

Dimensions

April/May 2000

Defense Logistics Agency

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Defense Logistics Agency

Director

Lt. Gen. Henry T. Glisson, USA

Executive Director, Office of Corporate Communications

Dan McGinty

Chief, Public Affairs Division

Lt. Col. Martie Cenkci, USAF

Editor

Christine Born

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New reorganization plan announced; implementation beginning at HQ

by Christine Born
DLA Public Affairs

The Defense Logistics Agency is reorganizing for change in the 21st century. In February, DLA Director Lt. Gen.

Henry T. Glisson announced a new transformation plan that positions DLA for success in the future by streamlining and realigning the organization. Glisson describes the plan, referred to as DLA 21, as a “blueprint for change.”

“DLA must be more agile, focused and harmonized to remain relevant and perform supply chain management functions in the 21st century,” he said.

DLA 21 focuses on five key areas, or pillars: Organizational Redesign, Business Systems Modernization, Strategic Sourcing, Customer Knowledge/Focus and Work Force Development.

“The new millennium brings dramatic changes to the future battlefield and how we conduct operations across the entire spectrum of war,” Glisson said. “To provide the right item, at the right time, at the right place, and at the right price every time in this new environment means we must change the way we do business today. We simply must have better, faster, best value logistical

solutions for our Military Forces to achieve victory. By introducing the very best business and information technology tools from industry and streamlining our processes, we can become far more effective, agile and responsive.”

This initiative relies heavily on the DLA Strategic Plan which incorporates a customer bill of rights with a vision statement to position DLA to provide the best services to America’s warfighters.

Several months ago, a team of DLA executives began the process of looking at the current organization and

Operations), J-6 (Information Operations) and J-8 (Financial Operations).

Under the Special Staff will be the Office of General Counsel, Small and Disadvantaged Business, Equal Employment Opportunity, the Chaplain, the Director’s Staff Group and the DLA Criminal Investigations Activity.

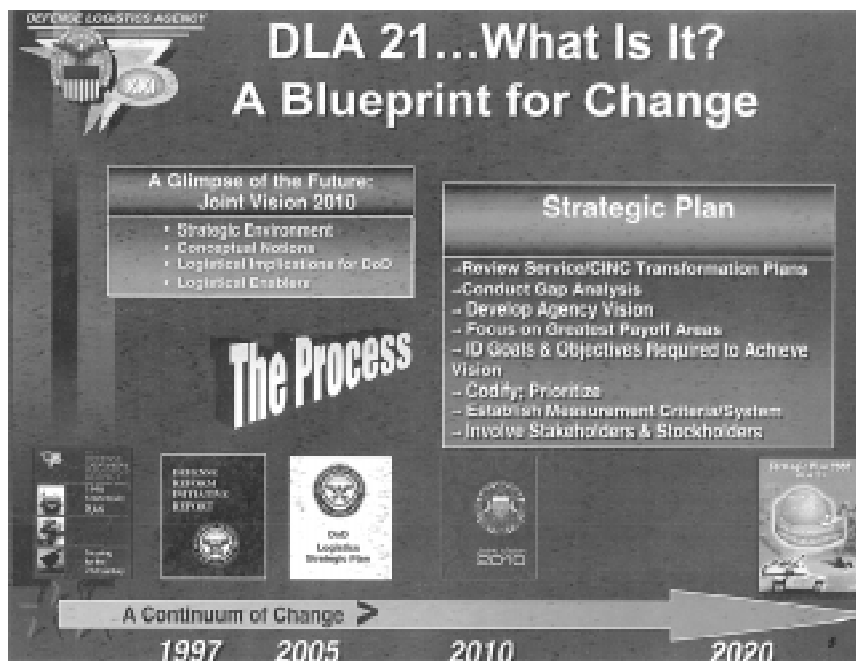
J-1 will include Business Management, Corporate Communications, Environment, Security, Human Resources and Planning and Facilities management. This new organization replaces Corporate Administration and the DLA Administrative Support

Center. The establishment of J-1 consolidates like functions and establishes a corporate communications office to serve as a single corporate voice. Within this organization, the current Congressional and Public Affairs Office will be merged with Visual Information and Protocol to form Corporate Communications.

“We looked at DoD’s Joint Vision 2010,” Glisson said. “It’s a prediction, an assessment of what the future will look like in the year 2010 and

projects a picture of the battlefield that we’ll fight on, the Nation’s economic situation, and what we’ve got to do to remain relevant on that new battlefield.”

“We took a look at what the vision was, we took a look at what the Services and the Commander-in-Chiefs were going to do, then we did our own gap analysis. We determined



developed a plan. The new headquarters structure, as of this writing, will consist of the Office of the Director, the Vice Director—formally the Deputy Director—and the newly created Executive Director. Supporting the Director and the new headquarters structure will be the Special Staff and J-1 (DLA Support Services). The three main directorates will be J-3 (Logistics

where can we make the best investment to get the best return on investment and what goals and objectives needed to be codified and prioritized. That's what DLA 21 is and that was the blueprint."

Some major changes to the organization includes a standing down of Defense Logistics Support Command (DLSC) as a subordinate command. Many of the functions now being performed by DLSC will be done by J-3. With Defense Contract Management Command becoming a separate Defense Agency, it was necessary to return the operations and logistics functions to a headquarters business area. J-3 will have four sub-directorates: Business Management, Business Modernization, DLA Readiness Center and Logistics Policy and Acquisition Management.

J-3's focus will be on logistics business, supply chain management and business modernization. The DLA Readiness Center will link readiness elements and customer interface into one single face to the customer.

DLA Vice Director Rear Adm. Ray Archer said, "A single readiness center gives us a single face to the customer and reinforces the General's [Glisson] objective of one voice to the CINC."

Other changes from the current

structure involve moving Defense Logistics Information Service (DLIS) to J-6, moving Internal Review and the DLA Office of Operations Research and Resource Analysis to J-3 and standing up a Business Modernization Office within that same directorate. The physical distribution currently being provided by Defense National Stockpile Center is slated to be moved to the Defense Distribution Center and DLSC's Information Office will be moved to J-6.

Under J-6, another significant change involves the establishment of the Electronic Business Office which will consist of the Joint Electronic Commerce Program Office, the Joint Total Asset Visibility Office, the Document Automation and Production Service, DLIS and the Defense Automatic Addressing System Center.

"This is still in the planning stages," Archer said. "What we want to do is posture ourselves to the DOD E-Business Office to support logistics across the Department."

All of these changes will allow DLA to operate more like a corporation. The realignments will help to serve the customer by reflecting the needs of the customers rather than the needs of DLA.

Archer said DLA's core organization was really organized for

yesterday's business. "Our business has changed and we've got to reflect that in our resources and our structure to meet that change and get ahead of it."

"Historically, DLA's organizational structure provided functional support to the services," Glisson said. "Our new organization allows us to provide integrated supply chain management support to the services."

"We're a large organization and we were operating a lot like a holding company," Archer said. "The difference with DLA 21 is that it is an enterprise operation, the outcome and the mutual expectations of the outcome have a common focus."

The improved role of the headquarters will be that of a provider to the field—to set corporate business processes and strategies. The field in turn will focus on supporting their customers and meeting expectations from the headquarters.

"We expect the field to execute the corporate strategy," Archer said. "That's where it gets done, but they will also be involved in how we build the strategy and standards."

"We will basically build the DLA of the 21st century to prepare this Agency to be relevant in the 21st century and to support the 21st century warfighter," Glisson said. ♦

Bottom Line Benefits

- ✓ Strengthens warfighter support
 - Single face to the customer
 - Recognizes differences and dependencies of supply chains
- ✓ Enables virtual enterprise by leveraging corporate capabilities
 - Information Services
 - Finance/Accounting
 - Support Services
- ✓ Achieves true business integration
 - Focuses resources on supply chain management and information technology
- ✓ Combines like functions
 - Customer service and readiness support
 - Information Technology
- ✓ Improves command, control and communication
- ✓ Capitalizes on use of information technology and attains synergy
 - Aligns Agency for Business Systems Modernization and corporate focus
 - Positions to be DoD integrated data environment/E-business leader
- ✓ Postures Agency for achieving logistics transformation

DCMA:

A new Agency, but DLA's old partner in Defense Reform

When the Department of Defense created the Defense Contract Management Agency, DoD completed a process that began decades ago.

The goal was to better serve America's fighting forces around the world. The solution was to create an organization that could dramatically improve the way DoD managed its contracts with the thousands of suppliers who deliver goods and services to the nation's service members.

On March 27, then Deputy Secretary of Defense John J. Hamre issued a memorandum establishing DCMA. The new agency was formerly the Defense Contract Management Command, a major subordinate command of DLA.

The movement to create a new agency can be traced to 1962, when a study called Project 60 examined the entire issue of contract management and recommended that DoD completely consolidate. DoD leaders decided to break the contract management mission into two pieces, however. The Defense Supply Agency, which later became DLA, would manage the smaller suppliers and the military services would monitor the major programs.

In 1989, a task force studied DoD's contract management approach and recommended creating the Defense Contract Management Agency as a separate organization, focused on streamlining and consolidating contract administration.

