

# Dimensions

Defense Logistics Agency

January/February 1999

## Defense Automated Printing and Support Center

**Special Section:  
DAPSC is  
working to  
support DLA's  
customers  
worldwide and  
become world-  
class service  
providers**



# Dimensions

Jan./Feb. 1999



## Defense Logistics Agency

### Director

Lt. Gen. Henry T. Glisson, USA

### Staff Director, Office of Congressional & Public Affairs

Dan McGinty

### Public Affairs Officer

Lt. Col. Martie Cenkci, USAF

### Editor

Christine Born

*Dimensions* is an authorized publication for the Defense Logistics Agency's workforce of federal civilians, active-duty military and Reserve mobilization augmentees at agency activities worldwide. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Defense Logistics Agency. *Dimensions* is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Address correspondence to: ATTN: CAAR, Defense Logistics Agency, 8725 John J. Kingman Road, Suite 2533, Fort Belvoir, Virginia 22060-6221. Fax: DSN - 427-6187; commercial—(703) 767-6187. Office: DSN—427-6200; commercial—(703) 767-6200. Address email to: christine\_born@hq.dla.mil

## In this issue

<b>From the Director .....</b>	<b>3</b>
<b>Focused Logistics</b>	
Focused logistics and the way ahead by Gen. Henry Shelton .....	4
<b>Focusing on DAPSC</b>	
Interview with Dr. Marshall Bailey .....	6
New billing system keeps DASC customers informed .....	10
DAPS wins Hammer Award .....	11
DAPS: Saving time and money with electronic solutions.....	12
DLA's Administrative Support Center goes European .....	13
<b>News</b>	
3-D full body scanning ready to make perfect fit .....	14
Logistics Initiatives Lab debuts .....	15
Senior Leaders conference addresses issues, the future .....	16
Fort Bragg's central service station opens .....	18
DLA opens demilitarization coding management office .....	19
DSCP's medical directorate providing equipment to Egypt .....	20
DCMC units named finalists Presidential Quality Awards.....	21
DLA support to hurricane relief efforts.....	21
DLA badge available for military personnel .....	21
DLA's Quality of Life program .....	22
Call someone who cares.....	28
DCMC finds new ways to support R&D efforts .....	30
DCMC briefs.....	31
DRMS using Web to locate excess property .....	32
DLA & other federal agencies join to protect Chesapeake .....	33
Around the HQ .....	34
DCMC contractor self-oversight program takes center stage .....	36
Three DLSC senior executives join DLA management team .....	37
DRMS commander nominated for brigadier general .....	38
DLA steering committee wins Hammer Award .....	38
<b>Awards .....</b>	<b>39</b>
<b>Flashback .....</b>	<b>43</b>

## DLA: Facing an abundance of challenges in 1999 and future

**I**n the last issue of *Dimensions*, I talked about the many achievements of Team DLA in 1998—a year replete with accomplishments that defined the Defense Logistics Agency and our people. The long list of highlights from 1998, including ribbon cuttings (from the Joint Electronic Commerce Program Office to a new Child Development Center), prestigious awards (such as the President’s Quality Awards and Hammer Awards), and the progress on well over 100 initiatives, all demonstrate your enterprise, dedication, and ability to make a difference. You really do “lead the league” in DoD as we address the three primary Under Secretary of Defense (Acquisition & Technology) goals of support to the warfighter, acquisition reform, and logistics modernization. Now it’s time to bring into sharper focus the new challenges that await us and the endeavors which will define us in 1999.

The end of a year is an appropriate time to review the past, present and future with our DLA Senior Leaders. I recently hosted a DLA Senior Leaders Conference at Fort Bragg, N.C., from Dec. 2-4. This conference was held at the home of the U.S. Army’s 18<sup>th</sup> Airborne Corps, including the 82<sup>nd</sup> Airborne Division—that’s about as “warfighter” as you can get! It gave the DLA senior leadership an opportunity to focus on how the warfighters do their jobs and how DLA can better support the warfighters. It also gave me the opportunity to portray to the senior leadership the achievements of 1998 and to lay out some of the mile posts on the road map for the Agency’s future.

We face an abundance of challenges in 1999. Issues such as A-76, a Virtual Inventory Control Point, and the Defense Automated Printing Service study will command our attention this year. There are a number of issues that involve how we do business and represent some form of acquisition and logistics reform, such as commercial pricing, shift to commercial practices, paperless contracting, E-Mall expansion, partnerships with the military services, and developing an overarching acquisition strategy. As if that is not enough, we will address critical warfighting issues like Joint Warfighter Integration Test, DLA Deployment with the Warfighters, Foreign Military Sales, and the DoD Automatic Identification Technology test.

Additionally, we must successfully deal with strategic issues internal to the Agency, such as Y2K initiatives, infrastructure reduction, core/non-core study, joint duty

billets for our military personnel, and other people issues like Diversity training, acquisition work force training, and Quality of Life programs.

As the year progresses, you will see these various topics discussed in *Dimensions*.

This issue of *Dimensions* will hopefully add to your knowledge in a couple of areas.

The Agency’s new Logistics Initiatives Lab helps us tell our story to distinguished visitors as we show them the leading edge of logistics that we are developing within DLA. Our first visitor was a real “warfighter’s warfighter,” Maj. Gen. Geoffrey B. Higginbotham, Deputy Chief of Staff for Installations and Logistics, U.S. Marine Corps. There’s more information on page 15.

*Dimensions* also highlights DAPSC in this issue, with an interview of Dr. Marshall Bailey, their talented director, and several articles that describe current and future initiatives. On the people side, *Dimensions* highlights some of our undertakings in the Quality of Life program, which is so vital to the well-being of our people and thus the success of our agency in the next year and into the next century.

Finally, I draw your attention to the article “Focused Logistics and the Way Ahead,” by our Chairman of the Joint Chiefs of Staff, Gen. Henry H. Shelton. His vision for logistics into the next century will both inform and inspire you, and make you proud of all that you do.

I look forward to tackling these challenges with you in the coming year. The transformation of DLA continues to be an extraordinary journey as we focus our talented workforce on warfighter support and readiness plus efficiencies. DLA is still the greatest place to work—and definitely the greatest team to lead—in all of DoD!



*Henry J. Bliss*

# Focused Logistics and the Way Ahead

by Gen. Henry H. Shelton  
Chairman of the Joint Chiefs of Staff

**T**hroughout our Nation's history, the American military has performed many tasks well, but in the area of logistics, we have outstripped every rival. It is not going too far to say that when it comes to logistics, the United States has written the book on keeping the force supplied with "beans and bullets," and everything else.

Today, the capabilities that logisticians provide set us apart from friend and foe alike. Our abilities to move large forces anywhere in the world rapidly, to keep our men and women in uniform supplied in remote and austere environments, to protect them from disease and exposure, and to conduct high intensity combat operations for extended periods of time form the foundation of our military strength.

In the next century, however, a very different security environment will change dramatically the context of logistics operations. While preparing for major theater war will remain our top priority, the consequences of actions by international terrorists, humanitarian catastrophes and peacekeeping requirements offer their own unique logistical requirements. These additional responsibilities will continue to stretch our resources and capabilities, and the military will have to complete these tasks with potentially smaller forces than today's. To be successful, we must jump into the "future" business across the board—and that is exactly what we are doing.

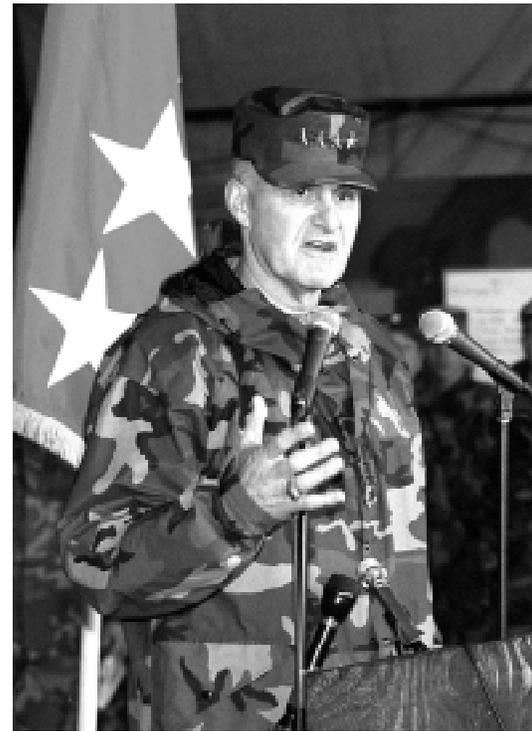
It is our responsibility to do everything in our power to see that America is ready for tomorrow, to never allow complacency to take hold. The stakes are very high indeed. A brief glimpse back in time offers a

dramatic example of the dangers in being unprepared. Among the many cases of military leaders being unable to grasp the implications of the changes that were occurring during their lifetimes, the carnage of the First World War remains the most compelling case. The lack of understanding about how technological change was affecting the nature of warfare helped doom an entire generation and led to a second, even more destructive global war, followed by five decades of the Cold War, including Korea and Vietnam.

To help us prepare for the 21<sup>st</sup> century, the Joint Staff has established a plan to give us the focus for the future while retaining the flexibility needed to adapt to change. This vision relies on taking advantage of the spectacular advances in information technology and technological innovation to enable four operational concepts.

- ◆ Dominant maneuver
- ◆ Precision engagement
- ◆ Full-dimensional protection
- ◆ Focused logistics

While operational designs have always been defined to a large degree by logistical factors, this may be the first time in history that logistical and operational concepts are being developed concurrently. Focused logistics



Army Gen. Henry H. Shelton, chairman of the Joint Chiefs of Staff, answers questions at a press conference in Bosnia-Herzegovina. Shelton was visiting troops deployed in support of Operation Joint Forge.

envisions something never before seen on the battlefield. Our forces are moving toward a logistics architecture that can fuse information on transportation and logistics to get the right support to the operator where it's needed, when it's needed, in the right amounts. It sounds simple, but achieving that vision has confounded commanders and logisticians for thousands of years.

Today, a typical supply transaction takes 36 days from order to receipt and requires 15 to 20 handling points. That was the system used in the Gulf War, where we fought as we have always done—we built "iron mountains." Enormous stocks of ammunition, spare parts, and everything else under the sun were moved to the desert and placed in warehouses and equipment yards. Then we tried to figure out what we had and where it was. For months after the war, the forces worked diligently to bring it all back. The logistics effort during in the Gulf War was nothing short of a minor

miracle, but in 2010 we must do better. That's what focused logistics is all about.

How good will focused logistics be? The time between order and receipt will be reduced from 36 days to five, and the number of inventory control points will be cut from 16 to five. Tactical commanders will be able to access system support personnel in the continental United States from their combat vehicle, receive technical assistance via satellite links, request a specific repair part using point and click software, and take delivery on the battlefield in a day or two. Battlefield medical personnel will be able to stabilize a trauma patient, review the health record contained on his "smart card," consult by video with medical specialists thousands of miles away, and arrange for inter-theater medical evacuation, all in a matter of seconds right from the ship or battalion aid station.

In the Joint Force of 2010 you won't see mountains of supplies, acres of pallets, or mile after mile of containers waiting to be moved. Using the power of information technology mated to revolutionary logistics concepts, logisticians will achieve real time, total asset visibility from the depot or warehouse to the user. That will eliminate the need to move and stockpile huge quantities of supplies "just in case" they're needed.

The ability to transfer logistics information quickly across service and even national boundaries in the fog and friction of war—using language that everyone understands—will be nothing less than revolutionary.

That is the vision for logistics in 2010, and we must commit ourselves to realizing it. That is why I've made operationalizing this vision a core priority for my tenure as chairman. Our efforts are focused on bringing service efforts together to help us learn how to meld their expertise, systems, and networks into the joint warfighting world through a process of "Joint Warfighting Experimentation." Joint

Experimentation is laid out in a roadmap of progressively more demanding exercises and simulations testing every component of our vision of future joint operations. The intent is to complement service experiments by focusing on major areas where forces and weapons from different services overlap because that is where joint warfighting will realize its most revolutionary breakthroughs. Can this be accomplished in the chaos and confusion of future high-tech battlefields? That is what Joint Warfighting Experiments will teach us.

***Few militaries in history have ever thought harder about their future than we are doing right now and we will get there because that is our contract with the American people.***

***—Gen. Henry Shelton  
Chairman, Joint Chiefs of Staff***

The experiments will encompass a series of wargames and simulations, headquarters experiments, command post exercises and field training exercises, each progressively more advanced. They will culminate in a "Super Bowl" event in 2004 called "Global Challenge," a massive joint field training exercise where all of our JV2010 concepts will be tested at every level. The year 2004 is important, because what is learned then will help guide the Quadrennial Defense Review the following year, and will show us what needs to be funded, developed, and fielded to optimize our Joint Force for the environment we anticipate in 2010.

The Joint Experimentation process will be guided by U.S. Atlantic

Command, which assumed responsibility for integrating theater commander and service experiment programs on Oct. 1, 1998. The Joint Battle Center and the Joint Warfighting Center now belong to USACOM, which already operates the Joint Training and Analysis Simulation Center, our joint activity for training joint operational headquarters. These different agencies already play leading roles in developing JV2010, so USACOM is a natural choice to take on the day-to-day responsibilities of operationalizing our vision for future joint warfighting.

What is exciting about all of this is that the military is going beyond traditional methods to reach out and grab the future. For example, instead of putting all our units in one place, we're thinking about using distributed nets, linking all of the participating forces and headquarters electronically without co-locating them. In fact, there will be a lot of out-of-the-box thinking—hooking up different systems, trying out seemingly incompatible hardware and software, and harmonizing different processes and procedures.

Few militaries in history have ever thought harder about their future than we are doing right now and we *will* get there because that is our contract with the American people. They expect the best military on the planet. That's what they have today—and that's what we must give them tomorrow.

Without a logistics architecture and infrastructure that is at least as innovative and inspired as the other parts of our vision, JV2010 will not fully come to fruition. Translating this vision into reality will require our talent, energy, inspiration, and hard work.

The good news is that no country on earth has logisticians like you. You prove your mettle every day. With your help, our military is building a Joint Force that will ensure a safe and prosperous America for many, many years to come. That will be a legacy we all can be proud of.

# Focusing on DAPSC

**Editor's Note:** This special section of *Dimensions* highlights the Defense Automated Printing and Support Center.

Established in 1997, DAPSC is a Defense Logistics Agency field command reporting to the DLA deputy director. DAPSC is comprised of two business units, the DLA Administrative Support Center and the Defense Automated Printing Service.

DASC provides administrative support to all DLA employees at the headquarters complex, Fort Belvoir, Va., DLA Europe and DLA Pacific.

Among the services DASC offers are audio visual services, photography, desktop publishing and exhibits. At the DLA headquarters complex, DASC is responsible for the facility management of the building to include running the heating plant and

landscaping.

DASC operates on a fee for service basis. Fee-for-Service allows DASC to find economies of scale and reduce costs through the elimination of duplicate support, reengineering, streamlined cost accounting methods and standardized rates. By providing these administrative support services, DASC frees its customers to focus on accomplishing their primary missions.

DAPS is responsible for document automation and printing within DOD.

The services DAPS provides include electronic conversion, retrieval, output and distribution of digital and hardcopy information. DAPS operations exist at over 300 military activities around the world.

This year, DAPS celebrates its 50th anniversary.

## DAPSC: Supporting customers worldwide & improving services

by Tara Jennings-May  
DLA Office of Congressional and Public Affairs

**L**t. Gen. Henry Glisson selected Dr. Marshall H. Bailey, III, to serve as the interim director for the Defense Automated Printing and Support Center in September 1998. A member of the Senior Executive Service, Dr. Bailey is on loan from the Defense Logistics Support Command until such time that a permanent DAPSC director is selected.

