

# Dimensions

Defense Logistics Agency

March/April 1999

## DLA tackles Year 2000 issues to ensure success



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## Defense Logistics Agency

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## Moving toward the next century while remembering the past

**A**s we move towards the Year 2000, the press and public airwaves are filled with metaphors about the Millennium and conjecture about what the next century might bring. Already, I'm sure you have seen, the news magazines and television programs have begun to recap all that has epitomized the 20th century as well as speculate about the 21st. While that's not my intent with this *Dimensions* article, I would like to spotlight some past and future areas that have many implications for our support of the warfighter.

Consuming much of our attention has been Y2K—the Year 2000 Computer Bug—so much attention that it has almost become a cliché. What is not a cliché, however, is the Department of Defense's and the Defense Logistics Agency's commitment to winning this Y2K battle. In March, we kicked off a Y2K Public Confidence Campaign, at the headquarters and in the field. You'll find Y2K coverage beginning on page 4 as we highlight those who are spearheading our efforts in the Y2K Program Office and give you the policy implications and perspectives—the “big picture”—from our Deputy Director Rear Admiral Bob Chamberlin, and from our Chief Information Officer Carla Von Bernewitz. As 1999 progresses, we will continue to keep you informed on this critical issue. Look for more information from both the headquarters and the Primary Level Field Activities as we tackle Y2K.

Another means by which we will stay focused on the future, as we continue to assess our past, is through strategic planning. In March, DLA conducted a Baldrige-based survey of 4,000 randomly selected employees in preparation for the DLA Strategic Planning Summit. The purpose is to obtain feedback from employees regarding the effectiveness of Agency processes and systems, organizational strengths and areas for improvement, and performance gaps in DLA operations. The Strategic Planning Summit, slated for May 24 and June 2-3, is to review progress against the goals and objectives shown in our 1998 Strategic Plan, and to assess the plan itself for currency and adequacy in light of mission changes, customer and employee feedback, and stakeholder priorities. If you receive a copy of the survey, please take a few moments to complete it and return it to us.

As I visit DLA activities around the world, I conduct my own informal survey—both on how our people are faring and on how we are supporting the warfighter. During a recent trip to the United Kingdom and Germany, I

heard enough praise from our customers and saw enough superlative actions on the part of our folks that I could fill an entire issue of *Dimensions* with kudos. You can read more about the trip on page 24. Two of the outstanding moments of the trip occurred when I presented the Joint Meritorious Unit Award to DLA Europe and a Scissors Award to De-

defense Supply Center Philadelphia-Europe.

While we lean forward into the next Millennium, we also need to preserve our heritage for future generations and honor the achievements of those who have preceded us. Let me point out two of many ways that we are helping to make that happen. First, I re-established the historian position in DLA. Dr. Janet McDonnell fills that role, one that had disappeared in the 1970s. Dr. McDonnell is busy gathering, cataloging, consolidating and writing our history. As part of our revitalized history program, we inaugurated a Hall of Fame last year, and inducted our first round of selectees. It's time for us to build on that program and choose the next group of honorees. I hope that each of you will give your thought and attention to remembering those DLA'ers who have been the foundation of our great Agency.

Preserve our heritage, prepare for the future. I'm eager to meet the Millennium with such a great team at my side!



Henry J. Bliss

**Editor's note:** This special section of *Dimensions* highlights DLA's efforts and successes in tackling the Year 2000 computer issue.

The Defense Logistics Agency's Chief Information Officer, Carla von Bernewitz, discusses the technical aspects of Y2K and how DLA has approached identifying and fixing the mission critical and non-critical systems.

The 12 DLA employees who make up the CIO's Y2K Program Office are working long hours to make sure DLA's systems are Y2K compliant. Many of the team's members have over 20 years experience in the computer field and their expertise is invaluable in finding solutions.

DLA is also working closely with the other services,

industry and our Allies to make sure all problems are fixed.

DLA's Deputy Director Rear Adm. Bob Chamberlin chairs the executive group overseeing DLA Y2K efforts. He talks about the many successes DLA has achieved and outlines contingency planning operations.

All of these people, and thousands more across DLA and the Department of Defense, are working around the clock to ensure that Jan. 1 comes and goes quietly. They are committed to making sure not one U.S. warfighter is put in danger due to a computer glitch.

For more information and updates, go to the DLA Y2K web page at [www.dla.mil/Y2K/Y2K.htm](http://www.dla.mil/Y2K/Y2K.htm)

## The countdown is on: Y2K and DoD

**T**he millennium bug, Y2K, the Year 2000 Problem—by any other name, the problem remains the same. It poses a significant threat to the worldwide economy, transportation systems, hospitals, military readiness and everywhere a computer runs a system.

The problem arises from a simple, yet egregious error. Back in the early 1960s, computer programmers creating the first electronic computing systems made a decision to minimize memory processor usage by designating the year as a two-digit function rather than a four-digit function.

For example, the year 1998 is recognized digitally by the code "98." The problem becomes ugly when the date rolls over from "99" to "00" on Saturday, January 1, 2000.

Many older computers and embedded electronics will recognize the date not as January 1, 2000, but instead as January 1, 1900.

The confusion may result in any number of scenarios. If the processors fail to recognize the "00" as an actual value, they may get stuck in an endless loop, looking for a viable value and causing machinery and electronic systems to stop functioning. Or, systems may recognize the value as 1900 or some other previous date (many default to 1980) and wreak havoc on electronic billing systems and time management systems which run continuously and rely on accurate dates and times to function properly.

Although the specifics of the problem are isolated in the technology, the effects of the problem can spread to all facets of our society.

For high-technology, computer-dependent DoD, a Y2K computer glitch might cause an F-15 fighter pilot to crash. A date error in a pay computer system may mean thousands don't get paid on time — or get paid wrong amounts. Telecommunications, transportation, the electric power

grid, the movement of gas through pipelines: all these and more are controlled through computer networks. A date error could shut them all down.

"This is really the first major engagement of the information warfare age," said William A. Curtis. He is director of DoD Y2K oversight in the Office of the Assistant Secretary of Defense for Command, Control, Communications and Intelligence.

"We know what the enemy is and we know when it's going to strike," he said. "We know what's going to happen. We know what to do to fix it. We're not going to have that sort of perfect intelligence in the next engagement. But how we handle this one will really set the stage for how we handle attacks in the future."

Curtis said DoD expects to spend \$1.9 billion correcting the Y2K problem. All told, the U.S. government will spend about \$4.3 billion. According to some estimates, he said, fixing the problem in every automated system in the United States could cost about \$30 billion.

In DoD, the Year 2000 problem is also a readiness issue. The U.S. military mission is to defend the United States and its critical interests before, during and after 2000. There are 25,000 computer systems in DoD. Of these, officials said 2,800 are mission-critical.

With less than a year to go, the Office of Management and Budget, which is responsible for the oversight of all federal agencies, has set a March 31 deadline for Y2K compliance. As the millennium countdown continues, DoD's focus for Y2K compliance is shifting toward testing and contingency planning. But the goal of everyone involved is to make next New Year's Day come and go without anyone noticing any significant problems or disruptions in their lives.



## DLA's Chief Information Officer discusses Y2K progress, successes

by Christine Born  
DLA Congressional and Public Affairs

**C**arla von Bernewitz is the chief information officer for the Defense Logistics Agency. Currently, she is also the Y2K program manager for DLA.

Prior to joining DLA, von Bernewitz served as the Department of Defense Year 2000 project manager at the Office of the Assistant Secretary of Defense for Command, Control, Communications and Intelligence, and the director of the Data Administration Program Management Office in the Defense Information Systems Agency.

She joined the civil service in 1993 after holding a variety of positions in the private sector where she managed projects for the Air Force, Navy, Army, Joint Chiefs of Staff and the Office of the Secretary of Defense.

This interview outlines how DLA is working to fix the Y2K problem and highlights some of DLA's success stories.

**Q** How does the Y2K bug affect DLA?

**A** It affects everybody in DLA, both in ways you might expect and others you might not. Everybody who has a PC [personal computer] or works on a LAN [Local Area Network] is impacted. If the embedded chips on these systems and devices are not Y2K compliant, there is a very good chance they won't work. But it impacts almost any consumer device that you are likely to use, too, such as cameras or a videocassette recorder. It will impact the security card readers that allow you to enter the building and the microwaves that let you heat your lunch. All have a little clock that controls how they operate, and any one of those could be subject to a Year 2000 failure.

**Q** I can understand how you're working to fix the actual computer systems that DLA controls, but aren't a lot of those other things out of our control, like the microwaves and cameras?

**A** To a degree they are, but there is a larger quality of life issue that makes it our responsibility. For example, what if there was no heat in the building because thermostats didn't work? But there are non-systems failures we have to worry about, too.

A couple of years ago I entered a building in Crystal



Carla von Bernewitz is the chief information officer for the Defense Logistics Agency.

City, [Va.]. The lobby was filled with people waiting for the elevator.

One of the elevators opened, a technician got off, looked at it, got back on, I got back on with him. I asked, "What's going on?" He said, "It's daylight savings time." The elevators weren't working because of the simple one hour change for daylight savings time.

Now you might not think of elevators as a Year 2000 thing, but none of us could get to our offices on the 9th floor short of climbing nine flights of steps and some people really can't do that.

So yes, it is our responsibility.

**Q** What is DLA doing about this?

**A** We're doing everything we can. We're working with the Office of the Secretary of Defense, particularly the Under Secretary of Defense (Acquisition and Technology) Office, to make sure that all

of our systems are right. We're reporting regularly to the Office of Management and Budget through OSD. There are also reports to Congress. Senator [Robert] Bennett [R-Utah], for example, chairs a committee that oversees this.

The General Accounting Office, Congress' oversight arm, has been called in. They attend each monthly meeting with the Deputy Secretary of Defense, and they are privy to all the conversations on the status of progress in DoD.

We're also working on what's called the end-to-end test or the capstone test. Up to this point, we've focused on making sure all of our systems will work.

But now that we've passed the crucial hurdle of Dec. 31, 1998, for our mission-critical systems, we're focusing on whether they will operate across organizational boundaries. For example, will my wholesale logistics systems operate with another component's retail system? We're pivotal players in this area, especially with regard to the Defense Automatic Addressing Systems.

So we actually have a fiduciary relationship and we are testing that with our other stakeholders. That's what our activities are focused on now through the end of September 1999.

We're also looking at our support to some other major stakeholders, like warfighting commanders-in-chief, who have responsibilities across geographic organizations and locations. Have we prepared well enough for contingencies if there is a failure? We know there will be failures. The law of averages tells you so. We're engaged in planning and conducting contingency tests.

Our focus is on customers. We're working directly with them, in particular because we've eliminated a lot of inventories and rely today on programs like Prime Vendor to keep the supplies flowing.

Consider our partnership with Federal Express. We rely on them more and more to deliver directly from the vendor because we don't have the supplies we used to in the warehouses. Now, we've actually been charged to make sure that they're going to be ready in the Year 2000.

We're also working very closely with the White House Year 2000 Conversion team, and reporting results there as well.

Most recently, we kicked off a Year 2000 awareness and confidence campaign. Until everybody understands how Y2K impacts them—for example, until you've been denied a credit card purchase because your card wasn't Year 2000 compliant—you probably don't really understand the ramifications. So until everybody has that level of awareness about what they should or could be doing to help mitigate the risks, our job's not done.

**Q** *Could you briefly outline how long DLA has been working on the Y2K problem?*

**A** In 1993 our systems design activity, DSDC, [DLA Systems Design Center, Columbus, Ohio], first identified the issue. Three years later, we officially formed a program office to start fixing the problem and the effort has been growing ever since.

