



## “Greening” the logistics pipeline

by Nancy Royal-Jones  
DLA Office of Environmental &  
Safety Policy

To make the environment more of a consideration when the government purchases products and services, the Defense Logistics Agency has initiated a joint effort with the military services and the General Services Administration to begin to identify and offer environmentally friendly products. This initiative, called the Joint Group on Environmental Attributes or JG-EnvAtt, is looking at multi-faceted environmental characteristics or “attributes” that can be associated with items of supply to help identify environmentally-oriented products and provide that information to federal employees in an automated format.

The JG-EnvAtt is showcasing the environmental attributes at the National Stock Number level within the Federal Logistics Information System. FLIS is the federal-wide cataloging system that is managed by the Defense Logistics Information Service in Battle Creek, Mich.

In 1997, the JG-EnvAtt, headed by DLA, was established by the Joint Logistics Commanders to lead a federal-wide effort to build consensus across federal agencies on the standard use of positive environmental attribute definitions in FLIS. The objective of this initiative is to inform federal procurement and requisitioning personnel of alternative items that are more environmentally friendly.

The federal government is directed by law, Executive Orders, and other federal and departmental policies to reduce waste and minimize the environmental impacts of its activities by minimizing the use of hazardous or

toxic substances, promote the use of recycled materials, improve energy and water efficiency, reduce the volume of waste for disposal, improve worker health and safety, reduce operating costs, and save taxpayer dollars.

Paper catalogs and guides exist for federal procurement of environmentally friendly alternatives to conventional products. However, these catalogs and guides are not directly linked to FLIS, which contains over 7 million items, each characterized by 240 code elements including NSN, manufacturer’s name, procuring agency and standard price. These “form, fit, and function” characterization elements aid requisitioning personnel in choosing the appropriate item for their specific needs.

The JG-EnvAtt Coordinating Committee has established an approach for adding environmental attributes to the FLIS and for building consensus on attribute definitions. This committee is made up of representatives from DLA, Army, Navy, Air Force, Marine Corps and GSA. Advisers include the EPA, Department of Energy and the Department of Agriculture.

The JG-EnvAtt has established criteria for selection and approval of environmental attribute coding in the FLIS that involves evaluating each attribute against three criteria:

- (1) Is it a policy priority?
- (2) Is it defined?
- (3) Is there a life-cycle cost savings? (unless overridden by another requirement or policy).

For many potential environmental attributes, definitions and values for measurable characteristics are often available from numerous sources.

Environmental supporters, lawmakers, marketing departments, and industry organizations have developed definitions on various environmental attributes. However, these definitions may vary among users and often reflect a specific characteristic of the particular product or are narrowly focused to meet individual needs. Consensus on some terms has been reached, while other definitions are oriented towards a specific use for unique applications or situations.

The DOE and the EPA have already developed criteria for energy-efficient products and comprehensive procurement guideline items, respectively. For that reason, energy-efficient products and Comprehensive Procurement Guideline items have been recommended as the first two environmental attributes to be added to the FLIS.

The JG-EnvAtt has approved the CPG definition as:

*“Product meets or exceeds the Environmental Protection Agency’s Comprehensive Procurement Guidelines—Recovered Materials Advisory Notices”*

EPA has issued procurement guidelines for 36 product categories containing recovered materials. These EPA-designated items have been consolidated and published in a CPG. EPA also published a Recovered Materials Advisory Notice, which recommends procurement practices and ranges of recovered material content levels available for the products designated in the CPG. The JG-EnvAtt is using the RMAN standards for populating the FLIS with CPG designation.

The DOE Federal Energy Management Program has developed Product Energy Efficiency Recom-

recommendations for 24 product categories. These recommendations are described in two-page guidelines that establish energy efficiency standards within comparable classes of products: Products in the lower 25 percent of power consumption within each product classification are considered to be energy efficient.

The JG-EnvAtt is approaching inclusion of environmental attributes in the FLIS on an attribute-by-attribute basis, not by product categories. In addition to the recommended EPA CPG and energy efficient attributes, the JG-EnvAtt is currently researching other potential environmental attributes to determine if they have well-defined criteria such as water conserving or if it contains recycled content material.

The JG-EnvAtt will use well-defined, well-accepted, existing criteria developed by other government agencies, industry, and/or commercial standards organizations for identifying positive environmental attributes.

Recent revisions to the Federal Acquisition Regulations now encourage the acquisition work force to utilize environmental criteria in both solicitations and source selection criteria. Data gathered during source selection will be the bases for attribute data collection and populating the FLIS with positive environmental attributes. However, DoD does not have the resources to develop methodologies for verifying vendor claims for the millions of products managed by DoD. The JG-EnvAtt is using vendor voluntary self-certification of environmental performance claims, coupled with industry self-policing of any false claims.

For more information, go to the JG-EnvAtt web site at [www.jgenvatt.dla.mil](http://www.jgenvatt.dla.mil)

## ***New system easier for environmental reporting***

**I**t did not take long after the new Environmental Reporting Logistics System became available in February for it to have a big impact. The 1998 data available in ERLS allowed the Defense Supply Center Richmond to re-create their Emergency Planning and Community Right-to-Know Act report in hours instead of the weeks it would take with the system they had previously used. A report was also created for the Defense Distribution Depot Susquehanna. Chemical Balance reports were provided to the Navy's regional environmental staff for incorporation into the Naval Station Norfolk report for their DLA tenants, Defense Distribution Depot Norfolk and DRMO Norfolk. The reports were generated in hours instead of the time consuming, costly, manual process used in previous years.

The new system was developed by employees of the Defense Logistics Information Service and the former Defense Logistics Agency Systems Design Center to help activities comply with Executive Orders 13101 and 12856, which direct federal agencies to use environmentally friendly products whenever possible and to report usage of hazardous chemicals. Major users of ERLS include Defense Reutilization and Marketing Offices, Defense Distribution Depots and other DLA activities that are involved in providing supplies to Defense Department personnel.

"Right now, these activities are inventorying their supplies manually," explained Jo Geiger, ERLS program manager. "But instead of taking weeks to gather the information by hand, these same activities can let the system collect the data for them."

The key to the new system is taking a moment to enter a supply item's Material Safety Data Sheet serial number in the inventory system. The data sheet should accompany any property items that contain controlled chemicals. The sheet serves as a product resume that provides information on the identity of a product, the hazards associated with it, and the precautions needed to protect the individual and the environment. Property handlers can use DLIS' web site to search the Hazardous Material Information System database if they want to verify whether an item has a sheet and a serial number. The information provided by the system includes all the data fields required by the Occupational Safety and Health Administration's Hazard Communications Standard.

The serial number the HMIS provides on the product's data sheet identifies the hazardous chemicals contained in the item. This information is merged by ERLS with data from other systems to help commanders comply with their reporting requirements.

"The Environmental Protection Agency sets a threshold that indicates when a community should be informed about certain chemicals," said Geiger, "That reporting level is for the entire installation, not just one activity."

EPCRA gives local residents the right to know whenever the amount of hazardous chemicals being used or stored at an installation exceeds a certain level. Executive Order 12856 removes the exemption for federal agencies and requires them to do the same kind of reporting as private companies.

For more information on ERLS, visit the web site at [www.dlis.dla.mil/erls.htm](http://www.dlis.dla.mil/erls.htm) or contact the Public Affairs Office at (616) 961-7015.

# The Balkans

## **Critical Logistics Link:**

# DCMC at work in the Balkans

by Army Maj. Terry McElroy  
HQ DCMC Contracting Staff Officer

**S**ince the U.S. military presence in Bosnia, Croatia, and Hungary began with Operation Joint Endeavor in late 1995, the Defense Contract Management Command has provided Contingency Contract Administration Service teams to fill the logistics support needs in theater.

“We are the interface between the military units on the ground and the contractors providing their logistics support,” said Army Col. Dwight E. Thomas, commander of DCMC CCAS Team 11 headquartered at Eagle Base in Bosnia. “Almost all of the daily logistic support that the soldier, sailor, airman, or Marine on the ground receives is authorized by a DCMC contract administrator. DCMC is the only unit that can direct the contractor to begin work or to make any changes to a project. We also sign off on all completed work to ensure that the job was done according to the contract.”

This logistic support comes primarily from Brown and Root Services—a division of Kellogg Brown and Root, the prime contractor for logistic services in the region. BRS or its subcontractors do all the major construction such as living quarters, dining facilities, and roads on the major bases and the outlying base camps and hilltops. BRS also provides daily logistics services such as troop laundry, mail delivery, dining facility operations, water and petroleum storage and distribution, shuttle bus service, and trash collection and disposal.

### **OJF Sustainment**

DCMC administers both the \$498 million Operation Joint Forge Sustainment contract with BRS and the \$63

million Interpreter contract with TRW-BDM. The OJF Sustainment contract is a cost-plus-award-fee contract let by the Army Corps of Engineers in Winchester, Va. Every six months, U.S. Army Europe, the COE Procuring Contracting Officer, and officials from Task Force Eagle, the National Support Element, and DCMC review contractor performance.

### **CCAS Teams**

Overseeing all of this is a huge assignment for the DCMC team, which consists of 24 members. “We’ve got high-caliber people on the DCMC CCAS teams that come over here. They routinely put in 12-hour days, seven days a week, for months on end. The quality of the services the troops receive is a tribute not only to Brown and Root, but to the DCMC team providing surveillance of it all for the government,” said Thomas.