In his two previous assignments, Dr. Bailey was the deputy commander of the Defense Energy Support Center and the associate executive director for policy, systems, and engineering in what is now the Defense Logistics Support Command. Dr. Bailey began his career in the Federal Service in 1967, serving in a variety of logistics positions at the Defense Logistics Agency headquarters, the Defense Personnel Support Center, and the Defense General Supply Center. He came to DLA headquarters in 1987 as strategic planner for the agency.



Dr. Marshall H. Bailey poses with an old letter press on display at the DAPS Fern Street, Arlington, Va., office. DAPSC maintains ties to its heritage, but is constantly working toward using the most advanced technologies to support DLA customers worldwide.

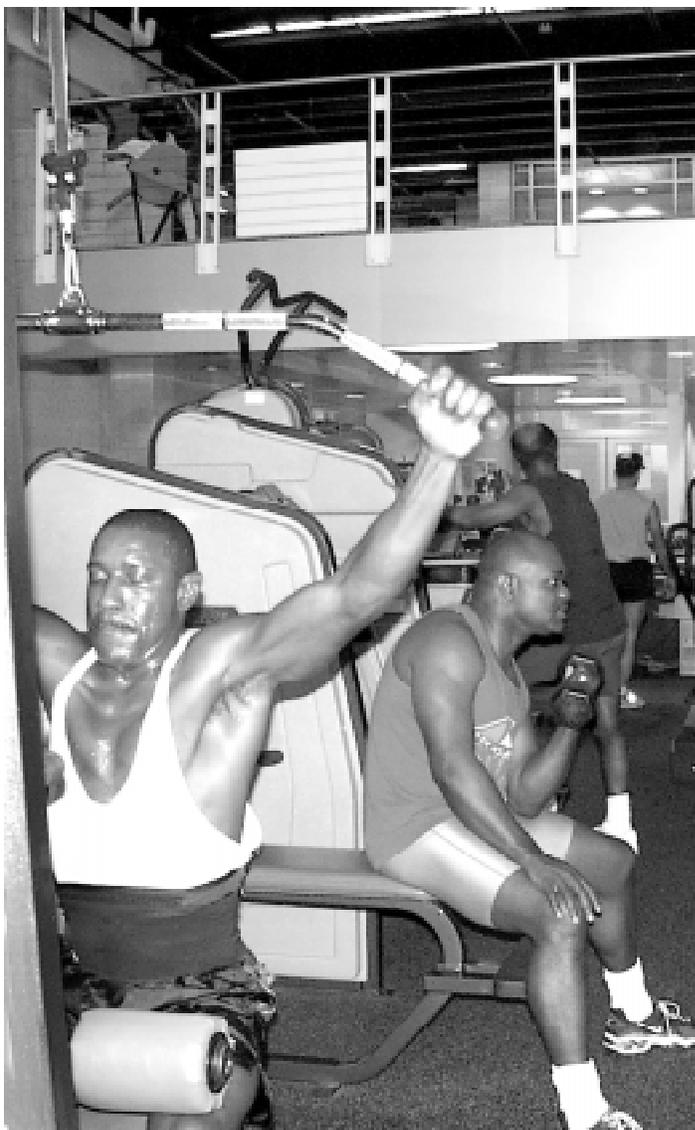
# Focusing on DAPSC

**Q** *What circumstances led to your appointment as the acting director of DAPSC?*

**A** The DAPS headquarters part of our organization is currently under direction to move to Pennsylvania as part of the 1993 BRAC law. At the same time, Congress directed a study to identify privatization opportunities. Lt. Gen. Glisson wanted to resolve some of the issues associated with those circumstances before he decided how to fill the directorship vacancy. So he asked me to just temporarily lead the organization with the idea of giving all the people who have done so much work to develop the organization over many years an opportunity to compete for the SES directorship, which makes a lot of sense. I was available to stand in, and the general asked me to do this, so that's what I am doing.

**Q** *How do you define the DAPSC mission, and how does it fit into the DLA Strategic Plan?*

**A** If you look first at DASC, we are supporting the people who are making the DLA Strategic Plan work. Our fundamental objective is to reduce the costs of their tenancy and the use of building services here and overseas. We help them free up resources that can then be applied in other ways to support DLA's worldwide customers. Also, the services we provide in terms of contracting, personnel, and information technology—that whole package of services—facilitates the convenience of delivering services to real customers and guiding the DLA organization worldwide. It's a command and control capability that we give.



Defense Logistics Agency Headquarters complex employees work out in the fitness center, run by the Defense Logistics Agency Administrative Support Center.

DAPS has external customers, and we have about 1,900 people worldwide directly engaging these customers. Our objective is to do this in a way that gives our customers information in the form they need at the lowest possible price. We are not a printing organization—we are an information packaging and delivery organization. We are the bridge between the authors and the users. We deliver documents in the format the user needs, hardcopy or digital, on demand. We deliver things in terms of electronic mediums, performing the conversion of their existing documents and file structures. We build web sites for our customers and provide LAN capability interchange data between our customers. So we really see ourselves as using the printed vehicle as the medium of last resort, when you really need it in your hands. Occasionally someone needs something printed and we're glad to print it, but we really want to work up from the printed copy, up to the source of the pages and see if there's a way for the customer to handle it more effi-

ciently and save some money. The part of the DLA Strategic Plan that we best support is creating a revolution in business affairs. If we reduce paper in the Defense Department, we will reduce cost. If we reduce the costs of our business affairs, then we can allocate more money for troop support and new weapon systems to meet the technological threats of the future.

**Q** *What is your vision for DAPSC?*

**A** There are really two visions here. First, for DASC, we will become totally world-class service providers. If you ask any customer—from the lowest level in the organization to the highest executive we support—they will say we are a "10" from a cost, quality and timeliness standpoint.

See Bailey, page 8

# Focusing on DAPSC

## Bailey, from page 7

Second, my vision for DAPS is that we take the expertise we've gained in automating documents and increase our delivery of document automation to the extent that we increase our contribution to paper reduction and information convenience by a hundredfold over the next five years. I think we have huge capability and we need to fully exploit it.

**Q** What are the three most important issues you focus on as director of DAPSC?

**A** There are two primary thrusts. One is to create a world-class service paradigm in terms of DASC's support. The other is to advance document automation in the Department of Defense. A third issue is to engage industry as a full partner in a way that enhances the overall team in DAPS and DASC.

**Q** What are some of DAPSC's key business process initiatives?

**A** The Customer Usage and Billing System on the DASC side is wonderful, and I've seen some improvement lately in assuring that every office which saves money will see those savings in their own funding. I



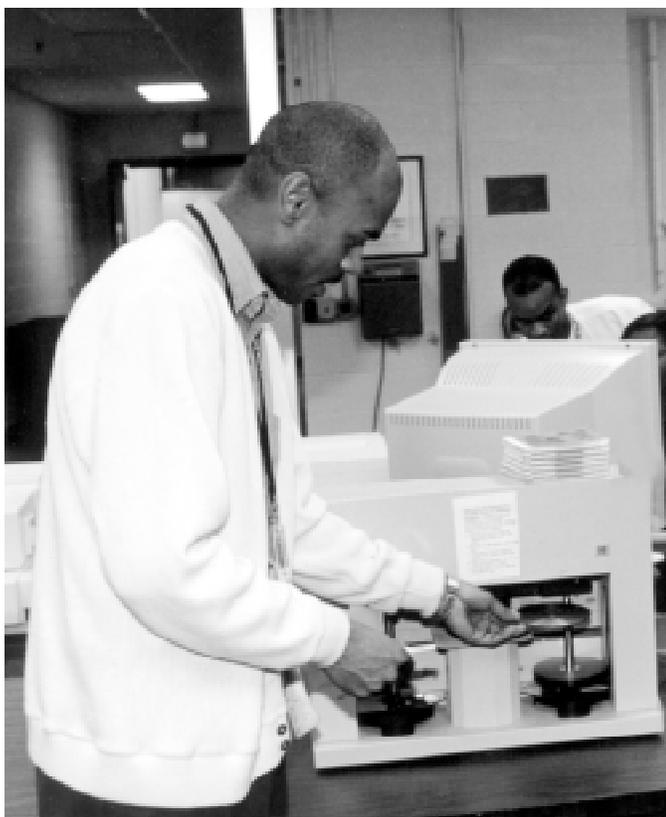
Dr. Marshall Bailey (left) talks with Willy Squires (center) and Cindy Hales (right) at the DAPS Fern Street, Arlington, Va., office

think you're going to see a major advancement in our Local Area Network support at the Headquarters Complex. We are going to dramatically increase the Help Desk service and we are going to dramatically improve the technological base we use. We have gotten a lot of help from the Chief Information Office in making that transformation. We are currently staffing an upgrade plan for our LAN, which I think is going to be revolutionary in terms of LAN support.

On the DAPS side, there are several initiatives. One is the doc access On-line initiative, which allows customers to get all DAPS services directly from their desktop computer. It allows them to shop, order, and track their orders and financial billing data from their desktop, and they can use their credit card – the IMPAC card – right over the Web. That's the kind of on-demand output we look to achieve.

In addition, there's a tremendous achievement in Procurement Gateway, where we're able to allow contractors to bid and get specifications and solicitations over the Web. We're supporting more than one DLA center with Procurement Gateway, and it should go DLA-wide very shortly. We think it offers a lot of opportunity DoD-wide, and we're going to try to move that forward.

A third initiative I think is important is ASSIST (Acquisition Streamlining and Standardization Information System). In the old days, on Tabor Avenue in Philadelphia, there were some warehouses just full of specifications and standards. If you were a new bidder on a government contract, you'd have to call them up or write a letter and maybe 30 days later—maybe—you'd get the document and maybe it would be current. So if you didn't get into the



Dwayne Wilson of the DAPS Fern Street, Arlington, Va., works on the CD-ROM duplication machine.

# Focusing on DAPSC

game before the solicitation came out, and get your spec, you couldn't even begin to make an offer. Under the Defense Standardization Programs Office (DLSC-LM) guidance, we replaced all of that with just a few people and a lot of document conversion. We have those specs now available on the Web, and it makes a lot of magic. It reduces the volume of paper, it eliminates the need for the costly warehouse, and it allows the business community to get the most current documents and bid on those contracts immediately.

**Q** *What would you like the DAPS workforce to know about the ongoing study of DAPS operations?*

**A** First of all, the study is directed by Congress. I think Congress acted with the understanding that there are interest groups who have a concern as to how far we can privatize DAPS operations. Traditional printing being a fundamentally commercial activity, they wanted us to look at privatization more closely than they thought we had.

The study is only one part of the issue of privatization throughout the agency. The Office of the Secretary of Defense has also directed all DoD organizations to identify activities that are core to the DoD mission and to list those non-core activities that can be considered for outsourcing. A combination of the study and the core and non-core determinations, as well as OSD guidance, will lead us in terms of what we do regarding engaging the private sector.

One of our initiatives in the DLA Strategic Plan is to partner more effectively with industry, and we see ourselves as being able to do that as well as provide organic support where it's appropriate.

The advantage of the study to our folks is this: Because of the Freedom of Information Act, we have to provide a lot of data about privatization to industry if they ask for it. On the other hand, we don't always get so much information from industry. It's useful to have a study that brings forward industry data as well as our own data and identifies strengths and weaknesses of both parties, particularly if we get into an A-76 (public-private competition) situation. I don't see any downside to the study, and I don't think it's anything about which we need to be afraid.



(From left to right) Employees of the Defense Logistics Agency Administrative Support Center, Roger Brown, Joe Cooper and Joseph Thrash sort mail in the Headquarters Complex mailroom.

**Q** *What resulted from your recent Strategic Partnership Conference?*

**A** The conference was hosted by DAPSC and conceived and led by all of the parties involved, with the agreement of Lt. Gen. Glisson, Rear Adm. [David] Keller and Maj. Gen. [Timothy] Malishenko. The other participants included the Chief Information Office, the DAPS, the Defense Logistics Management Standards Office, the Joint Total Asset Visibility Office, the Joint Electronic Commerce Program Office, the Defense Automated Addressing System Center, the Defense Logistics Information Service, and the DLA Operations Research and Resource Analysis Office, as well as another DoD activity, the Defense Technical Information Center. All of these parties are either providing modernization change for DoD, or they're providing fundamental automated services for DoD. We felt that there may be some common data stream we could use so we wouldn't be redundant, and we felt like there was an opportunity to join together on initiatives where we bring more leverage to the table than if we acted separately. We wanted to sit down for the first time and find out what these opportunities were, and pursue them. There is the Information Technology Man-

See Bailey, page 11

## New billing system keeps DASC customers informed

by Catharine Kualii  
DLA Administrative Support Center

**T**he DLA Administrative Support Center is tracking customer demand and staying competitive in the marketplace through the user-friendly database tracking system known as the Customer Usage and Billing System. Using CUBS, the center's employees record customer usage and see when sales meet, do not meet or surpass quarterly goals. By reviewing the CUBS database, benchmarking with the private sector and meeting with the customer board, DASC determines what processes need to be reengineered and what services should be contracted out or dropped from its menu.

CUBS' success has brought inquiries from organizations such as the Central Intelligence Agency, PriceWaterhouseCoopers and a variety of defense agencies. Some of these entities have even exported CUBS as a tool.

CUBS, in conjunction with DASC's fee-for-service program, earned Vice President Gore's Hammer Award in 1996, an award that recognizes teams making significant contributions in support of the President's National Performance Review principles.

To use CUBS, an administrator enters a profile of each service to be tracked, each system user and each customer. The system administrator also has the ability to set security and system access limitations.

The CUBS invoice input screen is designed for easy entry of data and has a unique numbering system that associates each invoice to the specific user who entered it. DASC employees enter usage data into CUBS on a daily basis and include a detailed description of services provided in every invoice. They also have the ability to search for invoices that were previously input into the system,

allowing modifications and corrections to be made. The invoices may be printed as a customer receipt.

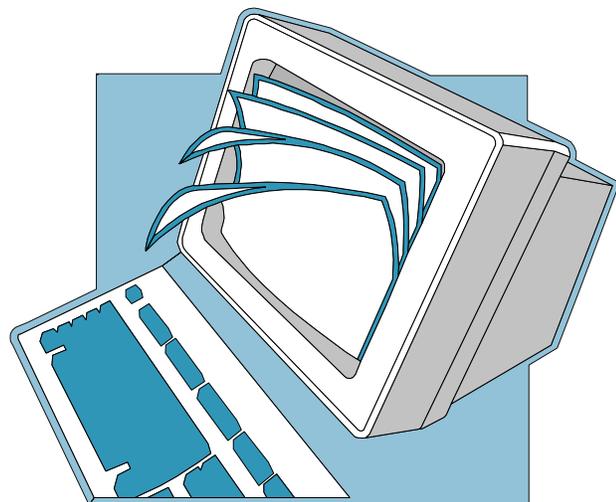
CUBS has report features that include reports such as billing statements, funding status, productivity measures, and net recovery operating costs. Additional reports give supervisors the ability to monitor system utilization and review invoices entered in a given period or by a specific individual or group of individuals. CUBS produces customer bills, productivity reports, utilization reports, customer database printouts, cost recovery and several other reports to be used in managing several directorates and the DASC business as a whole.

CUBS On-Line Viewer, accessible via the World Wide Web, provides the DASC customer base with the ability to conveniently view their bills, which reflect accumulated charges for DASC products and services. Although CUBS is now paperless, customers also have the option of printing their own bills monthly, quarterly or cumulatively. The On-Line Viewer enables DASC customers to "drill down" into their bills to view the individual invoices

that comprise each line item, along with a description of the service rendered.

The customers also can use the automated DLAH Form 84, Customer Feedback/Claim Form included online with their bill, to communicate questions or concerns regarding charges. The viewer offers customers complete funding status visibility, reflecting funds on account as well as expenses incurred.

For more information contact, Catharine A. Kualii at (703) 767-7706, or by email at [cathy\\_kualii@hq.dla.mil](mailto:cathy_kualii@hq.dla.mil).



