contract Management Agency director



Agency Realigns to Enhance Mission Performance





Contract Management Offices

Western CMOs
Headquarters – Carson

- Denver
- Lockheed Martin Denver
- Boeing Huntington Beach
- Lathrop
- Boeing Long Beach
- Los Angeles
- Palmdale
- Phoenix
- Santa Ana
- Lockheed Martin Sunnyvale
- Raytheon Tucson
- NASA Product Office (NPO)

Central CMOs
Headquarters – Chicago

- Chicago
- Dallas
- Dayton
- Detroit
- Lockheed Martin Fort Worth
- Bell Helicopter Fort Worth
- Huntsville
- Boeing St. Louis
- Twin Cities
- Army Modernization Program Office (AMP)
- Aircraft Integrated Maintenance Operations (AIMO)

Eastern CMOs
Headquarters – Boston

- Atlanta
- Baltimore
- Boston
- Garden City
- Hartford
- Manassas
- Lockheed Martin Marietta
- Lockheed Martin Moorestown
- Orlando
- Philadelphia
- Boeing Philadelphia
- Sikorsky Aircraft
- Springfield
- Raytheon Tewksbury
- Aircraft Propulsion Operations (APO)
- Navy Special Emphasis (NSEO)

Special Programs

- Special Programs East
- Special Programs South
- Special Programs West

Headquarters

- ★ DCMA Headquarters
- ☆ DCMA Regional Headquarters

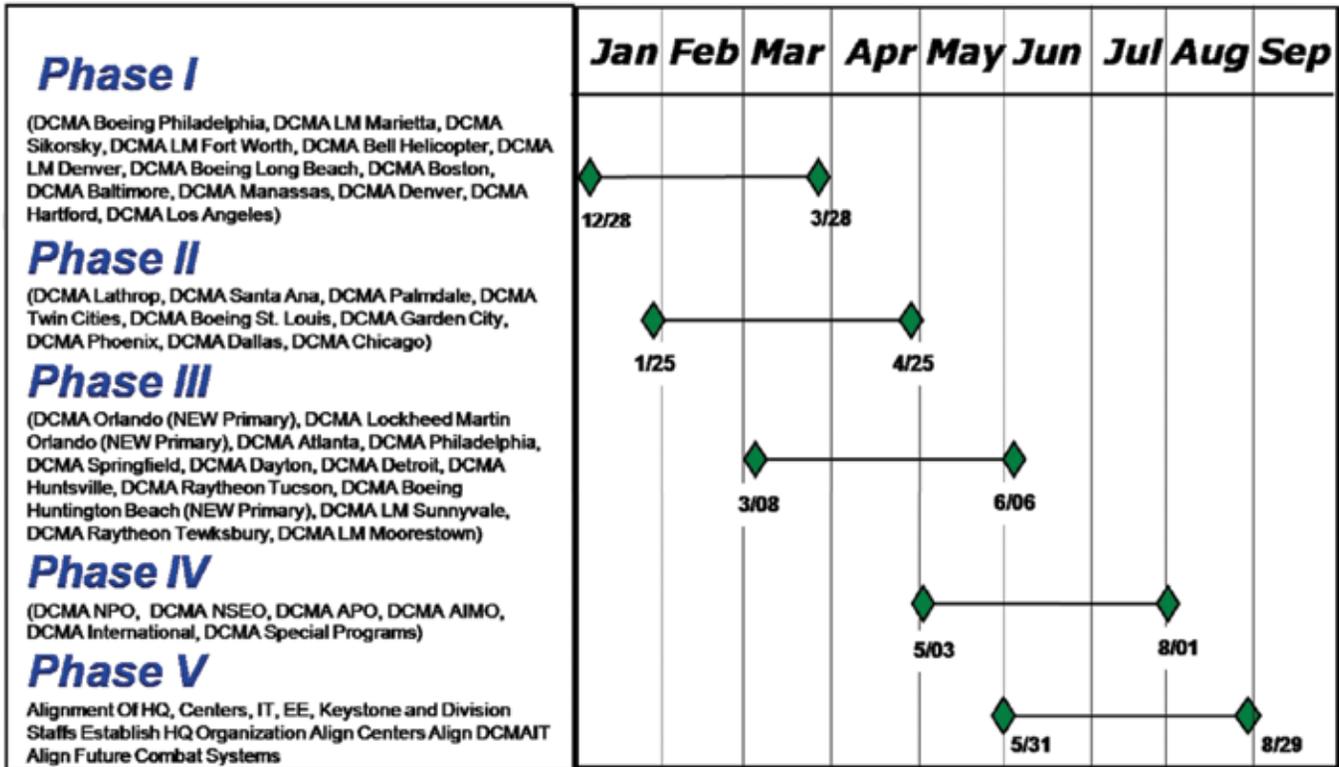


DCMA

DEFENSE CONTRACT MANAGEMENT AGENCY



DCMA Alignment Phasing Timeline



Calendar Year 2010

GREENING TALKS CHIEF OPERATING OFFICER TRANSITIONING

By Mark Woodbury, DCMA Public Affairs

Charlie E. Williams, Jr., Defense Contract Management Agency director, recently announced the appointment of Marie Greening, acting Operations Management & Customer Relations executive director and Aeronautical Systems Division director, to the chief operations officer position. The COO is a newly created position under the agency's regionally aligned organizational structure.

Greening says she is excited about the opportunity to serve in the position as well as the opportunity to establish its importance within the agency. In doing this, Greening says there are three basic courses of action she will need to take:

- Identify the initial cadre of professionals who will staff both the COO office and regions.
- Further develop and define the concept of operations among the operations staff, regions and contracting management offices.
- Ensure that throughout the transition there are only positive experiences for DCMA's customer and contract partners.

"The agency needs to carry out our mission as if our internal changes were not occurring," said Greening. "This needs to be transparent to our customers ... most importantly our warfighters."

Within these three actions, Greening says it is imperative she and her staff focus on leading the way by executing the director's strategic plan initiatives. She firmly believes in the path Williams has set for the agency, and, by following his initiatives, the COO position, along with the entire agency, will get from "good to great."