Putting all of DoD's contract management under one roof was an extremely complex undertaking, and DoD leaders realized that consolidating the contracting process and



Dr. Jacques Gansler, Under Secretary of Defense (Acquisition, Technology and Logistics) officially presents the DCMA flag to Maj. Gen. Timothy Malishenko (*right*), Director, DCMA. DLA Director Lt. Gen. Henry T. Glisson (*far left*) observes the passing of the flag.

creating a separate agency was too large and costly a job to do in one step.

The Department decided to take advantage of the existing DLA infrastructure and created the DCMC within DLA. "DCMC had great success streamlining within DLA, reducing its size by half from 26,500 employees in 144 offices in 1989 to about 12,500 contract administration employees in 67 offices today. With that transformation complete," Malishenko said, "it made sense for us to make that final step consistent with that original vision."

"Over the past 10 years, we have become very responsive and supportive to the services and their acquisitions," Malishenko said. "That gives us leverage to be a catalyst for acquisition reform across the Department of Defense and particularly with the defense industry."

There were other reasons why DoD thought it made sense to complete the original recommendation to form the separate agency. For instance, DoD recently reorganized the Under-Secretary of Defense for Acquisition and Technology to the Under-Secretary of Defense for Acquisition, Technology and Logistics. Under the new structure, there would be a separate under secretary to focus on acquisition and technology and another to focus on logistics readiness.

"This decision aligns the separate agencies under their respective acquisition and logistics officials at DoD. And so, the benefit of that is it permits each of us, as separate agencies, to be more focused and responsive. It also allows each of us to have a direct organizational relationship to the appropriate deputy undersecretary

DCMA employees thanked for service by DLA Director

The following is a letter signed out by Defense Logistics Agency Director Lt. Gen. Henry T. Glisson for distribution to the 12,539 employees of the Defense Contract Management Agency.

Since 1964, when then Secretary of Defense Robert McNamara consolidated nearly all contract management offices under the Defense Logistics Agency's predecessor organization, the Defense Supply Agency, contract administrators and their staffs have made tremendous contributions to DLA and to the defense of our Nation. We at DLA are proud to have partnered with you and Military Service contract administration support organizations through these last 36 years. You have been an integral part of our DLA team and helped to make us the warfighters' choice for logistics support. The last decade in particular, with the establishment of the Defense Contract Management Command on February 26, 1990, has been an especially successful one for all of us.

The creation of the Defense Contract Management Agency on March 27, 2000, launches a new relationship, one that causes us to look back with pride on all your achievements and look forward to your continued contributions to the Department of Defense. You have so many accomplishments to be proud of, from the

key role you have played in weapons system development to the support of military contingencies around the world. From plant representative offices to area operations, from Desert Storm to Joint Endeavor, you have been there providing vital support to the warfighter. You have accumulated such prestigious awards as Presidential Quality Awards and Hammer and Scissors Awards, DoD Packard Acquisition Excellence Award, DoD Value Engineering Award, Commander in Chief Installation Excellence Award—the list is truly extensive. Your reputation is unparalleled and representative of the superb job that you do.

As you continue the journey as DCMA, we wish you every success. I know you will maintain your commitment to excellence and continue to earn the thanks of a grateful Nation. Best of luck to each of you in your future endeavors.



HENRY T. GLISSON
Lieutenant General, USA
Director

of Defense," said Malishenko.

DCMA's focus on acquisition allows DLA to concentrate on logistics transformation. "DCMA will be at the center of the revolution in business affairs and acquisition reform," he said.

"There is still lot to do in defense reform. Making us a separate defense agency allows us to participate in the senior department forums and represent the Department of Defense in accelerating this transformation," said Malishenko. "DCMA will be at the center of the revolution to transform DoD business affairs and acquisition practices."

Using Civil Military Integration, DCMA is working to allow our contractors to integrate their commercial and military operations together as a means of reducing overhead, bringing us better value and greater access to new technologies. Both DLA and DCMA will be striving to minimize the use of defense-unique methods of doing businesses.

"Over the years, our organizations have believed in the same underlying principles of service and innovation. We know that DLA's efforts will drive the successful transformation in how DoD handles logistics. In a parallel effort, DCMA efforts will focus acquisition reform." ♦

DLA's Vice Director Rear Adm. Archer discusses issues, projects & priorities

Rear Adm. Ray Archer is the Defense Logistics Agency's vice director. In October, Archer came to DLA from the Naval Inventory Control Point, Mechanicsburg, Pa., where he served as commander. In the following interview, Archer discusses the DLA mission, major projects he's working and DLA's new reorganization plan.

Q *What is your role as the Defense Logistics Agency Vice Director?*

A As Vice Director, my role is carved out by our Director, Lt. Gen. Glisson. He sets the direction and tone for the Agency, and I see my job as interpreting that direction and tone and making sure it's carried out across the Agency. This means I don't work the day-to-day business—DLA has a great group of high quality military and senior executives to do that. I generally work on the long-term strategic issues. My job is to concentrate on the initiatives that will carry the Agency into the future. A good example of one of those initiatives is DLA 21.

I also get involved in specific issues when the Director wants additional oversight. Under DLA 21, the General designated a new position, that of the Executive Director, to not only reflect the importance of the civilian work force to our agency, but to add some continuity to the front office. Between the Executive Director, Mr. Gary Thurber, and me, as the Vice Director, we cover the entire agency for the Director. The strategic areas that I specifically focus on are Information Operations (J6) and Financial Operations (J8), and I also participate when necessary in the Logistics Operations (J3) of the Agency.

Q *That's an important role to have. DLA is acquiring more and more missions, so how do you translate your role into that of working for the warfighter?*

A Everything we do revolves around the warfighter. We were very specific in defining our mission—providing best value logistics support to America's Armed Forces, in peace and war. As the director focuses the Agency on the warfighter, it is important to also keep an eye on the long-range plan, and at issues like DLA 21. This benefits the warfighter by not only ensuring that today's support is there, but ensuring that DLA is prepared and organized to support our Armed Forces as they evolve into the force of the future.

Q *What are some of the major projects you're working on?*

A DLA 21 is one of the most important projects I'm involved in. This plan redesigns the organization to set the Agency up for tomorrow's business operations. The objective of the plan is to ensure the warfighter will benefit from the best logistics support available by using modern information management solutions, relying on robust commercial business practices, and leveraging a world-class distribution system. By organizing DLA around the key business areas of logistics, financial and information operations, we acknowledged that internally we need to be structured to facilitate a corporate focus, and externally, by using joint staff designations, we align ourselves with our customers.

Other projects I'm working on include the Focused Logistics Wargame and the Joint Logistics Warfighting Initiative. Both of these initiatives are being worked in coordination with the Joint Staff, and are long-term, on-the-horizon events—not today's business, but tomorrow's business. We must leverage these opportunities to further define our role in joint operations.

I also work on information technology issues and financial issues. In the information technology arena, the main thrust is establishing corporate requirements and a corporate architecture so that all of DLA is on the same sheet of music when it comes to information technology. As I mentioned before, and it is especially important in this area, a corporate focus is critical to our success in DLA 21. On the financial side of things, I work with the DLA comptroller to build the POM [Program Objective Memorandum]—basically DLA's budget. I review the plan from all our business areas, and make sure we have a financial structure that supports our mission and goals.

Q *You have an extensive background in logistics. After being here for six months and coming in from the field, what are some of the things you think DLA could do to improve its business practices?*

A First of all, I think the direction DLA was headed when I got here was the right one. We're moving to emulate the commercial marketplace by working supply chains and focusing on becoming supply chain owners. To continue and expand this process is absolutely vital. Along those lines, competition in the marketplace is relatively new to DoD organizations. In the past, our customers had to come to us, no one else had the knowl-

edge or the ability to deliver. Now instead of a captive audience, the customer can go just about anywhere for products and services. We will have to prove we are value-added. Once we prove it, we need to continue to back it up with action. Commercially, logistics is the number-one growth industry, and its being redefined continuously. Our efforts to provide best value logistics to our customer, if successful will secure our place in the market, but we must be competitive and continue to explore innovative methods of support, whether it be from commercial partners or organic providers.

In addition to our roles as logistics providers, we must also focus on our role as DoD enterprise services providers. Examples of enterprise services providers within DLA are the Defense Logistics Information Service (DLIS), the Joint Electronic Commerce Program Office (JECPO) and the Joint Total Asset Visibility (JTAV) office. We must continue to develop the services our joint customers need.

Q *What does this mean to the work force?*

A The work force will be better off. Competition is good because it forces us to make needed changes we wouldn't necessarily make otherwise. I know change is hard, but based on what I've seen since arriving at DLA, I think our work force is up to the challenge. The threat is real, but very manageable. As we continue through this process, our employees will be able to take pride in a job that has been earned and not mandated—people like to be part of a winning team.

