

DCMC honored for innovative contracting to save billions

by Paul Ruffins
DCMC Communications Office

When F. Whitten Peters, secretary of the Air Force, presented Col. Frank C. Davis III with a Meritorious Service Medal on Sept. 9, the ceremony marked an unusual honor. The top Air Force official was giving the MSM Sixth Oak Leaf Cluster to an Army officer for a critical Air Force effort.

Davis, Defense Contract Management Command's director of Acquisition Strategy and Privatization, was the only "green shirt" involved on a 3 1/2-year Air Force Project that ultimately will save the Department of Defense and the American taxpayers over \$2.4 billion.

As a member of the Source Selection Advisory Council and principal advisor to the procuring contracting officer, Davis was being recognized for helping the Air Force conduct three public-private competitions. The task was to develop a level playing field for government and civilian offerors competing for multi-billion dollar contracts.

The winner would take over work previously performed at the Air Force's Sacramento Air Logistics Center and San Antonio Air Logistics Center. Both centers were being closed as a result of the 1995 Base Realignment and Closure Act and represented two of the Air Force's largest depot maintenance competitions, with a combined value of over \$11 billion for 15 years of work.

"We're talking programmed depot maintenance on one of the largest aircraft in the world, the C-5 Galaxy," said Davis. "We're talking a competition for the maintenance and overhaul of three of the principal engines that

power Air Force planes, and we're talking about contracting out the entire workload of an air logistics center in one instrument."

When the competition concluded, Darleen Druyun, principal deputy assistant secretary of the Air Force

Ultimately, the most important question that Davis helped resolve was how to create a truly level playing field between the public employees who wanted the contract, and the private businesses that also sought the work.

(acquisition and management), announced that Odgen Air Logistics Center, Hill Air Force Base, Utah, with Boeing Aerospace Support

Center in San Antonio, Texas, as a major subcontractor, was the winner of the depot maintenance work at Sacramento Air Logistics Center, Calif. The award will save \$638 million over nine years, roughly 26 percent lower than what it has been costing.

"This is a significant recognition not just for Colonel Davis, but for all of DCMC," said Air Force Maj. Gen. Timothy P. Malishenko, DCMC commander. "The secretary was rewarding high-performing Air Force personnel for their efforts in privatization, and, who among this group do we have—an Army colonel and a DCMC expert. It shows we are right out in front serving the customer."

In fact, being an Army colonel and DCMC expert might have been two of the attributes that landed Davis that assignment. "I believe that I was picked for the job because I had both a lot of maintenance experience in the Army and many years of contract administration," said Davis. "That helped me understand what the maintainers wanted, but also gave me the ability to help design a contract that would conform to DoD policies,

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DCMC MSM Awardees

Maj. Gen. Michael Zettler, commander, Oklahoma Air Logistics Center

Tom Beyland, director of contracting, Secretary of the Air Force, Acquisition

Greg Petkoff, Secretary of the Air Force, General Counsel

Darleen Druyun, deputy assistant Secretary of the Air Force, Acquisition and Management

Col. Maureen Clay, commander Aircraft Program Management Office, DCMC

Maj. Dudley Wireman, contract analysis, Secretary of the Air Force, Acquisition

Col. Darryl Scott, director of contracting, Headquarters Air Force Materiel Command

Col. Frank Davis, DCMC director of Acquisition Strategy and Privatization

DCMC employee reaches major milestone

Betty Dyer, Defense Contract Management Command's relocation assistance coordinator, recently earned the Certified Relocation Professional (CRP™) designation. Dyer received the news from the Employee Relocation Council, a non-profit professional membership organization, Aug. 2, 1999.

Dyer combined her personal relocation experience with a demanding self-study course to successfully pass the comprehensive CRP™ examination, which she took on May 4, 1999. She was among 509 ERC members who earned the designation this year which is considered a critical tool for the relocation professional and is even more significant in today's shifting corporate and relocation industry environments.

