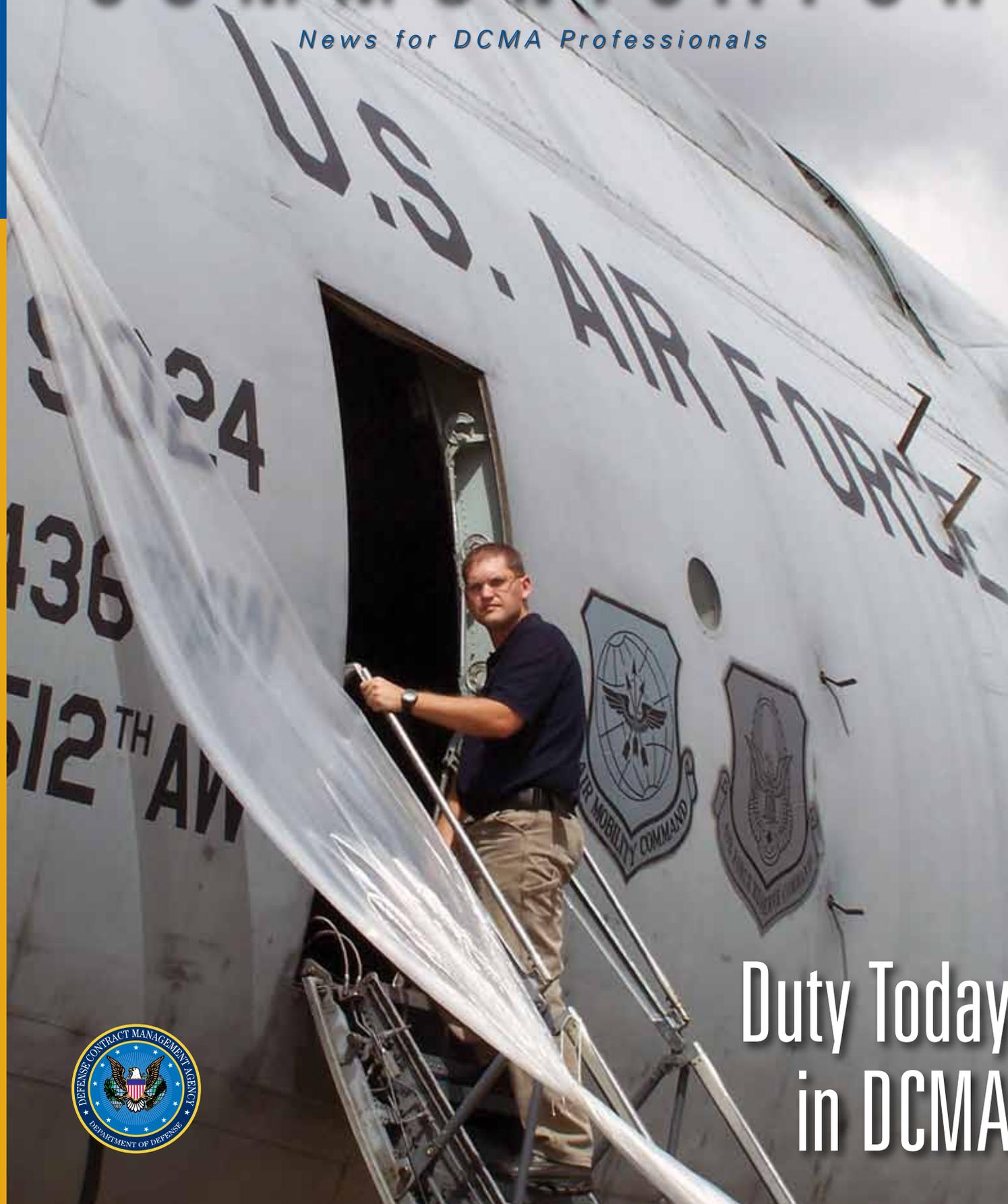


COMMUNICATOR

News for DCMA Professionals



Duty Today in DCMA

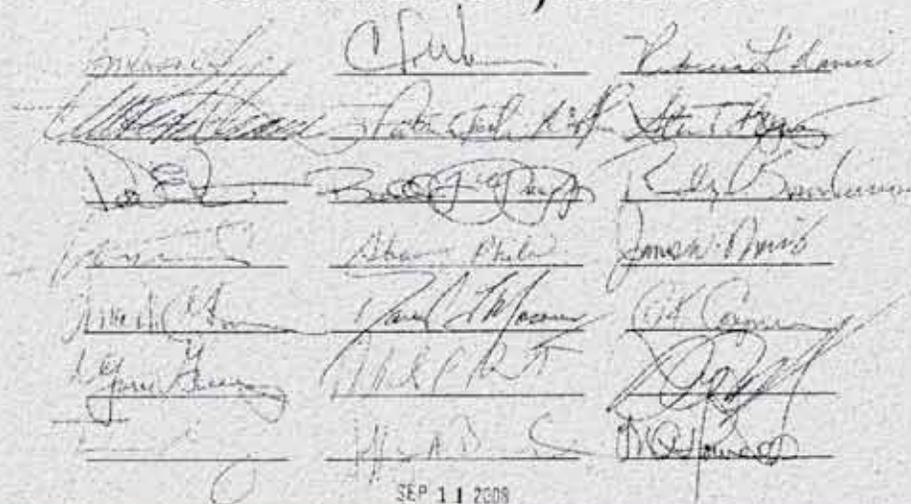


Mission

We 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.

Vision

DoD's leading experts in Quality Assurance; Cost, Schedule, and Supply Chain Predictability; and Contract Administration; enabling our partners to achieve contract objectives.



SEP 11 2008

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News for DCMA Professionals



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(On the cover) Joe Burton, DCMA Lockheed Martin Marietta quality assurance specialist for the C-5 program, entering a U.S. Air Force C-5 aircraft. (Photo by Ann Jensis-Dale, DCMA Public Affairs)



DIRECTOR'S MESSAGE

I'd Like to Say ... Thanks!

This issue, we are doing something a little different with *Communicator*. The magazine staff examines what our people are doing day-to-day in the contract management offices across the agency through photographs of them on the job.

One group of people, critical to our support of the warfighters, that the *Communicator* staff could not photograph with their cameras is the group of volunteers deployed to Iraq and Afghanistan. Over the past couple of years, the need for personnel performing contracting, quality assurance and other duties in theater has grown and continues to grow. We were required to provide another 100 volunteers for duty in theater at the end of 2007 and will likely have further growth as the operations tempo in Afghanistan changes. It is

important to remember that most of the civilian men and women who deployed and are away from friends and family are volunteers.

We do not have any trouble remembering our military volunteers serving overseas, but we do not always remember the increased role of our civilian volunteers. I want to take this opportunity to thank each of the volunteers for stepping up to ensure the performance of this critical wartime mission.

To be able to provide these volunteers for duty in Iraq and Afghanistan required the assistance of a number of people. We often forget, too, that for every deploying volunteer, someone must take over his or her duties in his or her respective CMO, taking up the slack and sustaining the performance of that critical mission. This means that many of you performed the duties of two or more people for an extended period during this last year. Thank you!

Thank you for your dedication to our warfighters, to our customers and our agency. I think we all recognize that DCMA's commitments to supporting our deployed warfighters will not end soon. While we continue to meet the contract management needs in the war zone with civilian volunteers, we have also begun to examine DCMA's "true role" in contingency operations in the future.

Suffice it to say, for now we have been "the right answer" for fulfilling the needs of the Department of Defense and the military services. Thank you for all of the hard work each of you accomplishes every day.

Warmly,

Charlie Williams Jr.
Director
DCMA

DCMA Director
Charlie Williams Jr.