We do face some distinct challenges in the entire federal work force. A large percentage of our work force is getting close to eligible retirement. But the way I see it, that doesn't mean they have to retire. The changes happening in DoD and our Agency are so exciting, people may not want to leave or retire. People like to be challenged and may want to stay on. People who are at retirement age are looking for a new horizon. On the other side, being on the cutting edge also means we may be able to recruit a younger work force who wants gain experience in information technology and modern business practices. Either way, I think the added competition will be good for our work force as they will be given greater opportunity to expand their experience.

Q *How do you think DLA excels in its daily operations?*

A One of the ways we excel in daily operations is we are focused on the customer. We have outreach processes at the ICPs, and through enterprise organizations like DEUR (DLA Europe), DPAC (DLA



Pacific), our DCST (DLA Contingency Support Teams), and liaison officers that have put us on the front lines with the warfighters. Because we have people on the ground with our customers learning about their needs it allows us to forge effective partnerships, so it's much easier for us to anticipate and react to their needs. These partnerships are going very well, and are a real strength in the organization.

It also goes without saying that our most important strength is the DLA work force itself. It is highly professional and effective. I don't think we would be where we are today without their innovation, dedication and loyalty.

Q *Would you explain your other major project, Business Systems Modernization?*

A BSM is not about information technology; it's about how we do work. One of the precepts of BSM is the adoption of commercial practices. Up until now, we have basically built our own practices and built the software around them—made the software fit the process. When we implement BSM, we are going to change how our employees interface in their daily business. Workstations won't look the same, the types of questions and the interplay with the way we do our jobs is going to change. It will be a pretty significant change, but a needed one.

Email is a perfect example of a similar system which has drastically changed our work environment. Once it was installed, immediately, there were significant changes in the way we did our daily business. For those of us that remember life before email, we don't write letters as much anymore, we don't pick up the phone as often, or handwrite memos. We have more knowledge about our environment and we're getting it faster than ever before.

The same thing is going to happen with BSM. We will bring more sophisticated tools into the work place, and in the beginning it will be difficult—people may not quite understand their role. But once they get into that role and learn more about it, they will see how powerful these new tools are. Down the road, they're going to ask themselves 'how did I live without this?'

Q *So BSM will ultimately make them do their job better?*

A Yes, by giving our employees better tools and allowing them greater access to the knowledge they need to do their jobs, they will be able to make better decisions and take appropriate actions efficiently. It will give them greater initiative and the ability to excel at their jobs.

Q *What ideas do you have for improving the way DLA supports the warfighter?*

A I've already talked about our adoption of commercial practices, the importance of competition and how our reorganization under DLA 21 will help us focus on our mission of supporting the warfighter. To answer this question, I want to focus on one of the most important aspects of the organization designed for DLA 21—its single face to the customer. We have combined the two parts of our organization that had direct contact with our customers into one multifunctional organization. Ms. Chris Gallo is going to head this new team in J3 (Logistics Operations) called appropriately the DLA Readiness Center (DRC). A single focus, whether it be for contingencies or in our daily business, will make us stronger. The DRC is responsible for interfacing with the Joint Chiefs of Staff, the Services, CONUS CINCSs (Continental U.S. Commanders-in-Chiefs) and directly with our warfighting commanders to make sure our customers are getting the support they need.

Q *How do you envision DLA supporting the warfighter in the field of technology?*

A Extensively, from the warfighter support area, we're beginning to focus in on something called situational awareness. Situational awareness is going to be the key to effective logistics in the future. When a warfighting commander starts asking questions about DLA commodities, DLA reps need to be able to

access knowledge, not just information, about each of our supply chains, and do it quickly. How many days of supply is on hand? How robust is the pipeline? When will I get what I need? Can you accommodate this change in an operation? These kinds of questions will be asked about almost any and every item a military force needs to survive in the field. Right now, those answers are not readily available. We don't have the capability to access this kind of information from this perspective. JTAV is beginning to break that barrier and we are working to expand that approach.

E-Commerce is another part of this equation that will change how customers communicate with us, how they enter requirements, and how we deal with them. DLA will become almost a one-stop shopping center. A customer will submit a requirement, browse through catalogs, inquire about a product, track a shipment, and do all this through the same terminal by changing what we call the 'customer experience.' We will be able to not only satisfy their requirements, but also provide the type of service that will keep our customers from going elsewhere.

DLA 21

Q *How will DLA 21 affect the average employee?*

A This restructuring was not undertaken to make personnel reductions, and there have not been a significant number of personnel moves for the most part. One of the most significant changes was the formulation of J6 (Information Operations) which combined the information technology assets from DLSC and CI into a corporate information operations organization. So, if you were in CI, or DLSC-I, chances are you now belong to that operation. That organization will be focused a little differently, as I have emphasized previously, to have a "corporate" focus for information technology. If you were in DLIS, you will be teamed with JTAV and JECPO and other activities in J-6 under their directorate called E-Commerce. Ms. Joanne Arnette is in the process of setting up what the entire Information Operations organization will look like, but the impact could be significant not only to our work force, but to the way we do business altogether.

Another part of DLA 21 that will affect our work force is strategic sourcing. Instead of having products sitting on a shelf, we will use prime vendor contracts to obtain the items we need, but for the most part, we will not be storing or handling them. The vendor more and more will ship them directly to the customer. It's part of the logistics transformation vision. So again, depending on where you are, this business process change could be very significant in what we do in our daily operations. It impacts how we do business, our partnerships with industry, the order fulfillment process, Business System Modernization (BSM), and even the E-Commerce world.

In the future, our roles will change dramatically. Eventually, far more of us will be managing outcomes or facilitating the process, and far less actually doing it. We are going to be constructing relationships and administering them, rather than owning them. The customer and the vendors will interact, while we will act essentially as the broker.

We will also need to adapt to the increased mobility and deployability of the customer. We used to store and pass along products a safe distance from military action. Now we are using vendors to supply products and deliver them as close to the customer as possible, including much closer to the battlefield. The bottom line for all of this change is that even as we leverage commercial industry, change the way we do business and to focus on strategic change. Our perspective may change how we accomplish our mission, but the mission itself does not change—support of America's Armed Forces.

Q *You mentioned at the DLA 21 briefing that employees will have to operate in a multidisciplinary mode. What do you mean by that? Can you give an example?*

A Managers of wholesale inventory worry about having a contract to order material, about whether the material will arrive in time to meet lead time and demands of the customer. Once the material was in inventory, you were done with your task. You were basically trying to keep what you needed on the shelf to meet the demand of the customers. That's inventory management.

Under strategic sourcing, that same inventory manager may be managing inventory and contracts but that will take a smaller percentage of their attention. Inventory managers will also be managing two or three prime vendor contracts where they never take ownership of the material, but are instead managing the outcome. These contracts do not require that our managers actually receive material, but rather that they ensure the material is delivered to the customer on time and at the right price, ensuring a satisfied customer.

Q *In what ways will DLA be able to offer better products and services to the customer after DLA 21 is implemented?*

A DLA 21 will facilitate our transition to managers of relationships, but we have initiatives today that are already contributed to improved support. An example is our strategic sourcing initiatives, through which we're bringing our customer more and more choice. To use an example from my days at sea, take ketchup. Today, our warfighters are getting Heinz right from the commercial market—a recognizable brand. Whereas 10 years ago, there was a brand called "Snowflos" on the tables on the

mess decks. It was more like tomato soup than ketchup, but it was stock numbered, and the only choice we had. So now they're getting the quality products they were not able to get before. They really get the same type of access to items that you and I can get when we go to a grocery store. Better fresher products, that are not coming out of an inventory that has sat who knows how long. We're dealing directly with the market and getting more variety, and quite honestly, better prices. We're doing the same thing in pharmaceuticals, medical supplies, base maintenance supplies, even metals.

Another major step under DLA 21 is a renewed focus on E-Commerce. If you go to the E-Mall and look at the commercial catalogs or our prime vendors contracts...you will see the wide variety of products and services available. We offer our customers access to the Web so they can actually go shopping, look at what they're going to buy before buying it, and then chose payment and shipping options. They can look at commercial products and compare and as E-Mall expands, we'll be giving them more choices-with easier access.

Q *Please talk about the virtual management concept.*

A There are two sides of virtual. The first is treating business processes as corporate. What do I mean by corporate? The corporate entity is providing the basic rules, guidelines, and standards and determines how to measure outcome. But the business is actually carried out locally. The people belong to the local commander and perform locally. Their virtuality comes in the form of following a set of corporate business rules that come from the corporate level.

An example of a virtual process is one that works the same in Philadelphia and Richmond so if you go from one activity to the other you would still encounter the same process. The benefit of this arrangement, from a corporate standpoint is if work was behind in Columbus, I could send some of the work someplace else to get it done because the process are the same and practices are virtual. You can see how this would strengthen the whole company.

The second part of virtual is moving information and not people.

