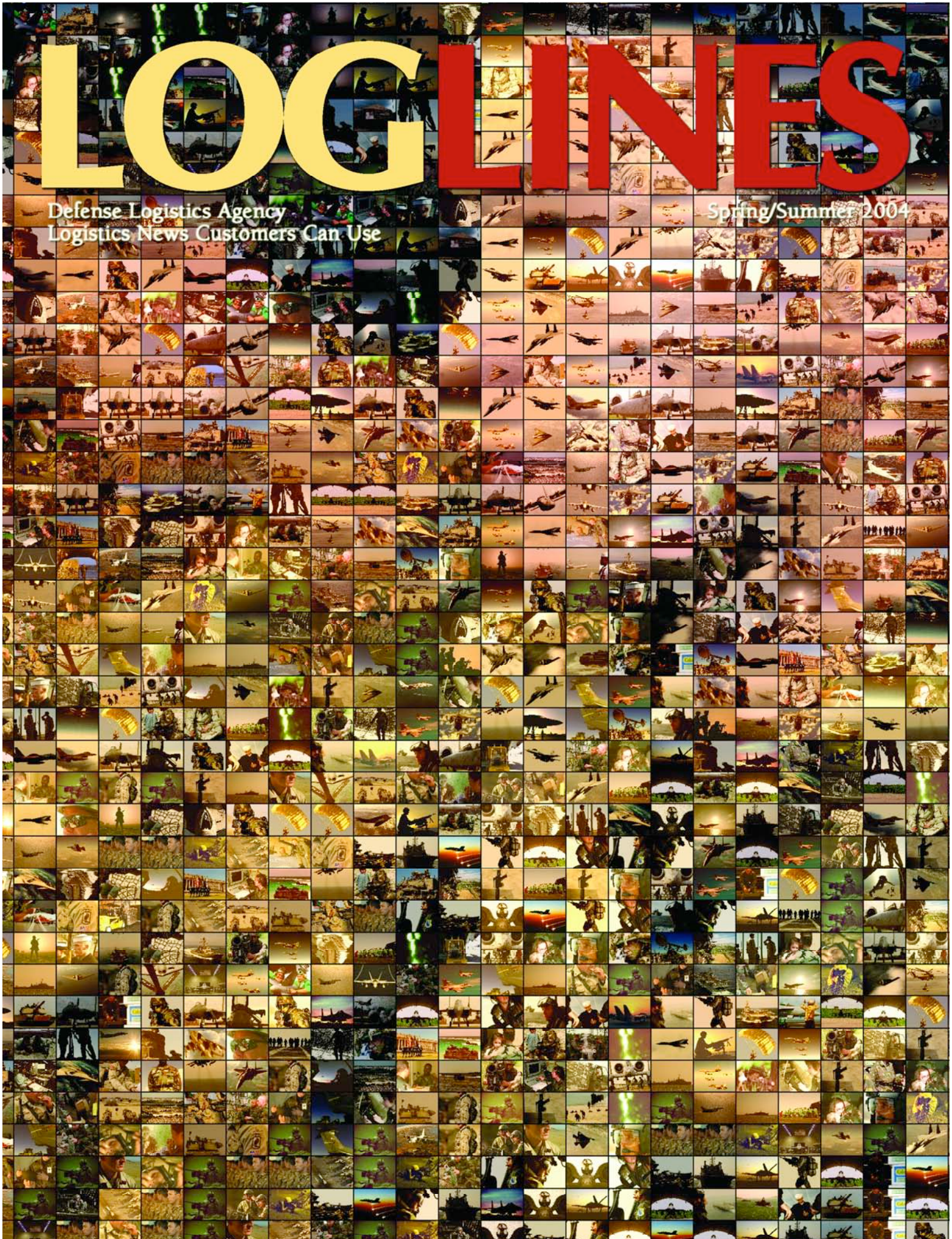


LOG LINES

Defense Logistics Agency
Logistics News Customers Can Use

Spring/Summer 2004



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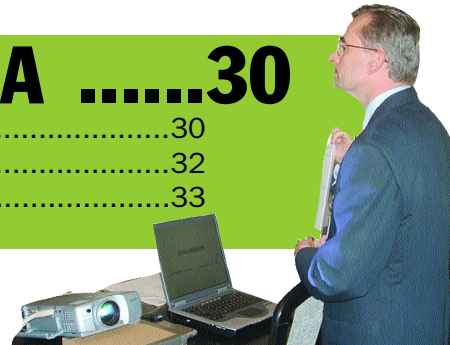


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Logistics News Customers Can Use
LOGLINES

Official Customer magazine of the
Defense Logistics Agency

Spring/Summer 2004

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LogLines magazine is published by the Defense Logistics Agency Office of Public Affairs on a biannual basis. It is a medium of information designed to educate customers on the wide range of products and services that are available from DLA. Each issue highlights agency capabilities, business processes, process changes, and new initiatives.

The audience consists of military service members, federal employees and industry. The contents of LogLines are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Defense Logistics Agency.

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From the Editor

by Mimi Schirmacher

“Logistics news customers can use” is the phrase that appears directly above the *LogLines* masthead to the left of this column. This phrase describes, in a nutshell, the focus of the articles we publish. The Defense Logistics Agency is committed to providing information to increase our readers’ understanding of DLA, our initiatives, business practices, services and products.

As the combat logistics support agency for the Department of Defense, DLA provides food, fuel, clothing, medicine, spare parts and supplies to America’s Armed Forces around the world. Our projected sales and services for fiscal 2004 are \$28.9 billion, up nearly \$4 billion from fiscal 2003. Our increase in operations has been due in large part to the

Global War on Terrorism. DLA has ramped up to meet the demands of this critical mission.

We invite you to read this issue of LogLines and learn more about the support DLA is providing to our nation’s warfighters. For example, you will see articles about the partnerships we are establishing with our customers, and the alliances between DLA and our suppliers. You can also read about how DLA is transforming the way we do business and using new technologies which enable us to streamline procurement processes, as well increase supply visibility to our customers.

You will see that DLA is shaping the logistics future for the warfighter, and the partnerships our Agency has with our customers and suppliers are the fundamental structure of that foundation.

DIRECTOR'S MESSAGE



KEITH W. LIPPERT
Vice Admiral, SC, USN
Director



Message From the Director

For 43 years, the Defense Logistics Agency (DLA) has been a loyal partner to America's Armed Forces.

What began as a fledgling agency in 1961, has become a world-class combat support organization, dedicated to serving the needs of our warfighters at home and abroad. Today, DLA's presence is felt around the globe. Wherever our men and women in uniform are on the front lines, working to restore peace to a troubled world or to help a ravaged nation toward a better way of life, DLA is with them, providing the quality of logistical support they need and deserve. We at DLA are fond of saying that if our military fights with it, eats it, wears it, burns it as fuel or otherwise uses it, DLA is there. That has been our mission from the beginning, and it is still our mission today.

Of course, along with that responsibility come challenges. Today, those challenges are greater than ever. As our world becomes a more hostile and dangerous place to live, our fighting forces

are needed more than ever. Ensuring that those forces are properly equipped and provisioned is critical to their success. Adding to the challenge is the increasing sophistication of modern technology. As our technology becomes better, warfare becomes faster and more deadly. Yesterday's combat support strategies simply will not suffice. Today's military forces need current, innovative solutions to meet their logistics needs.

DLA has risen to meet these challenges. Through initiatives such as Business Systems Modernization and Supply Chain Management, we are constantly striving to improve the delivery of our services. Our Agency has made great strides in streamlining our processes and transforming ourselves into a lean, focused organization capable of meeting the ever changing needs of a modern military force. These efforts are only the beginning. DLA will continue to move forward, seeking innovative logistics solutions. Whatever challenges the future

may hold, DLA will be ready to meet them.

This issue of *LogLines* highlights some of our current efforts toward improving our logistical combat support capability. Of particular interest is the article on DLA's transformation program by Allan Banghart, the Agency's Director of Enterprise Transformation. The articles on Performance-Based Agreements and Customer Relationship Management processes provide further details about how DLA is working hard to deliver top notch goods and services to those who need them. Also take a look at the article on how our Defense Distribution Center is establishing a Mediterranean Distribution Platform for its Forward Stocking Initiative.

Please take a moment to browse through this issue and see what DLA has been doing, and continues to do, to support our customers. We think you'll agree that DLA is ready to meet the logistics challenges of the 21st century.

INITIATIVES

Transforming America's Defense Logistics Agency



◀ Allan A. Banghart
Director, Enterprise
Transformation (DT)

By Allan A. Banghart
Director, Enterprise Transformation (DT)

The Defense Logistics Agency is a \$25 billion enterprise, managing more than 90 percent of the U.S. military's repair parts and 100 percent of its food, fuel, medical, clothing and textile, and construction and barrier materiel. DLA has eclipsed records for mission effectiveness and achieved the lowest cost structure in the Agency's history, but that's not enough. DLA is forging ahead with a transformational program that will fundamentally alter its core business model, supporting processes and systems architecture, as well as the professional skills and culture of its 22,000 employee work force.

Beginning in 1998 and building on its initial mid-1990s initiatives to capitalize on private sector practices, DLA crafted and subsequently refined what is now a very robust transforma-



tion strategy. That strategy is well into the execution phase, supported by a comprehensive portfolio of programs and initiatives that span the entire range of logistics functions – customer relations, demand and supply planning, supplier relations, materiel positioning and hand-off, finally, to the ultimate customer or one of DLA's numerous transportation service providers.

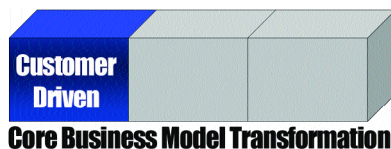
The overarching force driving DLA's transformation is the requirement to build and sustain a logistics system with the capability and agility to ensure warfighter readiness and materiel availability in an environment where battle space tactics and logistics support needs continually evolve. Establishing a new, higher level of capability is only one facet of DLA's evolution. Equally important is the new business model's ability to rapidly and effectively respond to future threats and opportunities.

Additionally, each of DLA's transformational initiatives comes with a firm savings commitment that will further reduce the Agency's cost structure. DLA is returning \$1.8 billion from its out-year budgets to the four military services in order to accelerate the Department of Defense's funding realignment from infrastructure to force structure.

DLA has an enterprise-wide vision of transformation and a clear eye on the requirement to synchronize its transformation with all other elements of the Defense Department's logistics community. DLA's transformation is a key piece of the sweeping change taking place to deliver an extended system of logistics systems that performs its complex web of functions in a tightly integrated and seamless fashion. To accomplish this, DLA is committed to transforming its core

business model in three ways.

First, DLA is becoming far more customer driven. For some time, DLA has been a world class, transaction-based organization, skillfully processing upwards of 45,000 customer requisitions and some 8,000 plus contracting actions every day of the year. While always responsive to customers' high priority requirements, historical sales patterns often constituted DLA's normal understanding of its customers' future needs. This left the Agency to predict future customer requirements based largely on historical patterns.



Becoming far more customer driven means DLA is collaborating with its customers to get inside their logistics planning, management and execution cycles in order to achieve a profound understanding of their future requirements. These future requirements then serve as the basis to negotiate and establish firmly agreed upon levels of service. In other words, DLA is changing from an organization that related to its customers on a reactive-transaction basis to one that is proactive and aggressively exercising a true partnering capability.

Second, DLA is becoming a far more influential supply chain manager. Until the early 1990s, the old DLA, a traditional defense wholesaler, typically interfaced with its suppliers much the same way it did with customers -- in a world class manner by past standards, but clearly at arms length and trans-

action based. By the mid-1990s, DLA established a number of Prime Vendor arrangements for commodities such as food and clothing and was working on longer term contracts for select repair parts. Nonetheless, the Agency's supply chain management energy was to a high degree focused on successfully processing its 8,000 plus daily contracting actions.



Becoming a more complete supply chain manager means that DLA is now managing, integrating and, where appropriate, leading those supply chains critical to its ability to deliver on the requirements and commitments established through its shift to a customer driven business model.

Third, DLA is tearing down the barriers preventing defense-wide logistics process optimization and the seamless integration of all functions associated with materiel availability. This is being done in concert with logistics organizations across the DoD who are also removing their internal barriers to seamless operations while at the same time forging true partnerships across the spectrum of supply and delivery chains.

A key contribution to this end state is DLA's transformation of its basic organizational alignment. In the past, DLA operated as a traditional holding company, where a number of semi-autonomous activities such as its Inventory Control Points and warehousing commands reported to a centralized headquarters staff. The Agency has taken the

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strategic steps required to establish a single, tightly integrated organizational structure where DLA is, and is perceived to be, one enterprise.



At the core business model level, customer focus, supply chain management and seamless partnering constitute DLA's transformation. To accomplish this core business model transformation, DLA is changing its basic organizational attributes. Herein lies much of the challenge.

The literature on Enterprise Resource Planning initiatives and related transformational efforts indicates that upwards of 70 percent of all such initiatives fail. There are good reasons for this relatively low success rate. Transformation is really hard. Achieving real, sweeping change involves the execution of a large and incredibly complex web of initiatives, many of which strike at the heart of the existing organization and its processes. At the same time that most organizations attempt to transform, there is little or no room for slippage in support of the day-to-day mission. Transformation becomes a lot like swapping out engines on a multi-engine military aircraft, one at a time, while the plane is in flight.

Like military aircraft, DLA requires routine maintenance and an occasional overhaul.

Unlike military aircraft, DLA does not get nine-to-twelve

months of downtime at an aviation repair facility where it can conduct a complete overhaul, or transformation, without supporting the mission. DLA has to keep its business in flight and change its business model all at the same time.

DLA is changing the attributes of its organization along six broadly defined dimensions.

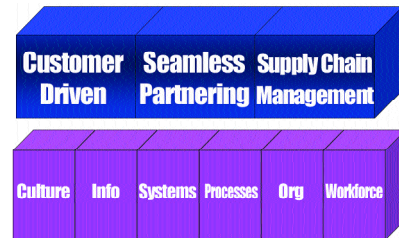
First and foremost, DLA is re-engineering its processes to best business practices, regardless of whether those best practices are found in the commercial or the public sector. Now well into the execution phase of its transformation, DLA has found that some defense business practices really are best practices. Commercial industry doesn't have an across-the-board lock on world class performance. The ever-present challenge is being able to dispassionately assess legacy processes against commercial best practices to determine which is truly best.

Second, since the processes of essentially all modern organizations are embedded in their systems applications, DLA is transforming its aging Information Technology systems applications and hardware.

Along with the above comes the third change, the opportunity to manage information with far greater effectiveness. For DLA, leading business indicators are gradually supplanting lagging indicators as an entirely new universe of key performance indicators, metrics, reports and information flows are established throughout the enterprise.

Fourth, basic business model and process changes are leading DLA to alter its organizational structure. While DLA clearly recognizes it cannot achieve success solely through re-organization, it

also realizes that a misaligned organization can contribute to failure. Taking this into consideration, DLA continues to make the organizational changes necessary to stay in-step with its rapidly changing environment.

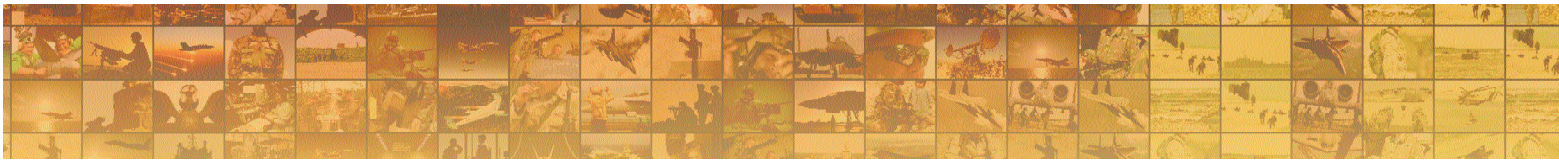


Attributes of the Enterprise

At the corporate level, DLA is reducing the number of inventory control points that manage repair parts from three to one. Similarly, all non-fuel troop support commodities (food, medical, clothing and textile) will be managed in a single Troop Support inventory control point. At the work unit level, DLA is literally turning its ICP organization inside-out. It is taking an organization that was largely internally focused, splitting it in half and dedicating one side to a customer focus and the other to a supplier focus.

Fifth, DLA has made the commitment to provide every member of the DLA family who wants to make the transformation with all the personal support, professional skills and tools necessary to be fully successful in the new environment. This means effective training, strong post "go-live" support, constant communication, a robust mentoring program, new career management and leadership development.

Finally, these five changes are being accompanied by the concomitant enterprise-wide cultural changes necessary to achieve the



transformation. The Agency has a robust, formal Change Management initiative in motion to facilitate the cultural change to a successful conclusion.

DLA has 10 major programs and initiatives underway to deliver the range and depth of change that add up to transformation. Four programs constitute the key pillars of DLA's transformation. The functionality embedded in these four pillars forms the basis of the tightly integrated portfolio of processes underlying the Agency's new business model. These four initiatives are inextricably tied to and synchronized with one another. They are:

Customer Relationship Management, DLA's customer touch program, is delivering the processes, skilled professionals and IT tools DLA requires to gain a profound understanding of its customers' future requirements and to establish executable commitments to deliver specific levels of support. DLA's CRM capability is being deployed today in many forms, including DLA-customer collaborative planning, the formalization of customer partnerships and Performance Level Agreements.

Supplier Relationship Management, DLA's primary Supply Chain Management initiative, has two well-established thrusts -- Strategic Materiel Sourcing and Strategic Supplier Alliances. The SMS program is establishing long-term contracts for approximately 500,000 (of a total 4.6 million) items the Agency considers its key business drivers and essential to its success. SMS provides customers with assured materiel availability at a very competitive price and eliminates the writing of new contracts every time a routine re-

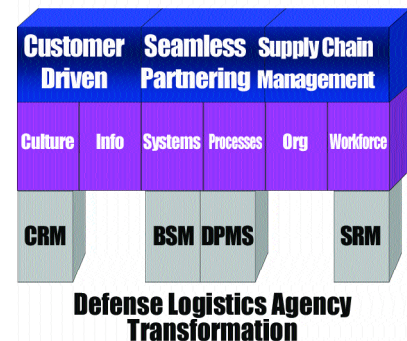
supply action is required. SMS deployment is well underway with long-term contracts for more than 150,000 of the 500,000 items now in place.

The Strategic Supplier Alliance program targets the establishment of formal, strategic level partnering relationships with the agency's top 32 sole source suppliers -- those suppliers who are the only manufacturers of parts critical to DLA and its customers' success. Similar to SMS, SSA arrangements provide customers with improved materiel availability at prices less than those otherwise available. While experience has shown that it typically takes up to a year or more to finalize an effective SSA, more than one third of the 32 are now in place and formalized.

Business Systems Modernization, DLA's Commercial-Off-The-Shelf-based Enterprise Resource Planning program, is delivering the re-engineered materiel planning, order fulfillment, procurement and financial management processes at the heart of DLA's new business model. BSM Release One "went live" July 31, 2002, providing end-to-end management of approximately 170,000 line items, representing multiple classes of materiel. While BSM Release One proved difficult, it has been successful and the Agency is moving forward with full scale deployment. Between November 2003 and early spring 2004, DLA will increase the sales volume managed in BSM almost tenfold and triple the number of users. All of DLA's 4.6 million line items and the personnel who manage them are on track to be operating exclusively in the BSM environment by January 2006.