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Around DCMA



Comanche Code Talkers

Speaking in Code

“Once a person dies, their name is never spoken again,” said Charlene “Sue” Morris, a member of the Comanche Nation, Okla. This is a strong cultural code for the Comanche, but one that is difficult to follow while attempting to preserve their tribe’s contribution to U.S. military history.

Morris, the featured speaker during the DCMA Aeronautical Systems and Naval Sea Systems Divisions celebration of American Indian and Alaska Native Observance month, told attendees the story of the Comanche code talkers who assisted our troops during World War II.

The Comanche code talkers frustrated enemy code breakers by translating Army messages into their native language. The enemy never broke the code. Seventeen young men were trained in military communications but transmitted their information in their native tongue — a language unknown to most of the world. “Both my father

and my uncle were among the 17 Comanche recruited as code talkers.” Morris told the attendees. The Comanche code talkers created their code at Fort Benning, Ga., in 1941. The code was comprised of a 100-word vocabulary of military terms. Since there is no Comanche word for “tank,” the code talkers used their word for turtle. “Hitler was posahtaivo, or ‘crazy white man,’” said Morris.

Adolf Hitler knew about the successful use of code talkers during World War I and sent a team of some 30 anthropologists to learn Native American languages before the outbreak of World War II. However, it proved too difficult to learn all the many languages and dialects that existed. Because of Nazi German anthropologists’ attempts to learn the languages, the U.S. Army did not implement a large-scale code talker program in the European theater. Fourteen Comanche code talkers took part in the D-Day invasion of Normandy and continued to serve in the 4th Infantry Division during further European operations.

According to Morris, American Indians have the highest percentage of their population serving in the military when compared to other ethnic groups. Currently, 2.1 percent of our military is comprised of American Indian and Alaska Native service members. Morris also stated that Comanche served alongside our military members in every conflict and war from 1800 to the present. “As of today, there are 190,000 American Indian veterans,” said Morris.

— By Ann Jensis-Dale, DCMA Public Affairs Staff



Premo and Cowin with Strykers
1st Lt. Tristen Premo (left) and Staff Sgt. Donald Cowin (right) from 5th Squadron 1 U.S. Cavalry Regiment of the 1-25 ID Brigade.

DCMAN San Diego Supports Operation Iraqi Freedom

AUGUST – After a successful retrofit of *Stryker* vehicles in October 2007, Defense Contract Management Agency Naval Sea Systems Division San Diego received a letter of delegation from DCMA Detroit to support retrofit operations of 317 *Stryker* vehicles. By working together closely to inspect the vehicles, DCMAN San Diego and the U.S. Army TACOM Life Cycle Management Command ensured all requirements were met to support the 1st *Stryker* Brigade combat Team, 25th Infantry Division — 1/25 SBCT — deployment to Iraq.

All 317 *Stryker* vehicles arrived from Fort Wainwright, Alaska, by July 29 and were retrofitted by contractor General Dynamics Land Systems at the Port of San Diego, Calif. The primary purpose of DCMAN San Diego's involvement was to perform inspection and acceptance activities to ensure all vehicles had the required retrofit and upgrade installations done correctly. Specifically, DCMAN San Diego engineering and manufacturing technology specialists

and quality assurance specialists audited the part and component installation processes for slat armor, common ballistic shields, exhaust deflector shields, weapon mounts, hull protection kits and tire fire suppression kits.

Final inspection of the *Stryker* vehicles was performed by the DCMAN San Diego quality assurance specialists and TACOM representatives. The retrofit operation's success was due to the total team effort of DCMAN San Diego, DCMA Detroit, TACOM LCMC, GDLS and, most importantly, the warfighters of the 1/25 SBCT.

— By Rachelle Munz and Tom Mulqueen, DCMA Naval Sea Systems Division San Diego



Stryker vehicles

DCMA Recognized for Exceptional Acquisition Work

*By Ed Graves Jr.
DCMA Oshkosh*

In a ceremony on Aug. 26, 2008, at the General Services Administration building in Washington, D.C., the Defense Contract Management Agency Mine Resistant Ambush Protected vehicle team received the 2008 Acquisition Excellence Award. The Chief Acquisition Officers Council presented the award, which was accepted on behalf of the team by Ed Bridges, DCMA Tactical

Wheeled Vehicles Chicago director. Among the 93 teams and individuals nominated, DCMA was one of only three selected for the honor.

The CAOC is the principal interagency forum for monitoring and improving the federal acquisition system. The Acquisition Excellence Award was established to recognize acquisition performance excellence, high

standards of integrity and efficient administration of the federal procurement system. Paul Denett, Office of Personnel Management administrator for the Office of Federal Procurement policy presented the awards. He described the ceremony "as a way to recognize, as a community, our excellence in supporting the government's many critical missions."



Several DCMA MRAP team members were on hand to receive their honor. From left: Paul Denett, Office of Personnel Management Office of Federal Procurement Policy administrator; Navy Capt. Joe Manna, DCMA Atlanta commander; Ed Graves, DCMA Oshkosh program integrator; Ed Bridges, DCMA Tactical Wheeled Vehicles Chicago director; Air Force Lt. Col. Rob Sloan, DCMA Chicago product readiness integrator; Army Lt. Col. James Cullen, DCMA Combat Vehicles Detroit commander representative; Stephen Lisy, DCMA Ohio River Valley commander representative; Army Col. Dan Gallagher, DCMA Huntsville commander; Mary Grace Dondiego, DCMA Industrial Analysis Center director; and Thomas Sharpe, Department of the Treasury Senior Procurement Executive and Deputy Chief Acquisition Officer.

To compete for the Acquisition Excellence Award, teams or individuals must demonstrate results that exceed original expectations by providing significant value to their respective agencies. In addition, the nominees must employ innovative practices to achieve their objectives, while disseminating those practices to others for future use. The DCMA MRAP team's work included an accelerated one-year delivery of more than 5,000 MRAP armored vehicles to warfighters in Iraq and Afghanistan.

"The effects of DCMA in support of the MRAP program were outstanding," commented Shay Assad, Defense Procurement, Acquisition Policy and Strategic Sourcing director. "It was a great example of how the joint services — Army, Navy, Air Force and

The outstanding teaming effort expended by DCMA and our DoD industry partners is nothing short of phenomenal. It is truly the embodiment of 'One Team, One Fight!'

— Mitchell Howell

Marine Corps — working as one team provided great support to their fellow servicemen and women who have their boots on the ground."

The urgent need for armored vehicles required the steel industry and vehicle manufacturing infrastructure to increase production capability to levels not seen since World War II. The MRAP joint program office selected seven manufacturers to test and produce different models of armored vehicles simultaneously.

The office, needing a vast cadre of acquisition experts to coordinate its worldwide manufacturing and supply efforts, turned to DCMA. Mitchell Howell, who serves as DCMA Ground Systems and Munitions Division director, created the DCMA MRAP team to perform the job. He mobilized 217 people throughout six states and three countries and placed the team under the DCMA Tactical Wheeled Vehicles Chicago group.

"The speed of fielding these products from multiple [original



Defense Procurement, Acquisition Policy and Strategic Sourcing Director Shay Assad offered praise at the ceremony.



Paul Denett, Office of Personnel Management administrator for the Office of Federal Procurement Policy, recognized award nominees and recipients at a ceremony in Washington, D.C., on Aug. 28, 2008.

equipment manufacturers] and the cooperative work of this nature represents the future of acquisition,” he said. “The outstanding teaming effort expended by DCMA and our [Department of Defense] industry partners is nothing short of phenomenal. It is truly the embodiment of ‘One Team, One Fight!’”

Under Bridge’s leadership, offices that worked on different vehicles but faced similar problems were able to share information via constant telephone interaction. Marmon Herrington of Lexington, Ky., was the sole provider of axles for different MRAP vehicle models, and offices that had axle shortfalls resolved issues for the entire program’s population. This helped during the increased MRAP vehicle production. The most critical component on any MRAP vehicle is the armor, where much of the material is produced outside the United States. DCMA’s innovative solutions overcame the potential impact of import and custom regulations, while ensuring a consistent flow of armor even after one foundry facility suffered a catastrophic fire.