The DCMC CCAS teams consist of civilian and military contract administrators, property specialists, quality assurance specialists, and fuel specialists who are mostly volunteers for the six-month mission. In addition, DCMC is training contracting officer representatives for individual units.

The DCMC CCAS team personnel come from DCMC contract administration offices all across the United States. Each team conducts a six-month tour in Bosnia, Hungary, and Croatia. Thomas believes that the changing nature of the missions that the U.S. military performs makes it imperative that both military and civilian members can operate in a contingency environment. “This is not something you can train for at home station. Those that have contingency contracting experience will have



Two armed HMMWVs prepare to leave Eagle Base, Bosnia.

increased value to the command and to the Department of Defense in the future,” says Thomas

### **Contract Administrators and Property Specialists**

Contract administrators and property specialists oversee the \$140 million of government property it takes to conduct so varied a mission. The government is required to conduct an annual audit to ensure that the contractor maintains accountability for all the property in its possession. To keep costs to USAREUR down, a number of military vehicles and equipment are temporarily transferred to the contractor for its use. All of this property needs to be maintained and accounted for because it is still government property that must be returned to the government at the end of the contractor’s mission.

### **Quality Assurance Representatives**

Quality assurance representatives check all the new construction in the OJF area of operations. “Along with the customer, we sign off on all new construction,” said Dave Guindon, Lead Quality Assurance Representatives (QAR) on Team 11. “However,

our QARs also verify that daily work orders are completed correctly. This lets the customer know that he or she is receiving a high quality of service. We try to keep the customer involved in the process as much as possible. We value their input, and don't want them to feel that they have no say in the products or services they are receiving. However, they still must come through DCMC with changes or suggestions. DCMC's presence gives both the contractor and the customer a single point of contact to ensure nothing slips through the cracks," explains Guindon.

DCMC QARs must sign off on work in all of Multinational Division-North, the U.S. sector of Bosnia. This sometimes means they must travel more than 100 miles a day to outlying base camps. The governing force protection rules in the area make traveling even tougher. These rules require that all team members traveling off base wear a helmet and flak jacket, and require that an armed military member be present in each vehicle. Vehicles must travel in two- or four-vehicle convoys, depending how far they are going. "It's not unusual for us to require eight people and four vehicles to have one of our QARs sign off on a construction

project. We realize the force protection rules are for our own good, and we work within them, but this is another reason why we are training CORs. A slowdown in our travel shouldn't impact the customer, and if we can get a satisfactory product into the customer's hands quicker, we want to do that," says Maj. John Hess, Team 11 deputy commander.

### Fuel Specialists

Fuel specialists are responsible for the quality of all the contract fuel delivered to U.S. forces in the Balkans and Hungary. This includes diesel fuel for vehicles, heating fuel, and all aircraft fuel. "These DCMC fuel specialists are the unsung heroes of this team," said Thomas. "They must travel to refineries and fuel storage sites across three countries to ensure that the fuel being delivered contains the correct additives and is not contaminated. [In 1 month recently,] they signed off on more than 2 million gallons of all types of fuel. Operation Joint Forge would quickly come to a halt without these DCMC professionals on the job."

### CORs

As part of its customer orientation, DCMC has begun a contracting officer's



Plywood SEA-hut clusters were built to replace tent cities on Bosnian base camps.

representative training program that allows using units to have more control over how projects are carried out. According to Thomas, "With such a small DCMC team, we can't always get out and look at every project or service we'd like to. The recent construction on the base camps forced us to apply a risk-management approach to prioritizing what our QARs could do in the time they had available. Low-priority projects sometimes had to wait. However, with trained CORs, units can pre-approve work until our QARs can get out to see it themselves. This gives the using units a feeling that they are part of the process, as well as lightening the load on our quality assurance specialists."

DCMC will continue to provide contract administration services as long as U.S. military forces remain in the Balkans region. "DCMC's mission is to provide world-class contract administration services in all environments," Thomas said. "Whether during peacetime or in a contingency operation, we provide the contract management support the warfighter needs to complete their mission."

*McElroy recently completed a tour as the chief of property administration for DCMC CCAS Team 11 in Bosnia. He is at the Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology).*



DCMC Quality Assurance Specialist Paul Gerard checks water purification equipment at Coyote Base, Bosnia.

# DSCC employee wears another hat as Navy reservist in Balkans

**N**avy Cmdr. James Gates, a supply corps reservist assigned to the Defense Supply Center, Columbus, recently returned from a 280-day active duty tour in the Balkans.

During his tour, he was assigned as team leader of the Defense Contract Management Command, Southern Europe's Contingency Operation Team. This joint team of military and civilian functional specialists in the area of contract administration, property, safety, and quality assurance, coordinated deployments of personnel, provided contract administration guidance, and performed liaison responsibilities with command staffs to assess operational requirements and increase effectiveness.

Gates also performed liaison and coordination functions with the U.S. Army, Defense Logistics Agency, and U.S. Air Force Central Europe commands to develop contingency operations policy, build transition schedules, create sustainment force training opportunities, and develop professional operational briefings.

He volunteered to be part of the Operation Joint Guard Video Teleconference during the Supply Corps Reserve Conference in Seattle, Wash. The VTC connected OJG personnel with Supply Corps Conference attendees. Gates answered questions and discussed OJG tempo of operations, training required, living conditions, force protection, and the security threat situation during the VTC. He identified what DLA personnel are doing down range and how important their jobs are to the warfighter. He also tried to generate interest within the Navy Reserve to volunteer for recall to active duty.

Then he was reassigned as a

Special Assistant to the Commander DCMC-SE for Contingency Operations. From there Gates was sent to assess the operational capabilities and readiness of support operations at the Port of Rijeka, Croatia. He was then sent to work with the U.S. Embassy and United Nations Pre-Deployment forces in Macedonia to resolve customs issues for government property arriving for Operation Balkan Shield.

From there he was appointed as Contingency Operations Administrative Contracting Officer for Operation Joint Force sustainment contract logistics planning for Operation Balkan Shield.

After a short trip back to Germany, Gates returned to the Kosovo-Macedonia border as both the Initial Response Team Commander and the Administrative Contracting Officer. His return trip was to prepare for the deployment of U.S. and North Atlantic Treaty Organization peacekeeping forces into the region. The deployment was stopped at the last minute, so Gates' team began work on camp construction upgrades.

About his tour Gates said, "This was truly an interesting and rewarding experience for me to work with the



Navy Cmdr. James Gates, a supply corps reservist from the Defense Supply Center, Columbus, while with the Defense Contract Management Command, Southern Europe's Contingency Operation Team in the Balkans.

U.S. Army in a contingency environment. I believe I made a real contribution to the support of U.S. forces deployed. I had a lot of fun too, living in foreign countries and travelling. I would do this again, if given the opportunity."

## DRMS supports Operation Joint Forge



Master Sgt. Reynaldo Martinez, (center) of the AFR Disposal Remediation Team San Antonio, Texas, is deployed as the Disposal Liaison to Task Force Eagle in Bosnia. He handles disposal issues for all U.S. forces in the area. Pictured with him are (left) Gen. John P. Jumper, commander, U.S. Air Forces in Europe and Gen. Michael Ryan, (right) chief of staff of the U.S. Air Force.

# DLA supports Turkey earthquake victims

**I**n its 38-year history, DLA has supported every war, every major contingency, and dozens of humanitarian relief operations—the effort to provide relief to the victims of the Turkish earthquake was no exception.

U.S. European Command's Operation AVID RESPONSE kicked in shortly after the Aug. 17 earthquake struck about 65 miles east of Istanbul. The quake, which registered 7.4 on the Richter scale, killed more than 15,000 people, injured more than 35,000, and left more than 670,000 homeless.

The Defense Reutilization and Marketing Service provided \$10 million worth of equipment, including tents, latrines, showers, and water bladders, to the homeless victims. Thanks to teamwork by officials from the Defense Reutilization Marketing Office, DRMS International headquarters, the U.S. Air Force, and the Humanitarian Assistance Program, this transaction was accomplished in just 26 hours, proving just how DLA can “get the right materiel to the right place at the right time,” said DLA Director Lt. Gen. Henry T. Glisson.

The Defense Supply Center Philadelphia also responded quickly once the Office of Defense Coordination in Ankara identified an urgent need for body bags, surgical gloves, and surgical masks. Within two days, they flew 10,000 surgical gloves and 10,000 surgical

masks via commercial air to Istanbul, arriving on Aug. 21. In addition, they flew 5,500 “Human Remains Pouches,” or body bags, to Istanbul for arrival on Aug. 24.

To deal with the overwhelming needs of the homeless population, the U.S. has donated thousands of tents. DLA provided Turkey with 677 medium tents and tent flies, which were shipped from Germany and arrived on Sept. 7.