Upon learning that she had been certified, Dyer said, "I'm extremely pleased and glad to be able to eliminate some of the stress that military and civilian personnel undergo when they are uprooted."

Dyer manages DCMC's relocation Assistance Program, a program that

offers services to assist families through this stressful experience. She provides employees and family members with the necessary information and skills to manage the relocation process in an efficient and cost effective manner.

The relocation specialist can assist employees with understanding relocation entitlements and financial assessments to prevent or minimize debt and financial strain. Other services include relocation counseling and referral, a city-to-city cost of living analysis, information on temporary lodging facilities, referrals to area realtors for assistance with permanent housing, and information on local school systems, childcare. It also includes information on area tourism, worldwide phone numbers for military installations and services available, as well as Internet and email addresses. These services



Betty Dyer (left) accepts a gift from the former Defense Contract Management District East Commander Col. Ed Harrington.

are provided on an individual basis, addressing the specific needs of the client and family.

Relocation assistance provides accurate, timely information that enables employees to take charge of the move and to understand the relocation process. This helps to decrease family and financial stress and promotes fewer family problems with less time out of the work area. In addition it increases productivity and higher morale and reduces the negative impact on mission readiness. ♦

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meet all the customer requirements, and give the Air Force what it needed."

Davis also recognized a number of challenges. "These were very large workloads that involved the transfer of a tremendous amount of property, equipment, material and procedures from one activity to another in a relatively short time," he said.

The initial effort involved a study by several contractors to determine how best to contract the enormous and varied workload at the Sacramento Air Logistics Center. Simultaneously, work began on the Request for Proposal for the C-5 Programmed Depot Maintenance, and over the next three years, work continued on all three competitions.

"On paper, the project didn't sound all that difficult," said Davis, "but in reality we had five difficult tasks. We had to follow all the complex rules; provide the public

and the private competitors with a level playing field; justify how we considered factors other than costs; and award the contract to the group that would provide the best value to DoD. Finally we also hoped to design a procedure that could be a useful model for future public-private competitions."

Ultimately, the most important question that Davis helped resolve was how to create a truly level playing field between the public employees who wanted the contract, and the private businesses that also sought the work.

In the end, the solution was the new approach of having DCMC provide management oversight on work performed by public employees as well as private contractors. In addition to helping to ensure high quality results, this move helped to even out the administrative costs between the public and private groups who were competing. ♦

Down on the farm

Growing walnuts on DLA depot

by Doug Imber
DDJC Public Affairs

One of the Defense Logistics Agency's assets you will not find on an organization chart is 460 acres of prime farmland in Northern California's agricultural rich San Joaquin Valley. The parcel of land is part of Defense Distribution Depot San Joaquin and produces tons of walnuts, baby lima beans, sugar beets, safflower and other crops annually.

The land is leased to Philip Martin Farms, which also manages another 640 acres nearby. The lease was created during the 1960s when con-

taminated water at the depot seeped into the ground. The water was contaminated with common cleaning

Walnuts from the 7,000 trees are sold to a processor who markets them to foreign countries.

solvents stored in 55-gallon drums. Irrigation pumps were pulling the plume of contamination away from an air stripping tower that separates the contaminants from the water. In 1991 the state of California stepped in to

shut down agricultural water pumps on the land. Ultimately the property was purchased for \$6.5 million in 1993 by DLA's real estate agent, the Army Corps of Engineers, who manage the lease.

"I call it a maintenance lease," said James Roberts, a DDJC engineer who works on real estate issues. The tenant keeps the weeds knocked down and pests under control. DDJC's security force patrols the property, and depot environmentalists monitor another air stripper built in 1998 on the annex to speed the groundwater cleanup. The lease stipulates that groundwater cannot

be used for irrigation. Water must come from elsewhere.

Martin, whose family began farming the area 70 years ago, has about 7,000 walnut trees on 150 acres. The other 310 acres are used for row crops. In 1999, he grew 200 acres of safflower and 100 acres of baby lima beans. In 2000, he intends to on plant sugar beets in addition to the safflower and lima beans.

