

DEFENSE
CONTRACT
MANAGEMENT
AGENCY

INSIGHT

2021



VALUE AT
WARP SPEED



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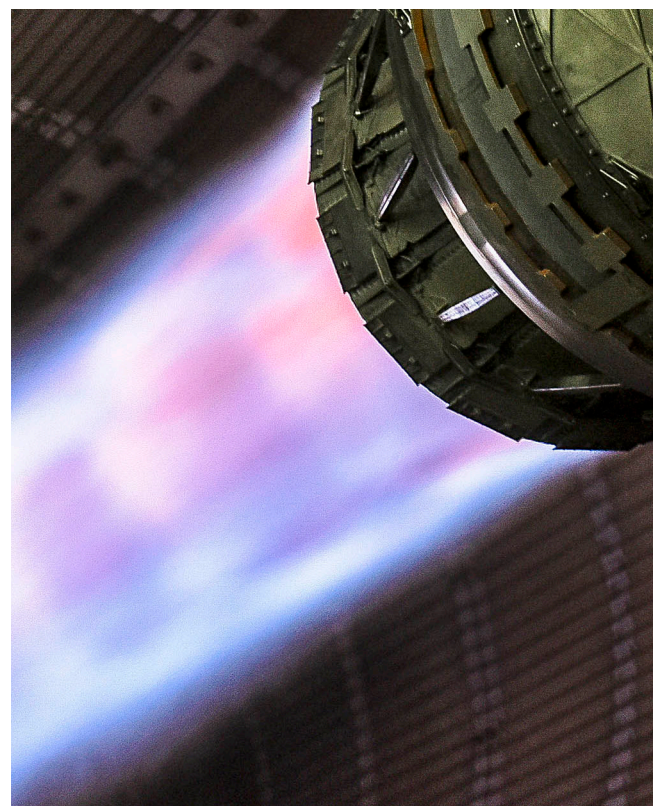
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ON THE COVER

An Army Soldier stands by for instructions during the M240B support by fire 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)



JET MONEY 20

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



COVID-19 in DIB 6

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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 singular 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 immediate defense needs or long-term modernization.

In September 2020, the new DoD Directive 5000.01 was published by OSD bringing with it a long needed and renewed emphasis on tailoring the acquisition process. It established 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.

By the Numbers

Fiscal Year 2020



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

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

- Army Lt. Gen. David Bassett,
DCMA Director



47 main offices overseeing
... 1,000 locations around the world ...
\$830 million
in contractor payments every business day

managing
266,344 active contracts at
14,068 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

Unit Cost > \$1 million 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.

23 — Missile Systems \$222.5M
191 — Aircraft Engines \$1.9B
266.4 million — Small Arms \$2.2B
328 — Systems \$1.4B
413 — Aircraft \$19.1B
1,048 — Missiles/Rockets \$2.9B
3,145 — Combat Vehicles \$2B

Magnitude of item shipments

Total Items

510.6M items shipped; \$90.5B total value

DLA Contract Items

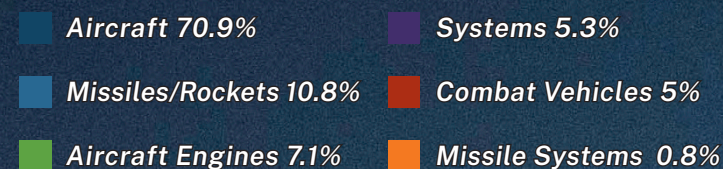
68.7M items shipped; \$12B total value

Program Items

3.9M items shipped; \$39.6B total 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.

FY20 Product Shipment by Platform - \$27 billion



Program Breakdown

Platform Deliveries

44 Radar Systems — \$499.8M
58 Target Sight Systems — \$192.7M
16 Surface Electronic Warfare — \$131.3M
40 Countermeasures — \$72.3M
24 Artillery — \$59.6M
1 Aegis Weapon System — \$56.1M
4 Precision Approach & Landings — \$44.4M
3 Weapon Sights - Individual — \$37.3M
5 HIMARS — \$31.1M
23 Assault Bridges — \$29.7M
3 Sensor Integrations — \$28.6M
5 Airborne Reconnaissance Pods — \$27.5M
8 Submarine Imaging Systems — \$24.3M
16 Countermeasures — \$21.4M
3 Infrared Tracking System — \$16.9M
11 Command & control System — \$16.1M
1 AWAC System — \$15.6M
11 Optical Sensor System — \$15M
11 Beyond Line-Of-Sight-Terminals — \$14M
1 Combat Submersible — \$13.6M

Aircraft Programs

151 Fighters — \$10.8B
148 Helicopters — \$2.4B
9 Anti-Submarine Warfare — \$1.3B
8 Tankers — \$1.1B
16 Tilt-rotors — \$1.1B
7 Early Warning — \$1B
61 UAV — \$690M
9 Transports — \$635M
1 Electronic Warfare — \$62.8M
3 Attack — \$45.5M

Combat Vehicles

2,731 JLTV — \$661.5M
87 Field Artillery — \$539.4M
241 Armored — \$510.5M
30 Tank Upgrades — \$115.4M
28 Amphibious — \$104.1M
28 Recovery: M88A2 — \$89.6M

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)

Air Force

• • • 89 Programs, 35 are ACAT I*

37,234 contracts totaling **\$1.95 trillion**

\$694B obligated • \$98B unliquidated • •

Army

• • • 94 Programs, 34 are ACAT I*

26,403 contracts totaling **\$957 billion**

\$547B obligated • \$80B unliquidated • •

Navy

• • • 106 Programs, 39 are ACAT I*

84,292 contracts totaling **\$1.95 trillion**

\$733B obligated • \$130B unliquidated • •

*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.