Distribution Planning

Management System, the fourth key pillar of the new business model, is the program that will optimize the physical management of DLA materiel. DPMS will do this based on the knowledge of customers, suppliers and materiel that is embedded in the CRM, SRM and BSM programs. DPMS ensures the most effective stock materiel positioning across DLA's 22 worldwide warehousing complexes to minimize customer wait time and cost. DPMS also optimizes the routing of materiel going directly from original equipment manufacturers to the ultimate customer. Elements of DPMS began roll out in the fall 2002 and are continuing.



Together, CRM, SRM, BSM and DPMS constitute the tightly integrated portfolio of processes and systems applications that underlie DLA's new core business model. Other transformational programs include:

Strategic Distribution which is a collaborative arrangement between the Office of the Secretary of Defense, the Joint Staff, the military services, the U.S Transportation Command and DLA to ensure critical DLA-managed materiel is pre-positioned overseas, in the theater of operations, using relatively inexpensive surface lift. SD is designed to improve materiel and customer wait time and minimize total logistics costs and

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Transforming America's Defense Logistics Agency

the burden on scarce and costly air-lift resources. In addition to significant cost avoidance savings, customer wait times for materiel positioned forward under this program have been reduced by upwards of 50 percent.

Executive Agent is another collaborative initiative between the services and DLA to ensure end-to-end supply chain oversight for those troop support commodities managed by DLA -- subsistence, medical, clothing/textiles and energy. The EA initiative is designed to bring all members of the supply chain together, commercial and DoD, as a team to provide seamless management from the manufacturer to the point of ultimate consumption.

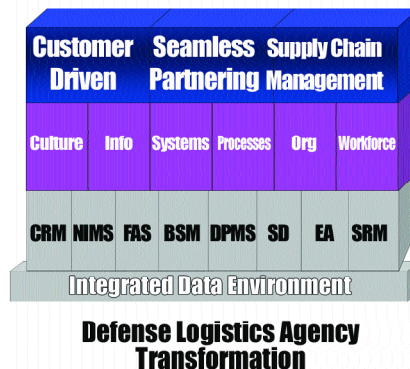
National Inventory Management Strategy is another collaborative initiative between DLA and the services which is eliminating redundant ownership, handling and stocks of DLA-managed materiel. By extending DLA's traditional wholesaler responsibilities down to the retail level, or point of consumption by the end user, NIMS offers the military services the opportunity to reduce or eliminate their investment in DLA materiel and the associated personnel, systems, warehousing and overhead costs. DLA has NIMS pilot programs underway with all four services.

DLA's Integrated Data Environment is an IT solution that will ensure all the DLA transformational programs discussed herein operate as a single, tightly integrated portfolio of applications and that our customers, regardless of the IT solution they settle on, can communicate effortlessly with DLA. While IDE is being rolled out internally before full scale deployment to its customers, DLA has successfully piloted the IDE concept with the U.S. Marine Corps.

Fuels Automated Systems is DLA's COTS-based fuels ERP, delivering best business practices to the management of a commodity that generates over \$5 billion in sales for the Agency each year. FAS is in full-scale deployment today and will be folded into the BSM program in the near-mid term.

The final major initiative in the DLA's transformation strategy is work force and cultural transformation, a structured, formal program to keep the DLA team fully aligned with the evolution of the enterprise.

This is the DLA transformation in a nutshell. The Agency has made a substantial, in truth awesome, commitment to change.



Viewed from an end-to-end supply chain perspective, DLA's transformation initiatives address every major function within the Agency's mission area, from America's industrial base to the ultimate user. Furthermore, each program has made significant progress and has solid forward momentum. Viewed from a financial perspective, DLA has over \$1 billion invested and more than \$1.8 billion in committed savings already removed from future year budgets.

In closing, three points are worth re-emphasizing:

Over the past five years DLA has crafted a robust transformation strategy that is now being deployed through a comprehensive portfolio of programs and initiatives.

Large-scale implementation and the associated benefits for America's warfighters will take place over the next two to three years.

The capability and flexibility to accommodate continually evolving regional combatant commander and military services' logistics requirements is designed in.

The proverbial bottom line is that DLA's transformation is a major challenge with enormous payoff. In some ways it will never be complete. But when DLA has achieved its major objectives as described in this article, the Agency will be far better positioned to meet the continually evolving, critical logistics support needs of our armed forces worldwide. ♦

DSCC Team Receives DoD IG Award

By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office

A Defense Supply Center Columbus, Ohio, team recovered and returned more than \$187.8 million to the United States Treasury - \$26.5 million of which was returned to the Defense Logistics Agency stock fund - earning the Department of Defense Inspector General's Investigations Teamwork award for their performance during a 10-year period.

The team, named the Counterfeit Material and Unauthorized Product Substitution team, was honored in Arlington, Va., last fall by the DoD IG. The CM/UPS team was the only non-DoD IG entity to receive an award.

Formed in 1986, the CM/UPS team consists of representatives from the Defense Criminal Investigative Service and DSCC Procurement, Commodity-Based Application Group, Operations and Testing Support Group and Office of Counsel.

The duties of the CM/UPS team are to investigate suspect materials and contractors. For example, a DSCC team leader became concerned about a vendor that was quoting prices much below other estimates and offering delivery schedules that were unusually short. This raised

his suspicions about the vendor and he brought the contractor to the attention of the CM/UPS team. The CM/UPS team then investigated the matter and discovered that the vendor was supplying DSCC with substitute products. The contractor ultimately was indicted and entered a plea agreement with the government.

"Buyers and quality specialists do a good job of bringing these cases to our attention, and they deserve a lot of credit," said Susan McKee, associate counsel for contract integrity and CM/UPS team chair. "There have even been a few times that a contractor called in about another contractor's price quote," she said. "They know what it costs to

make certain things and can tell if someone is cutting corners."

"The people on the team are very devoted to the work they do to ensure that DSCC gets quality products for our military service customers," said McKee. "We care about the work we do and are very honored by this recognition."

The team meets every two weeks on a regular basis and other times as necessary.

DSCC Commander Rear Adm. Linda Bird, SC, USN, presented the team with a plaque and thanked them for the excellent work they do. "I am very impressed with this team and by the work that you all perform. You are very important to the DSCC mission," she said. ❖



▲ CM/UPS team members who received the DoD IG award are (from left) Don Lushbaugh, Patricia Stevens, Gregory Vaughn, Sheri Race, Susan Ammon, Betty Lavery, Kevin Goad, DSCC Commander Rear Adm. Linda Bird, Marsha Wright, Susan McKee, Gene Kerekes, Carol Matheke, Deborah McCumber, Joanne Bogner, Karen Spradlin and Special Agent Michael Hampf, DCIS-Columbus. (Photo by Charles Moffett)



DEFENSE LOGISTICS AGENCY BUSINESS ALLIANCE

By Jim Katzaman
DLA Public Affairs

Saying “we’ve witnessed many amazing accomplishments in logistics support in the last 12 months,” Defense Logistics Agency Director Vice Adm. Keith W. Lippert, SC, USN, heralded 17 industry partners, customers and individuals at DLA’s Business Alliance Awards Ceremony in January. The awards recognize those who have demonstrated outstanding efforts to partner with DLA to complete the Agency’s mission to provide supplies and services to America’s warfighters.

Lippert presented the seventh annual awards during a luncheon at the Hyatt Fair Lakes in Fairfax, Va.,

where most of the top officials from the winning companies were on hand to accept the honors.

DLA’s primary role is to provide supplies and services to America’s military services worldwide and includes managing more than 4 million consumable items.

The director noted that the companies represented at the awards presentation, along with the rest of the Agency’s vendors, combined to provide \$25 billion worth of supplies to U.S. troops throughout the world, especially those engaged in Operation Enduring Freedom in Afghanistan, Operation Iraqi Freedom and the war on terrorism.

“We can only be successful in our support to the warfighter if we’re successful in working with our busi-

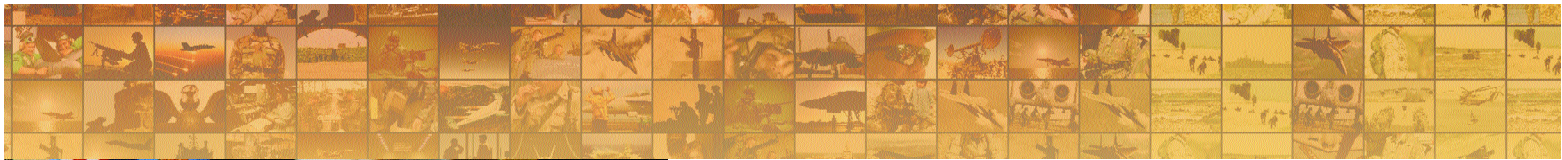
ness partners,” Lippert said. “Today we recognize the best of breed -- a very competitive breed. These companies have stood head and shoulders above their peers in customer excellence. They have an outstanding commitment to customer satisfaction.”

With DLA services and support “dramatically increasing,” the director added, “new initiatives will put us at the forefront of supply management.” To that end, he said, “The marriage between DLA and industry is critical.”

Industry representatives and DLA customers were recognized in seven categories:

Vendor Excellence:

Awarded to individual large, small, small disadvantaged, and/or women-owned small



PRESENTS AWARDS

businesses that have demonstrated overall excellence in superior product quality, on-time delivery, superior customer service, reliability, dependability, consistency, and accuracy.

- Procurenent, Inc., (small business)
- Propper International, Inc., (large business)
- Benchmade Knife Company, (small disadvantaged business)

Innovative Business

Performer of the Year: Awarded to large, small and/or women-owned small businesses that have undertaken risks associated with innovative business practices (e.g., shared production, electronic commerce, prime vendor, quick response, etc.) and who meet the Vendor Excellence Award criteria.

- King Nutronics

Corporation, (small business)

- Air British Petroleum, (large business)
- GTA Containers, Inc., (small disadvantaged business)
- Camel Manufacturing Company, (women-owned small business)

New Contractor of the Year: Awarded to a large or small business that contracted for the first time with DLA within the period of consideration, and who meets the Vendor Excellence Award criteria.

- Dixie Chemical Company, Inc., (small business)

Outstanding Readiness Support:

Awarded to large, small, small disadvantaged, and/or women-owned small businesses that have provided extraordinary customer support, service/product directly to a crisis situation, in addition to the Vendor Excellence Award criteria.

- WATEC, Inc., (small business)
- Raytheon Company, (large business)
- Aspen Systems, Inc., (small disadvantaged business)
- Magnaco Industries, Inc., (women-owned small business)

Outstanding Javits-Wagner-O'Day Program

Vendor: Awarded to non-profit agencies (National Industries for the Blind-employing the blind, or National Industries for the Severely handicapped-employing persons with

severe disabilities) that exemplify Vendor Excellence Award criteria.

- Human Technologies, (NISH)
- North Central Sight Services, (NIB)

Customer of the Year:

Awarded to the Department of Defense customer and the non-Department of Defense customer organization that exemplifies the highest degree of professionalism, meets or exceeds criteria in one or more other categories and clearly stands above the rest in its commitment to the Defense Logistics Agency.

- TRICARE Southwest and Central Tri-Service Business Office (Department of Defense Customer)
- Lockheed Martin Corporation (Non-Department of Defense Customer)

Commander's Choice

Award: Awarded to the non-DLA individual whose dedication and commitment to the DLA mission, affects the quality of life for our men and women in uniform.

- Lt. Col. Van L. Poindexter Jr., Weapon Systems Support Flight commander, Pacific Air Forces Regional Supply Squadron, Hickam Air Force Base, Hawaii.

Defense Logistics Agency provides supply support, and technical and logistics services to the military services and to several civilian agencies. Headquartered at Fort Belvoir, Va., DLA is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations. ❖



Performance-Based Agreements Support Customers at DLA

By Vicki Christensen
Customer Relationship Management
Change Manager

The Department of Defense is changing, and the Defense Logistics Agency is changing, too. One of the key features of these changes is performance-based agreements being put in place between the Agency and its many customers.

As the future operating environment within DoD focuses on complexity of growth in business, logistics support will need to match

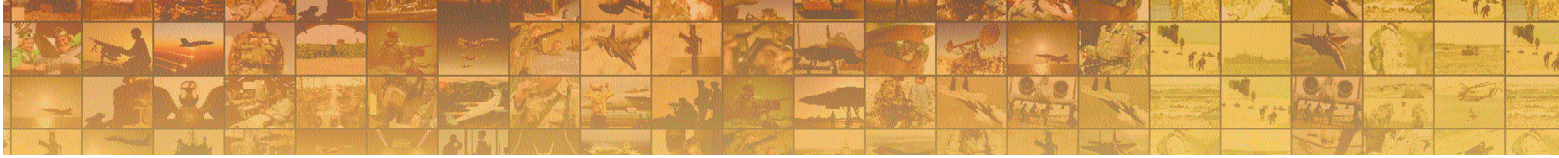
that same level of complexity. DoD logistics in the future will focus on integrated partnerships requiring 24/7 support. DoD personnel will find themselves in a dynamic environment that empowers them to partner with customers when and wherever it is needed – whether special handling or pre-deployment requirements, according to Larry Glasco, director of DLA's Customer Operations and Readiness Directorate (J-4) at DLA headquarters.

One of the first such performance-based agreements was finalized in November

▲ Lt. Gen. Mike Zettler, USAF, and Vice Adm. Keith Lippert, SC, USN, signed a comprehensive performance-based agreement in November.

when DLA Director Vice Adm. Keith Lippert, SC, USN, and Lt. Gen. Mike Zettler, USAF, deputy chief of staff for installations and logistics, signed a comprehensive performance-based agreement that signaled the beginning of a new cooperative relationship between DLA and the Air Force.

This PBA establishes a framework for cooperation to improve DLA support to the Air Force and establishes a Partnership Council of Air Force and DLA people. The council will determine areas to target for action as well as metrics to measure improvement. The term of the agreement is



three years and will build on the already strong working relationship between DLA and the Air Force.

The DLA-Air Force agreement, Glasco said, will become commonplace for the Agency, typical of the major transformation effort that began when DLA embarked on its Business Systems Modernization effort five years ago. BSM represents a major DLA system reengineering effort incorporating commercial practices and commercial-off-the-shelf software to provide improved readiness support for customers. The effort creates a centralized supply chain management system that affects order fulfillment, financial management and procurement, allowing a seamless flow from the customers' request to delivery of the product.

"DLA's Customer Relationship Management effort flanks BSM on the left-hand side to provide the customer desires," Glasco said. "For DLA, CRM is the bundling of DLA's customer strategies and processes. CRM will be supported by the relevant software, for the purpose of improving customer support and, eventually, national readiness at an affordable cost. CRM will provide the strategy, tools and technology needed to better understand the unique requirements of the customer and to adjust product and service attributes accordingly. One of the more notable strategies used by CRM is that of performance-based agreements."

PBAs, previously referred to as service-level agreements, state customer expectations of DLA and DLA's expectations of the customer. PBAs are negoti-

ated to delineate what each party will provide and can expect to be provided in the business relationship. For example, a PBA could include what products or services DLA will provide to the customer, in what quantities, at what price and at what time. PBAs are being developed in support of BSM. There are currently eight signed PBAs, and DLA continues to expand its PBA development.

The PBAs include discussions on collaborative demand planning and review of metrics, and they use customer data within the CRM environment. These discussions provide insight into customer needs to help meet and anticipate customer needs by the Agency.

"CRM is a major effort that will take several years to fully implement," Glasco said. "It incorporates the changing world of DoD and customer needs. Ultimately, CRM will transform DLA's enterprise into a true customer-facing Agency by altering the way people, processes and technologies serve as enablers. PBAs serve as an important tool to ensure the customer's needs are met."

SLA or PBA? That is the question.

DLA began pursuing customer relationship management a few years ago. Initially an effort to improve customer support, CRM transformed into a program integrating DLA's customer strategies and processes with relevant software to improve customer support and, eventually, national readiness at an affordable cost. At the beginning of the program, the Agency negotiated service-level agreements, or SLAs, with its service customer

groups.

In spring 2003, the Office of the Secretary of Defense reviewed DLA's SLAs and, redefining ideas contained in them, created performance-based agreements, or PBAs. An SLA is a formal agreement between a business and customer. It contractually details the terms of performance required of the supplier or service provider. An SLA typically contains a scope or objective, detail of service to be provided and measurable performance standards.

A PBA is a written agreement between the DoD component source of supply and the customer. It describes measurable service and performance-level parameters based on customer requirements and expectations. In other words, SLAs are agreements used to manage customer expectations of DLA and DLA's expectations of the customer. PBAs are negotiated to document what each party will provide and can expect to be provided within the business relationship.

"Regardless of what they are called, DLA's performance-based agreements are a very important part of DLA's BSM and CRM customer-facing effort," said Carolyn Martin, a program management analyst in the DLA Customer Operations and Readiness Directorate. "While CRM will provide the strategy, tools and technology needed to better understand the unique requirements of the customer and to adjust product and service attributes accordingly, PBAs provide the required agreements to negotiate customer requirements and expectations." ♦

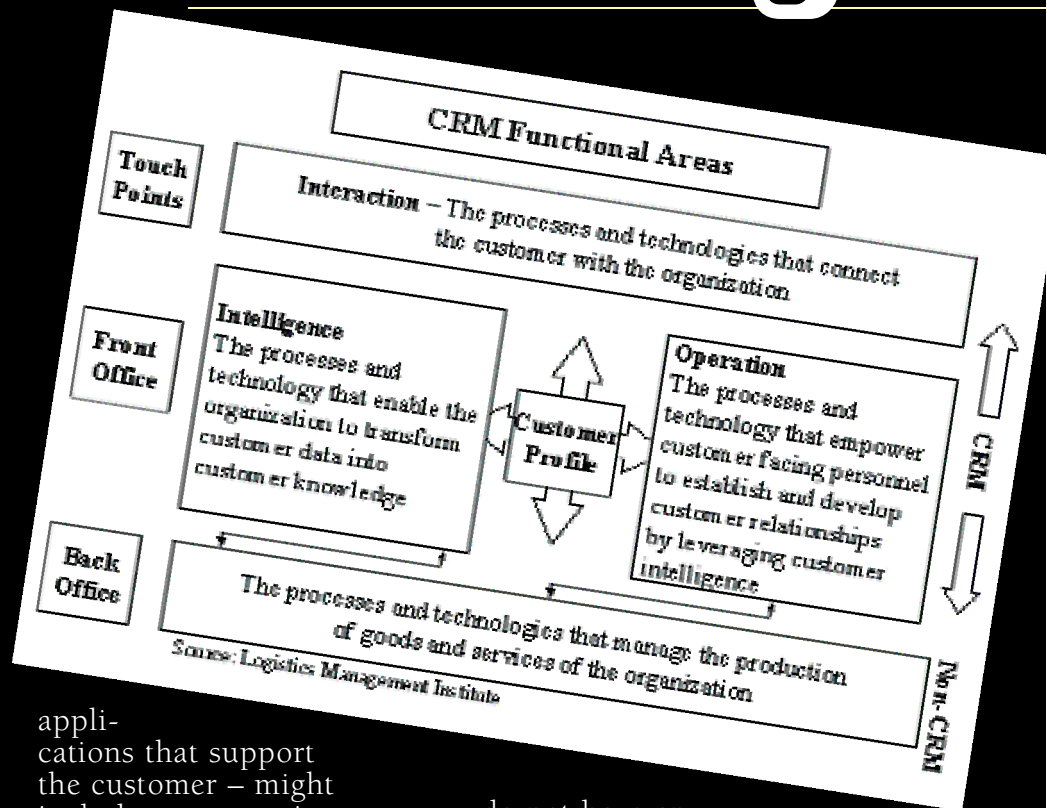
CRM Processes - Creating a

By Kelly Morris
Director, Customer Support
Defense Energy Support Center

Both private companies and public sector enterprises have numerous business processes that help drive logistical support to customers. Before investing in a technical solution, identifying business processes or activities we perform that provide value and service to the customer is critical to implement a successful Customer Relationship Management program in the Defense Energy Support Center. We must carefully examine these processes to determine if they are working correctly, or are broken or redundant. An effective CRM solution should identify processes that support the customer and integrate customer-focused processes throughout the entire supply chain to create a unified picture of the customer.