***To use CUBS, an administrator enters a profile of each service to be tracked, each system user and each customer.***

## ***Printing Service garners 10th Hammer Award for automating paper-intensive process***

**T**he Defense Automated Printing Service Center in Indianapolis recently garnered for DAPS its 10th Hammer Award, this time for partnering with the Defense Finance and Accounting Service to automate the paper-intensive process used to record Government Bills of Lading as obligations. Hammer Awards are Vice President Gore's special recognition to teams making significant contributions in support of the president's National Performance Review principles.

"DAPS-Indianapolis developed an application with start-up costs of approximately \$20,000, in contrast to a commercial proposal with start-up costs in excess of \$200,000," said Dr. Marshall Bailey, director of the Defense Automated Printing and Support Center, who presented the award to DAPS-Indianapolis during a January ceremony in Indianapolis. "Our very own employees designed, developed, implemented and maintained the application. Now *that's* progress, and something we can all be proud of."

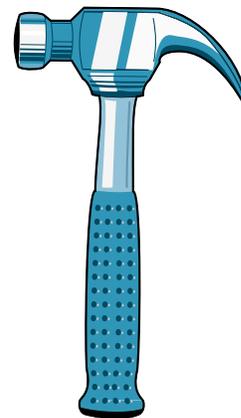
Michael Dugan, the director of DFAS-IN, presented the award to the DFAS members of the team.

The project, under the direction of Center Director

Trish Tritt, involved the reinvention of Government Bills of Lading. GBLs are the documents that contain the data for the Department of Defense's transportation and shipping. There were more than 1.8 million paper GBLs processed annually at the DFAS Indianapolis site.

The previous paper GBL process was very labor-intensive, requiring as many as 17 copies. Now, GBLs are automated documents that are filled in and retrieved from the World Wide Web. DFAS is so satisfied with the product that it already has 1.7 million GBLs searchable on-line.

Bailey said some of the advantages of the new automated application include increased accuracy and timeliness of obligation data; electronic storage and retrieval of GBL data at the site where invoices are paid; reduced late payment penalties; increased visibility of transportation payments and reduced requirements for paper.



Bailey, from page 9

agement Team, led by Chief Information Officer Carla von Bernewitz, which has the real leadership thrust for this technology insertion into DLA, and that team has gone a long way in terms of identifying partnering opportunities. But we felt that working together we could get some of the work done for the ITMT.

DAPS had a greater interest in this conference than all of the other participants because we are new to the DLA family, and at the same time, we're moving further into document automation.

The other thing that made the conference important is that all the attendees are providing something to DoD, not just DLA. Our aim is to more effectively and more synergistically support the DoD requirement for automation.

One initiative we are working is information assurance techniques, where they can take assurance techniques from other offices such as JTAV and turn them into a course curriculum for DLA. DAPS has a wide-ranging network of 310 sites where we can deliver training throughout the DLA community, and we think we can be

in the delivery mode for DLIS [Defense Logistics Information Service] lesson plans.

**Q** *How has serving as DAPSC director altered your perception of DLA?*

**A** One of the things I've noticed since I began to serve on Lt. Gen. Glisson's staff in my current position is that the general morale and sense of purpose of everybody in the headquarters building of DLA has been demonstrably enhanced over the last year. When you look at having a command sergeant major, a chaplain, a DLA museum, the senior leader socials, and the way we engage customers when we do our Senior Leaders Conferences, you see just a few examples of what I would say is a great heraldry. This improves our ability to deliver customer support and it clarifies our sense of purpose and focus on the warfighter. And, DASC's role in helping orchestrate the events and changes which we've seen enhance that sense of purpose. It is just remarkable! My hat's off to the entire DAPSC workforce for all they do and the first class way they do it.

## DAPS: Saving time and money for customers with electronic solutions

by Mike Dirle  
*Defense Automated Printing Service*

**T**he Defense Automated Printing Service is in the forefront of electronic commerce and document automation.

Several on-line systems provide customers with government specifications and contract award documents at their fingertips. These systems are ASSIST On-line, Procurement Gateway and doc access online.

### **ASSIST**

DAPS' ASSIST (Acquisition Streamlining and Standardization Information System) is a web-based database system of military specifications and standards for Department of Defense acquisition. The system resides at the Department of Defense Single Stock Point for Military Specifications and Standards and is composed of three databases.

One database contains military/performance/detail specifications, military standards, DoD-adopted non-government/industry specifications and standards, federal specifications and standards, military handbooks, qualified products/manufacturers lists, commercial item descriptions, Air Force/Navy aeronautical standards/design standards, and Air Force specifications bulletins.

The other databases include standardization project tracking data, and an index of all active and cancelled data item descriptions. ASSIST On-line provides web-based access to

the ASSIST databases, and is free to all registered customers.

ASSIST On-line makes it easy to search and retrieve any of over 40,000 digital standardization documents over the World Wide Web. Users typically provide search criteria to either locate a single document or to produce a list of documents in a given report. In both cases, ASSIST On-line identifies the availability of a document using graphical symbols. Clicking on the graphic causes ASSIST On-line to display the revision history page for that particular document. The revision history identifies all active and historical document parts cataloged in ASSIST. Revision histories may include current and historical revisions, amendments, change notices, supplements and notices.

Documents (including document parts) are stored in either digital format (PDF) or as a hard copy warehouse item. For digital documents, ASSIST On-line displays the PDF icon to the left of the document in the list. Digital documents may be directly downloaded from ASSIST On-line by clicking on the PDF icon. All digital documents are available to users free of charge.

Potential bidders stand to gain the most benefit from the easy and immediate access to the newest, most updated and 'cleanest' specifications. The old manual method was wrought with change sheets and updates that were virtually impossible to keep current.

ASSIST also provides the acquisition community with greater visibility over documents in the normal acquisition process. It eliminates potential engineering change proposals, improves accuracy on bid proposals and

technical data packages, reduces procurement lead-time on bid responses and promotes accuracy in the bid responses from vendors.

The Standardization Community benefits from these databases when preparing and maintaining standardization documents. They easily find commercial off-the-shelf substitutes for military specifications, get enhanced identification and control of hazardous material usage in government contracts, find useful aids in budget and program planning, and are enabled to develop and maintain accurate standardization documents. It also promotes efficient project tracking while it improves management of over-aged documents.

As of December 1998, users locating defense specifications and standards through the Consolidated Index on the National Standards Systems Network web site are able to view and download documents from the ASSIST database, without having to first log into ASSIST On-line. This new function is called ASSIST-eAccess.

ASSIST On-line accounts are free to all users requiring access to specifications and standards information. Users from DoD Standardization Management Activities and other DoD Activities may request an account using the DOD ASSIST On-line Order Form (DAPS-Phila 5271). The web site address is <http://dodssp.daps.mil/assist.htm>.

### **Procurement Gateway**

DAPS manages another highly active, web-based electronic commerce system: the Procurement Gateway. The Procurement Gateway is an integrated collection of auto-



# Focusing on DAPSC



mated systems that provide oversight for the management of procurement data. Accessed via the web, it allows prospective government contractors to perform comprehensive and detailed searches for Requests for Quotation and award documents.

Flexible search options permit the user to identify RFQs and awards using a variety of search criteria including solicitation, Purchase Request Number and National Stock Number. Users may also make searches by providing keywords, data ranges, and Federal Supply Class. All RFQs and awards are stored in digital format (PDF) and are viewed online.

The Procurement Gateway also capitalizes on other DoD information systems to link to and obtain other documents required in the acquisition process. The system connects to the

Military Specifications and Standards System (ASSIST), and to JEDMICS (the DoD engineering drawing repository).

The newly-enhanced version of the Procurement Gateway offers user profiles and a collection download feature. This feature allows users to create and modify an unlimited amount of profile-specific criteria geared toward certain FSCs and NSNs. Users have the ability to create and modify their profiles online. The Procurement Gateway has been expanded to provide access by both the government and commercial entities.

## Doc access online

DAPS' doc access online program and the 90 electronic commerce servers that it deployed worldwide in 1998 allows its customers to use the Internet from their desktops to shop, order and pay using a credit card; send digital document files; check their job status; and verify account balances.

In August 1998, the Joint Chiefs of Staff's Combat Support Agency Review Team praised DLA for eight initiatives, including doc access on-line, that positively support the U.S. warfighter and stated that doc access is an excellent example of adapting best business practices to the business of defense as required by the Defense Reform Initiative Report.

"With doc access on-line, DAPS is taking a strategic leap in employment of electronic commerce," said Steve Sherman, DAPS Chief Information Officer. "It is not only a technology change but a cultural change for our organization and our customers. It is a true EC solution, working in the DoD today."

A list of Doc access on-line locations can be found at [www.daps.mil](http://www.daps.mil).



## DLA's Administrative Support Center goes European

by Catharine Kualii  
DLA Administrative Support Center

**A** miniature version of the Defense Logistics Agency Administrative Support Center is providing DLA operations in Europe with diverse support functions such as information technology, telecom, interservice support management, mail management, financial management, military and civilian personnel liaison, facilities management, security, safety and transportation.

Since March 1998, the office, known as DASC-FE, has served numerous DLA activities throughout Europe. DASC-FE also services such customers as DOD Dependent Schools, DOD Inspector General and Army activities located in the European Theater.

The DASC European Office, like DASC, is a Fee-for-Service organization. Fee-for-Service allows DASC to find economies of scale and reduce costs through the elimination of duplicate support, reengineering, streamlined cost accounting methods and standardized rates. By

providing these administrative support services, DASC-FE frees the customer to focus on accomplishing its primary missions.

A Customer Oversight Board — composed of customers — works with DASC to define requirements, look at outsourcing alternatives and find economies of scale through consolidated support.

Through the use of Internet technology, DASC offers its customers an on-line connection to their billings. This viewer give customers the ability to access billing information at any time, as well as to view itemized charges and even communicate billing discrepancies or comments through electronic submission.

The DASC-FE communicates with customers through many mechanisms such as customer comment cards, the on-line viewer and job follow-up calls seeking feedback in monitoring trends. This assists the office in effectively creating products and services that will satisfy customers. DASC-FE continues to employ benchmarking efforts to ensure that prices and quality standards are competitive.

## Three dimensional full body scanning ready to make perfect fit

by Lynford A. Morton  
DLA Congressional and Public Affairs office

**F**or recruits going through basic training at Marine Corps Recruit Depot, San Diego, finding just the right fit for dress uniforms just got a lot easier. And more than appealing to their sense of fashion, an integrated new system using a 3-D scanning process helps the depot draw down inventory levels and cut ordering lead-time.

This 3-D project is conducted by the Defense Logistics Agency's Apparel Research Network program. ARN is a collaboration of academia, industry, software developers and clothing manufacturers. Their goal is to improve the United States apparel industry's ability to meet Department of Defense requirements.

The ARN network recently teamed with the Marine Corps Recruit Depot, San Diego, to demonstrate a new approach to complete supply chain integration.

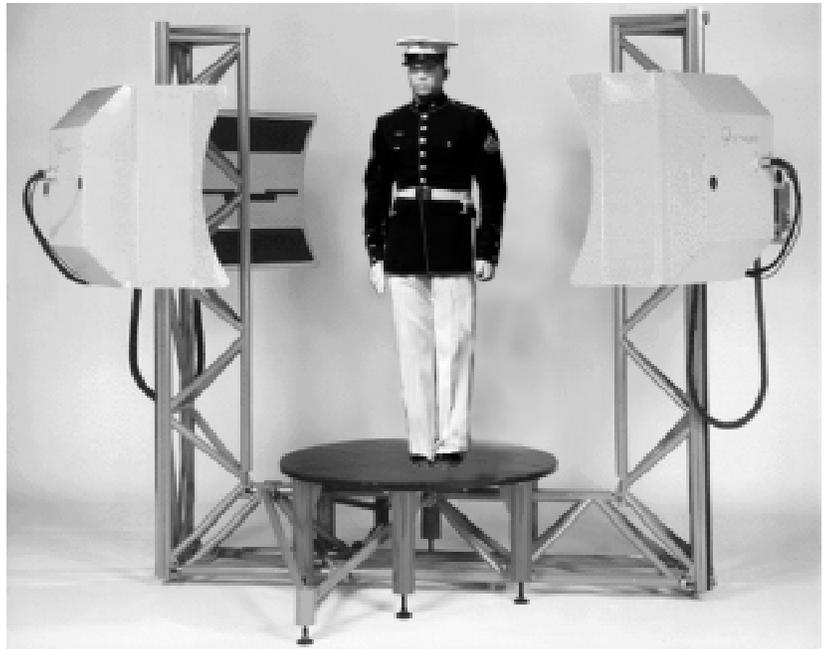
Historically, DLA has maintained high inventory levels to support surge requirements and avoid shortages caused by long procurement and manufacturing lead times. "During military downsizing, it became essential to streamline the DLA apparel supply chain to reduce inventories and shorten lead times," said Julie Tsao, ARN program manager.

The 3-D whole-body scan starts a process that provides the solution. In 47 seconds, a commercial Whole Body Scanner captures the intricacies of a recruit's body shape. The software automatically extracts the body measurements then selects appropriate uniform sizes for issues.

"Marines wear perfectly fitted uniform when they graduate," said Tsao. "As Marines go throughout the basic training process, most of their body shape changes drastically because of their diet and exercise."

The problem manifested itself in the old system, where recruits were fitted early in the basic training program, and needed two subsequent fittings and alterations before graduation. Now recruits are scanned once at the 42nd day of training and return for their first fitting on day 60. Two days later, they pick up their final, altered uniform.

The 3-D scanning process connecting with bar code information establishes retail inventory replenishment levels. Using the World Wide Web, that information is then provided to the recruit center and Defense Supply Center



Cyberware's Whole Body scanning device is being tested by Defense Logistics Agency's Apparel Research Network to find the perfect fit for Marine recruits. *(Photo has been digitally altered and is not an exact representation of an actual fitting.)*

Philadelphia, the DLA organization that manages the clothing commodity. Each organization then has an integrated view of retail and wholesale assets in the supply chain.

Using this system has proved successful. The San Diego center already achieved their goal of reducing retail inventory by 50 percent. In fact, the depot suggested using the system to introduce more efficiency to their process. "They had so much confidence, they came back and said they wanted to proceed more aggressively," said Tsao.

This spring, the ARN will test the concept of using the scanned data to prepare "kits" of pre-selected garments ahead of time. This kiting idea saves up to two full days of the recruit time during the issuing process - time that can be used for training.

"They were willing to take that giant step," said Tsao. "The system is so good, they were willing to use it to improve their operation."

If the ARN continues to receive encouraging feedback, the network will look to expand the program to other Service Recruit Training Centers. By 2001 the ARN hopes to use the fully integrated 3-D scanning technology to reduce both ordering lead time and inventory levels by 50 percent.

# Logistics Initiatives Lab debuts

by Christine Born  
DLA Congressional and Public Affairs Office

**T**he Defense Logistics Agency has created the DLA Logistics Initiatives Lab as a way to showcase some of the many initiatives DLA is undertaking to better serve its customers.

The LIL uses a combination of storyboard graphics, exhibits, computer based presentations and interactive "hands on" displays to communicate DLA programs and initiatives.

In December 1998, Marine Corps Maj. Gen. Geoffrey Higginbotham, deputy chief of staff for Installations and Logistics, Headquarters, U.S. Marine Corps, Washington, D.C., was the first visitor to the LIL.

"The Logistics Initiatives Lab is a great way to show, first hand, how DLA is working to better serve its customers," DLA Director Army Lt. Gen. Henry T. Glisson said. "This lab will continue to evolve and as new systems that DLA has implemented come on-line, the folks who operate the LIL will put them on display."

The task to create and operate the LIL was assigned to the Defense Logistics Support Command. Jack Deasy and

Air Force Lt. Col. Rita Torner, of DLSC's Resource, Planning, and Performance directorate, established the LIL concept of operations. With the assistance of DLA Administrative Support Center facilities, computer systems, and graphics personnel, Deasy and Torner transformed room 1733 in the headquarters complex, a room formerly used as a computer maintenance workshop, into a "show and tell" room that is now being used to communicate various aspects of the DLA story.

