

# Pendergrass assumes Eastern Regional Command

Patrick Tremblay | DCMA Public Affairs

**Boston's historic Faneuil Hall was the backdrop for a ceremony** May 11 as Navy Capt. Russell G. Pendergrass assumed command of the Defense Contract Management Agency Eastern Regional Command. Richard H. Fanny, DCMA deputy chief operations officer, presided over the ceremony.

"I am thrilled to be back with DCMA," said Pendergrass, who oversaw a four-state area while commanding DCMA Denver from 2003 to 2006.

Pendergrass brings to the command 37 years of Reserve and active duty Navy supply and acquisition experience, as well as 15 years of experience in private industry contracting. As head of Eastern Regional Command, he now oversees contract management offices dispersed from New England to Florida, employing more than 3,000 DCMA civilians and more than 150 active duty military personnel.

In his remarks, Pendergrass drew

together his past experience with DCMA and the resiliency of wounded warriors he met in his most recent assignment in Bethesda, Md. "My assignment as the commander of DCMA Denver helped me to appreciate the role that we play in helping these warfighters. I have seen first-hand the impact that we can have."

Fanny, himself a retired Navy captain, received the agency flag from outgoing commander Navy Capt. Sidney J. Kim before turning to present the flag to Pendergrass.


Kim led the Eastern Regional Command since the agency's 2010 realignment. He will rejoin the operational Navy fleet as the senior logistician for the U.S. Third Fleet in San Diego.

"I am grateful to have worked with 17 wonderful primary CMO commands that have demonstrated tremendous team spirit," said Kim, "and very dedicated commanders and deputies who have maintained maximum flexibility and



*Navy Capt. Russell G. Pendergrass holds the Defense Contract Management Agency flag after assuming command of the DCMA Eastern Regional Command May 11 in Boston. Outgoing commander Navy Capt. Sidney J. Kim stands to Pendergrass' left. (Photo by Patrick Tremblay, DCMA Public Affairs)*

patience as we navigate through arduous realignment phases."

"I am honored to follow Capt. Sidney J. Kim as the commander of Defense Contract Management Agency Eastern Regional Command," said Pendergrass. 

# Western Region welcomes new commander, bids farewell to stoic leader

Matthew Montgomery | DCMA Public Affairs

**The North Harbor Marina was the backdrop as Western Regional Command** Director Michael A. Lowry relinquished responsibilities to Air Force Col. Tracey Kop, and bid farewell to coworkers and friends during a change of command and retirement ceremony held in Redondo Beach, Calif., July 19.

"It has been an honor to lead the Western Region and work for an agency full of so many highly professional people," said Lowry. During his remarks, Lowry expressed confidence in Kop's ability to continue leading the region in the right direction and ensuring quality products are delivered to the warfighter.

Marie A. Greening, DCMA chief operations officer, presided over the

ceremony. During her remarks, Greening said Lowry's contributions were instrumental in the overall success of the Western Region and he would be missed. She also said Kop was an excellent choice to continue leading the Western Regional command in the right direction.

Kop brings with her a wealth of knowledge about the agency, and contracting operations overall. From her first assignment as a systems contract manager for the Space and Missile Center in Los Angeles, to her most recent job as the deputy director for DCMA headquarters operations, Kop has filled a variety of acquisition, mission support, command, expeditionary, instructor and special duty positions at various levels



*Air Force Col. Tracey Kop, Defense Contract Management Agency Western Regional Command commander, accepts the regional colors from Marie A. Greening, DCMA chief operations officer, during the Western Regional Command change of command and retirement ceremony July 19. (Photo by Matthew Montgomery, DCMA Public Affairs)*

within the Department of Defense.

"My first duty station when I came on active duty was Los Angeles Air Force Base and it was a very unique experience

because I was part of the first group of lieutenants ever assigned there. We had great leadership that put us in with the interns and really allowed us to move around and learn our jobs,” said Kop. “After four years, they told me I would be coming back -- once you’ve been here, it’s inevitable you’ll be back. Now, 23 years later, I’m coming back to the area. It’s a full circle back to where I started my career.”