CRM Business Processes


In the private sector, typical “customer touch” business processes – those processes where customers interact directly with the business – include sales force automation, marketing, call centers and E-commerce (Web). These processes generate revenue, leading to increased profits for the business. Back office processes – those processes where a business has internal



applications that support the customer – might include an enterprise resource planning system with customer analytics, behavioral analysis, and data warehousing. Integrating the “customer touch” processes with back office functions helps to create a customer profile or a complete picture of the customer. This enables a business to share data across the organization and analyze ways to better serve the customer, such as collaborating with a customer to plan or more effectively forecast its requirements.

While all these processes

do not have an exact correlation to what we do in DESC, parallels do exist. For example, in the natural gas, electricity, utilities privatization and missile fuels programs, customers are not all required to obtain their supplies and services from DESC. Our specialists must market and demonstrate to our customers that we can best support their requirements. The helpdesk, a call center function, supports user applications in the fuels automated system (FAS) and information technology problem resolution.



Unified Picture of the Customer

Additionally, many customers and suppliers obtain critical information via our 1-800 number and the DESC Web site. FAS and other related data base applications like requirements manager, petroleum quality information system, laboratory information management system, and customer depot complaint program also collect critical customer information.

In early 2003, a Defense Logistics Agency team looked at specific CRM processes to help establish a business case for CRM. They also looked at several functional areas proposed by Logistics Management Institute (LMI), our CRM transition advisor. Areas of focus included processes under customer touch, intelligence, front and back office integration, and operations (See graphic). More simply put, these areas included processes on how we interact with customers and what we do with the information we collect from customers internally.

Examining Current Processes

In DESC, we are cur-

rently examining customer-focused processes in preparation for CRM implementation. These include examining how customers interact with DESC personnel via multiple customer touch channels such as the 1-800 number, DESC home page, FAS helpdesk and regional and commodity business unit personnel. We also looked at how this customer contact information was shared and integrated throughout the organization. Key findings in the reports done by contractors PMC and Booz Allen Hamilton showed that customer-facing processes in DESC are not broken. However, some processes, such as data sharing and customer profiles need improvement and should be included in a CRM solution. Additionally, DESC personnel pride themselves with developing personal relationships with customers to support their unique requirements. Unfortunately, much of the information and methods to support these personal relationships with customers are not consistently documented or shared throughout DESC.

In the next few months, the DESC Customer Support Office will be working with Bearing Point, who was awarded the DLA CRM external service provider contract. They will help us identify and examine other customer-related processes to include identifying gaps and recommending the best CRM practices and solutions to enhance these processes. DESC will be able to better serve our customers and partners, contractors and military organizations that are an integral part of the energy supply chain between DESC and the ultimate end user, by understanding key customer-related processes. These processes can then be optimized by CRM technology, which will help us share information with customers and between DESC personnel. With greater knowledge about our customers, we can build stronger relationships, make better business decisions and create value, not only for the customer, but also for DESC. ❖

NEW ALLIANCES IMPROVE **Working Relationship**

By Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

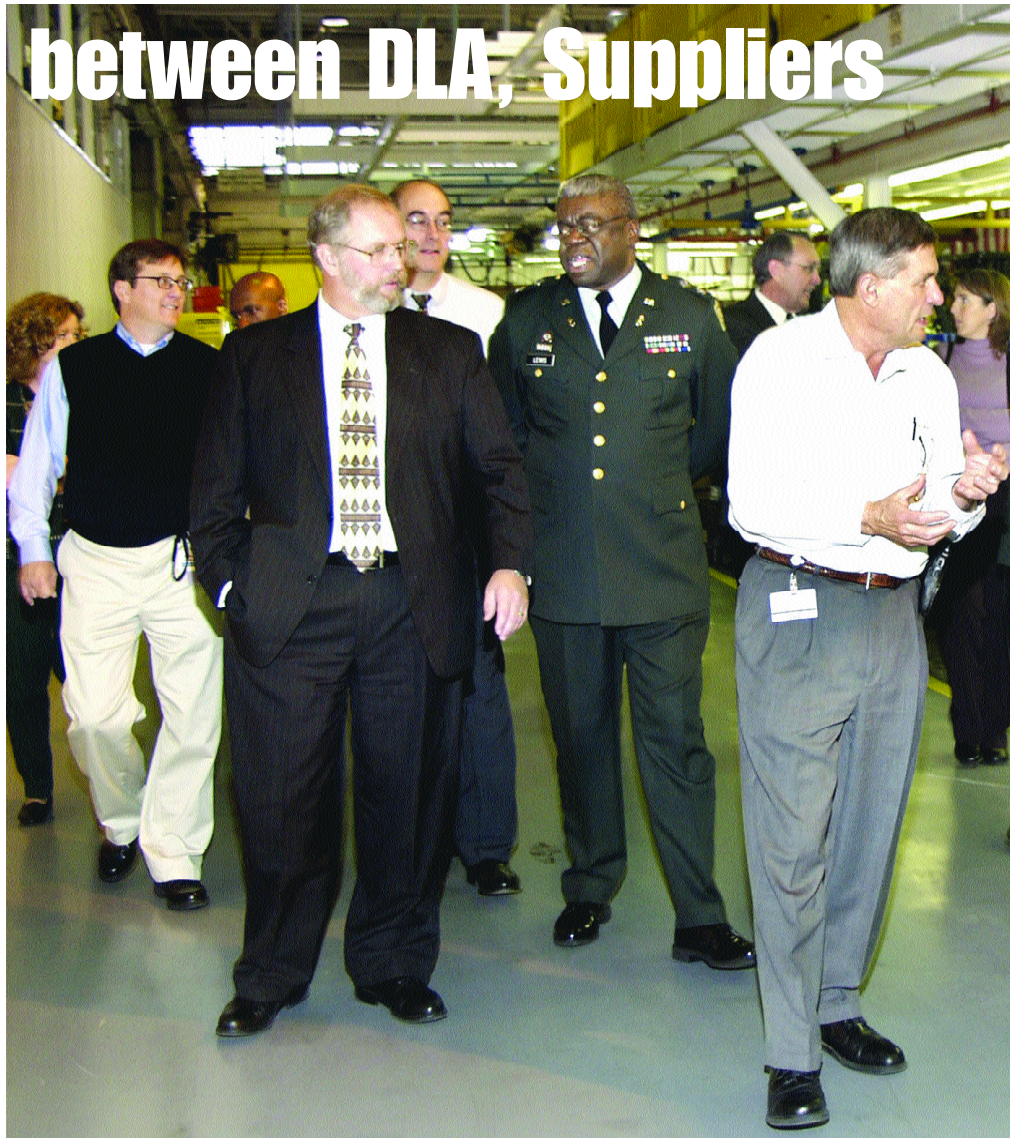
The first Strategic Supplier Alliances for wheeled vehicles were recently put into action at Defense Logistics Agency headquarters.

The two new alliances were signed Nov. 3 and 4, 2003. DLA Director Vice Adm. Keith W. Lippert, SC, USN, and U.S. Army Tank & Automotive Command Commanding General Maj. Gen. N. Ross Thompson, USA, signed the contracts along with key representatives from AM General LLC and Oshkosh Truck Corp.

"The SSA is an agreement to work together and to work better and smarter," said Lori Spang, a contracting officer with the Defense Supply Center Columbus, Ohio, Land-Based Weapon Systems Group. "It's an agreement to discuss strategies and issues."

The Strategic Supplier Alliance between DLA, TACOM and AM General LLC, of South Bend, Ind., was officially put into place Nov. 3, with the signature of Edmond Peters, president of AM General LLC, Defense. AM General LLC is the sole manufacturer of the High Mobility

between DLA, Suppliers



▲ DSCC Commander Rear Adm. Linda Bird, SC, USN, (far right) talks with Carter Hamilton of AM General LLC plant operations during a recent tour of the company, which is the sole manufacturer of the High Mobility Multipurpose Wheeled Vehicle, or HMMWV. The company recently signed a Strategic Supplier Alliance with DSCC. Also touring the plant in South Bend, Ind., are (from left) Shirley Spratt, DSCC HMMWV Core team chief; Bill DeNolf, DCMA QAS intern; Lt. Col. Michael Lindsay, commander DCMA, South Bend; Mark Whalen, general manager AM General SPL0; Tom Webb, DCMA work leader; Col. Milton Lewis, director, DSCC Land-Based Weapon Systems Group; Rick Morris, DCMA contracting officer; Hamilton; Lori Spang, DSCC contracting officer; Maj. Shawn Gresham, chief DSCC Wheeled Vehicle Support Team. (Photo courtesy of AM General LLC)



◀ DLA recently signed a Strategic Supplier Alliance agreement with AM General, which manufactures the High Mobility Multipurpose Wheeled Vehicle (HMMWV). (U.S. Army photo)



◀ DLA recently signed a Strategic Supplier Alliance agreement with Oshkosh Truck Corp., which manufactures the Heavy Expanded Mobility Tactical Truck (HEMTT). (U.S. Army photo)



Multipurpose Wheeled Vehicle, or HMMWV, a weapon system that has 15 configurations. The company provides parts, services and technical support for the vehicles as well as for the HMMWV H1, M939,

M809, M915, and the M35/44 families of trucks.

The SSA with Oshkosh Truck Corp. was officially kicked off Nov. 4, when it was signed by John Stoddart, president of Oshkosh Truck Corp., Defense. Besides being the sole manufacturer of the Heavy Expanded Mobility Tactical Truck (HEMTT), Oshkosh also manufactures the Palletized Loading System, the Heavy Equipment Transport System (HETS) and the Logistics Vehicle System, all of which are supported by DLA.

The purpose of the SSA is to state the commitment and desired benefits of the stakeholders (DoD government activities) and each alliance organization in order to partner and outline objectives of the relationship to develop strategies, improvement opportunities and metrics.

The ultimate goal, of course, is to improve support to the warfighter. This

is accomplished by entering into a partnership between interested Department of Defense activities and key suppliers that fosters improved demand planning, the development of a simplified pricing model, the reduction of production lead times, the minimization of obsolescence issues, and the institution of cost-price savings incentives.

DLA's initial SSA in June 1999 was with the Honeywell Corp. This alliance provided a significantly more efficient and economical procurement and logistics support strategy for sole-source spare parts than did earlier commercial or noncommercial order strategies. Through this alliance, DLA was able to improve wait time, reduce inventory and lower prices for its customers. At the same time, DLA and Honeywell were able to realize procurement administrative efficiencies from the long-term contract. ❖

ARMY

Modernizes Tank Plants with DSCR Machinery Support

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

The metalworking division of the Defense Supply Center Richmond, Va., product center for industrial plant equipment is supporting efforts to upgrade and modernize equipment at U.S. Army tank manufacturing plants.

DSCR has rebuilt several very large items for the tank plants in Lima, Ohio, and Muskegon, Mich., and purchased several new machines for other plants operated by General Dynamics Land Systems. These include Computer Numerical

Control (CNC) horizontal and vertical boring mills, CNC progressive presses and a CNC flame-cutting torch.

Rebuilding a CNC boring mill costs approximately \$1.2 million compared to purchas-

ing a new machine for more than \$3 million. The CNC boring mills were removed, remanufactured with new state-of-the-art computer controllers and reinstalled by DSCR personnel. These reman-



► Soldiers in an M1A1 Abrams tank patrol a street in Baghdad, Iraq. Defense Supply Center Richmond has upgraded and modernized industrial plant equipment at M1A1 factories managed by the Army-automotive Tank and Armaments Command. (Photo courtesy of the Department of Defense)

ufactures included all new bearings, reground ways, improved cutting speeds, refurbished hydraulics, a totally new electrical system and paint as specified by General Dynamics Land Systems.

The Army's on-site managers are very pleased with the fact that the new improvements on their existing equipment and the new purchases allow GDLS to produce a better quality product at a cheaper price.

"DSCR assistance with GDLS's production requirements assure the government is getting the best value for their dollar," said Gerald Turner, supervisor of the DSCR metalworking Customer Requirements Branch.

General Dynamics Land System operates several government-owned contractor-operated manufacturing and repair facilities used for the Army's track and wheeled vehicles. The U.S. Army Tank-automotive and Armaments Command manages these facilities and administers the contracts. These plants produce new vehicles including the M1A1 tank as well as equipment and parts to support existing units of all services.

DSCR's Product Center 12

► DSCR's Industrial Plant Equipment personnel re-manufactured this boring machine to produce Army tank parts at a lower cost. (Photo by Lt. Col. Lyman Adrian, USAF)

provides depot-level maintenance for Federal Supply Group 34 machinery. The product center provides services for the rebuild, remanufacture, retrofit, repair and new procurement of metalworking machinery. These services are primarily for Department of Defense activities, but any government agency can use them.

The repair and rebuild facility is located on Naval Inventory Control Point, Mechanicsburg, Pa. Highly

skilled and specialized machine tool mechanics, machinists, electrical and electronics technicians work at the Mechanicsburg facility.

Product Center 12 performs maintenance in this facility, which has a well-equipped machine shop and a large manufacturing floor. Mechanicsburg personnel also travel with Richmond team leaders to the customer's facility for installation and repair of machines. ❖



THE DEFENSE LOGISTICS AGENCY



By Kristin Guss
DLA Public Affairs

The Defense Logistics Agency has always appreciated the support it receives from the military reservists on its staff. In fact, the

Agency likes reservists so much, it wants more of them. That was the message of the staffers in the DLA headquarters Joint Reserve Force directorate (J-9) who took DLA's traveling exhibit to the Reserve Officers Association conference held at the Washington Hilton Hotel in January.

The Reserve Officers Association, headquartered in Washington, D.C., supports the interests of military reserve officers from all services. The association acts as a lobbying organization to represent reservists in Congress. The ROA also pro-

vides reservists with a range of professional and personal benefits including professional development workshops, mentoring programs and a career center.

The ROA's annual mid-winter conference and military exhibition brings together high-level speakers from the various military services to discuss issues of current interest to military reservists. The conference also hosts a variety of exhibits related to reservists' professional and personal concerns. This year's exhibition featured over 70 displays ranging from Boeing, manufacturers of military aircraft and

combat vehicles, to the Army Historical Foundation and, of course, DLA.

The primary purpose of the DLA exhibit was to make military reserve officers aware of opportunities that exist for reservists at DLA. "We're always looking for good people," said Celia Adolphi, deputy director of J-9. "We wanted to use the ROA conference to do that...It's a way to reach reservists from all services from all over the country. Our purpose was to educate the reserve community on DLA's mission and role in support of the military services."

Brig. Gen. John Levasseur, USAR, the J-92 deputy director of Reserve Operations, underscores the importance of recruiting talented reservists for DLA. He suggested the ROA conference as a potential recruiting venue. He describes the ROA as a "very information flowing organization" and a good way to reach reserve officers from all over the United States. "We are trying to recruit from all services, nationally as well as in the Washington, D.C., area,"

DLA ReserveLink Home

http://www.dla.mil/reserve/

Defense Logistics Agency ReserveLink

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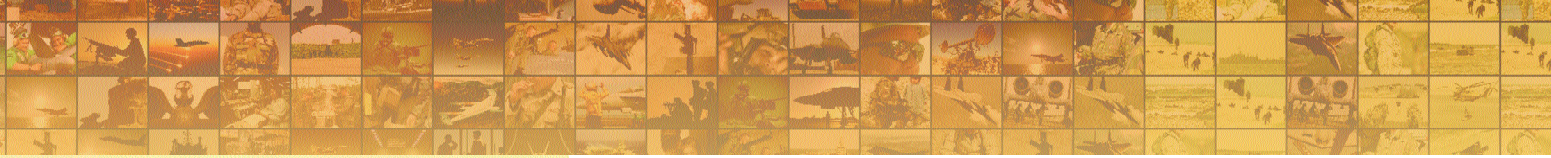
ReserveLink is a tool used by the Defense Logistics Agency (DLA) Joint Reserve Force (JRF) to support the DLA worldwide mission. Unclassified information is provided for use by DLA Joint Reserve Force personnel as well as prospective members in the Department of Defense community at large.

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This page was updated 16 July, 2003.

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Defense Logistics Agency
Joint Reserve Force (JRF)
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Levasseur says. "We are telling reservists that there are DLA opportunities in their geographical areas."

Evidently, having the DLA exhibit at the conference paid off. "Sunday was our most successful day because we met a large number of reservists and ignited an interest in DLA," said Lt. Col. Iris Bulls, USAR, who arranged to have the DLA exhibit at the conference. Maj. Deborah Sull-Lewis, USAFR, one of the DLA reservists who staffed the exhibit, was also happy with the exposure DLA was getting. "We've been talking to reserve officers who stopped by, telling them about DLA's mission and the opportunities for reservists within the Agency. People have been signing up to receive more information about those opportunities."

DLA does have plenty of opportunities for reservists looking for positions that offer career progression. The Agency has approximately 600 spaces for reservists within its headquarters at Ft. Belvoir, Va., and its field activities. Current opportunities are listed on the DLA Web site at <http://www.dla.mil/reservelink/>.

Levasseur stresses the necessity of an ongoing commitment to recruiting reservists for DLA. "In the case of active duty military staff members, the commander fills the vacancies," he says. "With reservists, it's different. We must recruit our own people. We need to recruit reservists as a matter of standard procedure."

"Seventy-five percent of reservists come to a unit because someone told them about a vacancy...they come as a result of personal recommendations," Levasseur continues.

DDC Accountable Participate in Officers BSM Training

By Polly A. Charbonneau
Defense Distribution Center
Command Affairs

Defense Distribution Center accountable officers from 14 distribution centers participated in training for the implementation of a new portal – part of the Defense Logistics Agency's Business Systems Modernization roll out. This new portal, EP5, became available Dec. 1, 2003, and is part of BSM Release 1.1, which includes the Defense Integrated Subsistence Management System (DISMS) and Battle Dress Uniforms, or BDUs.

"We must make every effort to let reservists know that we need people from all the military services and that DLA has a lot to offer them."

Lt. Col. Daniel Thomas, USAR, who works with the Defense Supply Center Philadelphia, Pa., is certainly satisfied with his position. "When I came to work at DLA, I didn't really know what the Agency did. But now I've been

DDC's accountable officers are focused on sustaining meticulous inventory accuracy and are a vital part of BSM. They ensure that the Distribution Standard System and SAP stock balances stay in synch and mirror each other. This includes researching and resolving any discrepancies or inaccuracies that may arise.

"I'm impressed by DDC's commitment to training," one accountable officer said. "You never feel left out of the process."

"Training via video tele-conference is great," another said. "While nothing compares to in-person training, VTCs allow participation without having to travel and it saves the government a lot of money." ❖

with DSCP since 1999 and I'm very happy. I know that DLA will continue to keep up the good work in supporting the warfighter."

