VALUE AT WARP SPEED
INSIGHT

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ON THE COVER
An Army Soldier stands by for instructions during the M240B support by the training portion of the Infantry Advanced Leaders Course hosted by the New Jersey Army National Guard’s 254th Regional Training Institute on Joint Base McGuire-Dix-Lakehurst, N.J., Sept. 22, 2020. Throughout this issue are examples of DCMA’s key contributions in the fight against COVID-19. (Air National Guard photo by Master Sgt. Matt Hecht)

Back Cover: The Blue Angels, the Navy’s flight demonstration squadron, conducted the final flight on the F/A-18 A/B/C/D “Legacy” Hornets over Pensacola, Fla., Nov. 4, 2020. DCMA team members supported the “Legacy” Hornet program throughout its life cycle. The agency manages contracts and provides insight for major programs across the Department of Defense. (Navy photo by Petty Officer 2nd Class Cody Hendrix)

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In Pursuit of Value
By Army Lt. Gen. David Bassett, DCMA Director

The Defense Contract Management Agency provides exceptional value to taxpayers, our government, the Department of Defense, and, ultimately, our warfighters.

Throughout its existence, DCMA has enabled our military services by providing smart, efficient contract management so they can maximize their dollars on strategic requirements and ongoing modernization. We do this with precision and with a single goal—to put the best equipment available in our warfighters’ hands when they need it. This requires balance, employing our finite resources to accomplish a mission of infinite importance. It requires critical thinking a smart, well-trained workforce; and a constant pursuit of value.

DCMA has spent decades building the ideal framework for today’s defense challenges. We combine exacting adherence to the Federal Acquisition Regulation and its defense supplement with unceasing internal process improvement to provide measurable results. Year after year, we average a more than 2 to 1 return on money entrusted to us. This allows the services to reallocate billions of dollars toward their most pressing needs, and tailoring our acquisition paths to ensure that every program can be delivered to our Warfighters as efficiently and effectively as possible. The work we do in DCMA needs to leverage this openness to tailoring so that we are focusing our limited resources on those contract administration and oversight activities that are most important to our customers and that deliver value to the Department of Defense.

The Adaptive Acquisition Framework that provides a set of tailorable acquisition paths to ensure that every program can be delivered to our Warfighters as efficiently and effectively as possible. The work we do in DCMA needs to leverage this openness to tailoring so that we are focusing our limited resources on those contract administration and oversight activities that are most important to our customers and that deliver value to the Department of Defense.

The Adaptive Acquisition Framework clearly shows the need for a DCMA Adaptive Contract Administration Framework that enables us to focus support and oversight on the Service’s most important modernization efforts whether those efforts are under an Other Transaction Agreement or a more traditional FAR-based contract. This year we will be digging deeper into the meaning of value, working with our customers to identify their most pressing needs, and tailoring our relationships, even on the individual program level, so they get the most out of DCMA. We have established a reputation as trusted experts, and will continue to earn our spot on the national defense team.

We demonstrated this brilliantly over the past year, not only rising to the challenges of the COVID-19 pandemic, but surpassing them by providing deep value to the Department of Defense through our monitoring and support of the health of the defense industrial base. Our exemplary workforce met its mission requirements last year as expected. More so, they did this while shifting largely to telework – almost overnight – and adhering to DoD and Centers for Disease Control and Prevention guidelines to keep themselves mission-capable. Not only

“DCMA delivers value to those we value the most.”
was their performance undaunted by the pandemic, it actually excelled in some areas, as DCMA was called to provide first-person, on-site assessments of defense contracts, and to work closely with federal, state and local governments to keep essential suppliers open.

With the initial changes tackled, DCMA has become instrumental to the whole-of-government coronavirus response. As of this writing, we are providing interagency and joint contract administration services for the Joint Acquisition Task Force and Operation Warp Speed, including DoD and Health and Human Services-issued contracts. These are helping our country replenish medical supply stockpiles, and to manufacture and distribute the therapeutics, test kits, personal protective equipment and vaccines needed to get us through this difficult time.

The backbone of all of this, of all of DCMA’s success, is our workforce, a diverse group of 12,000 highly-trained, dedicated people, performing all aspects of acquisition and related support around the world.

They make DCMA the definition of value to our nation because they share their values with those who serve.

Whether you use the Army’s version of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage; or the Air Force’s of Integrity, Service and Excellence; or the Navy and Marine Corps’ of Honor, Courage and Commitment – these warfighter values are our values. They have been taught to us by our parents, in schools and places of worship, at basic training and boot camp. They are personal and essential, and a hallmark of our civil service workforce.

DCMA delivers value to those we value the most.

“With the initial changes tackled, DCMA has become instrumental to the whole-of-government coronavirus response.”

- Army Lt. Gen. David Bassett, DCMA Director

By the Numbers
Fiscal Year 2020

12,393 employees

47% Veterans

5% Military service members

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

1,000 locations around the world

$830 million in contractor payments every business day

47 main offices overseeing

266,344 managing

14,068 active contracts at contractor facilities with a total contract amount of

$5.2 trillion providing direct support to DoD and other government agencies

FY20 ROI: 2.1 to 1

In fiscal year 2020, DCMA saved, recovered or cost avoided $2.9 billion against an annual $1.4 billion budget. The agency has produced a 2 to 1 or better return for the past five years, averaging a return of $2.75 for every dollar invested.

RECOVERED
$591 million — Contract litigation, cost accounting standards, fraud cost recoveries, incurred cost settlements, and property claims

SAVED
$29.8 million — Contract terminations

COST AVOIDED
$2.3 billion — Commercial pricing, property and plant clearance, and surge support efforts
M1A2 SEPv3 Abrams Main Battle Tank is a part of the Army's ongoing modernization efforts. DCMA has and continues to play a key role in these efforts. (Army photo by Sgt. Calab Franklin)

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

In addition to the services, DCMA performs contract work on behalf of other Defense Department and federal organizations, from NASA to the Defense Logistics Agency, the agency's largest customer by contract count. DCMA administers 104,178 contracts for DLA, totaling $139 billion.

### Platform Deliveries

In fiscal year 2020, DCMA delivered 510.6 million items worth $90.5 billion, with many valued at over $1 million per unit.