The exhibits have photographs, hardware and other objects on tables in front of a related wall display. Many of these items are available for visitors to touch and operate.

Four computer workstations, connected to the DLA headquarters complex network and the Internet, are used to demonstrate the capabilities of DLA's web sites. Briefings and demonstrations are modular and can be tailored to suit the needs of each visitor. The typical visitor spends about 45 minutes in the LIL and usually receives about six briefing and demonstrations, each approximately seven minutes in length, provided by a subject matter expert.

Some of the topics a visitor can learn about include Automatic Identification Technology, Joint Total Asset Visibility, the Integrated Consumable Items Support Model, E-Mall, and the Distribution Standard System Web site that provides shipping status to customers.

The Defense Automated Printing Service has a display which illustrates how its services can reduce paperwork. DAPSC took the DoD regulation on financial management, a document that stands 1 foot and 6 inches high, and put it on one CD-ROM.

The AIT display shows the various technologies used to store and read identification information such as a Smart card and radio frequency identification tags.

Next to the AIT display is a display on JTAV. This technology helps customers track the location, movement and status of personnel, equipment and supplies. After viewing the storyboards and being briefed on the program, visitors can then see an actual demonstration of JTAV in use on the Web by viewing the real-time status and location of an item.

The LIL is currently only available for viewing to VIPs visiting the headquarters.



Marine Corps Maj. Gen. Geoffrey Higginbotham (left), deputy chief of staff for Installations and Logistics, Headquarters, U.S. Marine Corps, Washington, D.C., listens to an explanation on Automatic Identification Technology from Ed Coyle (right), program manager for AIT.

## Hooah:

# Senior Leaders conference addresses issues, the future



Soldiers prepare for a demonstration of parachute jumps during Hooah Day at the First Corps Support Command, Fort Bragg, N.C.

**D**efense Logistics Agency Director Army Lt. Gen. Henry T. Glisson held a conference for the DLA senior leaders in Fayetteville, N.C., on Dec. 2-4. The conference theme was “One Team, One Focus.” In attendance were the Headquarters Executive Team and staff, Primary Level Field Activity commanders and their deputies.

On Dec. 3, the First Corps Support Command, Fort Bragg, N.C., hosted an Army “Hooah” day that included briefings, static displays, demonstrations of capability and operations and lunch with the 82<sup>nd</sup> Airborne. The discussion focused on how these soldiers do their jobs and what DLA can do to better support them.

The DLA business day began on Dec. 4 with the director’s state of the agency report. Other items discussed

included the DLA reinvention labs, Y2k issues, core versus non-core functions and a Defense Reutilization and Marketing Service update.

Glisson provided an overall assessment of the agency’s current effectiveness and recent achievements in his state-of-the-agency report. He discussed the near term and future strategic challenges that the agency is facing. His analysis of DLA’s strengths, weaknesses, opportunities and threats concluded that the agency needs to maintain its focus on warfighter readiness and support. DLA also needs to reduce its operating costs and surcharge, continue to rightsize for the future, develop its overarching acquisition strategy and increase its presence and partnerships with the military services, Commanders-In-Chief and U.S. Transportation Command.

Members of the DLA executive team made presentations on their key initiatives. Some of the topics included:

**National Partnership for Reinventing Government**—

presented by Chris Gallo, executive director for Plans and Operations. She described DLA's NPR Program and solicited Agency-wide participation.

**DLA's Inherently Governmental Activities Inventory**—

presented by Dr. Linda Furiga, DLA's comptroller. The briefing included an analysis of the distribution of core/non-core positions across DLA, as well as by primary activities.

**Defense Contract Management Command's current initiatives to team with Defense Logistics Support Command**—

presented by Maj. Gen. Timothy Malishenko, commander, DCMC. He described this partnership with DLSC and customers to improve readiness support.

**DLA's Diversity Program**—presented by Gary Thurber, director of the Defense Energy Support Center and Diversity Team Leader. He provided an overview of results of the recent diversity assessment.

**Update on the Y2K program management**—presented by Carla Von Bernewitz, DLA's chief information officer. She briefed on system status, tests, and contingency plans.

**Update on Defense Reutilization and Marketing Service**—presented by Col. Robert Mansfield, commander, DRMS. He briefed on DRMS' privatization initiative through the National Performance Review.

In closing, Glisson expressed his appreciation to all for their contributions to the Agency mission and reengineering DLA for the 21<sup>st</sup> Century. He also announced that the next Senior Leaders' Conference will be held on June 28-30, 1999, at Warner Robins Air Force Base, Ga.



Defense Logistics Agency Director Army Lt. Gen. Henry Glisson (*right*) talks with Spc. Turner (*left*) and Spc. Scales (*center*) during the Army "Hooah" Day, hosted by Ft. Bragg, N.C.



(*Right*) Al Ressler, director DLA corporate administration, suits up in parachute gear. To his right is Pfc. Ladd.

# Fort Bragg's central service station: **Full service for the warfighter**

by Lynford A. Morton  
Office of Congressional and Public  
Affairs

**F**or a tangible example of the Defense Logistics Agency's responsive customer support to warfighters, look no further than Fort Bragg, N.C. With DLA's help, the post officially opened a central fuel management system Nov. 18 that helps soldiers improve efficiency and save money.

It was a problem-solution approach to customer support. Fort Bragg's 13-motor pool underground tank system needed to come into compliance with an Environmental Protection Agency mandate.

"We were faced with a December 1998 deadline for EPA requirements and saw nothing on the horizon to fix the problem other than patch solutions," said Dan Tully, chief of Fort Bragg's Installations Logistics Division. "We knew there had to be a better way of doing business."

The World War II and Korean War-era tanks required major repairs to comply with the regulations. Replacing the system called for about \$6.5 million in military construction, but Fort Bragg didn't have the funds available.

Tully says that's when they contacted DESC for assistance. Experts in the Center's Facilities Management Division joined the Army Petroleum Center staff to examine the existing infrastructure as well as look at consolidating inventory and establishing a central fuel management activity.

"We decided the best solution was to have a contractor provide, operate and maintain two automated commercial fuel-dispensing stations on Fort Bragg," said Brian DeLong, contract-



A Fort Bragg soldier uses a Smart card with the automated key lock at the central service station. The system, similar to a credit card system, dispenses fuel and tracks usage.

ing officer at DESC.

The Center also funds the contract since DESC owns fuel until it goes into the item of consumption. "Under certain conditions we pay for base operations initiatives," said DeLong.

The partnership of DLA, APC, and Fort Bragg developed a performance-based Statement of Requirement for a contractor-owned, contractor-operated service station using commercial standards and practices.

Each station provides JP-8 fuel and motor gasoline with modern gas station pumps and a bulk truck loading rack. Stations are automated using a key lock system similar to a credit card system. The system records transactions for Defense Automated Management System inventory reporting requirements.

As another benefit, the system provides Fort Bragg better accountability. It allows post organizations to track usage and streamline the funding

process. Each station stores 90,000 gallons of JP-8, a kerosene-based fuel, and 20,000 gallons of motor gasoline.

From the efficiency gained, Fort Bragg will need fewer people to run fueling operations. The post previously employed 13 people to run its motor pool system. Under the new arrangement, that number drops to one person, with a cost avoidance of \$3 million.

To get the process moving, DESC awarded a service contract for five years at \$4.2 million, with three subsequent five year options that could bring the total 20 year contract to \$9 million

"DLA got authority to procure it quickly. We went from concept to final product in 18 months," said Tully.

The team found that using commercial standards allowed them to accelerate the process. "There were no military specifications. We built a commercial station because that was

the only way to finish it on time,” said DeLong.

With the new site open, the contractor now is responsible for environmental compliance as well as maintenance and repair. “It relieves commanders from having to maintain old facilities,” said Tully. “Taking care of these motor pools was a serious distraction. We took that away so the soldiers can concentrate on what they are supposed to do—train to fight.”

Improved service comes along with the savings. “I talk to soldiers as they are using the key card and they love it,” said Tully. “They have 24-hour access, which they didn’t have in their own motor pools.”

***“I talk to soldiers as they are using the key card and they love it. They have 24-hour access, which they didn’t have in their own motor pools.”***

**—Dan Tully, chief of Fort Bragg’s Installations Logistics Division**

That’s the kind of feedback DLA employees like to receive. “We answered our customer’s request for help by finding a solution that not only gets them in compliance with federal law but also saves the taxpayer money and provides Fort Bragg’s soldiers with a state-of-the-art facility,” said Col. Joseph T. Thomas, DESC deputy director for Operations. “It’s just another example of what can be accomplished when DLA, the military services, and industry work together. We all come out winners.”

## DLA opens demilitarization coding management office

**T**he Defense Logistics Agency opened the Department of Defense Demilitarization Coding Management Office Nov. 1, 1998.

Demilitarization, or DEMIL for short, is the process that makes weapons, equipment and other items no longer needed by the Defense Department safe for disposal. Codes assigned by program managers to each item explain whether an item may be disposed intact or whether actions need to be taken to make the property unusable for its intended purpose. Historically, the accuracy of DEMIL code assignments throughout DoD has not been as high as it should.

“Using the proper coding ensures that the weapons systems we use today do not get into the wrong hands to be used against us in conflict,” said Army Col. George Henderson, deputy director of DLA’s Disposal Management Group.

There also is a financial benefit to making sure materiel is identified with the proper DEMIL codes. “We don’t want to spend excessive amounts of money destroying equipment that doesn’t need to be destroyed. It is important that we have commercially salable property,” said Henderson.

The new office ultimately assigns 14 people within DLA’s Defense Logistics Information Service to take on the coding management mission. The team will be responsible for reviewing and validating DEMIL codes for the 8,000-12,000 new National Stock Numbers entering the DoD supply system each month. In addition, they will review and validate DEMIL codes for all existing materiel in the DoD inventory.

The office will manage the DoD DEMIL Challenge Program, where Inventory Control Points are notified of suspected incorrect DEMIL codes

and asked to correct them. For the system to work correctly, Inventory Control Points should respond to DEMIL code challenges in a timely manner, initially within 30 days, with the appropriate change to the item record made within 90 days. They also will provide DEMIL technical advice and assistance to DoD components and investigative agencies.

“When you consider the expertise we have in this building on weapons systems and cataloging, it’s purely logical to have the office here,” said Roy Howell, chief of the DEMIL Coding Management Office at DLIS. “If there’s ever a problem, we just have to go down the hall.”

Outside of DLA, however, the community working DEMIL coding issues within DoD includes the Office of the Secretary of Defense, the military services, and other DoD agencies.

“This DCMO is strictly a review office,” said Jack Blackway, DoD DEMIL program manager. “We do not usurp the service’s responsibility to assign codes.”

In fact, the office expands the challenge program previously performed by DLA’s Defense Reutilization and Marketing Service. Under the old system, if DRMO employees saw equipment they suspected was coded improperly, they would submit a challenge to DRMS. If DRMS agreed, they forwarded the challenge to the Inventory Control Point managing the equipment.

“Now we are being proactive, rather than reactive,” said Blackway. “We are looking at new items as they come into the system.”

Whether the team is reviewing existing DEMIL coding or new NSNs, their goal is clear. “What we want to do is become the true experts on DEMIL codes,” Howell said.

# DSCP's medical directorate providing equipment to Egypt

by Dena Selkow  
Defense Supply Center Philadelphia

**L**ittle did Denise Scobee know or imagine that working in the Defense Supply Center Philadelphia's medical equipment office would bring her face-to-face with Egypt's Sphinx and pyramids.

Scobee, a biomedical engineer, is one of DSCP's key players in the "Egypt Project," which involves outfitting the new Military International Medical Center, Cairo, Egypt, with all of its medical equipment. This new facility will serve Egyptian military personnel. DSCP will provide equipment ranging from bed stools and patient monitors to CAT scanners and Magnetic Resonance Imaging systems, as well as surgical instruments and disposables.

The U.S. Army Corps of Engineers, the main contractor for the project, subcontracted the outfitting of the hospital with equipment to DSCP. Jim Gallagher, a product executive in DSCP's equipment product group, said the Corps asked for DSCP's involvement because they have the

expertise and background in the medical equipment arena to furnish a facility of this size.

Construction on the new 600-bed hospital began in August 1996 and the facility is scheduled to open in September 1999, with the actual equipment installation efforts scheduled to start April 1999.

This project is challenging because the requirements are constantly changing," said Scobee. "We have been able to remain flexible and adapt to all of the changes."

DSCP's medical equipment group is only one entity involved in this project. The U.S. Army Corps of Engineers/Transatlantic Programs Center was tasked to be the program manager and to oversee outfitting the hospital. In turn, the Corps tasked DSCP's medical directorate with the technical and acquisition support for about \$90 million in equipment.

"This project is unique in the sense that DSCP is acting as a subcontractor for the Corps of Engineers. This is the first time that the office has done any work in Egypt, let alone deal with a foreign government," said Gallagher.

"Also, there are so many other players involved in this project like a logistics contractor, a freight forwarder, the U.S. Embassy, a consultant architect and an equipment planner."

Scobee said having all of these people involved also makes it a little different from past projects.

"We are reporting to several different entities and we must be very diplomatic in the way things are presented, so it is not misunderstood. The Egyptians are very nice and personable, as well as gracious hosts, which makes the time I am spending in their country very enjoyable."

Gallagher said this is the first time that the medical equipment office has had a resident DSCP biomedical engineer onsite in an overseas location for an extended period.

"I'll be spending several months on location in Egypt during the equipment installation period," said Scobee. "It will give me the opportunity to make sure that an important job gets done."



Construction site of the Military Medical Center in Cairo, Egypt. The center will eventually be outfitted with all its medical equipment by the Defense Supply Center Philadelphia's medical equipment team.

## DLA badge returns for wear

**M**aking its comeback, the new Defense Logistics Agency command badge is once again available for military personnel assigned to DLA.

The badge was available several years ago but was discontinued. Recently, the DLA command badge has been reinstated. The new badge is larger than the old one and the type is easier to read.

The DLA command badge is worn on the uniform in the same general manner as the Secretary of Defense and Joint Chiefs of Staff badges and may be worn only during the assignment to DLA.

The following service regulations apply to the wear of the DLA command badge:

<b>Army</b>	AR 670-1, para 28-18C
<b>Navy</b>	NAVPERS 15665 CH 1
<b>Marines</b>	MCO P1020.34E MCUR
<b>Air Force</b>	AFI 36-2903

The command badge is available from your local military personnel office. Questions can be addressed to DLA's Senior Enlisted Advisor Sgt. Maj. Randy Taft, (703) 767-5396, DSN 427-5396.



## Two DCMC units named finalists in Presidential Quality Awards

**D**efense Contract Management Command New York and DCMC Twin Cities are finalists in the 1999 Presidential Quality Award competition. Last year, DCMC Long Island won the award.

"I am proud to announce the selection of two DCMC organizations—DCMC New York and DCMC Twin Cities—as finalists for the 1999 Presidential Quality Award," Air Force Maj. Gen. Timothy Malishenko, commander, DCMC, said. "This continues a direction set last year when DCMC Long Island received the 1998 Presidential Quality Award. Clearly, DCMC is in the forefront of implementing the guiding principles of the Government Performance and Results

Act and revolutionizing business affairs. The achievements of DCMC employees in the New York and Twin Cities in the areas of customer service, performance measurement, and business operations are truly exemplary and indicative of our other 68 contract administration offices around the world."

Following site visits to the organizations remaining in the competition, the Office of Personnel Management's Office of Executive Resources will submit the finalists to its selection committee.

The President's Quality Award Program is designed to recognize federal organizations which have documented high-performance management systems and approaches.

## DLA deploys combat support team to assist in hurricane relief efforts

**T**he Defense Logistics Agency stepped up its support of the Hurricane Mitch relief efforts by deploying a contingency support team to El Salvador in December. The team, commanded by Army Lt. Col. Kevin Dodge, included seven personnel with expertise in the areas of fuel quality assurance, rations, repair parts, and medical and general supplies. Based in El Salvador, the team is under the operational control of the U.S. Joint Task Force operating in El Salvador, Guatemala and Nicaragua.