Adapt & Overcome

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

As 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 Bassett, 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, DCMA's Portfolio Management and Business Integration Directorate took on the task of tracking and reporting the number of closures, 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.

DCMA'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 long-term 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
- Instruction 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. First, these responses offered new forms of regulatory relief and provided for limited, controlled contractual and cost-based allowances during a specified time frame and for situations directly resulting from federal or state

responses to the COVID-19 pandemic. Second, the remainder of existing statutes 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, Contracts Directorate executive director. “In this case, DoD was mandated to assist small business concerns by paying them as quickly as possible, with a goal of 15 days after receipt of proper invoices. Since DCMA performs contract administration services at the prime contractor level, DCMA administrative contracting officers encouraged prime contractors to make accelerated payments for small business contracts. However, for the approximate 140,000 small business contracts that DCMA currently administers, DCMA ACOs took immediate action to ensure accelerated payments directly to small businesses.”

When progress payment rates increased to 90% for large business concerns and 95% for small business concerns, the result was an estimated additional \$3.3 billion being pushed

into the DIB, which started with large companies and then flowed to second and third tier sub-contractors.

“This was made possible by the DCMA Financial Information and Resource Management Center issuing mass modifications incorporating the progress payment class deviation into 1,798 contracts and DCMA ACOs reviewing and approving progress payments faster than the previous fiscal year, despite an influx of complex payment requests,” said Ebright.

Additionally, DCMA has been actively engaged with the services and the DIB to facilitate expedited payments to contractors. DCMA acquisition personnel have participated in numerous teleconferences and question and answer sessions to help the contractor community understand what the government is doing to help during this unprecedented pandemic.

“We’ve also taken other actions to help mitigate the effects of COVID,” said Ebright. “Management of DoD funds is critical in all environments; however, it is even more pressing to de-obligate excess funds in this time

when appropriated dollars may be made available to fund government purchases to combat the spread and remediation of COVID-19. DCMA ACOs have aggressively identified excess funds so the buying activities are able to reapply these funds for COVID-19 related expenses.”

DCMA has also been an integral player in Operation Warp Speed, which will accelerate the testing, supply, development and distribution of safe and effective vaccines, therapeutics, and diagnostics to counter COVID-19. DCMA supports six Army-involved technology investment agreements, which are non-Federal Acquisition Regulation procurement instruments.

“DCMA’s Commercial Item Group was targeted as the only capable organization available to evaluate over \$1 billion associated with OWS proposals, which ultimately saved the American taxpayers more than \$100 million during negotiations,” said Jorge Bennett, DCMA Cost and Pricing director.

Finally, DCMA is in the process of implementing cost principle



Army Spc. Donald Lockhart, a laboratory technician with the Department of Pathology and Laboratory Services at Landstuhl Regional Medical Center, Germany, prepares a COVID-19 sample for testing. (Army photo by Marcy Sanchez)

changes provided by Class Deviation 2020-00013. This relief is part of the CARES Act, Section 3610. When the permissive 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 ACO,” said Ebright. “In order to ensure understanding of Section 3610 and support consistent treatment of released guidance, we have released an info memo with summary guidance and held virtual training sessions for the 1102 workforce. These organizations are also supported by the indirect cost control capability in the creation of a tracking tool to maintain oversight of accumulated Section 3610 reimbursement requests.”

What is the DIB?

The defense industrial base consists of a multi-tiered global group of both private and public suppliers that design, produce and maintain the platforms and systems (hardware and software) on which our warfighters depend.

These suppliers produce primary materials, manufacture components, and integrate and sustain defense platforms and systems through a geographically and economically diverse network of private sector companies, research and development organizations, academic institutions, and government-owned facilities to develop and produce the technologies enabling U.S. military dominance and

ensuring national security.

The DIB consists of worldwide entities ranging from small business to large Fortune 500 companies which produce products in 15 subsectors and more than 90 segments. DCMA monitors production and ensures delivery in all subsectors and segments, except ship building, through our presence and access at 10,509 facilities across the globe.

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.



New leadership amid virus

Four months into the pandemic, DCMA executed a digitally-broadcast change-of-charge ceremony as Army Lt. Gen. David Bassett relieved Navy Vice Adm. David Lewis.

During his comments to the global DCMA workforce, Bassett addressed several prominent national issues.

“Today’s change-of-charge ceremony comes at a particularly difficult time for our nation,” said Bassett. “We’re now four months into the COVID pandemic, which has taken the lives of over 100,000 of our fellow citizens. It has also caused major disruptions to the defense industrial base and its supply chain. It’s a global issue. It’s not

over yet, and it’s affected all of us.”

Bassett continued on, talking about the May 2020 death of George Floyd who was killed by a police officer in Minneapolis.

“I know all of this is affecting the members and teammates in this agency. We wish it were not possible for racism to occur in America, a country founded on the sacred ideal that all men and women are created equal and have unalienable rights that among these are life, liberty and the pursuit of happiness. But it does occur, and it has occurred. And we have to face it together. My family and I, like all of you across this great team of trusted professionals across the world, were

outraged and angered by his death and the death of others.”

DCMA’s new commanding general committed to partnering with agency team members to serve America’s diverse warfighters – the agency’s ultimate customers.

