

Dimensions

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Defense Logistics Agency

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Y2K UPDATE

Y2K issues will not interrupt payments to DoD contractors

Defense contractors will be ringing in the new year with a sigh of relief on the good news released by the Defense Contract Management Command that contractor payments will not be affected by the rollover from Dec. 31, 1999, to Jan. 1, 2000.

Contract invoices are paid by electronic funds transfer, so timely payment relies on the Y2K compliance of banking systems as well as Mechanization of Contract Administration Services, DCMC's primary contract management information system, and DOD's payment system for contracts administered by DCMC.

According to Federal regulators, 99 percent of the nation's banks, thrifts, and credit unions completed Y2K testing and most are already using compliant systems. Defense Finance and Accounting Service also conducted tests with contractors involving the movement of financing, invoices and closeout payment transactions—both electronically and manually. All processing ran without errors.

The Department of Defense conducts business with a large number of contractors, ranging from major defense contracting firms to small businesses. The Defense Contract Management Command oversees many of the more complex contracts the Department lets every year. Last year, DCMC averaged 352,000 prime contracts on hand for administration with 23,000 contractors.

Starting in 1997, DCMC began a rigorous testing program of its automated systems and hardware, prepared contingency plans, and adopted special administrative measures to prepare for Y2K.

Automated Systems Are Y2K-Compliant

MOCAS is paramount to DCMC and DFAS. An appropriation of \$5.4 million earmarked for Y2K-related activities within DCMC was applied to upgrade and prepare the MOCAS software for the Y2K conversion.

Preparation of MOCAS began in 1998 and progressed on a module-by-module basis, reported Air Force Col. Syd Hill, deputy DCMC information officer. Each module was diagnosed, necessary revisions were made and the entire system was tested upon completion.

"DOD directed a "capstone test" in March 1999, and MOCAS passed with flying colors," said Air Force Maj. Gen. Timothy Malishenko, DCMC commander.

In a "time-machine" test, DCMC installed MOCAS on a mainframe computer dated to simulate the Dec. 31, 1999, rollover. This test identified two minor problems, which were corrected on the spot. Also, each of DCMC's 13,000 desktop computers and servers that access MOCAS were tested for Y2K compliance. All results indicate that MOCAS will perform without problems or interruptions at year's end and beyond.

The Importance of Contingency Planning

A vital part of Y2K preparation is contingency planning in many areas—power loss, communications failure, hardware and software failure. DCMC paid particular attention to manual options for tasks that normally rely on automated systems and interfaces. DFAS is prepared to cut hard-copy checks as a backup to EFT payments if necessary. DFAS also set up an alternate processing site for its Colum-

bus Center—where all MOCAS transactions are processed.

If, for example, a power failure were to render the Columbus site temporarily inactive, data would be moved and experts from Columbus relocated to the alternate site.

Beginning early in December, DFAS will begin processing invoices as soon as they are fully documented and approved, to clear the system of pay-ready transactions by Dec. 30, 1999. This will reduce the pending invoices at year's end, allowing resources to be applied to manual processing of special cases. In addition, all accounting centers nationwide will be fully staffed every day but the two official holidays, Dec. 25, 1999, and Jan. 1, 2000. It will also be possible for vendors with year-end cash flow problems to pick up checks in person.

The Importance of Communication

DCMC representatives continue to make every effort to relieve contractor concerns through education and communication which are central to DCMC's and DFAS' Y2K preparations. DFAS and DCMC representatives nationwide met with and briefed the major defense industry associations every two months. Information also was disseminated through the press. Regularly updated Y2K-related information is available on the Internet at the DCMC home page: <http://www.dcmc.hq.dla.mil>.

DCMC and DOD applied significant resources to ensuring that all operations will be unaffected by the Y2K challenge. As a result, contractor payments will be made on time—and in some cases ahead of schedule—throughout December 1999 and into the new millennium. □



DLA prime vendors successfully complete Y2K compliance testing

On Sept. 22, the Defense Logistics Agency completed Y2K Prime Vendor Compliance Assessment Testing to assure that warfighters will be able to order and receive products and supplies into the new millennium.

In order to provide cradle-to-grave logistics support to the Military Services, DLA has established several initiatives that provide a just-in-time shipping and receiving of supplies/materials. One initiative is known as prime vendor support. Prime vendors are partnerships established with commercial businesses and government entities where arrangements are made to provide products and supplies

directly from the commercial business to a Department of Defense customer.

DLA Chief Information Officer, Carla von Bernewitz, had this to say about the initiative: "This was a big effort among vendors who partner in the Prime Vendor program and I appreciate everyone's hard work in the successful completion of the test. Our goal is to save money for DoD and provide customers with what they need when they need it."

There was a total of 56 vendors tested at DLA's Defense Supply Centers in Columbus, Ohio; Philadelphia, Penn.; and Richmond, Va. A pilot test was conducted at Defense Supply Center Philadelphia, during October 1998-February 1999. The pilot test

validated the proof of concept that was used to test the additional 55 prime vendors. Follow-on testing began in April 1999.

The test verified transaction processing from DLA's systems to the Prime Vendor system and back to DLA. The contractors' systems, system processes, transaction reports, and data collection techniques were also tested. The testing included prime vendors in four commodities: food items, medical supplies, industrial equipment, and general supplies.

Testing for Y2K has proven that DLA's vendors have taken actions necessary to address Y2K concerns. The Prime Vendor Partnerships will continue to provide the warfighters with the proper logistics support. □

DLA honors Y2K working group

There can be little doubt that the confidence level is peaking as Defense Logistics Agency readies for Year 2000. In recent ceremonies at DLA headquarters, Lt. Gen. Henry T. Glisson, DLA director, and Carla von Bernewitz, DLA's chief information officer, presented Outstanding Performance Awards to nearly 50 members of the Y2K working group who are largely responsible for the successful preparations made to make sure that mission critical and non-critical systems are Y2K compliant.

Assembled to honor the award recipients on Nov. 17 were more than 275 representatives from six business areas and the Y2K Program Office. "A lot of time has been spent on this project over the past several years, and today we recognize some people who have been at this business for many years," Glisson told the audience. "I feel really good about where we are in our preparations for Year 2000."

The Y2K performance awards served a dual purpose - recognition of outstanding work on the Y2K project, and a testimonial to the way that complex issues were successfully tackled on many fronts by team members from six business areas. The award went to DLA employees who worked on Y2K efforts to ensure that systems were corrected and tested, facilities and devices were compliant, and the flow of critical items from suppliers is uninterrupted.