<table>
<thead>
<tr>
<th>Platform Deliveries</th>
<th>Total Items</th>
<th>DLA Contract Items</th>
<th>Program Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>510.6M items shipped; $90.5B total value</td>
<td>66.7M items shipped; $12B total value</td>
<td>3.9M items shipped; $39.6B total value</td>
<td></td>
</tr>
</tbody>
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### Program Breakdown

**Aircraft Programs**

- 151 Fighters — $10.8B
- 148 Helicopters — $2.4B
- 9 Anti-Submarine Warfare — $1.3B
- 8 Tankers — $1.6B
- 16 Til-rotors — $1.1B
- 7 Early Warning — $1B
- 61 UAV — $690M
- 9 Transports — $535M
- 1 Electronic Warfare — $62.8M
- 3 Attack — $45.5M

**Combat Vehicles**

- 2,731 JLTV — $661.5M
- 87 Field Artillery — $539.4M
- 241 Armored — $530.5M
- 30 Tank Upgrades — $115.4M
- 28 Amphibious — $104.3M
- 28 Recovery, M88A2 — $89.6M

**Missile Systems**

- 23 — Missile Systems — $222.5M
- 191 — Aircraft Engines — $1.9B

**Aircraft Engines**

- 266.4 million — Small Arms — $2.2B

**Small Arms**

- 328 — Systems — $1.4B

**Systems**

- 413 — Aircraft — $1.4B

**Missile Systems**

- 413 — Systems — $1.4B

**Units of item shipments**

- Aircraft 70.9%
- Missiles/Rockets 10.8%
- Combat Vehicles 5%
- Aircraft Engines 7.1%
- Systems 5.3%
- Missiles Systems 0.8%

### FY20 Product Shipment by Platform - $27 billion

- Aircraft 70.9%
- Missiles/Rockets 10.8%
- Combat Vehicles 5%
- Aircraft Engines 7.1%
- Systems 5.3%

**Total Items**

- 510.6M items shipped; $90.5B total value

**DLA Contract Items**

- 66.7M items shipped; $12B total value

**Program Items**

- 3.9M items shipped; $39.6B total value

**Army**

- *94 Programs, 34 are ACAT I*
- **37,234 contracts totaling $1.95 trillion**
- $94B obligated • $98B unliquidated

**Air Force**

- *89 Programs, 35 are ACAT I*
- **37,234 contracts totaling $1.95 trillion**
- $694B obligated • $98B unliquidated

**Navy**

- *106 Programs, 39 are ACAT I*
- **84,292 contracts totaling $1.95 trillion**
- $733B obligated • $130B unliquidated

**DLA Contract Items**

- 68.7M items shipped; $12B total value

**Program Items**

- 3.9M items shipped; $39.6B total value

**Magnitude of item shipments**
When COVID-19 struck, the defense industrial base was declared a critical infrastructure workforce. The production of items essential to national defense would continue, as would DCMA’s support role. With the pandemic altering America’s factory floors, the first question asked was how?

By Matthew Montgomery, DCMA Public Affairs

A s the COVID-19 pandemic engulfed the world mid-2020, governments at all levels, businesses and individuals made provisions and established policies to keep the spread of the virus at bay. For the defense industrial base and Defense Contract Management Agency, this meant having to weigh the safety of their workforce against the need to continue producing valuable items critical for national defense.

To alleviate the confusion about which business needed to shut down based on state directives, and those that were critical for national security, Ellen Lord, undersecretary of defense for acquisition and sustainment, issued a memo designating the DIB as a critical infrastructure workforce. The memo was significant in the reopening of numerous facilities and maintaining a consistent, normal work schedule amid this national emergency. It enabled affected companies to be exempted from state-directed shutdowns.

“If you’re open, we’re open,” was the message to industry from Navy Vice Adm. David Lewis, then-DCMA director, when the pandemic began. The agency’s ongoing engagements with contractors has continued under Army Lt. Gen. David Basett, who assumed leadership of the agency in June 2020, and DCMA has maintained a physical presence on site to ensure products are delivered and companies receive payments for completed work.

DCMA personnel in the field took his directive to the next level and worked closely with local Department of Defense contractors to maintain clear and open communication on COVID-19 issues. The agency shared information and concerns about COVID-19 events and worked on preventative and mitigating measures. Lewis said at the time, “We are all focused on protecting our respective workforces and continuing product deliveries in support of our nation’s warfighters. The high levels of communication, cooperation and professionalism that we are seeing on the factory floor and in the boardrooms throughout our defense industrial base are noteworthy and essential, as we work our way through this unprecedented crisis.”

To keep DoD apprised of new developments, DMCAS’s Portfolio Management and Business Integration Directorate took on the task of tracking and reporting the number of closers, partial closures, average time to reopen and additional statistics related to COVID-19 DIB impact. These metrics were, and continue to be, instrumental in allowing DoD to understand the health of industry partners.

“The tracking of impacts to the DIB supports DCMA’s mission essential function to provide DIB mission assurance,” said Walt Eady, PMBI executive director. “The insights gained from analyzing COVID-19 impacts to programs and trending of data has allowed DoD and the services to take actionable risk management steps. As a result, the DIB has adapted quickly to the new operating environment minimizing the impact to DoD missions.”

Additionally, PMBI was largely represented in DCMA’s Joint Acquisition Task Force as the integrators between the DoD’s product line teams – N95 respirators, personal protective equipment, ventilators, pharmaceuticals, vaccine delivery devices, and screening and diagnostics – and the supply chain analytic support team providing detailed industry analytical support.

“DCMA’s JATF team ensured everyone had the latest COVID-19 material response industrial base analytics and were up to date on JATF priorities to maximize the DoD material response effectiveness supporting our whole-of-government partners while facilitating DoD readiness,” said Eady.

DMCAs’s quality assurance and contract administrative capabilities were leveraged to support national COVID-19 material response efforts as DCMA subject matter experts provided direct JATF support by inspecting, kind, count and condition of pandemic material being shipped to the Strategic National Stockpile. They also provided contract administrative surveillance support to Defense Logistics Agency, Air Force, and Health and Human Services material response contracts.

“The JATF initiative has developed into Defense Assisted Acquisition under DoD’s Joint Response Acquisition Cell, with DCMA as a major stakeholder,” said Eady. “Along with Defense Health Agency and DLA, we’re working to coordinate the execution of COVID-19 material response, industrial base capacity expansion and assisting in coordinating the restocking of the Strategic National Stockpile.”

In addition to PMBI’s data analytics, DCMA Contract/Pricing Policy Division, Contract Performance Management Division, Cost/Pricing Regional Command and members of General Counsel played a pivotal role in helping to shape DoD’s regulatory response to DIB concerns solely based on COVID-19 effects. These inputs, discussions, planning sessions and follow up data reporting supported the guidance development, execution expectations, and longterm oversight necessary to achieve intended goals.

By understanding the data and contract administration oversight
requirements provided by DCMA and various types of inputs from other agencies. Defense Contracting and Pricing was able to provide extensive COVID-19 policy and guidance to include:

- Implementation guidance for section 3610 of the Coronavirus Aid, Relief and Economic Security (CARES) Act
- Detailing efforts to strengthen the defense industrial base
- Instructions for use of regulatory tools to minimize adverse impacts
- Considerations guidance for DIB
- Emergency acquisition flexibilities
- Assessing COVID-19 related impacts and costs
- Class deviations for defense contracts

These policy changes and the associated supplemental guidance directly supported the DIB in several ways, including:

1. De-obligate excess funds in this time frame and for situations directly resulting from federal or state responses to the COVID-19 pandemic. Second, the reminder of existing statutory limits extended the range of support to the DIB.

   “One example is Section 852 of the National Defense Authorization Act for Fiscal Year 2019,” said Sonya Ebright, 2020-O0013. This relief is part of the CARES Act, Section 3610. When the permissible authority under Section 3610 is used, reimbursement requests should compensate only for the costs of providing paid leave, which is for maintaining the workforce, and shall not increase profit.