In January, Lt. Col. Bertha Briley, Defense Supply Center Richmond, replaced Dodge.

Since the relief efforts began, DLA has filled requisitions for: \$313,000 in clothing and textiles; \$3.31 million in food; \$1.01 million in medical supplies; and \$130,000 in general supplies.

"The team has been vitally engaged in making certain that adequate quantities of quality fuel and other critical supplies are available to U.S. forces operating in Central America," said Army Col. Murray J. Rupert of DLA's Joint Logistics Readiness Center.

With the relief efforts taking place during the holiday season, the team's ration specialist also assisted the Joint Task Force in preparing for the holiday meal.

Also of interest, Army Lt. Col. Harry Ching, a former DLA employee who now commands the 264th Corps Support Battalion, is in Guatemala with his unit to support the relief efforts. Ching's battalion is part of 1st Corps Support Command at Fort Bragg, N.C. His unit is providing logistical support such as fuel, food, supplies, vehicle maintenance, transportation and water purification for troops involved in the humanitarian relief efforts.

# DLA's Quality of Life

## Quality of Life program offers help, child care, more to employees

by John Patrick  
Chief, HQ DLA Quality of Life Office

**T**here are many different facets to a quality of life program, from the physical environment of an office work place to the programs available to help employees through difficult family situations. At the Defense Logistics Agency, it means all of these things-plus much more.



Defense Logistics Agency employees participate in a fitness walk sponsored by a DLA-run fitness center at the Defense Reutilization and Marketing Service and Defense Logistics Information Service, Battle Creek, Mich.

The DLA Quality of Life office brings under a single umbrella all of the DoD-regulated personnel and family support programs, and provides a baseline of equitable services that are responsive to the needs of the workforce, both civilian and military, and their families. The office also develops policy and provides guidance, information and technical assistance to the DLA field offices.

According to Pamela Creek, executive director of the DLA Office of Human Resources, "The DLA senior leadership has long recognized that our workforce is its most vital resource. DLA is dedicated to providing strong and effective leadership in areas that contribute to a family friendly environment," she said. "The programs we administer represent a partnership between DLA corporate policy, management, and personnel, and directly impact the successful accomplishment of the DLA mission."

DLA Director Army Lt. Gen. Henry T. Glisson agrees that DLA must, like the private sector, provide meaningful and accessible quality of life programs for its employees.

"U.S. companies have recognized the benefits of designing and implementing employee benefit programs carefully aligned with corporate goals," he said. "As we move forward with preparing the DoD workforce to meet the challenges of the 21st century, the key words I hear on work and life issues comes down to these three questions:

- ◆ How do I get the greatest value for the Agency?
- ◆ How do I provide the greatest value for my personnel?
- ◆ How do I bring these two together to maximize value for both while supporting the Agency's mission?

Glisson said that DLA has stepped up to the challenge of responding to the work and family needs of both the civilian work force and the military members and their families.

"Major initiatives are occurring throughout the Agency in a variety of Quality of Life programs," he

# of Life Program

said. "Together, with the extensive array of work and family policies and programs, DLA is clearly offering strong support to its work force."

DLA Quality of Life programs include child care; youth services; elder care; family centers; family advocacy; transition assistance; relocation assistance; family member employment; morale, welfare and recreation; information, ticket, tours; leisure travel; and lodging.

These programs fall under three main areas of Quality of Life issues:

- ◆ Morale, Welfare and Recreation Programs
- ◆ Child and Youth Development Programs
- ◆ Family Support Programs

## Morale, Welfare and Recreation Programs

DoD Morale, Welfare and Recreation programs directly support the well-being and morale of the DLA work force. Some of the current MWR programs that DLA supports include fitness facilities, health services, recreational areas and programs, and special services that include discounted tickets, tours and intramural athletics. Program cost is funded, in accordance with regulatory guidance, by employee usage fees and employer subsidies. In line with DoD's outsourcing initiative to procure quality service at competitive prices, many MWR program services are provided by local and national contracted vendors. Additionally, the creation of the One Fund, which consolidated installation non-appropriated funds, resulted in a first year twenty-fold increase in retained income for the DLA MWR programs.

Health and Fitness Programs include physical fitness programs, fitness centers, jogging trails, health screening, counseling and education seminars. Athletic programs



Children play at the Defense Reutilization and Marketing Service and Defense Logistics Information Service, Battle Creek, Mich., child care facility.

offered on DLA installations include bowling alleys, golf courses and intramural sports.

Another service offered includes the Information, Tours and Ticket Offices. These offices provide information and brochures on vacation areas throughout the United States and can book hotels and sell tickets to various attractions throughout the United States.

For more information on Morale, Welfare and Recreation Programs, contact your local program representative listed in the directory on pages 26 and 27.

## Child and Youth Development Programs

Quality developmental programs for early childhood, school age and youth services, are top priorities for DLA. Children aged six weeks to 5 years old, and school age youths from 6 to 18, are covered. DLA emphasizes safe, personalized care, and, as part of the DoD Child Care System, offers full day, part day, and hourly child care, part day preschools, and before and after school programs for school age children. The DLA goal is to provide an affordable child care option for employees.

DLA has incorporated various outsourcing methods to meet the growing need for child and youth development

See Quality, page 24

# DLA's Quality

Quality from page 23

throughout the agency. DLA is continuing to construct modern state-of-the-art child care facilities while experimenting with alternative delivery systems such as commercial outsourcing, contracted services, consortiums with the General Services Administration, public-private ventures and resource and referral.

Currently, DLA has active child care programs at the Headquarters Complex, Fort Belvoir, Va.; Defense Supply Center Columbus, Columbus, Ohio;

Defense Supply Depot Susquehanna, New Cumberland, Pa.; and an accredited outsourcing operation at Defense Supply Center Richmond, Richmond, Va. School age and youth programs are located at New Cumberland. There is a youth program at Defense Distribution Center, Tracy, Calif.; a GSA consortium at Defense Logistics Information Service, Battle Creek, Mich.; and resource and referral support for Defense Contract Management Command employees throughout the United States.

In April 1997, President Clinton said, "We now know that children's earliest experiences, including those in child care, have significant effects on their learning and development. I believe that the military has important lessons to share with the rest of the nation on how to improve the quality of child care for all of our nation's children."

DLA will continue to support the presidential initiatives and DoD directives and regulations. The goal is to assist parents, both civilian and military, in locating affordable, quality child and youth developmental programs.

For more information on Child Care programs in DLA, contact J.A. Hamilton, HQ Child and Youth Development Program Manager, 703-767-5367.



Employees at the Defense Reutilization and Marketing Service and Defense Logistics Information Service, Battle Creek, Mich., have a state-of-the-art fitness center to work out in. Fitness centers are available at many DLA locations.

## Family Support Programs

The DoD Family Support Program assists employees in dealing with personal and family challenges and supports DLA management in their efforts to increase productivity and decrease absenteeism and stress in the work force. Within DLA, the Family Support Program office refers employees to the appropriate programs and resources that provide program services for Family Advocacy, DOD Relocation Assistance, Family Centers, Army Emergency Relief, DOD Financial Assistance, DOD Exceptional Family Member Program, DOD Spouse Employee Assistance Program, and the Army Family Action Plan.

The Quality of Life Family Support Program offices help refer employees to the appropriate DoD Family Advocacy Programs that provide services such as preventing family violence and child abuse. These programs offer proactive and educational services aimed at strengthening the family relationships and alleviating the stresses of everyday life. The goal of the family advocacy programs is to educate, prevent, and provide support to the DoD work force in family violence situations. In addition, these

# of Life Program

programs work closely with DoD's Child Development Centers in preventing child abuse.

Prevention programs are open all DoD employees, with treatment provided to those who are eligible for military care. The programs provide preventive activities in a variety of formats to prevent child abuse and reduce family violence. For example, both singles and married couples are involved in efforts to strengthen the role of families. The program uses a coordinated, multi-disciplinary approach to build strong and resourceful skills to ensure safety for all members of the community. DLA offers this referral service at all the Primary Level Field Activities as well as the Headquarters Complex.

DLA recognizes that any military or civilian employee's relocation can have a major impact on the family. In providing a family-friendly environment, the Relocation Assistance Program provides employees with the tools necessary to complete a move in an efficient and cost effective way. Another relocation assistance tool is the Standard Installation Topic Exchange Service, which is a fact-filled, interactive database on roughly 300 military bases worldwide and is available through DoD Family Centers at every military installation and is also accessible through the Internet at [www.dmdc.osd.mil/sites/](http://www.dmdc.osd.mil/sites/). The local Relocation Assistance Manager can also help employees understand moving entitlements and may save the employee money in the process.

DLA also offers a toll-free telephone number called DLA Life Connections. This number is an information and referral program for Defense Contract Management Com-

mand employees. Many DCMC employees are neither working on a government installation, nor are they within close driving distance of one. The toll-free information and referral service provides these employees with the same benefits as those assigned to DLA's installations that have programs on-site. Parenting, prenatal and newborn care, childcare, schools and school services, eldercare, military TRICARE, college and university services, adoptions, and special needs information and services are included in this resource. DCMC personnel should call 1-800-837-4630.

For more information on DLA Family Support Programs, contact your local program representative listed in the directory on pages 26 and 27.

## Quality of Life Office

The DLA Quality of Life programs exist for you, the DLA team member. Using these varied resources can help to improve lives, both at work and at home.

If you have any comments or suggestions, please contact HQ DLA Quality of Life office at 703-767-5353 or DSN 427-5353



A Defense Logistics Agency employee looks at videotapes on vacation destinations at an Information, Tours and Ticket Office. These offices provide information and brochures on vacation areas throughout the United States, and can book hotels and sell tickets to various attractions throughout the United States.

# DLA's Quality

## Headquarters, DLA

### Child Development Services

(703) 767-7103, DSN 427-7103  
Linda\_Scales@hq.dla.mil

### Fitness Center

(703) 767-2107, DSN 427-2107  
Kay\_Askew@hq.dla.mil

### Information, Tickets and Registration

(703) 767-7656, DSN 427-7656  
Paul\_Caracciolo@hq.dla.mil

## Defense Contract Management Command

### Relocation Assistance

HQ, room 4630  
(703) 767-2433, DSN 427-2433  
betty\_dyer@hq.dla.mil

### Health Facility Memberships

(703) 767-2439, DSN 427-2439  
dalene\_mccauley@hq.dla.mil

### Life Care—1-800 Information and Referral Service

1-800-837-4630  
(703) 767-2433, DSN 427-2433  
betty\_dyer@hq.dla.mil

### Civilian Welfare Funds

(703) 767-2439, DSN 427-2439  
dalene\_mccauley@hq.dla.mil

## Defense Distribution Depot San Joaquin

### Family Advocacy Program

Bldg. S-10 (Sharpe site)  
(209) 982-2270, DSN: 462-2270  
dhughes@smtpgate.ddc.mil

### Relocation Assistance

Bldg. S-12 (Sharpe site)  
(209) 982-2221, DSN 462-2221  
dmorris@smtpgate.ddc.dla.mil

### Post Restaurant

Bldg. 205, (Sharpe site)  
(209) 982-2265, DSN 462-2265  
bdail@smtpgate.ddr.wil

### Fitness Center

Bldg. 205, (Sharpe site)  
(209) 982-2201, DSN 462-2201  
dhughes@smtpgate.ddc.dla.mil

### Camp Grounds Reservations

(209) 982-2237, DSN 462-2237  
achandler@smtpgate.ddc.dla.mil

### Information, Tickets and Registration

Bldg. 205 (Sharpe site)  
(209) 982-2237, DSN 462-2237  
achandler@smtpgate.ddc.dla.mil