In remarks directed to the award recipients, Glisson

made it abundantly clear that it has been a great team effort that has led DLA to the doorsteps of success. "We have seen a lot of tough work by a lot of great people. And it's time to say thanks. I'm confident that we have Y2K well under control, primarily due to the professionalism and expertise that this team has shown."

Internal to DLA, 33 mission-critical systems underwent testing, as well as another 53 that were considered non-mission-critical. The efforts to make sure these systems were Y2K compliant have been going on over the past several years has been spent on the initiative to make sure these systems are Y2K compliant.

In presenting the awards, Glisson praised the Y2K team effort. "I really am grateful for the hard work, the extra effort, and the contributions that each of you made. The work that you have done cuts across the Agency," he said. "It has been a great example of one team-one focus. And on behalf of Dr. [Jacques] Gansler, under secretary of defense for Acquisition, Technology and Logistics, who recognizes the great work that you have done, I have the honor of presenting each of you a certificate of appreciation."

A complete listing of award recipients can be found at <http://www.dla.mil/Dialog/y2kawards.htm> □



Defense Distribution Depot competition results released; work to remain in-house

The Defense Logistics Agency recently announced that operations and management of its Defense Distribution Depot, Columbus, Ohio, will remain in-house.

The depot, with its work force of career federal employees, was selected to streamline and reduce the costs of the storage and distribution mission at the Defense Supply Center Columbus Installation.

This announcement culminates more than a year of public-private competition using the guidelines of Office of Management and Budget Circular A-76, "Performance of Commercial Activities." The process establishes federal policy for deciding whether to retain recurring, commercial-like activities within the government, or contract them out to a private

sector source.

The guidance tells how to compare performance and cost related information to arrive at the best overall deal for the taxpayer.

In March 1998, DLA announced that most of its distribution depots would undergo public/private competition. DDCO is the first of those sixteen sites to complete the process. The remaining depots will be competed in phases over a five-year period ending in mid-2003.

"The competitive process for obtaining these critical distribution services was a tough one and we appreciate the efforts of DDCO's team and all of the commercial offerors. This is a key step in bringing competition to bear in improving the entire military logistics system," said Rear Admiral Daniel H. Stone, commander of the DLA's Defense Logistics

Support Command.

DDCO's work force receives, stores, and distributes low-demand and war reserve stock items, for example, clothing and textiles, tents and accessories, engines and axles. The depot provides distribution services for the U.S. Armed Forces, other federal agencies, and U.S. Security Assistance Programs.

"The DDCO associates and labor union have worked hard to be an effective, efficient team," said Don Brown, DDCO Depot Director. "Together we looked at our work processes and performance to develop a most efficient organization that best supports our U.S. Armed Forces. We are confident that we will continue to provide best value services to the customer at minimum cost to the taxpayer." □

Falvey named BSM Program Manager

David J. Falvey has been selected to become the Program Manager for Business Systems Modernization, Mae DeVincentis, executive director for Information Systems and Technology Directorate, Defense Logistics Support Command, announced recently. As the BSM Program Manager, Falvey will lead the transition of existing Defense Logistics Agency logistics systems to a new enterprise architecture based on best commercial practices and commercial off the shelf software. BSM is a strategy to ensure the successful replacement of DLA's mission critical legacy systems in the inventory control points, distribution center and logistics service centers.

"I look forward to leading and coordinating this Agency-wide effort to upgrade our logistics systems and best prepare us for the 21st century," Falvey said. "This will not be a short or simple undertaking, but I know that the professionalism and dedication of the DLA work force will make it a successful one."

Falvey's previous positions have included chief, Software Engineering Division, Defense Finance and

Accounting Service, Indianapolis, Ind.; director, Alameda Detachment, Naval Computer and Telecommunications Station, San Diego; and systems analyst, Naval Supply Systems Command. He holds the rank of captain in the U.S. Naval Reserve, and has commanded five Naval Reserve units, including two DLA distribution units and two Navy supply center units. Falvey holds a bachelor's degree in Management (Industrial) Engineering from the Rensselaer Polytechnic Institute in Troy, N.Y., and a master's degree in business administration from the University of California at Berkley. He is a 1997 Graduate of the DoD Senior Executive Leadership Course, one of DoD's executive leadership development courses for its future executives. □



David J. Falvey



Defense Distribution Center restructures depot operations

The Defense Distribution Center recently announced that it will re-configure operations at Defense Distribution Depot Susquehanna, Pa., which is comprised of distribution facilities at two locations—New Cumberland (1,398 employees) and Mechanicsburg (810 employees). This re-configuration could result in a staff reduction of approximately 460 positions by Sept. 30, 2000.

The re-configuration calls for an internal shift in workload from Mechanicsburg to New Cumberland beginning October 1999 and targeted for completion by September 2005. New Cumberland will focus on the receipt, storage, and distribution of high-demand supply items.

Mechanicsburg will store low-demand and inactive items.

This initiative is the result of a projected decrease in DDSP's workload of up to 40 percent from 1998 to 2005 and a detailed analysis which revealed that consolidation of distribution operations would boost DDSP productivity by 33 percent. As a result of this initiative, more than 98 percent of DDSP's daily requisitions will be processed at New Cumberland.

"The productivity enhancements and economies to be gained in this re-configuration will strengthen DDSP's competitive standing in the future," said Navy Captain Joseph Kenney, DDSP Commander. "This initiative reflects DDSP's commitment to our future and ensures we will continue to provide world class distribution

services to our customers." Kenney also stated, "The DDSP employees have a proven record and a great reputation for providing outstanding support to our military. We will work very hard to provide the impacted employees with transition and placement assistance."

DDSP will take active measures to soften the potential impact of this action. However, an estimated 200 workers may need some type of outplacement assistance. An Employee Assistance Center will be established to assist with resume writing, interview preparation, and job search planning. In addition, employees will be offered programs such as separation incentives, severance pay, extended health insurance, and registration in the Department of Defense job placement program. □

Glisson presented "Person of Year" award

Lt. Gen. Henry T. Glisson, director, Defense Logistics Agency, was recently honored with the Person of the Year Award by the Association of the United States Army. Glisson is the first lieutenant general to ever receive the award. Past winners have included members of the Army secretariat and four-star generals.

Joseph Santarelli, AUSA president, presented the award to Glisson during a "Person of the Year" dinner on Nov. 16, in Wilmington, Mass.