   “To the extent that the impacted contractor workforce is applied across multiple contracts, contracting officers will need to coordinate on a reasonable allocation of costs, ideally through the ACOS,” said Ebright. “In order to ensure understanding of this unprecedented pandemic.”

2. The DIB does not include providers of services such as power, communications, transportation or utilities that the DoD uses to meet military operational requirements. These commercial infrastructure assets are addressed by other sector-specific agencies.
Defense Contract Management Agency acquisition personnel have created a Progress Payment Multifunctional Administration Guidebook to make sure contractors are paid correctly and on-time.

“The Progress Payment Working Group was formed to create standardization across the agency in how we do progress payment administration,” said LeShan Jackson, a contract specialist in the Contracts and Pricing, Policy and Processes Division within the Contracts Directorate at DCMA headquarters, Fort Lee, Virginia. She is also the project manager for the PPWG.

“There is guidance out there that says certain things need to be done, but there was no guidance telling how to do it,” she added. “This is something that has been needed for decades. For example, one contract management office may ask for certain documentation while another office does not. This causes confusion with the contractor because they do not know what is really required.”

According to Patricia McMahon, the director of Contracts and Pricing, Policy and Processes Division, the new guidebook “provides supplemental guidance to the payments manual in a structured, detailed manner that will assist both contracting officers and functional specialists in their daily financial oversight activities.”

The PPWG was created in July 2020 to standardize the agency’s business processes and the team completed its mission two months later. The guidebook is a tool personnel across the agency can use. Various contract management offices from each region already use the book now during the pilot phase and are providing valuable feedback to Jackson and the PPWG.

McMahon noted payment support is one of the reasons why DCMA is assigned contract administration. She said customers sometimes may challenge recommendations from DCMA based on pressure from the contractors, so it was important for the agency to create a document that determines what must be submitted for justification before any payment is made. For the contractor, this guidance will also increase their efficiency and productivity by eliminating the back and forth requests for additional information from the administrative contracting officer, which will result in a quicker payment approval and facilitation of the contractor being paid in a timely manner.

Subgroup Expertise
The PPWG was divided into three subgroups – Progress Payment Administration; Contractor Checklist; and the Technical Guidebook – to develop the guidebook.
The PPA subgroup is responsible for the overall development of supplemental guidance for non-technical functional specialists in the 1102 contracting job series. The subgroup also developed PowerPoint training slides for employees on how to use the guide.

Jackson said the PPA subgroup, which had 13 members, reviewed the DCMA 325 risk matrix. The group also reviewed the Standard Form 1443 line-by-line and discussed what each of those elements represents, including the supporting documentation an ACO would want to request or expect from the contractor, and then how to evaluate it for approval or periodic review.

Seth Pokoj, a DCMA Pittsburgh supervisory contract specialist, served as the team lead for the PPA subgroup. “We have team members who work at the contractor’s residential facilities and others who work at contract management offices,” he said. “As a result, we were able to have a robust discussion that would represent everyone in the contracting community, not just a specific subset of users.”

“Proper administration of progress payments is truly a multi-functional effort,” he continued. “Progress payments are an important component of successful acquisitions as they represent an interest-free loan to contractors, which facilitates cash flow and ultimately supports on-time delivery of quality products to the warfighter.”

The Contractor Checklist subgroup had eight employees develop a checklist for the agency to supply all contractors requesting progress payments. The checklist explains the minimum requirements the contractor must submit to facilitate and support DCMA’s analysis. It also identifies information the contractor must provide such as direct labor, direct material, and indirect costs.

DCMA will also request sample invoices from the contractor to ensure payment is based on the terms and conditions of invoice or subcontract. Other documentation may include subcontractor financing amounts and support documents for the utilized indirect rates such as labor overhead. The guidebook’s checklist also states that as part of the progress payment process, a contractor should include the government approved provisional billing rates letter, and the rate calculations for each indirect category, or agreed final indirect rates letter.

Kearne Anderson, a supervisory contract specialist from DCMA Aircraft Integrated Maintenance Operations San Antonio, served as the team leader for the checklist subgroup. His team wanted to emphasize consistency and uniformity when creating the checklist.

“Our duty to adhere to the agency’s values was a driving force for this working group, and I believe collectively, our efforts will enable the agency to be better stewards of the taxpayer’s resources,” said Anderson. “I also believe that effective stewardship requires measures of continuous improvement, and this initiative is a step in that direction.”

The Technical Guidebook subgroup developed the supplemental guidance for the technical functional specialists, including industrial specialists, engineering and cost price analysts. The 14 employees in this subgroup provided material to explain how each aspect of a progress payment review should be performed.

Led by Daniel Wayne, a DCMA Orlando supervisory contract specialist, the team had approximately 50 years of progress payment review experience. Wayne’s subgroup had approximately 50 years of progress payment review experience. The employees had experiences in audit and pricing, earned value, and engineering, manufacturing, and contracting.

“It took months of research and cross-functional collaboration to prepare the guidebook,” said Wayne. “We forget that the government assumes risk when progress payments are provided to contractors. Progress payments are interest-free loans. Like any bank or financial institution, DCMA has a vested interest in a contractor’s progress and financial condition, among other things, when an effort is financed.”

An Essential Tool
In addition to making sure contractors are paid timely, Jackson said the guide also makes it easier for a new DCMA employee to learn his or her job quicker since there is guidance readily available. The standardization process also makes it easier for DCMA employees who transfer from one location to another, once they enter the office will follow the same acquisition oversight guidelines.

“I know an industrial specialist who has been doing this for 30 years, and she told me that she has been asking for this type of information her whole career,” said Jackson. “Creating a multifunctional guidebook of this magnitude is a tremendous effort.”

It’s stories from the industrial specialist and other employees around the agency that made Jackson determined to take on the task of producing the book. She also wanted to create a repository of institutional employee knowledge that could be passed down.

“I live by the motto ‘work smarter, not harder,’” she said. “My biggest fear was those DCMA functional specialists with 20 or more years of progress administration experience would retire and walk out of the door without having the opportunity to share their knowledge with DCMA’s next generation. Once that knowledge is gone, it’s gone forever so I wanted to ensure we got all of the information we could to ensure success in DCMA’s mission and strategic goals.”

A Vital Mission
McMahon mentioned the new guidance reminds customers, contractors, and the Department of Defense of how vital DCMA is to supporting our nation’s warfighters.

“This type of guidebook depicts DCMA’s role in DoD very clearly,” said McMahon. “There should be no doubt as to what functions DCMA performs that directly benefit the department from a financial standpoint. However, it also is a good reminder internally of how much reliance there is on our analysis activities that continually inform other members of the department and help to ensure critical contractor and program oversight take place on a routine basis.”

Since the guidebook was completed in September, Jackson has been consolidating the feedback from beta testing she has received from the DCMA offices and small and large contractors before the finalized guidance is distributed across the agency and the defense industrial base. The book will be released in 2021 for government use, and the checklist will be available to contractors.