Continually testing these new vehicle types caused increasingly challenging configuration changes. The DCMA Huntsville, Ala., office worked closely with the MRAP Joint Program Office engineering staff to identify what specific conditional acceptance criteria were appropriate for armored personnel vehicles produced under accelerated delivery pressure. Their innovative solutions were

incorporated into the Multi-user ECP Automated Review System for approving and tracking vehicle configuration changes. These efforts resulted in successful vehicle repairing and shipping.

The DCMA MRAP team’s networking relationships were also essential in resolving sensitive and proprietary confidential information. The DCMA Industrial Analysis Center visited each production facility to determine the interdependency of competing organizations and ensured interoffice support for field offices. It was DCMA’s innovative thinking and problem resolution that made the team an effective partner with MRAP JPO.

As hundreds of differently configured MRAP vehicles arrived at the Space and Naval Warfare Systems — SPAWAR — facility in Charleston, S.C., for final preparation before overseas deployment, DCMA Atlanta was there to establish an automated quality assurance database and develop an innovative training platform for SPAWAR inspectors to use on the evolving vehicles. The Atlanta office also developed a unique final inspection record

for each model and teamed with SPAWAR and JPO staffs to ensure operators were familiar with the different operating systems in case they found themselves under fire with a type of vehicle that they had not operated before. “It’s been an honor to contribute to a program that has had such a direct impact on saving lives in the battlefield,” said Navy Capt. Joe Manna, DCMA Atlanta commander. “As for my folks down in Charleston, I could not have asked for a more dedicated group of patriots to do the hard work it takes to get these lifesaving vehicles to the warfighter at blazing speed.”

JPO Program Manager Paul Mann offered high praise to DMCA both publicly and in reports to Congress and DoD. Mann recognized the importance of DCMA’s expertise and ability to influence contractor performance. “Over the past 22 months, you have contributed and participated in the ultimate ‘team sport’ in support of [warfighters’] needs.” In a recent address to DMCA MRAP team members and stakeholders in the program, Mann exclaimed, “Well done. Mission first, mission always.” 

“The effects of DCMA in support of the MRAP program were outstanding. It was a great example of how the joint services — Army, Navy, Air Force and Marine Corps — working as one team provided great support to their fellow servicemen and women who have their boots on the ground.”

— Shay Assad

Virtual Fitness Employee Fitness “Do Nothing” Habit!

*By Shawn Nickle
Agency Wellness and Fitness Coordinator*

Bob Joyce, a manager’s internal control review program manager in DCMA’s planning and budgeting center, is 61 years young. Joyce is an avid walker and cyclist who has successfully managed his bodyweight over the last six years through constant activity and healthy eating habits.

In his rejuvenated lifestyle, Joyce meticulously tracks and records his bodyweight and walking mileage, then uses the data to set fitness goals and monitor personal progress.

He attributes his increased productivity at work to his healthy lifestyle, which enables



Bob Joyce smiles while discussing his healthy lifestyle. (DCMA staff photo)

him to enjoy a fulfilling life outside of work. Joyce discussed his motivation to attain fitness goals: “When my wife and I were planning my daughter’s wedding

six years ago, we decided we wanted to lose weight for the wedding photos.” He continued, “As a result, I lost 35 pounds by eating smaller portions, having desserts only on Sundays, satisfying my hunger with carrot nubs and flavored puffed wheat cakes and increasing my walking mileage — I added a three-mile walk on Saturdays to my usual weekday regimen.”

Joyce also enjoys bike riding with his wife. “My wife and I vacationed on Block Island [off Rhode Island’s coast] a few years ago and rented bicycles,” he said. “We hadn’t

“When my wife and I were planning my daughter’s wedding six years ago, we decided we wanted to lose weight for the wedding photos. As a result, I lost 35 pounds by eating smaller portions, having desserts only on Sundays, satisfying my hunger with carrot nubs and flavored puffed wheat cakes, and increasing my walking mileage.”

— Bob Joyce

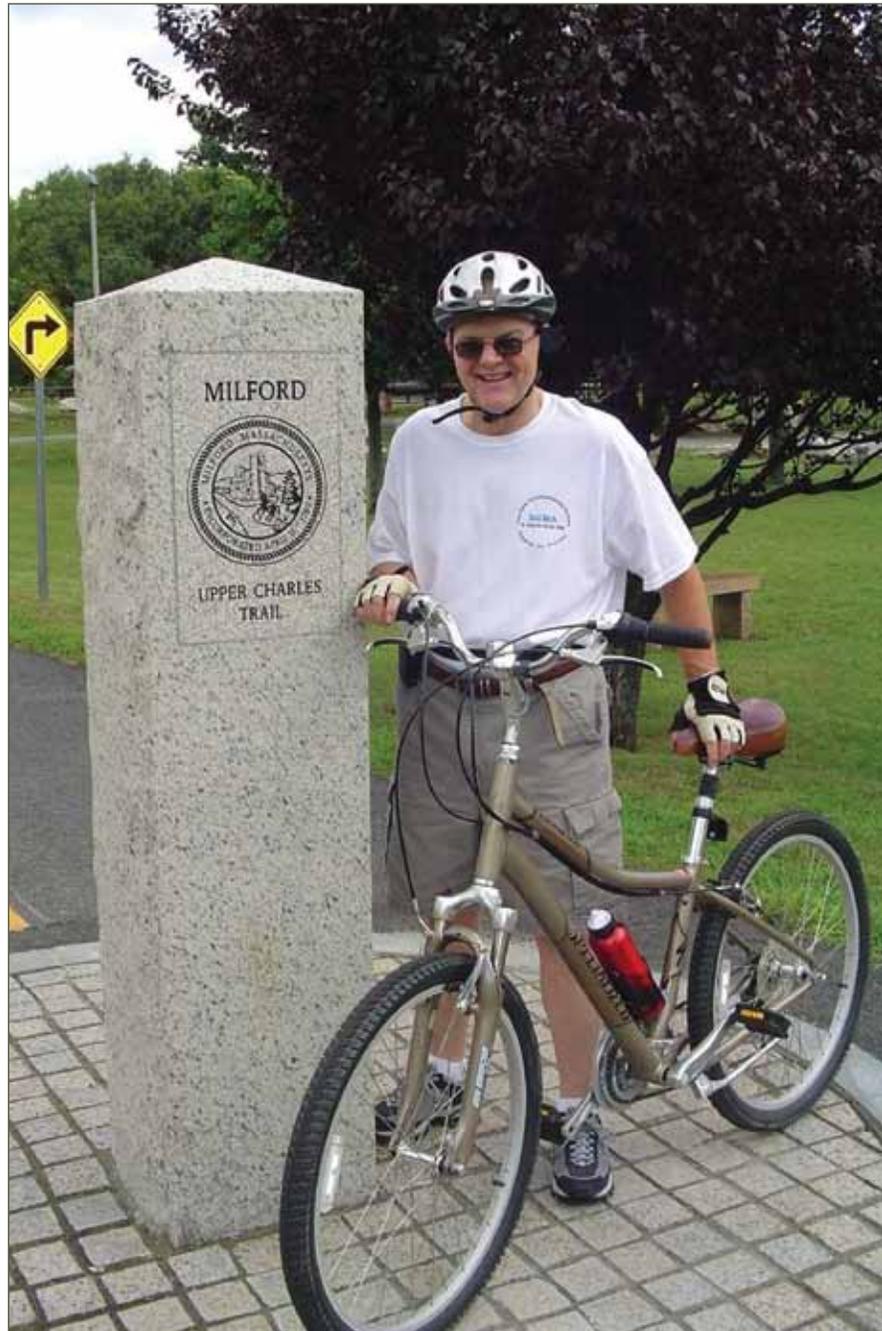
s Spotlight — Break the

ridden bikes for quite a while and were both surprised how much we enjoyed it. Since then, we have each bought bikes and a bike hitch rack, which enables us to visit the local paved bikeways and rail trails.”