**Q** *You talked earlier about the mission critical versus non-critical systems. How do you define them, when did you start identifying them, and what is the timeline for fixing those?*

**A** The mission critical systems are those that you absolutely have to have in order to do the job.

It's really up to the end user, not the technologist, to identify which systems are mission critical. The Office of Management and Budget, through OSD [Office of the Secretary of Defense], required each component to identify those about two years ago.

Right now DLA has 34 mission-critical systems in OSD's Y2K database. These are the systems that support the management of supplies, fuel, subsistence and military spare parts to all branches of the U.S. military located in bases around the world. We were required to have those systems fixed, tested, fully deployed and certified by Dec. 31, 1998. We came close, but we're not quite there yet. DLA has certified 28 of these 34 mission-critical systems to date. The remaining six systems will be certified and deployed by June 1999.

We also have 52 non-mission critical systems. By March 31 we expect to have all of them certified plus all of the PCs, fax machines, printers and "facilities" things such as elevators fixed.

In DLA, we got an early start on the mission-critical systems part. But the embedded devices—the PCs, chips, basic input/output systems, the elevators and microwaves and things of that nature—didn't really receive attention until February 1997. There was a hearing on the [Capitol] Hill, with testimony that was given by a couple of industry experts in the area, and that's when OMB started to devote attention to embedded devices.

In the energy area, we've been working with Defense Energy Support Center, who has picked up the Y2K energy mission. January tends to be a little chilly in parts of the United States. So we were tasked with working very closely with the White House sector group on fuels to make sure there would be fuel available. Other players include the Federal Energy Regulatory Commission, the American Petroleum Institute and the National Energy Reliability Council.

We're also working electricity. We're conducting site visits to power companies. We're doing assessments. And

we're working with the installation commanders to make sure that each base will actually have power when their employees go to work.

In an effort to build on what we talked about earlier, we're working with our vendors on what we call our vendor-supplier capability. Working with an OSD-level working group, we've developed a database, indicating which suppliers won't be ready by the Year 2000. DCMC [Defense Contract Management Command] and DLSC [Defense Logistics Support Command] are doing the on-site visits to the vendors that we've targeted in the database. They're also going through the Securities and Exchange Commission filings in which publicly traded companies are required to report Y2K status. Some people will be surprised to learn that some big companies won't be ready.

So bottom line: We've assembled quite a team to do all of this.

**Q** *How will DLA test scenarios with the Joint Chiefs, the military services, and our external partners?*

**A** In the testing area, DoD has broken the process into phases, and we're involved in two of those—deployment and sustainment. We're not involved in every phase, but we're playing a very major role in sustainment.

Here's how it works: We develop a scenario of a failure, what they call test cases. That lets us break down into more manageable chunks how we are going to test our readiness. We work in close coordination with the services and the CINCs [Commanders-in-Chiefs] on this.

Now that DSDC and the technicians have done their jobs, this turns into more of a functional effort. The end user in the functional community becomes much more heavily involved in contingency planning. From my perspective, it's been interesting to see that shift because it's very different from the earlier stages of identifying and solving the Year 2000 problems.

**Q** *How is DLA making sure all bases are covered?*

**A** We are using a certification process. DLA was one of the first organizations in DoD to recognize this was needed—having a hierarchy for making and verifying decisions. The programmer signs off. Then that project manager or the person involved in that aspect of fixing it will sign off too. Then it will go to a Y2K oversight arm in the technology shop and that gets signed off.

Next, the business area signs off. I sign off as the Chief Information Officer. It then it goes to [Rear] Adm. [Bob] Chamberlin [DLA deputy director] and ultimately to



Defense Logistics Agency Deputy Director Rear Adm. Bob Chamberlin (*left*) and DLA Chief Information Officer Carla von Bernewitz (*right*) listen to a Y2K briefing at the weekly update.

the director [Lt. Gen. Henry T. Glisson]. So there are a lot of layers built in to make sure everything is checked and double-checked.

**Q** *How is DLA working with industry, small businesses, or other federal agencies to make Y2K a reality?*

**A** We're using our supplier capability working group. First we identified the critical items. Then we looked at who the critical vendors are that support the items.

Then we went through this list and categorized or prioritized those vendors. We'll also review our tests of the relevant systems; if it's one that we don't believe is really at risk, or it's a low risk, then we may send the vendor a letter informing them of this and then follow up by looking at their SEC filings.

The ones that are in the moderate and high-risk ranges are the ones that DCMC is actually assessing. As I said, we've built a database and we're tracking all this information, then reporting it back to the joint OSD working group.

And of course the confidence campaign that this interview is a part of, is a tool to help us work more directly not just with the vendors, but with the communities of interest—most importantly, the warfighters.

**Q** *By now you have identified all of the critical and non-critical systems. Is that when the testing starts?*

**A** We've developed contingency plans that we call BCCPs—Business Continuity and Contingency Plans—for mission-critical systems such as JTAV [Joint Total Asset Visibility], SAMMS [Standard Automated

See von Bernewitz, page 14

## In good hands:

# DLA information system experts tackle Y2K problem, propose solutions

by Tara Jennings-May  
DLA Congressional and Public Affairs

**E**xperience with information systems, extensive training, long work days and years of federal service are a few of the characteristics that are common among employees in the Chief Information Office's Y2K Program Office.

Led by CIO Carla von Bernewitz and her Y2K program deputy, Sandra King, a cadre of 12 employees is overseeing how mission critical and non-mission critical systems are being remediated, or fixed, to make them Y2K compliant. The Defense Logistics Support Command, Defense Contract Management Command and the Defense Systems Design Center also have Y2K program units that work together with CI.

King, who's been with the Defense Logistics Agency for 28 years, oversees the Y2K program and assists von Bernewitz in issuing the agency's Y2K policy guidance. Aside from her Y2K role, King continues to serve as chief of CI's Customer Support Team.

Her involvement with Y2K is a good fit because her long-term CI responsibilities have included management, testing, oversight and acquisition of systems. "As chief of the Customer Support Team I know all the systems and the people using those systems," said King, who has a master's in business management from Central Michigan University.

Charlotte Cooley serves as DLA administrator of the Department of Defense's Y2K database, which tracks in detail the remediation status of the mission critical and non-mission

critical systems. She works closely with the DLA Y2K Project Office in Columbus, Ohio, to ensure that system information in the database is correct.

She also provides the Office of the Secretary of Defense with quarterly Y2K status reports that OSD submits to the Office of Management and Budget. "This is the basis for the Y2K progress grades that you see published in the newspapers," said Cooley. "It's important that we show that we're making progress to alleviate public

***"The emphasis that DLA has placed on the Y2K issue has put DLA in much better shape for the Year 2000 problem than we otherwise would be, and DLA's director and deputy director are deeply involved in the program."***

***—Clarence McNeill***

concern, and we've recently started a publicity campaign to boost public confidence. We're also publicizing Y2K information on our agency web pages."

Cooley, whose 29-year civil service career includes service as an ADP intern and numerous information systems classes, works with co-workers such as Clarence McNeill to

provide weekly briefings for DLA's Deputy Director, Navy Rear Adm. Bob Chamberlin.

McNeill also is involved in monitoring the remediation status of systems and responding to a lot of OSD, GAO and IG audit reports. He describes 12-hour days, with requirements starting almost immediately when he walks through the door. McNeill's up to the task, relying on an educational background that includes the ADP officer's course, data processing courses from the German branch of Central Texas College, and a bachelor's in chemistry from South Carolina State University.

"This is a very dynamic program that shouldn't be taken lightly, and I think the right amount of emphasis is being put on Y2K at the DoD level as well as at DLA," said McNeill, who spent 20 years in the Army before becoming a civilian employee. "This emphasis has DLA in much better shape for the Year 2000 than we otherwise would be, and DLA's director and deputy director are deeply involved in the program."

A key issue for the staff is making sure DLA HQ employees coordinate Y2K guidance before disseminating it to the field. Becky Perry prepares and staffs policy letters, such as an upcoming directive about Y2K baseline management that focuses on the testing of remediated systems.

"Analyzing and coordinating information is what takes up a lot of your time," said Perry about preparing policy letters and status reports.

She also works on mid-tier systems, which are the systems that use data from a standard system, and

coordinates certification for non-mission critical systems. Her job is made easier by experiences from her almost 20-year federal career, which includes serving as an ADP intern, working as a contracting officer and teaching software courses at the DLA Administrative Support Center's Information Center.

Additionally, Perry offers the office first-hand experience on the two-digit year problem. As an application programmer in the 1980s, she programmed the two-digit dates into applications, which gives her a great understanding of Y2K issues.

Perry also credits her boss with making work easier. "Sandra King has been such a huge part of the Y2K effort, and she is wonderful to work for because she truly appreciates our support," she said.

The staff leans not only on their boss, but also on one another. Keeping the office running smoothly, managing correspondence and making sure everyone gets to the appropriate meetings on time falls on the shoulders of Kathy Fultz, the office secretary.

Meetings seem to occur more

often and with less notice than in other offices, requiring a detailed staff schedule of who is attending meetings at DLA and DoD, said King.

"Before I even get settled in the morning, people are walking through the door for meetings and they keep coming in all day long," said Fultz, whose been with DLA for 14 years and is majoring in business at Strayer University. She stays busy outside of work with a part-time job at Gannett News Service.

One employee in the office wrapped up her federal career on March 31 after 33-plus years of service, 26 of those with DLA. Gloria

Millen, who once was a computer programmer for the Navy, worked on the supplier capability initiative and the certification of automated systems such as the Defense Reutilization and Marketing Services' Automated Information System and the Hazardous Materials Information System.

"This office is never boring, with so many things going on-such as the oversight of systems, technology and infrastructure," she said. "It's offers a new challenge every day."

The other employees in CI's Y2K Program Office are Pat Kemp, Pam Hite, Donna McCloud, Inga Smith, Tanja Johnson, Trina Parker, Ron Dipadova and Larry Johnson.



Some members of the Y2K Program Office Team in the Y2K war room at the Defense Logistics Agency Headquarters Complex. (Back row, from left to right) Kathy Fultz, Becky Perry, Clarence McNeill, Trina Parker, Pat Kemp, Pam Hite, Connie Walton and Jolynn Mata. (Front row, from left to right) Inga Smith, Tanja Johnson, Valerie Langham and Sandra King, Y2K program deputy.

## Y2K Program Office experts divide and conquer Y2K issues

By Tara Jennings-May  
DLA Congressional and Public Affairs

**E**mploying a divide-and-conquer method, the Defense Logistics Agency's Y2K Program Office is addressing the Y2K problem by assigning staff to several key initiatives that target various aspects of the issue. These initiatives support the overarching mission of the Y2K Program Office, which is to remediate, or fix, mission critical and non-mission critical systems so that they are Y2K compliant.

DLA has 34 mission critical systems that support the management of supplies, fuel, subsistence and military spare parts to all branches of the U.S. military located at bases around the globe. The program staff has certified as Y2K compliant and implemented 28 of these critical systems. Three other systems are being implemented and three are late as of Dec. 31, 1998. DLA expects to have all the mission critical systems implemented by June 30.

The agency also has 52 non-mission critical systems, 50 of which have been implemented and 2 of which have been certified and are due to be implemented by May 31.

"DLA has been working on the Y2K problem from several logistics areas," said DLA Director Army Lt. Gen. Henry T. Glisson in his testimony to Congress on Y2K issues. "We have completed the renovation of most of our systems and have formal agreements with our trading partners on data exchange. We are prepared to test our systems with the Joint Chief's test initiatives and with the military services.