So why not help spread the word? If you know a reservist who's looking for an assignment, tell him or her about DLA. Interested reservists can contact J-9 or go to the Web site for information about current opportunities. ❖

DDC to Establish

By Jessica Walter-Groft
Defense Distribution Center
Command Affairs

To expedite the delivery of supplies to warfighters stationed outside of the continental United States, the Defense Distribution Center in New Cumberland, Pa., has established a Forward Stocking Initiative that identifies locations to set up distribution centers closer to those customers. “DDC has been working with our cus-

tomers to find solutions to their readiness needs, and the Forward Stocking Initiative not only increases their readiness capabilities by reducing customer wait time, but it also saves taxpayer’s dollars,” said DDC Commander Brig. Gen. Kathleen M. Gainey, USA.

Gainey and Defense Logistics Agency Director Vice Adm. Keith W. Lippert, SC, USN, recognized a need for increased distribution support for the U.S. military forces stationed in the area of the Mediterranean Sea, so on March 31, 2004, DDC stood up its twenty-third distribution center, Defense Distribution Depot Sigonella, Italy. “Our depot in Sigonella will be the platform for distribution in the Mediterranean, fulfilling a critical customer need,” said Tony DeVito, DDC’s Supply Management Division chief, Logistics Operations.

DDC will position nearly 9,000 different highly demanded DLA

items on the shelves at the Sigonella depot in an effort to reduce customer wait time. “It’s like the difference between walking into a convenience store and getting what you need right away compared to ordering an item from a catalogue and waiting for it to arrive,” described Marv Salsman, DDC’s Supply Systems specialist and project leader for the Sigonella forward site. With less time spent waiting for supplies, DDC’s customers, the warfighters, are able to respond more quickly when needed. “We hope to see about a 50 percent decrease in customer wait time, which is similar to what we have experienced at other forward sites,” said Salsman.

Defense Distribution Depot Sigonella will be DDC’s fourth forward site, joining Defense Distribution Depot Europe in Gernersheim, Germany; Defense Distribution Depot Yokosuka, Japan; and Defense Distribution Depot Pearl Harbor, Hawaii. By placing highly demanded items at these locations, DDC has not only cut customer wait time in half, but has also decreased transportation costs by more than 60 percent.

“Instead of using expensive premium transportation methods, we are able to use surface transportation [land or sea] to significantly reduce cost,” explained Salsman. Defense Distribution Depot Sigonella will uti-



Mediterranean Distribution Platform

lize commercial small package carriers to transport items and Salsman said he expects that most will be on-island deliveries. The estimated total cost savings from DDSI are expected to exceed \$14 million during fiscal 2004.

Defense Distribution Depot Sigonella will occupy warehouses on Naval Air Station Sigonella located on an Italian air force base on the island of Sicily in the Mediterranean Sea, just off the Italian mainland. The U.S. Navy has been a tenant on the base since 1959. "DDSI was the ideal location to establish this new forward site because it already had a warehouse facility with loading docks and a transportation network in place that was serving the facility," said Salsman.

DDSI will be a permanent installation commanded by Cmdr. John Comuso, SC, USN, with Denise Cordeiro, formerly

the Deputy Commander of Defense Depot Pearl Harbor, Hawaii, as the new Deputy Commander at DDSI. They will oversee a work force comprised of U.S. military and civilian personnel as well as local Italian citizens who are currently working on the installation in the Navy's supply center.

The Navy will relinquish most of its distribution buildings on the NAS Sigonella installation to DLA, but the Navy Aviation Support division that maintains Navy airplanes flying through the area will stay in place and will be DDSI's biggest customer. Of the 9,000 lines of DLA items that will be stocked at DDSI, most will be repair parts and other items that are frequently requested by customers in the area including the Navy airplane maintenance mission on base as well as ships from the Navy Fleet and the U.S. Marines stationed in the Mediterranean.

To establish Defense Distribution Depot Sigonella, DDC's transformation team

worked closely with the Navy. "Capt. Arcement [NAS Sigonella supply officer] and everyone at NAS Sigonella have helped to make the transition as smooth as possible by helping us overcome any challenges that arise," said Salsman. The most challenging factor facing the transition team has been interfacing the Navy's current supply systems software with the Distribution Standard System, DDC's primary warehousing and transportation system. "With the help of the Navy, we should have DSS up and operational by the first of July at the latest," said Salsman.

Setting up the Distribution Standard System will not be a problem in DDC's next forward site because the system is already in place. DDC plans to have Defense Distribution Depot Guam Marianas operational in October 2004 as a contract operation. The depot will be the second of what is expected to be four new forward stocking sites that will open in fiscal 2004. The Camp Carroll site in Korea is being finalized, and Camp Arifjan is the frontrunner for location of the new depot in Kuwait. "These sites have been selected in order to support customers in the theaters where the distribution centers will have the greatest impact, and we expect to establish additional forward sites in the near future," said Salsman. ❖

Top-down Approach Sets GOALS IN STRATEGIC ALLIANCES

By Scott Andraea
Defense Supply Center Richmond
Public Affairs Office

Having completed the development phase of strategic supplier alliances, Defense Supply Center Richmond, Va., has begun focusing on SSA execution and growing the relationship with SSA partners. DSCR has initiated a top-down approach to obtain executive-level direction and buy-in to the SSA execution plan.

DSCR's top-down approach makes use of a recommended 93-day timeline. In less than 93 days of establishing the SSA, the senior executives of all participating organizations meet up to four times as an Executive Committee (EC) to establish fiscal year objectives for the alliance, provide guidance to SSA participants and remove barriers that may hinder SSA execution.

DSCR has been engaged in establishing strategic supplier alliances with major suppliers and military customers in the aviation industry for almost two years. DSCR currently has 12 fully developed SSAs.

The objectives developed by the Executive Committee are

provided to the Joint Steering Group of each SSA, the day-to-day management committee responsible for implementing these objectives and additional areas identified for improvement. Each SSA stakeholder has representation on the Executive Committee and Joint Steering Group.

The Joint Steering Group meets intermittently to discuss and implement the near-term execution strategy, review areas for improvement, develop teams to implement these improvements and develop a strategy to meet the fiscal year objectives set by the Executive Committee.

According to Al Sligh, chief of the Supplier Relationship Management Division, "Using the SSA engagement strategy top-down approach creates immediate focus for the alliance that results in a faster roll-out plan and quickly energizes the Joint Steering Group to start work on the fiscal year objectives."

A strategic supplier alliance is an arrangement between customers and suppliers that goes beyond transactional purchases to sharing information, leveraging buying power and combined knowledge of customers and fully engaging the supplier's

capabilities.

Alliance partners consist of major aviation suppliers, the military services and Defense Contract Management Agency. Suppliers participating in SSAs with DSCR are BAE Systems, Boeing, Canadian Commercial Corp., Eaton Corp., General Electric Co., Hamilton Sundstrand, Honeywell, Northrop Grumman Corp., Parker Hannifin Corp., Pratt & Whitney, Rolls-Royce Corp., Sikorsky and Textron, including Bell Helicopter. In the very near future, DSCR will have alliance relationships with Lockheed Martin, Goodrich, Moog and Aircraft Braking Systems.

The Air Force Materiel Command was the first military service to participate in SSAs and is currently participating in seven of them. The U.S. Army Materiel Command is the most recent alliance participant to come aboard. Last fall, AMC signed alliance agreements with DLA and two aviation suppliers. DSCR is currently engaging the Navy on their participation in these efforts. The Defense Contract Management Agency is currently participating at the Joint Steering Group level and has not been a principal participant. It is anticipated that Defense Contract Management Agency will become a principal stakeholder in five alliances in the near future.

This top-down approach is initially being implemented in fiscal 2004. As future alliances are developed and objectives are identified in subsequent fiscal years for existing SSAs, it is anticipated that the 93-day timeline will be further reduced based upon lessons learned. ♦

DDC Burns RFID Tags for Vendors, Providing ITV for Customers

By Jessica Walter-Groft
Defense Distribution Center
Command Affairs

To better support the warfighter and to comply with Central Command's mandate that all Air Lines of Communication pallets and seavans be tagged with Radio Frequency Identification tags for effective identification and tracking purposes, the Defense Distribution Center in New Cumberland, Pa., has been burning manifest information

to RFID tags for Defense Logistics Agency, Defense Contract Management Agency, and service items. This gives customers the ability to track a shipment from start to finish in the logistics pipeline.

"DDC fully understands the importance of in-transit visibility and total asset visibility for our customers, and we are happy that we could provide this additional tool for them," said Pat Kuntz, DDC Logistics Support Division chief.

The process begins when the DLA Inventory Control

Points, Defense Contract Management Areas, or service activities contact the DDC and coordinate the preparation of shipping documentation and the burning of the RFID tags. The inventory control points and the DDC coordinate with the vendors when an order for a full container of product is to be moved. The vendor then sends DDC the container and seal numbers. Using the Distribution Planning and Management System, DDC generates the proper shipping documentation and writes the

information to the RFID tags. The documents and RFID tags are then shipped to the vendor who attaches them to the container and moves it to the port to be transported overseas to the Central Command area of responsibility. At that point, the manifest information is sent to the in-transit visibility server, giving the customer the real time visibility and total asset visibility of the shipment as it passes each interrogator that reads the RFID tag and reports the position of the load back to the in-transit server. ❖



▲ Close-up view of a Radio Frequency Identification tag.

Air Force Pilot Program

By Barbara L. Patterson and
Mike Pennington
Defense Supply Center Richmond

“**E**xpanding DLA ownership of stocks to the end user will require a significant paradigm shift for DLA and the warfighter. The old way of doing business and the associated level of performance do not meet today’s warfighter requirements. We, in close coordination with the services, will move to the next level of customer support with the National Inventory Management Strategy.”... Vice Adm. Keith W. Lippert, SC, USN, DLA Director

Through a partnership pilot program known as the Air Force Inventory Efficiencies or the DLA National Inventory Management Strategy, Tinker Air Logistics Center has eliminated \$2.2 million in retail inventory and expects the total reduction to grow to \$5.7 million.

This partnership pilot with Defense Supply Center Richmond, Va., began in July 2003 and was developed in response to Program Budget Decision 422. The budget decision directs the Under Secretary of Defense for

Acquisition, Technology and Logistics, DLA and the military services, in conjunction with the Under Secretary of Defense for Comptroller, to prepare a plan that includes total asset visibility and supply chain management by DLA.

The objective of the pilot program is to eliminate redundant levels of inventory between the military services and DLA. Savings are reinvested in items critical to weapon system support and programmed depot maintenance lines. The items are characterized by high unit cost and low demand, effectively increasing the range of items readily available and reducing total customer wait time.

Collapsing retail and wholesale inventory provides intangible efficiencies as well as obvious “right sizing” levels. Total visibility of assets for an item of supply promotes better issue prioritization decision-making and contributes to reducing natural demand variation. Aggregation of demand at the point of consumption results in improved requirements calculations and drives better inventory investment decisions within the Department of Defense. Since the items selected for the initial pilot enjoy active demand

patterns and were used only at Tinker Air Logistics Center, greatly enhanced forecast reliability is a natural byproduct of this project.

The Air Force requirements determination process is disparate from the DLA forecasting techniques and methods. Through detailed discussions, explication and education of the techniques used by DLA, our customers at Tinker now better understand and enjoy a higher confidence level in the ability of DLA to be a successful business partner.

DSCR has made significant commitments to the success of this project. DSCR has provided Tinker ALC decision makers detailed information on what they can and should expect and has demonstrated DLA’s robust ability to react to changing requirements and fluctuations in demand.

DSCR manages a watch list of current and potential trouble items across the Agency through interface with Defense Supply Center Philadelphia, Pa., and Defense Supply Center Columbus, Ohio. Joint metrics for the program are briefed within DLA and Air Force headquarters on a monthly basis.

DSCR is the lead center for this National Inventory

Reduces Inventory Through



Management Strategy pilot project within DLA. Heading up the DLA/Tinker Customer team at DSCR, Col. Dennis Beers along with Barbara Patterson, Mike Pennington and Carolyn Hardman were essential in developing and shaping the program design and its subsequent success. With assistance from Lt. Cmdr. Tony Sorrell and Lt. Cmdr. Jerry Burch in the DLA Office of Operations Research and Resources Analysis; Col. Tom Land, Maj. Gina Garcia

and Dale Cottongim from DLA headquarters, the pilot maintained high visibility and momentum even as many of the primary players left the program for new assignments.

DSCR and Tinker ALC are looking for opportunities to expand the items included in the pilot at Tinker ALC and export the program to Warner Robins Air Force Base, Ga., and Hill Air Force Base, Utah. The Business Systems Modernization effort underway in DLA is being closely

monitored to ensure it delivers total National Inventory Management Strategy functionality.

The Army is examining the successes of this pilot to leverage lessons learned. The Army is considering implementing a look-alike program while determining how to best field a response to Program Budget Decision 422. DLA has pilot programs under development with the Marine Corps and the Navy. ❖

DLA National Inventory Management Strategy (NIMS)

Product Support -- Down to Pierside / Planeside



Tenets..

- **Tailor Approach to Meet Customer Requirements**
- **Move DLA Point of Sale to Pierside / Planeside To Eliminate Need for Holding Retail Inventory**
- **Stock Location Decisions Driven by Transportation Capabilities**
- **Ensure Commercial Logistics Support Is Close to Consumption to Improve Response**
- **Asset/Requirement and Requisition Visible Across Supply Chain..Customer Knows the Status/Location of Items**

Invest "Once" in Inventory or Response

LOG LINES

DOING BUSINESS WITH DLA

Pictures Say a Thousand Words at Pendleton

By Tim Hoyle
*Defense Logistics Information Service
Public Affairs Office*

Today's supply system has millions of items, more than 6 million to be exact. Those who have ever tried to ask about an item of supply can often find themselves wondering if the name or description they have been given even refers to the right thing.

The Defense Logistics Information Service, Battle Creek, Mich., Marine Corps Cataloging Branch, tried to help leathernecks demystify supply after the Defense Logistics Agency Customer Service Representative there asked for assistance on the "Camp Pendleton Picture

Project." The primary intent for this project was to help Marines with limited knowledge of the equipment, but responsible for it as a custodian, to be able to quickly identify all of the gear and to possibly identify any excess equipment which they might recover.

Catalogers spent numerous hours researching and validating information from a list of 3,200 National Stock Numbers to ensure the correct photo was matched with the correct number. Pictures and photos of actual items of supply, along with pictures from various Internet locations including Department

of Defense EMALL, General Services Administration Advantage and Web sites for each military service, were collected and downloaded into FED LOG, which is the government designated logistics information system that allows users to retrieve information from the Federal Logistics Information System (FLIS) databases quickly and easily. The results included 1,250 digitized photos of supply items related to more than 7,800 stock numbers which were added to FED LOG. These photos are associated with the Table of Authorization Material Control Number(s) or





“TAM.” Additionally, a new feature called the “Drawing Extractor” was added. This allows the user the ability to extract and download every photo associated with a stock number. Users can extract photos on a single number and in batches on multiple numbers as well as visually confirm it is the desired supply item.

These new features will help eliminate any guesswork about getting accurate data

for the correct item. This new enhancement will be ongoing and as new pictures are received, reviewed, researched, and verified. They too will be added to the appropriate numbers for viewing.

The FED LOG service allows users to find information on part numbers, stock numbers, item names and numbers, shipping codes, freight data, classifications, characteristics data, and

much more in a format that is easy to use and navigate through for novice to advanced users. It is available on compact disc or DVD. The compact disc version is divided in three products:

- FED LOG Basic (Discs 1 - 4): \$90/year
- FED LOG Characteristics Search (Disc 5): \$54/year
- FED LOG Drawings (Disc 6): \$16/year
- DVD (Equivalent of CDs 1-6): \$132/year.

A field activity of the Defense Logistics Agency, DLIS creates, obtains, manages and integrates data from several sources. It shares this data through user-friendly products and services that support logistics operations throughout the Defense Department, other federal agencies and elements of the private sector. DLIS' expertise in cataloging and information management makes it an important contributor to electronic commerce between the U.S. government and its many suppliers. ❖

▲ **For additional information** about DLIS, visit www.dla.mil/dlis or call 269-961-7019. Ordering information for FED LOG can be obtained by contacting the Marine Corps focal point at:

USMC Logistics Base
Code 573-3
814 Radford Blvd Ste 20320
Albany, GA 31704-0320
DSN 567-8319 Comm 229-639-8319
FAX DSN 567-5498 Comm 229-639-5498
fedloginfo@matcom.usmc.mil

To change distribution addresses when deployed, users may contact DLIS Subscriptions Department at 877-352-2255 or use the focal point listed above.

Polish Forces Receive Help on **NATO** Procedures



▲ John Zellers, a team leader in international training at the Defense Logistics Information Service, leads one of the 22 classes provided through a two-week program sponsored by the Polish National Codification Bureau for high level officials, bureau staff, Military University staff, and 80 logisticians from the military departments and defense industry.

By Tim Hoyle
*Defense Logistics Information Service
Public Affairs Office*

Experts on international cataloging (also known as “codification”) from the Defense Logistics Information Service, Battle Creek, Mich., recently provided an overview of North Atlantic Treaty Organization procedures to key Polish Defense Ministry officials in Warsaw.

The Polish National Codification Bureau sponsored and funded the two-week program. An executive overview was provided to a group of high level officials, one week of training was provided to NCB staff, one day to Military University staff, and three days to an audience of 80 logisticians from the military departments and defense industry. A two-man DLIS team led by Chris Yoder, chief of DLIS’ International Cataloging Division, provided 22 separate presentations. These ranged from a history and

overview of the U.S. Federal Catalog System – which is the basis for the NATO Codification System – to the technical details of specific types of item identification and how supply item data is managed and distributed in a national and international logistics context.

“Our challenge was primarily to impress upon the Polish military community the importance of codification to national and NATO logistics,” Yoder said.

The training supported Polish efforts to implement the NATO cataloging procedures nationally. The main challenge for countries such as Poland is to integrate the establishment and management of item related data with the standard logistics operations of their national defense system. The executive audience attending the overview included Janusz Zemke, First Deputy of the Ministry of Defense; Lt. Gen. Lech Konopka, deputy chief of the General Staff; Lt. Gen. Marian Mainda, commander

of the Warsaw Garrison; Lt. Gen. Krzysztof Juniec, general staff-chief of the Logistics Directorate; and Maj. Gen. Andrzej Pietrzyk, coordinator for the Secretary of State.

The Polish National Codification Bureau has obtained cataloging software, “SICAD Plus,” and they have populated a national catalog file with 13,631 stock numbers. The next phase of the implementation strategy is to begin working with separate item management organizations to develop procedures to expand the range of items cataloged and to integrate use of this data to support daily logistical operations.

John Zellers, Yoder’s teammate and DLIS’ team leader in international training, described the event as one of many examples of where the United States’ expertise in the development of a national codification system is contributing to the expansion of the NCS system. As a service to countries developing cataloging systems, DLIS operates the

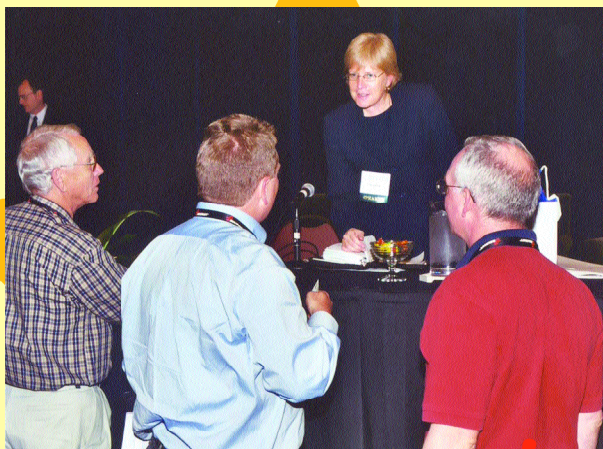
eight-week "NCB College," which was attended this year by several of the managers who orchestrated the Warsaw event. The NCS has been the cornerstone for logistics interoperability within NATO, and today almost 50 nations around the world use this system of item identification.