When asked about his daily routine, Joyce stated, “I spend at least 15 minutes stretching every morning for flexibility and begin my day with a healthy breakfast.” Additionally, every workday, he walks approximately six miles, including a mile-long walk from the commuter train to his DCMA office and back again.

He has also been sharing lunchtime walks with a friend since 1983. “He sets a faster pace,” confessed Joyce. “We have been measuring our walking routes with a pedometer since 1999 and set annual walking distance goals — our goal is to walk 350 miles each year.”

Joyce has also participated in DCMA’s Virtual Fitness Motivation Program each year since its inception. “The Virtual Fitness Program helps me remain healthy for work and recreation,” Joyce affirmed, “In addition, the ‘Beat the Boss’ events every spring and summer are great morale boosters and build camaraderie between the organization’s functions.” 



Bob Joyce gears up for a bike ride on the Upper Charles Trail in Milford, Mass. (DCMA staff photo)

Duty Today in DCMA

*By Dianne Ryder
Editor in Chief*

Defense Contract Management Agency personnel were instrumental in preparing space shuttles Endeavor and Atlantis for launch at the Kennedy Space Center. Endeavor was launched from pad 39A, Nov. 14, on a mission to the international space station. Atlantis, on pad 39B, will launch in May 2009. Rarely are two shuttles on the pad at the same time. (Photo Courtesy of NASA)

Each year, the Navy's command information publication, *All Hands*, devotes an issue to "A Day in the Navy." On that day, photographers and photojournalists at all levels of the Navy devote their day to documenting operations around the world to serve as a sampling of the types of operations, careers and conditions under which our Sailors and Marines serve.

For this issue, the *Communicator* staff adopted a similar theme, though on a less ambitious scale. The focus, "Duty Today in DCMA," sought to document, primarily through striking visual images, our people and daily operations throughout geographically diverse product divisions. We dispatched public affairs specialists from the agency to various contract management offices so they could capture these images and activities. The staff faced multiple challenges in tackling this project: shortage of travel funds, coordination of travel schedules within the same week, stringent security procedures and, in one case, a last-minute cancellation of international travel due to an unforeseen incident.

Our public affairs chief, Dick Cole, traveled to Eagle Industries in New Bedford, Mass., where he

photographed the workers making MOLLEs (MODular Lightweight Load-carrying Equipment backpacks), ammunition pouches and various other MOLLE components. He also took photos at the Goodrich Corporation, Engineered Polymer Products Division, in Jacksonville, Fla., at the plant that manufactures sonar and acoustic domes and "windows" for Navy warships and submarines. Cole then traveled to Oshkosh Corp. in Jacksonville, Fla., where the plant modifies U.S. Marine Corps trucks through the installation of armored cabs and stronger suspensions to bear the increased weight from the armor. He shot photos of quality inspections of many completed vehicles and some vehicles under modification. Finally, Cole wrapped up his travel by going to Point Blank Body Armor, Inc. in Pompano Beach, Fla. There he photographed quality assurance inspections of vests under construction in the plant as well as actual bullet-proof testing of some of the vests.

Ann Jensis-Dale, congressional and public affairs advisor for DCMA Aeronautical Systems and Naval Sea Systems Divisions, went to DCMA Lockheed Martin Marietta, Ga., to photograph the production of the F-22 *Raptor*, C-130J *Hercules*

and maintenance and modification work on C-5 *Galaxy* strategic airlift aircraft. Jensis-Dale then made her way to Space and Naval Warfare Systems Command at Charleston, S.C., to capture shots of our quality assurance representatives inspecting numerous variants of the armored fighting vehicles designed to survive improvised explosive device attacks and ambushes — the MRAP (Mine Resistant Ambush Protected).

Sam Rousso, public affairs advisor for DCMA Ground Systems & Munitions and Space & Missile Systems Divisions, traveled to the Army Tank Plant in Lima, Ohio, and to AM General's plant in Mishawaka, Ind., where the High Mobility Multipurpose Wheeled Vehicle (HMMWV or "Humvee"), the military's four-wheel-drive utility vehicle, is produced.

The following pictorial is the result of our specialists' efforts. We hope it will not only foster a better understanding of DCMA's far-reaching mission but also instill pride in our agency and its employees. 







- 1** Ken Gregory, a DCMA Atlanta quality assurance specialist at MRAP Force Protection Industries, Ladson, S.C., reviewing inspection criteria for an MRAP vehicle. (Photos by Ann Jensis-Dale, DCMA Public Affairs)
- 2** From left: Randy Wright, DCMA Atlanta lead QAS, Space and Naval Warfare Systems Command, and Robert Rhett, lead QAS, SPAWAR, reviewing MRAP vehicle arriving at the Space and Naval Warfare Systems Center, Charleston, S.C.
- 3** Gregory conducting acceptance inspection of an MRAP vehicle at Force Protection Industries.

1



2



1 Randy Wright, DCMA Atlanta lead QAS, SPAWAR, conducting an inspection of electronic systems in an MRAP vehicle at the SPAWARSYSCEN, Charleston, S.C. (Photos by Ann Jensis-Dale, DCMA Public Affairs)

2 Jack LaPrad, DCMA Atlanta former chief, South Carolina Operations, reviewing the beginning stages of the next MRAP at the Force Protection Industries facility, Ladson, S.C.

3 MRAP vehicles lined up waiting to be integrated at SPAWAR at the old Charleston Navy Base.







- 1** Quality Assurance Representative William DeNolf inspects a Humvee at the AM General Plant in Mishawaka, Ind., prior to acceptance and shipment of the vehicle. Approximately 55 Humvees a day are produced at the plant, in three versions, with plans in place to ramp up production early in 2009. Prior to acceptance, each vehicle undergoes a rigorous inspection and test drive, simulating various kinds of rough conditions. (Photos by Ann Jensis-Dale, DCMA Public Affairs)
- 2** QARs William DeNolf and David Sultini check out a group of Humvees that have been accepted but not yet shipped to users around the world.
- 3** Sultini and DeNolf check out the fuel filtration system of a Humvee prior to acceptance.



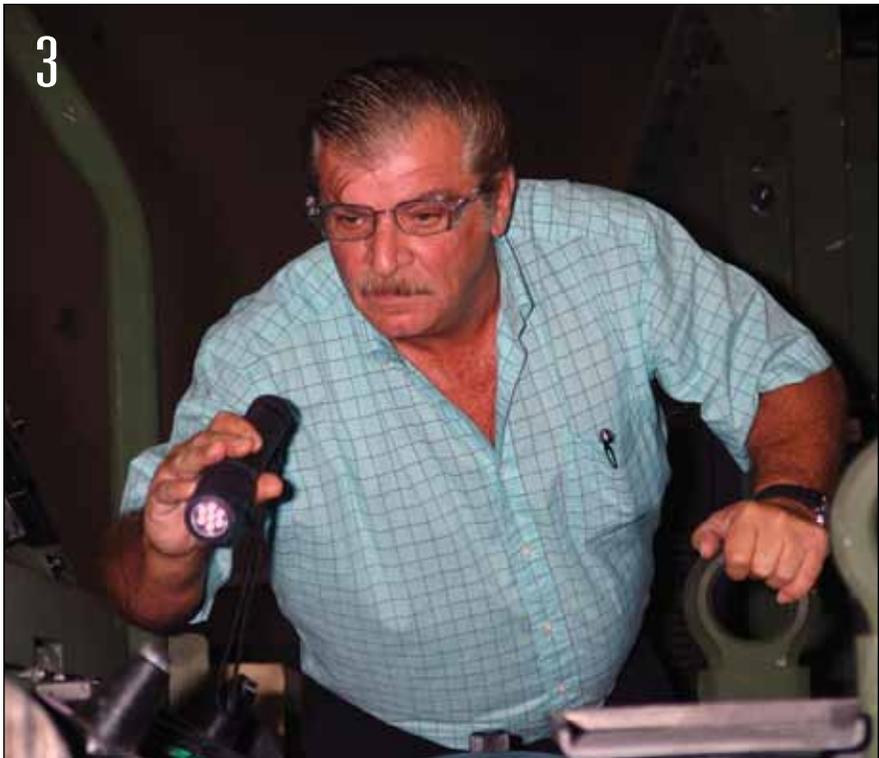
1 Technicians from Oshkosh Corp demonstrate proper torque technique on the bolts holding the armor kit on a Marine Corps medium tactical vehicle replacement. (Photos by Dick Cole, DCMA Public Affairs)