"You just have to sit down at the computer with a spreadsheet to see what works," noted Martin.

Martin sees crop selection not just a matter of what is the most productive. He also takes into consideration what is good for the land. Instead of burning branches pruned from the walnut trees, the branches are shredded and worked into the soil.

Walnuts from the 7,000 trees are sold to a processor who shells the nuts and markets them to foreign countries notably Japan.

"Walnuts were very good a few years ago," said Martin. "The last two years, however, they were terrible." He cites a record crop coupled with Japan suffering economic woes, which consequently drove up the price they had to pay. The result was plenty of walnuts with few customers.

Martin hopes to continue farming the depot annex, adding different crops and building business relationships with various agencies and regulators involved in the lease.

"I sure know more about the government and groundwater remediation than I ever did before," added Martin.

The arrangement is a 'win-win' situation for both Martin and the depot. Martin keeps the land in production while leasing the property and thereby reducing the government costs of being landlord. At the same time DDJC is able to continue cleaning up the environment. ♦



During the winter, Phil Martin examines walnut trees in need of pruning. Martin harvests walnuts, safflower, sugar beets and baby lima beans on the 460 acres of prime California farm land annexed by DDJC to facilitate the environmental cleanup of ground water.

Training program launched for executives

The Executive Study Program, designed to provide training assignments for government employees with industry and other government organizations, is an innovative program where participants can gain significant experience to enrich the Defense Logistics Agency's core competencies and to meet DLA's strategic goals.

"I strongly encourage participation of DLA employees to gain exposure to innovative private sector and other government organization management practices and techniques," comments Lt. Gen. Glisson, DLA's director.

The ESP program is for Senior Executive Service members and high potential GS-14 and 15 managers and supervisors. It provides exposure to innovative private sector management practices, warfighter operational assignments, and procurement and program management offices and techniques, which may be applied to DLA business practices.

The length of the developmental assignment may vary

from four months to one year. It is determined by the developmental need of the participant and by the nature of the assignment.

Potential assignments are announced by individual business areas and major subordinate commands. Each announcement will list knowledge, skills and abilities required for each assignment. In addition to addressing KSAs, applicants must submit a letter of endorsement, an individual development plan, and a utilization plan, which outlines the rationale for placing the employee in this assignment.

According to the ESP program manager, Tim McClenahan, "The executive study program can make a significant contribution toward developing the kind of DLA work force that is needed to enrich its core competencies and to meet DLA's strategic goals in the new century."

Additional information may be obtained from the ESP website at <http://www.cah.hq.dla.mil> or by contacting McClenahan, at 767-6426 or DSN 427-6426. ♦

DLSC award program run by employees

The Defense Logistics Support Command Peer Award Program is a unique program that provides recognition to DLSC employees for a job well done. The award, which has been in existence for over a year, is awarded monthly to a DLSC, non-supervisory headquarters employee. DLSC customer service representatives are also eligible. The employees are nominated by their peers and selected, not by a supervisor, but by a committee comprised of members, GS-14 and below, designated from each of the DLSC Staff Directorates. The Peer Award Winner's name is engraved on a plaque that is displayed in the glass showcase on the fourth floor of the Defense Logistics Agency Headquarters Complex. The winner also receives a \$475 on-the-spot-cash award, a personal engraved plaque, a congratulatory letter signed by the DLSC deputy commander and a reserved parking place for the month.

The nominations are sent via e-

mail to one of the committee members and usually consist of no more than two paragraphs. No form numbers to remember, just a brief description of why the nominee should be selected, the person's name, and office symbol. The nominations can contain an exceptional task performed by the nominee in addition to the performance of their regular job.