“I stand before you committed to the mission of this great organization, and to its soldiers, sailors, airmen and Marines, who are (our) ultimate customers in DCMA,” he said. “They’re comprised of all races, colors and creeds and they embody the ideals of the Constitution they sworn an oath, an oath to uphold. We swore an oath together to the Constitution and the American people.”



Payday without delay

PPWG standardized processes to ensure contractors are paid in a timely manner

By Tonya Johnson, DCMA Public Affairs

Defense Contract Management Agency acquisition personnel have created a Progress Payment Multi-functional 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.



LeShan Jackson, a contract specialist for the Contracts and Pricing, Policy and Processes Division, is the project manager for the new Progress Payment Multi-functional Administration Guidebook. Acquisition personnel from around the agency created the guidebook to ensure contractors are paid correctly and on time. (DCMA photo by Thomas Perry)

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 and/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 experience 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, the ACO 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 since each 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 is stories from the industrial specialist and other employees

“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.”

– Seth Pokoj, DCMA Pittsburgh supervisory contract specialist

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 that is more than 100 pages,” Jackson explained. “This guidebook will put all of us in the agency involved in the progress payment administration process, including the ACO, contract administrator, cost/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. “The buying office gets better and more efficient support from DCMA. DCMA personnel are better equipped with the proper tools in place to effectively accomplish our mission. The contractors providing the goods or services are 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.”



Air Force Capt. Jared Hines (center) and his team of 'Mountain Movers' who helped organize the Headquarters of the Air Force's Diversity and Inclusion Summit in Washington, D.C., receive recognition from event attendees Feb. 15, 2020. Hines works at DCMA Palmdale as an administrative contracting officer. (Air Force photo by Capt. Chad Mintz)

Rising Star

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.

The opportunity is particularly significant for Hines. Throughout his life and in his burgeoning military career, he has sought ways to help others and make an impact in people's lives. Ever since he was a young boy in his hometown of Philadelphia, Hines said he felt capable of changing the world. He attributes that feeling to his exposure to African American leaders he learned about in history.

According to the City of Brotherly Love native, he admires Malcom X, Martin Luther King Jr., Muhammad Ali and Rosa Parks because they were able to generate massive influence.

Thanks to these historical

figures and others from his history lessons and experiences of his childhood, Hines grew up believing he could make an impact on the world.

While changing the world might seem like a lofty goal for some, Hine's accomplishments thus far – various contributions to the Air Force and his individual ability to overcome obstacles – tell a story of someone up for the challenge.

In 2018, as a first lieutenant, Hines won company grade officer of the year for both his wing at Keesler Air Force Base in Biloxi, Mississippi, and for his contracting specific functional area at his major command. Earlier that year, Hines teamed with his friend, a first lieutenant at the time,

Air Force Capt. Russell Lewis, and began putting on Higher-Level Leadership conferences to establish networking, mentoring and professional development opportunities, for both junior and senior minority leaders.

Hines said the pair's initial efforts and a follow up HLL conference in 2019 led to them working with the Headquarters of the Air Force, Diversity and Inclusion Office at the Pentagon. Hines and his team of "Mountain Movers," as they call themselves, moved forward and their efforts culminated in the Air Force's first Diversity and Inclusion Summit, held in Washington, D.C., in February 2020.

"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 service-wide level in the Air Force," said Air Force Col. David Ferris, commander of DCMA Palmdale.

With assignments to DCMA, officers and enlisted service members have the opportunity to see how the agency ensures buying commands get exactly what they bargained for within defense contracts.

"DCMA provides a great broadening opportunity to work in a joint, fourth estate DoD agency, seeing firsthand how our industry counterparts deliver the systems, supplies and services our warfighters rely on," said Ferris.

Hines' day-to-day responsibilities include administrative contract support for the MQ-1 Gray Eagle and MQ-9 Reaper Unmanned Aerial Vehicle programs.

"He's also leading up a team that is working on improving our recruiting and outreach activities, to help encourage promising, diverse talent to join DCMA," said Ferris.

With everything Hines has accomplished thus far, it's hard to believe that his future was once in doubt.

"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 nudge Hines in the direction of the USC – Columbia's Air Force Reserve Officer Training Corps. Initially, he was deemed to be a poor candidate because his low GPA.

Undeterred, he asked

"He has a passion for helping and mentoring others, and it's inspiring to see what he's been able to accomplish."

– Air Force Col. David Ferris, DCMA Palmdale commander

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 derailed his academic career.

During his first semester his parents separated. Then an uncle, for whom Hines had been the caretaker, passed away, which contributed to the failing health of his grandmother. Additionally, in his second semester, one of his best friend's was accidentally killed.

The normally high-performing student saw his GPA slip to 1.6. He lost his scholarship and was placed on academic probation. Financial pressure at home increased with his parent's separation, and with no scholarship available, Hines left school.

"It felt like being at the bottom of a well," he said.

dealt with, all of the tragedies and tribulations, 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 and took 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. What people may view as success or what people may view as accomplishments, I view them as small steppingstones," said Hines. "It makes me understand that there is a lot more to be done."

ROTC officials to give him a year. In that time, he brought his 1.6 GPA to a 2.8. In 2013, he applied again for ROTC and was accepted into the program.

Soon, Hines was back to achieving excellence in academia. He was on the dean's list for nearly every semester, missing it only twice – once by 0.1 points, and the other because he rose above and made the president's list with a 4.0 GPA. The hard work he put into his academics and leadership skills paid off as he graduated and commissioned out of USC – Columbia at the top of his ROTC spring 2016 class.