2 To inspect the installation of the armor kits on the MTRVs, DCMA QASs must crawl under the vehicle.

3 QAS Dan Bonenfant, DCMA Orlando, inspects the installation of an armor kit on an MTRV standard cargo vehicle at Oshkosh Corp. plant in Blount Island, Fla.

4 Oshkosh Corp. Quality Manager Brian Beckham, in the red shirt, shows DCMA QARs Dan Bonenfant, center, and Garry Beck, right, the newly installed armor on an MTRV.

5 Beck checks whether he can turn any of the armor kit's installation bolts by hand. If so, then they are not tight enough to meet specifications.









1 & 4 Goodrich Senior Quality Assurance Technician Paul Roach and DCMA Orlando QAS Dan Bonenfant check the calibration of an ultrasonic test machine. Functioning much like the ultrasound machines used by hospitals, the UT machine uses sound waves to indicate where imperfections or “voids” may exist within a submarine part made of composites. Instead of seeing an image like on a hospital ultrasound, the QA technicians see a spike on the equipment monitor if there is a void in the part. Each void is removed by grinding and filling before the part will pass inspection. (Photos by Dick Cole, DCMA Public Affairs)

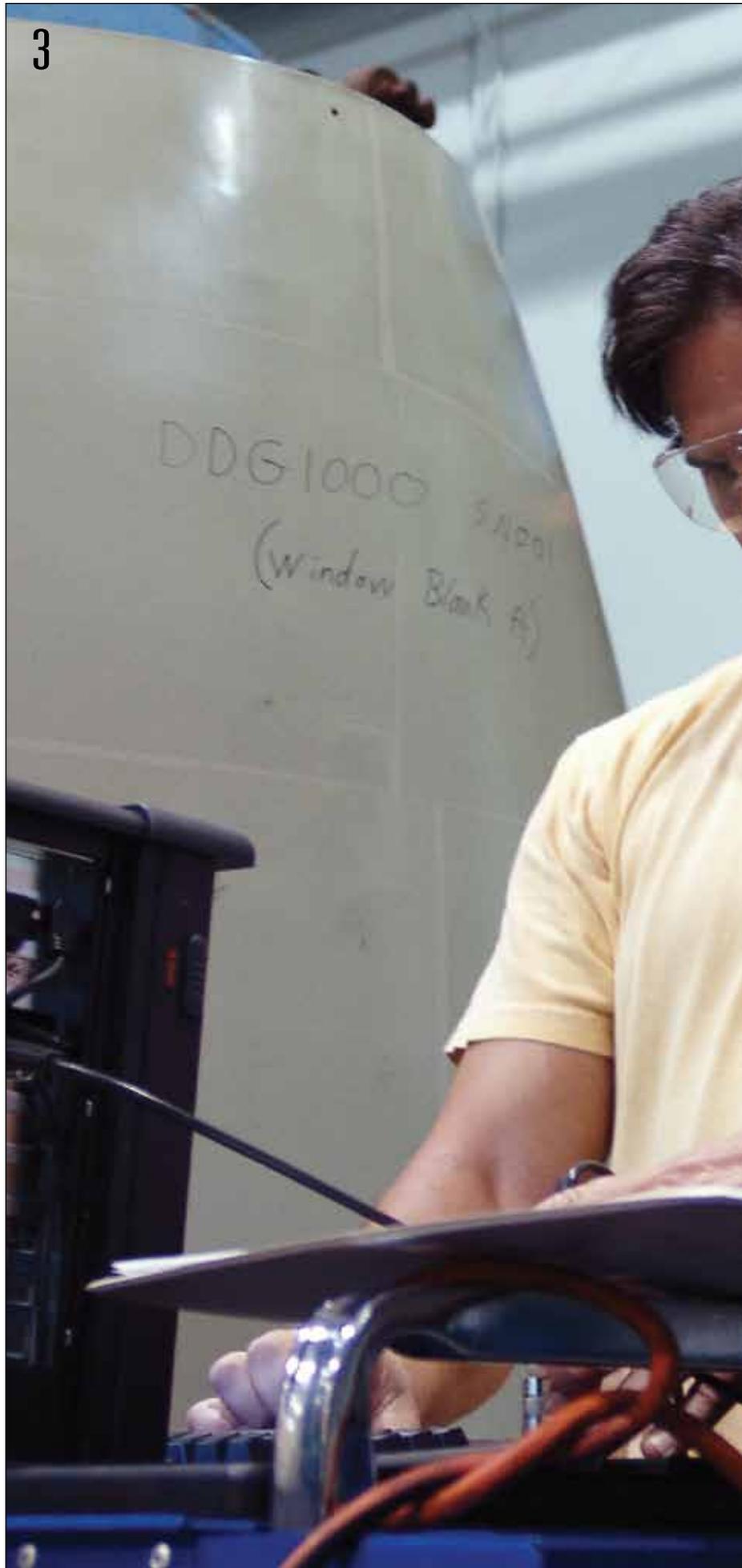
2 & 3 Roach runs the UT machine sensor over a part’s surface checking for voids. Voids in the composite material weaken the part. Bonenfant carefully observes the monitor for spikes — an indication of a void.

5 Roach recalibrates the UT machine for testing a composite “acoustic window” for the Navy’s first *Zumwalt*-class destroyer, the DDG-1000.



1&3 The two QA specialists — one from the contractor and one from DCMA — check the acoustic window for the Navy's first *Zumwalt*-class destroyer. (Photos by Dick Cole, DCMA Public Affairs)

2 Roach and Bonenfant inspect a mold for the manufacture of sonar domes for Navy *Arleigh Burke*-, *Ticonderoga*- and *Spruance*-class warships.





- 1** Eagle Industries Plant Manager Scott Mello shows samples of all the different products Eagle produces to DCMA Boston Deputy Commander George Lemelin. (Photos by Dick Cole, DCMA Public Affairs)
- 2** Mello accompanies Navy Capt. Wayne Bergeron, DCMA Boston commander, on a tour of the Eagle manufacturing plant in New Bedford, Mass
- 3&4** DCMA Boston Quality Assurance Specialist Carmelo Kercado shows Bergeron completed components of the MOLLE (MODular Lightweight Load-carrying Equipment Mobile) backpack for U.S. personnel.
- 5** Mello, Bergeron and QAS Carmelo Kercado observe the packing of completed MOLLE backpacks for shipment.



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1 DCMA Senior Production Assurance Representative Frank Minicozzi ensures that a ceramic plate will fit properly within the pouch of an Interceptor body armor vest at the Point Blank Body Armor facility in Pompano Beach, Fla., as Point Blank employees look on. (Photos by Dick Cole, DCMA Public Affairs)

2 Minicozzi looks at the Kevlar® cloth used in the Point Blank Interceptor armor. Exactly 16 layers of the synthetic fabric are required in each vest.