As the new commander, Kop oversees

contract management offices dispersed from Texas to Alaska and Hawaii, which comprise more than 2,200 DCMA civilians and approximately 160 active duty military personnel. The region is responsible for more than 68,000 active contracts with an obligated amount of more than \$450 billion.

Lowry, who has more than 30 years experience in defense acquisition management, was honored during an

emotional retirement ceremony following the change of command.

“There are countless mentors throughout my career who enabled me to be successful,” said Lowry. “Working for DCMA is a highlight of my life, and to all those that made it possible — thank you for the opportunity.”

# In review: Ellis assesses Central's progress

Jo Adail Stephenson | DCMA Public Affairs

**“I work for you ... not the other way around. My job is to support the tactical mission** which is all about taking care of the interests of the taxpayer and the warfighter and that’s what you do,” said Army Col. John A. Ellis to Defense Contract Management Agency Central Regional Command employees when he assumed command in June 2011.

Fifteen months later, Ellis is still working for Central Regional Command employees and customers as well as warfighters as DCMA’s tenured regional commander after changes of command took place recently at the Eastern and Western Regional Commands. “I know my colleagues are very qualified and will quickly adapt to their new roles as region commanders,” he said.

Ellis quickly adapted to his new role by “establishing goals for myself and the region.”

Those goals included:

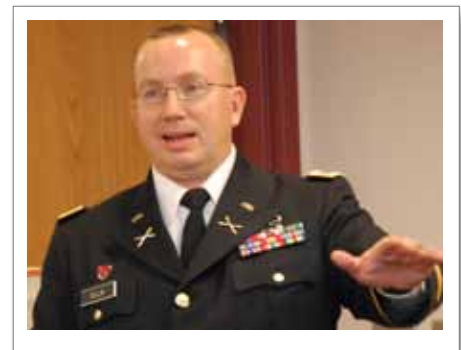
- Building on the progress achieved by his predecessor and continuing to mold the Central Region staff into a fully functioning integrated team.

- Establishing a focus on performance accountability and metrics throughout the region and achieving significant improvement in areas of deficiency.
- Emphasizing a visible commitment to stewardship by establishing ongoing processes for tracking and correcting findings related to various inspections and routinely visiting the contract management offices to conduct interactive operations briefings and reviews.
- Establishing and supporting various recognition programs to reward Central Regional Command employees for their achievements.
- Creating clear and consistent communication channels between the agency’s chief operations officer, the sectors, and the CMOs to address issues quickly and efficiently.

Assessing his first year in command, Ellis said, “We have made significant progress in all of these areas, and I plan to continue my focus on these initiatives.”

The biggest challenge is adjusting to changes in the leadership team, according to Ellis. “Through promotions and transfers we have lost many highly talented employees,” he said. “As a leadership team, we must find highly qualified replacements and ensure we provide the mentoring and support to accelerate the development of these new employees.”

In the coming year, Ellis said he will continue to focus on employee performance and development through increased emphasis on the individual performance



*Army Col. John A. Ellis  
DCMA Central Regional Command  
commander*

plan and electronic individual development plan processes; integrated initiatives with the agency and the chief operating officer to push more decision-making responsibilities to the region and CMO level; and resource planning during a period of significant uncertainty caused by changing mission requirements and fiscal concerns.

When asked what advice he would give to the new commanders of the Eastern and Western Regional Commands, Ellis said, “The best advice I can give them is based on my experiences: Build a region staff committed to customer service. Create and sustain open lines of communication with all of your stakeholders. Pay attention to your people. Recognize, reward, counsel and mentor. Be patient - DCMA is a highly matrixed organization with lots of functional overlaps. Listen to all inputs and work collectively for win/win outcomes.”

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— Army Col. John A. Ellis  
DCMA Central Regional Command  
commander