The AUSA Massachusetts Bay Chapter created the "Person of the Year" Award to recognize and honor members of the Department of Defense, who in the judgement of their members, have made significant contributions to the defense of our nation during their military careers.

Upon accepting the award,

Glisson stated that he usually is on the opposite end of the spectrum. "This is not something that I'm used to. I'm usually the one who is passing out awards. To think that you can get an award for what you enjoy doing is truly amazing."

Glisson said that he owed much of his professional success to the DLA workforce—the civilians, officers and general officers who mentored him during his illustrious career. "What I do is truly an affair of the heart," he said. "There aren't that many green suiters in this part of the country and we owe you, AUSA, a great tribute."

Before leaving the podium, Glisson paid tribute to his parents and his family. "I have a great wife and daughter who have been with me every step of the way. I am honored and humbled to receive this award," he said, shaking Santarelli's hand.



Joseph Santarelli, AUSA president, (left) presents award to Lt. Gen. Henry T. Glisson.

The AUSA award is given on an annual basis, but only during peacetime. □

—Dan Hood, Defense Contract Management District East, public affairs



Army-Navy football:

DSCP, providing food, blankets, and more, for over 3 decades

You're used to hearing about the Defense Logistics Agency providing essential supplies and equipment for America's warfighters during events like wars, national emergencies, and humanitarian relief efforts. Less publicized is the support that one of DLA's inventory control points has provided to some of America's 'other' gladiators—namely the cadets and midshipmen participating in the annual Army/Navy football game.

This year marks the 100th meeting of the Army/Navy game. The first game of this interservice rivalry was played in Philadelphia on Dec. 2, 1899. And for as long as anyone can remember, DLA's Defense Supply Center Philadelphia has been an integral part in making sure the cadets



U.S. Military Academy cadets cheer on Army at last year's game. DSCP provides support to the annual game.

and their fans had a place to hang their hats while in Philadelphia for the gridiron battle. For over three decades, DSCP has provided support ranging from communications to transportation, from food to blankets, and even housing the respective academy's mascots. From the 1920s through the 1950s, DSCP was known as the Quartermaster Depot.

"DSCP will provide comfort items for the service VIPs, mascot stables, transportation and other logistical support to the visiting services," said Army Maj. Bernard Boucher. "DSCP's commitment to the success of the 1999 game continues to strengthen our historical link to the Army/Navy game now and into the next millennium." Boucher, DSCP's project officer for this year's game, is chief of DSCP's general and industrial directorate's Emergency Supply Operations Center. DSCP annually buys over \$4.45 billion worth of food; clothing; medical supplies and equipment; general and industrial supplies and services for America's warfighters, their eligible dependents and other non-Defense Department customers worldwide.

"We won't be providing as many services as we have in the past because of the move to our new location in Northeast Philadelphia," said Frank I. Johnson, Jr., DSCP's corporate communications director. "However, as in years past, we'll be rolling out the red carpet treatment."

Johnson said he remembers seeing over a thousand people, mostly out-of-towners, use what was then called the Defense Personnel Support Center as their base of operations while attending the game. DPSC was located in South Philadelphia near Veterans Stadium where the game is played. In

January 1998, DPSC changed its name to DSCP and began preparations to move to its current location at the Naval Support Station in Northeast Philadelphia.

"Sometimes our guests never even went to the game," Johnson said. "I remember one couple who got to DSCP early in the morning, participated in the pre-game brunch, bought souvenirs, actually took the shuttle to the game but then came back to the Center and watched the game on television even though they had game tickets. They then ate dinner at DSCP after the game and talked with the cadets and other folks well past midnight. I'm sure the rain mixed with cold weather encouraged them to stay dry and warm at DSCP."

One event that employees really liked in past years was the arrival of the mascots.

"We housed the Army mules at our old facility in South Philadelphia," said Johnson, "They were under lock and key until they left for the game with their escorts. The media and employees always seem to get a kick out of covering their arrival." He added that the Naval academy's mascots were housed this year at Fort Meade in Maryland.

"It was always fun getting West Point's mules into where we kept them in building 9 because they would never go in," said Russell Payne, DSCP's maintenance and facilities chief, public works division. "The cadets had to run them until they got tired. That seemed to draw quite a crowd. We didn't have this problem with the goats. They went right on into their pens." □



Arsenal providing support for 200 years

The Schuylkill Arsenal recently celebrated its 200th anniversary.

The history of the Defense Supply Center Philadelphia's can be traced back to 1800 with the construction of the Schuylkill Arsenal. Soon after opening, seamstresses were contacted to make uniforms by hand in their own homes. This clothing and textile manufacturing and storage operation expanded, eventually becoming the primary function of the Arsenal.

During the Civil War, more than 10,000 seamstresses and tailors were hired to make uniforms and clothing for Union troops. By World War I, the enormous requirements of the war necessitated the need for a larger facility so the operation moved to the newly constructed buildings in South Philadelphia in 1922. Four years later, the facility was renamed the Philadelphia Quartermaster Depot.

New buildings and a clothing factory were added in 1942 to accommodate the over eight million soldiers

enlisted in the Army.

In 1965, the Defense Personnel Support Center was established. Its mission was expanded to provide food, medicines, and medical supplies, in addition to its already essential clothing and textile supply responsibilities.

A 1993 Base Realignment and Closure Commission decision closed the DPSC factory and directed the balance of the installation in South Philadelphia and to close and DPSC to relocate to the Naval Support Station in Northeast Philadelphia. DPSC was renamed the Defense Supply Center Philadelphia on Jan. 13, 1998. □



Ben Franklin in the DSCP exhibit.

DESC turns to electronic fuel transactions

by Jean Parry-Hill,
Direct Delivery Fuels

Electronic commerce gets a shot in the arm and a good bit of the Defense Energy Support Center's ear with the development of the Center's new Internet-based application, Paperless Ordering & Receipt Transaction Screens, or PORTS. The new system will electronically process fuel orders and provide receipts and invoices for deliveries to Department of Defense and other federal government customers. By combining existing DoD/DESC databases and financial systems with Internet technologies, PORTS replaces a labor intensive, mostly paper process that is highly susceptible to errors and processing delays.