Maj. Gen. Timothy Malishenko, commander, Defense Contract Management Command, said Master Sgt. Mark Batzer, an aircraft maintenance manager assigned to DCMC Southern Europe-Turkey (Ankara) is an individual who deserves special recognition. After the earthquake, Batzer called the American Embassy in Turkey and offered his assistance. Despite lost communication, no translation services, severe road destruction, and general crowd chaos, he drove a truck to the airport in just under 12 hours, and transported the Fairfax County, Va., Fire and Rescue Crew from the airport to the scene of the earthquake. He then directly assisted in the search and recovery efforts and helped rescue four live victims trapped under concrete rubble, including an 8-year old boy.

“Despite having had time to digest what occurred during my time in Turkey,” Batzer said “it will take me some time to recover from the horrible sights I saw.”

## *Gansler, Glisson thank DLA for efforts*

**L**t. Gen. Henry T. Glisson and the Defense Logistics Agency recently received a letter of appreciation from the Under Secretary of Defense for Acquisition and Technology Jacques S. Gansler for the Agency's support in the Balkans.

The letter states, “I would like to extend my heartfelt appreciation for the outstanding support that you and the entire Defense Logistics Agency have been providing in the Balkans. Most recently, your support of our forces involved in the Kosovo crisis, as well as the refugees caught up in this terrible situation, has been nothing less than superb. The dedication and professionalism of the entire DLA team was critical to NATO's success.

We may have won the war, but as you are well aware, there is much work to be done to support the peace. I know that we will be able to count on your continued outstanding support in this challenging endeavor.”

Gansler added a handwritten note that says “Great job!”

Glisson then sent his own letter of appreciation to the DLA work force in a memorandum.

He wrote, “I want to express my sincere appreciation to each of you for your superb work in support of our American troops and the hundreds of thousands of displaced refugees during the Kosovo crisis. DLA's support was critical to the success of that operation and resulted in achieving moderate levels of comfort for the unfortunate refugee population. No other Nation could have undertaken such a mission so successfully, and DLA's role was key to this mission's accomplishment.

“While our involvement in Kosovo is certainly not over, let me take this opportunity to let you know that your efforts are appreciated. Take pride in the knowledge that thousands of refugees have been able to return home because of your contribution. Well done! I'm proud of all of you. One team...One focus.”

# DSCC associates visit major customer

by Mike Ward  
DSCC Public Affairs Office

*“DSCC is the heart of our mission. What you send to us is our blood. DSCC is an integral part of the FORSCOM team,” said Maj. Gen. Robert D. Shadley, deputy chief of staff for logistics, Army Forces Command.*

**T**aking to the road and meeting hundreds of its customers from camps, to posts, to stations, and to larger headquarters, is helping the Defense Supply Center, Columbus, better understand its customers needs.

“Sitting around thinking that everything is fine with you and your customers doesn’t get it in today’s business world,” said Air Force Brig. Gen. Mary L. Saunders, commander DSCC. “We have to get out to our customers and find out what we can do for them.”

That’s exactly what Saunders and a group of DSCC associates did recently during a visit to the Army’s Forces Command, in Atlanta, a major Army command with responsibility for training, mobilizing and deploying 760,000 combat forces.

“We met with Maj. Gen. Robert D. Shadley, (deputy chief of staff for logistics, Army Forces Command, Fort McPherson, Ga.,) at DSCC in April of this year,” said Saunders. “The general liked what he heard and asked that we meet with his people to brief them on what we do and to determine if we can assist them in some of their initiatives.”

Saunders sees the visits as a way of establishing communications and creating dialog between DSCC and its customer.

“You can talk with the customer on the phone daily, but until you get face-to-face with them, you don’t realize what they really need and how well we’re doing business.”

“These visits to our key custom-

ers are very important,” said Steven R. Bernett, DSCC Deputy Commander. “What the customer does impacts us and could have a positive or negative impact on what we do.”

Both Shadley and Saunders agreed that working together, as a team, is important. “We just need to make sure we don’t duplicate each other’s efforts. It’s important that we work together,” said Shadley. “Working together, seeing more faces is really great. If we find two or three more parts a month, fix one or two tanks, then, this helps retention,

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***“Sitting around thinking that everything is fine with you and your customers doesn’t get it in today’s business world. We have to get out to our customers and find out what we can do for them.”***

***—Air Force Brig. Gen. Mary L. Saunders, commander DSCC.***

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morale and everyone is a little bit better,” said Shadley.

“We provide a basic service,” said Saunders. “We customize what the customer wants; identify customer concerns and find out how we can help. We know the customer wants and

expects accountability.

“A big reason we’re making these visits is because we want to talk with the warfighters. We want to know what it is they really need.”

During its visit, DSCC briefed FORSCOM on its Land Based Weapon Systems Support, the Art of Weapon Systems Management, EMALL, Supply Chain Management and DSCC Tailored Support to FORSCOM.

DSCC is one of four “lead centers” within the Defense Logistics Agency. Defense Supply Center Philadelphia is the lead center for troop support and general supply, Defense Energy Support Center for energy, Defense Supply Center Richmond for aviation systems and DSCC for land, maritime and missile systems.

The lead center concept, with a goal to provide “one face to the DLA customer,” establishes centers of excellence and provides single weapon systems points of contact at the program level. The lead centers work with service program managers to resolve fleet wide readiness and supply support issues for DLA supported weapon systems. Further, they act as the primary catalysts for inter-agency support.

According to DSCC officials, the lead center concept produces improved program advocacy, integrated weapon system support management, enhanced communication, and a sharper readiness focus.

DSCC’s role as a lead center, is to provide all land and sea commodities for the military customer. With total annual sales of more than \$1.8 billion, DSCC supports more than 1,300 weapon systems, with 4.8 billion requisitions annually.

From the meeting, one important initiative was derived. “Speaking on requisitions,” said Shadley. “This year

we have satisfied more than \$120 million worth of demands from our units by returning many items to the field from our own inventories. I'm not sure you are aware of this, but I think it will influence how DSCC does business in the future, and could affect your sales and purchases."

"This is certainly an important issue to DSCC. We're trying hard to keep items out of inventory and storage," said Saunders.

"By looking at what FORSCOM is doing with their excesses we'll alleviate additional buying on our part," said Burnett. "We'll be able to better forecast our purchases and keep the inventory down. To assist us, FORSCOM has agreed to provide a list of high-dollar excess items that are on hand, so we can make appropriate adjustments in our purchasing."

"This is the kind of information we need to know so we can help the customer," said Saunders.

Another issue surfaced by FORSCOM was that of DSCC's "kitting" initiatives. DSCC's readiness group created three different kits for vehicles and one for a commonly used generator. One kit consists of four engine filters for the Marine Corps' High Mobility Multi Wheeled Vehicle. According to DSCC officials, the Corps is presently using the kit, which allows it to purchase one kit and

conveniently change out several filters at once.

Other kits created include a hose, fuel injector and a 3-Kilowatt-generator kit.

As a result of this successful venture, DSCC, FORSCOM and the Tank and Automotive Command will team up in the near future on several kitting initiatives.

FORSCOM has identified an initiative to upgrade its fleet of vehicles at the National Training Center, at Ft. Irwin, Calif.

"We can't put 200 tanks at NTC and run them into the ground," said Shadley. "We either replace or fix. Perhaps refreshing them instead of repairing is the answer."

DSCC has agreed initially to support that effort through a contract NAPA (National Automotive Parts Association). In the mean time, long term identification of requirements will be established so that DSCC can tailor additional support arrangements.

DSCC will be able to provide some of the parts required through with NAPA initially, but this arrangement may be less than complete, as many of the military unique parts on such items as the M-1 tank may not be available through NAPA. Under a tailored arrangement, DSCC will be able to replace all parts, for all vehicles.

DSCC's Industrial Forecasting Support Group gained support from Shadley as well. The IFSG is focused and dedicated on "tailored" logistical repair parts support between DLA and the military service for depot maintenance, with the primary emphasis on specific depot overhaul or repair programs. DSCC sees this as a joint team effort for DLA and the military services.

"I can see where we need to participate in this program," said Shadley. "The more we share information, the easier it is for us to determine if we are the problem. If so, we can help. If we're not part of the problem, then maybe we can help you head it off."

In another effort to determine customer's needs, the DSCC Supply Chain Management Program was created. It is designed to identify tailored support opportunities, address specific customer readiness issues, target business practices that inhibit new or best value total logistic solutions and identify cost reduction opportunities.

"Supply chain management brings the supplier and the customer together," said Burnett. "Together we can do it better."

Looking for total logistics support solutions is the DSCC focus and goal.

## ***DSCP helping schools in Kosovo with supplies***

**D**efense Supply Center Philadelphia is sponsoring an "Adopt a School" Program for the children of Kosovo.

The Defense Logistics Agency Contingency Support Team, in support of Operation Joint Guardian, in Camp Bondsteel, Kosovo, has received and distributed school supplies to local schools that were completely destroyed by recent bombings.

Most of the 189 schools did not have any supplies in order to operate. The purpose of our program is to solicit school supplies for the children so they may continue their education. Just a week after notification went out to DCSP employees, the denotations started pouring in. Items donated included notebooks, binders, paper, pencils, rulers, book bags and index cards.

"The generosity and support of the DSCP work force has been overwhelming," said Maj. Daniel Thomas, operations officer for the DCST. "I have had the privilege of knowing that something I am doing has a direct and positive impact on the quality of life of these children."

So far, the program has supplied items to AL HADRI Elementary School, Urosevac, and the East Berisha Elementary School, Vlastica.