Q *With the implementation of DLA 21, what will your role be?*

A The Director has tasked both the Executive Director and the Vice Director to be the leaders for planning DLA 21 and carrying it out. We are responsible to him and through the corporate board will ensure it gets done. The corporate board consists of the Director, Executive Director, Vice Director, and the senior leaders in the DLA 21 organization. If we hit roadblocks, and in any issue as complicated as DLA 21 there will be some roadblocks, we will need to work with the corporate board to find solutions. I'm looking forward to the challenge—these are exciting times. ♦

The Balkans

DSCP accomplishes complex mission feeding U.S. troops in Balkans

by Lt. Col. Tom Langley
Chief, Plans & Operations Group
DLA-Europe

When feeding a family of four, going to the store or commissary to get food is not a big deal, but feeding a fighting force of U.S. soldiers numbering over 5,000 is just a little tougher. That's where the Defense Logistics Agency comes in, according to Army Col. Gary L. Harris, commander of DLA-Europe, Wiesbaden, Germany.

"Our deployed soldiers and DoD civilians depend on us for wholesale food distribution which makes the DLA subsistence mission extremely important in this theater," he said.

Food distribution is complex and requires deployed DLA personnel working hand-in-hand with Defense Supply Center Philadelphia-European Region Offices, Mainz Kastel, Germany, commanded by Army Col. Dwight E. Phillips, Sr.

This complex operation has become harder due to the changing mission of the Armed Forces. No longer simply a battlefield exercise, feeding the troops has evolved into feeding peacekeepers, contingency operations personnel and providing humanitarian support to those in need. Because of these increased requirements, DLA pioneered the concept of using commercial contractors to provide fresh produce and to perform distribution of subsistence to customers.

Representatives of the first European DLA and DLA Contingency Team, from DSCPE, deployed to



Two depot employees at Defense Logistics Agency Europe unload fresh food supplies for inspection before being moved to various locations throughout Europe.

Rwanda during the Rwanda Operations in the summer of 1994 at the request of the 21st Support commanding general in an attempt to find local fresh food sources for the troops to supplement the Meals, Ready-to-Eat they had been eating. The DLA team was able to arrange subsistence support from a French food commercial contractor operating in Rwanda.

During the early Bosnia NATO planning meetings in March 1995, Kim Huntley, now the DLA-Europe deputy commander, wrote this concept of using commercial contractors for food distribution into the NATO support plans and visited several battlefield subsistence distributors who were already operating in the Balkans supporting NATO peacekeepers. When the U.S. National Support Element planning efforts began in August 1995, DLA personnel convinced the 21st Support commanding general to use a commercial distribution contractor for

Operation Joint Endeavor. This method of providing subsistence distribution in peacekeeping and contingency operations is now U.S. Army Europe doctrine and is written into European Command Contingency, NSE, and Humanitarian support plans.

The Balkan Mission

One of the missions of DLA-Europe and DSCPE is to provide deployed customers with fresh, nutritious, and timely wholesale food distribution. On any given day, deployed soldiers in the Balkans look forward to three square meals that are tasty, well-balanced, and nutritious. That only happens as a result of close coordination with the food service and contracting personnel at DSCPE in Mainz Kastel, Germany, and the deployed DLA-team located at the Gavrilovic facility in Petrinja, Croatia. At this facility, ESKO-International Inc., one of DSCPE's contractors,

employ approximately 40 local personnel who assist in the wholesale food distribution mission of supplying food to key base camps throughout the region.

Teaming is the essential link in moving food from one location to another. With uncertainty in weather conditions and unavailability of trucks and personnel, getting bulk wholesale food to outlying locations is never an easy task. The DLA and U.S. Army Europe team, along with ESKO personnel, accomplish this enormous task each and every day. Wholesale food moves to the facility from various locations, both from the U.S. and from Europe, where it is inspected and accounted for by USAREUR personnel. After arriving at ESKO, commercial trucks then process and send the food to various base camps in Bosnia-Herzegovina, Hungary, and Croatia.

Deploying the right mix of experienced personnel to this centralized location is key to DLA mission success.

USAREUR and DLA currently have experts such as a contracting officer representative and a food

manager supporting Operation JOINT FORGE at Petrinja. This DLA team oversees the inspections, acceptance, and onward movement of all wholesale food moving through the Petrinja facility. The Gavrilovic warehousing units consists of approximately 800 square meters (dry warehouse storage space), 1200 square meters (freezer space) and 500 square meters (cool-and-chill space).

Workload is directly proportional to the actual number of visitors and deployed personnel assigned to each base camp and is commonly referred to as the “daily head count.” The majority of wholesale food arrives from the Subsistence Prime Vendor Europe-Northern Region, Theodor Wille Intertrade warehouse in Bischofshiem, Germany. Upon arrival, the food is inspected, inventoried, and signed for by a DLA representative. Additionally, fresh fruits and vegetables from Padova, Italy, along with fresh butter, yogurt, and eggs from various European vendors arrive almost daily and are subject to the same inspection process. A typical inbound weekly workload sees approximately 488,000 pounds of food arriving on 16 commercial trucks. The

outbound workload, which is typically a little higher, sees about 530,000 pounds of food moving on 22 trucks to the various base camp locations.

“Deployed personnel have come to depend on DLA for quality wholesale subsis-

tence and our objective is to never disappoint them,” said Harris. “Dining facilities throughout the region receive the best quality wholesale food from our facilities. DLA-Europe and DSCPE’s subsistence mission is paramount to Operation JOINT FORGE’s mission success and has set the standard for all future support in-theater as well as worldwide.” ♦

“Our deployed soldiers and DoD civilians depend on us for wholesale food distribution which makes the DLA subsistence mission extremely important in this theater.”

**—Col. Gary Harris,
DLA-Europe
commander**

Defense Distribution Depot Susquehanna, Pa., provides humanitarian assistance to Kosovo

A shipment of eight 2-1/2 ton Cargo Trucks and one M49C Fuel Tanker departed Defense Distribution Depot Susquehanna, Pa., on Feb. 2, enroute to Port Elizabeth, N.J. The trucks arrived in theater at the port of Thessaloniki, Greece, and are ultimately destined for international relief efforts in Kosovo. The trucks are consigned to the World Food Program and will be used to support food distribution operations currently underway in that country.

DDSP has been providing humanitarian assistance support to the Defense Security Coordination Agency since 1995 in support of DoD approved requests for this type of assistance from the Department of State. ♦

Defense Supply Center Philadelphia supports Kosovo operations

Defense Supply Center Philadelphia continues to work to meet the Commander-In-Chief’s requirements in support of Operations Noble Anvil (48,433 requisitions worth \$47 million), Eagle Eye (257 requisitions Worth \$720,400), Sustain Hope (1,784 requisitions worth \$9.7 million), and Joint Guardian (71,801 requisitions worth \$52 million).

DSCP total support through January was 122,275 requisitions worth \$110 million. These requirements were met through a variety of sources to include Prime Vendor, Direct Vendor Delivery, and depot stock. ♦

The Road to Kosovo:

A first person account of deployment

Air Force Maj. Basil Georgiadis is an operations officer at the Defense Distribution Center, Oklahoma City, Okla. He is currently assigned to Task Force Falcon and is serving at Camp Bondsteel, Kosovo. This is a first person narrative of his experience deploying to Kosovo.

*by Maj. Basil Georgiadis
DDCO and Camp Bondsteel*

Eighteen hours. That's the time it literally takes to fly to the other side of the world from where I live in Oklahoma City to Camp Bondsteel, Kosovo—that is if you fly direct. However, the road to Kosovo takes many different paths and starts in Ohio for technical training. From there, it's on to Georgia for equipment issue and survival training, then to Germany for theater briefings, next, the former Yugoslav Republic of Macedonia for staging, and finally Camp Bondsteel, Kosovo.

The first step in my journey was to request a class slot at Defense Supply Center Columbus, Ohio, for DLA Contingency Support Team training. There, DLA instructors

showed us how to interrogate various logistics databases for almost every possible status on requisitions. The class lasted a week and gave all of us—civilian and military alike—the confidence that we could support the wide-ranging needs of our customers in the field. This training definitely

plays a vital role in one's ability to assist the task force.

After completing the first phase of the training, I had to wait for a slot to open up in Kosovo. It did, shortly after arriving back in Oklahoma. The machinery was now in motion for a six-month deployment to Camp Bondsteel, Kosovo. I spent the first two weeks of January getting physicals, obtaining medical and dental records, being fitted with gas-mask eye glass inserts, and getting vaccinations.

On Jan. 16, I flew into Columbus, Ga., home of the Ft. Benning CONUS (Continental United States) Replacement Center where everyone from the U.S. deploying to the Balkans trains. All military services were represented, as were DoD and private contractor

mark possible landmines. I'll never forget what one Gulf War veteran infantryman told us: "If you didn't drop it, don't pick it up." He wanted us to think about the estimated one million explosive devices that were laid by the Serbian Army on its way out of Kosovo after the air war.

Loaded down with three extra duffel bags of new cold weather gear, sleeping bags, combat helmet, rain gear, flak vest, and other equipment I had never before seen in the Air Force, we flew to Rhein-Main Air Base in Germany where everyone separated enroute to their final destinations in Germany, Hungary, Bosnia and Kosovo. The two other DLA people from the Ft. Benning class, both Navy Petty Officers, and I went to DLA-Europe at Wiesbaden, Germany.