Greening, however, recognizes there will be challenges within the



Marie Greening, left, Defense Contract Management Agency acting chief operations officer, speaks with former DCMA director retired Army Brig. Gen. Edward M. Harrington, center, after the DCMA tenth anniversary celebration March 18 at headquarters in Springfield, Va. (Photos by Mark Woodbury, DCMA Public Affairs)

COO position through the "good to great" journey. She sees her biggest challenge being able to assist everyone in keeping their collective "eyes on target" throughout the transition.

"We cannot make this a 'half-baked' transition," said Greening. "We must have very discrete milestones by which to measure our progress, and we cannot skip critical steps or drop handoffs from the product divisions to the new structure. Such lapses in communication and coordination will ultimately yield lapses in our customer support."

To prevent this, Greening says communication both within and outside the agency is critical.

"There's an old saying in real estate

that the most important factors are location, location and location," she said. "I contend that in our transition the most important factors are communication, communication and communication."

In addition to communicating the transition, Greening credits Williams' decision to appoint the finest military officers, Air Force Col. Aaron Clark, Army Col. Jeffrey Gabbert and Navy Capt. Sidney Kim, the first regional commanders, as a major milestone to accomplishing the transition successfully.

"I have already established a battle rhythm with these leaders and with Mr. Sweeney, our acting Portfolio Management and Integration chief,

**"We cannot make this a 'half-baked' transition."
— Marie Greening, Defense Contract Management Agency
acting chief operations officer**

I contend that in our transition the most important factors are communication, communication and communication. — Marie Greening, Defense Contract Management Agency acting chief operations officer

our functional leaders, Mr. Kranz, Mr. Ricci and Mr. Shields, as well as the transition team lead by Mr. Ulshoeffter,” said Greening. “We have one plan for moving forward ... together. Staying in sync with these critical partners and our workforce is the only way this transition will seamlessly occur.”

The biggest benefit Greening sees in a regional structure that reports through the COO is a consistent concept of operation that will yield world-class contract management for agency customers and contractors.

“My goal is to develop highly agile professional COO and regional staffs whose sole purpose is to ensure the delivery of high-quality, efficient service to our customers through standard interpretation and execution of policies established by our functional leaders and the formal translation of lessons learned across the agency,” she said. “The COO and regional staffs will not be designed to burden our CMOs but, rather, to enhance their operations through mentoring and partnerships.”

Greening says she expects those within her staff to help craft and drive strategic initiatives as well as maintain a pulse on the day-to-day operations.

“I expect my staff to be engaged in the issues and putting forth their ideas on getting these issues resolved,” she said. “Similarly, I believe it is my job to enable others to succeed, and I am willing to take on just about anything anyone brings to me if resolution of the issue is for the good of the agency and the employee.”

The importance of the work happening within the CMOs is not lost on Greening, and she realizes how vital it is that she and her staff be a supportive force to what is happening within the CMOs.

“The rubber meets the road in our CMOs,” said Greening. “If we don’t understand the challenges the CMOs are facing and help them, rather than function only as an oversight layer, we will not be successful.”

Looking back over her 27-year career, Greening says she has been blessed with phenomenal career

opportunities leading to the COO position. She says she has been in multiple positions before that have been steeped in change management, and she has a track record of getting the job done in some of the most challenging environments. She plans on leveraging her past experience in “this very large job.” Greening says she “is ready to go to work” to make the realignment happen and welcomes everyone in the agency to work through it right alongside her. 

MARIE GREENING

Marie Greening, Defense Contract Management Agency acting Operations Management and Customer Relations executive director and Aeronautical Systems Division director, started her government service career at the Naval Aviation Depot, Cherry Point, N.C., where she provided engineering support to production line and component overhaul activities for six aircraft types and developed advanced composite repair schemes for military aircraft.

She later transferred to the Naval Air Systems Command Headquarters and began a 10-year association with the F/A-18 Hornet aircraft program.

She first reported as the configuration manager and depot programs coordinator responsible for the fielding of new system support and the scheduling and management of aircraft and component overhaul. Her next assignment was as the lead structural engineer for the F/A-18 aircraft, responsible for the structural integrity of the air vehicle system.

She was next appointed as the product support team leader for International Programs. In this capacity, she was integral to the sale of Hornets to the governments



Marie Greening, right, Defense Contract Management Agency acting chief operations officer, poses a question to Charlie Williams, Jr., DCMA director, during the Spring Commanders Conference April 26 in Springfield, Va.

of Switzerland and Finland, the restoration of aircraft support capabilities by the government of Kuwait in the post-Desert Storm time frame, and the support of F/A-18s procured by the governments of Canada, Australia and Spain.

She was then promoted as the product support team leader for all F/A-18 aircraft, and her responsibilities included logistics program management for 850 fielded Navy and Marine Corps aircraft, program development for the F/A-18 Super Hornet and international program support.

Greening was then selected as NAVAIR's principal deputy for aviation support equipment in 1999 and was subsequently appointed as the program manager. Her responsibilities there included leading a 400-person team to procure \$300 million of support equipment acquisitions per year and sustaining Naval Aviation's support equipment inventory valued in excess of \$6 billion.

In 2002, she was appointed to the Senior Executive Service as the Defense Contract Management Agency's deputy executive director, Contract Management Operations.

In 2003, she returned to NAVAIR as the product support department head. In this capacity, she was the chief logistician for all aircraft acquisition platforms and was responsible for the sustainability of airframe, avionics and engine commodities.

In 2005, she was appointed as the deputy program manager of the \$1.6 billion Navy Marine Corps Intranet Program, the largest Intranet in the world, serving more than 650,000 U.S. and Japan-based users. In 2006,

she was appointed as program manager of both the Navy and Marine Corps Intranet and the One-Net program, the Navy's overseas-based network. In this capacity, she was responsible for all worldwide shore-based naval networks.

In May of 2007, Greening returned to the agency with her appointment as the director of the Aeronautical Systems Division.

Greening is a native of Johnstown, Penn., and a graduate of Pennsylvania State University with a Bachelor of Science in chemical engineering and North Carolina

State University with a Master of Engineering. Greening is a graduate of the Naval Air System Command's Senior Executive Management Development Program, the Defense Systems Management College's Advanced and Executive Program Managers' Courses and the Federal Executive Institute's "Leadership for a Democratic Society" curriculum.

She is also the recipient of the Civilian Meritorious and Superior Service Awards, has authored papers on advanced composite repair and holds a private pilot's license.



Marie Greening, Defense Contract Management Agency acting chief operations officer, speaks to Spring Commander Conference attendees April 27 in Springfield, Va.