A key element is the integration of existing stand-alone databases into a cohesive whole, accessible via user-friendly Web screens, to better serve the needs of both contractors and

government customers. The process automatically pulls fuel information from requirements, bid evaluation, price escalation, and tax databases to minimize data entry and corrections. Invoices are electronically matched with orders and customer-verified receipts prior to payment, essentially eliminating the need for reconciliation and contractor commercial invoices. PORTS evolved from Demo No. 1 for reengineering natural gas and heating oil programs, one of three regional energy management demos under Defense Reform Initiative Directive #21.

As an integral component of the Fuels Automated System and the DLA Electronic Mall, PORTS will not only support DoD reform initiatives for maximizing use of paperless processes, but will also expand opportunities for DESC to conduct business electronically.

"About half of all fuel transactions within DESC are generated by Posts, Camps and Stations customers-

affecting approximately 4,400 Contract Line Item Numbers, valued at \$1.3 billion," says Kelly Morris, director of DESC's Direct Delivery Fuels commodity business unit. "PORTS will provide these customers with a low-cost Internet solution to move to a paperless ordering and receipt process and ultimately expand electronic capabilities to other business processes."

PORTS is eminently a win-win initiative, benefiting both contractors and the government by more closely reflecting commercial practice for these kinds of transactions. In order to maximize benefit to the government, DESC's initial implementation focuses on the Posts, Camps and Stations environment where contracts involving high volume, relatively low-dollar transactions drive up government administrative costs. On 1 September 1999, the first orders via PORTS began to be successfully generated

See PORTS, page 16



DLA support helps "Bright Star" shine

The Defense Logistics Agency Contingency Support Team recently completed support to Central Command's Exercise BRIGHT STAR 00 in Egypt.

This year's exercise was the largest in the CENTCOM region since the Persian Gulf War. The exercise is designed to train military forces in desert warfare tactics and contingency operations under harsh desert environmental conditions. Initially, BRIGHT STAR evolved from an Army exercise for US and Egyptian ground maneuver elements. It is now a joint endeavor and joint coalition of military forces involving 11 nations and 78,000 troops.

Lt. Col. Dawn Moll, the DCST commander, said "BRIGHT STAR was challenging, but very rewarding. My appreciation goes out to the entire DCST. They made getting through the many challenges easier despite less than ideal circumstances. Special appreciation is also in order for DLA Headquarters and the field activities that worked their magic supporting the warfighter."

At the Joint Coalition After Action Review Lt. Gen. [Tommy] Franks, U.S. Army Forces Central Command commander, specifically lauded the "great work" done by the logisticians during this exercise. DLA supplied between three and four hundred lines of Class IX items, or repair parts, to the warfighters.

The fresh fruits and vegetables were all good quality produce and seemed a hit in the dining facilities. The Army component did not have to convert Jet A-1 to JP 8, a first for BRIGHT STAR. Defense Reutilization and Marketing Services International disposed of nearly 200 drums from three collection point locations throughout the area of operations.

Secretary of Defense William Cohen visited the exercise and said the coalition participating in BRIGHT STAR is building a long-term relationship "that will provide the security that our people want and the stability that they deserve." He said BRIGHT STAR is more than an exercise, that it is a statement the coalition is getting stronger.

"This is a group of nations with leaders interested in building prosperity for their people, not palaces for their cronies," Cohen said. "Still, the exercise is not a prelude to operations against Iraq, as Iraqi government spokesmen have said."

"We are training for the purpose of maintaining readiness, interoperability and to prepare for any contingency for the future," Cohen said.

Much of BRIGHT STAR, which ended Nov. 2, focuses on aspects of interoperability, which is more than just having the same military equipment, Cohen said. It means, he said, understanding how your allies operate — their tactics and techniques, their behavior under stress, the way they plan.

"All that builds a web not only of friendships, but of interoperability," he said. "It's essential to deter aggression from wherever it might come." □

Focused Logistics Wargame a success

Representatives from the Defense Logistics Agency recently took part in the first Focused Logistics Wargame, held at the Naval War College in Newport, R. I. The game was the culmination of six months of work assessing the logistics capabilities required to support the future military operational concepts described in DoD's Joint Vision 2010.

FLOW is an assessment tool used to evaluate the supply and sustainment capabilities employed by U.S. joint forces to support the warfighter. Army Lt. Gen. John McDuffie, director of the Joint Chiefs of Staff (J-4) Logistics, and sponsor of the game, called FLOW, "The single most important tool we (logisticians) have to assess Focused Logistics and our joint logistics capability."

FLOW is the first joint logistics capability assessment ever attempted, and the only joint wargame within DoD concentrating specifically on logistics. FLOW is a single-sided, seminar style game, and will be held every two years. It includes a five-month pre-game preparation phase,

followed by a five-day intensive assessment known as "gameweek."

This year's wargame scenario involved U.S. forces operating in a globally engaged posture, culminating in a single major theater war. The scenario purposefully stressed the logistics system to highlight logistics capability deficiencies and allow assessments by the wargame participants.

Logistics capabilities were assessed functionally, based on the foundational "pillars of logistics" found in logistics doctrine. Players were assigned, based on their expertise, to an assessment team or "pillar" and performed assessments in their functional area, based on the given scenario. Each pillar was chaired by a Navy flag officer. He was supported by a team of subchairs, also at the flag/SES level, from the Army, Air Force, and Marine Corps. DLA was represented on most of the pillars. Pillars for the first FLOW were:

✓ Logistics Management/Information Systems-chaired by Rear Adm. Ray Archer, DLA deputy director. One of

See FLOW, page 16

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Columbus provides body armor for Australia's armed forces

The Defense Distribution Depot Columbus, Ohio, recently sprang into action to assist an ally "Down Under."

DDCO Director Don Brown was alerted Sept. 20 by the Defense Distribution Center in New Cumberland, Pa., that the United States might supply 4,000 sets of body armor to Australia's armed forces for use by the peace keeping contingent in East Timor. DDCO, as Defense Logistics Agency's principal war reserve storage site, was the only depot with this materiel.

The next day, the alert became reality when requisitions were released to DDCO. Bob Milligan, distribution operations manager, put the "DDCO Team" into action. The material was expedited by Dennis Crane, DDCO Distribution Fulfillment, who was assisted by Tim Bowen, Hugo Salvito, John Thompson, and Kevin Shonk.

The requisitions for the 4,000 sets of armor were input and the materiel picked, packed, and staged for shipment. At first, the Australian embassy in Washington, D.C., planned on chartering an aircraft in Columbus for transportation of the materiel. However, after reviewing its time requirements and delivery options, the embassy decided that Qantas Airlines, the Australian national airline, could provide better service, at a cheaper



Hugo Salvito of the Defense Distribution Depot, Columbus, inspects a set of body armor similar to the 4,000 sent from DDCO to Australian Army peacekeeping forces in East Timor.

cost, by accepting the materiel in Chicago.