"We are in communication with our suppliers and have cooperative arrangements for testing our mutual Y2K concerns," he continued. "We have developed a set of comprehensive contingency plans and are prepared to activate them in case of Y2K failure, and finally, we are actively managing the non-compliant items in our inventory."

Key initiatives of the Y2K Program Office are supplier capability, business continuity and contingency plans, and testing. The Y2K Program Office coordinates its efforts with the Defense Logistics Support Command, the Defense Contract Management Command and Corporate Administration.

The supplier capability initiative focuses on the impact that the automated systems problems associated with Y2K may have on contractor business processes.

"If commercial suppliers of critical defense items experience disruption as a result of computer failures, the logistics pipeline may be compromised," said Pat Kemp, who has the lead on this initiative in the Y2K Program Office.

To address this concern, DLA has teamed up with the military services and defense agencies to assure that the supply chains for mission critical products and services are not adversely affected. As a key part of the agency's program, the DCMC is currently evaluating the Y2K remediation efforts at approximately 2,400 contractor locations where Y2K-related failures could significantly disrupt support to the warfighter. To minimize the burden of this evaluation, DLA is making maximum use of information that contractors have

***"DLA has completed the renovation of most of our systems and have formal agreements with our trading partners on data exchange. We are prepared to test our systems with the Joint Chiefs' test initiatives and with the military services."***

**—DLA Director Lt. Gen. Henry T. Glisson**

already publicly disclosed, for example, information provided to the Securities and Exchange Commission, said Kemp.

As the evaluations are completed, the military services and DLSC will use the results to develop their contingency and risk mitigation plans. DLA expects to complete all evaluations by mid-April, said Kemp.

As a part of the supplier capability initiative, DLA conducted a Prime Vendor pilot test to validate a proof of concept for testing the agency's prime vendors. The Y2K Prime Vendor Compliance Assessment Test Plan addresses the assessment strategy, compliance assessment requirements, risk mitigation and contingency planning, and the expected results.

The Prime Vendor test was conducted at the Defense Supply Center in Philadelphia during October 1998 through February 1999. The test

verified the processing of transactions from DLA's systems to the prime vendor system and back to DLA. The contractor's legacy systems, system processes verification, transaction reports and data collection techniques also were tested. The test was successful, said Kemp, and follow-on Prime Vendor testing is planned through July using the lessons learned during the proof of concept test.

Additionally, Air Force Maj. Gen. Timothy Malishenko, who is the DLA senior procurement executive and commander of DCMC, signed a letter that was mailed in January to 5,100 suppliers who were identified as being the providers of DoD mission critical items. The letter addressed the importance of readiness of automated systems and the possible impact on DoD's business processes. It stressed the importance of government and industry working together to evaluate the supply chains of mission critical products and services. The letter stated that problems with Y2K could not be an excuse for industry to fail to meet contractual obligations, and it emphasized DoD's commitment to work with suppliers to assure the nation that the arrival of Y2K will not undermine the nation's defense.

Supplementing the supplier capability initiative, the Defense Logistics Support Command has the Y2K lead on DLA-managed inventory items. Since June of 1998, DLA contracts have included a requirement for Y2K compliance for all DLA-managed items. The agency is carrying out a structured and prioritized review of all items that DLA

has been managing prior to June 1998. This review requires DLA to identify items involving date and time functionality, to obtain a knowledgeable determination of Y2K compliance, and to prescribe an appropriate course of action for each item determined to be non-compliant.

To make a knowledgeable determination of Y2K compliance, DLA is contacting item manufacturers and the military service weapons system program offices and technical offices. Actions taken on items that are not Y2K compliant include issuance of alerts within government and industry, disposal of items, and limitations on use of items. DLA also will be continuously monitoring industry and government databases for additional information and guidance on the Y2K status of the parts DLA manages and

any other issues requiring DLA action.

To ensure DLA avoids all possible mission failure, business continuity and contingency planning also is receiving special attention in DLA. Contingency plans provide a road map of predetermined actions that will streamline decision-making during a contingency and enable resumption of mission operations at the earliest possible time, in a cost-effective manner, said Kemp.

The two types of DLA contingency plans are mission critical systems plans and operational plans. Mission critical system plans contain detailed procedures necessary to restore a system if there are Y2K disruptions. DLA has developed operational plans for each of its sites.

Each business continuity and

See Office, page 15



Clarence McNeill (*center*) explains the progress of a Y2K action to some members of the Y2K working group at Defense Logistics Agency Headquarters. Attending the meeting are (*from left to right*) Connie Walton, Inga Smith, Tanja Johnson, McNeill, Sharon Ward, Kathy Fultz, Valerie Langham and Trina Parker.

## DLA on track to avoid Y2K crisis

by Christine Born  
DLA Congressional and Public Affairs

**T**here is no escaping it. On Dec. 31, a problem that has become known as the Y2K bug is expected to hit. At that time, all the Y2K meetings, planning sessions and testing scenarios have to be completed and operational. While some have predicted chaos and confusion from this computer glitch, Defense Logistics Agency Deputy Director Rear Adm. Bob Chamberlin says he's confident that won't happen at DLA.

"We have a wonderful work force and everyone is pulling together to make sure that when the millennium changes, we won't have any problems," he said. "Of course, there is the potential for some nuisance items to occur due to the sheer volume of systems involved, but a crisis won't break out because of all the hard work our people at DLA have put into solving this problem."

Chamberlin chairs the executive group that is overseeing the DLA Y2K efforts. He said several factors have led to DLA's success on this massive effort, one of which is DLA's approach to the problem.

"When we addressed this problem, we knew that only a plan, originating at senior leadership levels and working throughout the organization, would adequately address the scope of the Y2K bug. Y2K is different from the routine systems development process. Normally, when we establish milestones as part of the system development life cycle, there is some flexibility in the

end point. Y2K is different because there is only one inflexible end point—Jan. 1, 2000—unlike the others where we create an artificial deadline. And as I said, the key reason DLA is ahead is that all of us, from the top on down, understand that principle. There can be no slippage in our corrective action—every system must be fixed prior to the 31st of December."

The other major reason Chamberlin foresees few problems is the comprehensive Y2K management plan which involves every business area and all levels of management.

***"The way we structured our assessments of suppliers is a wonderful success. DLA developed a methodology which prioritized suppliers by looking at the mission criticality of an item, the weapon essentiality, and whether it's a sole source item. Our methodology fully addressed these requirements."***

***—Rear Adm. Bob Chamberlin  
DLA Deputy Director***

"Basically, we knew early on that this was a serious issue and decided all of our senior people must be on board," the admiral said.

"The overall Y2K plan addresses the entire range of potential problems. It covers the front end problems of determining exactly what DLA's methodology needs to be for up-front

testing all of our systems, to the back end of crisis response—where we develop contingency plans for all of our business processes in the event we actually have a serious Y2K problem."

The Y2K management plan also includes all of the business areas. The Defense Contract Management Command and the Defense Logistics Support Command each have a Y2K program office and those offices are responsible for the entire command to include field elements. In addition, numerous individual policy letters have been issued by the DLA Chief Information Office, the organization within DLA responsible for the overall Y2K program.

"The way we've structured our program offices to handle Y2K is a real success story," Chamberlin said. "We have uncovered a wide range of potential problems and are working diligently to put the right solutions in place. I am very proud of the efforts I have seen and of the work force who have strived to ensure Jan. 1, 2000—along with several other dates where the Y2K bug could surface—is just another day."

In addition to the program offices there is a headquarters joint Y2K working group that meets a minimum of once a week. The admiral said, "The purpose of those meetings is to discuss and review the details of all aspects of the management plan and our progress against that plan. The insight, creativity and innovations I've seen in this area have been exceptional.

"In fact, the key to all of this is communication. In every one of these meetings, we have cross communication— from one group to another— from one program office to another;

all levels; every business area. We share proven solutions and new ideas. Again it all comes down to communication and we do that pretty well at DLA.”

In addition to the program offices and management plan, teams have been developed to deal with specific areas of the Y2K issue. One of these teams is the Self Assessment Verification Team. This team is comprised primarily of Internal Review experts who assist field activities in their preparations for Y2K. They are currently in the second phase of this program. The first phase basically centered on awareness. The current phase consists of site visits aimed at reviewing the specifics of Y2K preparation to determine if they are on track, and if they are meeting their goals.

“Another team was developed to look at the population of DLA’s suppliers to ensure they are preparing for Y2K. The DLA Supplier Capability Assessment Team is working on an assessment of all of the suppliers that support DLA. These suppliers may have Y2K issues in their manufacturing, delivery and ordering systems, and as service to our customers may be affected if they have not adequately planned for Y2K, a major part of our management plan is to make sure they are Y2K compliant as well.” the admiral said.

Chamberlin is very happy with the progress of the DLA Supplier Capability Assessment Team. He said the work DLA has done in this area is really a template for the Department of Defense. “The way we structured our assessments of suppliers is a wonderful success. DLA developed a methodology which prioritized suppliers by looking at the mission criticality of an item, the weapon essentiality, and whether it’s a sole source item. Competitive items aren’t as critical because there will be other

suppliers that can step up to provide needed items. But for sole source items, we have to ensure they are Y2K compliant. Our methodology fully addressed these requirements.”

DLA has also been involved in working with U.S. allies on supplier Y2K issues. The admiral said most of the work with the Allies has been geared toward communication. “There was an Allied Y2K cooperation effort in London last November,” he said. “The primary focus of that meeting was supplier capability. It is a complicated and a difficult chore. We worked on plans to coordinate information between us and our Allies, who have many of the same suppliers, and the suppliers themselves to make sure Y2K problems are identified and fixed.”

Many other aspects of DLA’s Y2K plan are also major successes, according to Chamberlin. “Our Prime Vendor programs can also be considered a success story. DLA developed a methodology which involves actually running transactions through our system, through the prime vendor’s system and back. So far we have been successful and will continue this test with a total of 52 prime vendors. We’ve tested this methodology and know it works,” he said.

DLA has also developed comprehensive contingency and continuity plans. “These plans are excellent,” Chamberlin said. “And while they have been developed for Y2K, they are well thought out and will benefit DLA for years to come. They cover a wide range of potential problems. For example, if the Defense Automatic Addressing System Center at Columbus [Ohio] goes down, the answer to how you deal with that is in the contingency plans. Our plans are some of the best that have been generated throughout DoD.”

During the next few months, DLA will be focused primarily on testing all

of the systems. Thanks to a great deal of effort and long hours by a large number of people, Chamberlin says he agrees fully with a statement Deputy Defense Secretary Dr. John Hamre made last October—Hamre said he expects Year 2000 computer problems to be “nuisances, not crises.”

“I don’t think we have a pending crisis,” Chamberlin said “I think there may be some things that will occur which will fall in the nuisance category. I give credit to Dr. Hamre — for this — one of the reasons that there will be “nuisances” and not “crises” is the emphasis he has put into Y2K at the DoD level. Dr. Hamre *himself* is involved in the details of Y2K.”

In order to deal with any problems that may occur, both DoD and DLA are developing an augmentation force to answer questions and deal with problems as they occur. At DLA, this force will involve the Logistics Readiness Center, Emergency Supply Operations Centers, the Call Centers, Emergency Response Teams, Customer Response teams, and Command and Control centers.