“The feedback has been positive. The guidebook is a comprehensive working document for all offices,” Jackson explained. “This guidebook will put all of us in the agency involved in the progress payment administration process, including the ACO, contract administration, pricing, price analyst, industrial specialists, and engineers, on the same page.”

Jackson said the project took a lot of work from the PPWG, but she is excited by how the agency and others will benefit from the comprehensive guidance.

“Standardizing our processes is a huge win for all parties involved,” she said. “It makes it better and more efficient support from DCMA. DCMA personnel are better equipped with the proper tools in place to effectively accomplish our mission. The feedback from the providers of goods or services being paid in a timelier manner, which increases their cash flow, and lastly, the warfighter is provided with the goods or services needed to protect our nation and its assets.”
Heroes, tragedies sharpen Air Force officer

By Luis Delgadillo, DCMA Western Region Public Affairs, with contributions from Stephen Cleare

Defense Contract Management Agency’s Palmdale, California, office held its first virtual promotion ceremony to mark a career milestone for an agency and Air Force rising star June 1, 2020.

More than 30 family, friends and colleagues attended the promotion of Air Force Capt. Jared Hines, an administrative contracting officer with DCMA Palmdale, to celebrate the success of a man whose future is as bright as ever.

The move for Hines, from first lieutenant to captain, coincides with another major career achievement. Hines recently learned of his selection by Air Force Personnel Command to become an instructor at Officer Training School at Maxwell Air Force Base, in Montgomery, Alabama.

At Maxwell AFB, Hines said he will be responsible for molding the next generation of Air Force officers. With the selection as an instructor, Hines became a part of the Air Force’s initiative to transform the officer talent management process used to fill education, training and recruiting positions.

“Capt. Hines is a testament to the United States Air Force and has raised the bar for other junior officers at DCMA and elsewhere,” said Peter Miller, contracting supervisor at DCMA Palmdale, who oversees Hines’ work on unmanned aerial vehicle contracts.

“He has a passion for helping and mentoring others, and it’s inspiring to see what he’s been able to accomplish both within DCMA and at a servicewide level in the Air Force,” said Air Force Col. David Ferris, commander of DCMA Palmdale.

With assignments to DCMA, Hines and enlisted service members have the opportunity to see how the agency ensures buying power, accountability, management and evaluation of all of the agency’s procurements.

“DCMA provides a great broadening opportunity to work in a joint, fourth estate DoD agency, seeing firsthand how our industry counterparts deliver the supplies, systems and services and how we support our customers,” said Ferris.

Hines’ everyday responsibilities include administrative contract support for the MQ21 Gray Eagle and MQ29 Reaper Unmanned Aerial Vehicle programs. After his family moved from Pennsylvania to South Carolina in 1999, Hines grew into an accomplished athlete and student. In high school, he was awarded the prestigious Hope Scholarship, a merit-based award given for academic success. By the fall of 2009, he was studying at the University of South Carolina - Aiken. Soon, a series of personal tragedies shook the young student and detailed his academic career.

During his first semester his parents separated. Then an uncle, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away, for whom Hines had been the caretaker, passed away.

At each turn, the way I was able to embrace it was to rely on God and understand that this is ultimately going to make me a better individual,” he said.

To help his family, Hines placed his academic career on hold for a nearly a year and a half to get a job at Augusta National Golf Club in Georgia to work as a merchandising supervisor. In December 2010, he enlisted in the Air Force Reserve and worked as an Avionics Technician out of Charleston Air Force Base, South Carolina.

By bringing stability to his family, Hines gave himself the space he needed to then set his sights on returning to school. He requested and received a waiver to be readmitted to USC – Aiken for the fall semester of 2012.

“I just had to keep pushing. People who may view as success others may view as accomplishments, I view them as small steppingstones,” said Hines.

“If I die like being at the bottom of a well,” he said, “The traditional kind of well, it’s easy to feel the walls around you. It’s easy to get absorbed by the darkness.”

Despite the personal tragedies, Hines said he remained hopeful because of his faith and his family. “There is value in a struggle, so with all the things I’ve networking and exposure to different resources in the Air Force Reserve helped Hines in the direction of the USC – Columbia’s Air Force Reserve Officer Training Corps. Initially, he was to be a poor candidate because his low GPA.

“Adversity is nothing if people see my story, I’d like them to change the way they see adversity and embrace it.”

**INCOME BOOSTER**

LA takes lead on NSSL affordability

By Luis Delgadillo, DCMA Western Region Public Affairs

When SpaceX successfully completed its June 2020 Department of Defense National Security Space Launch mission, it not only placed the third GPS III satellite into orbit, it also helped the Defense Contract Management Agency and the Space Force get closer to proving a money-saving concept.

“The third GPS III launch was the first time in history that we allowed the launch service provider on contract to return a rocket. That’s never happened before,” said Air Force Maj. Raymond Rylander, program integrator for DCMA Los Angeles who oversees the SpaceX contract.

The recovery of the first stage booster shortly after launch from Cape Canaveral, Florida, June 30, 2020, demonstrated to the DoD the company’s processes and technology could help customers save money on future launches. While the exact cost savings is yet to be determined, the recently recovered booster validates the process that DCMA will oversee to secure any credit applied to future NSSL launches.

The milestone places DCMA LA as the lead team for the development of acquisition oversight on rocket recovery and reuse guidelines that will bolster the NSSL’s goals of procuring affordable space-launch services.

The NSSL, previously known as the Evolved Expendable Launch Vehicle program, still solicits proposals from launch service providers who use expendable rockets, but the National Defense Authorization Act of 2019 formalized the use of contractors who could recover and reuse rockets. As a result, Rylander and his DCMA LA team have been working with USSF’s Space and Missile Systems Center at Los Angeles Air Force Base in El Segundo, California, to shape the program’s acquisition guidelines.

“DCMA LA, SMC and SpaceX are taking an incremental approach to see if the reuse and cost savings concept can succeed, but much of the negotiating and the acquisition oversight for the recovery and reuse of the boosters is established,” said Rylander.

While companies like SpaceX have flown reused rocket booster hardware before, in order for the DoD to subscribe to the practice long term, said Rylander, DCMA LA and NSSL mission partners, like the USSF’s SMC, need to see the process unfold under their close watch.

At the contractor’s facility in Hawthorne, California, Air Force Capt. Alexander Thomas, deputy program integrator for the SpaceX contract, works with DCMA multi-functional experts, who have been key to the development of the acquisition oversight, he said.

“This has broadened the scope of our work significantly,” said Thomas. “We’re no longer buying a rocket but instead we’re buying a ride.”

While Thomas said this new strategy has the potential to decrease mission costs and wait times between launches, it comes with increased mission complexity.

“The launch for GPS III-3 was great. It went very well because not only did we successfully have a successful payload reaching the correct orbit, but we also had that booster landing,” he said. “Now comes the job of taking it apart, seeing what the damage is to the vehicle and looking at what the reusability factors would be. That’s where this whole new era of setting up procedures and steps for analyzing these vehicles and asking, ‘hey can we refurbish and reuse these vehicles?’”