The West Bradford Elementary School, Downingtown, Pa., has agreed to participate in and then take over the project.

For additional information contact Helen M. McGreal, DSCP, Com: (215) 737-2314/ DSN: 444-2314, Email: hmcgreal@dscp.dla.mil.

# Study solves warehouse delivery problems & saves millions of dollars



he Tinker Air Force Base Commodities Directorate recently solved a long-standing problem—the length of time it took material to travel from the Defense Logistics Agency’s Defense Depot

Oklahoma City warehouses to the Air Logistics Center two miles away. The solution became apparent after conducting a three-month study of the processes.

The Directorate chartered an Integrated Process Team comprised of members of the Air Logistics Center Directorates and DDOO.

Using a five-step approach, the team documented, measured and evaluated the current process. They manually counted thousands of the Issue Release/Receipt Documents to determine flow days and wrote software inquiries to gather volume and delivery priority data.

Several reasons for the delays were discovered during the first steps of the study. These delays fell into two categories—Misuse of Delivery Priorities and Inefficient Material Movement.

## Misuse of Delivery Priorities

Ordering on-base material at high priority levels is a misuse of delivery priorities and places an undue strain on DDOO resources. In October 1998, the ALC requisitioned six percent of all on-base material at a delivery Priority 3 (within one hour), 72 percent at delivery Priority 4 (within four hours) and 22 percent at a delivery Priority 6 (within 24 hours). Based on the records reviewed by the Integrated Process Team, the ALC was ordering 78 percent of all on-base material at delivery Priority 3 or 4.

“If everything is high priority, then nothing is high priority,” said Capt. Dave Wood, Logistics Career Broadener, Oklahoma City Air Logistics Center, Commodities Management Directorate. “This misuse of delivery priorities caused requisitions to be processed the same, regardless of delivery priority.”

The IPT subdivided this overall requisition data into its four components for further analysis. It was determined that Cost Code L (indirect material) was automatically ordered delivery Priority 4. Since approximately 70 percent of Cost Code L material is ordered for replenishment, this replenishment material bound for a bin should never be ordered delivery Priority 3 or 4.

Even Shop Service Center replenishments were occasionally ordered delivery Priority 4. All SSC requisitions are bound for a bin and, therefore, not a priority order.

Production/EXPRESS ends items were automatically ordered delivery Priority 3, even though a joint ALC/

DDOO agreement states that all Production/EXPRESS items will be delivered by the beginning of the next day regardless of delivery priority. By ordering delivery Priority 3 instead of 4, the ALC was charged an additional \$35 premium charge per issue.

“The Air Logistics Center is working very hard to fix the problem now that we’ve identified it,” said Maj. Basil Georgiadis, a supply officer assigned to the DDOO as the operations officer. “They are currently implementing training to their mechanics which could include recognizing immediate maintenance needs from basic re-supply of stock replenishments.”

## Inefficient Material Movement

For IPT purposes, material movement begins when a requisition form prints out in a DDOO warehouse and ends when the ALC mechanic receives the line material or supply personnel receive the replenishment material. In October 1998, at one of 52 ALC receiving points, only 51.4 percent of all on-base requisitions were received by the end of the next day.

Several factors were identified as affecting this process, to include an increase in the number of warehouse transactions, manpower reductions, and computer malfunctions.

“I think the IPT did a great job,” said Col. Neal Miller, commander, DDOO. “They demonstrated what can be accomplished when we fully understand the process, deal in facts and work together as a team to solve a problem or improve a process.”

The IPT established one goal to reduce the total volume of requisitions ordered at delivery Priority 3 or 4 to a percentage that doesn’t swamp DDOO resources. This goal meant that the ALC should order less than 30 percent at delivery Priority 3 or 4. They wrote procedures into the Tinker operating instructions to ensure the success of this goal. The Cost Code L process dropped from 71 percent in October 1998 to 41 percent in April 1999.

For Shop Service Center replenishments, the team established a goal to order less than .5 percent at delivery Priority 3 or 4 and wrote procedures into a Tinker operating instruction to ensure this success. SSC replenishments dropped from 3.7 percent in October 1998 to .23 percent in April 1999.

The IPT also established a goal to order less than 10 percent Production/EXPRESS end items at delivery Priority 3. They petitioned for, and received a system default change from delivery Priority 3 to 4, saving the ALC over \$3.5 million annually with no degradation in



A material handler moves freight with a forklift in the Defense Depot Oklahoma City warehouse. The Tinker Air Force Base Commodities Directorate recently worked on solving the length of time it took to make deliveries to the Depot.

service. Production and EXPRESS end items dropped from 83.9 percent in October 1998 to 10.4 percent in April 1999.

The IPT had no specific goal for line requisitions other than to inject reality into Required Deliver Dates so the mechanic-determined-delivery priority was derived intentionally rather than by the habitual "ASAP." The team wrote procedures into a Tinker operating instruction that changed a major mindset instead of defaulting all requisitions to delivery Priority 4.

From October 1998 to April 1999, delivery Priority 3 remained the same (6 percent); delivery priority 4 dropped from 72 percent to 66 percent; and delivery priority 6s increased from 22 percent to 28 percent. The total volume of delivery Priorities 3 and 4 were reduced from 78 percent to 72 percent.

An over all goal was to increase the number of on-base requisitions received by the end of the next day from 51.4 percent in October 1998 to over 80 percent by April 1999. To achieve this goal, the following were instituted:

- ✓ DDOO drivers now make more frequent deliveries regardless of load size
- ✓ DDOO drivers now unload their own trucks at the ALC receiving point if ALC personnel are unavailable
- ✓ A Tinker operating instruction was revised to ensure the receiving point listing was updated immediately and provided to DDOO drivers

- ✓ DDOO wrote procedures into a Tinker operating instruction for the redelivery of mis-delivered material

- ✓ ALC extended working hours to 5 p.m. at several of their high volume receiving points

- ✓ ALC developed procedures to determine the proper delivery priority, based on customer needs and printer cycle times

"These solutions had the desired results, and then some," said Georgiadis. "DDOO has stepped up to the plate and hit a home run. The ALC now receives a full 85 percent of all on-base requisitions by the end of the next day. The IPT expects this number to increase to 95 percent or better."

## The Future

The team will continue measuring, evaluating and adjusting the process through a feedback loop that provides a "before and after" comparison.

"The process is working better," said Miller, "but improvements are still needed."

To ensure continuous improvement, the Automated Manifest Tracking System will produce metrics that will measure each process segment making it much easier to identify bottlenecks. AMTS alone doesn't fix anything, it tracks material and produces flow-time reports. It's still going to be the responsibility of managers to analyze the reports and develop and implement solutions to eliminate bottlenecks. AMTS is currently being prototyped at the Ogden ALC with a Tinker prototype scheduled for September.

*Contributions to this article were made by Maj. Basil Georgiadis, Operations Officer, Defense Depot Oklahoma City, Capt. David Wood, Logistics Career Broadener, Oklahoma City Air Logistics Center and Gail Kulhavy, Staff Writer for the Tinker Take Off, Oklahoma City Air Logistics Center's newspaper.*

## DLA holds second Hall of Fame induc

by Christine Born  
DLA Public Affairs

**A** group of seven former Defense Logistics Agency employees, to include one former director and the first commander of Defense Contract Management Command, are part of the second class inducted into the DLA Hall of Fame. They were honored in a ceremony at the DLA headquarters complex ceremony Sept. 14.

This year's inductees are:

- ◆ Elizabeth "Bettye" Ackerman-Cobb
- ◆ Marilyn S. Barnett
- ◆ Army Maj. Gen. Charles R. Henry, retired
- ◆ Kenneth K. McLain
- ◆ Roger C. Roy
- ◆ Frances L. Scranton
- ◆ Army Lt. Gen. Woodrow Wilson Vaughan, retired

In his opening remarks, DLA Director Lt. Gen. Hery T. Glisson began by saying "What a great day to be a member of DLA.

"This induction ceremony gives us a chance to reflect a little on who we as DLAers really are and what we are about as an organization. It gives us a chance to say thank you to some of those people who have come before us and who helped make us the Agency we are today."

Glisson said all of the inductees' careers are characterized by selfless service, professionalism, innovation, leadership and dedication to duty.

Ackerman-Cobb, now deceased, was represented by her son William. He said he is very proud of his mother's accomplishments and their family was very honored to share the day with the DLA work force.

Ackerman-Cobb began her government career in 1956 with what was then called the Military General Supply Agency. In 1972, she headed a team responsible for implementing the

Standard Automated Material Management System at the Defense Supply Center Richmond. As the deputy director of supply operations, Ackerman-Cobb managed complex logistical initiatives to include Defense Management Reviews, Base Realignment and Closure, and operations Desert Shield and Desert Storm.

Barnett became the first civilian woman to head a DLA primary level field activity as the administrator of the Defense National Stockpile Center in 1991. As the deputy commander of the Defense Supply Center Columbus, Barnett successfully managed a complex merger of the Defense Electronics Supply Center and Defense Construction Supply Center (DCSC).

Barnett said it was an honor to be recognized alongside her former boss and friend, Kenneth McLain.