DCMA EAST WELCOMES NAVY CAPT. SIDNEY KIM AS NEW COMMANDER

By Ann Jensis-Dale, DCMA Public Affairs

Navy Capt. Sidney Kim is a relative newcomer to the Defense Contract Management Agency with less than one year as commander for DCMA Boston, but he is looking forward to his next assignment as DCMA East region commander.

Kim, along with Air Force Col. Aaron Clark and Army Col. Jeffrey Gabbert, is working to build on the DCMA realignment concept of operations and transition the former military service product divisions to geographic regions.

According to Kim, the workforce will play an instrumental part in getting the new geographic regions up and running.

“Many of the folks at DCMA are veterans from previous transitions ... they’ve been there and done that. I think people, in general, are positive thinkers, and they are not resistant to change as long as the changes are implemented in an orderly fashion, take care of our people, make good common sense and help them to do their jobs better to support the customers,” said Kim.

Back to the future is becoming a common theme for this realignment, but it has a new approach.

“Just going back to geographic regions would be considered ‘back to the future.’ But, the combination of functional and geographical



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

alignment will help streamline the policy and execution throughout the agency. Also retaining some of the goodness from product divisions should enhance our customer focus and engagement efforts,” said Kim.

According to Kim, DCMA is one agency and needs to act that way. The product division alignment left a lot of seams in the organization, and the geographic dispersion of the contract management offices proved difficult to command, control and support. The geographic alignment with the Operations Directorate under the chief operations officer will give the primary CMOs greater face-to-face

interaction with streamlined CMOs and industry.

Another concern is the placement of the DCMA workforce that may have to transition with the geographic realignment.

“I am already in Boston, so that helps,” said Kim. “I believe the large majority of the East region staff will come from displaced product division staff already in the Boston area. The geographic regions are trying to reach [initial operation capability] as soon as possible. But the transfer is heavily dependent on the [Human Resources] placement timeline. For the East region, until the staffs are identified,

“The combination of functional and geographical alignment will help streamline the policy and execution throughout the agency.” — Navy Capt. Sidney Kim, Defense Contract Management Agency East commander

“I think people, in general, are positive thinkers, and they are not resistant to change as long as the changes are implemented in an orderly fashion, take care of our people, make good common sense and help them to do their jobs better to support the customers.” — Navy Capt. Sidney Kim, Defense Contract Management Agency East commander

I am trying to leverage the existing Naval Division backbone and some DCMA Boston staff to help stand up the East region.”

The current timeline for the completion of Phase V — the last phase — for the realignment transition is the end of August 2010 with staff member relocations to be completed by January 2013.

“We are at a critical juncture, and there are an awful lot of moving parts and variables. As we navigate through this ‘fog of transition,’ I sincerely believe our people are stretched to the limit and are doing the best they can to embrace changes that are happening fast and furious. I believe our current workforce is faced with greater complexity,

workload, changes and expectations. ... They are constantly shifting whenever possible, learning new skills and adapting,” said Kim.

Both Kim and Clark are in agreement and believe DCMA’s most valuable asset is its dedicated workforce. “The organization is only as good as the people who make it up,” concluded Kim. ☐

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Submission and writing guidelines can be found at <https://home.dcma.mil/guidebook/113/index.cfm>.



DCMA WEST WELCOMES AIR FORCE COL. AARON CLARK AS NEW REGION COMMANDER

By Ann Jensis-Dale, DCMA Public Affairs

Air Force Col. Aaron Clark's career began almost 25 years ago with his first assignment as a tactical communications officer, Combat Theater Communications System at Electronic Systems Division, Hanscom Air Force Base, Mass. Fast forward 25 years later and to the West Coast, Clark is now the DCMA West commander, one of the three new geographic region commanders for the Defense Contract Management Agency.

DCMA Director Charlie Williams, Jr. announced this past February the selection of the three new DCMA geographic region commanders: Clark; Navy Capt. Sidney Kim, DCMA East; and Army Col. Jeffrey Gabbert, DCMA Central. The new region commanders are tasked with building on the agency concept of operations and standing up the geographic regions and the Operations Directorate under Chief Operations Officer Marie Greening.

"Several goals of the agency realignment are to improve the consistency of contract operations across all [contract management offices], minimize organizational seams, make it simpler to reallocate resources in a geographic region and ensure a more consistent prioritization of resources across the agency," said Clark.

Some may say DCMA is going back to the future since it was previously organized by two geographic districts



Air Force Col. Aaron Clark, Defense Contract Management Agency West commander, is one of the three new geographic region commanders for DCMA. (Photo by Ann Jensis-Dale, DCMA Public Affairs)

prior to the reorganization of the four military service product divisions. Not exactly, according to Clark.

"I think the product divisions did a great job identifying with their respective customers' needs and providing the tailored contract administrative services they desired. I am proud of my previous role, building the Aero Division and working to improve the agency's overall performance," said Clark. "I think the functional alignment and

Operations Directorate with the region commands is the next great step in the evolution of DCMA's role in the overall [Department of Defense] acquisition enterprise."

The new geographic region commands are tasked with establishing their commands and standard operating procedures across the Operations Directorate, managing CMO performance as measured by the agency performance indicators, allocating resources appropriately

I think the functional alignment and Operations Directorate with the region commands is the next great step in the evolution of DCMA's role in the overall [Department of Defense] acquisition enterprise. — Air Force Col. Aaron Clark, Defense Contract Management Agency West commander

and resolving issues across the new geographic regions. New geographic regions are expected to be fully staffed by January 2013.

“Any required staff member relocations will be accomplished by January 2013. At this time, I am planning to spend time on temporary duty with the West region CMOs and in Carson, [Calif.,] as we stand up the West region and turn the command over to a new commander in the summer of 2011,” said Clark.

Clark’s first priority is to identify the employees who will be on the DCMA West staff and

establish a schedule to transition the responsibilities of the former product division to the operations directorate and region staff to result in initial operations capability. He expects some challenges during this period but believes effective and open communications will smooth out some of the bumps along the way.

“I think our initial challenge will be to learn how to work within the overall agency alignment and effectively communicate with the Operations Directorate and Portfolio Management and Integration Directorate staffs. I want to ensure

our customers receive the excellent contract administrative services they deserve,” said Clark.