Thomas said while the reusability concept is in its infancy for the DoD there may be a time when the only limiting factors for launch frequency will be weather and the time it takes to build a payload.

“When it comes to the actual launch vehicle itself, I think we’re accelerating at a whole new pace, and it’s pretty awesome to be at the forefront of that.”
Darkeesha Sims, FBO EA, former Army officer

My name is Darkeesha Sims, and this is “My DCMA.” I am an executive assistant for the Financial and Business Operations Directorate. I work at Defense Contract Management Agency headquarters, Fort Lee, Virginia.

My job duties include: providing administrative support to the FBO executive director and deputy director; managing internal and external taskings for the directorate; providing top-notch customer service; and greeting everyone I pass in the agency hallways with a smile.

I have been a part of the DCMA team for seven and a half years and I like working with the agency because being prior active-duty Army, I am passionate about supporting the warfighter.

Some of the great things about working at my location include the people. I absolutely love my coworkers and I love what I do. Being at headquarters, I get to interact with people from all over the agency. My favorite thing is when someone I know via email visits headquarters, and I get to meet them in person.

This location is specifically dear to me because Fort Lee is where I started my Army career as a quartermaster officer.

I am originally from Petersburg, Virginia, so I am surrounded by my family. Plus, living right outside of the installation means a really short commute for me.

DCMA is important to America’s warfighters because we help provide and ensure the safety of the equipment necessary for them to do their jobs every day. As I reflect on the agency’s 20th anniversary, from my perspective, I think DCMA has done a great job remaining relevant and agile. The world is changing and we have to change with it. It will be exciting to see the new ways DCMA will continue to support the warfighter.

Other than the agency directors and a few of my dear friends departing for other opportunities, I think the most notable change for me while working at DCMA is the technology. We have gone from Blackberries to iPhones; from a shared server to the Sharepoint 360 platform; and our desktops were replaced by laptops. But the one thing I appreciate the most is my dual monitor setup, which is one of the reasons why I prefer to come into the office rather than telework.

This is the year of information, which includes personal and professional development for me. My future career goals include continuing to serve in positions where I can positively impact and influence others.

Upon retirement from government service, I would love to continue serving people as a life coach, specifically for teenage girls.

Some unique things about me are that I have a fraternal twin, and I served as the mascot for Old Dominion University during my freshman and sophomore years there. My favorite hobbies include cooking, traveling and socializing.

DCMA has been around for 20 years, and it’s awesome to think 20 years ago I was a first lieutenant stationed at Camp Stanley, Korea, serving as the assistant S3 as an operations officer with the 602nd Aviation Support Battalion. I absolutely loved Korea.

“My DCMA” features the agency’s driven, experienced and diverse workforce. It highlights what being part of the national defense team means to them.

This past year DCMA has evolved quickly to support our personnel, customers and contractors during the COVID-19 pandemic. We have found creative, safe and effective ways to execute our mission.

– Tiffany Rogers, Central Regional Command administrative contracting officer

I like working at DCMA because the mission crosses multiple capabilities and functions, and I have a direct impact on the operational force. Additionally, the people at DCMA make work enjoyable.

– Air Force Col. Ronald Kenyatte Booker, Total Force Directorate deputy director

Many of the programs we support are facing issues because of COVID restrictions that were not originally contemplated. We all are being called to be flexible, proactive and creative with problem solving this year.

– Air Force Reserve Capt. Rachel Redfearn, DCMA Boston acquisitions special projects manager

The products that have gone through our oversight process are used, in many cases, in war zones where the items have to perform properly the first time. That is a big responsibility and one that I am grateful to be a part of.

– David Frank, DCMA Hampton quality assurance supervisor
The watchful eyes of Defense Contract Management Agency Aircraft Propulsion Operations – Pratt & Whitney employees have prevented millions of dollars-worth of parts from being thrown out as scrap.

An agency technical review of jet engine components that were presented as scrap found that the material could be returned to service, saving the government $6 million.

Ronald Buonanducci, quality assurance specialist, is the quality team lead for the F100 Overhaul and Support Equipment program that identified the serviceable scrap.

“We perform product inspections, quality system audits and quality acceptance for all F100 PW-220 and -229 engines across multiple contracts from foreign customers to the Air Force,” Buonanducci said.

The Pratt & Whitney F100 PW-220 and -229 engines are used in fighter aircraft, including the F-15 Eagle, F-15E Strike Eagle and the F-16 Fighting Falcon.

The F100 overhaul contract covers a wide spectrum of overhaul activities for parts and modules. Activities include process reviews, first article inspections, and product examination for acceptance, material review and scrap.

“Basically, we participate in the refurbishment of military propulsion systems for military customers to return the engine and aircraft to fully mission capable status and ensure that all contractual requirements are met,” Buonanducci said. “This ultimately supports this nation with reliable assets to the warfighter in the defense of America and its allies.”

DCMA assumed responsibility of the F100 overhaul program in 2014. Since then, Buonanducci’s team identified and implemented improvements to the contracts, quality systems and material review.

“This material review included the scrap program,” Buonanducci said.

“We sought out opportunities to save material previously identified as scrap by the contractor and their vendors that were performing the inspection and overhaul of F100 parts.”

During that initial process, several high-cost components were presented to DCMA as scrap by the vendor. Buonanducci’s team requested and received photos and information about those components from the vendor, said Egils Vigants, DCMA APO P&W quality assurance director.

“We asked the supplier for measurements and analysis of the parts, then took that to the Air Force engineering source authority and asked them to take a look at it,” Vigants said.

The team asked the authority if the material could be altered in such a way that it would become acceptable again if certain limits detailed in the technical order for those components were expanded or changed.

“The ESA agreed that it could do so, and they issued a waiver to accept the parts rather than dispose of them as scrap,” Vigants said.

DCMA worked with ESA and the contractors to develop a process to properly designate and disposition material that was in accordance with Defense Federal Acquisitions Regulations and DCMA product instructions.

“We robustly engaged with the Air Force ESA to explore the established technical order limits in terms of changing the allowances to increase part life,” Vigants said.

He generated a memorandum of agreement with the contractor regarding the handling of the scrap material. The MOA served as a solution to the lack of language in the initial contract on how to deal with scrap material.

“We worked within the Defense Federal Acquisitions Regulation (to generate the memorandum) and the administrative contract officer, Mike APO P&W CONVERTS GARBAGE INTO GOLD

A DCMA jet-engine component technical review of “scrap” found the material could be returned to service, saving the government $6 million

By Jason Kaneshiro,
DCMA Eastern Region Public Affairs

APO P&W CONVERTS GARBAGE INTO GOLD

A DCMA jet-engine component technical review of “scrap” found the material could be returned to service, saving the government $6 million

By Jason Kaneshiro,
DCMA Eastern Region Public Affairs
Maddock, signed it in September 2019," Vigants said. "The agreement with the Air Force engineering support activity on how overhaul and repair would be conducted was signed in January 2020."

The $6 million figure was calculated based on the value of specific parts that were presented as scrap material and the elimination of the additional repairs, administrative costs associated with the documentation required for scrapping activities, and the labor hours spent in the demilitarization process.