## Defense Distribution Depot Susquehanna, Pa.

### Child Development Services

Bldg. 351  
(717) 770-7360, DSN 977-7360  
Marith\_Willis@smtp.ddc.dla.mil

### School Age Services

Bldg. 286  
(717) 770-6768, DSN 977-6768  
Marith\_Willis@smtp.ddc.dla.mil

### Youth Services

Bldg. 286  
(717) 770-6768, DSN 977-6768  
Marith\_Willis@smtp.ddc.dla.mil

### Family Advocacy Program

Bldg. 260  
(717) 770-7066, DSN 977-7066  
Rick\_Pedzwater@smtp.ddc.dla.mil

### Relocation Assistance/Information Referral

Bldg. 260  
(717) 770-7737, DSN 977-7737  
Rose\_Daugard@smtp.ddc.dla.mil

### Financial Counseling/Emergency Relief

Bldg. 260  
(717) 770-6203, DSN 977-6203  
Wendy\_Trimble@smtp.ddc.dla.mil

### Riverview Golf Course

Bldg. 300  
(717) 770-5199, DSN 977-5199  
Bob\_Dunkinson@smtp.ddc.dla.mil

### Susquehanna Community Club

Bldg. 79  
(717) 770-7802, DSN 977-7802  
Sharen\_Flickinger@smtp.ddc.dla.mil

### Post Restaurants

Bldg. 2001  
(717) 770-5125, DSN 977-5125  
John\_Ewell@smtp.ddc.dla.mil

### Billeting

Bldg. 268  
(717) 770-7251, DSN 977-7251  
Kassandra\_White@smtp.ddc.dla.mil

### Bowling Center

Bldg. 412  
(717) 770-7325, DSN 977-7325  
Dave\_Buggy@smtp.ddc.dla.mil

### Fitness Center

Bldg. 459  
(717) 770-6428, DSN 977-6428  
Dave\_Buggy@smtp.ddc.dla.mil

### Outdoor Recreation & Equipment Rental

Bldg. 406  
(717) 770-7718, DSN 977-7718  
Wayne\_Dewolf@smtp.ddc.dla.mil

### Swimming Pool

(717) 770-6428, DSN 977-6428  
Dave\_Buggy@smtp.ddc.dla.mil

### Automotive Center

Bldg. 251  
(717) 770-6664, DSN 977-6664  
Dave\_Buggy@smtp.ddc.dla.mil

### Recycling Program

Bldg. 49  
(717) 770-5961, DSN 977-5961  
Jim\_Marshall@smtp.ddc.dla.mil

### Customer Service

Bldg. 49  
(717) 770-5072, DSN 977-5072  
Sue\_Burch@smtp.ddc.dla.mil

# of Life Program

## Defense Supply Center Columbus

### Fitness Center

Bldg. 27  
(614) 692-3084, DSN 850-3084  
marcia\_griffin@dsc.c.dla.mil

### Child Development Services

(614) 692-3101, DSN 850-3101  
bob\_genton@dsc.c.dla.mil

### Swimming Pool

(614) 692-1492, DSN 850-1492  
craig\_lyons@dsc.c.dla.mil

### Community Club

Bldg. 201  
(614) 692-1910, DSN 850-1910  
norma\_sloan@dsc.c.dla.mil

### Outdoor Recreation Program

Bldg. 27  
(614) 692-3084, DSN 850-3084  
danny\_wells@dsc.c.dla.mil

### 9-Hole Golf Course & Driving Range

(614) 692-2075, DSN 850-2075  
jose\_nieto@dsc.c.dla.mil

### The 19th Hole

Bldg. 201  
(614) 692-2980, DSN 850-2980  
norma\_sloan@dsc.c.dla.mil

### Guesthouses

(614) 692-4758, DSN 850-4758  
catalina\_canterbury@dsc.c.dla.mil

### Family Advocacy

Bldg. 20  
(614) 692-2000, DSN 850-2000  
avie\_williams@dsc.c.dla.mil

### Relocation Assistance

Bldg. 20  
(614) 692-7611, DSN 850-7611  
phil\_anderson@dsc.c.dla.mil

### Information, Tickets and Registration Office

Bldg. 20  
(614) 692-1111, DSN 850-1111  
tracy\_holmes@dsc.c.dla.mil

## Defense Supply Center Philadelphia

### Child Development Services

(215) 697-4807, DSN 442-4807  
robert\_evans@icpphil.navy.mil

### Relocation Assistance

Bldg. 6  
(215) 737-9038, DSN 444-9022  
aribuffo@dsc.p.dla.mil

### Information, Tours and Registration

Bldg. 14  
(215) 737-3940, DSN 444-3940  
mtrust@dsc.p.dla.mil

### Fitness Center

Bldg. M-1  
(215) 737-2825, DSN 444- 2825  
mtrust@dsc.p.dla.mil

### Family Advocacy Program

Bldg. 6  
(215) 737-7847, DSN 444-7847  
pshaw@dsc.p.dla.mil

### Community Club

Bldg. 14  
(215) 737-3939, DSN 444-3939  
mtrust@dsc.p.dla.mil

## Defense Supply Center Richmond

### Fitness Center

Bldg. 33  
(804) 279-4198, DSN 695-4198  
lobrien@dsc.r.dla.mil

### Fitness Center (DDRV)

Bldg. 59E  
(804) 279-6229, DSN 695-6229  
lobrien@dsc.r.dla.mil

### Family Advocacy

Bldg. 31  
(803) 279-4337, DSN 695-4337  
lcolomen@dsc.r.dla.mil

### Community Club, Bellwood Manor

(804) 279-3372, DSN 695-3372  
Reservations: 279-3714  
club@dsc.r.dla.mil

## Outdoor Recreation & Equipment Rental

Bldg. 33  
(804) 279-4198, DSN 279-4198  
lobrien@dsc.r.dla.mil

## Information, Tickets and Reservations

Bldg. 33  
(804) 279-4198, DSN 695-4198  
drickman@dsc.r.dla.mil

## Guesthouses

Reservations:  
(804) 279-4198, DSN 695-4198  
lobrien@dsc.r.dla.mil

## Swimming Pool

Membership  
(804) 279-4198, DSN 695-4198  
lobrien@dsc.r.dla.mil

## Child and Youth Development Services

Co-payment and referral  
(804) 279-6694, DSN 695-6694  
sdeslms@dsc.r.dla.mil

## Defense Logistics Information Service

### Fitness Center

(616) 961-7105, DSN 932-7105  
jgailhouse@dliis.dla.mil

### Information, Tours and Registration

(616) 961-5084, DSN 932-5084  
lbennett@dliis.dla.mil

### Family Advocacy

(616) 961-4051, DSN 932-4051  
mknapp@dliis.dla.mil

### Relocation Assistance

(616) 961-5590, DSN 932-5590  
lbarnett@dliis.dla.mil

### Recreation Center

(616) 961-4996, DSN 932-4996  
atatham@dliis.dla.mil

## Customer service

# Call Someone Who Cares

*This article originally appeared in the November 1998 issue of The Workplace, the national newsletter of NISH, operating under the Javits-Wagner-O'Day program.*

**A**t the headquarters of the Defense Logistics Agency's Defense Reutilization and Marketing Service and the Defense Logistics Information Services in Battle Creek, Mich., when a customer dials DLA's Customer Support Center for information and assistance, they will talk with people from Peckham Vocational Industries. In October, Peckham was awarded a contract unique to the Javits-Wagner-O'Day Program—providing level I phone operations at the Customer Support Center.

The JWOD Program began with the passage of the Wagner-O'Day Act in 1938. The Act permitted agencies serving people who were blind to sell brooms and mops to the government. In 1971, Sen. Jacob Javits (R-NY) led an effort to amend the original act to permit Americans with severe disabilities other than blindness to benefit as well.

The support center at the Battle Creek Federal Center is the place that thousands of U.S. military personnel and commercial businesses call when they have questions ranging from "how do I register my small business with DLA" to "what parts and pieces do I need for repairing an F-16 fighter plane."

Prior to Peckham coming on board at the call center, all incoming calls were received by DLA federal employees who would spend time answering the questions posed by their callers. Due to the nature of some calls, where extensive research and inquiry was required to answer a customer's request, many call center agents were tied up with one phone call for long periods of time. The result was that many incoming calls were put on hold. When hold times got to be too long, callers were hanging up.

In order to address this issue, DRMS and DLIS staff members, including Brian Moravek, Bernie

Solovey and Norman LeBriton, devised a new system for answering calls to the center. The new system allows for varying levels of responses to the caller. At the Level I stage, the phone operator answers all calls and logs general information, such as the caller's name, affiliation and request or question, into a database. If the request can be answered immediately by the Level I phone operator, they resolve it and close out the call. However, if the caller's question or request requires more extensive research and investigation, the call is referred to a Level II phone operator who has access to more specific data and information required to answer the caller's question. The Level II operator is able to spend more time with the caller without detriment to any other incoming customer calls. If a caller's question or inquiry is specific to a particular function that the Level II operator is not familiar with, the call is delivered to a Level III responder who, by profession, has expertise on the caller's topic.

The goal of the new system at the Customer Support Center is to maximize the efficiency of response time to the outside caller. Abandoned calls, meaning those where the caller hangs up while on hold, were averaging between 15-20 percent of all calls. This rate was unacceptable to the Call Center Team.

After getting approval to implement the new call center system, DLA had to decide who would provide the Level I service. All federal workers who had previously handled the incoming calls would move to Level II operators. To fill the role of the Level I operators, DLA chose to partner with



Suzanne Edgerton inputs customer information into a database at DLA's Customer Support Center in Battle Creek, Mich.



Denny Anderson (*left*), Team Leader, Customer Support Center looks on as Peckham employee, Shamon Pratt (*right*) receives an incoming call at the Battle Creek Customer Call Center.

the Javits-Wagner-O'Day Program and NISH. Because this type of contract work had never been done before, and the fact that DLA needed a Community Rehabilitation Program to move into the contract quickly, NISH targeted Peckham Vocational Industries to provide the services. Peckham has numerous JWOD contracts in Michigan and has historically demonstrated superior management and overall performance ability.

Seven employees from Peckham began training for the phone operator positions. Within ten days, all employees were trained and on the job. With less than three months on the job and despite the lack of previous experience, Peckham employees have been able to meet or exceed all objectives. The abandoned call rate has dropped to less than 5 percent, and on one day the rate was only 2 percent. Ask the Peckham employees and they will tell you that they want the rate to drop even further.

"We receive somewhere between 250 and 350 calls each day. Our team hopes to have no abandoned calls. We take personal pride in answering the calls and treating our customers in a professional and courteous manner," reports site supervisor Joy Wreckler.

The project has provided a win-win situation for all parties involved. Customers calling DLA receive prompt and courteous responses, people with disabilities are offered highly skilled, technical job training, and DLA has an efficient customer call center operation that meets the needs of their external customers.

"We feel that the call center operation provides a great opportunity, a new avenue, for people with disabilities to receive highly-skilled job training. The possibilities for expanding the number of these jobs for people with disabilities is great given the fact there are other Customer Support Center operations throughout the country. I commend the folks at DLA for never

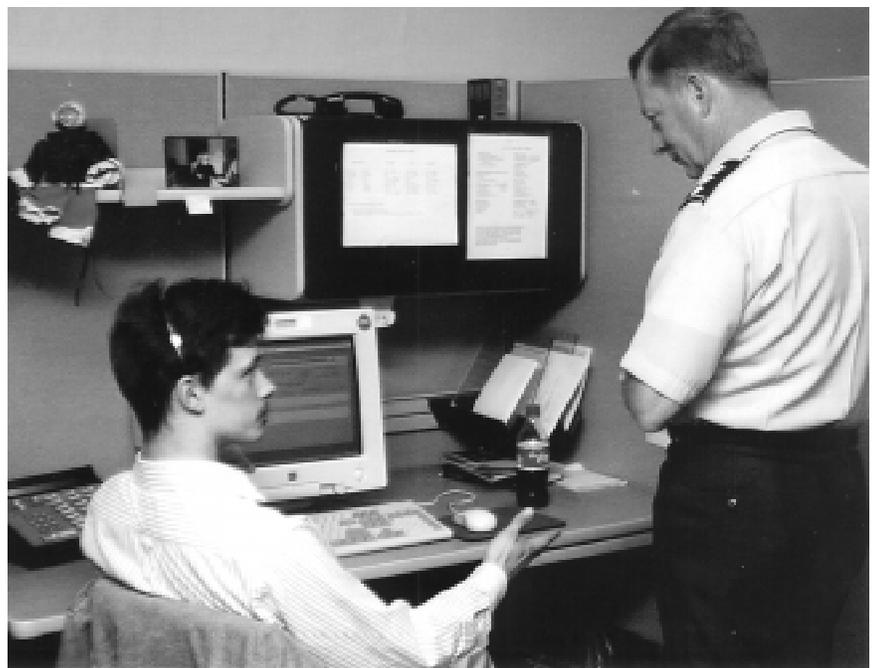
hesitating in their decision to bring Peckham on board for this operation and I am pleased that our employees have been able to perform so well," notes Karen Jury, Director of Marketing for Peckham.

The revised system at the customer call center has garnered national awareness and publicity within DLA. In October, DLA Deputy Director Navy Rear Adm. E. Robert Chamberlin visited the Federal Center, followed by a call center visit from DLA Director Army Lt. Gen. Henry T. Glisson. Both were highly impressed with the re-engineering efforts under-

way at Battle Creek, including the changes at the customer call center.

In his trip report, Chamberlin commented, "The opening of their [Battle Creek's] new Customer Support Center [is] not only a model program for NIB/NISH contracts, but is another great innovation to provide quality support to our customers."

Innovation, quality and teamwork has made the customer call center operation a model program for highly skilled job training within the Javits-Wagner-O'Day Program. The partnership displayed between NISH, DLA and Peckham serves as an example of how the JWOD Program can meet and exceed the needs of the government, while at the same time, provide jobs for people with disabilities.



Peckham employee Tim Robertson (*left*) talks about his job with DLA Director Army Lt. Gen. Henry T. Glisson (*right*).

# DCMC finds new ways to support research & development efforts

by Timothy Frank  
DCMC's Contract Financing and Payment Team

The military services and some defense agencies have been turning to innovative instruments to support research and to assist in the development of weapon system prototypes. The Defense Contract Management Command pioneered the administration of these instruments, which are known as *other transactions* because they are not contracts, grants or cooperative agreements.

DCMC established four Agreements Administration Centers in June 1997, taking an important step to facilitate the increasing use of "other transactions" by Department of Defense customers. The four centers, established at DCMC's offices in Seattle, Syracuse, San Diego and Atlanta, grew out of a visionary working arrangement with the Defense Advanced Research Projects Agency. The purpose of the centers is to administer "other transactions," which were initially developed as assistance instruments to support research and later were permitted for use as acquisition instruments in developing weapon system concepts and prototypes. Under a recent regulatory change, "other transactions" for research are designated "Technology Investment Agreements."

An "other transaction" may be awarded to a traditional DoD contractor, a new firm dealing with DoD, or even a consortium of commercial firms that may include universities. "Other transactions" are not governed by the Federal Acquisition Regulation or the Defense Federal Acquisition Regulation, and are not yet covered by

the DoD Grants and Agreements Regulatory System.

Since these instruments are customized agreements rather than contracts, grants or cooperative agreements, they can be specifically tailored for the requirements. However, because they do not have standard clauses, a standard structure or a large body of regulatory guidelines, they can be challenging to administer.

The distinctions between "other transactions" and contracts are significant. An "other transaction" typically will not use any of the common cost or fixed price payment structures, but often will use milestone payments, which can be adjusted and restructured in the course of performance.

The agreements allow the recipients significantly greater data rights than contracts typically do, and may be terminated by either the government or the recipient, at any time. Government property may be provided, but the property terms are non-standard. In addition, when the agreement is awarded to a consortium, the agreement must be modified as the

consortium membership changes, which is not uncommon.

Although the first of these agreements began to appear around 1990, DCMC's involvement began in 1993, through discussions with DARPA that resulted from a DCMC customer focus survey. DARPA brought the increasing use of "other transactions" to DCMC's attention, and the need for administration services was evident. These instruments were so significantly different from conventional contracts that the development of administrative processes and training were necessary to acclimate DCMC personnel to them.

A Memorandum of Agreement between DCMC and DARPA formalized a pilot project in January 1995. Under this pilot project, DCMC Seattle worked closely with DARPA to acquire training, then began administering eight agreements in April 1995 and expanded to 35 agreements by October 1995.

DCMC Seattle developed administrative processes and built an effective agreements administration team.

## Characteristics of Other Transactions

- ◆ Used as assistance instruments to support research
- ◆ Used as acquisition instruments in developing weapon systems concepts and prototypes
- ◆ Potentially awarded to traditional DoD contractors, new firms dealing with DoD or a consortium of commercial firms
- ◆ Not governed by Federal Acquisition Regulation or the Defense Federal Acquisition Regulation
- ◆ Use milestone payments instead of the common cost or fixed payment structure
- ◆ Are customized agreements and can be tailored for the specific requirements

In June 1996, the MOA was modified to expand the concept to three other DCMC offices: Syracuse, San Diego and Atlanta. They began operation in late 1996 and early 1997. DCMC Seattle worked with DARPA to export the agreement administration expertise to these new teams, and conducted training for new agreements administrators at DCMC Seattle.

The experience of DCMC's agreements administrators has demonstrated the unique requirements for "other transaction" administration. Agreement terms are significantly different from contracts, making strong business acumen, flexibility and innovation essential ingredients for agreements administrators. The centers have learned to tailor post award services to unique customer needs.

***An "other transaction" typically will not use any of the common cost or fixed price payment structures of contracts, but often will use milestone payments, which can be adjusted in the course of performance.***

A distinct role for DCMC has evolved through the Agreements Administration Centers program. By applying concepts such as Early Contract Administration Services, the centers have actively assisted issuing activities in the development of solicitation packages, and those offices are now recognized as centers of expertise by issuing activities.

The experience DCMC has acquired has enabled the agreements administrators to advise issuing activities in the development of improved agreement terms. This respect for DCMC capabilities has been reflected in the rising volume of "other transaction" assignments to the centers. By the end of November 1998, the four centers were administering a combined total of 302 instruments, with a total value of \$3.4 billion. DCMC expects the volume will continue to increase.

As the use of "other transactions" expands, DCMC will be leading the effort to develop contract administration services that keep pace with this flexible business environment.

For more information, contact Timothy Frank, DCMC's Contract Financing and Payment Team, at (703) 767-3431, or email him at [tim\\_frank@hq.dla.mil](mailto:tim_frank@hq.dla.mil).

## DCMC Briefs

### Board Of Directors concept approved for DCMC

The Defense Contract Management Command has proposed that the Under Secretary of Defense (Acquisition and Technology) establish a DCMC Board of Directors. The concept was approved and the board will have its first meeting in late February or early March.

In December, Maj. Gen. Timothy Malishenko, commander, DCMC, briefed Dr. Jacques Gansler, USD (A&T), on a proposal to establish a board for DCMC.

The board will be chaired by USD (A&T) and membership will include service acquisition executives, key functional stakeholders from the Office of the Secretary of Defense staff, the Director of DLA, and the commander of DCMC. This group would endorse DCMC's unit cost goals, performance plans, and business plans. The board will also monitor DCMC's execution to meet its goals and act as a forum to discuss service and A&T priorities. The Board of Directors management approach is the result of a two-year study, led by USD (A&T), to improve DCMC's cost management and resourcing process.

### DCMC business plan garners praise from federal agencies

The Defense Contract Management Command Business Plan is getting positive attention from other organizations. As federal agencies struggle to bring their planning process into compliance with the Government Performance and Results Act, they are seeking assistance from organizations that gained experience during the pilot program — such as DCMC's.

Recently, members of the DCMC Planning and Programming Team and the Business Office met with representatives from the United States Transportation Command to share insights on developing and implementing a business plan and on the lessons DCMC learned over the past few years. On Nov. 30, DCMC received a note from TRANSCOM expressing appreciation for DCMC's assistance. The note read "Your candid comments, along with all the products you've developed so far, have been a great help in steering us in the right direction. Your assistance has made it quite a bit easier to form our concept."