3 Minicozzi measures the length of a body armor vest to ensure it is the proper length before accepting it for shipment.









- 1** DCMA Senior Production Assurance Representative Frank Minicozzi observes as a Point Blank technician prepares a vest for ballistic testing. During the test in a special test laboratory, technicians fire six 9 mm rounds at the vest in a prescribed pattern. If any of the rounds pass through the vest, all 1,000 vests in that production lot are unsatisfactory. (Photos by Dick Cole, DCMA Public Affairs)
- 2** The vest is ready for the test and suspended in the chamber as two Point Blank employees prepare to fire rounds. The rounds are fired electronically from a fixed chamber close to the viewing window. The red pennant raised on the firing chamber signifies it is loaded with a live round and it is ready for firing.
- 3** A Point Blank employee prepares a test in another chamber as Minicozzi looks on.
- 4** The Point Blank technician begins to cut the vest apart with a razor so that Minicozzi can ensure the rounds were stopped where required by the vest's Kevlar® fabric. The two holes created by the rounds can be seen close to the top of the vest (nearest Minicozzi).







- 1 DCMA Inventory Specialist Lisa Boliek checks the inventory of components necessary to complete the Point Blank armor so that she can ensure the contractor will be able to meet required production quotas. (Photos by Dick Cole, DCMA Public Affairs)
- 2 Boliek checks the status board on the Point Blank factory floor to ensure that weekly production levels are on target.
- 3 Indeed, the Point Blank Interceptor vest worked exactly as required with the rounds from this test stopping between layers 13 and 14 of the 16 layers of Kevlar® in the vest.
- 4 A rare meeting is conducted at Point Blank including. From left: Point Blank Quality Assurance Planner Aimee Allan, Point Blank Senior Vice President of Operations Pat Stallings, DCMA Orlando Administrative Contracting Officer Lynn Spinato and Rhonda Perfili, quality manager from the Army's Program Executive Office Soldier — the end customer for these vests.









1



1 William "Eddie" Peters, DCMA Lockheed Martin Marietta lead C-130 quality assurance specialist, inspects a C-130 engine installation. (Photos by Ann Jensis-Dale, DCMA Public Affairs)

2 Clarence Benton, DCMA Lockheed Martin Marietta QAS, C-130 program, inspects a windscreen installation on a C-130.

3 James Gilchrist, DCMA Lockheed Martin Marietta QAS, C-5 program, inspects a C-5 main landing gear.

4 John Cicio, DCMA Lockheed Martin Marietta supply integration specialist, inspects a C-130 radar wiring harness.

2











- 1 DCMA Lockheed Martin Marietta employees, from left: Charlene Woods, C-130 OAS; Clarence Benton, C-130 OAS; and John Cicio, C-130 supply integration specialist, inspect C-130 nose gear. (Photos by Ann Jensis-Dale, DCMA Public Affairs)
- 2 Woods inspects the flap tracks installed in a C-130 wing.
- 3 William Priester, DCMA Lockheed Martin Marietta P-3 OAS, inspecting the beam of a P-3 wing.