On Sept. 22, Australian Army Lt. Col. Leigh McJames, a member of the embassy's military staff, arrived at DDCO to oversee the loading and transportation of the armor by truck to O'Hare International Airport.

Two trucks were loaded and dispatched by 2:20 p.m. with an arrival time in Chicago scheduled for 9 p.m. to meet the Qantas aircraft. The aircraft departed on schedule, and arrived in Melbourne, Australia at noon (EDT), Saturday, Sept. 25. The armor was then forwarded to Darwin, Australia, for issue to the armed forces.

"It takes teamwork to accomplish these unique requirements, with hourly changes, and information flow required throughout the chain of command," said Brown. "To DDCO associates, it's all in a day's work. DDCO associates know, with their war reserve mission, that there will not be frequent calls for the materiel in storage, but when the call does come, their mission is to get the right item, to the right place, at the right time, to support the warfighters," said Brown. □

Editor's Note: DDCO was recently tentatively selected, in a public/private competition, to continue operation of DLA's distribution function in Columbus.

DOD Travel System

Does the current travel system make you avoid a TDY opportunity? If so, then watch for a new program on the horizon. The Secretary of Defense has mandated development of the new DoD Defense Travel System (DTS), which will streamline the entire process of government travel.

DTS is a new paperless system that combines all aspects of a TDY into a simplified process that can be

done from your personal computer. It combines preparing orders, travel arrangements to include airline tickets, advance travel pay, lodging, and rental car arrangements, as well as filing your claim at the end of the trip.

The system, which is currently being tested, involves digital signatures in addition to other technologies that will be DoD wide for the first time. More information is available on the DTS website at www.dtic.mil/travelink. □



DCMC: Improving management of excess government property disposal

by Janice Hawk
DCMC headquarters

Under the leadership of Defense Contract Management Command Commander Maj. Gen. Timothy P. Malishenko, Air Force, DCMC is driving process improvements in the management of government property provided to contractors for contract performance. Recent audits disclosed large quantities of unneeded government property in the possession of contractors.

“Unneeded government property in contractors’ plants is not a new concern,” said Malishenko. “What is new is the Department’s commitment to implement far-reaching, widespread solutions and DCMC is spearheading this \$7 billion effort.”

In 1996, at the urging of DCMC, DoD created an Integrated Process Team whose goal was to recommend improvements in the management of government property. One of the recommendations that came from the IPT was to identify how much excess property remained accountable to contracts, and subsequently to dispose of property no longer required for contract performance.

In 1997, to initiate the IPT’s recommendations, Deputy Secretary of Defense Dr. John Hamre issued MRM #5, “Disposal of Excess Government-owned Property.” The memorandum asked DCMC to lead a DoD team, comprised of the military departments, Office of the Secretary of Defense (Comptroller), DoD Inspector General, and the General Services Administration to develop a plan to identify excess and underutilized property in the possession of defense contractors and to dispose of that property by Jan. 1, 2000.

The team submitted its plan on Sept. 25, 1997. The plan’s goals are to remove unneeded government property, reduce the associated costs of ownership and improve the overall process. Shortly after its submittal, Acting Under Secretary of Defense (Acquisition and Technology) R. Noel Longuemare issued a memorandum for the secretaries of the military departments and directors of defense agencies to implement the plan.

The MRM # 5 disposal plan establishes clear guidelines for successful implementation. Special tooling, special test equipment, industrial plant equipment, other plant equipment, and material, both government furnished material and contractor acquired material were the property types selected for review which began immediately and will continue through Dec. 31.

To achieve the plan, the team established two immediate goals.

Goals

The first goal, which has been achieved, was to complete special utilization reviews by June 30, 1998, at all contractors with \$3 million or more of accountable government property. By concentrating on these contracts, over \$41 million of special tooling, special test equipment, industrial plant equipment, other plant equipment and material was quickly reviewed.

Stratifying contracts to those exceeding \$3 million allowed the team to limit its scope to approximately 1,300 of the 18,800 total property bearing contracts and capture 90 percent of the total universe of property dollar value. Based on information derived from fiscal 1996 DoD Forms 1662, DoD Property in the

Custody of Contractors, reviews were conducted at 496 contractors. The purpose of these reviews was to ensure that the contractor had a system in place to identify and report excess property. The reviews had a positive effect, resulting in improvements to contractors’ systems within the areas of utilization, property management and disposition. One of the benefits of these reviews has been a significant increase in the amount of property identified and reported as excess.

The second goal is to increase the disposition of excess government property by 20 percent per year in fiscal years 1998 and 1999 for a total disposition of \$7 billion by Dec. 31. By December 1998, \$3.5 billion was disposed, signifying the achievement of 50 percent of the goal. The attainment of the \$7 billion goal is on track.

Currently there is over \$2 billion acquisition value of property being processed for disposition. This is the highest level in DCMC history.

Disposal initiatives

The team determined early on that in order to achieve improvement on a long-term basis, regulations and policies needed simplification. Four areas were identified for changes that would simplify the disposition process.

The first area of concentration was screening contractor inventory for excess property. Screening is prioritized with the first priority going to the owning agency. Approximately 25 percent of all property disposed is reused within DoD. If no longer needed by the owning agency, there is an attempt to reutilize the property within the federal, state and local activities.

Taking a close look at the property



that was being screened, the team determined there are certain types that are rarely reused. For example, special tooling (jigs, dies, fixtures, etc.) may be so specialized to the development or production of a particular supply that it can't be used elsewhere and has very limited reuse potential.

The MRM #5 team determined the types of property with limited reuse potential and proposed granting deviations from Federal Acquisition Regulation screening requirements and waivers from General Services Administration screening requirements.

In February 1998, the Director, Defense Procurement, issued two class deviations from the FAR. The first class deviation reduced the GSA standard screening time frame from 60 days to 36 days. The second deviation stopped the limited screening of scrap items, except aircraft in scrap condition. Both of these deviations improved the process by allowing for shortened screening periods.

Waivers from the GSA screening requirements for special test equipment without standard components and for DoD property in poor and salvage condition were also granted. This reduced the screening requirements for property with limited reuse potential. Now, only items that may have reuse potential are screened by GSA. These waivers are approved for a two-year test, ending on March 6, 2000.