Clark truly believes DCMA’s most valuable assets are its dedicated employees. “I’m amazed with the incredible knowledge and experience of our DCMA workforce. It is a humbling experience to have worked the DoD’s acquisition system for 24 years and still learn something new every day. The functional alignment is bringing a real technical renaissance, and the geographic alignment will be like putting on a familiar sweater,” concluded Clark. 



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DCMA CENTRAL WELCOMES ARMY COL. JEFFREY GABBERT AS NEW COMMANDER

By Sam Rousso, DCMA Public Affairs

Army Col. Jeffrey Gabbert, first commander of the agency’s new Central region, likens the process of standing up a new command to competing in the Boston Marathon.

After pointing out that there are a series of hills on the route of the 26.2-mile race, he said you come to a certain point where “you have run 18 miles, and your legs are tired and your mind offers many bad escapes, but, really, you now have three choices: (1) you can quit and earn the mark of “DNE,” did not finish; (2) you can walk and possibly finish with an inferior effort and time; or (3) you can recognize all the training you have done to get to this point and honor the support your extended family has shown to help you obtain this goal, knowing that once to the top of Heartbreak Hill at the 21-mile mark it is all downhill to the finish line.”

Gabbert poses the question, which option would you choose? Personally, he prefers option three and encourages all DCMA employees within the Central region to join him on the journey to standing up the Central region.

“There will be bumps and hills, but we will not do it for ourselves but for the soldier, sailor, airman, Marine, Defense Department civilian



Army Col. Jeffrey Gabbert, DCMA Central commander, has been working to stand up the Central region, a journey on which he encourages all employees in that region to join him.

and contractor who are on-point defending our nation,” he said.

Gabbert, who has commanded DCMA Huntsville since summer 2009, is currently splitting his time in both Chicago (headquarters of the Central region) and Huntsville.

“I currently spend Monday through Thursday in Chicago and Fridays in Huntsville,” he said. “This battle rhythm seems about right.” Gabbert points out that his current working arrangement only

works because of the extraordinary employees at both locations.

He is emphatic about his expectations of his new command and says his expectations mirror those of the director.

“Our mission is to provide contract administration services to the Department of Defense Acquisition Enterprise and its partners to ensure delivery of quality products and services to the warfighter, on time and on cost,” he

“There will be bumps and hills, but we will not do it for ourselves but for the soldier, sailor, airman, marine, Defense Department civilian and contractor who are on-point defending our nation.” — Army Col. Jeffrey Gabbert, DCMA Central region commander

AGENCY MAINTAINS STRONG CUSTOMER RELATIONS THROUGH REALIGNMENT

By Mark Woodbury, DCMA Public Affairs

In an effort to further strengthen customer relations and centralize the way the agency communicates with its customers, Charlie Williams, Jr., Defense Contract Management Agency director, created the Portfolio Management & Integration directorate, appointing Joseph E. Sweeney, former acting Naval Sea Systems Division director, as the first acting director on March 23.

Sweeney said he is excited about taking on his new assignment, and he realizes how important his office's role is within the agency.

“Everything starts and ends with the customer,” said Sweeney. “Customer relations is, therefore, absolutely crucial in our business.”

Sweeney says understanding our customers' requirements is essential to efficiently and effectively focus our efforts and resources on the right products, services and capabilities needed by our warfighters.

“Establishing and maintaining strong relationships with our customers is the only way the agency will successfully accomplish its mission of providing contract administration services to the Department of Defense acquisition enterprise and its partners to ensure

delivery of quality products and services to the warfighters on time and on cost.”

Sweeney notes the agency's mission statement defines its customers as “the Department of Defense Acquisition Enterprise and its partners.”

“It's important to be clear that while the agency provides day-to-day support to program executive officers, program managers and contracting officers, our status as an independent agency also requires that we deliver real-time quality decisional information to the acquisition enterprise as a whole,” he said.

An example of this effort was Sweeney's recent meeting with the Undersecretary of Defense for Acquisition, Technology and Logistics Portfolio Systems Acquisition director to provide him a brief on how DCMA's realignment can be leveraged to improve weapon systems acquisition insight and management. He says the next steps will be to meet with the various PSA deputy directors, Warfare Offices to discuss information requirements, identify special interest items and establish periodic PSA and PM&I meetings.

Even though the primary program executive officer interface will now shift from the divisions to the new



In an effort to further strengthen customer relations and centralize the way the agency communicates with its customers, the Defense Contract Management Agency director created the Portfolio Management & Integration directorate, appointing Joseph E. Sweeney as the first acting director on March 23. (DCMA photo)

PM&I directorate, Sweeney says the agency's primary interface with the program managers and contracting officers, which is the great majority of the agency's customer interactions, will remain with the contract management offices.

“This should ensure the great customer relationship we currently enjoy at the tactical level of our agency remains essentially unchanged,” he said.

Even though the agency has built strong relationships with its customers, Sweeney says there is still room for improvement in the area of customer satisfaction. “The results from the 2007–2008 [Office of the

“Everything starts and ends with the customer.”
— Joseph E. Sweeney, Defense Contract Management Agency Portfolio Management & Integration acting director



“It’s important to be clear that while the agency provides day-to-day support to program executive officers, program managers and contracting officers, our status as an independent agency also requires that we deliver real-time quality decisional information to the acquisition enterprise as a whole.” — Joseph E. Sweeney, Defense Contract Management Agency Portfolio Management & Integration acting director

Secretary of Defense] Biennial Review of DCMA showed that 100 percent of our customers believe the products and services provided by the agency are important to their organizations with 98 percent indicating a continued need for our contract management products and services,” he said. “Most notably, however, are the negative aspects of the report, which show a decline in scores for overall product and service quality, responsiveness and coordination.”

Sweeney believes the agency’s actions of: (1) focusing on executing the agency’s strategic plan to enhance the core competencies; (2) rebuilding the agency’s infrastructure; and (3) adding approximately 3,000 personnel to the Department’s acquisition enterprise will be effective in reversing the decline in overall customer satisfaction.

Another key element in building stronger customer relations, in Sweeney’s opinion, is ensuring customer liaison representatives keep customers up to date on what is happening within the agency’s realignment through regularly

scheduled PM&I customer engagements. Sweeney says there have been concerns voiced by customers on how the agency’s realignment will affect them. However, he says the CLR’s have, and are, communicating to customers that the realignment will maintain the goodness of a product-aligned agency while eliminating the seams in communication and productivity that occur as a result of being product-aligned.