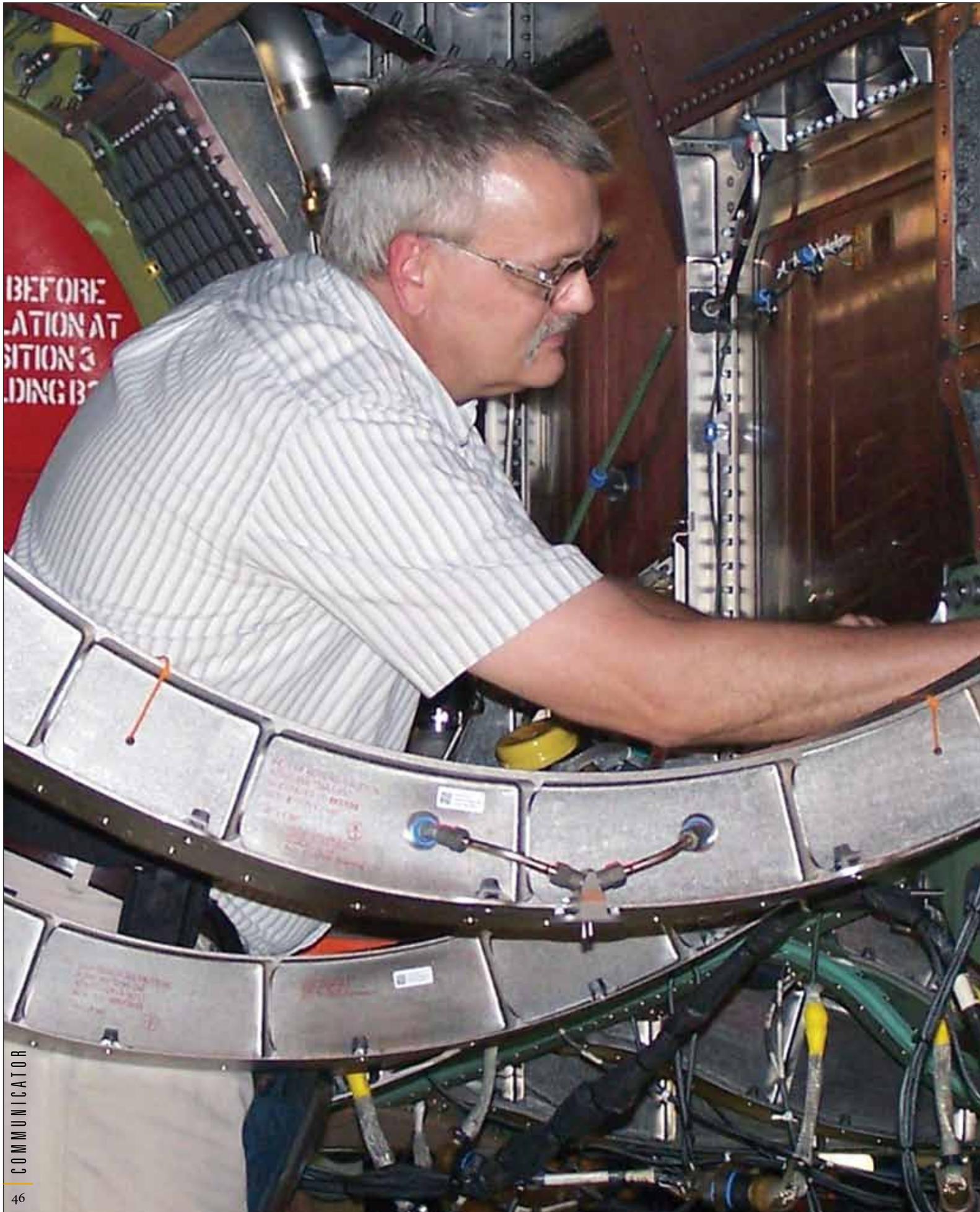


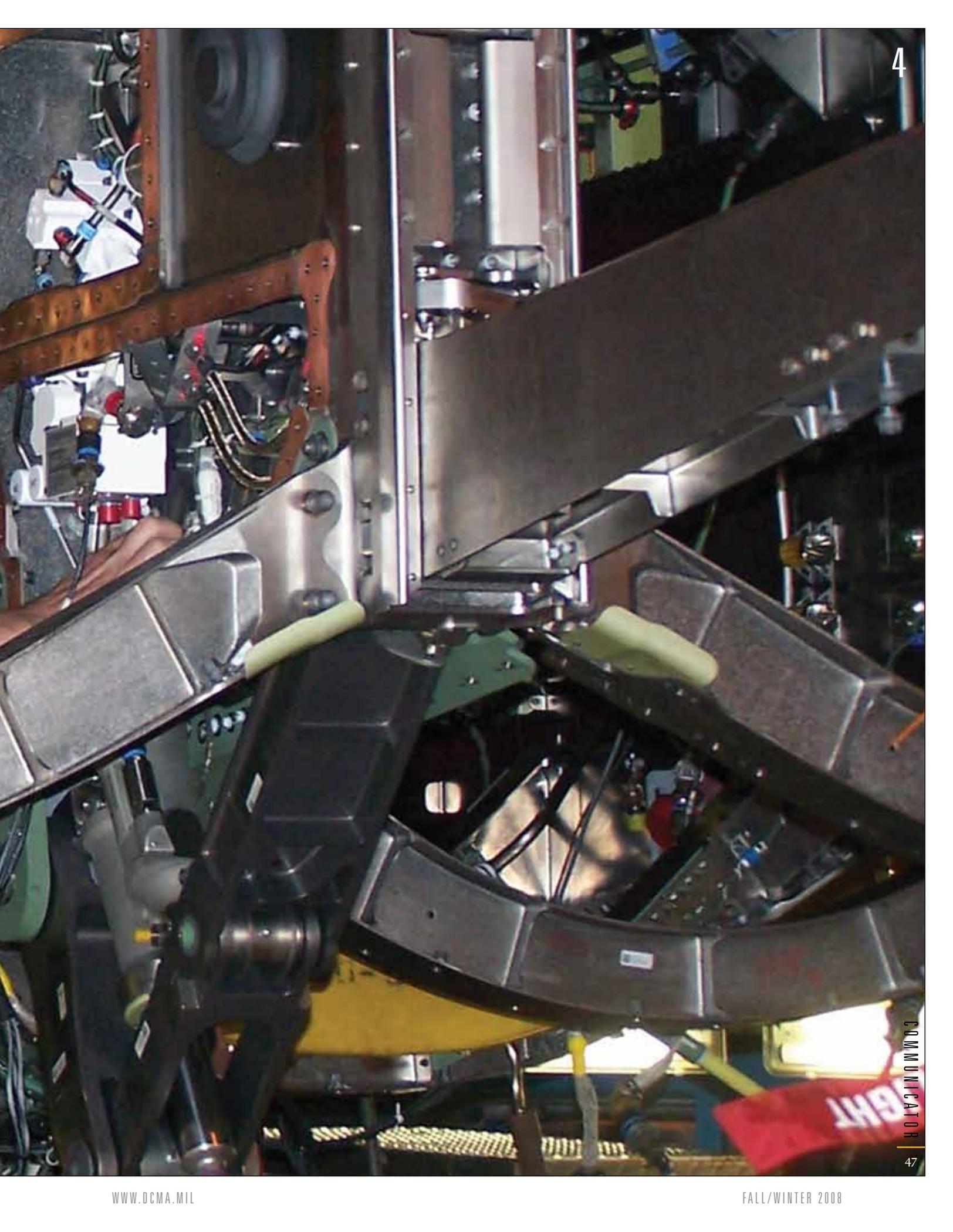




- 1 DCMA Lockheed Martin Marietta employees, foreground from left: Kenneth Jackson, F-22 quality assurance specialist, and Rolando Adique, F-22 QAS, inspecting a horizontal stabilizer for the F-22 aircraft. (Photos by Ann Jensis-Dale, DCMA Public Affairs)
- 2 DCMA Lockheed Martin Marietta employees, from left: Conway Eastman, F-22 QAS, and Anthony Jones, F-22 QAS, inspecting a vertical stabilizer on the F-22 aircraft.
- 3 Willis "Pete" Peters, DCMA Lockheed Martin Marietta QAS, inspecting the aft section of an F-22 prior to engine installation.
- 4 Peters inspects the engine compartment of an F-22.









1 Daniel Freimoth, QAR, at the Joint Land Systems Production Facility tank plant in Lima, Ohio, in the tank commander's position prior to taking a refurbished M1A2 *Abrams* tank out for a test run prior to acceptance. On test drives, two QARs conduct the test — one in the commander's position and one in the driver's position. (Photos by Sam Rousso, DCMA Public Affairs)

2 QAR Glenn Sunderland checks out the driver's position in an M1A2 *Abrams* tank prior to going on a test run.

3 Lima tank plant employees don't just refurbish tanks; they also work on a variety of other programs. Here, a prototype Marine expeditionary vehicle is prepared for some work. The government-owned Joint Land Systems Production Facility is operated by General Dynamics.



50 Years of the Best “Interim” Solution

*By David Guinasso
Director, Electronic Business*

Time and money — it is said that a person can’t have enough of either. Thanks to one of the oldest and, now, most effective federal government contracting programs, the eBusiness Directorate Information Technology Customer Service Organization is giving customers and government agencies more of both.

The Mechanization of Contract Administration Services, or MOCAS, system has long been a part of government contracting. Established 50 years ago, MOCAS

is used by the Defense Contract Management Agency and Defense Finance and Accounting Service to administer and pay contracts issued to defense contractors.

MOCAS was created by the National Planning Group, which was composed of Army, Navy and Air Force personnel. The group used the Air Force Data Automation

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Proposal for Project Program for Improved Contract Management Procedures as a base, and modified the proposal to meet peculiar Army, Navy, Air Force and Defense Supply Agency (formerly, Defense Logistics Agency) requirements.

The original hardware configuration consisted of one International Business Machines



An IBM 360 Model 30 circa 1968. The smallest of the System/360 configurations, the Model 30 could serve as a stand-alone system, a communications system or the satellite processor of a larger system. (Photo courtesy of IBM)



An IBM 1440 Data Processing System circa 1965. The 1440 was a low-cost system designed to solve the increasing data handling problems of smaller volume businesses, meeting the need for a complete accounting system and offering the benefits of a business information system. (Photo courtesy of IBM)

Corporation 1440 data processing system, a small-scale computer, which used large-scale permanent disk storage and introduced the concept of removable disk storage packs, and one IBM 360 (Model 30) data processing system — a small-to-medium-scale computer that used only removable disk storage units, e.g., tapes. At the time, these were high-tech devices, composed of 16K central processing units and card readers/punchers.

Throughout its existence, MOCAS has been declared interim, moribund and near defunct on several occasions. The system was in fact scheduled for closure in 2002, but MOCAS endured and has flourished in recent years.

A decade ago, rising maintenance costs (more than \$20 million annually) and operation fees (\$110 per transaction) made MOCAS a prime candidate for termination. Presently, however, maintenance and transaction costs have decreased to \$3.5 million annually and \$35 per transaction, respectively. These decreased costs have been the result of increased all-electronic contract data entry. An increase in all-electronic data entry has eliminated problems such as document handling and lost documents, dropping interest penalties more than 86 percent to

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\$42 million. The reduction is an especially remarkable achievement considering the number of invoices and money MOCAS handles (see sidebar regarding Wide Area Workflow invoices versus the gross national product of various countries).

Not only is MOCAS saving more money, but the service system is increasing contracting efficiency. A decade ago, most transactions were made by hand — fewer than 10 percent were made electronically. Now more than 93 percent of transactions are electronic. With the rise in electronic transactions, the percentage of invoices rejected or recycled has dramatically decreased from 11.3 percent to 6.1 percent.

As MOCAS celebrates its fiftieth anniversary, its reversal of fortunes has caused the enterprise to be considered as a target environment system. In other words, MOCAS will not only be a part of past and present contracting but also a large part of its future. By the service system's inclusion in the target environment, MOCAS is likely

assured of being in operation for many more years.

Recently, MOCAS improved its pre-validation procedures, and in the very near future the system will have a revamped look and feel, streamline data entry and CAC-enabled capability. In addition, DCMA wants MOCAS to eventually identify and track additional contract clauses and make payments in foreign currency.