The second area of concentration involves requests for changes to the DoD FAR Supplement. The DFARS requires headquarters of the contract administration activity to approve sales of surplus contractor inventory when the property is sold by auctions, spot bids, or retain sales. This policy was changed to lower the level of approval required (now the commander of the contract administration office). By lowering the approval level, the disposal process will work faster.

The third area simplifies the requirements for demilitarization of

government property without compromising safety and security. Current policy requires that all special tooling used in the production and/or manufacture of items considered to be significant military equipment and owned by the DoD is itself considered SME and therefore requires demilitarization.

However, a closer look revealed that not all special tooling requires demilitarization. In fact, only certain categories of special tooling (if used in the production, manufacture or repair of items meeting the definition of SME) require demilitarization. These items include master tooling, template set-ups, molds and dummy part

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—Maj. Gen. Timothy Malishenko, DCMC commander

masters. For templates and forming tools, demilitarization is only required when used to produce the final dimension, shape or configuration of an end item and/or the component, part or attachment of an end item.

The team worked with specialists involved with demilitarization and in October 1998, DoD Demilitarization Program Management Bulletin No. 99-002 was issued revising and simplifying the demilitarization

requirements for special tooling. It is estimated that instead of demilling 100 percent of the special tooling, we will only be demilling 10-15 percent. This change significantly impacts disposal by reducing both the cost of demilitarization and the time required to complete demilitarization.

The fourth area is ongoing and involves proceeds from the sale of surplus property. Current policy allows for the proceeds to be credited back to the cost or price of the current contract or credited back to the Treasury as miscellaneous receipts. This process is usually accomplished in the final stage of closeout and may or may not benefit the current contract thereby reducing the incentive to sell surplus property. The team attempted to obtain approval to credit the proceeds back to the program as a means of crediting proceeds to the government. In doing so, the proceeds could be used for the demilitarization of property or the disposal of hazardous property (long standing issues in the timely disposition of government property). The initial attempt failed, but the team will once again pursue this change for next fiscal year.

Government property has gone through fundamental changes over the past few years. To affect such change requires the commitment of all involved from the senior leadership to those who work the process. Program managers, procuring contracting officers, property owners, contractors, and contract administration offices (administrative contracting officers, property administrators and plant clearance officers) were called upon to make tough decisions. They rose to the challenge. Excess property was identified, resulting in significant increases in the dollar value of property being placed in the disposition process. MRM #5 has encouraged everyone to take a tough look at property management to identify areas for improvement. □



Digital Logistics

DLIS harnessing database technologies to respond to requests more quickly

*by Tim Hoyle
DLIS Public Affairs*

Modern logistics management has come a long way since the days when General George Washington submitted hand written requests for gunpowder and supplies to the Continental Congress. The sophisticated weapons and equipment used by today's armed forces require logistics information management systems that can provide the latest information on millions of items of supply whenever and wherever the data is needed.

Providing that information is the job of the Defense Logistics Information Service, a primary level field activity of the Defense Logistics Agency. As technology has grown, DLIS' employees have harnessed new capabilities to use databases to answer information requests once resolved by sifting through "tub files" of item description cards by hand. Logisticians can easily search through more than seven million items in the Federal Logistics Information System using "FED LOG" CD-ROM or by using one of the activity's online services.

A popular online service among deployed troops is the Logistics Information Network. Forces deployed to Bosnia for Operation Joint Endeavor used the system extensively. With LINK, troops in the field, as well as other supply units worldwide, know right away whether the items needed are available in the supply system. LINK provides logistics information, such as where supplies are in the logistics pipeline, by presenting the user with a single log-on and a single presentation method for submitting



Warfighters in the field can check the status of their supply orders, and search through more than 7 million items in the Federal Logistics Information System using FED LOG CD ROM or via the World Wide Web.

inquiries to many different databases. The system then collects those inquiries, accesses the correct database, retrieves the requested information, and forwards it to the user.

The LINK system was developed during the Persian Gulf Conflict to prevent units from re-ordering when they didn't know the status of their orders. LINK not only gave the visibility needed by accessing multiple databases (currently 14). It also lets users access data across service or agency boundaries. For example, Marine Corps supply officers can see what the Army has on hand, or Navy aviators can find repair parts in Air Force depots. In these days of rapid deployments, the capability of crossing service or agency lines is increasingly beneficial to increased readiness.

DLIS uses an evolutionary ap-

proach to continually improve the system. In 1996, DLIS released "PC LINK," which runs in Microsoft Windows, making LINK easier to use than the original. Users began accessing LINK on the World Wide Web during the first few months of 1998. By the end of the year, "SmartLINK" became available, automating the research on supply items and causing a 300 percent increase between the number of LINK queries processed over one year.

The Defense Automatic Addressing System Center supports LINK as the system administrator and handles design requirements. The DLA headquarters in Europe and the Pacific perform administration for regional clients.

Customers also benefit from DLIS' joint effort with the Naval



Supply Systems Command program of providing an online Universal Product Code directory through the World Wide Web. The directory allows users to cross-reference the product code numbers on commercial items against their National Stock Numbers in FLIS.

The directory supports these processes by identifying unknown codes and providing details on the manufacturer's name, address, telephone number and its commercial and government entity code. The directory's ability to search for needed items by keyword also makes finding alternate suppliers easier.

Users overseas also benefit from information in the directory supplied by EAN International, the sister organization of the Uniform Code Council. The organization governs the standards for Automatic Identification Technology outside of North America and works closely with UCC.

The 13-digit stock numbers and the related rules for describing and classifying items were established by the U.S. Federal Catalog System and adopted internationally as the NATO Codification System. DLIS serves this system as the U.S. National Codification Bureau.

This sharing of information provides a common language of logistics that NATO commanders depend upon to meet their supply needs. At a May 1997 NATO codification symposium, Gen. de Brigade Jean-Marc Renucci, Chef de la Division "Organisation et Logistique" Etat-Major des Armes France, credited the system for overcoming the lack of a common technical language that led to intolerable waste among French forces. Renucci told attendees that he relied upon NCS to help transfer responsibility for supplies and establish a very efficient system of cross-support among peacekeeping forces in the former Yugoslavia.

By using the NCS, NATO commanders can quickly search through national databases for items in different commodity groups. Information on

American items is also available through the International Logistics Communications Systems, which DAASC administers from Wright-Patterson Air Force Base, Ohio.