"The training in Warsaw is one of many initiatives where training materials developed by DLIS have been customized to meet the peculiar implementation concerns of a country in attendance," Zellers said. Over the last several years, DLIS has worked with the U.S. defense offices in both European and Pacific theaters of operations to provide training or familiarization sessions in a dozen or more nations.

A field activity of the Defense Logistics Agency, DLIS creates, obtains, manages and integrates data from several sources. It shares this data through user-friendly products and services that support logistics operations throughout the Defense Department, other federal agencies and elements of the private sector. DLIS' expertise in cataloging and information management makes it an important contributor to electronic commerce between the U.S. government and its many suppliers. ❖

▲ **For additional Information** about DLIS, visit www.dla.mil/dlis or call 269-961-7019.

Affordable Readiness



Responsive Service

Following her comments on doing business with the Defense Logistics Agency, Scottie Knott is shown talking with representatives from NIB's (National Industries of the Blind) various associated agencies. Knott, who was in Fort Worth, Texas, attending the 2003 NIB/NAEPB Annual Training Conference, immediately warmed to the task of letting the audience know the importance of the work done by NIB employees. "It's DLA's job to make sure the combatant commanders needs are met 100 percent of the time," she told those attending a conference meeting. "You [NIB] are partners whom we want to do

business with, and together we will truly be the provider of choice to America's fighting forces." Knott is DLA's deputy director for logistics operations. During fiscal 2003, DLA awarded more than \$663 million worth of contracts to associated agencies and work centers covered by the Javits-Wagner-O'Day Act, including more than \$100 million awarded by Defense Supply Center Philadelphia, Pa., to NIB's associated agencies. The JWOD program creates employment opportunities for Americans who are blind or who have other severe disabilities. (Photo and cutline by Frank I. Johnson, Jr., DSCP Public Affairs) ❖

SERVICES

DSCC Web Site Focuses on Global War on

TERROURISM

By Tony D'Elia
 Defense Supply Center
 Columbus
 Public Affairs Office

With the military involved in one of the largest deployments of troops and equipment since World War II, the Defense Supply Center Columbus, Ohio, Land-based Weapon System Group has launched its new Global War on Terrorism Logistics Support Web site.

The purpose of GWOT is to inform and educate the supplier base about the ongoing war on terrorism and its impact on the Defense Logistics Agency. GWOT also is there to inspire the suppliers in their efforts to continue providing the best possible support to DLA and the troops. Suppliers are encouraged to visit GWOT at <http://www.dsc.dla.mil/offices/land/gwot.html>.

"We thought this was the best way to reach thousands of suppliers with our message on the global war against terrorism," said Maj. Shawn Gresham, USA, chief of DSCC's Wheeled Vehicle Support Branch. "Using the technology we have to reach thousands of suppliers proved to be an economical way to do it."

DLA's ability to support GWOT depends on its suppliers. With worldwide military operations resulting in record demands

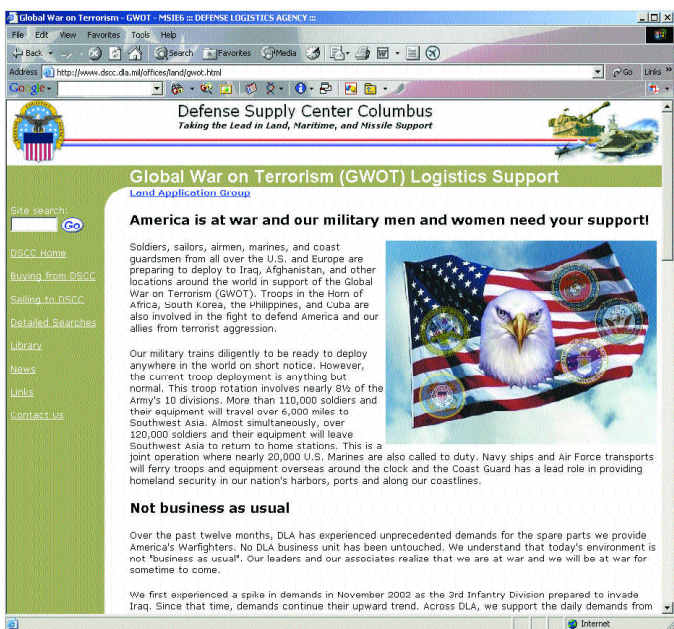


▲ Maj. Shawn Gresham is Chief of DSCC's Wheeled Vehicle Support Branch.

for all products, supplies and equipment, suppliers will be able to hear about business opportunities, access details about the parts DLA is currently buying, and ask logisticians questions.

Troop rotations involve nine of the Army's 10 divisions. More than 110,000 soldiers and their equipment will travel over 6,000 miles to Southwest Asia. Almost simultaneously, over 120,000 soldiers will leave Southwest Asia to return to home stations. The joint operation also includes nearly 20,000 U. S. Marines, as well as Navy ships and Air Force transports.

Besides the daily demands that continue their upward trend, DLA is also involved in a major effort to repair and refit Army and Marine Corps units that have recently returned from deployment. The Army's "reset," as it is called, involves bringing more than 20,000 wheeled and 3,000 tracked vehicles, aviation systems



DSCC Adds

Marine Gunnery Sergeant

to Serve As Customer Liaison Representative



“Gunnery Sgt. Penzenstadler is a voice for Marines all over the globe,” -- Col. Milton Lewis, director of the DSCC Land-Based Weapon Systems Group.

By Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

and 300 different command and control systems to a condition where they can be re-issued for use by units replacing soldiers redeploying from Iraq, or be used to fight another conflict anywhere in the world.

The Marine Corps reconstitution effort is equally important. To give an idea of the scope of the Army reset and Marine Corps reconstitution projects, from May 2003 to January 2004, DLA received almost 230,000 requisitions. Those requisitions were valued at almost \$61 million.

The GWOT Web site not only allows thousands of suppliers to communicate with their customers, but it offers some valuable links. Web site visitors can view the DSCC Acquisition Forecast, the Internet Bid Board System, and even DSCC solicitations. ❖

▲ **For more information** about the site, contact Maj. Gresham at 614-692-7605, DSN 850-7605, or via e-mail at Shawn.Gresham@dla.mil. To contact the DSCC Reset Program Manager, call 614-692-1638, DSN 850-1638, or e-mail DSCC-L.RESET@dla.mil.

Defense Supply Center Columbus, Ohio, has added an enlisted Marine to its team to assist its military customers.

Gunnery Sgt. James Penzenstadler, USMC, is thought to be the first enlisted member of the U.S. Marine Corps to serve at Defense Supply Center Columbus. The central Ohio installation was established in 1918 as an Army Quartermaster complex.

Penzenstadler, a Marine for 17 years, recently arrived at DSCC to be part of Land Customer Operations in the Land-Based Weapon Systems Group. As a member of the Marine Customer Team, he will serve as a customer liaison representative for the Marine Corps Team within the Land Customer Operations Unit.

“Gunnery Sgt. Penzenstadler is a voice for Marines all over the globe,” said Col. Milton Lewis, USA, director of the DSCC Land-Based Weapon Systems Group. “His presence will ensure that we continue to maintain the customer’s perspective in providing responsible and effective logistics support.”

The unit’s chief, Lt. Col. Jeffrey E. Gamber, USMC, feels Penzenstadler is a “terrific” asset.

“Coming from the Fleet Marine Force, he will augment the team by providing valuable experience with using his unit supply knowledge,” said Gamber.

“As DLA strives to provide parts ‘from factory to foxhole,’ Gunnery Sgt. Penzenstadler has directly supported Marines in foxholes with DLA parts. He understands the value of DLA support to the Marine Corps,” added Gamber.

“He will be an important link to our Marine customers and will monitor overall Marine Corps supply performance with respect to DLA support,” said Gamber, who described the Marine’s job as conveying, identifying and assessing systematic issues and working with DSCC associates to resolve them.

Added Gamber, “Staff non-commissioned officers are impeccable role models and we look forward to his service within the Land Application Group.”

A Wisconsin native, Penzenstadler came to Columbus from a three-year stint with the 3rd Marines in Kaneohe Bay, Hawaii, where he served as a battalion supply chief. It was his second tour there. His Marine career has also taken him to Iwakuni, Japan, Bahrain and Washington, D.C. ❖

NISH Business Receives Follow-on Contract for

Cottonwood Inc., a National Industry for the Severely Handicapped concern, has received a follow-on contract from Defense Supply Center Richmond, Va., for the manufacture of cargo tie-down straps.

This contract contains provisions for a unique Paperless Ordering Placement System developed at DSCR that allows for the paperless transmission of Direct Vendor Delivery requirements directly to Cottonwood. The advent of POPS on this contract has reduced administrative lead times to customers and shortened logistics response times to days rather than weeks or months in traditional contracting.

Contract SP0475-04-D-4084 is a five-year, long-term, indefinite-quantity contract with a maximum value of \$53,707,500. Annual estimated quantity is 300,000 straps per year and a maximum contract quantity of 350,000 straps per year.

The contract calls for Paperless Ordering Placement System Direct Vendor Delivery deliveries of 24 hours for all Issue Priority Group 1 requisitions, five days for all other DVD requisitions and 120 days for stock shipments. In addition,

CARGO STRAPS

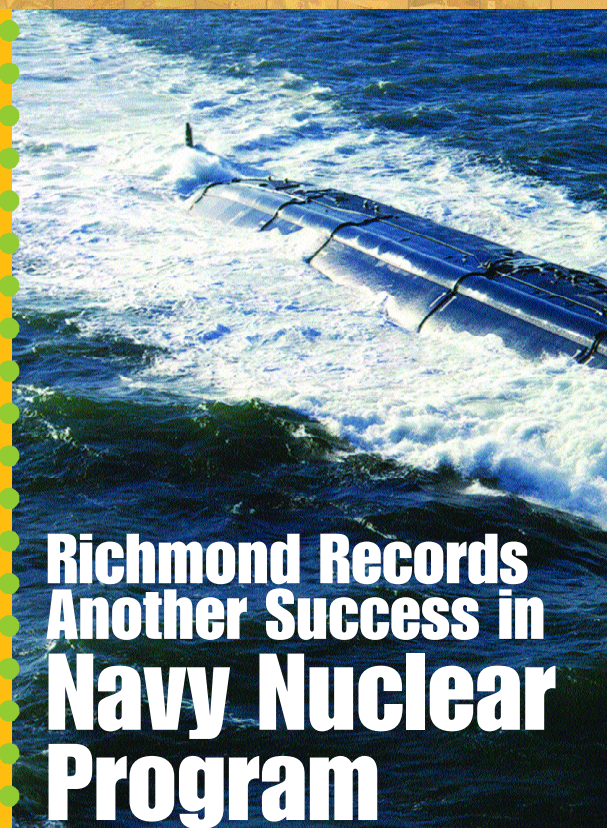
Cottonwood is required to keep 62,500 straps on the shelf to support any unplanned contingencies.

These straps are used on a variety of military platforms – ships, aircraft and land vehicles.

The events in Afghanistan and Iraq placed unprecedented demands on the military services. Operation Enduring Freedom and Operation Iraqi Freedom tested all venues of the logistical pipeline. With the need to move huge volumes of cargo overseas, the demand for cargo tie-down straps surged from 315,524 in fiscal 2002 to 569,272 in fiscal 2003, an 80.4 percent increase in one year.

Cottonwood rose to the occasion by adding an additional production line and working seven days a week for four months to ensure delivery schedules would not slip. Of the 2,695 Contract Line Item Numbers processed in calendar year 2003, only three CLINs were unable to meet contractual delivery terms and conditions, and none of the delinquencies exceeded 45 days. ❖

▲ **For more information** call Steve Tuck at 804-279-4196 or DSN 695-4196 or e-mail steve.tuck@dla.mil.



Richmond Records Another Success in Navy Nuclear Program

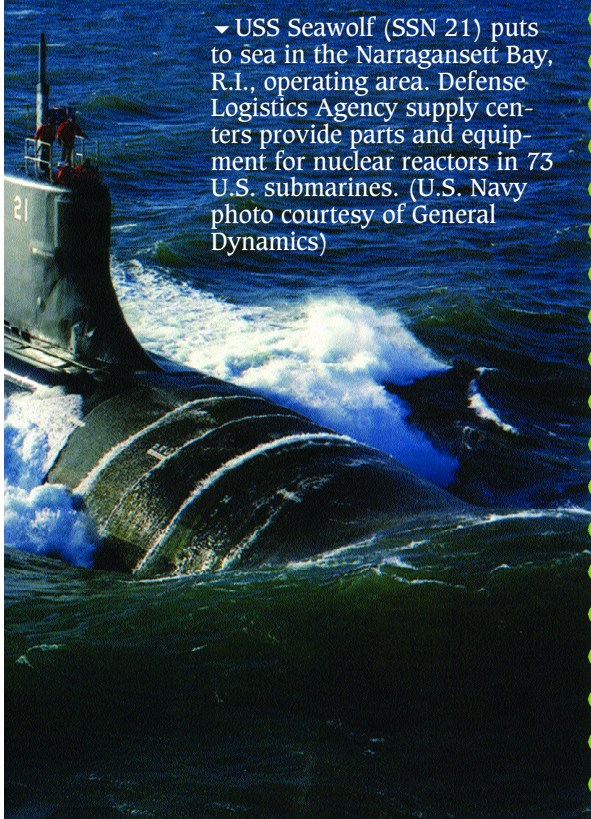
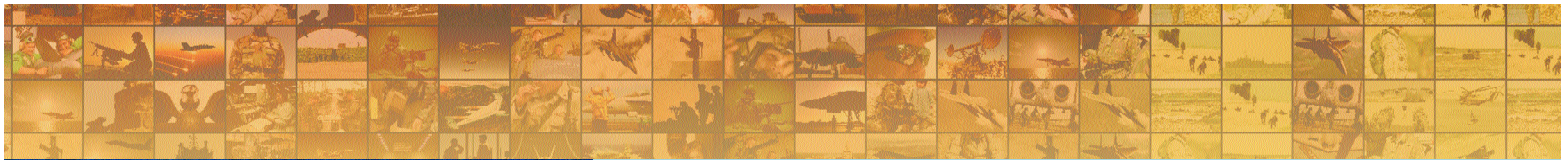
*By Scott Andreae
Defense Supply Center Richmond
Public Affairs Office*

The Defense Supply Center Richmond, Va., team for nuclear reactors has completed another successful year, exceeding a supply availability goal that is set 10 percent higher than other supply programs. The goal is 95 percent, compared with 85 percent for other items managed by DSCR. Richmond's nuclear reactor team achieved a supply availability rate of 98.3 percent in 2003.

Most of the product centers at DSCR have a role in the Nuclear Reactor Program. DSCR, Defense Supply Center Philadelphia, Pa., Defense Supply Center Columbus, Ohio, and the Naval Inventory Control Point work together to provide parts and equipment for nuclear reactors in 73 U.S. submarines.

"We're responsible to supply anything they need to maintain the reactors and operate at a mission-capable rate," said Tony Kemp, DSCR weapons systems support manager for nuclear reactors.

The 95 percent goal has existed since



▼ USS Seawolf (SSN 21) puts to sea in the Narragansett Bay, R.I., operating area. Defense Logistics Agency supply centers provide parts and equipment for nuclear reactors in 73 U.S. submarines. (U.S. Navy photo courtesy of General Dynamics)

Contractor Meets Huge Surge for Electrical Cable Assembly

1985. Due to funding shortfalls and the shift of item management from the Navy to DLA, supply availability for nuclear reactors fell short much of the time.

Other challenges were spikes in demand, unusual demand surges, a large number of critical safety items and some bearings that were available last year from foreign sources only.

To fix the situation, Richmond established item managers with a single focus on nuclear reactors. Representatives from the involved organizations meet every month to discuss impediments. Funding is no longer an issue, Kemp said.

By taking a proactive approach, the team is able to identify “where we’re going to fall short,” said Gus Liggon, a deputy director of Business Operations. The team’s approach to the challenge – analyzing past demands and past performance, strong management support, taking pride in a job well done and recognizing the employees’ efforts – is a good model, Liggon said.

“They put a lot of heart and soul into getting this done on a regular basis,” Kemp said. ❖

The contractor for an electrical power cable assembly met a huge surge in orders during the last half of 2003 as overseas military operations continued.

NSN 6150-00-255-8313 is on a long-term agreement between Defense Supply Center Richmond, Va., and Federal Prison Industries (UNICOR). The 50-foot-long general cable is used to connect generators, lights and refrigerators and is a very popular item for troops deployed in remote locations.

Previously, demands were between 800 and 1,000 a quarter. In the last six months of 2003, demands were 8,773.

To meet the demands, the UNICOR contracting team at DSCR developed a plan with the UNICOR program manager. UNICOR did not have raw materials in house to build this cable so contracts had to be awarded for the cable and connec-

tors. DSCR and the UNICOR program manager worked together with the cable contractor, who started supplying thousands of feet of cable a week to the factory.

While cable was being manufactured and shipped, UNICOR set up a second shift, and worked overtime as well, to double their daily production. UNICOR also suggested that DSCR use an additional UNICOR factory to build this item. DSCR awarded other delivery orders to the second factory. The cable contractor worked overtime to support all the requirements.

The cable is used on numerous National Stock Number items. ❖

▲ **For more information,** call Lynn McCormick at 804-279-4230 or DSN 695-4230 or e-mail lynn.mccormick@dla.mil or Gayle Sexton at 804-279-3858 or DSN 695-3858 or e-mail gayle.sexton@dla.mil.

Earlier Partnerships Pay Off for Navy in Emergency Procurement

By Bill Martin and Gary Sandiford
Defense Supply Center Richmond

Building on relationships and cooperative partnerships established while bringing a series of aircraft engines up to speed, the Defense Supply Center Richmond, Va., made an emergency procurement of a transmitter housing to avoid the potential grounding of the Navy's F-14 B/D fleet. The housing is an element of the engine fuel flow transmitters on General Electric F110-400 engines for the B/D models of the F-14 fighter. If the housing ruptures, fuel could enter the engine bay with potential fire and catastrophic results.

The housing had no National Stock Number, was not provisioned and had not been bought since its introduction with the F110-400 fleet in the late 1980s. The Navy asked DSCR to assume management of the housing for an emergency procurement. Within 24 hours, DSCR sent a letter of intent to award to the contractor. This allowed the contractor to immediately begin ordering materials and setting up manu-

facturing processes as DSCR pursued an emergency, part-numbered buy.

This emergency support succeeded due to the intensive collaboration between the Navy, DSCR's product center for aircraft engines, the F110 weapon system support manager and the business relationships previously established during engine summits, site visits and teleconferences.

Faced with a growing stockpile of aged aircraft engines, the Defense Logistics Agency has worked with the military services to adopt long-term planning for repairs and multiyear contracts for spare parts. For example, in a six-year effort, DLA and the Air Force forged a reliable forecasting system for spare parts inventories. DLA engaged all the services to make similar long-term commitments, which involved multiyear deals with DLA distribution centers and original equipment manufacturers.