Now having been a part of the Air Force for four years, one of those years with DCMA, Hines said he looks forward to continuing to expand his career opportunities through the knowledge gained at the agency. "Adversity is nothing more than an uncomfortable opportunity. 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.”

(Left) A Falcon 9 launch vehicle carrying the third GPS III satellite, also known as satellite vehicle 03, lifts off from Space Launch Complex-40 at Cape Canaveral Space Force Station, Fla., June 30, 2020. The first-stage booster of SpaceX’s Falcon 9 Launch Vehicle was successfully recovered approximately 20 minutes after liftoff by the company’s autonomous drone ship. This launch marks the first NSSL mission where a launch provider has attempted to recovered flight hardware. The satellite will join the current GPS constellation composed of 31 operational spacecraft, and will be the 22nd military code-capable satellite added to the fleet. (Photo courtesy of SpaceX)



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

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

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.



“ 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.

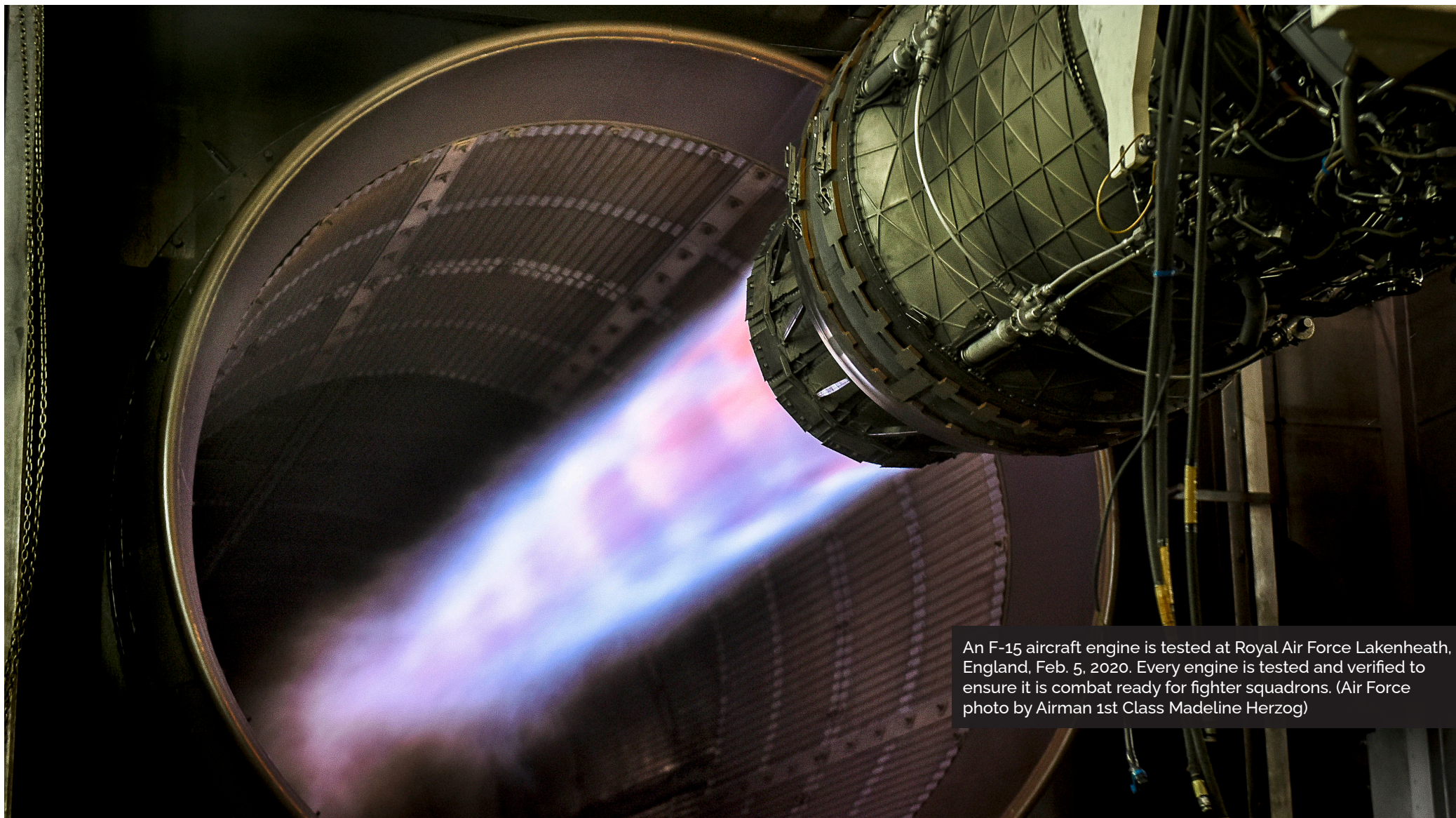
APO P&W CONVERTS GARBAGE INTO GOLD

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



Air Force Staff Sgt. Derek Malecki, a 52nd Maintenance Squadron aerospace propulsion craftsman, reviews technical orders while Senior Airman Sean Flanagan, background, aerospace propulsion journeyman, works on an F-16 Fighting Falcon engine. (Air Force photo by Staff Sgt. Jonathan Snyder)



An F-15 aircraft engine is tested at Royal Air Force Lakenheath, England, Feb. 5, 2020. Every engine is tested and verified to ensure it is combat ready for fighter squadrons. (Air Force photo by Airman 1st Class Madeline Herzog)

“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.