—from DCMC's Commander's Update



# DRMS using Web to locate excess property

**T**he Interrogations Requirements Information Service, long used by the military services to screen and locate property, was

disestablished in December 1998. The Defense Reutilization and Marketing Service has transitioned to the new way of searching and ordering excess property—the World Wide Web.

“During the transition, DRMS will ensure that there is no deterioration of service to our military customers,” said Cliff Hill, system contact for the Defense Automated Information System Reutilization/Transfer/Donation.

The transition from IRIS to the Web involves teamwork between DRMS and its reutilization customers. “We are doing everything possible to ease the transition,” says Marilyn Keagle, IRIS point of contact, who conducts training sessions for customers in the field. “Now is the time to transition, while both systems are active and there is an opportunity to suggest system improvements.”

On the Web, customers can screen and locate assets by Local Stock Number, National Stock Number, National Item Identification Number, Federal Supply Class, Federal Supply

***On the Web, customers can screen and locate assets by Local Stock Number, National Stock Number, National Item Identification Number, Federal Supply Class, Federal Supply Group, noun name, geographical location, or by the date property entered the inventory.***

Group, noun name, geographical location, or by the date property entered the inventory. The system provides property descriptions,

photographs and LSN visibility, all an improvement over IRIS. Another advantage is that customers can input partial stock numbers and quickly receive a response. Requests can also be tailored for specific items.

To search for property from the DRMS Web home page, [www.drms.dla.mil](http://www.drms.dla.mil), select “I am a Government... Agency.” From the “Government” page, scroll down to the appropriate category. Once the search is completed, click on the “Automated MILSTRIP Requisitioning” option and fill in the ordering information.

For those customers who do not have Web access, Military Standard Requisitioning and Issue Procedures requisitions can still be submitted through Automated Digital Information Network, or its replacement.

The shutdown of IRIS will impact only the “online, one time” searches. The overnight purge capability will remain, and it will now provide updates to customers daily instead of weekly. And the overnight/batch IRIS, or the “want list,” will continue to let customers submit multiple NSNs for searches that are processed within 48 hours.

Questions or suggestions should be directed to Marilyn Keagle, 616-961-5939, DSN 932-5939.

## Union meeting

Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson (*left*) shakes hands with Bobby L. Harnage, Sr. (*right*), national president of the American Federation of Government Employees.

DLA and AFGE have joined together in a partnership agreement that provides a joint foundation for achieving DLA’s business objectives and addressing employee concerns. For more information, see the DLA/AFGE partnership page at [www.dla.mil](http://www.dla.mil)



# ***DLA and other federal agencies join to protect Chesapeake Bay***

**D**oing its share to carry out the Clean Water Action Plan and to enhance watershed management, the Defense Logistics Agency became a signatory of the Federal Agencies' Chesapeake Bay Ecosystem Unified Plan in November 1998.

The new plan updates the 1994 agreement, which DLA also signed. The updated plan emphasizes stronger partnership with the states, greater federal stewardship, and increased support of the President's Clean Water Action Plan.

DLA has three installations in the Bay watershed: the Defense Supply Center Richmond; the distribution depot in Susquehanna, Pa.; and the Defense National Stockpile Center's Curtis Bay, Md., depot.

Environmental Protection Agency Administrator Carol Browner hosted the November signing ceremony on the bank of the Potomac River at Fort McNair in Washington, D.C. Twenty-nine federal agencies signed the plan, including the Interior Department, the Department of Agriculture, NASA and the National Oceanic and Atmospheric Administration.

Al Ressler, DLA's director of Corporate Administration, signed the plan on behalf of the DLA Director, Army Lt. Gen. Henry Glisson. DNSC Administrator Richard Connelly and DSCR's Director of Installation Services Glenn Petrina also participated in the event.

DLA is playing an active role in the Chesapeake Bay Ecosystem Restoration Program. For example:

- ◆ At the Defense Distribution Depot Susquehanna, Pa., environmental personnel applied for and received \$2,000 in grant money to purchase native plant material for a small streamside restoration project. DDSP partnered with Boy Scout Troop 59 during August 1998, giving the scouts a hands-on learning experience. The young volunteers learned about protecting water resources by helping to restore a streamside ecosystem in their community.
- ◆ As part of the watershed cleanup effort, the agency planted 200 trees at DNSC's Curtis Bay Depot in 1998.
- ◆ DLA has significantly reduced the use of pesticides on its installations that have tributaries into the Chesapeake Bay. DLA has achieved pesticide use reduction by fully implementing integrated pest management practices, training pest controllers, using pest management plans, and taking other environmental considerations into account.

- ◆ At the Susquehanna depot, DLA converted one acre into wetland.

In 1999, the agency is planning to increase the number of DLA installations participating in the Bay restoration from three to four after finding that tributaries from DNSC Binghamton, N.Y., runs into the Susquehanna River, which leads into the Chesapeake Bay.

## **Environmental briefs**

### **Environmental figures looking good at DRMS**

The Defense Reutilization and Marketing Service International hazardous waste disposal program resulted in big savings in cost avoidance for fiscal year 1998. Through their efforts, almost 4.5 million kilograms of hazardous materials were diverted from hazardous waste disposal. By reutilizing, recycling and selling these hazardous materials, military customers avoided paying a \$2.4 million hazardous waste disposal bill. Reuse and recycling hazardous materials and wastes prevents pollution and saves DoD dollars that can be used for other missions.

### **DSCC receives award from Corps of Engineers**

On Nov. 30, 1998, the commander and division engineer for the Great Lakes and Ohio River Division, Army Corps of Engineers, presented the Honor Award, Chief of Engineers Design and Environmental Awards Program—1998 for the Defense Supply Center Columbus Operations Center building to the commander, DSCC. This award came in three elements to DSCC, the Louisville District of the Army Corps of Engineers, and to the designing architectural firm of HOK. In addition to the aesthetic and functional design of the finished building, the award recognized the results of the effective partnership between the three agencies and the construction contractors in producing a fine workplace for DSCC associates.

*—from the Under Secretary of Defense (Acquisition and Technology) Weekly Activity Report*



## DLA headquarters complex gains chapel

Chaplain (Col.) Benson (*right*) and Archbishop Edwin O'Brien, archbishop of the military services, (*third from left*) open the DLA Headquarters chapel. Also in attendance were (*left to right*) Rear Adm. Bob Chamberlin, two unidentified DLA employees, O'Brien, John Scheer, director of safety and health, Fran Williams, DLA Administrative Support Center, William Reed, director, Defense Contract Audit Agency and Benson. The chapel provides a place where people of all faiths can pray and mediate. Three bible studies and one prayer group use the room once a week during lunch and before work. The chapel contains a small lending library and offers a wide variety of books and tapes for employee use. The chapel is also the center for the distribution of mediation and support literature.

"The chapel has been a real surprise for my ministry," Benson said. "I didn't think that it would work, but it is one of the most used rooms in the building. I hope that more people will take advantage of our library and that the chapel can be used as a place where people of all faiths can find support for their desire to freely exercise their faith."



## Making history

Defense Logistics Agency Director Army Lt. Gen. Henry Glisson (*right*) cuts the ribbon to officially open the new DLA Museum. Dr. Janet McDonnell, DLA historian (*left*), will furnish the museum with artifacts, exhibits and photographs from the agency's 37-year history. Some of the items on display include the original DLA charter, food items and uniforms.

# HQ complex all decked out for holidays



## Holiday kickoff

Defense Logistics Agency Director Army Lt. Gen. Henry T. Glisson (*left*), Defense Technical Information Center Deputy Administer R. Paul Ryan (*center*) and Defense Contract Audit Agency Deputy Director Mike Thibault (*right*) throw the switch to light the DLA Headquarters Complex holiday tree.

The ceremony included an appearance by Santa Claus and his elves and music was provided by the Fort Belvoir Elementary School Fifth grade choir. The children from the DLA Child Development Center also attended the ceremony.

The tree was decorated by members of the Defense Logistics Agency Administrative Support Center.

## "Deck the halls"

The DLA Headquarter's Complex Door Decorating Contest was held in early December. This year's theme was "Deck the Halls." Prizes were awarded in three categories. The winners received a plaque at the tree lighting ceremony and had breakfast with DLA Director Army Lt. Gen. Henry T. Glisson. The winners were

**Most Traditional:** Joint Logistics and Contingency Operations (*pictured right*)

**Most Creative:** Defense Energy Support Center-P

**Most Unusual:** Defense Logistics Agency Criminal Investigations Activity



# DCMC contractor self-oversight program takes center stage

**H**ere's a success story that you can really sink your teeth into. It proves beyond a doubt that cooperative efforts really do work. The Defense Contract Management Command Clearwater, Fla., worked closely with Defense Contract Management District East procurement activities and their local contractors to develop and implement a Contractor Self-Oversight program. James Reedy, Clearwater's senior quality team leader explains.

"Working in partnership with one of our local contractors (Alliant Defense Electronic Systems Inc., Clearwater, Fla.)," he said, "Last July, government and customer representatives from the Army, Navy, and Air Force, signed a comprehensive CSO Memorandum, implementing one of the first quality agreements of its kind in the eastern district."

Reedy said that a CSO is the pinnacle of Management Reform Memorandum #10 implementation options, which are focused on tailoring DCMC oversight in contractor operations commensurate with risk.

The CSO program allows defense contractors with an outstanding quality record to take a primary role in the surveillance of their own manufacturing and process controls, while receiving reduced government oversight on contracts where good quality performance is demonstrated. DCMC on-site representatives normally perform this task.

By reducing government oversight at low risk contractor facilities, savings are realized by both the government and contractor. More importantly, reduced DCMC quality resources can now be redirected toward contractors and processes requiring more intensive involvement.

Prior to implementing the CSO agreement, Alliant was extensively evaluated and approved as a candidate for participation in the program by DCMC representatives. The evaluation was based on objective evidence of an excellent quality and delivery history. In addition to being a Boeing Gold Supplier (currently one of seven in the world), and ISO 9001 compliant, Alliant's quality and delivery record for the past 12 months was determined to be exceptional.

In addition, a strong partnership between DCMC, the contractor and customers must exist prior to successfully implementing a CSO agreement. At Clearwater, frequent management council meetings, and open, continuous communications between their customers, Alliant, and Clearwater technical specialists facilitate this partnership.

"DCMC Clearwater is commended for clearly achieving success in implementing CSO," said Ella Studer, DCMC product and manufacturing assurance team leader. "It is apparent that support from management, a total commitment from the team, along with the willingness and ability to take risks are the tools DCMC Clearwater used to achieve this success. They are shifting their focus to end results, not necessarily procedures. The fact that DCMC Clearwater has not approached MRM #10 as a "quality-initiative," but rather as a team effort involving all functional specialists, has contributed to their success."

The CSO memorandum of agreement model developed at DCMC Clearwater has been reviewed and approved by Studer's staff and is available for downloading from both the DCMC and DCMC Clearwater web sites. Questions or more information should be directed to Reedy at (727) 579-3042, jreedy@dcmde.dla.mil.

—Reprinted from the December 1998 issue of Eastside Edition, DCMDE's monthly magazine

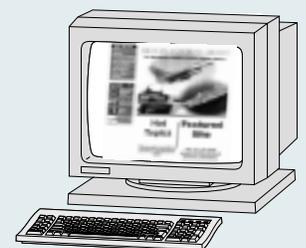
## DLA's web page has facts, news and more

For the latest information on the Defense Logistics Agency, check out the home page at [www.dla.mil](http://www.dla.mil)

*Dimensions* magazine, news, organization charts, briefings and more are all available from this site.

Links to DLA's Primary Level Field Activities and headquarters organizations are also available as well as a link to information on DLA employment opportunities under the DLA Administrative Support Center homepage.

Want to find out more about DLA? Go to [www.dla.mil](http://www.dla.mil) and see for yourself.



# Three DLSC senior executives join DLA management team

by Lynford A. Morton  
DLA Congressional & Public Affairs  
Office

**T**hree senior executives recently joined the Defense Logistics Agency headquarters management team at Fort Belvoir, Va.

William J. Kenny became the agency's executive director for Procurement, and Mae E. De Vincentis joined DLA as executive director for Information Systems and Technology. Both appointments were effective Jan. 4. Walter B. "Brad" Bergmann II assumed the duties of executive director for Logistics Management in November 1998.

With their assignments, Kenny and De Vincentis were appointed to the senior executive service—the highest level of the federal civil service. Bergmann is a member of the SES.

All three positions report to the commander of the Defense Logistics Support Command.

## William J. Kenny

Kenny will direct the agency's \$8 billion procurement program and chair its electronic commerce program. He joins the headquarters from the Defense Industrial Supply Center in Philadelphia, where he served as



William J. Kenny

deputy director of the Industrial Directorate.

Throughout his civil service career, which spans more than 20 years, the

new senior executive served in numerous contracting and procurement positions in the Department of Commerce, Department of the Navy and DLA's Defense Personnel Support Center, Philadelphia.

Numerous awards, including the Vice President's Hammer Award for Government Reinvention (Acquisition Reform) and the Federal Executive Board Outstanding Manager Award, highlight Kenny's career.

He has earned a master's degree in business administration from St. Joseph's University in Philadelphia, and a master of science degree from the University of Pennsylvania, Philadelphia.

## Mae E. De Vincentis

De Vincentis will lead the directorate responsible for providing the comprehensive information technology strategy for DLSC.

Her last assignment was as director of operations at the Defense Supply Center Philadelphia.



Mae E. De Vincentis

She served as the lead strategic planner for the center, led the primary staff organization supporting DSCP's award-winning business innovations and exercised corporate control over systems development and funding.

In her 21 years of civilian federal service, she played an instrumental role in re-engineering government business practices. De Vincentis was the first Prime Vendor project manager, awarding the first round of

Medical Prime Vendor contracts in the Department of Defense. Her pioneering strategies remain in place today. Walter Reed Army Medical Center awarded her the Outstanding Civilian Service Award for her efforts. Prime Vendor is a program where a single distributor provides commercial brand-name supplies to military service members in a specific geographic region.

She served as DSCP's director of Electronic Commerce, where she successfully transformed business relationships to electronic media. She led the establishment of the first Research and Development team at DSCP, resulting in several logistics reengineering initiatives that have been put into production.

She has won numerous awards, including the DLA Meritorious Civilian Service Award, the DLA Exceptional Civilian Service Award, and was selected as one of DLA's Employees of the Year in 1998.

De Vincentis received both her bachelor of arts and master's in business administration degrees from Temple University. She is a member of the Defense Acquisition Corps.

## Walter B. "Brad" Bergmann II

Bergmann directs DLSC's Supply Management, Distribution Management, Logistics Engineering and Technical Programs, and Disposal Management Groups. He is also responsible for logistics management functions at DLA's



Walter B. "Brad" Bergmann II

See SES, page 38

# DRMS commander nominated for brigadier general

**A**ir Force Colonel Robert E. Mansfield, Jr., commander of the Defense Reutilization and Marketing Service, has been nominated by the president for promotion to brigadier general.

Secretary of Defense William Cohen made the announcement on Dec. 11. Mansfield is among 44 officers selected by the Air Force for promotion.

DRMS is currently embarking on a pilot program to study and implement more efficient and cost-effective ways of conducting government business as part of Vice President Gore's reinventing government initiative.

Mansfield enlisted in the Air Force in 1969 and received his commission in 1974 through the Airman's Education and Commissioning Program. He

earned a bachelor's degree in Business Administration from the University of Arizona and a master's degree in Acquisition Logistics Management from the Air Force Institute of Technology. He is a graduate of the Air War College and Defense Systems Management College.

Some of his previous assignments:

- ◆ Logistics Support Officer, 771<sup>st</sup> Radar Squadron, Cape Charles Air Force Station, Va.;
- ◆ Chief, Satellite Supply Operations for the North American Aerospace Defense Command, Cheyenne Mountain, Colo.;
- ◆ Assistant Chief of Supply, Distribution Directorate, San Antonio Air Logistics Center, Kelly Air Force Base, Texas;
- ◆ Chief of Supply and Supply Squadron Commander, 3380<sup>th</sup> Supply Squadron, Keesler Air Force Base, Miss.