Providing cataloging data at home is also central to DLIS activities. In fact, the Battle Creek Federal Center was selected by DoD in 1997 as the site to centralize cataloging operations. Air Force and NATO catalogers were already operating from the Federal Center and have since been joined by their Army, Marine Corps and DLA counterparts. Navy cataloging will be added next year.

The transition process relies heavily upon telecommunication links with the logistics system previously used by each service and DLA supply center to maintain cataloging information on the items each one uses. The overall goal of the consolidation is to streamline the cataloging methods used by DoD and reduce the total number of people needed to support such operations. Initial estimates in 1996 indicated that consolidation might reduce overall cataloging costs by \$35 million over a number of years and reduce the number of catalogers needed by 17 percent.

A new DLIS system is also expected to save on manhours when the Environmental Reporting Logistics System is deployed. The system was designed to help DLA activities comply with federal requirements and prevent pollution. The new system uses information from the Material Safety Data Sheets that accompany items received by DLA activities such as Defense Supply Centers, Defense Distribution Depots, and Defense Reutilization and Marketing Offices. By capturing the MSDS numbers that have been entered into their property management databases and are associated with each item's data sheet, the new system will help these activities track the amount of reportable chemicals they have on hand.

The system saves time for those handling hazardous materials by

avoiding the need to manually inventory such substances. This helps commanders who host DLA operations get a more accurate picture of the total amount of hazardous materials on their posts.

The system is supported by the Hazardous Material Information System, an automated system developed and maintained by DLA and managed by DLIS. It acts as a repository of Material Safety Data Sheets, transportation, label and disposal information. The system assists government personnel who handle, store, transport, use or dispose of hazardous materials. Defense Supply Center Richmond supports the system as a functional manager and offers Hazardous Information Help Desk support.

The data sheets provided by HMIS serve as a product resume that supplies a user with information on the identity of a product, the hazards associated with it and the precautions needed to protect the individual and the environment. The HMIS includes all the data fields required by the Occupational Safety and Health Administration Hazard Communications Standard.

The HMIS also maintains records that contain hazard warning label information in the format of the DoD Hazard Communication Warning Label. The disposal information contains managerial data to assist the Defense Reutilization and Marketing Service in the disposal of hazardous items.

Users can search HMIS by using the manufacturer's product identity (part number/trade name), an NSN or local stock number, Commercial and Government Entity code, company name, Chemical Abstract Services number, or a contract number.

Additional information on DLIS can be found at www.dlis.dla.mil and information about DRMS is available at www.drms.dla.mil. Questions can also be answered by calling the Customer Support Center at (888) 352-9333. □



Call Centers:

The supply center's 'front door'

by Mike Ward
DSCC Public Affairs Office

The DSCC Call Center is the front door of our business," said Bill Christie, deputy director of the Defense Supply Center, Columbus Customer Advocacy Group. "If we don't take care of the customer on the initial up-front concerns, we'll find the backdoor slamming on us."

The call center's mission is to provide world-class customer service by partnering with customers to sustain weapon system readiness and warfighter capabilities. According to its mission statement, the call center's ultimate goal is world-class, customer service excellence, maximizing customer satisfaction by creating a culture that encourages and generates success.

The center provides a focused customer service orientation for priority requirements to more than 17,000 customers a month.

"The call center operates around-the-clock, 365 days-a-year making services available to customers world-wide with a staff of 24 well-trained advocates to resolve customer concerns," said Air Force Capt. Charles Froemke Jr., the center manager. "We handle 2.5 million national stock number items here at the call center and are a vital customer support site."

According to Froemke, the Kosovo crisis has created an increase in the workload.

"During the first week of April we received less than 50 Kosovo-related requisitions for processing," said Froemke. "Since that time the numbers have increased with more than 200 requisitions received during the second week of June."

The "warfighter" isn't the call center's only customer.

"We provide support for the Federal Aviation Administration, U.S. Customs Service, the Border Patrol just to name a few," said Don Kinnard, a call center supervisor. "We received one call from the FAA for a part that had shut down the Cleveland airport. After receiving the request we were able to respond quickly, which resulted in the airport being closed less than a full day."

Other services the center provides include:

- ✓ Requisition status
- ✓ Requisition modifications
- ✓ Shipping information
- ✓ Emergency requisitions processing
- ✓ Discrepancy reports tracking
- ✓ Customer complaints researching

"This is really a stressful job, but we're never bored," said Diane Clark, a supply technician in the call center. "What keeps me going is the thought, 'our customer is the military, it could be my brother or husband out there'."

"The most important part of this job is getting the supplies to the customer in a timely manner," said Charles Stout, another supply technician in the call center. "The thought that keeps me going is 'the guy in the field benefits from my being here'."

Answering customer calls quickly, accurately and efficiently is the number one objective of the center, which has looked at every aspect of its business with an ongoing process improvement team.

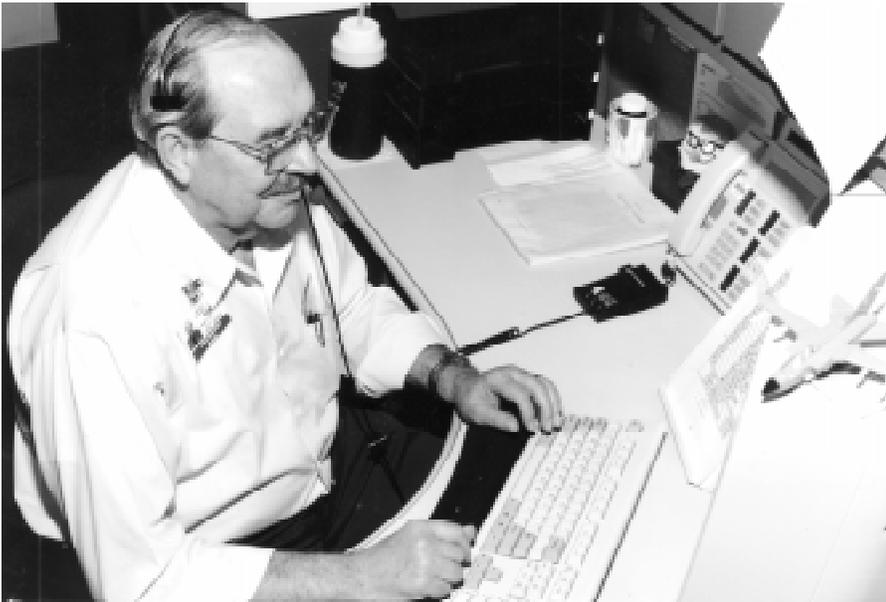
"What they've come up with is a list of items that were broken and provided possible solutions," said Froemke.