Beyond the dollar amount saved is the fact customers have an asset returned to them quickly and with the knowledge that DCMA and ESA have reviewed and approve the parts for continued usage, Buonanducci said.

"I accomplished this by working with my team lead, Ron Buonanducci," Fontaine said. "Ron has a wealth of knowledge and is able to transmit that knowledge to his fellow [quality assurance specialists] through on-the-job training."

Fontaine joined DCMA eight years ago as a student trainee under the agency’s Keystone Program while finishing his undergraduate degree in business management.

"I believe the Keystone Program experience greatly contributed to the success of this program because it taught me the basics of quality assurance and gave me lots of hands-on learning on the Pratt & Whitney shop floor," Fontaine said. "With the experience I’ve gained over the years, I’m able to guide and collaborate with my QA team."

All the heavy lifting is done by his QA team, said Fontaine. Those efforts led to the success of the overhaul program. Additionally, the team’s knowledge of military engines, parts, and equipment is outstanding, which leads Fontaine to rely heavily on their expertise.

Buonanducci echoed the sentiment. "It was the DCMA team’s knowledge of the parts and its function, that allowed them to realize that deviations and interpretations of the parts would enable the components to return to service," he said.

Many of DCMA’s F100 overhaul team members, including Buonanducci, were aircraft maintainers in the military and have years’ of hands-on experience with components.

"DCMA harnesses the collective knowledge of flight line, overhaul and production experience that is unmatched," Buonanducci said. "An experienced DCMA team can prove a huge value to the customer. The opportunities are there to save millions with minimal effort."

Buonanducci said he also has a deeply personal stake in ensuring the continued success of the F100 overhaul program that stems from an incident he lived through during a six-month deployment to Iraq as a DCMA civilian.

"I was performing an inspection on a power unit when you could hear the sound of an incoming mortar round," Buonanducci said.

One by one, the mortars kept coming and each impact got closer and closer to his position. "The sound of the next one was clearly inbound," Buonanducci recalled. "When I tried to brace myself for what I though was my time to get hit, I heard the sound of an incoming F-16. It was unmistakable and I will never forget it."

The F-16 pilot dropped a 500-pound bomb over the attacker’s position, stopping the attack. "I saw that aircraft as it flew by and I thought how proud I was of the individuals that built that engine and our DCMA people that inspected it," Buonanducci said. "I felt that aircraft was late on take off or delayed in any way because of any technical issue, I would never be here today."

Buonanducci now has two daughters currently serving in the military. "This drives me and my counterparts every day," Buonanducci said. "After years in the U.S. military and working on the engine program, you may take the uniform off, but your heart is always with your brothers- and sisters-in-arms."

"An experienced DCMA team can prove a huge value to the customer. The opportunities are there to save millions with minimal effort."

– Ronald Buonanducci, QAS, the quality team lead for the agency team that identified the serviceable scrap material
Atlanta joins Warp Speed race

By Jason Kaneshiro, DCMA Eastern Region Public Affairs

In August 2020, the Army Contracting Command was days away from awarding a contract for the rapid development of a COVID-19 vaccine worth more than $1 billion and sent an urgent request to DCMA to ensure responsible stewardship of taxpayer dollars.

The Army's race to find a lifesaving vaccine is part of Operation Warp Speed, the federal government's effort to deliver millions of safe doses of a COVID-19 vaccine as quickly as possible.

“Operation Warp Speed is part of the Army’s overall COVID-19 response and Sudershan says the DCMA has a special role to play in this mission,” said Sudershan. “DCMA’s mission is to protect the nation’s military and government by providing the most cost-effective contracts possible.”

DCMA’s contract actions are integral to the COVID-19 pandemic response. In March 2020, the Army asked DCMA to establish contract requirements and to expedite the cost analysis to ensure allowability, allocability and reasonableness of the contract, said Nicole Bragg, DCMA Atlanta Contracts director.

The Army’s cost analysis.

“DCMA was able to work with the Army to establish contract requirements and to expedite the cost analysis to ensure allowability, allocability and reasonableness of the contract,” said Bragg. “DCMA was able to work with the Army to establish contract requirements and to expedite the cost analysis to ensure allowability, allocability and reasonableness of the contract,” said Bragg.

However, due to the size, duration, expenditure rates and other characteristics of COVID-19 related projects, the contractor, procuring contracting officer and program executive officer teams believed those projects would receive a disproportionate allocation of general and administrative costs, Fray said.

“Thus, in accordance with the appropriate code of federal regulations, a special allocation review was requested of DCMA Atlanta,” Fray said.

To perform the special allocation review, the DCMA Atlanta team coordinated closely with the Special Contracts Cost and Pricing team. They hoped to gain a better understanding of the contractor’s compliant allocations and if it was appropriate to allow a special allocation for the Operation Warp Speed projects.

“Ultimately, a special allocation was deemed appropriate to ensure a disproportionate allocation of general and administrative costs were not provided,” Fray said.

“In times like these, when the military and government are in need of rapid and agile acquisition, DCMA has the capability and flexibility to respond with precision to fast-paced and critical requirements for COVID-19 countermeasures,” Fray said.

He added that DCMA Atlanta’s contribution to these vital programs is another example of how the agency is the catalyst in value-based acquisition service.

Fray said she wants people inside and outside of the agency to realize that DCMA does complex work in support of high-profile programs and missions.

“Ultimately, a special allocation was deemed appropriate to ensure a disproportionate allocation of general and administrative costs were not provided,” Fray said.

“Rather than bragging about our combined safety concern in the world outside of COVID-19,” Fray said. “What’s cooler than bragging about our combined efforts to save all of humanity?”

By Nicole Bragg, DCMA Atlanta Contracts director (Photo courtesy of Johnson & Johnson)

A COVID-19 vaccine and its distribution is the goal of Operation Warp Speed. DCMA Atlanta’s Contracts team partnered with the agency’s Cost and Pricing Regional Command Specialty Pricing Team and the Defense Contract Audit Agency to establish contract requirements and to expedite the cost analysis to ensure allowability, allocability and reasonableness of the contract, said Nicole Bragg, DCMA Atlanta Contracts director.

The interior of the negative pressure conex is pictured above. DCMA provided technical support and quality assurance to ensure the NPC met all specifications and requirement during its rapid development and fielding. (DCMA photo by Vern Lewis)
On June 10, 2021, Defense Contract Management Agency Boeing Seattle will celebrate 100 years of continuous service to the warfighter. It is the government’s oldest continuously serving plant representative office, or contract management office. In June of 2020, the office began a yearlong series of activities celebrating and educating employees, alumni and customers on the office’s history. The yearlong celebration will culminate in a formal ceremony and celebration on the day of the office’s 100th anniversary.

To know how DCMA Boeing Seattle came to be a high performing office in the agency, one must look back at how it all began.