Initial customer feedback on this effort has been positive, Sweeney said. “Especially once customers understand how the region alignment will benefit their organizations.”

He is convinced the new regional alignment will provide the efficiencies and consistency the agency needs in executing its mission in support of our acquisition enterprise customers while preserving the benefits achieved through a product-aligned structure. In short, Sweeney simply sees the realignment “making DCMA a better agency for our customers and our workforce.”

JOSEPH E. SWEENEY

PRIOR AGENCY ASSIGNMENTS

- April 2009 to March 2010 — Naval Sea Systems Division acting executive director
- April 2007 to March 2009 — Naval Sea Systems Division executive director
- 2003 to 2007 — Space Sensors and Communications deputy commander
- 2000 to 2003 — East District Staff Headquarters Program Support and Customer Relations director

EDUCATIONAL BACKGROUND

- Masters of Science in engineering management — Western New England College
- Masters of Arts in national security and strategic studies — Naval War College
- Bachelors of Science in industrial engineering (with distinction) — Worcester Polytechnic Institute

CERTIFICATIONS

- Joint Professional Military Education qualified
- DAWIA Level III Certified in: (1) program management; (2) systems planning, research, development and engineering; (3) life cycle logistics; (4) production, quality and manufacturing

PERSONAL CIVILIAN AWARDS

- Defense Contract Management Agency Meritorious Civilian Service Award
- Defense Logistics Agency Meritorious Civilian Service Award
- DLA Superior Service Medal

PERSONAL MILITARY AWARDS

- Currently a Navy captain and commanding officer in the Naval Reserves
- Navy Meritorious Service Medals
- Navy Commendation Medals
- Joint Service Achievement Medals
- Navy Achievement Medals

LNOs ENABLE AGENCY'S DIRECT SUPPORT CAPABILITIES TO COMBATANT COMMANDERS

By David A. Green, DCMA EUCOM/AFRICOM Liaison

Have you ever wondered how the Defense Contract Management Agency stays connected to combatant commanders? How the agency ensures its capabilities can meet those commanders' long-term plans and immediate crisis requirements? How we quickly get information from those commanders' staffs across the DCMA enterprise? The answer to all these questions is the same — the agency's network of military and civilian liaison officers to those combatant commands.

DCMA, as a combat support agency, has established LNOs with combatant commands as required by Department of Defense Directive 3000.06 and other DoD enterprise partners to integrate with adaptive planning, exercises and combat operations. LNOs are under the operational control of the DCMA Combat Support Center, which is responsible for the management of DCMA contingency support planning and execution including contingency contract administration services.

LNOs serve as liaisons between the DCMA and combatant commands to ensure effective integration of DCMA contract administration and sustainment capabilities,



Bryan Russell (right), Defense Contract Management Agency U.S. Central Command liaison officer, was recently presented the CENTCOM commander's coin by Gen. David H. Petraeus for his support to the command. (DCMA photo)

contingency planning, execution and joint exercises. LNOs also assist with integration of DCMA capabilities into existing/developing combatant command operational contract support policies and doctrines and facilitate operational coordination/communication between the commands and DCMA.

As a combat support agency, DCMA has a special outreach to

engage with and provide direct support to combatant commanders. The LNO mission is to be the eyes and ears of DCMA and to provide smooth and continuous information flow between DCMA senior leadership and the commanders.

More specifically, the LNO's role is to provide collaboration for the combatant commander's operational contract support and planning by

LNOs serve as liaisons between the DCMA and combatant commands to ensure effective integration of DCMA contract administration and sustainment capabilities, contingency planning, execution and joint exercises.

It's an opportunity for DCMA to speak directly to the COCOM, to deliver that difference DCMA brings to better enable the customer in mission success. — Bryan Russell, Defense Contract Management Agency U.S. Central Command liaison officer

proactively supporting course of action decisions and advising on contingency operations to ensure proper mission analysis and identification of DCMA requirements ahead of time. This is accomplished by performing the following type of actions:

- participate in combatant command exercises and real-world missions and review operational and contingency plans to identify DCMA support
- provide smooth and continuous information flow between DCMA senior leadership and combatant commanders
- assist through participation in exercises and review and comment on strategic direction initiatives and documents and participate in meetings and committees, conferences, task forces, etc., as required
- assist with the integration of operational contract support for contingency operations and educate the combatant commander on DCMA's contingency contract administration services capabilities
- coordinate warfighter requirements with DCMA for sourcing

The face-to-face communication with combatant command planners reviewing operation plans and concept plans together not only delivers a better end product but also allows DCMA a voice in how LNOs contribute to mission success.

The current LNOs are Bryan Russell (Central Command); Navy Cmdr. Regina Roberts (Pacific Command); David Green (European Command/African Command); Army Maj. Reginald Martin (Southern Command/Special Operations Command); Air Force Maj. Tom Pina (Northern Command); and Howard Bishop (Logistics Civil Augmentation Program). They work in the logistics section within combatant commands and provide direct support to the mission, integrating DCMA into concept plans and operation plans. They also help to keep DCMA leadership informed on new requirements that can affect our operational mission.

“It's an opportunity for DCMA to speak directly to the COCOM [combatant commander] to deliver that difference DCMA brings to better enable the customer in mission success,” said Bryan Russell, CENTCOM LNO. For his support to CENTCOM, Russell was presented with the CENTCOM commander's coin by Gen. David H. Patraeus.

At the combatant commands, DCMA LNOs contribute immensely to keeping the agency informed of situations occurring during humanitarian assistance and disaster relief missions. LNOs have the responsibility of advising their combatant commanders of agency assets around the globe.

During Operation Unified Response, DCMA stood up its initial response team to prepare for deployment to support the DoD mission and provide assistance to the populace of Haiti. The disaster gave the agency an opportunity to assess its strengths and weaknesses when it comes to preparing for a rapid deployment. Maj. Reginald Martin, SOUTHCOM LNO, provided the agency with situation reports, general orders and fragmentary orders, which assisted the agency in preparing the response team for movement. Although the team didn't deploy in support of the operation, it was an excellent opportunity for the director to assess DCMA's capabilities as a combat support agency.

LNO Howard Bishop keeps the LOGCAP program manager linked to DCMA leadership and current on how effective, on-time support is delivered by DCMA.