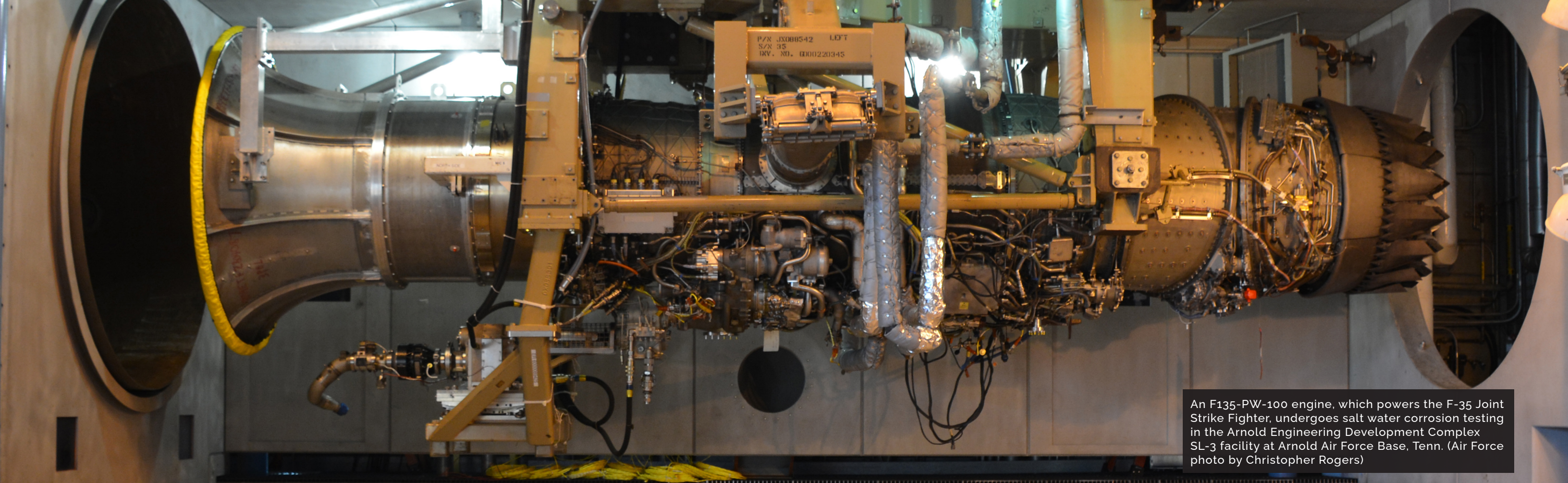
“The ESA agreed that it could do so, and they issued a waiver to accept the parts rather than dispose of them as scrap,” Vigants said.

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 Acquisition Regulation (to generate the memorandum) and the administrative contract officer, Mike



An F135-PW-100 engine, which powers the F-35 Joint Strike Fighter, undergoes salt water corrosion testing in the Arnold Engineering Development Complex SL-3 facility at Arnold Air Force Base, Tenn. (Air Force photo by Christopher Rogers)

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.

“The program office and ESA recognized the essential support we provided on a daily basis,” he said. “We consistently strive for improved delivery and efficiency cost saving without compromising the integrity of the product.”

The DCMA quality team includes quality assurance personnel, industrial specialists and the administrative contracting officer.

Supervising that work was entrusted to Douglas Fontaine, quality assurance supervisor, who also ensured the team had the skills and knowledge to evaluate scrap dispositions provided by the contractor.

“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 experiences 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 thought was my time to get it, I heard the sound of an incoming F-16. It was unmistakable and I will

“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

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. “If that aircraft was late on takeoff or delayed in any way because of any technical issue, I would

not 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.”



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. (Photo courtesy of Johnson & Johnson)

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. Air Force Col. James L. Vandross, manager of the DCMA Operation Warp Speed team, requested DCMA Atlanta's Contracts team support the Army's cost analysis. The Contracts team partnered with

the DCMA Cost and Pricing Regional Command Specialty Pricing Team and the Defense Contract Audit Agency to establish contract requirements and expedite the cost analysis to ensure allowability, allocability and reasonableness of the contract, said Nicole Bragg, DCMA Atlanta Contracts director. "This team's timely expert action prevented potential regulatory violations and excessive indirect costs," Bragg said. When the cost of the contract grew when the Army asked to include four additional contractors with their analysis while still meeting the initially agreed upon report due date, the team pulled together and

accomplished the task. "As result, the team's analysis supported vaccine efforts for five contracts, totaling \$6.8 billion," Bragg said. DeVonn Fray, Contracts supervisor, led the DCMA Atlanta team in identifying potential risks in the contractors' proposed direct and indirect cost accounting structure. "The contractors' accounting system and approved rates are based on cost methodologies that comply with cost accounting standards," said Fray. "Because the contractor is subject to federal cost accounting standards rules, they must allocate their indirect costs, including their general and administrative costs."

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," Bragg 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 DCMA does complex work in support of high-profile programs and missions. "It's important our (DCMA) folks realize that we are at the tip of the spear regarding major, news-worthy events that are changing and saving people's lives," Fray said. "Having the honor and privilege of working a contract of such dire need reminds our folks of the great impact they play each and every day." Fray said it was important for people to realize that DCMA's work extends beyond supporting the warfighter. "There is no greater life, health or 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?"