Henry served six tours with DLA in key positions within field activities and the headquarters. From 1988 to 1992, Henry served as the deputy



**Elizabeth "Bettye" Ackerman-Cobb**  
Defense General Supply Center  
1956-1993



**Marilyn S. Barnett**  
Deputy Commander, Defense  
Supply Center Columbus  
1995-1998



**Army Maj. Gen. Charles R. Henry, Retired**  
Commander, DCMC  
Deputy Director (Acquisition  
Management) 1988-1990



**Ke**  
Def

# l of Fame

## ction; Vaughan among inductees



director (Acquisition Management) and was the first commander of the newly formed DCMC. Henry was instrumental in creating DCMC by consolidating contract administrative services for the military under one central activity.

Henry was also honored. "I was surprised to learn I was to be inducted," he said. "Many of the people who worked with me know that I would put them up here before me."

McLain passed away in 1995. He became director of Technical Operations at DCSC in 1975 and served there until his retirement in 1993. As director, he was responsible for provisioning, standardization, quality, technical data repository, cataloging, value engineering, packaging, and technical support to both supply operations and procurement.

Roy served in several senior positions across DLA, beginning with the Defense Contract Administration Services Office in Houston and then became the deputy commander of the

DCAS Region New York. He served in DLA headquarters as deputy assistant director and assistant director for Policy and Plans from 1984 to 1993.

Roy said his memories are not necessarily those of what he did but of the people he worked with.

Scranton began her government career in 1944 as a temporary clerk at Wright-Patterson Field, Dayton, Ohio, and retired in 1997 as the deputy commander/deputy director for the Defense Supply Center Columbus. During her five decades of government service, Scranton participated in many projects that resulted in awards for innovation and excellent performance.

Scranton wanted to leave the audience with a thought. "Remember, successful people do all the things that unsuccessful people will not do."

Vaughan served as director of the Defense Supply Agency from 1976 to 1978. During his tenure, DSA changed its name to DLA in recognition of the

expanded missions of the Agency and to help bring about a closer relationship with the service logistics commands.

Vaughan said our warfighters may have to die for us, but they shouldn't have to die because of us.

"I want to thank DLA for the opportunity to have some of its greatness rub off on me," he said.

The DLA Hall of Fame was established to recognize and honor former members of the DLA community who have made significant and enduring contributions to the Agency. Membership in the Hall of Fame is open to all former DLA military and civilian personnel regardless of rank or grade. A selection board appointed by DLA Director Lt. Gen. Henry Glisson reviews nominations. The board is comprised of representatives from HQ staff components and field activities.



**Kenneth K. McLain**  
Defense Construction  
Supply Center  
1975-1993



**Roger C. Roy**  
Headquarters DLA  
1978-1995



**Frances L. Scranton**  
Defense Distribution Depot  
Columbus  
1946-1997



**Army Lt. Gen. Woodrow  
Wilson Vaughan, retired**  
Director, 1976-1978  
Deputy Director, 1967-1969

# DESC awards government's largest energy saving performance contract in history

**T**he Defense Energy Support Center was awarded the federal government's largest Energy Saving Performance Contract at a June 29 informal signing ceremony at Ft. Belvoir, Va.

President Clinton announced June 3 that the Department of Defense would award the landmark contract to Pepco Energy Services and Viron Energy Services. Pepco Energy Services is a subsidiary of Potomac Electric Power Co., Washington, D.C., and Viron Energy Services is a subsidiary of York International Corp., York, Pa. The contract provides for Viron/Pepco to invest approximately \$67 million in upgrades and retrofits into the aging utility infrastructure of five Army posts in the Military District of Washington: Fort George G. Meade, Md.; Fort Myer, Va.; Fort Belvoir, Va.; Fort A.P. Hill, Va.; and Fort Lesley J. McNair, Washington, D.C.

Energy-saving performance contracts are innovative financing mechanisms that leverage private-sector investment and expertise to accomplish energy- and cost-saving projects in federal facilities at no net cost to taxpayers. Under ESPC authority, federal agencies contract with private energy-service companies to audit facilities, propose energy-saving retrofits, and privately finance, install, and maintain retrofits. There are no up-front payments by the government, and Pepco Energy Services and Viron will be paid from a share of the MDW savings.

DESC Contracting Officer Bruce Blank made the award official when he signed the multimillion-dollar award at his Ft. Belvoir office. The formal ceremony took place on July 20.

The 18-year contract administered

by DESC will realize approximately \$214 million in overall cost savings.

## How Does It Work?

Viron/Pepco analyzed the energy plants and facilities of the bases to be covered in the ESPC. They determined what aging, inefficient systems needed to be replaced and estimated how much money these Energy Conservation Measures would save.

The contractor's proposal stated that they would pay approximately

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***The 18-year contract administered by DESC will realize approximately \$214 million in overall cost savings.***

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\$67 million for all upgrades and retrofits, with no up-front cost to the government. The government will reimburse Viron/Pepco for its equipment investment and subsequent operation and maintenance through cost savings based on the dollar difference between the original energy costs, before implementation of the ECMs, and the lower energy costs resulting from Viron/Pepco's installation of energy efficient equipment over the 18-year life of the contract. The contractor takes the risk that these ECMs will save enough money to recoup its costs and make a profit.

DESC and Viron/Pepco estimate that the ECMs the contractor will put in place will save approximately \$4.1 million dollars per year in energy costs.

Viron/Pepco will invest its \$67

million over the first 30 months of the contract to make extensive upgrades to various buildings at the five installations.

According to DESC's Bruce Blank, the savings will be generated from the installation of energy efficient equipment and through Viron/Pepco maintenance of all installed equipment.

"MDW will see savings on utility bills," explains Blank. "Less electricity, gas and water use means less money spent for these commodities. Also, the contractor will be responsible for operating and maintaining all the equipment they install."

The ecological benefits are significant as well. The five MDW bases will use 88 million less kWh of electricity each year; 599,000 less MMBTUs of natural gas, and 50 million less gallons of water. This will reduce over 86,000 metric tons of harmful emissions pumped into the atmosphere.

The energy-saving measures will cover a wide range of technologies, including lighting, building automation systems, chillers, controls, Heating, Ventilation and Air Conditioning systems, boilers and water conservation. Some of the more prominent energy-saving measures will include the following:

## Lighting

Some 142,600 light fixtures will be replaced or retrofitted in 714 buildings, reducing energy consumption by 29.8 million kWh, saving \$1.4 million annually and reducing greenhouse gas emissions by 4,800 MTCE.

## Cooling system retrofits

A total of 888 cooling units will be replaced or retrofitted, cutting energy use in 343 buildings and reducing associated energy costs by over \$1 million annually.

## Air handling units

Replacement and retrofitting of air handling units in 126 buildings will reduce energy consumption by 14 million kWh. This will mean annual savings of \$742,000 and 3,500 MTCE of greenhouse gas emissions avoided each year.

## Central heating plant upgrade

Two central steam plants will be replaced with new gas-fired boilers, avoiding fuel use of 138,000 MMBTU and saving \$655,000 annually.

## Central cooling plant upgrade

A new absorption chiller and chilled-water distribution line will be installed at one site, saving approximately 270,000 kWh and \$21,000 annually.

## Water conservation

Water consumption and wastewater will be reduced in 213 buildings through replacement of existing plumbing equipment with ultra-low-flow units, saving approximately 50.5 million gallons of water annually, or \$195,000 in costs for water.

"Energy-saving performance contracts illustrate how the federal and private sectors can create innovative solutions that will achieve significant savings for taxpayers and federal agencies," said Ed Bayberry, president and chief executive officer of Pepco Energy Services. "We are excited that area military bases will soon be benefiting from our proven experience in helping customers, both governmental and commercial, make the right energy decisions."

"We are extremely pleased with this significant government contract, and so is our partner, Pepco Energy Services," added John Mahoney, president of Viron Energy Services. "We are committed to ensuring that the U.S. government and Military District of Washington receive the best value for their investment over the life of the contract."

# Union meets with DLA staff to discuss changes, issues

# F

or the first time in many years the Defense Logistics Agency and the American Federation of Government

Employees Council held a labor management meeting at the DLA headquarters Complex in June.

The Council 169 Executive Board, AFGE Local presidents, members of the DLA-AFGE Partnership Council and key HQ DLA staff gathered for a full day of information sharing. The meeting kicked off with opening remarks by DLA Director Army Lt. Gen. Henry T. Glisson. The director gave attendees a brief look at DLA history and tracked the growth and change of the agency since its founding in 1962. The director spoke of the realities of staff reductions, on-going competition and the continued need to deliver the highest levels of support to the war fighter.

"I see my job as making sure that DLA is in the best possible position to compete," Glisson said.

He identified his guiding questions as: What is best for the organization? What is best for the people? And what is best for the war fighter? Glisson then took questions and engaged in discussion with the participants.

Jeff Jones, deputy commander, Defense Logistics Support Command, presented a far-reaching view of DLSC in his presentation "Building a World Class Virtual Logistics Enterprise." He acknowledged that DLSC is working lots of change at one time. His



message might be summed up as "We must accept change as both our friend and as inevitable. The alternative is extinction."

Air Force Maj. Gen. Timothy Malishenko, commander of Defense Contract Management Command, addressed the changes in the DCMC world since the fall of the Berlin Wall. Malishenko acknowledged the high quality work performed by DCMC staff in spite of the deep cuts that the command has had to take.