There, the personnel at the DCST Logistics Operations Center briefed us on their support role to DLA field units and the overall mission of DLA-Europe. While at headquarters, I met people involved with the requisitioning process, hazardous material disposal, contracting and support from the Inventory Control Points and depots in the United States. It was a quick but memorable experience

in one of the most beautiful towns I've seen in Germany.

After two days in Germany, I flew out of Ramstein Air Base on an Arkansas National Guard C-130, to Camp Able Sentry, Skopje, Macedonia (or FYROM) where troops deploying to Kosovo land. Upon meeting my



Camp Bondsteel in Kosovo has grown from a wheat field to a city of almost 6,000 military and civilian personnel performing a peacekeeping mission.

civilians. I also met Americans of Albanian and Serbo-Croatian backgrounds deploying as interpreters. During the week, Army non-commissioned officers distributed equipment and weaponry (for the military members) needed to survive in the Balkans.

We learned to be aware of, and

predecessor, Maj. Dan Thomas, his first words were "Boy am I glad to see you!" We then took a two-hour bus ride to Camp Bondsteel, dressed in flak vest and helmet with weapons and magazines. I had arrived.

Camp Bondsteel

The first thing you notice is the mud. It oozes around your boots, and then splatters up the back of your legs, spotting your green, brown and tan battle dress uniform with another pattern of brown. Camp Bondsteel rose from a wheat field to a city of almost 6,000 troops and civilians in a few months, under the direction of the U.S. Army and the work of Brown and Root Contractors who house, feed and perform a multitude of installation-type services. Undeveloped roads in a winter climate become sloppy and pitted under the constant pounding of heavy Army equipment as well as large tractor trailers which deliver food, lumber, and repair parts. Portable latrines and an absence of running water to our tent offices remind you that you are a mere step away from the field.

Still, the hundreds of orderly barracks called SEAHUTS, equipped with running water and air conditioning-heater window units belie the newness of the camp (SEAHUT stands for South East Asia huts, that the Brown and Root Contractors first built in Vietnam). Kosovars call it "Bondsteel City" because of its sprawl—almost 700 acres—and energy. Bondsteel is named after an Army staff sergeant who won the Medal of Honor in Vietnam. Construction is steady with bunkers, mess halls and storage areas going up almost around the clock. One note on the food: we eat well here. Actually, the food is exceptional, perhaps the best any of us have ever eaten in a dining facility. You always have a choice of at least three entrees, with rice, potatoes, soups, salads, and various drinks. Ribs, jambalaya and scallops are just a few examples.



DLA's Contingency Support Team has adopted the Ali Hadri Elementary-Middle School of Mirash, Kosovo, an ethnic Albanian school. The children have been grateful for the supplies and help the U.S. troops have given them.

Even desserts are plentiful and dangerous to those who lack self-control. Thankfully, there is a well-equipped gym to keep us fit.

Task Force Falcon exists to promote peacekeeping in the designated American-led sector, in the province of Kosovo. Foot patrols, vehicle and air reconnaissance and a constant schedule of meetings with the townspeople, ensure that violence is kept to a minimum. Serbian-Albanian hatred runs deep here and a vendetta mentality keeps passions running red-hot. Allied aviation and ground forces from the U.S., the United Arab Emirates, the Ukraine, Poland, Greece, Germany, France, Spain, Russia, Britain, Austria, Norway, Sweden, Finland and Italian carabinieri and police all support the NATO KFOR (Kosovo Forces) here. These contingents are located throughout Kosovo in their respective sectors where they patrol and attempt to keep the peace while United Nations and non-governmental agencies help locals organize their governmental and judicial systems while repairing an impoverished infrastructure.

Our DLA/DCST team at Bondsteel, composed of a Marine

lieutenant colonel, a Navy senior chief and me, works closely with the 201st Forward Support Battalion, as well as the Task Force Falcon G4, Logistics Directorate. Needless to say, DLA is an integral part of Task Force Falcon with representatives at Camps Bondsteel, Monteith and Able Sentry performing various logistics functions. We contract for lumber, for construction, expedite parts needed to repair tanks, helicopters, and other vehicles, and ensure that the DLA food contracts are timely. We even advise Task Force Falcon on the availability of captured Serb weapons and vehicles that could be used for target practice. These are just a few of our duties. The work week is seven days long and lasts from about eight o'clock in the morning to nine or ten o'clock at night with time for meals and a workout during the day.

The DLA team is also actively involved in trying to make a difference in the future of Kosovo by working with the local children. We've adopted The Ali Hadri Elementary-Middle School of Mirash, Kosovo, an ethnic Albanian school that suffered

See Kosovo, page 15

Senior Leaders Conference looks at DLA strategic vision 2000, DLA 21

Lt. Gen. Henry T. Glisson, director, Defense Logistics Agency, held a conference for the senior leaders of DLA at the Headquarters Complex and Airlie Conference Center, Warrenton, Va., in March. In attendance were the Headquarters Executive Management Team and Staff, and the Primary Level Field Activities Commanders and their Deputies.

In the Director's opening remarks, he described the conference as a unique opportunity to shape DLA 21, the Agency's new reorganization plan. In support of that objective, the first day of the conference was devoted to understanding the warfighter's and the Office of the Secretary of Defense's vision of the future of logistics. The second and third days focused on understanding DLA's capabilities today, and our strategic plan for the future.

"We need to fully understand our capabilities today," Glisson said. "We need to shape and form our strategic plan for the future so DLA is poised to fully support the warfighter of the 21st century."

The Director opened the second day of the conference by addressing DLA's strategic plan and introduced the elements of DLA 21 — Strategic Sourcing, Business Systems Modernization, Workforce Development, Cus-

tomers Focus and Organizational Realignment.

Each element was treated in a separate briefing and discussion that was designed to turn the concepts into actions that each participant could take home.

Because a recent National Partnership for Reinventing Government survey showed that the DLA vision and strategic plans could be better understood by DLA employees at the working level, the Director emphasized the importance of communicating the plan and what it means to each individual. A chain teaching package on the DLA Strategic Plan and the thinking behind it was distributed to all participants with the requirement that they relay the information to each of their employees by the beginning of June 2000.

One of the highlights of the conference was DLA Vice Director Rear Adm. Ray Archer's briefing to the group on development and use of the Balanced Score Card. BSC is a strategic management technique that clarifies and translates a corporation's vision and strategy into meaningful measures that present leaders an integrated view of "how it is going." The system translates a written strategy into action by interviewing executives, holding workshops, implementing the findings from the interviews and conducting periodic reviews on the progress of the programs. In short, it assures

we look at a variety of measures that will tell us if we are fulfilling our vision and keeping our commitments to our customers. Archer said, "It's a little like the instruments in an F-14 cockpit: it will give us a quick review of complex information at a glance. It will tell us how our customers see us, where we need to place our corporate expertise, how we are doing financially, and how our work force needs to be engaged to assure we are innovating and learning."

The conference concluded with the charge to each senior leader to develop a thorough understanding of the strategic direction of the Agency and then pass it on to each DLA employee, whether they are in Red River, Texas, Wiesbaden Germany, or Fort Belvoir, Va. ♦



(Front, left to right) Rear Adm. Daniel Stone, Gary Thurber, Rear Adm. Ray Archer, Lt. Gen. Henry T. Glisson, Command Sgt. Maj. Archie Turner and Maj. Gen. Timothy Malishenko. (Back, left to right) Col. Ronald Flom, Col. Fred Mason, Brig. Gen. Daniel Mongeon, Brig. Gen. Barbara Doornink, Jeff Jones, Brig. Gen. Mary Saunders, Rear Adm. Mark Young, Capt. Richard Feierabend, Col. Gary Harris and Col. Robert Songer.

DLA affirms distribution depot competition results

The Defense Logistics Agency has recently announced the final decision on the public private competition for performance of distribution operations at Defense Distribution Depot, Warner Robins, Ga. On February 4, 2000, EG&G Logistics, Manassas, Va., was tentatively selected over the government internal proposal based on overall cost savings to the government. Three appeals were received and considered by the DLA Appeal Authority. The Agency's decision affirms the selection of EG&G.

One adversely affected em-

ployee filed an appeal on 21 items. The American Federation of Government Employees Local 987, on behalf of its members, filed an appeal on 17 items. EG&G filed an appeal on three items. To be eligible for consideration, an appeal must identify non-compliance with requirements and procedures set forth in OMB Circular A-76, the guidance governing the public-private competition, or specific items entered on the cost comparison form. To be successful, an appeal must demonstrate that the items appealed, individually or in the aggregate, would reverse the tentative decision.

After a thorough review of the

items appealed, the DLA Appeal Authority denied the appeals stating that he "could not identify any significant problems with the challenged cost items, either individually or in the aggregate such that the tentative decision might be considered unsupported or in error." He has determined that the tentative cost comparison decision is correct.