DSCR chose the General Electric F-series engines to be the test model for partnering with customers to develop a way of forecasting future requirements and identifying

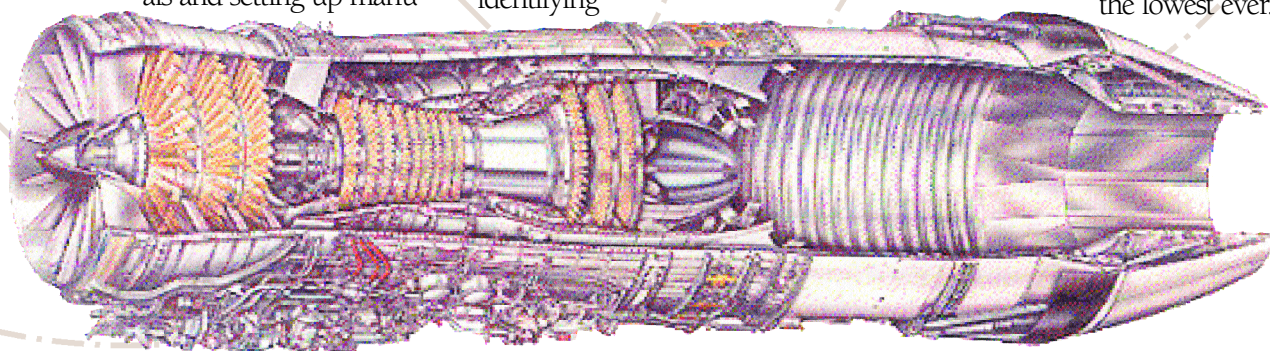
support issues. These engines power the B-1B, B-2, F-16 C/D, F-14 and KC-135 and present very complex challenges to service-level program management offices. The common core represents a high number of common piece parts, and this further adds to the complexity of determining future requirements.

The commonality in piece parts and the fact that the engines were starting to cycle through a 10-year Engine Structural Integrity Program in 1997 also made the F-series a good candidate.

DSCR, the Navy and Air Force used forecasting models and engine supportability processes to determine short-range depot requirements. Long-range forecasting for depot and field requirements could be obtained as much as two years in advance. In addition, General Electric has connectivity to the Web Customer Account Tracking System and can see future requirements and prepare for production.

Lastly, total team collaboration was accomplished between the F-series weapon system support manager, customer teams, customer support representatives, strategic supplier alliance teams, product centers and all three inventory control points.

As a result, the seven engines in the F-series are at all-time highs for war readiness. The engine not mission capable supply rates are the lowest ever. ❖



▲ The General Electric F110 engine is one of seven F-series engines that have achieved all-time highs for war readiness thanks to partnerships between GE, the Defense Logistics Agency and the Air Force and Navy.

ENVIRONMENT



DNOSC Implements Environmental Management System

By Joy Kress
DLA Public Affairs

In September, the Defense National Stockpile Center became the first field activity of the Defense Logistics Agency to implement an environmental management system that conforms to the International

Organization for Standardization 14001-1996. It also integrates BSI-OHSAS 18001 occupational health and safety management systems.

An April 2000 Executive Order said every applicable agency must comply with EMS by December 2005. Through a compressed schedule, DNOSC

▲ Lori Davidson, environmental protection specialist at Binghamton Depot, N.Y.; Stephen Surface, chief of the DNOSC Environmental Management Division; and Cornel Holder, DNOSC administrator, met with DLA Environmental Management System Manager Jean Shorett to discuss their quarterly update on the overall EMS conformance of DNOSC. (Photo by Michael Dick)

met the requirements two years ahead of schedule.

With an internationally recognized standard, every person working for DNOSC at DLA headquarters as well as at nine depots operating under the National Storage Stockpile Program is responsible for understanding and using these standards.

ENVIRONMENT

DNSC Implements Environmental Management System

Through this compliance, workers now act as a proactive partner with supervisors and management in addressing concerns and suggestions in day-to-day and long-term operations to assure implementation and maintenance of these environmental, safety and occupational health standards. DNSC officials say opening broader communication between laborers and management contributes to lowering overall liabilities at these DNSC facilities by leveling the accountability of each employee.

Leading the initiative, Stephen Surface, chief of the DNSC Environmental Management Division, built on the strength of the existing programs and the enthusiasm of all of the employees involved to integrate the various policies of the new standards. "That's the beauty of the finished product," Surface said. "In the end you see how everyone pulled together to link every part of EMS into the organization."

Surface brought his experience in systems analysis and knowledge of EMS to DNSC from his work in the DLA Executive Study Program in 2000 at the Potomac Electric Power Company in Aquasco, Md.

"We have learned that we can't take big chunks of time for training," Surface said, "even though a lot of training was involved for our employ-

ees. We began to integrate the training into our monthly safety meetings and began to integrate training on CD-ROMs to save time and expenses. It helped us to maintain the schedule I had set for us."

To obtain a rigorous assessment of EMS, the Army's Center for Health Promotion and Preventive Medicine was chosen to audit three of the depots as well as DLA headquarters in July 2003. The Registrar Accreditation Board certified EMS auditors and found DNSC in conformance with ISO 14001. Three of the remaining depots will be audited in July 2004. CHPPM and DNSC are providing certificates, signed by Cornel Holder, DNSC administrator, to the DNSC facilities that have completed EMS.

In October, Surface and Jean Shorett, DLA EMS manager, visited the two depots, Binghamton and Scotia, included in the first CHPPM audit. Shorett was the Army's EMS manager and served as the chair of the Department of Defense EMS Working Group before coming to DLA. She wanted to visit the different DLA activities that can use EMS to support their missions.

"I think the best thing about the implementation and the audit was the response of those in the field and how they react to the system now," Surface said. "These workers feel good about themselves

and their work under the new system. Even with DNSC downsizing, the morale was very good among the activities. For example, a mechanic or a forklift operator is now an active part of EMS. It makes everyone feel important."

As part of the DLA EMS-wide initiative, training was provided in November during a workshop at Fort Belvoir. DNSC lessons learned were a part of a panel discussion at the workshop. "We hope offering our lessons learned to the other field activities will help them to complete the standard quickly and effectively," Surface said.

DLA Vice Director Maj. Gen. Mary Saunders, USAF, also recognized the DNSC EMS team for its leadership at the workshop. She presented certificates of conformance with ISO 14001, the internationally recognized EMS standard, to Holder and nine DNSC depot managers on behalf of their EMS teams.

DNSC plans to continue using CHPPM for its compliance audits. Current compliance for DNSC facilities include DNSC headquarters; DNSC Baton Rouge Depot, La.; DNSC Binghamton Depot, N.Y.; DNSC Curtis Bay, Md.; DNSC Hammond Depot, Ind.; DNSC New Haven Depot, Ind.; DNSC Point Pleasant Depot, W.Va.; DNSC Scotia Depot, N.Y.; DNSC Somerville Depot, N.J.; and DNSC Warren Depot, Ohio. ❖



Environmental Management System

a Tool for DLA Mission

Using systematic environmental management to improve the Defense Logistics Agency's overall mission performance was the theme of DLA's

Environmental Management System Training and Implementation Workshop held in November 2003 at Fort Belvoir, Va. An expert lineup of Environmental Management System leaders, trainers and practitioners engaged DLA headquarters and activity employees on how an EMS is structured and how it can impact the Agency's mission and employees.

Executive Order 13148, "Greening of Government Through Leadership in Environmental Management," requires all appropriate federal facilities to have an EMS in place by Dec. 31, 2005. EMS is also seen as an improved business practice by the Office of Business and Management and the President's Council on Environmental Quality. Department of Defense EMS policy requires DoD components to implement EMS to support mission goals.

The purpose of DLA's Environmental Management System workshop was to provide awareness-level EMS training, create a catalyst for implement-

ing EMS and begin integrating it with Agency strategic goals. Jean Shorett, DLA EMS manager, designed the training with expert speakers from a wide range of organizations presenting EMS strategy, training, information, tips and resources for implementation.

DLA Vice Director Maj. Gen. Mary Saunders, USAF, was the keynote speaker. She provided both personal and Agency perspectives on the importance of strong environmental practices. She also challenged participants to use EMS in improving DLA's overall performance.

"I think EMS is so critical," Saunders said, "because it makes us think about how we as a community and as citizens impact the environment. We are not just looking for compliance. We want to focus on how we want to implement the program and then aggressively work through it. I am here today because I support this environmental system. DLA is taking a leadership role in making this requirement a tool for improving our overall performance – systematically accomplishing our environmental and mission priorities. EMS is something we all do together."

Saunders also recognized the Defense National Stockpile

Center EMS team for its leadership. She presented Certificates of Conformance with ISO 14001, the internationally recognized EMS standard, to Cornel Holder, DNSC administrator, and nine DNSC depot managers on behalf of their EMS teams. DNSC is the first DLA field activity to implement the ISO 14001 standard and has 10 of DoD's 21 facilities with an EMS in place.

John Coho, EMS lead in the Office of the Deputy Undersecretary of Defense for Installations and Environment, provided DoD perspective on EMS. "EMS is a management process, not a program," he said. "It is a tool that allows implementation over time to provide value to your organization."

Deputy Federal Environmental Executive in the Office of the Federal Environmental Executive Ed Pinero taught a one-day EMS training session. He stepped participants through parts of the ISO 14001 EMS standard. He also engaged

Environmental Management System a Tool for DLA Mission

the audience in discussions of the significance, goals and steps to create EMS for DLA and its activities.

Pinero drew on his broad experience with EMS in industry and government as he described what EMS is, what it involves and how and why it benefits organizations.

"The only way you don't need an EMS would be if your organization doesn't consume anything, if it doesn't produce waste and if it doesn't use energy," Pinero said. "EMS is not a trend. It is a valuable system that is here to stay. It shouldn't be looked upon as something extra you have to do. Overall, it provides better business practices and sound management. With EMS, everyone becomes accountable."

"An EMS," Pinero continued, "describes what will be done, how the process will be measured and what indicators will determine when objectives and targets have been met. Every employee in an organization should know what the EMS policy says and where they fit in making it happen."

Between chairing sessions of a meeting in Crystal City, Va., Deputy Director of the Virginia Department of Environmental Quality Harry Gregori joined the group as lunch speaker. He described his experience implementing EMS at

Virginia's DEQ. He also described its importance in collaborating with communities and state governments. He gave special recognition to Defense Supply Center Richmond for their community-based EMS.

Acting Director of DLA Support Services Regina Bacon was keynote speaker on the second day of the workshop. She expanded on Saunders' themes and asked attendees to identify three ways EMS could support their mission goals. Shorett then briefed the group on DLA-specific issues and took questions on implementing EMS.

EMS lessons learned were the theme of a panel discussion. The panel included Jimmy Parrish of DSCR, Rob Davie, chief of the Operations Division of the Radford Army Ammunition Plant, and Steve Surface and Lori Davidson who led the DNSC EMS team. Each discussed how they approached implementing EMS, provided practical advice and outlined benefits.

David Kling, director of the U.S. Environmental Protection Agency Federal Facility Enforcement Office, was lunch speaker on the second day. He complimented DLA on its leadership in promoting "green products" and outlined

ways EPA is considering using EMS to streamline environmental regulation.

Following Kling's remarks, Shorett divided participants into workgroups.

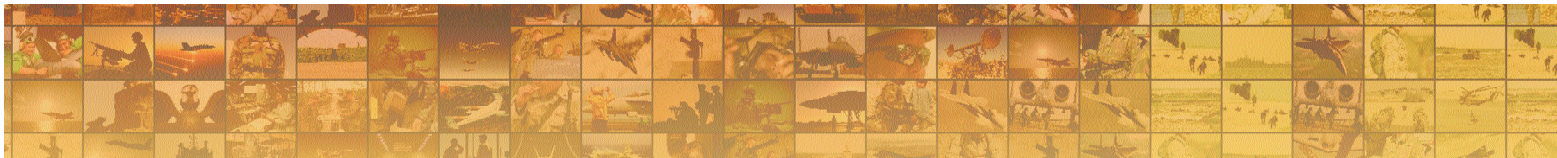
This facilitated session used lively discussion to identify EMS issues, concerns, opportunities and priorities that will be used in DLA's EMS strategy. ❖

DRMS HM

By Tracy Sprague
Defense Reutilization and Marketing
Service

A team of professionals from the Defense Reutilization and Marketing Service in Battle Creek, Mich., and other federal agencies has been working diligently to improve processing of hazardous materials. While DRMS is generally thought of as representing the last link in the supply chain (disposal), the team is looking at all phases of the property flow to find better ways to deal with such material.

A continuous reduction in the volume of hazardous material submitted in good, usable condition has motivated these efforts. The percentage of property that successfully gets reused by other Defense Department customers, transferred to other federal agencies, donated to eligible recipients, or sold to the public has been about 75 percent in years past. Currently, those numbers are a little over 50 percent. In many ways this trend represents a good thing. Less good property being turned in means less risk for hazardous



Working to Improve Processing

property to get into the environment, into the wrong hands or into the waste stream. Much of the decrease is directly related to the new "HM Pharmacy" concept which reduces submissions to the Defense Reutilization and Marketing Office. It also means that suppliers (inventory control points or ICPs) have become much more proficient in their ordering practices.

The HM team is studying commodity-based solutions to improve the process. It is analyzing the types of property being submitted, the locations, the marketing environment, the reuse or sales potential and history, and the quantities and conditions of these commodities. Based on the results of that analysis, it will decide the best approach for handling future submissions. In addition to the commodity analysis, the team is putting great emphasis on solving problems that are affecting this process such as the fees charged to donation customers by the states, and the misidentification of hazardous waste as hazardous material when property is submitted.

The team is also looking at

increasing programs such as return to manufacturer. In this program, the material is returned for reuse or recycling by the product's manufacturers. As part of this effort, DRMS is involving the inventory control points to get that concept written right into the original procurement contracts. This will have the added benefit of leveling the pricing playing field for "green" products out there. How? Many of the "green" products appear to be more expensive. If the manufacturers of other products know they will get the excess hazardous material back at the end of its life cycle, the disposal costs will be added to the price of their products up front. This will effectively make purchasing "green" products a more viable solution, as they will now be more competitively priced with the others.

Another possible area of

expansion involves consignment programs such as the one for lead-acid batteries. This is an excellent environmental program that has great potential for other commodities.

In September 2003, DRMS clarified the procedures for acceptance of hazardous material and hazardous waste. Proper identification of all hazardous property is step one in cleaning up this process. Generators are already paying for the disposal of property with no reuse or sales potential. The only change here is to "call it like it is" – as hazardous waste instead of materials – when it is submitted. This avoids keeping hazardous property on hand, virtually stagnant, for unnecessarily long periods of time. Increased storage time greatly increases the potential for spills, accidents, and notices of violation for speculative accumulation for disposal. ❖

▲ For more information

about improving HM processing, contact Tracy Sprague, at DSN 932-5469 or Commercial 269-961-5469.

NEW ITEMS



CONTRACTS
PROVIDE

Kits for Helicopters

RETURNING FROM IRAQ, AFGHANISTAN

Defense Supply Center Richmond, Va., has signed two long-term contracts with Hupp Aerospace/Defense of New Haven, Ind., to provide tailored kits in support of U.S. Army AH-64 Apache and CH-47 Chinook helicopters. The kits will play an integral role in restoring full mission capability to Apache and Chinook units returning from Operation Iraqi Freedom and Operation Enduring Freedom. In addition, the kits will support maintenance operations for AH-64 and CH-47 units currently deployed.

The combined total of the contracts is \$38.8 million, including option years. The AH-64 contract consists of one generic kit per aircraft and one desert kit per aircraft and provides for a two-year base peri-

od valued at \$7.1 million. The CH-47 contract is comprised of seven component kits and provides for a two-year base period valued at \$19.9 million. The contracts provide for three additional option years valued at \$11.8 million combined.

A kit has all the mandatory replacement parts to accomplish a particular maintenance effort. A generic kit contains standard parts for scheduled maintenance on the AH-64, and a desert kit provides parts for items that experience an accelerated level of wear in desert environments.

Customer requests for kits will process electronically to Hupp Aerospace/Defense with direct delivery for Army units located in the United States. Delivery to deployed

▲ A CH-47 Chinook helicopter carries supplies to a Combined Medical Assistance site at Marouf Valley, Afghanistan. Defense Supply Center Richmond has awarded contracts for kits to restore full mission capability to CH-47 and AH-64 helicopters returning from service in Afghanistan and Iraq. (U.S. Army photo by Spc. Gul A. Alisan)

Army units will be via the Defense Distribution Center. This initiative establishes a partnership agreement with Hupp and the Defense Logistics Agency with the concurrence of the Army Aviation and Missile Command to provide an integrated logistics framework in support of operation and maintenance of Army aircraft. These kits will streamline periodic maintenance repair processes and ensure availability of consumable parts to meet Army aviation's worldwide operational requirements. ♦



DDC Inks a New Deal and Saves Money

By Jessica Walter-Groft
Defense Distribution Center
Command Affairs

The Procurement Office of the Defense Distribution Center, New Cumberland, Pa., recently contracted with a local company, Business Information Group Inc. of York, Pa., to provide ink cartridges for Kyocera Mita printers that are used at many distribution depots for printing military shipping labels, including the 2-D barcode.

Based on the estimated amount of toner needed annually, the DDC Procurement Office was able to develop a contract for a lower unit price. Previously, separate orders for replacement cartridges were placed by each distribution center or the DDC Contracting Office. "With the new contract, the depots can now place orders under one basic contracting document that was awarded on a competitive basis and provides a lower price than what was previously offered by the General Services Administration," said Renee Cairo-Iocco, chief of the Procurement Office. Based on the average previous price of the cartridges, it is estimated that this new contract will save an average of 21.4 percent per cartridge. ❖

Corporate Contract Awarded for Aircraft Antenna Systems

An add-on project was recently awarded to an existing contract for 24 items that support various aircraft antenna systems.

The add-on portion includes a total of 24 stock replenishment national stock numbers managed by Defense Supply Center Columbus, Ohio. AIL Systems, Inc., holds the indefinite quantity corporate contract (No. SP0700-02-D-9711, Phase II). All 24 additional NSNs are classified as Strategic Materiel Sourcing (SMS) items, and the resulting add-on contract will reduce both the production and administrative lead-time for each item.

Here are the added NSNs:

NSN	NOMENCLATURE	PART NUMBER
4820-01-264-4790,	valve, linear, direction	C11217
5865-00-421-7641,	antenna, special	363921-1
5865-01-063-9013,	module assembly	394990-3
5985-00-045-4219,	antenna	DMN9
5985-00-846-9028,	antenna	DMN 25-3
5985-00-948-2009,	antenna	DMN 4-20
5985-01-012-6734,	antenna	DMQ 20-3
5985-01-014-0360,	antenna	DMN 27-1a
5985-01-097-8681,	antenna	DM SE97-1
5985-01-166-1035,	antenna	435062-1
5985-01-171-3530,	adapter assembly	CA-3230
5985-01-180-6733,	antenna	DMQ18-3
5985-01-216-7930,	antenna	DM CN2-1
5985-01-219-0896,	antenna	S9-2
5985-01-254-0943,	antenna	DMNI50-7-4
5985-01-318-8860,	antenna, transponder	DMNI 86-1
5985-01-348-8300,	antenna	41291-500
5985-01-358-9654,	antenna	DM1501341-002
5985-01-392-0918,	antenna	DM-C146-13-2
5985-01-395-0108,	antenna	DM-C99-16-1
5985-01-443-0282,	antenna	DM Q71-1-1
5996-00-409-1487,	amplifier, intermediate	360065-1
5996-00-409-1488,	amplifier, intermediate	360038-1
5998-00-922-1611,	electronic component	362229-1 ❖

▲ **For more information,** contact David Nelson of DSCC-PLC at 614-692-7893, or DSN 850-7893.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.Callcenter@DLA.mil, or DSCC.ESOC@DLA.mil. Product information is also available online at WebCats at www.dscr.dla.mil/procurement/CATS/cr1.htm. gregory.sprouse@dla.mil.