“All of the communication hubs we have in DLA will be part of this,” Chamberlin said. “They will all be activated in December 1999. We will also be providing training on how to deal with Y2K issues and how to coordinate our efforts across the agency. The augmentation force will continue operations into January 2000, if necessary working 24 hours a day, seven days a week, and will continue until we are confident there are no more Y2K issues.

“The participation and involvement of the work force across DLA has been exceptional,” Chamberlin said. “People understand Y2K and are dedicated to making sure we don’t have a Y2K problem. And from my perspective, I don’t think we could get any better support. They are doing an absolutely outstanding job.”

von Bernewitz from page 7

Materiel Management System], DFAMS [Defense Fuel Automated Management System], DSS [Distribution Standard System], BOSS [Base Operations Support System] and DAAS [Defense Automated Addressing System]. Each plan will address COOP [Continuity of Operations].

We've also developed operational plans for each DLA site. For example, DRMS [Defense Reutilization and Marketing Service] is not just a general contingency plan, it's one specifically for that reutilization and marketing function. Each plan has identified what its system's mission is and what the functions and systems themselves do. Then, it identifies what to do in the event of a failure. For example, a continuity of operations plan might involve going to a manual mode of operations.

I have first-hand experience on what a contingency plan is. I was supposed to fly back from the Caribbean two years ago and found myself grounded in Puerto Rico waiting for a flight engineer.

The engineer came on board and told us, "We have some new equipment installed and nobody really knows how to use it, but we've decided rather than keep you here we're going to go ahead and do it the old fashioned way.

I thought, "What does that mean?" So we land in Washington. As I was deplaning, I overheard the pilot talking to someone and he was talking about the GPS [Global Positioning System]. They had gone back to doing it the old-fashioned way before they had GPS, flying visually or with instruments. So that's an example of going to a less automated mode or a manual mode, and that is one type of contingency plan we are working on.

**Q** *Can you name some DLA success stories so far on fixing the Y2K problems?*

**A** Early on we caught some problems because we have systems that do forecasting. The goal is not just getting to Jan. 1, 2000. Sometimes the computation involves going from a time in 1998 to five years out before a problem may occur. So we caught a couple of things early on when data came back to us that didn't make any sense and somebody caught it, fortunately.

An early success that is well documented is in the first Year 2000 management plan that OSD submitted. OSD's plan included DLA's Year 2000 checklist for certification. Our processes were considered the best. OSD actually used DLA's checklist and included it in their document without removing our heading from the checklist. I would say that using our processes and documentation as a model for all of DoD is a great success story.

We were visited by the DoD Year 2000 test manager today, because the perception is that DLA has one of the best testing processes in places. That's a fact.

Our work with the supplier capability assessment process is almost a success story in reverse. The more successful we've been, the more work we've gotten. I think that a lot of our work in the energy area came from our willingness to stand up and accept that as one of our tasks.

Another success I would like to mention is that 82 percent of our mission-critical systems are compliant right now. By the end of March, we'll have all but one system that will be out of the woods in the mission-critical category. And of the systems that are not ready, we know why they're not and are well on our way to meeting a June 30 deadline.

In the testing phases, we have developed 11 mission-critical spreads that show which systems have to be

running together to accomplish a particular business process. Our plan for doing these tests, called a work breakdown structure, has several thousand tasks in it that we know we have to do. This has become the model for all of this end-to-end testing.

**Q** *Our systems may work, but if somebody else's doesn't work then it really doesn't matter, does it?*

**A** No, it does matter. But what is critical is the interfaces between systems. If the interface is broken, the whole thing is likely to break. It's like an inoculation. You can inoculate yourself, but you're really not safe if the next person sneezes. So that's a lot of what this end-to-end testing is doing, checking those other computers and interfaces and making sure they are Y2K compliant.

**Q** *Would you say that overall DLA is doing well?*

**A** Yes. I'm extremely proud of everybody who's working on it. I really am. When we crossed that threshold on Dec. 31, 1998, there were people who had foregone leave, worked through holidays, including Thanksgiving and Christmas, because there was a lot of testing that had to take place to meet that mandate.

These people have worked very hard in the background and you don't see it; you won't really have a chance to appreciate it until next year. But those of us who know appreciate it now. So my thanks to all those folks, especially at DSDC, and a lot of the folks in the field who have been working together to get this done.

We've done a great job. We really have.

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contingency plan identifies core business functions and documents risks, responsibilities, mitigation and contingency strategies. Business continuity and contingency plans include emergency notification procedures with points of contact, phone numbers to report loss or degradation of a supporting system, and procedures for executing core business functions of a disrupted system. In addition to the business continuity and contingency plans, DLA will validate a test plan to ensure the identified alternative strategies are realistic and executable. DLA will use tabletop exercises, procedure verification and simulation exercises to validate its plans. By June 30, all plans will be exercised, said Kemp.

Testing is an important end-process in the Y2K Program Office. DLA is conducting very structured

and thorough testing of its systems with supporting documentation and checklist reviews prior to Y2K certification approval. DLA also will participate in several testing scenarios with the Joint Staff, the military services, and the agency's external partners.

A major focus of this testing is time-machine testing and the OSD-sponsored logistics capstone testing. The time-machine test involves testing major automated systems with the system clock moved to year 2000.

The logistics capstone testing will be conducted at three levels, said Connie Walton of the Y2K Program Office. Level I will be intra-service and intra-agency testing, and Level II will be inter-service and inter-agency testing. Level III will be follow-on testing for any service or agency system failures that have occurred. DLA received an additional \$30.7 million in supplemental funding to

support DLA's test participation with the Joint Chiefs and the military services, said Walton.

Another critical, overarching role that the program office plays is coordinating and providing Y2K policy guidance to DLA's field activities. The staff also offers workshops and Y2K self-assessment training to field offices, said Clarence McNeill, a Y2K Program Office employee.

"Whatever we do with the Y2K program, we have plans and schedules to support it," said Sandra King, Y2K program deputy. "It's complicated because everyone at DLA and DoD has to walk in step and know the direction they are going by 2000. In some ways, it's easier for DLA because we have less than 100 standard systems—the military services have many more, but they also have more people to support the program."

## How to keep the Y2K bug from biting you

How do you know if you'll encounter Y2K problems? The Federal Trade Commission has prepared the following checklist to help you avoid being bitten by the millennium bug.

- ✓ If you have a personal computer, PC software, fax machine, camcorder, camera, digital wristwatch, monitored security system or Global Positioning System unit, check the manufacturer's web site or contact the manufacturer to see whether your product has the potential for a Y2K problem.
- ✓ Make a list of your other household products with a calendar function. Check the manufacturer's web site or contact the manufacturer by phone or mail to find out compliance status.
- ✓ If you have a bank, mutual fund or brokerage account, start to keep records of any transactions that you make at least a year in advance of the millennium. If you use your computer to make any of these transactions, download the records of your transactions and keep them on a backup diskette and print copies of your files.
- ✓ If you have a mortgage, car loan or other debts, keep your canceled checks as proof of the payments you've made. Ask your mortgage or car lender for a statement of payments already made and those to come with the amounts allocated to interest, principal and escrow. That will ensure an accurate record of your payments.
- ✓ Ask your financial service providers about their plans to deal with the Y2K date change. Make sure you are satisfied with the answers.
- ✓ Get a copy of your credit report from one of the three major credit bureaus. Contact Equifax (800-685-1111), Experian (800-682-7654) and TransUnion (800-916-8800).
- ✓ If you have insurance policies, keep copies of the policies and records of the payments you make.
- ✓ If your credit cards expire after 1/1/00, carry a credit card with an earlier expiration date as a backup in case a retailer's equipment is unable to process the 00 card. Ask your credit card company what they're doing to ensure a smooth transition.

## DoD takes lead in environmental initiative to demanufacture electronic scrap

**T**wo new contracts negotiated on behalf of the Defense Logistics Agency make the military the largest U.S. government entity to make demanufacturing a matter of policy and practice.

The contracts with the Handy and Harman Refining Group, Inc., and DM Electronic Recycling Company were awarded after a stringent technical review conducted by representatives of the Defense Reutilization and Marketing Service.

Demanufacturing breaks down electronic equipment into component metal, plastic and other reusable components that can be recycled. Additionally, many electronic components contain materials that can harm the environment if improperly disposed of or carelessly dismantled.

Sending useful recyclable materials to a landfill is inefficient and a costly waste of resources.

"This demanufacturing contract will bring the Defense Department to the forefront of responsible management of electronic equipment and scrap" said James Wickemeyer, DRMS environmental branch chief. "We believe this will enhance our efforts at DRMS to be a leader in environmental responsibility."

A high percentage of the materials found in electronic equipment DRMS receives is recyclable; this includes valuable metals, glass, and plastics. In addition the contractors will sell reusable equipment and components which do not require demilitarization.

"All hazardous components will be identified, removed and properly disposed of by the demanufacturing contractors," said Wickemeyer.

The contracts were awarded on a geographical basis. The Handy and Harman Refining Group, Inc., was awarded a contract for an estimated 12.5 million pounds with an estimated value of \$3.4 million for scrap located at government facilities west of the Mississippi.

DM Electronic Recycling Company was awarded a contract for an estimated 12.5 million pounds at an estimated value of \$2.6 million for scrap located at government facilities east of the Mississippi.

The contracts were written for one year, with an option for two one-year extensions.

The contractors are committed to receive as much as 15 million pounds per year of electronic scrap; DRMS must deliver no less than five million pounds per year.

"The maximum amount of deliverable material is more than what we estimate DRMS will deliver annually," said Wickemeyer. "We wrote the contracts this way so that other federal agencies could become involved with this environmentally friendly initiative."

He said that a number of federal agencies became interested in the demanufacturing concept while participating in DoD's Electronic Asset Management Task Force. "In addition to DLA, several other agencies were represented on the task force, including the Department of Education, the Department of Health and Human Services and NASA."

## *Marine Corps cataloging operation comes to Battle Creek Federal Center*

**C**ataloging operations for the Marine Corps commenced in a combined directorate serving the Army and Marine Corps at the Defense Logistics Information Service.

Jack Hunn is the acting deputy for Marine Corps cataloging within new Directorate of Army-Marine Corps Cataloging. John Golden will oversee day-to-day activities as the division chief.

"All of our people are enthusiastic and excited about this opportu-

nity to support the Marines around the world," Hunn said.

The Marine Corps is the latest addition to DLIS under a three-year consolidation effort to centralize all military cataloging operations by fiscal 2000. Cataloging for the Army, Air Force and Defense Logistics Agency activities were already being conducted here.

When the consolidation is complete, Battle Creek will be the only place in the country where the Defense Department catalogs its inventory of 6.7 million active items of equipment

and spare parts. Estimates indicate that the government will save more than \$35 million during the first five years of consolidated cataloging functions.

The Marine Corps had previously conducted its own cataloging operations at the Marine Corps Logistics Base in Albany, Ga. Today, people from Albany are supporting the Marine Corps alongside experienced catalogers previously employed by DLIS' Battle Creek operation and

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## **Bill and hold:**

# **Bridging the logistics gap**

by John McAndrews  
Defense Supply Center Philadelphia

**T**he early 1990s found the Clothing and Textiles Directorate at the Defense Logistics Agency's Defense Supply Center Philadelphia "stuck in the mud." Although availability of clothing items was high, the logistics system was burdened with "stuff." An Army customer could count on an average wait of three to four weeks to receive goods from the DLA depot system—longer when there was a severe backorder situation. Service downsizing and the resulting budget cuts caused a need to rethink business "the way we've always done it." When the Pentagon number-crunchers went looking for dollars, the top-heavy inventory system was a prime target.