Air Force Col. Robert E. Mansfield

His three assignments at Warner Robins Air Logistics Center, Robins Air Force Base, Ga., included Director, Distribution; Director, Space and Special Systems Management; and, most recently, Director, Depot Reengineering.

## SES, from page 37

Defense Supply Centers, the Defense Logistics Information Service, Defense Reutilization and Marketing Service and other DLA elements. In his previous assignment, Bergmann was the director of Acquisition Practices in the Office of the Under Secretary of Defense (Acquisition and Technology).

Bergmann entered federal service in 1970 as an operations research analyst in the Office of the Assistant Secretary of Defense (Program Analysis and Evaluation).

Prior to entering active duty, he worked as an industrial engineer for Ralston Purina and IBM.

Bergmann has a bachelor of science degree in Industrial Engineering from Purdue University, Lafayette, Ind., and a master of business administration degree from the University of Kentucky, Lexington.

## DLA steering committee receives Hammer Award

**T**he Material Management Executive Steering Committee was presented with a Hammer Award on Dec. 7. Hammer

awards are Vice President Gore's special recognition to teams who have made significant contributions in support of the National Partnership for Reinventing Government principles.

The award was presented at a Pentagon ceremony by Edward Harris, director for Accounting, Defense Finance and Accounting Service.

Defense Logistics Agency established the committee and then tasked it with enhancing the financial and performance reviews associated with managing DLA's

\$14 billion annual obligation authority.

DLA committee members are Noel Lacey, Paul Trkula, Jeanne O'Donoghue and Navy Capt. Pete Raymond.

The committee conducted a series of meetings and reviews focusing on specific problem areas, and it resolved difficult problems in the Distribution and Reutilization Activity Group.

DLA also developed specialized computer programs that rapidly review various scenarios on workload and cost mix changes in operations.

These problem resolutions and computer analytical capabilities enhanced the comptroller's ability to plan, execute and review operations throughout the operating cycle.

**DLA shatters CFC goals:****Keyworkers, teams honored at ceremony**

by Christine Born  
DLA Office of Congressional & Public  
Affairs

**I**n January, employees of the Defense Logistics Agency headquarters gathered in the headquarters' complex auditorium to celebrate a successful 1998 Combined Federal Campaign. The DLA goal of raising \$304,000 for CFC was shattered in the eighth week of the campaign. The final tally was \$353,796 and the overall participation rate was more than 60 percent, four percent higher than last year.

With help from the Mount Vernon High School and the Fort Belvoir, Va. Youth Services cheerleaders and local television sports anchor Rene Knott, DLA's Director Army Lt. Gen. Henry T. Glisson presented awards to 17 organizations and one individual. The awards ranged from surpassing CFC-set goals to superior achievements in CFC contributions.

Lillie Simpkins, the DLA CFC administer, began the rally by summing up the feelings of the day. "There is a saying that goes somewhat like this: We make a living by what we earn, we make a life by what we give. And my DLA family, you must have an abundant life based on how you have given this year."

Glisson agreed. "What a season. I think that this victory is a great tribute to the wonderful team we have and that starts at the top. It starts with the coach and goes all the way down to the managers, and to Lillie, who provided inspirational leadership as our team manager.

"Everyone in the agency really pitched in to help make this one of our best campaigns.

"Not only did we surpass our goal, but we still have contributions rolling



DLA Director Army Lt. Gen. Henry T. Glisson (*left*) presents a game ball to local sports anchor Rene Knott (*right*) at the DLA CFC celebration.

in. I can't tell you how proud I am of each and every one of you. Not only did we achieve the goal that we set out, but more importantly, we gave something back to the people that really need it. And now your money is at work in ways that you and I can probably never imagine."

Before the awards presentation, Glisson introduced the guest speaker. Knott, the sports anchor at Washington D.C.'s WJLA channel 7.

"Take the lessons learned from giving to CFC and put them into your everyday life," Knott said. "Give just a little bit, because when you do, someone else smiles and feels good and then they give a little bit to someone else and so forth. The game never stops being played, you have to keep playing because it is going to be awhile before the game is ever done.

But season one is in the books, and you my friends are the champions."

Glisson presented the highest award of the day to the Navy Petroleum Office. This DLA activity received the Office of the Secretary of Defense President's plaque for organizations with contributions averaging more than \$150 per person. It is the first time they have received this award.

The Defense National Stockpile Center was awarded the OSD Chairman's award for organizations having a 70 percent participation rate and contributions averaging more than \$100 per person. This is the ninth Chairman's Award—the second highest award given for CFC participation—which DNSC has received in the past 10 years—a distinction no other local DLA participant has ever achieved.

# Acquisition commanders of the year honored; both from DCMC activities

**C**ol. Edward A. Cerutti and Lt. Col. David P Miller each received the Acquisition Commander of the Year Award for fiscal 1997. The awards were presented in August 1998 at the Annual Army Acquisition Workshop, Fort Monmouth, N.J., by Paul J. Hoeper, Assistant Secretary of the Army for Research, Development and Acquisition and Lt. Gen. Paul Kern, military deputy to the ASARDA.

Cerutti and Miller are the first recipients of the award, which recognizes the achievements of acquisition commanders at the colonel and lieutenant colonel levels.

Cerutti was recognized for his accomplishments as the commander of the Defense Contract Management Command Raytheon. Cerutti is now Director of the Acquisition Career Management Office the ASARDA.

While serving as the contract administration office commander, Cerutti administered more than 2,700

contracts valued in excess of \$41 billion. His cited accomplishments included ensuring maximum practicable competition and overall price reasonableness for the acquisition of systems, supplies, services, end items, and spare parts.

Cerutti's assigned contracts included missile systems, radars and electronics for all three services, other federal agencies and foreign governments.

Among the many single process successes led by Cerutti were contractor self-oversight, where factory floor oversight functions were turned over to the contractor for management and monitoring through a set of rigorous metrics; packaging, which allowed for the use of commercial packaging processes; and low volatile organic compounds, which significantly reduce Raytheon's emissions of environmental pollutants.

After Raytheon purchased Texas Instruments, and in cooperation with Hughes Corp., Cerutti led a joint contractor/government team that included all 10 DCMC commanders having cognizance over elements of the new Raytheon entity. That team reengineered the DCMC Management Council process.

Miller was recognized for his accomplishments as the commander of the Defense Contract Management Command Phoenix, Boeing Mesa. He is responsible for contract management of critical Department of Defense systems that include Army AH-64D Longbow, AH-64A, Special Operations helicopters, and 25 mm and 30 mm Area Weapon Systems. Miller's office is also responsible for spare parts production, depot maintenance, con-



Col. Edward Cerutti (*right*) receives his award from the Paul J. Hoeper (*left*), assistant secretary of the Army (Research, Development and Acquisition)

tractor logistical support, training devices, technical manuals, and research and development activities.

Miller was cited as the first commander at Mesa to establish a lasting continuous forward pricing rate agreement that enabled accelerated contract award and closeout, thereby significantly reducing customer complaints.

Through his leadership, Mesa developed a prototype parametric pricing methodology to improve the accuracy and responsiveness of contract proposals by 40 percent. As a result of a pricing team effort with Boeing, customers, and the Defense Contract Audit Agency, cost estimating relationships were redesigned, monitored and adjusted monthly to maintain system confidence.

Miller was also actively involved with Boeing in implementing lean manufacturing techniques to lower production labor costs an average of 25 percent. He also established an Integrated Product Team environment at all levels with Boeing and DCAA that provides mutual exchange of critical management and program data to improve performance and lower costs.

*(Reprinted with permission from the November-December 1998 issue of Army RD&A magazine)*



Lt. Col. David P Miller (*left*) poses with Maj. Gen. Timothy Malishenko, commander, Defense Contract Management Command (*right*).

# DSCR major earns travel award for software to aid conference plans

**A** rmy Maj. Randy Zimmerman, Defense Logistics Agency Office of Operations Research and Resource Analysis, Richmond, Va., was recognized in November 1998 by Government Executive magazine for his achievements in travel reinvention when he earned the Travel Manager of the Year award.

Zimmerman was honored for work he did developing software that aids in conference planning procedures. Called Offsite, this easy-to-use software program helps optimize travel requirements. It is a key initiative to reinventing government and has the potential to significantly improve the current procedures while saving the Department of Defense money.

In a letter to Zimmerman's commander from Defense Logistics Agency Director Army Lt. Gen. Henry Glisson, he wrote, "This is an awesome accomplishment."

Offsite facilitates the site selection for collective training events. It requires event planners to provide minimal input and provides almost instant feedback to the user. The software program was designed,

developed and delivered in less than eight weeks.

Taking into account where people are coming from, General Services Administration contracted airfares, per diem, meals, incidental expenses, and the standard personal vehicle reimbursement of 32.5 cents per mile, Offsite calculates the least cost alternative while incorporating the 75 percent per diem rate for the first and last days of travel. The rates used in the calculation are applicable to every federal employee.

Zimmerman is a co-director of the Federal Travel Optimization Reinvention Lab, established on Nov. 17, 1998 by Glisson. The lab is an interagency partnership between the 34th Education Squadron, U.S. Air Force Academy, Colorado Springs, Colo., and DORRA. The purpose of the lab is to promote the continued use and development of the OffSite Travel Optimization Software.

Currently, more than 15 different



Army Maj. Randy Zimmerman, (left) Defense Supply Center Richmond, Va., poses with Defense Logistics Agency Director Army Lt. Gen. Henry Glisson

federal agencies are using OffSite. Some of the agencies include DLA, the Internal Revenue Service, the Department of Energy, the Treasury Department, the National Security Agency, the Federal Aviation Administration, GSA and the Veterans Administration.

Now in its second year, the Travel Managers of the Year award program, sponsored by Government Executive, aims to encourage innovation and celebrate excellence in government travel.

## Two DLA organizations honored by national union

**T**wo Defense Logistics Agency organizations received honorable mention in a national partnership awards competition from the National Partnership Council. The NPC promotes partnerships between unions and management in federal agencies.

Defense Distribution Depot San Joaquin, Stockton, Calif., and Laborers' International Union Local 1276 received honorable mention in the John N. Sturdivant National Partnership Award competition.

The partnership between management and Local Union 1276 at the depot created a sense of fairness and equality for all parties, according to the award citation. As a result

of partnership, disputes such as grievances and unfair labor practices have been reduced. Employees are also more willing to approach both their union representatives and management to discuss issues instead of taking the problem directly to the arbitration level.

Defense Distribution Depot San Joaquin, Administrative Support Center West, Defense Distribution Region West, Stockton, Calif., and the American Federation of Government Employees Local 1546 were the other honorable mention winners.

A partnership committee was established in November 1995. Since then, adverse actions, grievances, unfair labor practices, and other costly forms of dispute resolution have decreased.

# DCMC New York employee wins Army contracting award

**M**ark Coniglio, administrative contracting officer, Defense Contract Management Command New York, received the Army's Outstanding Contingency Contracting Officer award for a civilian on Dec. 14 in Washington D.C. Coniglio received the award while he was employed by the U.S. Army Contracting Command, Korea, from April 1996 to August 1998. The Honorable Louis Caldera, Secretary of the Army, presented the award.

Coniglio said he received the award specifically for work he performed as a contingency contracting officer in Laos to support the Unexploded Ordinance Lao Operation from May to June 1997. Coniglio said he was the first of two civilian contracting officers sent in to support this mission. His command, the U.S. Army Contracting Command Korea, was assisting the Special Operations Command Pacific to support UXO Lao.

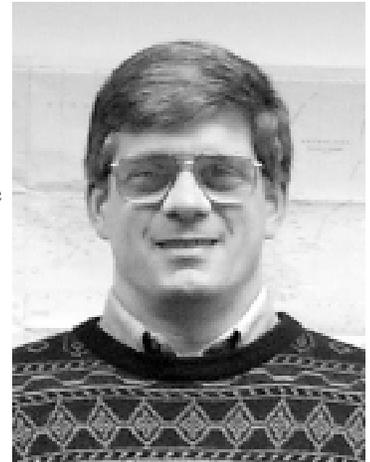
UXO Lao is a non-governmental organization made up of donor nations from around the world who provide funding and assistance to train the citizens of the Peoples Democratic Republic of Lao in the proper identification, removal and disposition of unexploded ordinance left over from the Vietnam conflict.

Historically, only military contracting officers were sent to Laos to perform procurement functions in support of this mission, Coniglio said. This time however, US Forces Korea experimented with the idea of sending two civilian volunteers to support SOCPAC to perform purchasing requirements.

Working alongside military personnel, the contracting officer was responsible for issuing purchase orders and other purchasing actions with little or no advance notification, Coniglio said.

The award citation reads: "Mark C. Coniglio distinguished himself as an outstanding Contingency Contracting Officer. His innovation, dedication, and selfless support of the training teams participating in UXO Lao helped ensure the success of this operation. Mr. Coniglio faced a difficult environment with few logistical capabilities. He nevertheless rose to the challenge and constantly displayed outstanding initiative in obtaining supplies and services for his customers."

A memorandum to the commander of the U.S. Army Contracting Command Korea from Assistant Secretary of the Army (Research, Development and Acquisition) Paul J. Hoepfer congratulated Coniglio on his accomplishment. Hoepfer wrote, "Mr. Mark Coniglio met the many challenges facing Army contracting today. Winners accept challenges with determination, perseverance and stamina. He stands apart from the crowd and charts his destiny through diligence, professionalism and a solid commitment to excellence."



Mark Coniglio

## Former DCMC San Francisco employee honored

**T**he San Francisco Bay Area Federal Executive Board announced that Air Force Maj. Mary Hartman, Defense

Contract Management District West associate counsel at Defense Contract Management Command San Francisco, was named the Bay Area federal employee of the year in the uniformed military category. Hartman was



Air Force Maj. Mary Hartman

selected out of 6000 nominees.

In addition to Hartman, Air Force Maj. Thomas Grycewicz, chief engineer at DCMC Lockheed Martin Missiles and Space, was selected as one of three finalists in the scientific category and Lewis Britten, computer specialist at DCMC Lockheed Martin Missiles and Space was a finalist in the technical category.

Hartman was cited for repeatedly distinguishing herself through extraordinarily skillful, prompt and effective delivery of legal services. She successfully acted as liaison between a DoD aircraft parts supplier, the District Attorney of the county where the contractor is located, and DoD.

As a result of her efforts, the DA's lawsuit was settled, preventing a shutdown of the manufacturing facility.

Acting on her own initiative, Hartman was responsible for initiating the closure of over 70 old contracts which had languished for years. Her legal knowledge, coupled with her fact-finding skills, allowed her to resolve the underlying legal issues, such as fraud and bankruptcy, that had prevented and stalled for years the closure of these contracts.

Hartman left DCMC San Francisco in July. She is currently a student at the Army Judge Advocate General School, Charlottesville, Va.



Vol. 3, No. 4



This month, Flashback highlights the early days of the Defense Logistics Agency Administrative Support Center. Originally, DASC was known as the Defense Supply Agency Administrative Support Center.

(Left) In August 1965, DSASC's computer facilities at Cameron Station were used in a demonstration of computer operations and applications arranged for the Interstate Commerce Commission by the Bureau of the Budget. Closed circuit television with transmission by microwave to the ICC building in Washington, D.C., enabled ICC officials to observe the demonstration.

In May 1964, members of the automated data system (right) look at the revised MILSTRIP manual before it is distributed. The manual standardizes all military requisitioning and issue procedures and was sold for \$.70 apiece by the Government Printing Office. Today, the Defense Automated Printing Service could place all of this information on a single CD-ROM.



information technology

**DAPSC**

FACILITIES

PRINTING

LEGAL

**VTC**

HUMAN RESOURCES

**SECURITY**

**DAPS**

*Financial Management*

WEB AND APPLICATIONS

SUPPORT

**DASC**

GRAPHICS

CONTRACTING