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)



The exterior of the negative pressure Conex is designed to safely move COVID-19 patients by military aircraft while minimizing the infection risk to pilots and flight crew. 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)



Ensuring warfighter lethality since 1921

By David Creed, DCMA Boeing Seattle

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

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Employees of the first DCMA Boeing Seattle contract management office gather for a group photo in late 1921. It is the government's oldest continuously serving plant representative office or contract management office. (Photo courtesy of Boeing)



In December 1942, workers at the Boeing plant in Seattle apply outer 'skins' to fuselage sections for new B-17F, known as the Flying Fortress, bombers. (Photo courtesy of the Library of Congress)



DCMA Boeing Seattle's team members pose for a photo in front of the first KC-46A Pegasus delivered to the Air Force at Boeing Airfield, Tukwila, Wash., Sept. 18, 2018. (Photo courtesy DCMA Boeing Seattle)

been prisoners of war, missing in action and even killed in action.

The office's history has evolved much the same as the air service it supports. In the beginning, it supported an Army Air Service, which purchased planes made from spruce wood and fabric, and whose main internal competition was with observatory balloon battalions.

Military aviation firsts, many of which are on display at the contract management office's very location, became a catalyst for the establishment of the next evolution of the air arm, the Army Air Corps.

While each of the air arm predecessors helped the nation strengthen its air power, it was the Army Air Forces of World War II that demanded new mechanical marvels. Chief among them were the thousands of B-17 Flying Fortresses, which would blot out the Sun above Nazi Germany, and the B-29 Super Fortress that would take the fight to mainland Japan. Its most dramatic evolution was to an independent Air Force.

This new Air Force demanded weapons systems such as the B-52 and KC-135 to project power globally and space vehicles to provide new capabilities to see and communicate from the ultimate high ground of outer space. Indeed, the construction of the Lunar Roving Vehicle crisscrossing the moon in 1971 was overseen by the little plant representative office that Creswell established some 50

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.

years before. As can be expected, the plant representative office evolved and underwent many name changes as the military propelled from a mostly domestic force to a global superpower. It began as the Air Service PRO, next to Air Corps PRO, then to Air Force PRO Boeing and finally to DCMA Boeing Seattle.

The Post-World War II era saw the dawn of jet propulsion. The little office had grown tremendously from a mere six employees – to more than 400 people located not only in Boeing Plant 2, but also at Paine Air Force Base in Everett, Washington; the Renton factory; the Boeing Wichita, Kansas, factory; Larson Air Force Base in Moses Lake, Washington; Air Force Plant 77 in Ogden, Utah; and missile silo locations in Cheyenne, Wyoming, and Great Falls, Montana.

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 Shrimboat" ferried pilots and staff between various locations. As the 1950s ended, the age of strategic bombers gave way to nuclear missiles.

Year after year throughout the 1960s, 70s, and 80s, AFPRO Boeing demonstrated its determination and competence winning award after award

for unit excellence. So far, historical research has uncovered a presidential citation, a secretary of the Air Force award, a DCMA Director's Cup, two DCMA Herb Homer awards, three Joint Meritorious Unit Awards, and eight Air Force Organizational Excellence Awards. Beyond these impressive unit awards, unit personnel have accumulated dozens of Distinguished Flying Crosses, Air Medals, campaign ribbons, and even knighthoods.

While it is tempting to try to chart the size of the office by sheer personnel numbers alone, that does not tell the whole story. The AFPRO Boeing of the 1940s, 50s and 60s also had responsibility for Air Force contracts in the entire Seattle region. This workload was carried by a subordinate division (a contract management office group equivalent) of the AFPRO Boeing Command, which was integrated during WWII when the Air Corps Representative at Boeing was dual-hatted as the Seattle District commander. After the war, the Air Force contracts workload was transitioned to other military contracting offices before finally making its way back under the umbrella of DCMA.

The workload would eventually be transitioned to what is known today as DCMA Seattle.

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 guns, 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-Haul 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 B-2A, F-22A and the Airborne Laser. 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.

Throughout nearly a century of service, DCMA Boeing Seattle has been the nation's key to ensuring "more" – more quality, affordability and lethality – providing the means to defend this nation and her allies. Whether it be in the air, on land, at sea or from outer space, DCMA Boeing Seattle has ensured the lethality of the warfighter since 1921. When the nation turns to the Boeing Company in Puget Sound for the aircraft it needs for its defense, DCMA Boeing Seattle has been a key to ensuring more quality, affordability and lethality.

Editor's Note: Dr. David Creed and his team of researchers from DCMA Boeing Seattle reviewed hundreds of articles for more than a year to provide a synopsis of the CMO's 100 years of continuous operation. Their work is ongoing, but in this article, the DCMA Boeing Seattle team cite a number of casualties as a result of aircraft mishaps, crashes, and other untimely deaths. Due to the large volume of records at the time of publication, the total number of deaths is not fully determined. Many of the pre-WWII records in the National Archives are yet to be reviewed. Currently, DCMA Boeing Seattle places the casualty figure at 15 but there are likely more. We recognize the families and honor those individuals who have made the ultimate sacrifice in service to the Warfighter and the nation.