DLA was faced with the challenge of making their customers happy, maintaining the same high level of support and tightening up their assets. This was not an easy undertaking, given the inertia of years past in the Standard Automated Materiel Management System, but DLA was up to the challenge.

## **Quick-Response Delivery System**

The first step was a push to deliver goods directly to customers by a quick-response (QR) contracting technique. The idea was simple: divert customer requisitions from DLA depots to the end-item manufacturers. The manufacturer then would either take the item from his inventory or manufacture it before shipping it to the customer. This procedure worked fairly well for true commercial items, such as undershirts and socks. However, some of items procured by DSCP, although bought under com-

mercial item descriptions, were not truly commercial. They were military-unique items manufactured using best commercial practices. There is not much of a commercial market for AG-415 shirts or Navy white trousers, and military-unique coats have a high price tag and a lead time of up to six weeks in production.

The customer's advantage in getting QR shipments directly was a reduced surcharge, typically a 6 to 10 percent reduction over the standard price. The disadvantage was that, other than for the commercial items, QR deliveries were taking as long as or longer than the depot system. That is because the average DSCP contractor is a small business without the working capital to maintain an inventory of items that may have as many as 70 different sizes.

## **DLA System Changes**

The advent of QR delivery led to a change in the way that DLA depots conduct business. The commander of DLA's Defense Distribution Center mandated a one-day processing time for both receipts and issues. The use of direct-delivery trucks, part of the Army's Velocity Management program, was initiated at major customer locations. The depots also contracted with major carriers to deliver orders to customer locations within specified timeframes, further tightening the logistics lines between DLA and its Army customers. The depot initiatives reduced the average document turn-around time from 23 days to less than 10 days. This left little incentive for customers to continue using QR deliveries since, in materiel logistics, time is money.

## **Bill and Hold**

Enter "bill and hold." This method

allows today's cost-conscious customer to take advantage of the savings of a non-depot shipment within the needed response time. In clothing and textiles, the manufacturer produces the item, is paid for his product, and then places it into DLA-owned inventory. The vendor receives orders only for what is on hand at his location, eliminating the guesswork often encountered under QR. Orders are shipped from the contractor's depot directly to the customer. Contractor locations operating under bill and hold are exempt from the depot surcharge, which saves the customer money. Shipments from vendors are under a four-day delivery requirement, which equals the current depot delivery time.

DSCP's Clothing and Textiles Directorate is attempting to make the logistics effort as seamless as possible to the customer. Bill and hold is the latest, but not the last, initiative to provide required goods where and when required. The directorate has an on-line catalog called Automated System of Catalogs and Orders for Textiles, where customers can view their products and even order on the screen. The ultimate goal is to allow customers to eliminate the need for backup inventory at their locations, so that when they look over the logistics bridge, the clothing and textiles truck will be rolling across it.

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*John McAndrews is a product manager in the recruit clothing commodity business unit at the Defense Supply Center Philadelphia. He is a graduate of Villanova University.*

*(Reprinted with permission from the March-April 1999 issue of Army Logistician magazine).*

# Military troops to receive donated Girl Scout cookies

**T**hin Mints, Trefoils and Samoas, along with other Girl Scout cookie staples, soon will be on their way to U.S. servicepersons stationed in Bosnia. Cadet Troop 979 from Yardley, Penn., organized "Operation Cookie Lift,"—a project through which veterans' groups and individuals purchased approximately 400 boxes of cookies and donated them to the military as part of the Defense Logistics Agency's Bosnia donations program.

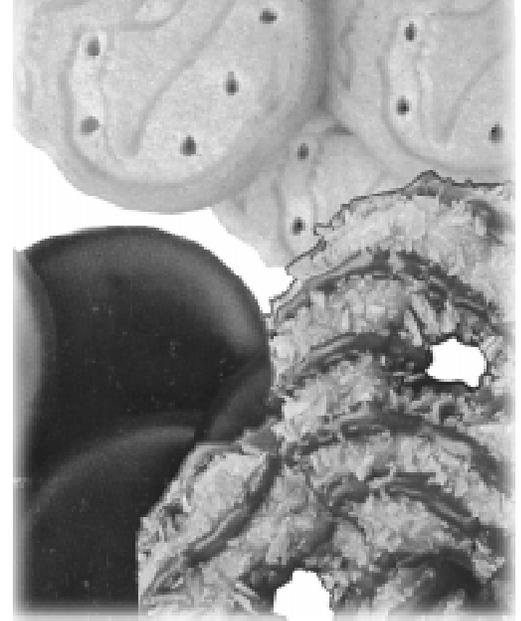
This is the third year that Cadet Troop 979, led by Bernadette Shimp, has sent cookies to military troops stationed overseas. To date, 1,425 boxes have been shipped.

"These donations are really good for morale, and the troops really seem to enjoy them," said Gail Boyce, a program analyst on DLA's Bosnia donations team.

The United Parcel Service donated its services to help pack the cookies, and shipped them to DLA's distribution depot in Mechanicsburg, Pa., on March 19. The depot will

transport the cookies by truck to Dover Air Force Base in Delaware, for shipment to the European Command in Bosnia.

Bulk donations are flown over to the troops on a space available basis, with essential items such as medical supplies taking precedence. Other recent donations include Christmas trees from the Ohio Christmas Tree Association and Christmas stockings filled with assorted items from Connecticut Social Services. A company called Back Yard Rinks also donated a portable hockey rink with all of the associated equipment for playing hockey.



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## DSCP teams with National Guard

The Defense Supply Center Philadelphia has teamed up with the National Guard Bureau on a major logistic program.

DSCP, functioning as a Virtual Prime Vendor, will provide centralized inventory management and distribution services to assist the NGB in phasing out the individual state storage sites and their associated inventories.

DSCP has subcontracted with the Kentucky Army National Guard Logistics Center, Lexington, Ky., for the storage and distribution services. A ribbon cutting ceremony was held February 10.

As a result of this teaming arrangement, the NGB will realize improved response time in supplying Guard members, total asset visibility, significant savings in inventory investment, and additional savings from the consolidation of 54 facilities into one.

### Catalog from page 16

new employees. Catalogers in Albany were offered the opportunity to relocate to Battle Creek before new employees were solicited. The goal throughout the transition to centralized cataloging has been to retain as much of the existing expertise as possible. The cataloging information provided by DLIS is used throughout the services as the foundation for the internal logistics management programs.

For more information, see [www.dlis.dla.mil/USMC](http://www.dlis.dla.mil/USMC) or contact the Public Affairs Office at (616) 961-7015.

## DSCR develops commercial lead-acid battery program

The Defense Supply Center Richmond has developed an innovative program for ordering and recycling commercially available automotive lead-acid batteries. The program is called the Battery Council International Commercial Vehicular Battery Program.

Under this program, customers in the continental United States can choose the brand name batteries they prefer. Delivery will be made in three to 18 days after the contractor receives the requisition, depending on the quantity of batteries ordered and the distance from the vendor to the customer. The delivered price includes pick-up and recycling of used batteries on a one-for-one basis. All components of the used batteries are recycled in accordance with Environmental Protection Agency and Department of Transportation regulations.

For more information, call Bill Collins (804) 279-3143, DSN 695-3143, [bcollins@dscr.dla.mil](mailto:bcollins@dscr.dla.mil).

## DLA launches travel web page

The Defense Logistics Agency has launched a web site that features information on traveling for the government.

The DLA travel web page, at [www.supply.dla.mil/travelpage](http://www.supply.dla.mil/travelpage), contains answers to travel questions, policies, regulations, per diem rates, airlines, overseas travel, money conversion and general travel tips.

# DNOSC helps bring Mars to Earth

By Tara Jennings-May  
DLA Congressional and Public Affairs

**E**arthlings can get an up-close look at the red planet by visiting a Mars exhibit at the NASA Stennis Space Center in Mississippi. The exhibit's mounds of red rock-200 tons of bauxite-come from the Defense Logistics Agency's Defense National Stockpile Center.

DNOSC sold NASA the bauxite for the exhibit, "One Main Street, Mars," and a team of Navy Seabees from Gulfport, Miss., hauled 23 truckloads of the material to the space center, said Giles E. Lepage, DNOSC's director of Strategic Materials Management.

The United States received the bauxite, which is the principal ore of aluminum, in 1949 as a war debt payment from Indonesia. DNOSC now sells the material to aluminum companies such as Reynolds, Kaiser and Alcoa.

DNOSC agreed to sell the material to the space center after Navy Capt. L. V. Marchette, commanding officer of the Naval Construction Battalion Center in Gulfport, approached Ron Favors, DNOSC's depot manager in

Baton Rouge, La., and said NASA officials were interested in obtaining some of the bauxite.

"We were able to sell the bauxite because we currently have a surplus," said Tom Gibbons, the DNOSC contracting officer who negotiated the sale at fair market value with Don Griffith, the property manager of the Stennis Space Center.

DNOSC's sale made the Mars exhibit much more realistic. "We started out using gunite, a concrete mixture used for making swimming pools...and some red dye," said Linda Theobald, a NASA public affairs specialist. "That faded and didn't have a realistic texture. Then we tried red clay, which held too much water, and was too messy."



Defense National Stockpile Center stores its \$84 million bauxite stockpile at locations around the country, including the Gulfport, Miss., depot where NASA made its purchase.



The NASA Stennis Space Center landscaped its "One Main Street" exhibit with 200 tons of red-rock, called bauxite, from the Defense National Stockpile Center.

The exhibit's bauxite landscape surrounds a white, modular structure that was previously used as a biohome experiment. The experiment focused on creating a self-sufficient environment that used plants to purify the water and air.

The structure's interior depicts what a future outpost on Mars might look like. It includes a Martian TV news program produced with the assistance of a local TV station, a green plant exhibit that produces oxygen, and a waste management system that processes human waste and turns it into purified water suitable for drinking. The exhibit is located at the Stennis Space Center's Visitors Center, which is open to the public free of charge.

The Stennis Space Center's prime mission is test-firing rocket engines, from yesterday's Apollo program that took Americans to the moon, to today's Space Shuttle program, to tomorrow's spacecraft that may take us to Mars. For more information about NASA's Stennis Space Center, visit <http://www.ssc.nasa.gov>.

# Distribution Operations Center opens at Red River Army Depot

**T**he Distribution Operations Center at the Defense Distribution Depot Red River, Texas, opened Feb. 8. The new DOC is located on the grounds of the Red River Army Depot, Texas.

The new facility is 680,000 square feet comprised of 280,000 sq. ft. of operations space, 360,000 sq. ft. of warehouse space, and 40,000 sq. ft. of administrative space. The DOC has almost one mile of conveyor, .7 miles of towline and 250 carts, a sortation system of 130 carriers and 64 chutes, 51 shipping and receiving cargo doors, and staging for 100 truck trailers. Approximately 600 of DDRT's 800 personnel work in the new facility.

Defense Logistics Agency Director Lt. Gen. Henry T. Glisson officiated at the dedication of the DOC.

"There are only two or three places like this in the United States," Glisson said. "This is one of the crown jewels in the defense distribution system."

Phyllis C. Campbell, deputy commander, Defense Distribution Center, New Cumberland, Pa., and Congressman Max Sandlin (D-Texas) were also present.

DDRT, one of the 22 DDC depots, provides distribution support of repair parts for tracked and wheeled vehicles, and aircraft and weapons systems owned by DLA and by the military services.