The LNO program is relatively new and is in the process of growing with the implementation of policy, training requirements and educational opportunities to become better planners. It is just one of the many ways in which DCMA is changing to meet new requirements and customers' needs. 🎯

DCMA HAS ‘WALLBREAKING’ CEREMONY ON FORT LEE

By Cassandra Locke, DCMA Public Affairs

Building 10500 will be demolished to its shell and completely rebuilt. The planned completion date is July 2, 2011.

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

Charlie E. Williams, Jr., DCMA director, along with representatives from Whiting-Turner Contracting Company, the U.S. Army Corps of Engineers and DCMA senior leadership, celebrated the start of the construction project with a “wallbreaking ceremony” April 15 in the future command suite area of Building 10500.

Building 10500 is where DCMA Headquarters, International and Special Programs employees in Springfield, Va., will be relocated due to the 2005 Base Realignment and Closure law.

The Whiting-Turner Contracting Company, one of the nation’s largest construction management and general contracting companies, was awarded a \$13,139,000 firm-fixed-price contract to renovate Building 10500 at Fort Lee Dec. 14, 2009. In September 2009, Whiting-Turner was awarded a \$181 million project to design and build support facilities for wounded soldiers at the future Walter Reed National Military Medical Center in Bethesda, Md.



From left: Dan Niccolucci, Whiting-Turner vice-president, and Charlie E. Williams, Jr., DCMA director, participate in a wallbreaking ceremony at Building 10500 on Fort Lee, Va., future home of DCMA Headquarters April 15. Whiting-Turner has started the construction process and is scheduled to complete the building renovation by July 2011.

According to the DCMA facilities office, Building 10500 will be demolished to its shell and completely rebuilt. The planned completion date is July 2, 2011, though Whiting-Turner officials say they are expecting to complete the building “ahead of schedule,” said Dan Niccolucci, Whiting-Turner vice president. “We look forward to working this project and are looking to exceed your expectations.”

After the ceremony, Williams and DCMA senior leadership participated in a windshield tour of Fort Lee, getting an overview of the many construction projects, post expansion and quality of life opportunities available to DCMA employees. This was followed by a visit with agency employees at the DCMA River’s Bend East facility in Chester, Va. During the visit, the director presented

James Stamper, DCMA Lean Six Sigma master black belt, with a pin and certificate for his 35 years of government service.

For more BRAC updates, look out for the next issue of *On Track with BRAC*, distributed to all agency employees via e-mail on the first Tuesday of the month or visit <https://brac.dcmamil> for updated information. 📍



From left: Charlie E. Williams, Jr., Defense Contract Management Agency director, pins James Stamper, DCMA Lean Six Sigma master black belt, with his 35 years of government service pin April 15 at the Rivers Bend East building in Chester, Va., after touring the facility. (Photos by Cassandra Locke, DCMA Public Affairs)

DCMA UPDATES CAREER PORTAL

By Cassandra Locke, DCMA Public Affairs

The DCMA Career Portal was designed, first and foremost, to appeal to the 22- to 30-year-old demographic.

The Defense Contract Management Agency has an outlet for those looking to be employed with the agency.

According to Rick Bedford, DCMA lead agency recruiter, the DCMA Career Portal was designed to make DCMA an attractive employer option for the kinds of recruits DCMA needs. The Career Portal makes it easy to find a position in the agency and even easier to start the application process without leaving the site.

He said this is achieved by creating a high-tech environment,

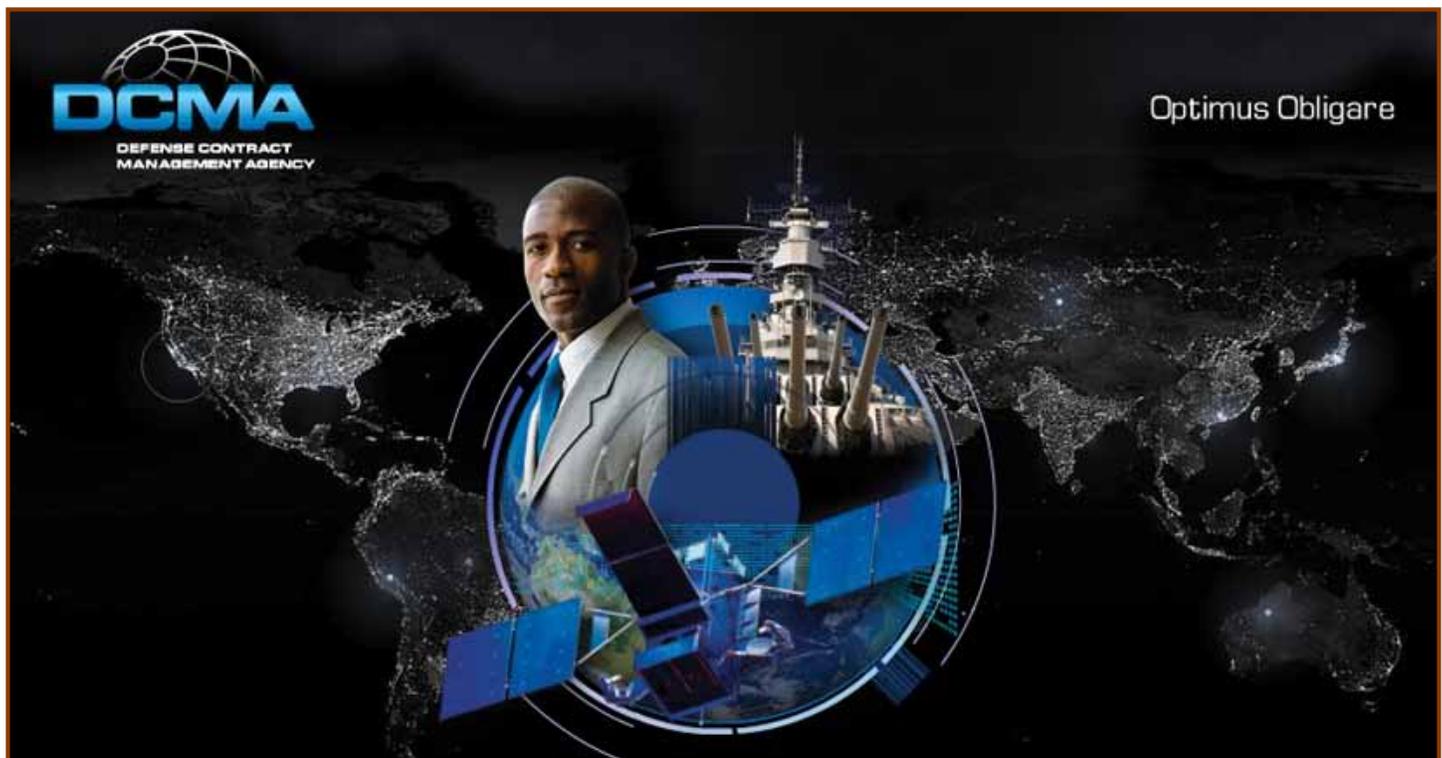
unconventional site navigation, as well as a layered approach to information delivery. All of this is designed to get visitors to “linger longer” on the site, understand how a job with DCMA would be fulfilling and be motivated to apply.