The transition period from a government to a contractor work force at Warner Robins is scheduled to take approximately six months. Employee assistance programs are being offered to include a voluntary separation incentive of up to

See Depot, page 18

Kosovo, from page 13 under the Serbs. (See "Dimensions" Sep-Oct '99 issue) DLA has joined with the 201st FSB, and has taken contributions from generous Americans to paint the school, install wood-burning heaters for the classes and teacher's lounge, and repair war-ravaged exterior walls and windows. We've also supplied a steady flow of clothing and school supplies. The children of this school always mob us with affection when we come and line the road to "high-five" us when we leave. Much work remains: the school needs soccer balls, volley balls, a hardened surface for outdoor recreation, world maps for the classes, Albanian-English dictionaries, and a host of other items on the principal's wish list. You really understand why you're here when you see the looks on the kids' faces and nods of appreciation from the adults.

This experience has changed my life and shown me what being a part of the DLA team of civilian and military from all branches, active duty and reservist, that support U.S. commitments worldwide really means. ♦

Celebrating Women's History Month



Suellen Bunting, DLA Office of Equal Employment Opportunity (left) poses with DLA Director Lt. Gen. Henry T. Glisson and Irasema T. Garza, guest speaker

In March, employees of the Defense Logistics Agency headquarters complex celebrated National Women's History Month. This year's theme was "An extraordinary century for women—Now, Imagine the Future."

DLA Director Lt. Gen. Henry T. Glisson hosted the ceremony. The guest speaker was Irasema T. Garza, director of the U.S. Department of Labor's Women's Bureau. She spoke of women who have paved the way for today's female work force, the broad range of job opportunities for women today and equal pay for equal work. ♦

DLA contracts with NAPA to stretch maintenance dollars

by Tony D'Elia
DSCC Public Affairs Office

Sears does it. Firestone does it. Coca-Cola does it. And now the Department of Defense is doing it.

They're all reaping big dollar savings while taking advantage of the huge nationwide corporate distribution network of NAPA—the National Automotive Parts Association. The Defense Logistics Agency's partnership with NAPA is a new strategy focused on improving the procurement process for the government credit card user. The new strategy, DLA's corporate contract with NAPA, gives the local purchaser access to a catalog of over 230,000 automotive parts from the largest automotive supplier in the nation. Motor pools and government fleet managers registered for the program are getting 20 to 50-percent savings off the list price while enjoying the convenience of using their government credit card at a local dealer who is often only minutes away.

Through its 6,200 dealers located throughout the nation, NAPA also offers an online ordering system and free delivery. Many times, in-stock items are delivered in minutes, depending on the physical location of the nearest NAPA store, and out-of-stock items can be delivered within 24 hours. The dealerships are supported by 70 distribution centers located throughout the country.

Military units are on a "cash and carry" basis, thanks to the government credit card (IMPAC—the International Merchant Purchase Authorization Card). IMPAC, instituted several years ago, was a giant step taken in the race to streamline the government procurement system because it eliminated the bureaucracy and red tape involved in



Sgt. Terry Disbennett of the Ohio National Guard Combined Support Maintenance Shop in Newark, Ohio, works on one of the 5,000 work orders the unit gets each year. The facility gets some of its repair parts from the local NAPA dealer on a "cash and carry" basis by using the IMPAC, the International Merchant Purchase Authorization Card.

local purchases under \$2,500. While it reduced much of the procurement red

"It's so much quicker than the old way of doing a lot of paperwork and seeing if the depot has the part."

— Maintenance Supervisor Wayne Mobley.

tape and expensive infrastructure to support it, IMPAC unfortunately also

bid a reluctant farewell to many advantages afforded by the procurement professionals.

"When we eliminated the procurement infrastructure, we also eliminated the expertise and left the micro purchaser out on a limb," said Navy Cmdr. Marshal G. Geib, director of the Customer Advocacy Group at Defense Supply Center, Columbus, where the NAPA corporate contract is managed. "DLA is now providing the expertise to the credit card user in a new contract vehicle (the corporate contract)."

The corporate contract puts this expertise back into government procurement without resurrecting all the red tape and expense eliminated by credit-card purchasing. DLA has negotiated large contracts covering

large numbers of items with major vendors. By grouping the items by manufacturer, single contracts can be awarded regardless of which inventory control point manages the items.

Combining the convenience and efficiency of the credit card with the “buying power” of DLA gives the military customer better prices and better service. Purchasers buy, (by either government credit card or Military Standard Requisitioning & Issue Procedures / Federal Standard Requisitioning & Issue Procedures) requisition from the manufacturer’s inventory when possible and utilize the manufacturer’s distribution system when feasible. Corporate contracts can be National Stock Number-specific for all items coded to a manufacturer or they can incorporate an entire manufacturer’s commercial inventory. The time and costs savings come from the elimination of repetitive solicitation, quote, and award processing.

In an effort to become DLA’s primary source of supply for automotive and heavy-duty parts, NAPA has included DLA and its military customers in what it calls its “Major Account Program.” DLA joins such corporate giants as Sears, Firestone, UPS, Goodyear, U-Haul, Penske Truck Leasing, BellSouth, Marathon Oil, Amoco, Midas and Exxon. DLA purchases from NAPA have increased 40 percent this year.

NAPA also will assist DLA’s maintenance locations by developing a stocking inventory assortment based on the vehicles in the fleet and previous usage. An example is the Ohio National Guard Combined Support Maintenance Shop’s agreement with KPS NAPA Auto Parts in Newark, Ohio. Local dealership manager Randy Swihart has agreed to keep 10 steering gear rebuild kits on his shelves for the High Mobility Multi-Purpose Wheeled Vehicle to support the unit that maintains all of the state’s National Guard vehicles.

“That keeps them off our shelf and reduces our stockage level,” said Staff Sgt. John Crane, whose shop completes about 5,000 work orders per year.

“They deliver within an hour or less,” added Crane. “That allows me to stay here in the shop to do the things I need to be doing instead of running down to the store. They’re very

on one just one single item that we need,” said 1st Lt. Steve P. Delmege, maintenance manager, Iowa Army National Guard.

The NAPA partnership adds one more important advantage. When parts become obsolete, the government won’t be stuck with them since it will be NAPA’s responsibility to eliminate the items from its inventory.

Supply Clerk Adam

Rodriguez has been dealing with NAPA ever since he began working at Corpus Christi Naval Air Station, Texas, six years ago. He seems impressed with NAPA customer service.

“I deal with them daily,” said Rodriguez who orders replacement parts for a fleet of over 200

government cars and trucks at his installation. “If I need a part, they can get it to me in five or 10 minutes, if it’s in stock. If it’s not, they deliver the next day. There’s never a problem. Their prices are reasonable and if I see a lower price, they match it.

“We need to keep our vehicles in

See NAPA, page 18

PRICE COMPARISONS

Part	Local Price	NAPA	Discount
Spark plugs	\$2.02	\$1.29	36%
Thermostats	\$6.03	\$4.37	28%
Fluid filters	\$5.14	\$3.49	32%

responsive to our needs, and we pay as we go (using the IMPAC).”

The Iowa Army National Guard is recently registered for the NAPA contract.

“If I can get all 16 of our maintenance facilities on this NAPA contract before the end of the fiscal year, our state should be able to save \$150,000



Staff Sgt. John Crane (left) visits his local NAPA dealer to pick up repair parts for his Ohio National Guard Combined Support Maintenance Shop in Newark, Ohio. The Defense Logistics Agency has set up a corporate contract with the National Automotive Parts Association, the nation’s largest supplier of automotive parts. Most parts can be delivered within minutes and for special orders, NAPA delivers in 24 hours.

Y2K becomes distant memory as DLA officially shuts down program office

Each year, dictionary editors look at thousands of new words and phrases as candidates for the new editions. No doubt one of those “new words” for 2000 will be Y2K. This phrase crept into our vocabulary over the past year and for a long time loomed as something that would cause chaos and shut down automated systems everywhere. Not only did that not happen, but Jan. 1 came and went with few if any computer glitches.

Defense Logistics Agency’s efforts in preventing Y2K problems resulted in a smooth transition to the new century across the Agency. But the Jan. 1 deadline was not the last milestone the Y2K project officers had to face. This year is not only the start of a new millennium, but also a leap

year, and computer technicians were worried that the systems would not recognize the Feb. 29 date.

As with the Jan. 1 rollover, only minor problems resulted from the leap year date. At the Defense Automatic Addressing System Center, Dayton, Ohio, a DAAS Micro Automated Routing System failed to recognize the Feb. 29 date and eight personal computers were effected. This occurred during the DAASC daily file maintenance update.

According to the Situation/Readiness Report, the impact on the Agency’s mission was minimal. Although DMARS is a mission critical system, the problem was detected and a workaround was immediately put into place.

The technicians rebooted the DMARS routing PCs with the date of



March 1, 2000 and the system worked.

As a result of these efforts and other successes, effective March 12, the Y2K Program Office was officially disestablished by Headquarters DLA General Order 4-00. The office was staffed using Chief Information Office resources and those employees have returned to their previous assignments. ♦

NAPA, from page 15

top shape and we give each complete PM (preventative maintenance) every month,” added Rodriguez, who said that the installation’s mechanics often take advantage of NAPA training courses.

“We’ve had no problems,” said Vicki Martin, manager of the service station at Marine Corps Air Station, Yuma, Ariz. Belinda Horton agrees.