Distribution support is also provided for major end items to include: light tracked combat vehicles, primarily the Bradley Infantry Vehicles; wheeled vehicles and trailers; and communication and maintenance shelters. DDRT stores 112,136 items valued at \$5.5 billion in 205 warehouses on the grounds of the Red River Army Depot.



At the grand opening of the Defense Distribution Depot Red River, Texas is (from left to right) Fred Milton, DDRT deputy commander, DLA Director Lt. Gen. Henry T. Glisson, Congressman Max Sandlin, (D-Texas), Phyllis Campbell, deputy commander Defense Distribution Center, New Cumberland, Pa., and DDRT Commander Lt. Col. Randall Bockenstedt.

Not only is DDRT the storage site for the vehicles, it also builds and maintains a kits of basic items that accompany the vehicles when shipped to Army units in the field. These kits contain such things as spare parts, tools, technical publications and diagnostic equipment needed for minor maintenance and to keep a particular item up and running until fully operational systems are in place.

DDRT is the sole distribution point for the Single Channel Ground and Airborne Radio System. This system being fielded throughout the Army links communications between wheeled vehicles, tracked vehicles, helicopters and soldiers on foot. DDRT also assembles the SINCGARS kits for fielding units.

DDRT is commanded by Army Lt. Col. Randall Bockenstedt.

DDC was established in Oct. 1, 1997 and is a primary level field activity of DLA. DDC's 22 depots in the United States and Europe store six million stock numbers and process over 25 million transactions annually.

***"There are only two or three places like this in the United States," Glisson said. "This is one of the crown jewels in the defense distribution system."***

***—Lt. Gen. Henry T. Glisson***

# ***DLSC to host customer expo***

**D**LA's Defense Logistics Support Agency will host the Agency's "Customer Expo: Warfighter Logistics in the New Millennium," June 2-3, 1999 at the New Orleans Marriott Hotel, New Orleans, La. The event features 40 informative logistics workshops and more than 60 display booths that provide practical information for DLA military and civilian customers. DLA customers include supply personnel, logisticians and managers from Defense Department facilities, the military services, other federal activities and eligible foreign governments.

DLA representatives from each part of the agency will be on site to answer customer questions, help new customers receive supplies or services and discuss new products and innovations in customer support. There will also be exhibitors on hand from the General Services Administration, the National Industries for the Blind and the National Institute for the Severely Handicapped. Featured training workshops at the expo include supplying warfighter needs through the electronic mall, requisition status on the World Wide Web, reutilization of excess materiel, prime vendor support, environmental products workshops, in-transit visibility of shipments, special transportation initiatives such as Premium Service, weapons systems support and more.

There will also be a Problem Resolution Center on site to address specific customer problems. Although Foreign Military Sales and Security Assistance Programs

will be highlighted throughout the Expo, a special follow-on program on June 4 will be devoted entirely to those issues. The Defense Logistics Support Command International Programs Office is sponsoring this Security Assistance Conference, the theme of which is "The Reinvention of Security Assistance ...Preparing for the New Millennium." Any DLA, military service, DoD, federal agency personnel or foreign representative currently working with Foreign Military Sales programs is cordially invited to attend this conference. The day's agenda will include guest speakers from DoD, the Defense Security Cooperation Agency, the Defense Contract Management Command and DLSC.

The DLA Customer Expo and DLA Security Assistance Conferences are free to customers except for individual per diem and travel costs, which are the responsibility of the customers' organization. To register for either event, fax your name, activity name and address to (616) 961-4979, DSN 932-4979, email: [subscriptions@dls.dla.mil](mailto:subscriptions@dls.dla.mil). For general questions, call DSN 932-4459, commercial (616) 961-4459. For the latest information on the Expo/Security Assistance Conference, check out <http://www.supply.dla.mil> on the World Wide Web.

The deadline for registration is May 20, 1999. Hotel reservations should be made by May 3, directly with the New Orleans Marriott Hotel. The reservations number is 1-800-654-3990. Ask for the Defense Logistics Agency '99 Expo room rate.



## **Historical perspective**

Ruby McMillen, (*left*) staff director Business Management, Defense Logistics Agency Director Lt. Gen. Henry T. Glisson (*center*) and DLA's historian Dr. Janet McDonnell (*right*) pose in front of the recently completed DLA Storyboard in the DLA Headquarters Complex. The display depicts the different eras of DLA history, from the Agency's formation in 1961 to the present.

Some of the events shown include the original six commodity and two service commands under DLA, support to the Vietnam conflict and recent contingency operations in Bosnia.

# DESC Energy Conference hits the mark

by Marilyn Miller  
DESC Public Affairs Office

**T**he Defense Energy Support Center hosted a Worldwide Energy Conference in January. The conference was the first-ever energy conference combining the long-standing petroleum mission with the new energy missions. Attendance doubled from the 1997 conference with nearly 1,400 people from the military services, industry, federal agencies, and DESC in attendance.

“Energy Choices and Challenges—the Next Millennium,” was the theme of the conference. Panel topics and workshops were directed toward the objective of making good business decisions on how the Department of Defense spends money, what types of products and services DoD is going to need, and how privatization can work successfully by examining some “win-win” real world examples.

Defense Logistics Agency Director Lt. Gen. Henry Glisson spoke at the conference kick-off. He challenged attendees to meet 10 new people and learn about their business, attend sessions that would stretch them out of their comfort zone, ask



Defense Logistics Agency Director Lt. Gen. Henry T. Glisson (*left*) and Defense Energy Support Center Director Gary Thurber officially open the DESC Worldwide Energy Conference.

probing questions and offer resolutions to problems.

Conference events included briefings by 11 keynote speakers, 11 panel discussions on topics ranging from alternative fuel vehicles to the automated fuel dispensing stations, and more than 100 interactive workshops presented by government, industry and DESC experts from the energy field. In addition, DESC hosted a three-day trade show with 100 exhibitors demonstrating their state-of-the-art energy products and services.

“It was an exciting and productive week during which conferees tackled

some tough issues, asked some tough questions, offered some realistic solutions to problems and, in general, shared information enthusiastically,” Gary Thurber, director DESC said. “The true measure of the success of the conference, however, will be what conferees derived from the experience—new ideas and new technologies that they took back to their jobs that will help them make sound business decisions to face the challenges of tomorrow.”

For more information on speakers, briefings, and photos, go to the DESC Home Page at [www.desc.dla.mil](http://www.desc.dla.mil).

## ***DESC adds electricity support to mission***

**I**n response to the ongoing deregulation of the electricity market, the Defense Energy Support Center has added an electricity procurement program to its existing energy commodity missions.

To streamline the procurement process, DESC uses Basic Agreements established with electricity suppliers. These BAs encompass three regions in which the currently deregulated electricity markets are located. In anticipation of the deregulation of markets within other states, DESC is currently expanding the BAs to all regions of the continental United States.

Procurements were conducted in Rhode Island, California, New York and Pennsylvania. Additional solicitations will be issued as more states undergo deregulation during 1999.

DESC’s electricity program goal is to engage the electricity market through competition in order to procure electricity from a reliable supplier and reduce the total price paid for electricity. DESC’s electricity team is looking to reduce the more than \$1.47 billion annually for electricity.

The BA submittal package is available at <http://www.desc.dla.mil/main/a/electric/basic.htm>

# Schofield barracks superstation opens

**T**he Schofield Barracks, Hawaii, refueling station became operational in December 1998. This superstation is part of a pilot privatization program for the United States Army Hawaii.

In a Sept. 19, 1997 letter, after discussions with Defense Energy Support Center, the Army Petroleum Center director requested the DESC to proceed with Schofield Barracks as the pilot overseas location for fuel facility privatization. Ft. Bragg, N.C. was the pilot location in the continental United States.

The fuel facility privatization effort involved USARHAW operations at Schofield Barracks and Wheeler Army Airfield and replaced all 37 existing mobility fuel facilities. Replacements included the Schofield Barracks bulk tank farm, Wheeler bulk tank farm, and all 25th Infantry Division and 45th Corps Support Group motor pool facilities.

USARHAW agreed to cancel all existing DESC funded maintenance, repair and environmental projects for the facilities to be replaced by the privatization program. The obligated funds were returned to DESC.

APC determined that one superstation was required to support all future operations.

DESC awarded a contract to Trans-Montaigne, a commercial contractor, to provide the facilities for five years, with three five-year options to renew. Trans-Montaigne will provide the manpower and be responsible for operating and maintaining the facility. The Schofield Barracks facility is an automated system with a key lock capability that collects and provides inventory data automatically into the DESC Fuels Automated System. To date, over 500 keys have been issued to units.

The cost savings and avoidance of providing a new station was calculated at \$27,600,000 over 20 years.

## Contractor registrations on the rise

**A**lmost twice as many contractors are registered today in the Central Contractor Registration system than when the initial phase ended on June 1, 1998. The CCR creates one central place for people to register in order to do business with the Department of Defense, and is the flagship of streamlined procurement within the department.

CCR is an integral component within the mission of the Joint Electronic Commerce Program Office. The JECPO, formed in January 1998, is chartered to accelerate the use of electronic commerce within DoD, and has the program management responsibilities for CCR. The Defense Logistics Information Service—the project manager for the CCR—is responsible for implementing the system.

“It seemed like only yesterday when people were wondering whether or not CCR was viable,” said Terrence Hunt, a CCR project manager at DLIS. “Now, 139,000 registered vendors and an expanding community

of users for CCR data have answered with a resounding, yes.”

A principle value of the system is the requirement for vendors to annually renew their trading information to keep the database current. Hunt said that the time has arrived for many CCR registrants to make those annual renewals to their registration. Those who do not renew are coded as “inactive,” which can impede them from bidding on new contracts and even being paid under existing contracts.

But Hunt emphasizes to vendors that renewing a registration is very simple.

“The easiest, quickest and preferred method for making a mandatory renewal is on the World Wide Web,” Hunt said.

From [www.ccr.dlsc.dla.mil](http://www.ccr.dlsc.dla.mil), vendors can review their Trading Partner Profile and simply click the “update” button on the site to renew a registration for another year. If the profile contains EDI data, the user can select the “Update EDI/Optional data” button to review, update and renew the registration. Small businesses without

Internet access can often use computers at their local library to accomplish their renewal.

A confidential trading partner identification number, known as TPIN, is required to view and update a record. This number can be obtained from the CCR representative within the registered organization.

Vendors are responsible for maintaining their own profiles, but those who need help can get local assistance through a federally funded Electronic Commerce Resource Center or a Procurement Technical Assistance Centers. Information about local ECRCs or PTACs is available through the Small Business Administration. Vendors can also visit web sites at [www.ecrc.ctc.com/index.htm](http://www.ecrc.ctc.com/index.htm) and [www.dla.mil/ddas/](http://www.dla.mil/ddas/) to find information about the centers.

Hunt advises that anyone who is unsure about the status of a registration should renew it. “You can do this at any time from the Web with your TPIN,” he said.

For more information, visit [www.ccr2000.com](http://www.ccr2000.com) or call (888) 352-9333.

# Glisson visits DLA activities in Europe

**I**n January, Defense Logistics Agency Director Lt. Gen. Henry T. Glisson traveled to England and Germany to visit DLA activities.

Last summer, Glisson visited DLA-Europe headquarters in Weisbaden, Germany, as well as DLA forward-deployed elements in Bosnia. Glisson said he was impressed with the progress and evolution of all the DLA activities in Europe since his last visit. "We are truly blessed with the most talented workforce I have ever been associated with," he said. "I only wish everyone had the opportunity to see the great work being done there. I was very impressed with the cooperative teamwork not only among our

DLA activities but between our DLA team and U.S. and international forces. The briefings I received were outstanding and the hospitality could not have been better."