The members of the committee serve for a period of three to six months. As new members replace existing members, they are staggered to ensure continuity and prevent disruption of the program. One new member is added to the team as members' terms expire. As members leave, the seniority system determines who serves as the chairperson. Each committee member votes once each



Current team members are from left to right: Adi Maneckshaw, Bette Hill, Vicki Christensen, Lucy Capaldi and Virginia Cholewicki.

month, with the chairperson casting the vote only if there is a tie between the members.

Each month the committee members have specific tasks associated with the Peer Award, varying from preparation of the congratulatory letter, announcement of the winner, plaque engraving, and processing the cash award. The team members may not be nominated, nor are they allowed to nominate others, while they are serving on the committee. ♦

Turning a dream into reality

By Paul Ruffins
DCMC Communications Office

When Dr. Martin Luther King Jr. spoke of “agape” (pronounced AH ga pay), he used this

ancient Greek term to express his concept of a loving community committed to meeting human needs. In the dictionary, agape is defined as meaning “a spontaneous self-giving love, expressed freely without calculation of the costs to the giver or the merit of the receiver.”

Stated this way, agape seems like a very abstract notion. But when Loretta Bowman, Defense Contract Management Command industrial property management specialist, tried to create her own version of agape, she was thinking about something much more practical and down to earth—a four-bedroom house in Virginia’s Prince William County. In this home, teens in foster care can learn the skills they need to be successful. Bowman has been working on her dream since 1991, and today she feels that it’s about to come true.

Bowman is an emergency foster parent who volunteers to provide temporary shelter for young people with no safe place to live. Often these young people have been neglected and abused by their families, and their parents have died or been arrested.

“These teenagers have a tremendous need to be loved and comforted,” says Bowman, “However, they also need to learn things that people who grow up in stable situations take for granted - how to balance a checkbook, how to dress for success, how to conduct themselves during an job interview. To help them do this, I’m creating Loretta’s House of Agape,” a facility that approximately six 16 - to 21-year- old women who grew up in foster care can call a home of their



Loretta Bowman, Defense Contract Management Command industrial property management specialist, poses in front of her house.

own. Once this home becomes operational, she will start a home for male foster children. With a professional to supervise them, residents will be expected to run the house by themselves and handle all of the cooking, cleaning, gardening and maintenance. The aim is to prepare the young people to make it on their own some day.

The first step in developing her vision was forming a tax-exempt, nonprofit charitable corporation, which she did in 1991. The next year, she set out to convince the authorities in the Alexandria, Arlington and Fairfax Counties’ Divisions of Human Services that there was a need for such a program. To do this, she sponsored a three-week training course for 21 teenagers between 15 to 18 years old. With the help of the Defense Logistics Agency, which let her use its headquarters at Cameron Station in Alexandria, Va., Bowman organized several panels of experts to give practical presentations on topics ranging from banking to nutrition.

Over the years, DLA has contin-

ued to be a major partner in helping make this dream a reality. In addition to helping teach the seminars, DLA employees have also served on Bowman’s board of directors and volunteered to help organize fund-raising events.

Like the director of every other small nonprofit organization, Bowman understands that fund-raising is the bottom line. In 1997, she was able to purchase a house in Woodbridge, Va., by using several thousand dollars of her own money as a down payment. But she must depend on the generosity of others to meet the monthly mortgage until she has everything she needs to be certified by the county, which will enable the organization to be paid as an official provider of foster care services.

“I really have a lot of fund-raisers,” she says. “I’ve had five or six fashion shows in hotels. I receive donations for silent auctions and door prizes from restaurants such as Blues Alley and Mike’s American Grill. Over the years I’ve developed a

rapport with many different small businesses such as restaurants and flower shops. Whenever I have a fashion show, they donate merchandise or gift certificates that we can sell at a silent auction. I also used to have 'Oldies But Goodies' parties and conduct casino trips to Midway Casino in Delaware as fundraisers.