Horton is chief of storage at Fort Stewart, Ga. “You can see a big difference in the prices,” said Horton.

Fort Stewart Equipment Maintenance Supervisor Wayne Mobley deals with two local NAPA dealers in caring for some 300 vehicles and special equipment. Mobley and a dozen mechanics are responsible for maintaining a large number of commercial vehicles in addition to equipment ranging from pick-up trucks, to road graders, forklifts and

bulldozers.

“It’s so much quicker than the old way of doing a lot of paperwork and seeing if the depot has the part,” said Mobley.

“You can’t get a starter for a ’97 Ford through the government, because there’s no (national) stock number for it,” said Mobley. “But you can get it from NAPA.

“Their turn-around time is tremendous, and nobody can beat their prices,” he added.

Another program for the future is the Distribution Center Stocking Program for customers with regular large purchases. Customers can send their orders directly to the nearest NAPA distribution center by fax or e-mail and their orders will be pulled, packed, and shipped to the local NAPA dealer, who then delivers them to the military customer.

For more information about the

NAPA contract or other DLA corporate contracts with some of the nation’s major corporations, call Calvin Tubbs at (614) 692-1755, DSN 850-1755, FAX (614) 692-4759, DSN FAX 850-4759, or email: Calvin_Tubbs@dsccl.dla.mil.

Partnerships such as the ones with NAPA move DoD from the old inventory-base supply system to an economically efficient distribution-based supply system. The military services can no longer afford to purchase and manage large numbers of spare parts in the field, but they still need the right parts at the right place at the right time. ♦

Depot, from page 15

\$25,000. In addition, EG&G must offer the employees a right of first refusal for all non-management positions created by award of the contract. ♦

DSCC gets Marines \$750,000 worth of wheels in partnership with Canada

by Tony D'Elia
DSCC Public Affairs Office

When Equipment Specialist Jerl Dickerson learned he could help save \$750,000 through a foreign military partnership, he immediately went into action.

It all started when the Canadian Department of National Defence decided to change tire widths on the Bison, its version of the eight-wheeled Light Armored Vehicle. Since the U.S. Marine Corps uses a similar amphibious, light armored vehicle, Canada offered to give the United States the excess 724 tires and rims. All together, the 541 complete assemblies, 183 loose tires and “donuts” (run-flat inserts), are worth about \$750,000.

The Canadians agreed that the only cost would be transportation from Bosnia back to the U.S.

Dickerson, of the Defense Supply Center, Columbus, Logistics Engineering and Readiness Office, discovered that the Canadians had the excess wheels while attending the recent Integrated Logistics Support Conference at Camp Pendleton, Calif., from Rick Purvis, Canadian National Forces systems engineering manager. Representatives of various countries owning a version of the LAV come together annually in “user nations group” roundtable discussions. They share engineering changes and proposed modifications.

“He said we could have the tires and rims free, just for the cost of having them shipped from Bosnia,” said Dickerson, who notified the Marine Corps Program Manager’s Office, Light Armored Vehicles, Tank and Automotive Command, Warren, Mich.

According to Dickerson, the final



The Bison, a Canadian version of the eight-wheeled Light Armored Vehicle, being off-loaded from a ship.

transportation cost was about \$60,000, with Defense Logistics Agency representatives in Europe trucking them from Bosnia to Germany. From Germany, the tires and wheels went to DSCC personnel in Columbus, and then to Defense Distribution Depot, Columbus, where they were reallocated and shipped to the First, Second, Third and Fourth Light Armored Reconnaissance Marine battalions.

“Our office coordinated with the Canadians and the DLA people in Germany,” said Dickerson. DLA Europe personnel instrumental in the transfer were Charles Garrison and Martin Jennings, chief supply support element.

Back in the U.S., DSCC’s Logistics Engineering and Readiness Office worked with the Program Manage-

ment Office, LAV, Fielded Vehicles Team, at TACOM. Last month, Defense Depot, Columbus, Ohio shipped equal amounts of the wheels to all Marine Light Armored Reconnaissance battalions.

The Canadians felt a tire change was necessary for the sake of better traction over the Bosnian terrain. The Marines, however, feel the change isn’t worth the expense, especially since the wider tires are more vulnerable to puncture.

The success of this project is mainly attributed to the time and effort expended by DLA personnel. Items originally scheduled for disposal were converted to a cost avoidance that allowed about \$700,000 in funds to be redirected to other operation and supply priorities. ♦

DSCP & USDA partnership benefits school children nationwide

The unique partnership involving the Defense Supply Center Philadelphia and the U.S. Dept. of Agriculture that provides school children throughout the country fresher, more nutritious school lunches is a major government reinvention success story.

So much so that it resulted in both the Defense Logistics Agency, DSCP's headquarters, and the USDA receiving the coveted Hammer Awards from Vice President Al Gore in 1999.

Not one to rest on their well-earned laurels, representatives of DSCP's Produce Business Unit work hard at expanding the program and improving customer service while providing America's schoolchildren with the freshest fruits and vegetables possible.

The partnership started in 1994 when representatives from the USDA approached DSCP about setting up their own food buying system. Instead, Paul Amato, chief of DSCP's subsistence directorate produce business unit, suggested letting DSCP buy the produce using the buying and distribution system already in place for its military customers.

"In the 1994-95 school year we only had eight States participating which resulted in \$3.2 million in sales. Today, 39 states, Washington, D.C. and Guam have been supported through the initiative," said Amato. "FY99 sales were about \$32 million, so sales have now basically grown tenfold."

The school districts benefit from DSCP's leverage buying. They also get timeliness of delivery, usually within a 24-36 hour timeframe, plus a higher quality of produce at better prices.

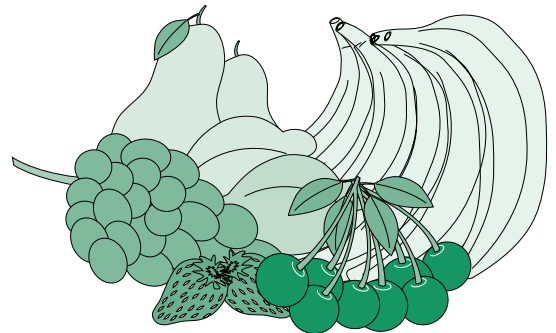
Amato predicts continued growth

with sales expected to go over \$35 million in fiscal 2000. "We can sell states as much product as they want to buy," he added. "The greater the USDA sales and the more revenue brought in, we can then spread out DSCP costs against a greater sales base. If sales are up, the cost recoveries and costs to our military customers are down. It's a win-win situation for everyone."

In addition to the schools, DSCP has added support to over 65 Indian Reservations throughout the country. "We've seen an increase not only in the number of reservations, but also in the amount of product purchased by those reservations that were already established in the program.

The program's success is due to a combination of marketing, merchandising, and customer service according to Amato. "Historically, school systems often had difficulties in receiving quality products at regularly scheduled delivery times. Districts often didn't know if they could count on items being there," he said. "We're using our nationwide produce buying field offices to deliver fresh produce daily and we're using our vendors at terminal markets to get the most reasonable prices.

"Additionally, we provide a value-added service, high standards and tailor the purchase to the customer. We also reach out to the local community and try to include local farmers, minority farmers and small disadvantaged businesses in the competitive process," he said. "We try to lessen any local business concerns since it is an unusual mix to have the Department of Defense involved in school lunches."



He added that DoD's strict control process and high standards often improve the performance of local vendors.

According to Amato, a lot of effort is involved in making the program run like clockwork. The biggest challenge he says is not in buying the produce, but in its distribution and logistical challenges.

DSCP delivers the product to customers by one of three methods. Customers, like the 3,000 schools in Texas, can have their produce delivered door to door; produce can be dropped off at a central location or central kitchen where it is distributed to a number of local schools in the area; or also delivered to state warehouses or distribution centers for state distribution of products.

Amato attributes much of the success of the school lunch program to program manager Patricia Scott and our DSCP Produce Field Offices. "Pat and our buying personnel out in the field across the entire country are really instrumental in making this program grow each year by their aggressive marketing and merchandising efforts. Word of mouth has helped expand the program, but Pat and our field folks lead the charge," he said.

"Our produce business representatives are available to work with school food service directors to help in menu

Operation Atlas Response winding down; DLA provided fuel, medical supplies, food

US. European Command put together Joint Task Force Atlas Response to provide humanitarian assistance to Mozambique where hundreds of thousands of residents were driven from their homes by floods.

U.S. humanitarian assistance teams arrived in the area on Feb. 18. March 6 saw the establishment of Task Force Atlas Response. DoD allocated more than \$37 million to pay for the military relief effort.

The Defense Logistics Agency provided direct fuel support to Operation Atlas Response in Mozambique by deploying three fuel experts to the affected Acquisition Office. DLA Europe deployed two Quality Assurance Representatives from Central Region and one Defense Energy Support Center member from Headquarters DLA. They were deployed March 11 and were redeployed to their home stations on March 15.

The fuel, supplied by DESC, was used for the helicopters and cargo planes carrying food and shelter material to the affected areas. A DESC representative and DCMC representatives deployed to Hoedspruit Air Base in South Africa to set up contractual support for bulk resupply to the JTF's Intermediate Staging Base at Hoedspruit and the Forward Staging Base at Beira, Mozambique.