The Focused Logistics Conference in London, sponsored by Defense Event Management Ltd., was Glisson's first stop. The purpose of the conference was to explore how military logisticians and industry can work together to create the most efficient methods of supplying the front-line. Glisson said what struck him most about the conference was that everyone, regardless of service or country, share the same challenge—trying



DLA Director Lt. Gen. Henry T. Glisson (*center*) with Sgt. Kelvin Stokes (*left*) and Claudia Bibber (*right*)



At Bicester Army Depot, United Kingdom, Steven Povey (*right*) explains the layout and functions of the hazardous stores warehouse to (*from left to right*) Lt. Col. Graeme Hazlewood, DLA Director Lt. Gen. Henry T. Glisson, Col. Harris, Capt. Ketts and Col. Owens.

to become more efficient with fewer resources. "Surprisingly, in the area of logistics, our vocabulary is strikingly similar and our commercial practices are internationally known," he said.

Glisson also had the opportunity to meet with the newly appointed Chief of Defense Logistics, Gen. Sir Sam Cowan. The British armed forces recently reorganized to put all service logistics—budget and management control—under one joint chief. Cowan is responsible for providing joint logistics support to the British armed forces and reports directly to the chief of defense staff.

Next, Glisson visited the Defense Supply Center Philadelphia - European Region's Produce Business Unit in the London Terminal Market.

"They have done a magnificent job supporting the warfighters and have worked hard to become the fresh fruits and vegetables supplier of choice for serviced customers," Glisson said. "I was extremely impressed with their operation." At



visits the London Terminal Markets with Master

DLA Europe, Glisson said the teamwork and customer focus is apparent in all they do for our customers.

“On our final day, I had the honor of presenting the Joint Meritorious Unit Award to DLA-E and the Scissors award to DSCP-E,” Glisson said. “It was a wonderful ceremony and a proud day for the DLA-Europe team. I couldn’t help but notice the number of our warfighting friends who came the ceremony.”

Glisson said there are many terrific initiatives underway. “As always, it was a very informative and productive visit. But more importantly, it serves as a valuable forum for me to get your feedback and an opportunity to listen to your initiatives as well as your concerns.”

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John Roberts (*left*) and Cleve Fikes (*center*) show DLA Director Lt. Gen. Henry T. Glisson (*right*) a printing job in progress at the Defense Automated Printing Service-Europe.



DLA Director Lt. Gen. Henry T. Glisson stands in front of a display of uniforms worn by the palace guard in London.



# DCMDI conference welcomes former Eastern Bloc nations

**T**he Defense Contract Management District International held a Host Nation Contract Administration Services Conference at Chiemsee, Germany, in March.

Representatives of 15 foreign nations, including the former Eastern Bloc nations of Poland, Hungary and the Czech Republic, met with DCMDI's Host Nation CAS Coordinators.

The conference provided an opportunity to exchange ideas and to enhance the execution of international agreements for CAS. Significant exchanges took place about risk assessment models as a tool to improve the quality of international delegations and ensure quality supplies and services. Of special interest were presentations from Spain, Turkey, and other nations who were developing various aspects of their nation's quality assurance program.

Attending his first Host CAS Conference, Lt. Col.

Wiestaw Klimczak, quality senior expert from the Poland Ministry of Defense said the "CAS conference was a good learning opportunity. During the presentations, I noted that many issues discussed were new for my organization. I wondered would it be possible to implement it in my organization and could it improve my business processes. Sometimes it would be a new solution, sometimes not. From my perspective the conference was very informative."

On the other side of the world, in Independence, Mo., a ceremony was taking place in the birthplace of NATO,

formally accepting the nations of Hungary, Poland and the Czech Republic into the NATO alliance. At the conference in Germany, U.S. Army Col. Milton Lewis, DCMC Southern Europe commander, welcomed the newest NATO partners.

"None of us would have imagined this as possible little more than a decade ago," he said. "We had prepared to meet each other head-on, on the battlefield. Now we are pledging to insure each other's security and are meeting as allies."

Col. Laszlo Mikula, head of the quality assurance directorate for the Hungary Ministry of Defense Acquisition Bureau, was enthusiastic about the "tremendous possibility to work in a common field with other NATO countries."



## AFMC hosts first AFMC/DLA day

Cooperative efforts were the focus of the first Air Force Materiel Command/Defense Logistics Agency Day, which drew more than 75 military and civilian personnel to Wright-Patterson Air Force Base, Ohio, on Feb. 23. The event was co-chaired by AFMC Commander Gen. George Babbitt (*pictured right in photo*), the Defense Contract Management Command commander Air Force Maj. Gen. Timothy Malishenko (*left*) and the Defense Logistics Support Command commander Navy Rear Adm. David Keller.

In opening remarks, Babbitt, Malishenko and Keller all stressed the importance of cooperative efforts between AFMC and DLA, and said that this meeting afforded a good opportunity for a face to face dialogue to discuss their key initiatives. Babbitt asked that AFMC/DLA Day continue on a regular basis.

# DCMC provides value-added support to program managers

By Daniel Wilson  
DCMC Senior Functional Advisor for  
Quality Assurance

**I**n this time of downsizing and acquisition streamlining, many program managers have recognized the Defense Contract Management Command as a value-added service available to help them assess contractor performance and identify and mitigate risk throughout the program lifecycle. DCMC program support includes a wide variety of services, such as an established support system of program integrators who provide program managers with forward-looking program assessments and assistance with handling program risks.

DCMC describes its program support program as providing "...focused on-site attention and assistance to critical weapon systems and subsystems and assuring effective implementation and integration of technical and other contract administration services to meet program objectives." DCMC supports all acquisition category I, II & III level programs with focus on surveillance areas specifically requested by program managers.

DCMC also provides subcontract support of weapon system programs when requested by a Letter of Delegation or Memorandum of Agreement from the Program Office. This is a risk-based decision made jointly by the Program Office-DCMC team.

"Communications, teamwork and planning are the key ingredients for success in performing a risk assessment on a contractor's ability to integrate cost, schedule and technical performance and resource management," said DCMC commander, Air Force Maj. Gen. Timothy Malishenko.

The teamwork Malishenko speaks of is between the Program Office, the Defense Contract Audit Agency, DCMC, and the contractor. When Integrated Product Teams are formed in the Program Office, DCMC should be a member of the team if DCMC is to provide optimum program support.

By participating on IPTs, DCMC program integrators support areas of Program Office concern and they actively track and assess contractor performance in those areas. Additionally, feedback from the Program Office to DCMC program integrators regarding upcoming program changes DCMC surveillance efforts allows the DCMC Program Support Team to focus and refine its evaluation and assessment efforts to meet changing program needs.

***The focus of the Early CAS effort is to be able to prevent contract problems, decrease program lifecycle costs, encounter fewer contract administration problems, and decrease product and administrative lead cycle times.***

At the beginning of program support, DCMC and the program manager enter into a Memorandum of Agreement that defines the respective priorities, roles and responsibilities of each organization tailored to the program requirements. DCMC's in-depth knowledge of contractors' past and current performance levels enable the command to provide Program

Offices with value-added management information and risk-based assessments.

However, reducing risk and preventing defects before they occur is the ultimate goal of DCMC program support.

DCMC program support is available both before and after contract award: this customer support effort represents a shift from problem identification and resolution to problem prevention. DCMC pre-award services, or Early Contract Administration Services, include developing program acquisition strategies; performing market analysis; writing and reviewing draft Request for Proposals; participating on and leading source evaluation boards and performance risk assessment teams; providing negotiations support; and writing contract language.

The focus of the Early CAS effort is to be able to prevent contract problems, decrease program lifecycle costs, encounter fewer contract administration problems, and decrease product and administrative lead cycle times. After the contract is awarded, DCMC offers a number of program support services.

As the DoD Lead Agent for Earned Value Management Systems, DCMC is charged with oversight authority for contractors' EVMS and is responsible for consistent application across the DoD industrial base. On major programs, one of DCMC's primary tools in identifying risk is the evaluation of the contractor's EVMS to plan and control a DoD program's resources. This EVMS emphasis is a dramatic shift to contractor EVMS validation, reporting, and active program management by contractors

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# MRO: Beyond the learning curve

by Danielle Blandford  
DSCP Public Affairs

Customers of the Defense Logistics Agency are benefiting from an integrated supply process known as the Maintenance, Repair and Operations program. Launched two years ago by the Defense Industrial Supply Center, the MRO prime vendor program creates a more direct procurement process that results in greater efficiencies and better service. It uses integrated suppliers to provide customers with all their facilities maintenance needs, including thousands of different items ranging from electrical, plumbing, and HVAC supplies to lumber, paint, small tools and assorted hardware and building supplies.

"We [DISC] initiated this program with the Marine Corps to reduce inventories and associated costs, address reductions in infrastructure

and processes, and capitalize on leveraged buying practices for all of the services," said Chet Evanitsky, DISC's MRO program manager.

"We're receiving excellent support at competitive price. We went into Prime Vendor with specific goals and efficiencies to obtain and we've met them. We would still like to see total automation, but this is still light years ahead of how we used to do business," said Tom Sizemore, deputy director of the department of public works at Fort Rucker, Ala.

Under the program, the United States is divided into eight regions: Southeast; Southwest; South Central; Hawaii; Northwest; North Central; Alaska; and the Northeast, with one or more prime vendors serving a designated region. The first MRO contract was awarded in the Southeast region in December 1996. To date, contracts have been awarded to cover the entire continental United States. Most recently, the first overseas MRO

contract was awarded on March 12, 1999, providing MRO prime vendor support to customers in Okinawa and Japan.

The MRO program features direct on-line access to the vendor through an electronic order entry system, consisting of an electronic catalog that can be tailored for each customer. The program also accepts credit cards and calls for the delivery of routine orders of commercial off-the-shelf items within three days and 24 hours for emergencies. MRO Prime Vendors are required to maintain at least a 90 percent fill rate and deliver to multiple locations at a customer's site, provide for brand name preference, consolidate job orders for delivery where and when required, and accept excess material returns. The program features surge/contingency capabilities to support circumstances such as relief efforts, natural disasters and troop deployments. Before MRO, customers would have to issue their own con-

## Program from page 27

using EVMS results to manage DoD resources. A contractor's EVMS allows DCMC to provide the Program Office with independent insight into the contractor's approaches in managing program risk and helps DCMC develop independent Estimates At Completion and Estimates to Complete, two tools that are invaluable in determining progress payments and program performance.

Still another area of DCMC program support is software surveillance. DCMC quality assurance software personnel support pre-award surveys, software capability evaluations, design reviews, code walkthroughs, formal and informal test reviews, and provide assurance that the software required by the contract is the software delivered to the Program Office.

Along with program integrators, EVMS and Software specialists, DCMC has two more tools in its program support mechanism: a cadre of customer liaisons and senior functional advisors. At major buying commands, DCMC has a network of customer liaisons whose mission it is to identify and evaluate customer

needs, inform customers about DCMC services, and evaluate customer satisfaction. They are also tasked with improving Program Office support and assisting DCMC leaders with strategic planning efforts. Liaisons receive assistance from DCMC senior functional advisors, located throughout the country. SFAs are professionals known throughout the command as experts in particular knowledge areas such as quality assurance, engineering, pricing or manufacturing.

In addition to providing liaisons with in-depth knowledge and expertise, SFAs help DCMC assess and prepare for future challenges, meet acquisition reform goals, and remain a dynamic, learning-based organization.