NEW ITEMS

Defense Supply Center Columbus Awards Indefinite Quantity Contract for Various Code and Part Number Items

The Defense Supply Center Columbus, Ohio, recently awarded an indefinite quantity type contract to Jered Industries.

The award includes a total of 82 items -- 48 DSCC-managed National Stock Numbers, 24 Defense Supply Center Philadelphia, Pa., NSNs, and 10 Defense Supply Center Richmond, Va., NSNs. The five-year contract (No. SP0700-03-D-9751) will support various military services and includes 16 Strategic Materiel Sourcing NSNs.

This contract utilizes Electronic Commerce/Electronic Data Interchange that will ship material to stock. It is estimated that this action will reduce production lead times by 10 to 30 percent for the stock orders.

NSN	4330-01-424-7343	6685013978669
2010-01-444-1667	4720-01-088-9171	3120011377122
2030-00-625-6383	4720-01-095-5843	3120012751208
2030-00-625-6384	4720-01-384-6373	4140010280350
2030-00-625-6388	4730-01-074-0060	5315002311716
2030-00-890-2931	4730-01-265-2610	5315002311720
2030-01-111-7968	4810-01-227-0055	5315011905636
2030-01-272-0624	4810-01-229-9894	5315011905637
2520-01-222-1022	4820-00-600-8737	5315011923314
2590-01-273-0333	4820-01-074-5046	5315014668217
3010-01-187-6681	4820-01-163-1166	5320010922513
3010-01-196-2138	4820-01-164-1873	5325014508912
3010-01-221-0194	4820-01-200-3123	5330007172945
3010-01-278-8744	4820-01-205-7927	5330010228138
3010-01-466-8060	4820-01-251-3393	5330010916148
3020-01-141-1515	4820-01-304-8160	5330012915698
3020-01-141-1516	4820-01-437-3622	5330014387256
3020-01-142-0168	5930-01-213-1823	5330014667277
3040-01-191-2881	5930-01-283-8081	5340013693221
3040-01-220-5429	5930-01-289-9342	5360006893764
3040-01-266-3693	6145-01-329-8758	5360012787606
3040-01-438-4771	3110004220626	4020014608378
3950-01-091-1420	3110014668428	5310014666494
3950-01-142-1113	3120004350484	5310014692483
3960-01-003-8452	3120014392412	5315014668142
3960-01-003-8455	5342012054044	5315014668143
3960-01-003-8456	6130013566897	5315014668327 ✦
4330-01-371-1405	6680014371364	

▲ **For more information** contact Estella Claytor of DSCC-PLC at 614-7652, or DSN 850-7652.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.Callcenter@dla.mil, or DSCC.ESOC@dla.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/cr.htm.

47 Items to Quantity

Defense Supply Center Columbus, Ohio, awarded additional National Stock Numbers to an already established indefinite quantity corporate contract.

The items were added in June 2003, to the T&M Distributors Inc., contract (No. SP0700-99-D-9725). The award includes 47 DSCC-managed items, mostly stock replenishment NSNs. Of the 47 NSNs awarded to T&M Distributors, 10 are in the Strategic Materiel Sourcing category.

Orders are to be issued using Electronic Data Interchange, and the contract delivery time ranges from 20 to 150 days.

▲ **For more information** contact Esther Hayden of DSCC-PLC at 614-692-4727, or DSN 850-4727.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.Callcenter@dla.mil, or DSCC.ESOC@dla.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/cr.htm.

Added Indefinite Corporate Contract

NEW INDEFINITE QUANTITY-TYPE CORPORATE CONTRACT AWARD PROVIDES 624 ITEMS

In May 2003, the Defense Supply Center Columbus, Ohio, awarded 624 National Stock Numbers on indefinite quantity-type corporate contracts to five companies.

Split awards were issued to Nestor Sales, Kampi Components, Summit Associates, Yale Electric and G.W. Lisk. This award (contract Nos. SP0700-03-D-9722 through 9727) consists of items in 47 Federal Stock

Classes including 622 S9C NSNs, 29 S9E and 12 Defense Supply Center Richmond, Va., managed NSNs. Of the 624 NSNs, 116 NSNs are in the Strategic Material Sourcing category. Items are available for various lead times for stock replenishment. Orders are to be issued using VAN or Electronic Mail award notification containing Web links to electronic copies of the orders.

The 624 NSNs fall into the following Federal Stock Classes:

FSC	CMA	FSC	CMA	FSC	CMA
1005	S9C	3020	S9C	5342	S9G
2010	S9C	3040	S9C	5910	S9E
2040	S9C	3950	S9C	5930	S9E
2510	S9C	4030	S9C	5935	S9E
2520	S9C	4310	S9C	5950	S9E
2530	S9C	4320	S9C	5960	S9E
2540	S9C	4330	S9C	5961	S9E
2590	S9C	4440	S9C	5962	S9E
2805	S9C	4610	S9C	5985	S9E
2815	S9C	4710	S9C	5999	S9E
2910	S9C	4720	S9C	6610	S9G
2920	S9C	4730	S9C	6620	S9G
2930	S9C	4810	S9C	6625	S9E
2940	S9C	4820	S9C	6685	S9G
2990	S9C	4910	S9C	6695	S9G
3010	S9C	4940	S9C		

The added NSNs:

2940-01-451-9278	2940-01-452-9966
1040-00-019-2992	2940-01-453-8241
2030-01-207-1317	2940-01-467-9596
2910-01-351-5987	2990-00-423-9105
2940-00-136-1133	2990-01-044-6426
2940-00-460-6979	2990-01-184-4573
2940-00-494-9491	2990-01-225-7038
2940-00-525-8509	2990-01-254-7562
2940-00-875-9575	2990-01-382-2854
2940-00-911-9393	4310-00-789-6861
2940-01-121-0138	4310-01-451-0345
2940-01-151-6375	4330-01-083-1898
2940-01-174-4129	4330-01-232-8305
2940-01-187-9448	4330-01-290-3890
2940-01-264-0715	4710-01-370-5542
2940-01-272-4730	4720-00-976-5406
2940-01-358-8699	4720-01-233-2424
2940-01-359-1187	4720-01-235-4785
2940-01-368-1081	4720-01-242-3149
2940-01-372-9146	4720-01-375-1930
2940-01-422-5567	4730-01-175-1168
2940-01-435-6472	4730-01-365-0686
2940-01-438-5680	4730-01-397-7049
2940-01-446-9242	

▲ **For more information** contact Eric Miller of DSCC-PLC, at 614-692-7627, or DSN 850-7627.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.Callcenter@dla.mil, or DSCC.ESOC@dla.mil. Product information is also available online at WebCATS at www.dscrc.dla.mil/procurement/CATS/cr.htm.

NEW ITEMS

Defense Supply
Center Columbus

Adds Items to Corporate Contract

In September 2003, Defense Supply Center Columbus, Ohio, awarded additional items to an already established indefinite quantity corporate contract for aerospace items.

A total of 32 National Stock Numbers were added to the Kaiser Aerospace contract (No. SP0700-99-D-9734). Of those, 30 are in the Strategic Materiel Sourcing category. Items are available in 45 to 210 days as mainly stock replenishment orders. All orders will be issued via e-mail notification of Automatic Delivery Orders.

Here are the added NSNs:

3020-01-161-8224	4730-00-909-9836
3040-00-858-0584	4730-00-909-9837
4720-01-311-7217	4730-00-912-0904
4720-01-429-5392	4730-00-972-5925
4730-00-038-3200	4730-00-992-1359
4730-00-052-6417	4730-01-040-5924
4730-00-063-3741	4730-01-212-9549
4730-00-203-4324	4730-01-317-8251
4730-00-203-4325	4730-01-399-0849
4730-00-331-6853	4730-01-428-9869
4730-00-394-9600	5905-00-109-2810
4730-00-536-9575	5930-00-109-2829
4730-00-673-1816	5930-00-622-7975
4730-00-673-1818	5930-00-755-7454
4730-00-673-3255	5930-01-429-9157
4730-00-891-4286	5990-00-173-2816 ❖

ADDITIONS MADE TO DSCC CORPORATE CONTRACT

Defense Supply Center Columbus, Ohio, recently awarded additional National Stock Numbers to an already established indefinite quantity corporate contract.

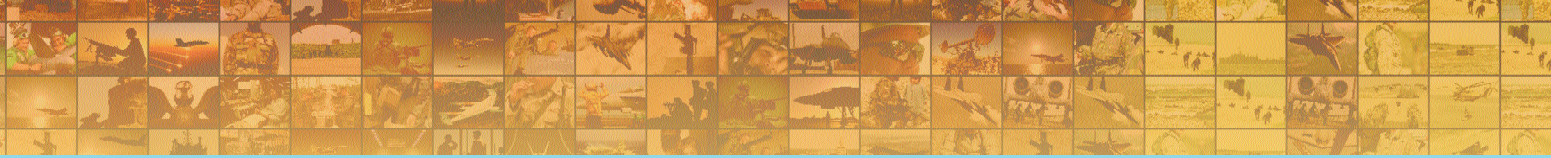
Added to the BTMC Corporation contract (No. SP0700-99-D-9723), were 24 DSCC-managed items, mostly stock replenishment NSNs. Of the 24 NSNs awarded, eight are in the Strategic Materiel Sourcing (SMS) category. Orders are to be issued using Electronic Data Interchange, and the contract delivery time will range from 20 to 185 days.

The added NSNs:

2940-00-024-4820	2990-00-722-5116
2940-01-058-8095	2990-01-179-2586
2940-01-148-1478	2990-01-227-7364
2940-01-178-5405	2990-01-285-9666
2940-01-182-0937	2990-01-361-2496
2940-01-204-3288	2990-01-368-7674
2940-01-205-8735	4310-00-228-1107
2940-01-383-5872	4310-00-405-1761
2940-01-406-0322	4330-01-455-8499
2940-01-411-3962	4330-01-458-8707
2940-01-430-5476	4720-01-375-1929
2940-01-438-5881	4730-01-173-4124 ❖

▲ **For more information**, contact Esther Hayden of DSCC-PLC at 614-692-4727, or DSN 850-4727.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.Callcenter@dla.mil, or DSCC.ESOC@dla.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/crri.htm.



Defense Supply Center Columbus Awards Contract For Additional Maritime, Aerospace Items

In January 2004, Defense Supply Center Columbus, Ohio, awarded additional items to a contract supporting maritime and aerospace weapon systems.

Contract No. SP0700-02-D-9730, P00004, awarded to Drytech, Inc., includes five stock replenishment National Stock Numbers managed by DSCC. Of those, four are Strategic Materiel Sourcing NSNs. Delivery times range from 39 to 100 days for primarily military made-to-order items.

Here are the added NSNs:
4440-000-64-8554
4440-008-66-6130
4440-012-48-3109
4440-013-44-6887
4440-014-85-8740 ❖

◀ **For more information,** contact Carol Knierim, DSCC-PLC, at 614-692-7712, DSN 850-7712, or by e-mail at Carol.Knierim@dla.mil.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.Callcenter@dla.mil, or DSCC.ESOC@dla.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/ATS/crri.htm.

Items Added to DSCC Corporate Contract

In November 2003, the Defense Supply Center Columbus, Ohio, awarded additional National Stock Numbers to an existing Corporate Contract (No. SP0700-02-D-9706, P00004) with Dresser-Rand.

The contract with Dresser-Rand, a designer, manufacturer and service provider of services for standard and engineered steam turbines and turbine generator systems, supports maritime application items. It includes 19 stock replenishment NSNs managed by Defense Supply Center Columbus. Four of the items are in the Strategic Material Sourcing category, and delivery days range from 90 to 240 days for primarily military made-to-order items.

The added NSNs:
2825-00-528-5804
2825-01-003-6255
4820-00-122-6097
2825-01-010-8065
2825-01-052-1647
2825-01-218-7477
4420-01-287-2366
3020-01-008-5298
4820-01-154-8025
4820-01-169-9685
2825-00-421-7501
4810-01-316-2387
4820-00-337-1046
2825-00-383-6688
3020-00-241-4406
2825-00-778-4848
4820-00-390-3781
4820-01-278-4067
4820-01-324-2709 ❖

▲ **For more information,** contact Pam Ritch of DSCC-PLC at 614-692-2187, or DSN 850-2187 (e-mail: Pamela.ritch@dla.mil).

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.Callcenter@dla.mil, or DSCC.ESOC@dla.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/crri.htm.

New 10-year Corporate Contract Covers 699 Electronic Items

In May 2003, Defense Supply Center Columbus, Ohio, awarded a 10-year indefinite quantity corporate contract (No. SP0700-03-D-9730), to Rockwell Collins Inc., in support of a variety of electronic items.

The award includes items contained in the price list dated Nov. 1, 2002. A total of 699 National Stock Numbers were determined fair and reasonable, and 84 of the NSNs are classified as Strategic Material Sourcing (SMS) items. The resulting contract concentrated in Federal Stock Classes 5905, 5910, 5915, 5930, 5935, 5945, 5950, 5955, 5961, 5962, 5985, 5999, 5998 and 5885, will reduce both the production and administrative lead time for each of the NSNs cross referenced to the price list.

In the future, additional items may be added to this contract via the add and delete clause of the contract. ❖

▲ **For more information,** contact David Nelson (DSCC-PLC) at DSN 850-7893, or 614-614-692-7893.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.Callcenter@dla.mil, or DSCC.ESOC@dla.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/crri.htm.

New Additions to Chaplain's Corner



◀ Cross

NSN: 9925-01-503-0248

This plain, solid metal cross measures 2 1/4" and is sold only in bags of 25. It is nickel-plated, chain not included.



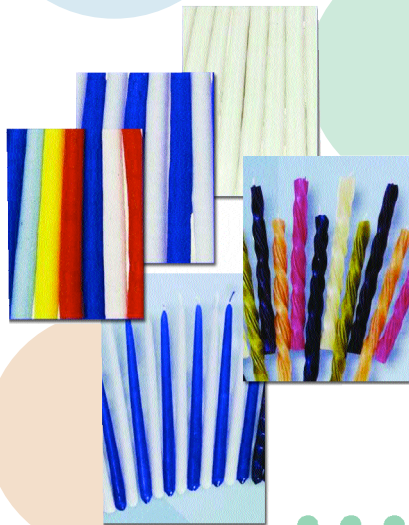
◀ Field Item

The Chaplaincy Logistical Support Package (CLSP) is now available to customers. The CLSP is a lightweight, durable, protective container that enables brigade and battalion Unit Ministry Teams to perform their religious support missions in any environment. The CLSP is able to carry two chaplain resupply kits and will transport unit-supplied items such as a notebook computer, assorted publications, forms and personal religious items required by a chaplain. Additionally, the CLSP container functions as a portable altar, field desk and workstation. Chair not included. The following NSNs are available for the CLSP and its components:

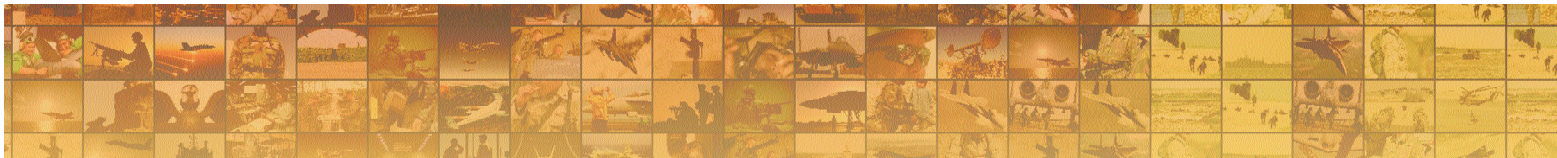
NSN	Description
9925-01-479-5319	CLSP (Desk w/Sacramental Linens)
9925-01-495-0491	Desk only
9925-01-495-0500	Sacramental Linens only

◀ Jewish Items

We now supply a variety of Hanukah candles that can be used with Menorah, NSN: 9925-01-465-9311.

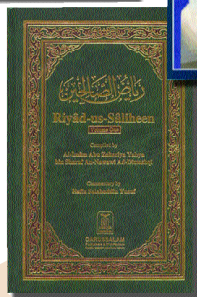
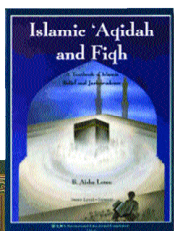
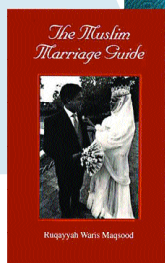
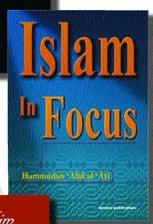
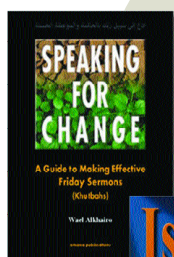


NSN	ITEM	QUANTITY
9925-01-497-4384	Candle, Multi-Colored, 1/2 Hour Burn Time,	44 PER BOX
9925-01-497-4386	Candle, Blue & White, 1/2 Hour Burn Time,	44 PER BOX
9925-01-497-4389	Candle, White, 1/2 Hour Burn Time,	44 PER BOX
9925-01-497-4390	Candle, Colored, Beeswax, Twisted Premium,	44 PER BOX
9925-01-497-4391	Candle, Blue & White, 7" Tapered Premium,	44 PER BOX
9925-01-497-4392	Candle, White, 7" Tapered Premium,	44 PER BOX



◀ **Muslim Items**

<i>NSN</i>	<i>Description</i>
9925-01-497-9872	Book, Fiqh Made Easy, A Basic Textbook in Fiqh
9925-01-497-9817	Book, Speaking for Change (A Guide to Making Effective Friday Sermons)
9925-01-497-9822	Book, Islam in Focus
9925-01-497-9899	Book, The Story of Mary and Jesus
9925-01-497-9902	Book, The Muslim Marriage Guide
9925-01-497-9854	Book, Tajwid: The Art of Recitation of the Holy Qur'an
9925-01-497-9933	Book, Islamic Aqidah and Fiqh
9925-01-497-9896	Calendar, Hijrah
9925-01-497-9908	Book, Riyadh Us-Saleheen, Two Volumes
9925-01-497-9880	Tape, Juz'Amma Recitation ❖



▲ **For more information,** contact Lisa Raucheisen at 215-737-3057; DSN: 444-3057 or email: lisa.raucheisen@dla.mil. Visit DSCP on the Web at: www.dscp.dla.mil.

Strategic Material Bearings

Added to Long-term Contract

As part of an ongoing effort to establish long term contracts in support of Strategic Material Source bearings, the Defense Supply Center Richmond, Va., product center for bearings has added 212 bearing National Stock Numbers to an existing long-term contract with Mody Aerospace.

DSCR continues to forge strong relationships with the small business community. Mody Aerospace, located in Richardson, Texas, is qualified as a small, disadvantaged firm under section 8(a) of the Small Business Act.

This contract has an estimated annual value of \$225,688 and will bring sustained support to these critical bearings. ❖

▲ **For information concerning ordering procedures against this contract,** contact Mark Schultz at 804-279-3848 or DSN 695-3848 or e-mail mark.schultz@dla.mil

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The new Javits-Wagner-O'Day (JWOD) Catalog for 2004 is the federal customer's reference guide to JWOD mandatory source items with descriptions and ordering instructions for over 2600 SKILCRAFT and other JWOD products.