Carla von Bernowitz, DLA's chief information officer, offered her perspective on a variety of information technology initiatives in DLA. She reported that DLA is in good shape for Y2K and continues to work on assuring systems are ready. She discussed security architecture and vulnerability assessments.

Further topics included the Defense Travel System, Human Resources Regionalization, a Comptroller resources update, and a discussion on competitive sourcing.

There were many questions by the AFGE Presidents. The consensus was that the meeting was a highly enlightening and productive gathering with participants coming away with new insights into the future path of DLA.

# 35 nations meet in Battle Creek to share logistics information

by Tim Hoyle

*Defense Reutilization and Marketing Service Public Affairs*

# A

lmost 70 representatives from 35 nations participated in meetings regarding international codification

hosted by the Defense Logistics Information Service from May 17 to 25.

The participants included NATO nations, Partnership for Peace members and representatives of the Pacific Area Cataloguing System. It was the first time since 1993 that NATO countries met in Battle Creek. Their meetings included normal semiannual discussions by NATO members, sponsored nations and Partnership for Peace countries about the NATO Codification System.

The NCS provides NATO countries with a uniform system for the identification, classification, and stock numbering of items of supply. It is based on the U.S. Federal Catalog System, which is operated by DLIS. The foundation for this system rests in two NATO Standardization Agreements. One agreement establishes the "Uniform System of Supply Classification" by adopting the U.S. system of classifying supplies as the standard within the Alliance. The other agreement, the "Uniform System of Item Identification," adopts other basic standards for identification of supply items and sets the governing structure for the NCS.

NATO members and other approved nations use the system to share information about aircraft, vehicles, weapons, equipment and spare parts used by each nation. The common language of logistics it provides makes it easier for these countries to work together and share supplies during

allied and coalition operations.

Navy Rear Adm. David P. Keller, then the commander of the Defense Logistics Support Command, was the keynote speaker at a May 18 dinner honoring NATO's Allied Committee 135 and welcoming the Czech Republic, Poland and Hungary as new members of the alliance. Keller praised the NCS for providing enhanced communications, improved understanding and deeper friendships between nations.

"The standard language has been the key to interoperability within the NATO Alliance, and increasingly has been the cornerstone for developing logistics cooperation between nations," Keller said.

The nations participating in PACS are an example of such cooperation since they have patterned their codification methods after NATO's. Nine nations attended the meeting of the PACS Forum that was hosted by DLIS in Battle Creek. PACS is an initiative of the U.S. Pacific Command sponsored Pacific Area Senior Officer Logistics Seminar to promote a common logistics language throughout the Asian and the Pacific regions to enhance cooperation and interoperability.

This was the first time that representatives of PACS and Partnership nations have met in the United States. The meetings also served to welcome the United Arab Emirates to the NCS as a sponsored nation. Requests for sponsorship from non-NATO countries are considered by the National Directors of Codification. These directors serve on AC/135 and operate each country's National Codification Bureau. The bureaus manage requests for access to the logistics information about their respective countries and ensure the data their nations provide

complies with the NCS.

Besides conducting NCS business, the international guests received extensive briefings on DLIS products and services during "DLIS Day" on May 21. The briefings included information on the consolidation of U.S. Defense Department cataloging operations within DLIS, online shopping, the introduction of environmental attributes, the Hazardous Material Information System and the Environmental Reporting Logistics System.

Key operational matters resolved during the meetings included the A/C 135 approval of a \$1.2 million operating budget. There was also extensive discussion about the various types of support available from member nations to help new participants adopt the NCS. For example, DLIS employees conducted an intensive workshop for Poland during the month before the conference.

A highlight of the PACS meeting was the decision to reissue, with DLIS assistance, a PACS Disaster Relief CD-ROM. This publication will contain useful logistics information that can assist governments and humanitarian organizations to provide supplies and materiel following natural or man-made disasters. There was also a vote by PACS members to reelect Paul Kenworthy of Australia as their chairman for another two years.

Kenworthy credited the success of the PACS meetings to the extensive planning and support work performed by DLIS employees. He also felt that the meeting offered his colleagues a rare opportunity to meet with their NATO counterparts.

"Having the PACS meeting straight after the NATO AC/135 meeting presented logisticians from our part of the world with the unique opportunity to meet and share ideas

with their counterparts from Europe, the Middle East and the Americas,” Kenworthy said.

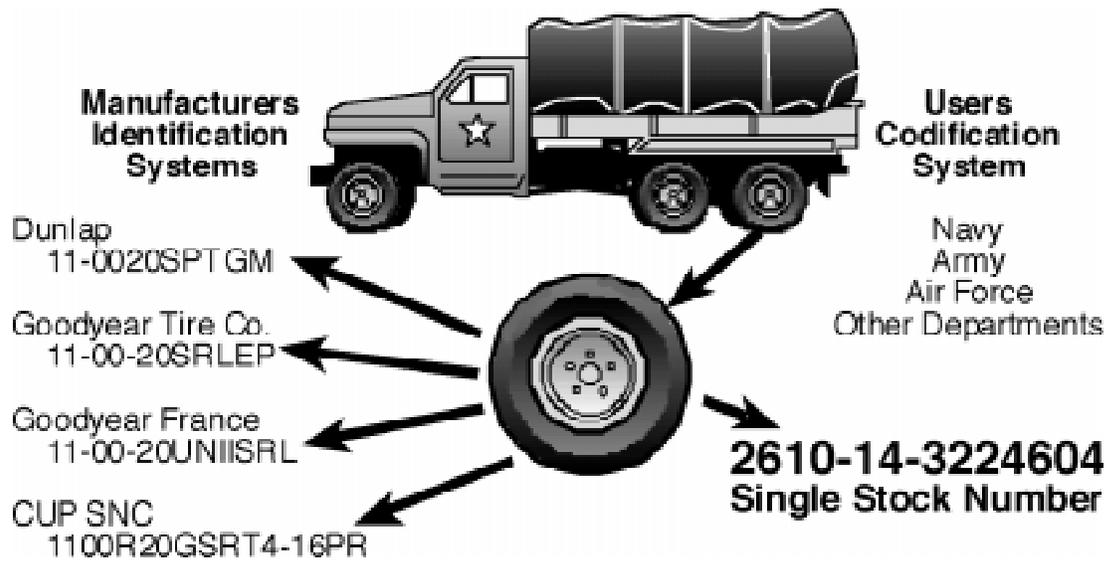
The foundation of the NCS used by PACS, NATO and sponsored nations is the principle that the responsibility for the codification of an item rests with the country that manufactures it and controls its design. This is true even when the item is not used by the military forces of that country.

This procedure helps prevent the duplication of stock numbers within NATO. Common rules and data standards provide improved communications, especially since they allow for automatic language translation through decoding tables.

Related items are combined into commodity classifications that group together items with similar physical and performance characteristics. For example, manually operated hand tools are listed as “5110 - Non-powered, edged hand tools,” or as “5120 - Non-powered, non-edged hand tools.”

It is essential that each item in the system be given a unique name, classification, identification and a NATO Stock Number to ensure the effectiveness of logistics operations. The NSN is created by combining the classification code with the two-digit country code and the seven-digit number that identifies the item within the country’s system of supply. With 15 million active items in the NCS, it is essential to avoid confusion of NSNs among nations.

Information in the system is shared using internationally agreed methods and procedures that facilitate the regular exchange of data and services among member countries. The NCB within each country is responsible for maintenance of the Total Item Record for each NSN.



An example of the NATO Codification System which provides NATO countries with a uniform system for the identification, classification, and stock numbering of items of supply. It is based on the U.S. Federal Catalog System, which is operated by DLIS.

Dissemination of logistics data to other NATO countries is the responsibility of each NCB.

Data is usually requested as either informational or file maintenance updates. A TIR file maintenance is any data addition, change, or deletion related to an existing NSN or the establishment of a new NSN. Each participating country specifies the types of file maintenance output for which they want notification. Tailored output notifications send only the specific transaction results and specific segments of data required by each allied customer. The data they receive reflects the data they want sent to them, based on their specific requirements. Countries can change the type of output notifications they want at any time.

Because participating NATO nations and NCS sponsored non-NATO countries routinely exchange file data, there are standard procedures for doing this by the exchange of magnetic tapes or cartridges as well as through telecommunications. Currently, virtually all data exchange among NCS users occurs via telecommunications. The NATO countries also exchange general data, including national cataloging support records which contain the names and addresses of national manufacturers and

cross-reference lists which contain nationally assigned NSNs cross-referenced to manufacturers reference numbers.

The NATO Mailbox System provides for the telecommunications exchange of codification data through a central station at the NATO Maintenance and Supply Agency headquarters in Luxembourg. NAMSA performs transmission control for all transactions included in the MBS and stores data in particular “electronic mailboxes” for retrieval by the destination activities (countries). Subscribers of the MBS can be NCBs, NAMSA, and sponsored non-NATO countries.

U.S. cataloging information can also be received on a bilateral basis through the International Logistics Communications System which is administered by the Defense Automatic Addressing System Center, in Dayton, Ohio. The ILCS is provided to countries on a subscription basis financed by Foreign Military Sales cases. It is used to create and transmit requisitions, receive and process status documents, and transmit and receive narrative messages. The ILCS is also used for transmitting codification data.