"After I bought the house in August of 1997," Bowman continues, "I started having bake sales and other events to make the house payment. The bake sales were supposed to be for two weeks, and they ended up being for two years." Bowman has had so many bake sales that she says that the people at the office call her the pie lady. "I make sweet potato pies, apple pies, German chocolate cake, peach cobbles and pound cake," she says, "so, when the people around here see me coming, they say, 'uh-oh, here comes the pie lady. I guess she has to pay those bills this month again.'" Bowman also gets many donations from individuals. Last year a co-worker donated an eight-person passenger van.

Bowman calls on many of the organizational skills that she uses every day in her position as property management specialist at DCMC. "I develop the guidelines for managing government property in the possession of contractors," she says. "I also do systems analysis and the metrics for federal property that is lost, damaged or destroyed. I feel that this work experience has been really useful in helping me understand the paperwork and requirements for local government contracts.

"I've been able to approach the County and say, 'I've got a house, and I've got a van and I have a huge base of nearly 100 volunteers.' The last thing I need before I start getting the teenagers and become operational is a clinical director, a professional with psychology or social work training to actually provide the day-to-day supervision."

In the meantime, she has been

renting the house out to organizations that want to use it for meetings, seminars or workshops. Occasionally she allows someone who is destitute to stay there until he or she can find permanent shelter.

Organizing the House of Agape has required filling out endless forms and grant applications, but Bowman has not lost sight of the fact that there are human and emotional rewards to be won at the end of all this paperwork. "The real issue is that I get joy and pleasure from knowing that I'm helping the kids that already come to my house for emergency foster care.

I'm looking forward to doing even more when the group home finally opens," she says. "Right now the girls are only here overnight and weekends, but they fall in love with it."

"The young ladies call me, 'Ms. Loretta' and they always give me a big hug and thank me for doing very simple things like giving them something to eat and letting them stay overnight. A lot of what they want is just someone to spend time with them. Almost all these kids have had very tough lives and the biggest thing they want you to do is just sit down and listen to what they have to say." ♦

Alderman cited for helping soldier in Fort Belvoir medical emergency

Lloyd "Charlie" Alderman, director, DLA Small and Disadvantaged Business Utilization office, recently received a certificate for Meritorious Achievement from the Army's Operational Support Airlift Agency. Alderman received the award for assisting in a medical emergency.

In November, Alderman was driving past the Davison Army Airfield Runway when he noticed a soldier lying prostate along side the jogging path and being attended by two others. The victim was Army Capt. Michael MacDonald.

"My initial and hasty assessment was that a jogger had fallen and was being assisted by his comrades," Alderman said. "However, I decided just as quickly that I would see if there was anything I could do to help. What I saw when I stopped was that the two soldiers were working frantically on a third soldier who was unconscious and not breathing."

Alderman flagged down motorists until he found one with a cellular phone. He then called the Ft. Belvoir and the Fairfax County, Va., rescue teams.

"I also flagged down a construction truck and convinced the construction workers to make available to me their bolt cutters, which I used to cut the a chain and lock thereby opening the locked security gate so that if the rescue team from Fairfax first arrived, we would be able to move the victim from the airstrip to Telegraph Road," he said.

At the award presentation, teamwork, dedication, and willingness to get involved were cited as examples of the kind of cooperation and involvement that made, in this case, for a happy outcome to the MacDonald family.

"In receiving my award, I emphasized that the real heroes in this rescue were the young soldiers who worked so frantically and so earnestly in sustaining the life of this fallen soldier and the rescue team members and paramedics who arrived on the scene," Alderman said.

MacDonald was taken to DeWitt Hospital, Fort Belvoir, treated and subsequently moved to Walter Reed Army Medical Center, Bethesda, Md., and then transferred to the Mt. Vernon Rehabilitation Hospital, Va. ♦

DSCP supports Army-Navy football game

Members of the Defense Supply Center Philadelphia support team for the Army/Navy football game recently received letters of appreciation from the Army chief of staff and the secretary of the Navy.