On April 7, 1921, the secretary of war, John Wingate Weeks, sent a telegram to William Boeing announcing that the Boeing Airplane Company had been selected to produce the MB3A aircraft. With the aircraft order came the need to establish an office that would represent the interests of the Air Service and the government. When the first commander and civilian, Charles Creswell, stepped off the train in Seattle on June 9, 1921, he was unaware of the impact he would have at the Boeing Airplane Company. Just a couple days prior, he had been given orders reassigning him from his position at the Army Material Division, McCook Field, Ohio, to the newly established office inside the Boeing Plant in Georgetown Station. Creswell could not have known that after his first day of work he would spend two decades ensuring the “warriors of the air” received quality planes quickly and at a fair price.

During his tenure, Creswell transitioned between the position of commander and acting commander as military leaders rotated into the office to gain valuable acquisition leadership experience. For much of the office’s history, the commander had a dual role as both the senior administrative officer of the unit and the senior aircraft acceptance pilot. More than once, they have had to join the “caterpillar club” by hanging on to their life by the silk threads of a parachute or climbing out of the wreckage of a crashed plane. Evidence of this can still be found scattered amongst the terrain in the Pacific Northwest. To date, fifteen people — military and civilian — have died while on duty with the office. Several more have...
Today, the mainstays of the office’s workload are the P-8A Poseidon Maritime Patrol Aircraft, VC-25B Presidential Airlift Recapitalization and the KC-46 Pegasus Tanker.

After WWII, AFPRO Boeing began to focus on providing Strategic Air Command with the bombers and missiles needed to contain the communist threat during the Cold War. The creation of the flying boom on March 28, 1948, for “Operation Drip” allowed aircraft to fly longer and go farther. The Boeing flying boom was a tubular structure with a telescoping section permitting extension from 25 to 45 feet. During this time, the office's own aircraft known as “The Shrimpboat” ferried pilots and staff between various locations. The 1950s saw the development of a number of aircraft such as the B-2A, F-22A and the Airborne Laser. Throughout the last quarter century, the office has worked on aircraft such as the B-2A, F-22A and the Airborne Laser. Today, the mainstays of the office’s workload include the P-8A Poseidon Maritime Patrol Aircraft, VC-25B Presidential Airlift Recapitalization and the KC-46 Pegasus Tanker.

During this time in 1965, the Navy’s separate plant representative office dissolved. This resulted in transferring responsibility to AFPRO Boeing for reimbursable work on major programs for the Navy, Army and NASA. This included tanks, railroad-based gun, hydrofoil ships, missiles, rockets, and even the lunar rover itself. The office’s two biggest programs during this era were the Minuteman intercontinental ballistic missile and the KC-135 tanker aircraft. In addition to missiles and tankers, the office began focusing on airborne command and control such as the E-3 AWACS, E-6 TACAMO, E-4 National Airborne Operations Center, the T-43A Navigator training aircraft, and the VC-137A, otherwise known as Air Force One. They were also involved in experimental aircraft like the YC-14, Boeing’s entry into the next generation airlifter program that became the C-17, and NASA’s Quiet Short-Radius Research Aircraft.

In June 1990, the office officially transferred to the Defense Contract Management Command under DLA and became DPRO Boeing Seattle, before another name change was made to DCMC Boeing Seattle in 1996. Throughout the last quarter century, the office has worked on aircraft such as the B2A, F22A and the Airborne Laser. Today, the mainstays of the office’s workload include the P8A Poseidon Maritime Patrol Aircraft, VC-25B Presidential Airlift Recapitalization and the KC-46 Pegasus Tanker.
As 2020 draws to a close, Defense Contract Management Agency’s Lockheed Martin Sunnyvale, California, contract management office marked the completion of over 20 years supporting the Advanced Extremely High Frequency Satellite program. AEHF-6, the final satellite of the AEHF program, began its expected 14-year service life in November 2020.

To manage the service life, Space Force’s Space Missile Systems Center at Los Angeles Air Force Base, California, will transfer control of the space vehicle to the newly formed Space Force Delta 8 and the 4th Space Operations Squadron at Schriever Air Force Base, Colorado.

The work performed by the Lockheed Martin Sunnyvale team on the development, production, deployment and sustainment AEHF space vehicles helped bring into service the military’s most cutting-edge satellite communications constellation. “We are proud of the professionalism and dedication the entire DCMA team has shown over the course of the past 20 years of AEHF contract administration,” said Rita Bruce, program integrator for the DCMA AEHF program support team here.

DCMA Lockheed Martin Sunnyvale is the lead office for AEHF, serving as the focal point for all DCMA efforts supporting the entire AEHF Program and providing the “one team, one voice” approach described in the agency’s vision to the USSF SMC.

Sunnyvale, along with DCMA Northrop Grumman El Segundo, California, and DCMA Lockheed Martin Denver, offered experience in areas ranging from contract management to manufacturing process oversight and from systems engineering to quality assurance. “We’ve had a number of employees that have been with the program since the beginning, and countless others that have made contributions and moved on to other opportunities. Without the collective effort over the years, we would not have been able to provide the proper support to such a critical program,” said Bruce. AEHF is preceded by Milstar, formerly known as the Military Strategic and Tactical Relay, the last of which entered operational service over 17 years ago. The joint AEHF and Milstar constellation provides secure, global and jam-resistant communications for military ground, sea and air assets. Each of the over $1 billion AEHF satellite delivers greater total data throughput than all Milstar satellites combined. This enables the Department of Defense, Canada, the United Kingdom, the Netherlands, and Australia to control tactical and strategic forces through all levels of conflict and support the attainment of space superiority for the joint force commanders.

From Earth to Orbit

AEHF-6 began life in space on March 26, 2020, from Space Launch Complex 41 at Cape Canaveral Space Force Station, Florida, from a United Launch Alliance Atlas V 551 rocket. This marked the first launch for Space Force as a new armed service in the United States military. Though a proud moment for DCMA, the launch was bittersweet. DCMA employees who planned to attend in person were unable to do so due to the...
COVID-19 pandemic. Despite the setback, the DCMA team was able to capitalize on a strong relationship already built with Space Force customers.

Well in advance of the launch, DCMA and the Space Force’s 45th Operations Group entered into a formal program support agreement.

This marked the first such agreement of teaming with a military command in the execution of Federal Acquisition Regulation 42, Contract Administration Services. The sharing of information throughout the transport, test, encapsulation, installation on to the rocket launch vehicle and launch of the satellite at John F. Kennedy Space Center, Cape Canaveral, Florida.

“We are mutually dependent and mutually supportive of our mission partners, especially those at the 45th Operations Group and the 5th Space Launch Squadron,” said Kent Caldwell, director of DCMA Lockheed Martin Sunnyvale. Caldwell leads a DCMA team that delivers prime contract support to eight major DoD programs and NASA on 164 contracts valued over $74 billion.

Beginning with shipment of AEHF-6 from the Sunnyvale facility, the DCMA team communicated with the 5th SLS to ensure on-time delivery of the product. Once the satellite arrived in Florida, both organizations supported in-person final system tests and encapsulation into the launch vehicle. The day of the launch, the 5th SLS shared their own virtual viewing with the DCMA AEHF team.