The Defense Supply Center Philadelphia received 18 requisitions worth \$140,500. Some items ordered by the JTF included glass lab breakers, pharmaceutical, medical and surgical items, Meals, Ready-to-Eat, and bottled water.

In February, through the Humanitarian Assistance Program, the Defense Distribution Depot San Joaquin, Calif., processed an expedite shipment of tents and blankets destined for Pretoria, South Africa. A total of 102 medium general-purpose tents and 38 large general-purpose tents including 4,640 blankets were loaded onto

four trucks and transported to a waiting military cargo plane at Travis Air Force Base, Calif.

DLA Europe Commander Col. Gary Harris said "Reports from EUCOM J-4 and Lt. Gen. [Henry] Glisson [DLA Director] are that our DLA team did a fantastic job supporting Atlas Response. My deepest appreciation is extended to all those who were on the ground and to the support team in Central Region who provided direct support and assistance in making this mission a success."

At one time there were about 700 U.S. forces in the operation, said Air Force Lt. Col. Thomas Dolney, spokesman for the operation.

Pilots for the task force flew about 600 sorties, he said. This included about 970 tons of cargo and 1,200 passengers.

"The most recent cargo we moved was seed," Dolney said. "March 25, we moved more than 50 tons of agricultural seed out of the 60 tons we moved that day.

"That's a critical cargo at this point," he continued. "If the Mozambicans can get the seed planted, it will ensure they will have food later in the year. The flooding ruined much of the crop in the ground already."

U.S. personnel were based at the South African air force base in Hoedspruit, at Mozambique's capital, Maputo, and in Beira, Mozambique, just north of the affected region.

Dolney said the area is at the end of rainy season now. "There are thunderstorms each day," he said. "This made the flying somewhat difficult."

But progress has been made, United Nations officials said. Road repair is progressing well and most cargo can now be shipped by truck, local officials said. Mozambique in conjunction with the UN agreed that air traffic control should be turned over to civilian authorities. ◆

—Compiled from *Armed Forces Information Service* and *DLA situation reports*

planning to improve nutritional levels, and to tailor the program to their needs," Scott said. "There is lots of involvement by our field buying offices with parents, principals, and food service people. We try to work with the Department of Education in each state to inaugurate the program.

"We also set up food shows and talk to the kids about dietary concerns and the importance of fruit and vegetables in the diet. Feedback from

the kids is great. There's nothing more exciting than a food show—kids love to see it, hold it, and taste it. They're eating items they never knew existed," she said.

Schools now have a choice of 200 produce line items. Food service workers are also being introduced to timesaving items like pre-packaged salads and pre-chopped onions and carrots.

"Every week our phone rings with

requests from new schools and our representatives follow up on every lead and phone call to sell produce," Scott said. "Our goal is not to sell to all 50 states, but rather provide the best support we possibly can to our customers. Our goal is to do what we do very well to the point where the program sells itself." ◆

Fuel Terminal Database offers easy access, input from anywhere

Defense Fuels Web provides real time data via Internet

How can the Defense Energy Support Center maintain accurate information on fuel terminal operations when it owns and/or manages more than 600 Defense Fuel Support Points located throughout the world?

By creating a database, accessed through the Internet, whereby terminal employees input information on fuel distribution and storage, terminal equipment, repairs, oil spills and inventory, in fact, anything relevant to the operation and capabilities of the site.

Development of the new system, which began in 1998 and continues to be refined and expanded, is a joint effort between DESC and the Space and Naval Warfare Systems Center Charleston, S.C. About 10 percent of DESC's terminals now have some amount of information entered into the database, called the Defense Fuels Web.

"This is a true dynamic interactive system which gives the work force the tools to exchange information

quickly," says program manager Dilip Patel of the engineering plans and services division of DESC's Facilities and Distribution Management commodity business unit. "We're on the leading edge of employing this technology for DESC."

Based on a user-friendly approach to data input and retrieval, the Defense Fuels Web displays a map outline of DESC's regions, allowing the user to click on a geographic location to retrieve information about specific fuel terminals. Clicking on "DESC-Americas," for example, then takes the user to a map of the United States, where users can select a specific U.S. terminal location. Likewise, a user can click on "DESC-Europe," "DESC-Pacific," or "DESC-Middle East," and select relevant terminal locations worldwide.

The database for terminal sites provides a comprehensive assortment of data including an overview, method

fuel trucks), and personnel names, telephone numbers and e-mail addresses. Other information includes a listing of all current projects (i.e., recoat underground storage tanks, calibrate fuel meters, replace valves, repair asphalt, install fuel filter separator, rewrite fuel operations manual). In addition, the database provides 1884 reports, spill reports and equipment maintenance schedules.

Access to the collective information is restricted to DESC's region commanders, commodity business unit directors, program managers or others who demonstrate a need for the complete range of data. Individual terminals have access only to their own site information.

DESC Director Jeffrey Jones calls the Defense Fuels Web a "tremendous innovation that shows what people can do when provided with the tools and latitude. It makes my job so much easier. I'm proud of the people I represent."

California's Naval Air Station LeMoore has completed the detailed process of entering terminal data into the database, complete with pictures and maps of the facility. David Cotta, NAS LeMoore's facility manager, finds the system easy to use and "invaluable," especially now that

the sometimes time-consuming process of collecting historical data is over. "It's a very user-friendly system," he reports. "The people from SPAWARS were of great assistance, walking me through the set-up. It's



of storage, how fuel is received and from where, how fuel is distributed and to what locations, number and capacity of tanks, type of fuel, description of structures and equipment (including truck racks, pipelines and



Defense Energy Support Center general engineers Dilip Patel (*left*) and Tyrone Hall of the Defense Fuels Web project.

going to be a real asset to the management community.” Mr. Cotta estimates that most DFSPs will need about two months to gather and input data into the system.

“It provides for a more open way of communicating with the DFSPs—the terminals can see exactly what information is being used to make decisions and, thus, why decisions are made by managers at DESC-Ft. Belvoir,” observes Mr. Patel.

With more than 30 years experience with DESC in the information technology field, Roger Winters, product manager for energy commodity systems at Defense Logistics Service Center’s System Integration Office, oversees programming for DESC’s electronic fuel transaction systems. He uses terms like “very impressive” and “ingenious” to describe the Defense Fuels Web, observing that Mr. Patel “did an excellent job of development. [The system] should have lots of potential uses throughout DESC.”

As the SPAWARS project manager for the Defense Fuels Web, Ralph Shealy has been involved in the system’s design, modification and administration since its conceptualization 18 months ago. He states that the benefits of extending information access to all segments of

DESC and the military services fuel community via the Web are substantial. “This system is an important asset in information technology,” he explains, “because of its accessibility, ease of use, and instantaneous update capabilities. If you provide real time, two-way information flow via the Web in a secure environment, you can enable more of your customers. That’s true empowerment,” he observes. While the Internet used to be a static, read-only method of conveying information, he points out, now it can be used to input and validate information that is instantly available to all other users. “Any authorized user, anywhere in the world with access to the Internet can interact with the Defense Fuels Web,” he says.

John Bartenhagen, director of DESC’s Facilities and Distribution Management commodity business unit, says the Defense Fuels Web is “blazing trails for us. I’m very proud of it.” But the work is just beginning, he says, as DESC tackles the question of how, or if, to integrate the system into the larger picture of fuel inventory management and financial transactions, elements of the Fuels Automated System. “Loose tendrils need to be pulled together,” he notes. Will the Defense Fuels Web and its facilities management data be pulled back into

the larger FAS, into a common database? Or will it stand alone, possibly even drawing predecessor systems under its sway? Too soon to tell, says Mr. Bartenhagen.

A larger question looms: Against the backdrop of unwieldy technical information systems running wild in bureaucracies attempting to unravel programming conundrums, will the small, independent entrepreneur revolutionize how DoD positions itself in the electronic transfer of vital statistics? Stay tuned.

Weekly reports

As per a DoD directive (DoD 4140.25M, Vol. II, paragraph K), all Defense Fuel Support Points must submit weekly 1884 reports, which provide data on inventory, distribution and storage of bulk fuel. The information contained in these reports may now be submitted to DESC through the Defense Fuels Web. With planning initiated in October 1999, training on use of the system is scheduled for DESC’s regions throughout the spring of 2000. One obvious advantage besides the convenience of Internet-based electronic filing—accuracy. The system will not allow reports to be submitted with mathematical errors or incorrect dates and product codes. Some of the information (i.e., tankage data in Section 3) can be pulled from existing information on the Defense Fuels Web, thus reducing input time.

Another report, DD-1391, required by DoD directive may also be submitted through the Defense Fuels Web. DD-1391 reports on fuel facilities’ upgrade and maintenance projects on an as-needed basis. In addition, the MILCON DD-1391 report will collect information on all Military Construction projects at DESC. Like the 1884 report data, the DD-1391 reports will not be accepted by the system if any discrepancies exist. ♦

—by DESC Public Affairs Office