20 YEARS IN SPACE

Agency completes mission supporting
AEHF satellite development, deployment

By Luis Delgadillo, DCMA Western Region Public Affairs, with contributions from DCMA Lockheed Martin Sunnyvale

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 Extreme 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

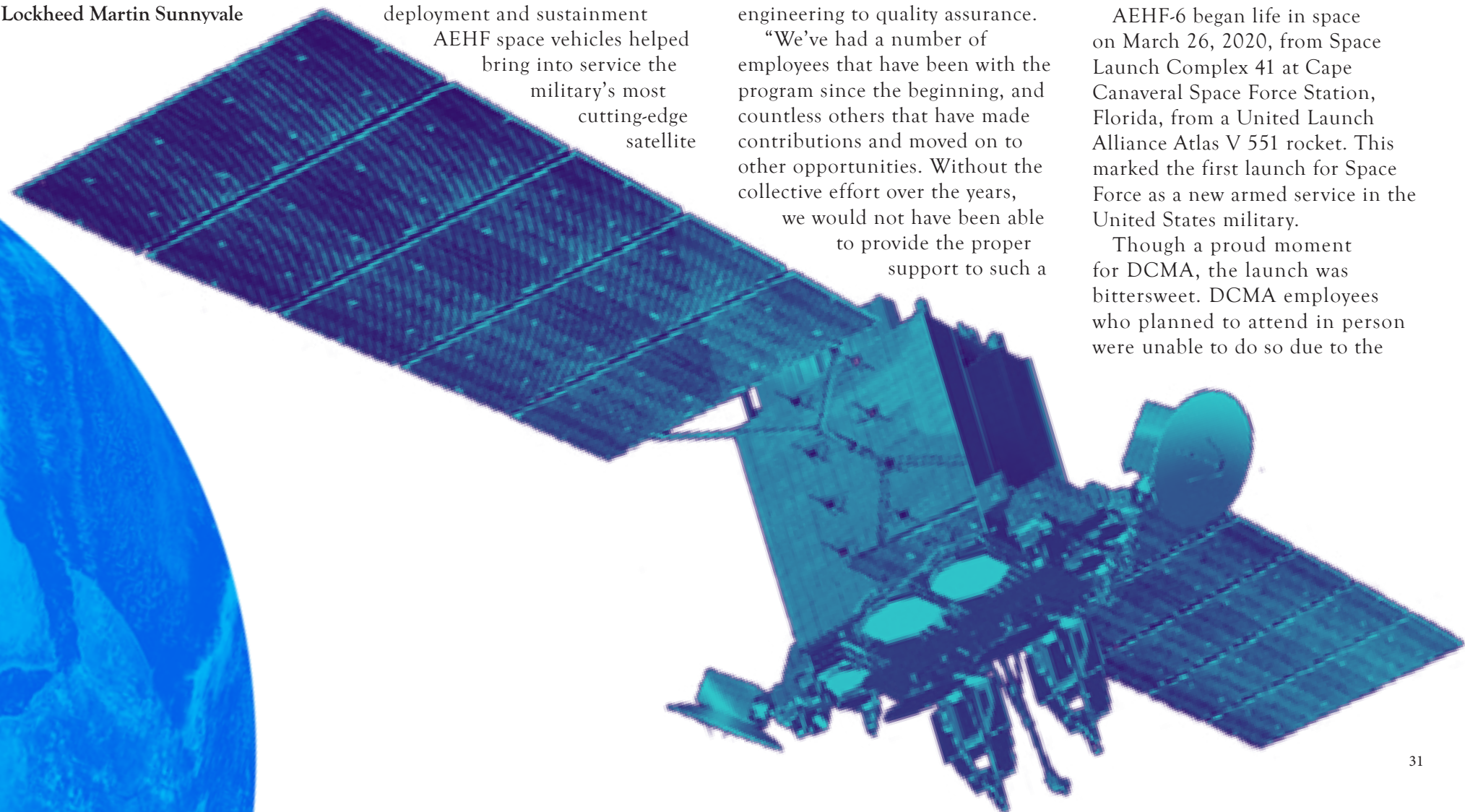
critical program," said Bruce.

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





Air Force Space and Missile Systems Center personnel and civilian ground crews load the Advanced Extremely High Frequency-4 communications satellite onto a C-5M Super Galaxy aircraft, at Sunnyvale, Calif. (Air Force Photo by Heide Couch)

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.