To achieve the goal for answering customers more quickly, the center has employed the Call Center Management Information System, which monitors all incoming calls. CCMIS reports the number of hang-ups, number of calls taken, average time the customer is waiting in the queue, average time it takes for an associate to complete the



Kathy Bueschel at the DSCC call center. The Center answers over around-the-clock, 365 days-a-year making services available to our well-trained advocates to resolve customer concerns.





Richard Stone works at the DSCC Call Center. The Center handles over 2.5 million national stock number items.

call, and percent of calls which require no transfer (first call resolution rate).

“We’re all a team here in the call center, trying to improve on customer service and take care of who butters our bread—the customer,” said Froemke. “The call center is also an extension of the application teams and work with DSCC associates to resolve customer issues.”

To further assist the customer the call center utilizes the Defense Supply Expert System. DESEX, an automated telephone response system, gives the customer the opportunity to interface directly with SAMMS by responding to pre-recorded instructions. The customer can get simple inquiries answered automatically by pressing the buttons of a touch-tone phone, talking into the system, or interacting via e-mail. Such services are greatly appreciated by customers strapped for time.

“The benefits of using DESEX are reduced wait

time and fewer errors, since the customer inputs his own information.” said Kinnard. “Within the system the customer can also obtain other DLA service centers’ phone numbers, and e-mail addresses.”

During May, more than 13,000 calls were transferred by DESEX to associates, who answered calls within an average of 24 seconds. The Abandonment Rate, (customers hanging up after 10 seconds) was at 2.6 percent, 4.4 percent below the established DLA goal of 7 percent. Associates answered 87 percent of all incoming calls within 45 seconds (Service Level), which equates to 7 percent over the DLA goal. Finally, and according to Froemke a very important statistic, the call center posted an 87 percent First Call Resolution Rate, again 7 percent over the established DLA goal.

The center is a National Performance Review Hammer Award winner, presented by Vice President Al Gore for business re-engineering and organizational

“The most important part of this job is getting the supplies to the customer in a timely manner. The thought that keeps me going is ‘the guy in the field benefits from my being here’.”

—Charles Stout, supply technician

excellence in 1997, and a winner of the DLA “Scissors Award” in 1998 for providing outstanding customer service.

In addition to the awards, the center has received the following accolades from its customers:

“Our supply technicians that order this urgent material keep bragging about the excellent support they receive from Laura Hardesty and Steve Pryor,” said J. Mike Adkins, Customer Service Directory, Norfolk Naval Shipyard Annex.

“You really put the “service” into customer service and came through in a pinch for us,” said United States Coast Guard Lt. j.g., Peter Arts, Boston, Mass.

“The people in the Call Center really care about our customers,” said Froemke. “What the customer wants-we do. What ever it takes to make the customer happy they’ll do it.” □



17,000 calls a month and operates customers world-wide with a staff of 24



Courses taught in 'Virtual' classroom

by Kim Mackey
Army Logistics Management College

The Army Logistics Management College, Fort Lee, Va., and the Defense Reutilization and Marketing Service recently embarked on a venture to offer DRMS employees an opportunity to train in a virtual classroom via the Internet. The virtual classroom encourages students to communicate regularly with the instructor and the other students as they complete course requirements on a computer at their home or work station.

The virtual classroom creates the feeling that the student is part of a "class," or group of people who are learning together while they complete a course provided through the World Wide Web. In ALMC's virtual classroom, there is constant interaction among the students and instructor through e-mail, a chat room on the Internet, SchoolNotes, and a program

called "I Seek You" that enables the students to locate one another online and establish communication channels on the Internet. Students are expected to complete one lesson per week and be prepared to discuss the lessons with their classmates and the instructor in the chat sessions.

ALMC has worked with distance learning programs through correspondence courses, CD ROM, and, more recently, on the World Wide Web. Distance learning describes students who complete courses at their own location and at their own pace, usually through the use of a computer. Past experience demonstrated that most distance education students need to communicate with the instructor and other students. Although the students were told they could contact the instructor at any time to ask questions about assignments or discuss aspects of the course, the majority never took advantage of the offer. With virtual classroom instruction, group interac-

tion is an essential element of the course.

In the broadest use to date of the virtual classroom at ALMC, the Defense Reutilization and Marketing Property Accounting Course is being offered through the World Wide Web with 107 Accountable Property Officer's and Responsible Property Officer's taking the course at the same time. The course began on Oct. 1 and will continue through March, 31, 2000.

Studies by colleges and universities have shown that students who experience "group learning" in the virtual classroom are more likely to complete online courses and retain more of the learning. ALMC and DRMS expect to see a more satisfactory success rate from its students in the virtual classroom than those using other distance learning modes.

For more information on future courses, call 804-765-4283. □

FLOW, from page 8

his subchairs was Mae DeVincentis, DLA executive director for Information Systems and Technology, Defense Logistics Support Command.

- ✓ Ordnance
- ✓ Readiness and Sustainability
- ✓ Strategic Mobility
- ✓ Engineering and Construction
- ✓ Health Services
- ✓ Strategic Logistics-chaired by Rear Adm. David Keller, currently director, Supply Programs and Policy, Deputy Chief of Naval Operations, Logistics, and the former DLSC commander, and co-chaired by DLSC Commander Rear Adm. Daniel Stone.

DLA personnel played a pivotal role in the identification and formulation of issues, and participated in many key discussions in the other pillars, said Lt. Col. Louis Neeley, from the DLSC Information Systems and Technology Directorate.

The FLOW Wargame culminated in the identification of four major issues deemed critical logistics enablers by the FLOW Executive leadership. Two of

those four major issues were developed by the Logistics Management and Information Systems pillar headed up by Archer. Those two major issues concerned developing and implementing a trusted, real-time logistics information environment/capabilities; and on-demand communications.

FLOW involved over 400 logistics experts within DoD from around the globe, including 45 flag and general officers. In addition, multinational flag and general officers from Canada, Australia and the United Kingdom attended as observers. □

PORTS, from page 7

under recently awarded contracts in COG 3 (mid-Atlantic area).

"The good news is that PORTS, with appropriate modifications, can and will easily migrate to other DESC commodity business units," adds Col. Ray Rodon, DESC deputy director for operations. □