MOCAS currently has the highest on-time payment and electronic rates, the lowest interest penalty rate, the highest use of electronic invoicing and the largest number of partners for electronic contracts — systems and buying offices — of any government contracting system. It also handles the greatest number of types of electronic invoices. After half of a century, MOCAS continues to flourish with age. 

WAWF Invoices vs. GNP

Austria	\$226 billion	MOCAS fiscal year 2008	\$213 billion
Turkey	\$212 billion	MOCAS fiscal year 2007	\$162 billion
Poland	\$188 billion	MOCAS fiscal year 2006	\$129 billion
Indonesia	\$174 billion		
Thailand	\$128 billion		

Army Maj. Anthony Thornton Finds Competition and Enjoyment in His Car

By *Sam Rousso*
DCMA Public Affairs

Army Maj. Anthony Thornton works for the Defense Contract Management Agency at the Joint Land Systems Production Facility in Lima, Ohio, better known as the “Lima Tank Plant.” His car — which he doesn’t drive to work or even run on a routine basis — is black and looks a little sinister. Most important to him, however, is that it is very, very fast.

Thornton is neither a superhero nor an arch-criminal, but his hobby does involve an element of danger — he’s a drag racer. “That’s drag racer, not street racer,” he emphasized. “There’s a difference: street racing isn’t legal or particularly safe.”

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His interest in drag racing dates back to 1993, when he was attending Jackson State University in Mississippi. At the time, while he was driving a Ford Mustang, he and his friends were challenged by a group in a Buick Grand National. From the moment Thornton saw the Grand National, he said it was love at first sight.

The Buick Grand National is a limited edition car, first built in 1982. From 1986 to 1987, Buick added an air-to-air intercooler, adjusted the turbo, modified the upper and lower intake manifolds and redesigned the exhaust system to increase overall horsepower and torque. It was built on a Buick Regal Coupe chassis, but most models came with a turbocharged engine and other



The Buick Grand National is DCMA employee Maj. Anthony Thornton’s racecar.



Thornton gives us an inside look at his car.



Thornton shows off as the winner of the Cinco De Mayo 8-Ball Tournament.

performance enhancements Variants, including the Turbo Regal, T-Type, Turbo-T, Grand National and the GNX. All are built for speed.

While Thornton didn't describe that first race in great detail, a clear inference can be made based on his decision to buy a Grand National as his first racecar. "Since then, I've owned eight Grand Nationals," he confessed. Despite their age, the cars aren't cheap. "I bought my current car for \$15,000, and that's not counting what I put into customizing it," he said. However, Thornton has made a profit selling his previous cars.

He buys the cars stock — unmodified — and performs the nuts and bolts work himself. On race days, Thornton has a crew of three or four "with one main guy"

to assist him when racing. His current car is an award winner. While the automobile has attained a speed of 157 miles an hour in an elapsed time of just 8.92 seconds, it has also won awards in two recent car shows, including first place in the racecar class of the Columbus Buick Performance Group Car Show in Ohio and first place in the Midwest Buick Challenge Car Show in Osceola, Ind.

As member number 2016 of the Buick Performance Group Club and a member of the Buick Grand National Racing Association, Thornton said that he's expected to run in Buick events. He has raced in Ohio, Indiana, Oklahoma, New Jersey, Maryland, Missouri, Texas, South Carolina, North Carolina and New York. Since returning from his third deployment to Iraq

earlier this year, Thornton has participated in three races. And, perhaps most surprisingly, Thornton doesn't drive his Grand National to races or shows; rather, he tows it via the same Ford Excursion that he drives to work every day. "For one thing, the Grand National uses only racing fuel, which runs about \$6 a gallon," he said.

Another hobby Thornton enjoys is playing pool. In fact, he plays well enough to have won an 8-ball tournament in Iraq. In his last tournament in Ohio, he was eliminated in the semifinals after having won five earlier rounds. While he loves to play pool, "after work, drag racing takes precedence," Thornton affirmed. Admitting that drag racing and playing pool is an unusual pair of activities, he said with a smile, "I'm very competitive by nature." **C**

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— Maj. Anthony Thornton

Heads Up On Personal Protection

*By Jim Lark, Safety Manager,
Naval Sea Systems Division*

Recently, two quality assurance representatives asked me about reimbursement for their personal protective equipment expenses. The answer to who would pay for their new safety shoes and safety eyewear prescriptions seemed obvious — their contract management offices. But to proffer an educated response, I did some research.

The QARs are virtual employees — the kind of workers we now see in at least 22 Defense Contract Management Agency CMOs and in its headquarters divisions. They report to CMOs that are defined by product focus rather than by geography, or they belong to a center or a business unit. But they perform their duties

Bottom line — if you are a virtual employee, or a supervisor of virtual employees, please let your host organization(s) know your expected PPE costs for this fiscal year.

“in the footprint” of their host organizations. They are “collocated with” and are “hotelled” by these host organizations.

The terms in quotation marks above are discussed in DCMA’s Division Concept of Operations (see <http://home.dcma.mil/>

[dcmaa/C/DivisionCONOPs.doc](http://home.dcma.mil/dcmaa/C/DivisionCONOPs.doc)). CONOPS sets DCMA’s operational policies and includes a list of responsibilities for a host CMO or headquarters. One of these responsibilities is



Safety equipment photos courtesy of istockphoto.com

ective Equipment



“providing support for ... Personal Protective Equipment (PPE)”

According to CONOPS, then, it is the host’s job to provide for PPE. In addition, a memorandum of agreement should exist to confirm the arrangement. The employing and the hotelling organizations should have formally agreed that the host will provide PPE support to its virtual employees.

In summary, when the two QARs asked me about reimbursement for PPE, the right answer is that

they should send their requests and receipts to the CMO which hotels them. Bottom line — if you are a virtual employee, or a supervisor of virtual employees, please let your host organization(s) know your expected PPE costs for this fiscal year. If you hotel virtual employees, please be on the lookout for this information — request it, if necessary. If funds are not already on hand to cover these costs, ask for supplemental funding from DCMA’s financial office. **C**



Jim Lark, Safety and Occupational Health manager, DCMA Naval Sea Systems Division (Photo by Katherine Crawford, BRTRC)

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Edward Vargesko — Suggestion Award Recipient

Being a nonresident with an array of contractors, I spend a lot of time surfing the electronic document access database — the “master” multi-agency database that feeds the Defense Contract Management Agency’s electronic data workflow — for contracts and their subsequent modifications. I do this because not all contracts and/or modifications flow through our EDW.

I had one contracting officer take the extra step of adding me to the EDA notification list — similar to the notification list contained



Edward Vargesko presented an idea through the DCMA suggestion program.

in Wide Area Work Flow. Now I am immediately informed when a new contract or modification has been added to my contractor, and I don’t have to take time away from my surveillance activities to “surf.” Since the EDA function is

available in the same way as the WAWF, I feel there is no reason that contracting officers can’t simply add their names to the notification list. This would save time, prompt actions and decrease response time.

Benefits of Making a Suggestion

The story above details the thought process that led Vargesko to submit his idea to the suggestion program.

The suggestion was approved, which helped the agency, and Vargesko personally benefitted by winning a monetary award. The suggestion program could be a win-win for you, too — just go to the suggestion Web site at <http://home.dcma.mil/guidebook/112/instructions.htm> to see how the process works.

Although formal guidance is still in coordination at press time, interested employees will need to fill out a DCMA Suggestion Form. Employees should gather facts, do appropriate research and outline one or more possible solutions or improvements.

They then need to address the following questions in block 5 of the form:

- What is the problem?
- Why is it a problem?
- How does the problem affect DCMA or DoD costs and timeliness?
- How does the problem affect customer service?
- What is the current process?
- What is the specific part or parts of the current process that is causing the problem?
- What is the suggested change or improvement?
- What are the benefits (described in measures of cost, quality or timeliness) that will result from making the suggested change or improvement?

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