For more information, please visit [www.dlis.dla.mil](http://www.dlis.dla.mil) or call the Office of Public Affairs at (616) 961-7015.

# Clothing & Textiles Prime Vendor contract puts military chaplains on cloud nine

by Christina M. DiMemmo  
Defense Supply Center Philadelphia

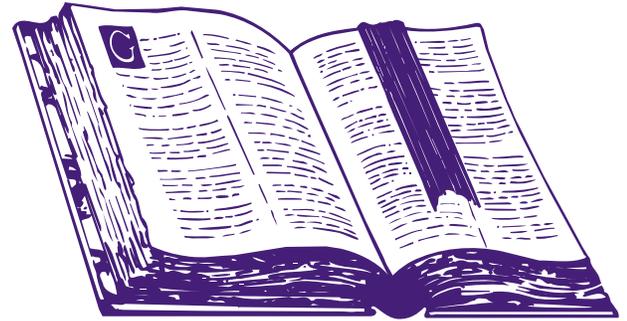
If your only image of a military chaplain is Father Mulcahy from TV's *M\*A\*S\*H*, think again. Times have changed and so has the somewhat shady requisitioning process that Radar once used.

Today, those ministering within America's Armed Forces can take advantage of the ecclesiastical prime vendor program that is run by the Defense Supply Center Philadelphia's clothing and textile directorate. The program provides chaplains with all of the essential items of their ministry from wine, candles and vestments to Torahs, Menorahs, Korans and prayer rugs. Other items also available

through the program include church furniture, camouflage bibles for both woodland and desert terrain, and military unique field items.

Abbott Church Goods, Inc., Philadelphia, Pa., is the prime vendor responsible for supplying over 400 different items under a one year contract signed with DSCP. The contract contains four option years and is expected to generate at least \$1 million annually.

"This partnership means that there will be more money for ministering that won't have to go towards buying supplies," said Army Chaplain (Col.) Ralph Benson. As the Defense Logistics Agency's command chaplain,



Benson oversees logistical support to the military's 6,000 chaplains and is able to put the chaplain's role in the military into context. "I was so excited to see our supplies being used in Bosnia. Chaplains and soldiers on the ground were so thankful to be able to practice their faith and get their supplies in a reasonable time frame,"

said Benson. "The worship services are 'packed out' when troops are deployed."

When the directorate began managing ecclesiastical items last summer, it was faced with uniting the chaplaincy and finding out their specific needs. Before centralized buying was coordinated, many chaplains were buying from local stores and paying full retail price for the items they needed. This program uses the government's ability to buy commercial, brand name supplies at volume discounted prices.

"You won't see prices as low as ours if you're shopping retail," said Donna Pointkouski, the EPV program manager. "This becomes glaringly apparent when



Following a signing ceremony to mark a first-of-its-kind contract between the Defense Department and an ecclesiastical supplier were: (from left to right) Cherry Hill, New Jersey mayor Susan Bass-Levin; Daniel Castonguay, President of Abbott Church Goods, Inc.; Army Brig. Gen. Daniel Mongeon, Commander of the Defense Supply Center Philadelphia; Army Col. Quincy Hobbs, director of DSCP's clothing and textiles directorate and Army Chaplain (Col.) Ralph Benson, the Defense Logistics Agency's command chaplain.

you take a gander at the price tags of the chaplain's vestments alone. Some are upwards of \$600 at full retail price. The EPV program slashes at least 10 percent off of those figures."

Pointkouski said Benson can give a first-hand account of what it means to be at "the tip of the spear" for chaplains in the field. He can also tell any contractor or contract specialist how important it is to have the necessary logistical response to support chaplains around the world. And this he does daily. Pointkouski is never surprised to hear his voice at the other end of the telephone line. "We make a good team. Chaplain Benson reminds me that my job is more than a job—it's a ministry. That doesn't just apply to buying religious supplies, but no matter what it is you're buying or managing at DLA from shirts to food or fuel." What happens when things get hectic? Pointkouski laughs and says, "All of those extra prayers really help."

Although customers can place orders via the traditional military requisition process, those chaplains with Internet access can order online. C & T has established a website called "Chaplains' Corner" where customers can see what items are available, order electronically using the government IMPAC card if desired and link to related websites. For these capabilities and more, the ecclesiastical program receives much praise from Benson. "This gives the chaplains and their supply sections an easy means to meet the supply needs of deployed service members and their congregations on ship or shore. This automated system has revolutionized the ordering of ecclesiastical supplies."

For more information, please visit C & T's website at <http://ct.dscpl.dla.mil> and click on "Chaplains' Corner."



Happy Birthday Army—(From left to right) DLA Director Lt. Gen. Henry T. Glisson, DLA's first Director Lt. Gen. Andrew McNamara, retired, Staff Sgt. Michelle Roberts and Sgt. Maj. Randy Taft cut the Army's birthday cake at the DLA celebration of the Army's 224th birthday at the headquarters complex.



Members of the 299th Forward Support Battalion, DLA Contingency Support Team, talk with students from the ALI HADRI Elementary School in the village of Mirash, Kosovo, the 299th's adopted school. The soldiers dropped off school supplies sent from the Defense Supply Center Columbus. This is one of many schools in Kosovo to receive donated supplies. The members of the battalion also helped to clean the school.

Donations of school supplies may be mailed to:

Lt. Col. John C. O'Keefe  
HHD 299th FSB (DLA)  
Task Force Falcon  
Camp Bondstell, Kosovo  
APO, AE 09340

# Columbus and Army command working on new wheels for M9

by Mike Ward  
DSCC Public Affairs Office

**T**he Army Tank-Automotive and Armaments Command, Warren, Mich., and the Defense Supply Center, Columbus, Logistics Engineering and Readiness Office, are working to provide new wheels for the Army's M9 Armored Combat Earthmover.

According to Army personnel, the current M9 wheels haven't proven to be effective or efficient. They say large pieces of rubber break off them or large tears occur within the first 10 hours of normal use.

The two organizations have fielded a polyurethane road wheel prototype that lasts four to five times as long as the standard rubber road wheel. Officials say the new wheel also has better weight-bearing capacity and is less prone to heat buildup. The M9 is the Army's mobile, fully tracked, armored earthmover used in digging fighting positions and anti-tank ditches.

According to TACOM, the 168th Engineer Battalion at Fort Lewis, Wash., has been testing the new wheel since August 1998. In choosing the 168th, TACOM selected a battalion that operates in extremely rugged terrain capable of destroying road wheels in as little as 10 hours.

TACOM officials report the new wheel will cost about \$700, compared to \$200 for the standard road wheel, but will be more cost effective because increased service life. The higher price still makes the new wheels more cost effective by a ratio of 2:1, not even counting maintenance

savings of about 80 percent.

"TACOM currently manages the rubber wheel, but DSCC will manage and purchase the polyurethane wheel," said Brett Rippl, a mechanical engineer in the DSCC Logistics Engineering and Readiness Office, who expects DSCC to sell about \$1 million worth of wheels per year for the next three or four years. That's if the Army changes wheels out by attrition at the current rate of 164 per month.

According to officials the Engineering Change Proposal for the polyurethane wheel was approved in early March. A national stock number has been established and TACOM has authorized the purchase of 650 wheels for initial fielding.

"This effort has been a win-win situation," said Rippl. "TACOM will field a new improved wheel, DSCC will get the sales and the M9 ACE operators will spend more time digging and less time changing wheels."



DLA's DSCC has teamed up with an Army command to develop a new wheel for the M9 Armored Combat Earthmover. The wheel is stronger and is less prone to heat build-up.

## ***DLA closes western Law Enforcement Support Office***

**T**he Defense Logistics Agency closed the western district of its Law Enforcement Support Office, located in El Segundo, Calif., on June 1 and consolidated operations with its headquarters office, Fort Belvoir, Va.

The LESO transfers needed equipment to federal, state and local law enforcement agencies, while simultaneously providing the military services one of several outlets for their excess property. Through the Law Enforcement Support program, over 11,000 law enforcement agencies

receive a variety of items, which increases the quality and quantity of equipment they have to carry out their duties.

Consolidation of the LESO's western operations into the headquarters office is another element of DLA's strategy to provide improved program support. The internal reorganization will result in elimination of staff redundancies, reduction of equipment resource requirements and lower overall operating costs, which will be passed on to the ultimate customer, the taxpayer.

This consolidation has been made

possible as a result of procedural, process and communications improvements such as the Internet. It will in no way affect law enforcement agencies' eligibility for or access to the military's excess property.

The office notified its customers of the closure on March 15. After April 15, customers will be able to obtain documents only from the Fort Belvoir office. Military personnel at the western office will be reassigned within their services between May 15 and June 1.

More information about the LESO is available at [www.leso.hq.dla.mil](http://www.leso.hq.dla.mil).

# Reservists play key role in Panama drawdown

COROZAL, Republic of Panama — Navy Reservists are playing a key role in the closure of U.S. bases in Panama by contributing more than 3,600 days of active duty to support the Defense Reutilization and Marketing Service's (DRMS) effort to dispose of hundreds of thousands of items no longer required by the military.