The DCMA Career Portal was designed, first and foremost, to appeal to the 22- to 30-year-old demographic. While some accommodation was made for others, the site is clearly focused to attract young, highly qualified and motivated recruits. “Creating a .com site removes one layer of resistance from desired recruits — a .mil URL implies military service. Additionally, a .com URL allows a bit more freedom in establishing the brand values DCMA seeks to communicate,” said Bedford.

When visiting the site, each occupation is summarized, presenting an overview of the requirements involved and what each offers to potential recruits. It’s all reinforced with video presentations.

Jobs on the new site include: contract specialists, contract price/cost analysis specialists, quality assurance specialists, property management specialists, information technology specialists, general engineers, industrial specialists and the agency’s Keystone Intern Program. Also on the site is a link to the agency’s emergency essential positions and a list of places with the respective vacancies.

For more information about DCMA’s Career Portal, visit www.dcmacareers.com. 



DCMA SOUTHERN EUROPE FLIGHT OPERATIONS DIRECTOR GIVES OF HIMSELF TO SAVE A LIFE

By Jo Adail Stephenson, DCMA Public Affairs

When Air Force Maj. Timothy “Nathan” Tart, Jr. signed up to become a bone marrow donor, he had no idea that nine years later he would actually help save a leukemia patient he did not even know.

Tart, who is currently the Defense Contract Management Agency Southern Europe director of flight operations with additional responsibility for Northern Europe and the Middle East, had registered with the C.W. Bill Young/ Department of Defense Marrow Donor Center as a potential donor while at pilot training at Moody Air Force Base in Georgia in 2001.

He was contacted last summer as a potential bone marrow donor on the DoD list and was told to contact the center if he was interested. “I called straight away, and that began the start of a process,” Tart said.

His hectic travel schedule proved to be a challenge.

“The medical professionals at Wiesbaden Army Airfield Clinic and at the clinic at Fort Lee, [Va.] were fantastic in getting me in on short notice for blood tests and a special bone marrow donor physical,” Tart said.

He was at Fort Lee taking a Defense Acquisition University class when the center asked if he could do a physical specifically tailored for bone



Air Force Maj. Timothy “Nathan” Tart, Jr., Defense Contract Management Agency International Southern Europe director of flight operations, smiles after donating his bone marrow for a 45-year-old male leukemia patient. The procedure was performed recently at Georgetown University Hospital in Washington, D.C.

marrow donors, including answering questions similar to those asked of a blood donor and then getting an electrocardiogram and chest X-ray.

Once the medical requirements were met, the center arranged his travel to Washington, D.C., where the procedure was performed at Georgetown University Hospital in December 2009.

“The process wasn’t painful. To me, the worst part was the anticipation or fear of the unknown. However, the team did a phenomenal job of explaining the procedure and reminded me that this could make a life-changing difference to an individual and their family,” he said.

Tart added he was asleep for the process and woke up with a bandage on his lower back.

“It feels like you’re sitting on an airplane with a pillow in the small of your back. They give you great medicine to help you heal up with very little pain. I could only describe the pain in your lower back as just being a little sore, like after a tough workout,” Tart explained. “The biggest thing is that you’re tired. ... It just wipes you out ... so you need to take it easy for a couple of weeks.”

He said he was up the next day and felt fine but was just moving a little slower up stairs, etc. “Although it was



f I have told my military friends I would gladly do this donation again and encouraged them to step up and do the same. — U.S. Air Force Maj. Timothy “Nathan” Tart, Jr., DCMA International Europe director of flight operations

the next day after my procedure, I was able to join my wife, Emily, on a private tour of the White House where we had a chance encounter with the “First Dog, Bo. I was a little tired, but I felt great and had no problems walking around some of the sites in D.C.,” he added.

About a month after the procedure, Tart was told by the center that the 45-year-old male leukemia patient who received his bone marrow was doing very well and was showing no signs of the disease. “I have told my military friends I would gladly do this donation again and encouraged them to step up and do the same. We join the military to serve a greater good, whether that be through typical DoD missions or support within the community. DoD’s bone marrow program is another great example of this service, and I feel honored to be a part of it. I couldn’t have done it without the fantastic support of my family and coworkers here in DCMA,” Tart said.

Anyone interested in becoming a bone marrow donor can find out more information at

www.dodmarrow.org and www.marrows.org. 

C.W. BILL YOUNG DEPARTMENT OF DEFENSE MARROW DONOR PROGRAM

As an integral part of the national effort for matching unrelated marrow donors, a marrow donor program was established within the Department of Defense. The program’s primary objectives are the development and application of this distinctive lifesaving technology toward the military medical application for rescue of casualties with marrow damage resulting from radiation or certain chemical warfare agents containing mustard. The program was named for Congressman C.W. Bill Young, who initiated and supported the development of the National Marrow Donor Program and the DoD program for unrelated donor marrow transplantation. DoD established the C.W. Bill Young Department of Defense Marrow Donor Center in Washington, D.C., to support DoD volunteer marrow donors. The C.W. Bill Young Marrow Donor Center coordinates all the medical and logistic support for DoD personnel who volunteer for the possibility of donating marrow.

The DoD program focuses the efforts of this national program toward military contingency and homeland security initiatives for the treatment

of casualties exposed to marrow toxic injury. The program provides for humanitarian support for patients every day while the same medical technology for treating patients is available to provide rapid and effective marrow rescue for military or civilian casualties exposed to marrow toxic ionizing radiation or chemical agents containing mustards. During both military exercises and recent conflicts, the program demonstrated military medical support capability.