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SKILCRAFT and other JWOD products are created by people who are blind or have other severe disabilities working in agencies associated with National Industries for the Blind (NIB) and NISH.





WHO TO CALL

DIRECTORIES LISTING



DCSO CSR

OCONUS

DLA-P

LNO

WHO TO CALL

DCSO CSR DIRECTORY

NAME	DSN #	COM #	FAX #	BEEPER/CELL #	E-MAIL ADDRESS
Air Force Supv Stephanie Lopez	427-1507				
Langley AFB, VA Mitchell, Phillip	EST (O hrs) 575-0715	(757) 225-0715	575-0110	C-(757) 329-5400	phillip.mitchell@langley.af.mil
Ogden ALC, UT Clare, Maryanne Landrie, Molly Martinez, Kathy	EST (-2 hrs) 777-4498 777-0336 777-6654	(801) 777-4498 (801) 777-0336 (801) 777-6654	(775) 587-1549 777-6577 775-218-7993	C-(801) 309-5576 C-(801) 309-4584 C-(801) 390-6502	maryanne.clare@dla.mil molly.landrie@ddc.dla.mil kathy.martinez@dla.mil
Oklahoma City ALC, OK Cindle, Patricia Cline, Kaye Gary, Teri	EST (-1 hrs) 336-5611 339-2701 339-7362	(405) 736-5611 (405) 739-2701 (405) 739-7362	339-7359 339-7359 339-7359	C-(405) 816-4013 C-(405) 816-6334 C-(405) 819-4853	patricia.cindle@dla.mil kcline@dla.mil teri.gary@dla.mil
Scott AFB, IL (HQ, AMC) Ebeler, Bill AMC/RSS-(M/W/TH) AMC/LGS-(T/F)	EST (-1 hrs) 779-8381 779-2650	(618) 229-8381 (618) 229-2650	779-7321 799-8483	(314) 497-2803	william.ebeler@scott.af.mil william.ebelerll@amc.af.mil
Warner Robins ALC, GA Collins, Mindy	EST (O hrs) 468-0505	(478) 926-0505	468-3626	C-(478) 320-9260	melinda.collins@robins.af.mil
Wright-Patterson AFB, OH (AFMC) EST (O hrs) Gilliland, Steve Soisson, Steve Bertleff, Alfred	468-7193 468-7181 787-8576	(478) 926-7193 (478) 926-7181 (937) 257-8576	468-3626 468-3626 787-4244	C-(478) 335-7928 C-(478) 335-7921 (937) 422-4359	Thaddeus.Gilliland@robins.af.mil Steven.Soisson@robins.af.mil Alfred.Bertleff@wpafb.af.mil
Army-ICP/Maintenance Supv Shelby Hanson	427-7501			(703) 867-8204	
AMC, VA Vacant	EST (O hrs) 767-9272	(703) 617-9272	767-5094	(703) 869-9367	evansm@anad.army.mil
Anniston Army Depot, AL Evans, Micki	EST (-1 hrs) 571-4327	(256) 235-4327	571-6712	C-(252) 259-1864	mdemaris@ccad.army.mil
Corpus Christi AD, TX DeMaris, Melody	EST (-1 hrs) 861-2009	(361) 961-2009	861-2086	(361) 658-7483	christine.griffin@mail1.monmouth.army.mil
Ft. Monmouth, NJ (CECOM) EST (O hrs) Griffin, Christine	992-1391	(732) 532-1391	992-9612	(732) 768-0154	
Letterkenny, PA Stewart, John	570-8892	(717) 267-8892	570-8035	(614) 353-9802	john.stewart3@emh1.lead.army.mil

DCSO CSR DIRECTORY (con't.)

NAME	DSN #	COM #	FAX #	BEEPER/CELL #	E-MAIL ADDRESS
Red River Army Depot, TX Toland, Glinda	EST (-1 hrs) 829-4498	(903) 334-4498	829-3183	(616) 274-7461	glinda.toland@redriver-ex.army.mil
Redstone Arsenal, AL (AMCOM) Moore, Jeff Oglesby, Ann	EST (-1 hrs) 746-2965 788-6403	(256) 876-2965 (256) 842-6403	645-0192 645-0192	(256) 289-9086 (256) 289-9664	jeffery.moore@redstone.army.mil ann.oglesby@redstone.army.mil
Rock Island, IL (TACOM) Rowe-Leach, Rose	EST (-1 hrs) 793-5970	(309) 782-5970	793-6992	(309) 269-4149	rowe-leachr@ria.army.mil
Tobyhanna Army Depot, PA Malinak, Mark	EST (0 hrs) 795-6651	(570) 895-6651	795-7891	(484) 903-7924	mark.malinak@tobyhanna.army.mil
Warren, MI (TACOM) Keller, Gretchen Rieder, Suzanne	EST (0 hrs) 786-3989 786-6392	(810) 574-3989 (810) 574-6392	786-6323 786-6323	(810) 945-8399 (810) 491-0139	kellerg@tacom.army.mil rieders@tacom.army.mil
Army-Operational Supv Sylvia Rafels	427-1514			(269)-274-7868	
Fort Bragg, NC Fleenor, Mike Dodson, Ronald	EST (0 hrs) 236-9904 236-9505	(910) 396-9904 (910) 396-9505	239-5274 239-5274	(910) 551-4830	fleenorm@bragg.army.mil dodsonr@bragg.army.mil
Fort Campbell, KY Stephens, Martha	EST (-1 hrs) 635-6927	(270) 798-6927	635-3730	(931) 302-4705	stephensm@campbell.army.mil
Fort Carson, CO Campbell, Judy	EST (-2 hrs) 691-5483	(719) 526-5483	883-0411	(719) 210-9672	judith.campbell@carson.army.mil
Fort Drum, NY Davies, Paul	EST (0 hrs) 772-9656	(315) 772-9656	772-4184	(315) 489-9128	paul.davies@drum.army.mil
Fort Hood, TX Alvarez, Benjamin Greene, Linda	EST (-1 hrs) 737-0396 737-0399	(254) 287-0396 (254) 287-0399	566-5158 566-5158	(254) 371-4054 (254) 371-4053	benjamin.alvarez@hood.army.mil linda.greene@hood.army.mil
Fort Irwin, CA (NTC) Martinez, Louis	EST (-3 hrs) 470-6046	(760) 380-6046	470-6096	(760) 486-1950	louis.martinez@irwin.army.mil
Fort Lewis, WA Vincent, Vince	EST (-3 hrs) 357-7458	(253) 967-7458	357-7642	(253) 861-7573	vincentv@lewis.army.mil

WHO TO CALL

DCSO CSR DIRECTORY (con't.)

NAME	DSN #	COM #	FAX #	BEEPER/CELL #	E-MAIL ADDRESS
Fort Riley, KS Cullen, Christopher	EST (-1 hrs) 856-4446	(785) 239-4446	856-1758	(785) 341-0270	christopher.cullen@riley.army.mil
Fort Stewart, GA Wilson, Kathy	EST (0 hrs) 870-2937	(912) 767-2937	870-5303	(912) 596-2743	kathy.wilson@stewart.army.mil
Ft. McPherson, GA (FORSCOM) Greene, Phil	EST (0 hrs) 367-6595	(404) 464-6595	367-6750	(404) 849-2826	greenep@forscom.army.mil
Ft. Monroe, VA (TRADOC) Hammond, Les	EST (0 hrs) 680-5007	(757) 788-5007	680-3085	(757) 593-3172	hammondlw@monroe.army.mil
Marine Corps Supv Jackie Bailey	427-1508			(301) 305-8070	
Albany, GA (LOGCOM) Kowalski, Pat	EST (0 hrs) 567-6570	(229) 639-6570	567-6610	(229) 291-7656	kowalskip@logcom.usmc.mil
Camp Lejeune, NC Bartley, William	EST (0 hrs) 751-0136	(910)451-0136	751-5207	(910) 381-2489	bartleyw@2fssg.usmc.mil
Camp Pendleton, CA (MCB) Haynes, Barry	EST (-3 hrs) 365-8191	(760) 725-8191	365-0933	(760) 521-3428	haynesbc@1fssg.usmc.mil
HQ DLA, VA Brown, Lisa	EST (0 hrs) 427-1424	(703) 767-1424	767-1516		lisa.brown@dla.mil
New Orleans LaTour, John	678-5467	(504) 678-5467	678-1515	(504) 4952202	latourj@mfr.usmc.mil
Quantico, VA (USMC) Morton, Alexander	EST (0 hrs) 378-3795	(703) 432-3795	378-3533	(703) 863-4023	mortonaw@mcsc.usmc.mil
Navy Lynne, Allen	427-0463			(360) 649-0255	
Mechanicsburg, PA (NAVICP) Duncan, Roxy Freeman, Charles	EST (0 hrs) 430-3053 430-7508	(717) 605-3053 (717) 605-7508	430-8253 430-1847	(717) 386-7500 (717) 386-3971	rochelle.duncan@navy.mil charles.freeman@navy.mil
Norfolk, VA (COMNAVAIRLANT) Fisher, Tracy	EST (0 hrs) 262-3385	(757) 322-3385	565-1950	C-(757) 581-2354	fisherts@cna1.navy.mil

DCSO CSR DIRECTORY (con't.)

NAME	DSN #	COM #	FAX #	BEEPER/CELL #	E-MAIL ADDRESS
Portsmouth, NH Sabin, Jim	EST (O hrs) 684-1483	(207) 438-1483	684-4501	(603) 969-6707	sabinjm@mail.ports.navy.mil
Portsmouth, VA (Naval Shipyard) Northern-Eley, Pamela	EST (O hrs) 386-8411	(757) 396-8411	386-8417	(757) 535-1939	northerneleypl@nnsy.navy.mil
Puget Sound, WA (FISC) Phillips, Denny	439-0290	(360) 476-0290	439-1337		denny.phillips@dla.mil
San Diego, CA (AIRPAC) DeLong, Tom	EST (-3 hrs) 577-7355	(619) 767-7355	735-4659	(619) 865-8791	tommy.delong@navy.mil
Washington Naval Yard, DC Vacant	EST (O hrs)				
Whidbey, WA/Puget Sound, WA (FISC) Vacant	439-0290	(360) 476-0290	439-1337		
Navy Supv Steve St-John	427-1496			(540) 522-7256	
Cherry Point, NC (NADEP) Wakely, Gayenelle	EST (O hrs) 451-9671	(252) 464-9671	451-8022	(252) 259-1863	wakelygr@navair.navy.mil
Jacksonville, FL (NADEP) Coover, Tom Miles, Lester	EST (O hrs) 942-2603 ext. 318 942-3258 ext. 316	(904) 542-2603 ext. 318 (904) 542-3258 ext. 316	318 942-5865 316 942-5865	(904) 535-7478 (904) 535-7473	cooverte@navair.navy.mil milleslj@navair.navy.mil
Fort Belvoir, VA (DLA J-4/CSO) Harris, Patsy	EST (O hrs) 427-2514	(703) 767-2514	767-1516	(757) 581-8472	
Lemoore, CA West, Jerry	EST (-3 hrs) 949-1391	(559) 998-2461	949-1391	(559) 308-9528	jerry.west@navy.mil
Oceana, Virginia Beach, VA Smyczynski, Daniel	433-3476	(757) 433-3476	433-2863		smyczynskid@nasoceana.navy.mil
Patuxent River, MD (NAVAIR) Newbold, Cheryl	EST (O hrs) 757-8694	(301) 757-8694	757-8451	(431) 925-9184	newboldcf@navair.navy.mil
Philadelphia, PA (NAVICP) Buckman, Richard Grimm, David	EST (O hrs) 442-5278 442-4797	(215) 697-5278 (215) 697-4797	442-4965 442-4277	(609) 254-8754 (856) 982-8552	richard.buckman@navy.mil david.grimm1@navy.mil
San Diego, CA (NADEP) White, Wayne Sheldon, Connie	EST (-3 hrs) 735-2485 735-4181	(619) 545-2485 (619) 545-4181	735-4501 735-3301	(619) 829-9914 (619) 865-8826	whitehw@navair.navy.mil constance.sheldon@navy.mil

WHO TO CALL

OCONUS DIRECTORY

NAME	DSN #	COM #	FAX #	E-MAIL ADDRESS
DLA EUROPE (DLA-E) Wiesbaden, Germany (+6 hours)				
COMMANDER Mintus, David, Col	314-338-7601	011-49-611-380-7601	011-49-611-380-7620	dmintus@europe.dla.mil
DEPUTY COMMANDER Burch, Earl	314-338-7601	011-49-611-380-7601	011-49-611-380-7620	eburch@europe.dla.mil
CSR DIVISION ANALYST Henderson, Sam	314-338-7999	011-49-611-380-7999	011-49-611-380-7620	Samuel.Henderson@europe.dla.mil
1st ID, Wiesbaden, Germany (+6 hours)				
Hedgeman, Curtis	314-338-7617	011-49-611-380-7617	011-49-611-705-4443	chedgeman@europe.dla.mil
3rd COSCOM, Wiesbaden, Germany (+6 hours)				
Savysky, Myron	314-337-7246	011-49-611-705-7246	011-49-611-705-5862	myron.savysky@19cmmc.wiesbaden.army.mil
EUCOM J4 -LNO, Stuttgart, Germany (+6 hours)				
Johnston, George	314-430-5371	011-49-711-680-5371	011-49-711-680-5038	johnstog@eucom.mil
Chapman, David Lt Col (S)	314-430-5039	011-49-711-680-5039	011-49-711-680-5038	chapmand@eucom.mil
1st ID, Kitzingen, Germany (+6 hours)				
Holley, Robert	314-355-8168	011-49-9321-305-8168	011-49-9321-3058146	robert.holley@1id.army.mil
21st TSC, Kaiserslautern, Germany (+6 hours)				
Stidhams, Tim	314-484-8839	011-49-631-413-8839	011-49-631-413-7884	Timothy.Stidhams@hq.21tsc.army.mil
Heidelberg, Germany (+6 hours)				
Hansen, Richard, Lt Col	314-370-6405	011-49-6221-57-6405	011-49-6221-6405	richard.hansen@hq.hqusaureur.army.mil
HQ, USAFE, Ramstein, Germany (+6 hours)				
Willyard, Kathy	314-480-3176	011-49-6371-47-3176	011-49-6371-47-7748	kathy.willyard@ramstein.af.mil
RSS (USAFE), Sembach, Germany (+6 hours)				
Crockett, Howard	314-496-7288	011-49-6565-61-6736		howard.crockett@sembach.af.mil
Seckenheim, Germany (+6 hours)				
Cruz, Joe	314-375-9924	011-49-6214-879924		joseph.cruz@hq.amceur.army.mil
Naples, Italy (+6 hours)				
Crawford, Steve	314-626-3223	011-39-081-568-3223	011-39-081-568-4685	crawfords@med.naples.navy.mil
LNO, Naples, Italy (+6 hours)				
Grozier, Stan CDR	314-626-3221	011-39-081-568-3221	011-39-081-568-4685	scrozier@med.naples.navy.mil
Sigonella, Italy (+6 hours)				
Newlon, Ray	314-624-5016	011-39-095-865016	314-624-6749	newlon4@nassig.sicily.navy.mil

DLA-P DIRECTORY

NAME	DSN #	COM #	FAX #	E-MAIL ADDRESS
DLA PACIFIC (DLA-P) (-5 hours)				
Camp Smith, HI (-5 hours)				
COMMANDER Iskra, Christopher, COL	315-477-5222	(808) 477-5222	315-477-1246	christopher.iskra@dla.mil
DEPUTY COMMANDER Crawford, Rob	315-477-1218	(808) 477-1218	315-477-1246	robert.crawford@dla.mil
EXECUTIVE ASSISTANT Peek, William	315-477-1243	(808) 477-1243	315-477-1246	william.peek@dla.mil
OPERATIONS Quinn, Stephen	315-477-1217	(808) 477-1217	315-477-1246	stephen.quinn@dla.mil
DLA PACIFIC HAWAII (-5 hours)				
Camp Smith, HI, (-5 hours)				
COMMANDER Sandlin, George, LtCol	315-477-1245	(808) 477-1245	315-477-1246	george.sandlin@dla.mil
Camp Smith, HI, (PACOM LNO) (-5 hours)				
Frenzel, Al	315-477-6484	(808) 477-6484	315-477-1246	al.frenzel@dla.mil
Pearl Harbor, HI (HAWAII CSR) (-5 hours)				
Woods, Hubert	315-474-2961	(808) 474-2961	315-471-5512	hubert.woods@dla.mil
Schofield Barracks, (HAWAII CSR) (-5 hours)				
Strickland, Deborah	315-456-0859	(808) 656-0859	315-456-2707	dlacsr@schofield.army.mil
Elimendorf AFB, (ALASKA CSR) (-4 hours)				
Stemple, Fredrick	317-552-6624	(907) 552-6624	317-552-6623	fredrick.stemple@dla.mil
Camp Kinser (OKINAWA CSR) (+14 hours)				
Wright, Steven	315-637-3330	011-81-611-737-3330	315-637-3626	wrightsd@3fssg.usmc.mil
Yokosuka (JAPAN CSR) (+14 hours)				
Vacant				
Yokota AB (USFJ LNO) (+14 hours)				
Woody, Phillip Maj	315-225-2475	011-81-311-755-2475	315-225-4709	woody.phillip@usfj.yokota.af.mil
DLA-P PACIFIC KOREA (+14 hours)				
Camp Walker (+14 hours)				
COMMANDER, Lannom, Donald LTC	315-764-3700	011-82-53-470-3700	315-764-3778	donald.lannom@dla.mil
DEPUTY COMMANDER, Ellis, Don	315-764-3792	011-82-53-470-3792	315-764-3792	donald.ellis@dla.mil
Camp Walker (KOREA CSR) (+14 hours)				
Herrmann, Thomas	315-764-3701	011-82-053-470-3701	315-764-3778	thomas.herrmann@dla.mil
Yongsan, Garrison (USFK LNO) (+14 hours)				
Bond, Craig Lt Col	315-723-3259	011-82-02-7913-3259	315-723-5575	bondc@usfk.korea.army.mil
Yongsan, Garrison (Korea CSR) (+14 hours)				
Stegling, Evan	315-723-3256	011-82-02-7913-3256	315-723-3261	sieglinge@usfk.korea.army.mil
Yune, Yuri	315-723-7864	011-82-02-7913-7864	315-723-3261	yuney@usfk.korea.army.mil

WHO TO CALL

LNO DIRECTORY

NAME	DSN #	COM #	FAX #	BEEPER/CELL #	E-MAIL ADDRESS
USCENTCOM/US Bennett, William B.	651-2165	(813) 827-2165	968-5820	(813) 785-7224	bennetwb@centcom.mil
USSTRATCOM Ceaser, Wardell	427-7508	(703) 767-7508	427-3704	(703) 447-0731	wardell.ceaser@dla.mil
USEUCOM Chapman, David	314-430-5039	011-49-711-	011-49-711-	011-49-173-2411	chapmand@eucom.mil
USTRANSCOM Dee, Chuck	779-1536	(618) 229-1536	(618) 229-4312	(703) 944-8903	charles.dee@hq.transcom.mil
USSOUTHCOM Diaz, Roy	(312) 567-1402	(305) 437-1402	(312) 567-1440	(305) 299-3886	diazr@hq.southcom.mil
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