DSCP has supported the annual game for 30 years. DSCP provided VIP support at the stadium and transportation for the Services secretaries and academies, communications support, stables for the mascots, cannon storage and security on the DSCP South Philadelphia compound. Support was provided with a task force consisting of active duty Army and Air Force, Pennsylvania National Guardsmen and DSCP civilians.

DSCP was also equipped to provide 800 blankets and ponchos, but due to the warm weather, they only

used about one third of the blankets and ponchos.

In his letter of appreciation to the DSCP task force, Gen. Eric K. Shineski, U.S. Army chief of staff, wrote:

“The 1999 Army-Navy Express Train and the associated football activities were a resounding success due in large measure to your selfless dedication and hard work. The game, the train, and the tradition are important parts of our Army’s life and you should be proud of your contribution to this special day. I know that you have received congratulations from many



Midshipmen tend to the Navy mascot. DSCP provided stables for both mascots.

for your support for this event—all well deserved and all reminders of how important your efforts are to the way the Army portrays itself.

I would like to add my personal thanks for a job well done. I look forward to beating Navy next year—Go Army.”

Richard Danzig, secretary of the Navy, wrote:

“I would like to personally thank you for your outstanding support during the 1999 Army-Navy Football Classic. I want you to know how pleased I was with every facet of the day.

The blankets, ponchos and coat check area equipment you provided were a key part in making the day an overwhelming success. I look forward to working with you in the future.

Again, please accept my congratulations for a job well done.” ♦



U.S. Military Academy cadets with the Army’s mascot during the annual Army/Navy game.

DSCP officer and family honored

A Defense Supply Center Philadelphia officer and his family were recently honored in a Department of Defense competition as the Officer Family of the Year.

Nineteen years ago in Arkansas, Robert and Kayrn Cross met in their ninth grade class. Ever since the pair have worked hard to understand and love each other, while raising a family in the military.

Since coming to Fort Dix, N.J., two years ago, Kayrn has actively given back some of the good things that the community has given to them since they arrived. While Robert, an Army captain and contracting officer at the Defense Supply Center in Philadelphia, has been working and learning his new career field.

With several extended Temporary Duty tours, Robert, a former Reserve Officer's Training Corps instructor, was busy learning his new job when they moved to Dix. Kayrn got her first experience with her helpful neighbors.

"They were wonderful, they kept the kids from eight in the morning until eight at night so I could unpack," said Kayrn.

That experience and the mayor of Grove Park, inspired Kayrn to take the mayor's position when it was vacated. While attending to her mayoral duties, Robert takes care of the children; this sharing of responsibilities is key factor in this family.

Robert also helps so Kayrn can be involved with the Officer-Civilian Wives Club as the treasurer and a volunteer at the Thrift Shop.

"If I call home before leaving work and hear it has been a tough day, I know to grab the kids when I get home and give Kayrn a break," said Robert.

The Cross's believe much of their success, as a family is not only hard work, but also faith. They are active in



Capt. Robert Cross, (left), enjoys time at Fort Dix, N.J., with his three children, Ashley, Alexandria and Ben, and his wife Kayrn.

the Post Chapel, teaching Sunday school and performing in the choir. Kayrn leads a neighborhood Bible study that meets each week.

Their success is seen in their children, Alexandra and Ashley, six

year old twins; three year old Ben, who will have a brother in January, when Jonathan is born. The Cross's are a mirror image of the good neighbors that surround them. ♦

reprinted From the Fort Dix Post

Glisson congratulates Cross

Defense Logistics Agency Director Lt. Gen. Henry T. Glisson recently sent a

congratulatory note to Capt. Robert Cross on being honored by the Department of Defense as the Officer Family of the Year.

The letter reads: "Congratulations on your recent recognition as the Officer Family of the Year. The dedication and hard work demonstrated by you and Kayrn has certainly raised the morale of the many peoples' lives you touch on a daily basis.

"Your efforts are highly commended, and I am glad you are a member of the Defense Logistics Agency team. Again congratulations on this prestigious award." ♦