Even with AEHF’s end of production and entrance into full operational capability, DCMA continues in sustainment operations and software support for the next decade under the $3.3 billion Combined Orbital Operations, Logistics and Resiliency contract, joining a multi-contract management office team of professionals led by DCMA Lockheed Martin Denver.

“The mission of continued United States operational superiority in space never ends, as the Space and Missile Systems Center has already begun plans for AEHF’s successor, the Evolved Strategic Satellite Communications Program,” said Bruce. “ESS will significantly increase the number of users and services, augmenting the AEHF strategic mission and providing enhanced resiliency features required for nuclear command, control, and communications survivability.”

DCMA Lockheed Martin Sunnyvale, from Milstar in the past, to AEHF in the present, and to ESS in the future, continues to ensure timely delivery of quality products and provides relevant acquisition insight, from paper to product.

More than 50 DCMA employees moved from the agency’s seventh most expensive commercial office lease to a renovated former gymnasium. Parallel to the fiscal savings, the move placed employees on a military installation, which supports the agency’s ongoing efforts to relocate personnel to Department of Defense Facilities.

According to the agency’s strategic plan, such relocations can reduce overhead costs, improve quality of life and increase physical security for the workforce.

After affirming the strategic benefits of the plan, Air Force Lt. Col. John Kendall, commander of DCMA Seattle, detailed the plan’s financial benefits.

“With completion of this move to Marysville, we’ve now cleared our Bellevue lease and estimate facility savings to the agency of $3 million in the first 10 years,” said Kendall.

Another tangible benefit of the move is much of the office’s workforce is now better positioned to serve warfighter interests.

“As a geographic office, we cover defense suppliers within an 850,000 square-mile-area including all of Alaska, Washington, Oregon and about 20 percent of Idaho,” said Kendall. “We found that the majority of our contractors are located outside the high-cost Seattle area, and very few of our staff live there as well.”

The multi-year effort to move out of the downtown Bellevue by splitting the office into two locations occurred in two phases. Phase one was completed in 2018 by moving 45 employees to Joint Base Lewis-McChord, Washington.

“Splitting into two sites on the north and south of Seattle greatly reduces on-duty windshield time, especially through high-traffic corridors. As an added benefit, the reduced commute times serve as a huge quality of life improvement. It’s a little sad to not have the team in one place, but the quality of life benefits to the staff outweigh it,” said Kendall.

As one example, he said to park at the Bellevue office was a non-reimbursable cost, but the new locations in JBLM and Smokey Point have free parking.

Though the COVID-19 pandemic has placed the majority of his employees in a telework status, Kendall said many team members must conduct in-plant inspections. The new sites are better suited for this work.

According to Kendall, much of the credit for bringing the project to completion on schedule, safely and in the midst of a pandemic goes to several people across the diverse project team. DCMA headquarters, Navy Facilities, several contractors, DCMA Seattle’s mission support, information technology and contract management agency personnel coordinated hundreds of tasks, drastically reduced the office footprint and kept all parties aware of latest status. The collective efforts kept unexpected delays to a minimum throughout the process.

“Huge thanks go to several key members of the team: Keith Chapman at DCMA HQ Facilities for managing both phases of this project, and for communicating and overcoming several challenges that could have derailed this project,” said Kendall. “Finally, M.D. Cieszynski, Shawn Cochran, Debbie Wada and Dave Merrill from DCMA Seattle tracked and coordinated all the details to ensure the new office was ready to go on day one. What a successful team effort!”

“With completion of this move to Marysville, we’ve now cleared our Bellevue lease and estimate facility savings to the agency of $3 million in the first 10 years.”

— Air Force Lt. Col. John Kendall, DCMA Seattle commander
Stratford team delivers despite COVID ‘Stop Move’

By Jason Kaneshiro, DCMA Eastern Region Public Affairs, with contributions from Bryan Denardo

With most of the country in some state of self-quarantine, the Army had a problem in March when the Defense Department issued a “stop movement” order that prevented them from transporting 10 fresh-off-the-factory-floor UH-60M Black Hawk helicopters from a facility in Lakehurst, New Jersey, to the Republic of Korea.

Facing an approaching deadline to load the aircraft on a ship bound for Korea, the Army Utility Helicopter Program Office turned to aircrews from Defense Contract Management Agency Sikorsky Aircraft, in Stratford, Connecticut, for help.

Navy Lt. Cmdr. Matthew Noble and Army Chief Warrant Officer 4 Matthew Harris obtained special permission from then-DCMA Director Navy Vice Adm. David Lewis, to move the helicopters from the Lakehurst post-production modification facility to a port facility in Wilmington, Delaware, where the aircraft were loaded onto ships and delivered to the Army in Korea.

“These motivated aviators were joined by two additional DCMA Sikorsky Aircraft officers, Navy Cmdr. Timothy Rhatigan and Navy Lt. Nicholas Williams, who traveled from Connecticut to New Jersey, through the epicenter of the COVID-19 outbreak in New York City, to ensure the 10 helicopters were ferried safely from Lakehurst to the port facility for on-loading,” said Bryan Denardo, supervisory management analyst at DCMA Sikorsky.

The four-officer DCMA aircrew team completed their task in just over a day and for a fraction of the budgeted cost of the mission. Their combined efforts ensured U.S. Forces in Korea had the aircraft required to succeed in their mission to deter aggression and maintain stability in northeast Asia.

After the successful Army delivery for the Utility Helicopter Project Office, the pilots at DCMA Sikorsky Aircraft received dozens more requests for support from the Army, National Guard and UHPO.

DCMA Sikorsky Aircraft crews successfully delivered, among others:
- Two North Dakota National Guard UH-60M aircraft ferried from Lakehurst to Bismarck, North Dakota
- One Idaho National Guard UH-60M aircraft ferried from Lakehurst to Boise, Idaho
- Two Saudi Arabian FMS UH-60M aircraft ferried from Owego, New York, to Savannah
- DCMA Sikorsky Aircraft aviators also have continued to complete their primary DCMA mission at home, delivering 17 UH-60M/HH-60M helicopters from the Sikorsky manufacturing plant in Stratford to the post-production modification facility in Lakehurst after completing the rigorous government acceptance test flight and process.

“This was a team effort the military aviators were able to complete because of the outstanding teamwork of the nearly 200 DCMA Sikorsky Aircraft employees, notably the engineering and manufacturing team reviewing engineering change proposals, conducting surveillance on production and providing program management support with our partners,” Denardo said.

The contracting team ensured all activities were in-line with contractual requirements and obligations, quality assurance teams providing critical safety inspections and surveillance, and our mission support team taking care of travel and logistical concerns, Denardo explained.

“This is impressive support on normal days, but especially notable during the challenges of COVID-19 remote working and network challenges,” Denardo said.

DCMA Sikorsky Aircraft and its tertiary command, DCMA Lockheed Martin Owego in New York have approximately 200 team members administering contracts and supporting Sikorsky Aircraft at their corporate headquarters and main plant facility in Stratford, the integration facility in Owego, and the manufacturing and test facilities in West Palm Beach and Troy, Alabama.