Eligible volunteers under the DoD program include all active-duty military members and their dependents, DoD civilians, Coast Guard, National Guard and Reservists, ages 18 to 60 and in good health. A blood sample or buccal swab is taken from volunteers, and the sample is sent to the C.W. Bill Young/DoD Marrow Donor Program laboratory in Washington. The tissue type (human leukocyte antigen) of the volunteer is registered with the National Marrow Donor Program without identifying demographics.

The National Marrow Donor Program is the coordinating center in Minneapolis with more than 200 participating organizations, including donor centers, transplant centers, clinical and research laboratories for transplant matching. The NMDP provides a national coordinating



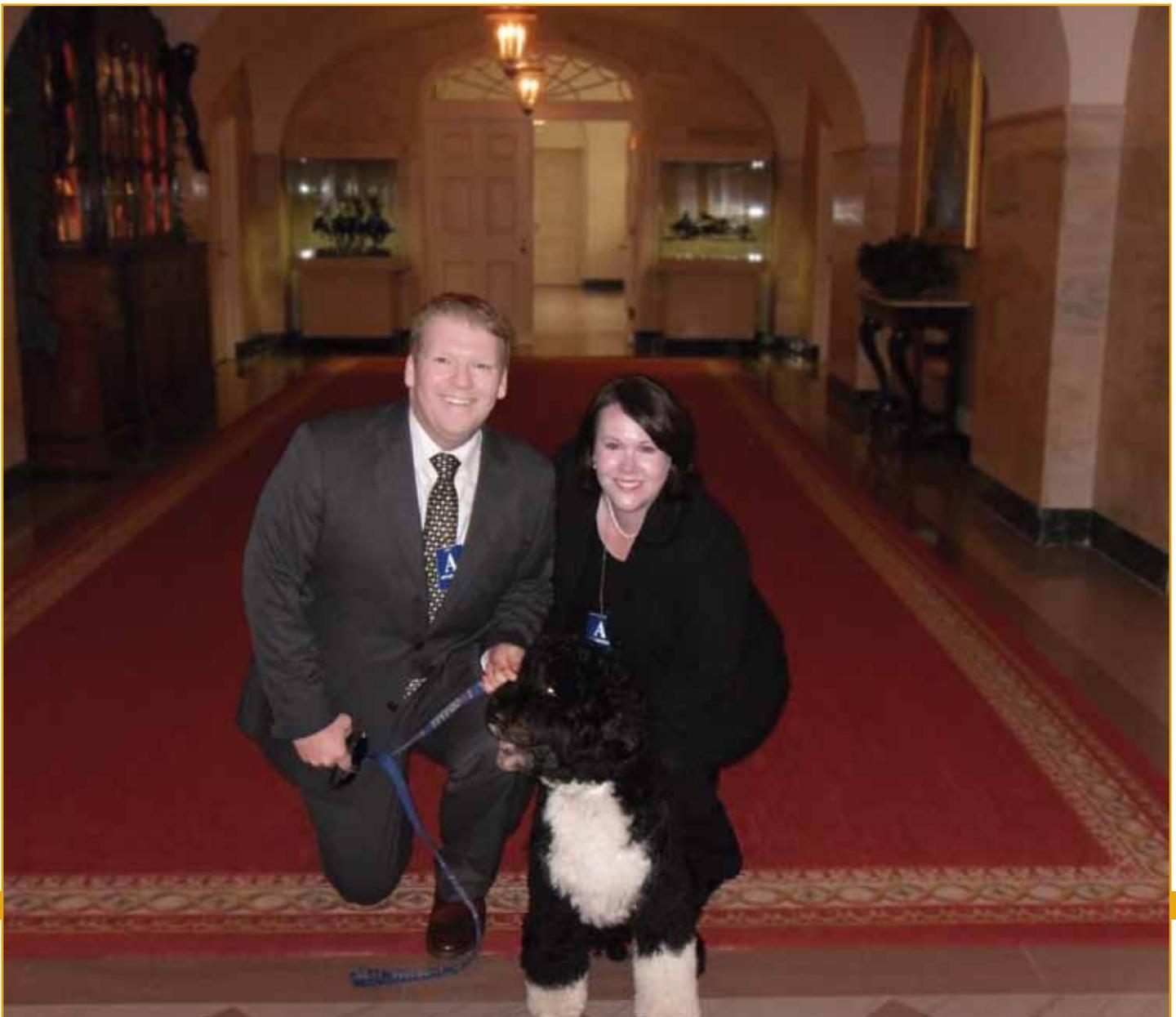
center where patients can become matched with volunteers registered at donor centers like the C.W. Bill Young/DoD Marrow Donor Center. This transplant therapy is used to treat as many as 70 different potentially fatal diseases that can be cured by replacement of diseased marrow from a healthy donor. If a volunteer matches a patient, he or she will be contacted by a staff member

of the C.W. Bill Young/DoD Marrow Donor Center. Donors receive extensive counseling and medical evaluation to ensure their desire to proceed with the process and that they are in good health.

DoD has played a vital role in the development of this life-saving national program due to the established spirit of volunteerism of members within the Armed Forces.

The C.W. Bill Young/DoD Marrow Donor Center is one of the largest in the world and provides the largest volume of lifesaving marrow for patients throughout the world.

Information from the C.W. Bill Young Department of Defense Marrow Donor Program website at www.dodmarrow.org



Air Force Maj. Timothy "Nathan" Tart, Jr., Defense Contract Management Agency (DCMA) Walker Center International Southern Europe flight operations director, and his wife pose for a picture with first dog, Bo, during their tour of the White House the day after his bone marrow surgery.

There are some great reasons to join the Defense Contract Management Agency (DCMA) — starting with what we do. Our mission sets us apart from just about everyone else. Our job is to get the very best for the very best. We are the Department of Defense component working directly with suppliers to make sure that only the absolute best equipment, supplies, support and services are provided on time, at cost and within performance requirements to the absolute best fighting force in the world — the U.S. military. Fulfilling this mission can mean the difference between life and death.

We are currently seeking experienced engineers, contract management, quality assurance, industrial, property management and earned value management specialists; candidates experienced in information technology and finance; and college students with engineering, business and engineering technology degrees for our full-time, entry-level Keystone Program.

For more information, please visit <http://www.dcmsa.mil/careers>



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