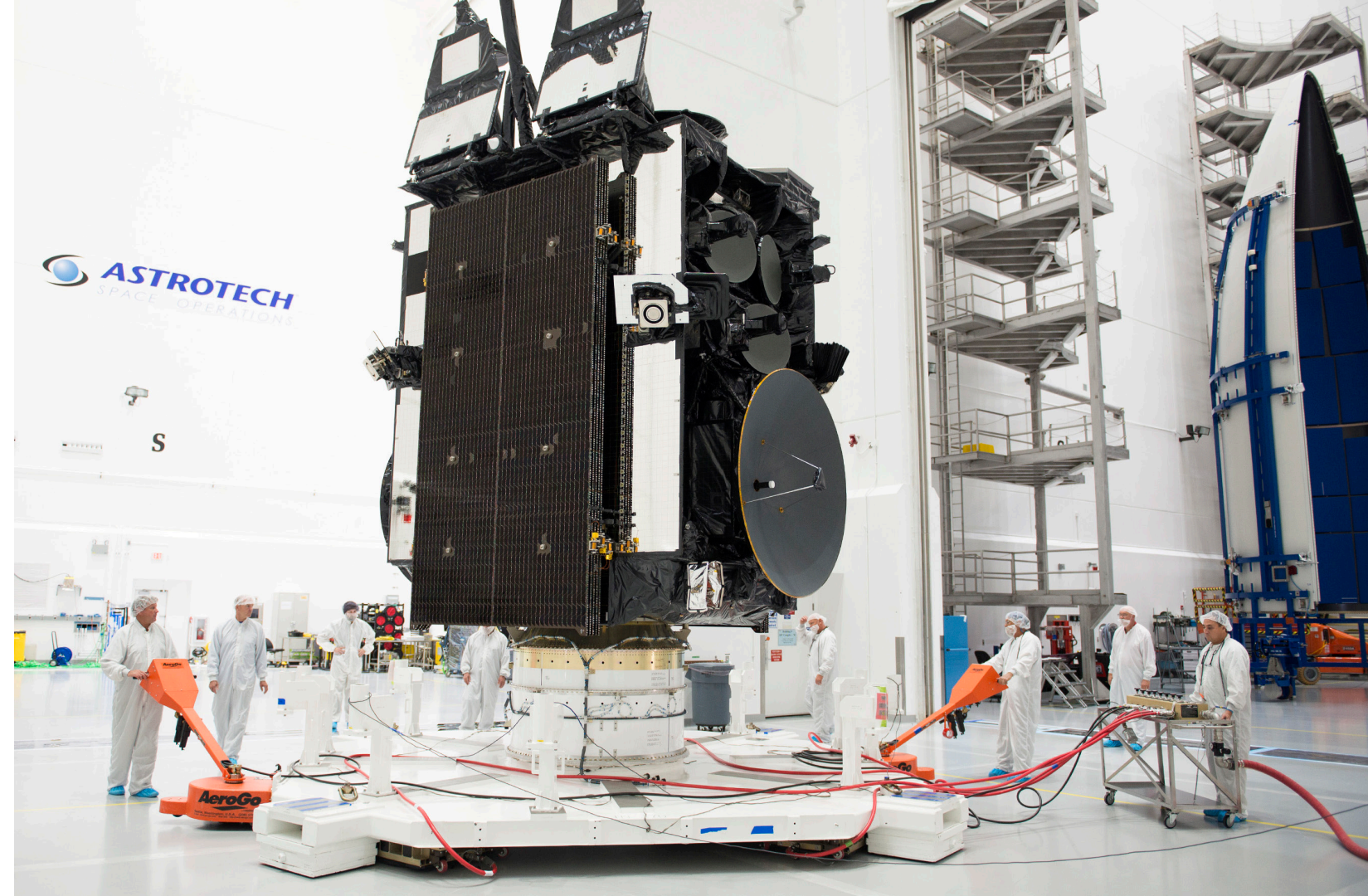
"We are mutually dependent and mutually supportive of our mission partners, especially those at the 45th Operations Group and the 5th Space Launch Squadron," said Kent Caldwell, director of DCMA Lockheed Martin Sunnyvale. Caldwell leads a DCMA team that delivers prime contract support to eight major 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.



Engineers at Astrotech Space Operations in Titusville, Fla., encapsulated the fourth Advanced Extremely High Frequency-4 satellite in an Atlas V 531 rocket's payload fairing Sept. 27, 2018. The encapsulation process was a major milestone for DCMA Lockheed Martin Sunnyvale, Calif., which recently completed its role in delivering the Air Force's AEHF-4 satellite. (Air Force photo by Derwin Oviedo)



Air Force Capt. Jericjohn Mibale, from the Space and Missile Systems Center's Launch Enterprise, runs through the countdown checklist while on console inside the Atlas Spaceflight Operations Center Launch Control Center at Cape Canaveral Space Force Station, Fla., Aug. 8, 2019. (Air Force photo by Van Ha)

SEATTLE sheds costs with trip to GYM

By Luis Delgadillo, DCMA Western Region Public Affairs



Air Force Lt. Col. John Kendall (center), DCMA Seattle commander, meets with Naval Facilities staff Joe Brown (right), the design manager, and Ken Gleckler, a contracting officer's representative, during the agency's formal acceptance of the completed construction project to renovate a former gymnasium into the commander's newest contract management office location at Naval Support Complex Smokey Point in Marysville, Wash. (Photos courtesy of DCMA Seattle)

The Defense Contract Management Agency marked its latest cost cutting success with DCMA Seattle's office relocation from Bellevue, Washington, to Naval Support Complex – Smokey Point in Marysville, Washington, Aug. 10, 2020.

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-



Working with Naval Support Complex Smokey Point officials, DCMA Seattle's relocation team transitioned personnel from its downtown Bellevue, Wash., office to the newly renovated space Aug. 10, 2020.



The move of more than 50 DCMA employees from the agency's seventh most expensive commercial office lease to a renovated former gymnasium, places employees on a military installation and supports DCMA's ongoing efforts to relocate personnel to Department of Defense Facilities.

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



Navy Lt. Cmdr. Matthew Noble, Army Chief Warrant Officer 4 Matthew Harris, Navy Cmdr. Timothy Rhatigan, and Navy Lt. Nicholas Williams ensured U.S. forces in Korea were able to deliver 10 new UH-60M Blackhawk helicopters on time despite traveling restrictions and telework conditions during the COVID-19 pandemic. (Army photo by Marco Budinich)

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 Arizona National Guard UH-60M aircraft from Lakehurst to Phoenix, Arizona
- Four Taiwan Foreign Military Sales UH-60M aircraft ferried from West Palm Beach, Florida, to

Savannah, Georgia

- 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



2-211th Aviation Regiment UH-60 Black Hawk helicopter crews conduct training flights, dropping water from 600-gallon buckets over Folsom Lake, Calif., Sept. 14, 2020. Before flight crews can provide air support in California they must first perform a practice flight with a Cal Fire helicopter manager. (Utah Army National Guard photo by Spc. Jacob Jespersen)



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. (Army photo by Sgt. Carissa Diggs)

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.



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