"The bases are being closed out and we're receiving lots of material," said SK2 Geraldine Pettit. She said that much of the material is being given to local charities through a government donation program. "They're getting furniture, office supplies, vehicles and various other useful items. I think this promotes the relationship between us and the Panamanians."

SK2 Pettit is one of 85 members of DRMS Disposal Readiness Team (DRT) detachments scheduled for active duty for training to augment the staff of the Defense Reutilization and Marketing Office, Panama, one of DRMS's 101 field offices. SK2 Pettit is a member of DRT Columbus, Ohio.

"The DRT is a purple unit," said SKC Bill Lemocks, an OIC for the Panama effort and member of DRT Jacksonville, Fla. "We've got people

from all the services." He said participation in the DRT has allowed him to better understand other services' customs, courtesies and traditions. "It's been really helpful to learn."

DRMS disposes of excess property received from the military services at field offices located at or near U.S. military bases around the world. The DRT members perform receipt, storage, issue and other functions to help dispose of the excess military property.

"I'm tasked with administrative duties, but I'll be on a fork truck all day," said SKC Lemocks. "Whenever someone is needed to fill in, I just go and do it." He said other DRT members are equally ready to help when



SK3 Mia Atkins, Disposal Readiness Team, Memphis, Tenn., was on active duty at Defense Reutilization and Marketing Office Panama. One of her many duties included demilitarizing property. She was one of 85 members of DTR detachments to augment the staff of DRMO Panama to support the drawdown of U.S. forces in the region.

the need arises. "It's a real team effort."

The DRT force includes six detachments located throughout the United States. The work in Panama began March 1, 1999 and will run through the first quarter of fiscal year 2000.

— Navy Cmdr. Joe Murphy, reserves,  
DRMS PAO

## Defense Automated Printing Service relocates

**T**he Defense Logistics Agency announced the relocation of the Defense Automated Printing Service Headquarters Office from Fort Belvoir, Va., to the Naval Inventory Control Point, Mechanicsburg, Pa. The move is a result of recommendations of the Department of Defense's 1993 Base Realignment and Closure Commission. Although operating from the Pennsylvania location, DAPS will remain a primary field activity of DLA.

DAPS was established in April 1992, as a result of Defense Management Review Decision 998. In October 1996, DoD realigned DAPS under DLA. Today, DAPS provides DoD agencies with printing, copying, scanning, imaging, document conversion, CD-ROM and World Wide Web services. DAPS is committed to the transition away

from paper to electronic-based document management and is a catalyst in DoD's transition to electronic documents and business processes.

"DAPS will continue to place customer service as our number one priority," said DAPS Director, Dr. Marshall Bailey.

In unrelated action, DLA is preparing to initiate a public-private competition to select the best value source for meeting DoD's future document management requirements. The choice between DAPS or a private sector entity will be made by an independent, senior level DLA official in approximately two years.

The move, which includes 13 employees, will not affect daily operations. The DAPS DoD-wide customer service helpline is (877) DAPS-CAN and the web is [www.daps.mil](http://www.daps.mil).

# Central Contractor Registration launches Phase II of program

by Lynford Morton  
DLA Congressional and Public Affairs

**T**he Department of Defense Central Contractor Registration launched on Aug. 30 Phase II of the web site providing access to the single repository for DoD vendor information.

The CCR is a web site where vendors wishing to obtain Defense contracts provide general information about themselves. Over the past year, this mandated database successfully captured more than 160,000 registrants as well as provided vendor financial information to the Defense Finance and Accounting Service to expedite payments to vendors.

Phase II consolidates two separate sites and creates a more streamlined efficient environment for vendors to register with DoD. "In Phase II, contractor and government procurement professionals will begin to see the increased use of CCR's vendor data as well as many new capabilities within CCR's homepage," said Cynthia R. Hall, CCR program

manager.

"We are working with the DoD and the Federal Agencies to make not only CCR the single registration site for the entire government, but also the one-stop-shop for contracting officers," she said.

This goal is being achieved by disseminating vendor data found in CCR to authorized officials throughout the government. Currently, public information found in the CCR database is provided to sites in the Army, Navy, Air Force and Marine Corps as well as to the Department of Interior, Veterans Administration and NASA. Dissemination decreases the error rates from manual re-entry, reduces the number of times a vendor must register and provides current, validated information to the government.

Most federal agencies require many of the same data elements found in CCR; therefore, sharing information between CCR and the agencies can pre-populate a majority of the fields found in many procurement systems.

For those agency-specific data elements not currently found in CCR, a "cascade model" has been developed

within CCR. It will allow the vendors to fill out their CCR registration and then, with the click of a mouse, provide the necessary information to other agencies with which they wish to do business.

In addition to these information dissemination efforts, CCR is working to make the registration web site the "one-stop-shop" for contracting and financial professionals as well as the small business community.

This capability is being accomplished by allowing these customers to visit one site to obtain all of the necessary information regarding a contractor. From CCR2000.com, a contracting officer can view items like the GSA Debarred Bidders, and D&B's Financial Responsibility. Also planned is access to contractor Certification and Representations.

The CCR is a part of the Joint Electronic Commerce Program Office. The JECPO, formed in January 1998, is chartered to accelerate the use of electronic commerce within the Department of Defense. It brings together experts from DoD's business and technology arenas to jointly develop electronic commerce processes. For more information, visit the CCR web site at <http://www.ccr2000.com>. CCR Phase II 2-2-2

## New DLA Pacific headquarters opens

DLA Director Lt. Gen. Henry T. Glisson attended the ribbon cutting ceremony for the new DLA Pacific headquarters building on Aug. 5, at Camp Walker, Korea. DLA Pacific headquarters was relocated from Camp Smith, Hawaii, to Taegu, Korea, in order to give a stronger focus in support of Pacific theater warfighting customers.

Cutting the ribbon to officially open the new headquarters' building are, from left to right, Col. Allen Cleghorn, DLA Pacific commander, Col. Clarence Newby, commander 20th Support Group, Mr. Choi, Joon-Myong, chairman Yojin Industrial Company, Glisson and Maj. Gen. Carl Freeman, commanding general, 19th Theater Army Area Command. The Yojin Construction and Engineering Company was contracted to build the headquarters building.



## Meeting the Challenge

# DLA's reinvention day focuses on cutting red tape, NPR issues

by Maria Lloyd  
DLA Congressional and Public Affairs

With the approach of a new millennium, we must prepare for change and refine our visions and missions to adapt to the evolving environment. That was the theme at the Defense Logistics Agency's Reinvention Day held in conjunction with the recent "Excellence in Government '99" conference. The DLA Day featured discussions on the National Performance Review's goals of reinventing and reengineering government practices by "cutting red tape and putting customers first."

DLA Reinvention Day featured a presentation by Mr. Dan Cleary, Apex, Inc., entitled, "Battlefield of Change." Cleary focused on the "mastery of leading change" and the measures of performance. He described the President's Quality Award Criteria and the four cycles of learning- planning, strategizing, executing and evaluating. The following DLA PQA 2000 applicants were recognized: DSCP, Philadelphia, DCMC, Boeing St. Louis and DCMC Santa Ana.

Other events included briefings by representatives of several DLA reinvention labs. These labs were established to cut red tape, put customers first, empower employees to get results and cut back to basics. The labs represented were: the Performance Labor Accounting System (PLAS), Computer-Assisted Technology Transfer (CATT), Offsite travel software, DRMS reinvention laboratory and the 100% Closed Loop Wood Recycling reinvention lab.

DLA exhibits were also a substantial portion of the conference. DLA's

NPR exhibit entitled, "Reengineering and Reinventing for the Future" was staffed by DLA NPR representatives and included demos from several of the reinvention laboratories including PLAS, Offsite software and CATT. The 48-foot Reinventing Government-Pollution Prevention van was also present and available for tours. The van showcases the reinvention and environmental efforts between DLA's distribution depot in Susquehanna, Pa., and the U.S. Postal Service. In addition to depicting the USPS' reinvention and recycling efforts, the exhibits describe how DDSP is recycling wood pallets and fiberboard waste to reclaim and create new pallets and 100-percent-recycled-content fiberboard cartons. DCMC Twin Cities and DCMC Long Island also staffed booths at the exhibition.

### **Recognition of PQA 2000 applicants**

Two DCMC field offices were program finalists in the President's Quality Award Program for their "strong commitment to quality improvement." They were recognized at an OPM-sponsored awards ceremony held during the Excellence in Government '99 conference.

The award program honors federal organizations for their continuous improvement through the application of quality management principles and practices. The organizations that received the awards were reviewed during a three-phase process: a



DLA reinvention van being set up in the parking lot of the Omni Shoreham Hotel for the Excellence in Government Conference.

written application review, an on-site visit and a final evaluation by a panel of judges.

DCMC Twin Cities was recognized for adopting the "Commitment to Excellence" philosophy and implementing the DLA Criteria for Performance Excellence as their management operating system. Additionally, three major changes have played a significant role in the organization's success: the use of employee work teams to implement process improvements, the development and implementation of a performance measurement and tracking system and the refinement of the management control review and compliance assessment process.

DCMC New York was acknowledged for embracing the principles of total quality management and establishing executive steering committee and quality management boards. From strategic planning to process management, it has been the goal of senior leaders, process owners, and all employees to provide exceptional customer service and continuously improve all processes, while simultaneously reducing the cost of doing business.