This article has touched upon the important roles of program integrators, subject specialists, customer liaisons and senior functional advisors to DCMC's program support services. However, Program Managers and other DCMC customers have the entire DCMC team of contract management professionals at their disposal to provide program support around the clock, around the world. If you'd like more information, please contact the DCMC Customer Support Team at (703) 767-2392.

***“We’re receiving excellent support at competitive price. We went into Prime Vendor with specific goals and efficiencies to obtain and we’ve met them. This is light years ahead of how we used to do business.”***

**—Tom Sizemore,  
deputy director,  
department of public  
works, Fort Rucker,  
Ala.**

tracts, use their IMPAC cards and purchase supplies at retail prices from local vendors, or order through the depot system, sometimes waiting weeks for delivery.

Evanitsky said the private sector successfully uses arrangements similar to prime vendor. In fact, DISC’s MRO prime vendors are experienced dealing with large commercial businesses such as BASF, Texas Instruments, Saturn, and Baylor Medical Center. So far the results for the government are promising.

“We’re doing business better with MRO,” said Mike Kuhn, production controller at the Marine Corps Recruit Depot, Parris Island, N.C. “We’re doing away with long lead times and getting things when and where we need them.”

Kuhn, who has been working with MRO since its inception, said other benefits include greater control and flexibility in product selection, and eliminating time spent dealing with policies and regulations.

A study performed by KPMG Peat Marwick LLP evaluated the use of the MRO program at the three

initial test sites for the program- Parris Island, the Marine Corps Air Station, Beaufort, S.C. and the Naval Hospital, Beaufort, S.C. The draft report found that each site reduced inventory by more than 50 percent while lowering supply procedure costs. In fact, costs at MCAS and Parris Island were about 50 percent less with MRO. On-time delivery rates also consistently increased across the board since its the program’s inception.

As with any new business arrangement, results take time and work—partnerships need to be built, business processes need to change. Throughout the United States, customers participating in the program at various stages of learning the process and working out problems.

“Every customer is different and has different needs and processes. I think it [the MRO program] will sky rocket. That’s why we’re sticking with it- we think it’s worth the effort,” said Navy Lt. Jim Collins, public works officer at the hospital.

“The MRO program is a partnership that needs a commitment from everyone involved. If you don’t have that, you can’t expect results,” Evanitsky explained.

“The Marine Air Station and Parris Island put a lot of time into this program to make it work,” said Kuhn. “The payoff is a streamlined procurement process that saves time and resources. I have no doubt that this will save the government money, but you’ve got to want to make it work. Both Parris Island and the Marine Corps Air Station in Beaufort are directing over 75 percent of their requirements to the MRO prime vendor for the Southeast Region.

Kuhn said while there has been some concern about the increase in the price of some products, it is offset with significant savings in overall costs.

“We knew we’d be paying a little more on some items, but we’re saving in other ways such storage and contracting costs, time...even finance

charges from credit cards,” he said.

“With prime vendor, customers can do more with less. This initiative is part of acquisition reform-getting rid of non-value added processes. Its effectiveness must be measured in long-term savings,” said Evanitsky.

The DoD Logistics Strategic plan targets 40 percent of all facilities maintenance buys to be done through the MRO program by the year 2000. There currently are more than sixty customers, including four non-military customers, actively participating in the program with program sales to date in excess of \$35 million.

## **The Next Steps**

A few activities have made significant progress implementing the Defense Industrial Supply Center’s MRO prime vendor program and have enhanced their relationship with the prime vendor. Two sites, Schofield Army Barracks, Hawaii and the Marine Corps Logistics Base Barstow, Calif., have coordinated with DISC and the prime vendor to allow the vendor to store material at their sites, further reducing their inventory investment and response time on deliveries.

Fort Stewart, Ga., is reducing billing and accounting requirements by rolling up all delivery orders made for a week at a time. The goal is to expand this practice upward to 30 days to further reduce administrative costs.

The latest program enhancement has been the development of an interface between the Air Force’s Civil Engineering Material Acquisition System and the prime vendors’ systems. This CEMAS interface gives Air Force customers the ability to request and receive pricing, order, and receive and confirm delivery in a fully automated process. Development of interfaces with the other Services’ systems is currently in process. As DISC partners with customers and industry, more enhancements will follow.

# JECPO: Leading DoD in implementing electronic commerce, paperless contracting

by Lynford A. Morton  
DLA Congressional and Public Affairs

One year after Secretary of Defense William Cohen created the Joint Electronic Commerce Program Office to lead the Department's transition to electronic commerce, the office has successfully united Defense Logistics Agency business specialists and Defense Information Systems Agency technologists in its singular mission—accelerating the use of EC throughout DoD.

The JECPO also is well on the way to achieving one of its first major milestones, paperless contracting throughout DoD.

"I think the greatest accomplishment is just bringing the office together," said Scottie Knott, JECPO director. "We are no longer a DLA and DISA organization; we are the JECPO, with every one focused on department-wide objectives. To have accomplished that in a year turned out to be

not only our biggest challenge but also our biggest success."

tion Office, have also made considerable contributions to supporting the JECPO mission. From her two parent organizations, Knott says she continues to get tremendous support from both directors Lt. Gen. Henry T. Glisson, DLA, and Lt. Gen. David Kelley, DISA.

"That kind of sustained acceptance and advocacy has been great," said Knott.

With new teamwork and top-level support, JECPO has been able to focus its attention on the range of products they are delivering to America's warfighters and DoD's trading partners. The office originally started working on initiatives in the traditional buying and paying forum. For example, JECPO expanded DLA's electronic mall to a Department level. The DoD Email now provides one-stop shopping from DoD and commercial electronic catalogs. What used to be a cumbersome buying process for service members has now been reduced to point, click and ship.

With DoD Business Opportunities, JECPO provides visibility of all the web-enabled procurement opportunities in DoD. With Internet access, contractors can now go to one site to find all the DoD contracting opportunities advertised on the web.

To facilitate electronic payment and eliminate redundancy in the registration process, JECPO created the Central Contractor Registry. The CCR is a central database containing DoD industry partners' procurement and financial informa-

not only our biggest challenge but also our biggest success."

In November 1997, when Cohen issued the Defense Reform Initiative, the report concluded that the Department's business affairs were paper intensive, expensive and slow. DoD needed to rapidly transition to electronic commerce, which would reduce overhead costs and create a customer-friendly interface for private enterprises, including small businesses that have found it difficult to do business with DoD.

With that consideration, Cohen created the JECPO to develop a roadmap that facilitated the transition. JECPO's creation marked the Department's commitment to integrating EC technology into every facet of DoD business, using modern and widely accessible technology. To create the new office, DoD blended DLA's business expertise with DISA's technical aptitude.

Outside of harnessing the best of both organizations into one mission, Knott says she also tried to mix two organizational cultures into one unique community.

"There is evidence every day of the teamwork," said Knott. "I will have people who represent the business area telling me the technologists helped them solve a problem and vice versa. That kind of cooperation and singling in on JECPO initiatives is truly a step forward."

Outside of the organization, Knott says the JECPO has received top-level support. For instance, during a briefing Cohen spent an hour and a half of his personal time talking with JECPO staff about how EC could help the business functions support the warfighter. In addition, John Hamre, deputy Secretary of Defense, Bill Houley of the DRI office and Dr. Marv Langston, deputy Chief Informa-



Scottie Knott, JECPO director (*right*) and Diane McCoy, former co-director JECPO (*left*) show Dr. John Hamre, deputy secretary of Defense (*center*), an exhibit at the 1998 Electronic Commerce Day.

tion. More than 135,000 contractors have now registered in the CCR and can manage how their information is stored through a web-based interface.

One of the more important successes will allow the JECPO to meet its mandate to make contracting paperless by Jan. 1, 2000. The Electronic Document Access program teams JECPO with the Defense Finance and Accounting Service and the military Services to digitize contract information. "We now have more than 11 million documents that are available globally for access by the finance, contracting and contract administration communities," said Knott.

After the office converts four more contract writing systems,

JECPO will have 100 percent of all the contract writing systems in DoD feeding their contract information into a digitized environment.

"They should be done by August, and we will meet the requirement for Jan. 1, 2000 paperless contracting," said Knott

Security is the other area on which JECPO specialists focus. "We are taking great pains in each of the products we are fielding to make sure there is a security component," said Knott. "We've institutionalized it at the JECPO so that all EC services and application have security built in through the normal course of events."

JECPO initiatives touch many more business areas from medical logistics to transportation. "EC is a

growth industry and we have proved it by taking on electronic business transactions," said Knott. "I see us continuing to branch out to other business areas."

For instance, JECPO plans to add a training corridor to the Emall, where DoD employees will be able to acquire training classes directly online. In addition, the office has teamed up with personnel and readiness specialists to increase EC to support that business area to include the use of Smart cards in the next three to five years.

To make all this happen, Knott said her next step is to increase support and develop new partnerships at the Services' staff levels. "Last year

See JECPO, page 32

## ***JECPO hosts Electronic Commerce Day highlighting EC programs, initiatives***

*by Lynford A. Morton  
DLA Office of Congressional & Public Affairs*

**T**he Joint Electronic Commerce Program Office will highlight "Electronic Business in Action" at its second Electronic Commerce Day, June 10 at the Ronald Reagan International Trade Center in Washington, D.C.

"EC Day is an opportunity to celebrate electronic commerce and the partnerships that we've created with industry, business areas and the JECPO," said Claudia "Scottie" Knott, JECPO director.

During the event, the JECPO will give attendees the opportunity to see how electronic commerce has been used to improve warfighter support, trading partner interface, and the DoD business infrastructure.

### **A wide array of speakers**

In demonstrating the electronic commerce partnership between government and business, JECPO has invited speakers from both the public and private sector as well as academia.

John J. Hamre, deputy secretary of Defense, will serve as the keynote speaker, sharing DoD's viewpoint on using electronic commerce to support business. In November 1997, Hamre and Secretary of Defense William Cohen unveiled the Defense Reform Initiative, designed to streamline DoD's management and support

structure. The DRI identified electronic commerce as one of the best business practices that would take industry expertise and apply it to the business of defense.

Carl Alguire, senior vice president of operations from Peapod Inc., will represent industry's point of view as a keynote speaker. Peapod Inc., an Internet-based grocer, has been a pioneer in bringing interactive shopping to a broad consumer market. Alguire is a senior member of Peapod's executive committee, the group that runs the company's operations and strategic direction worldwide. The group oversees electronic commerce strategy, marketing, operations and information technology.

Steve Kelman, professor of Public Management at Harvard University's John F. Kennedy School of Government, brings the academic perspective to EC Day 99. Kelman is credited with starting electronic commerce within the Office of Management and Budget and the federal government. Kelman has played key roles in federal procurement reforms that have occurred in the past five years.

### **Panel discussion**

Further exploring the partnership between the government and private sector, EC Day will assemble a panel of chief executive officers and senior government participants to tackle security issues associated with public key infrastructure. Marv Langston, DoD deputy

See EC Day, page 32

## ***Cost comparison studies to be conducted at 6 depots***

**T**he Defense Logistics Agency announced on March 31 that it will conduct public/private competitions at six defense distribution depots. The six depots are located at Hill Air Force Base, Utah (664 employees); Richmond, Va. (532 employees); San Diego, Calif. (411 employees); Albany, Ga. (165 employees); Jacksonville, Fla. (152 employees); and Cherry Point, N.C. (131 employees).

The competitions are part of the Agency's distribution depot initiative announced in April 1997 and bring to nine the number of distribution depots undergoing public/private cost comparison studies. Competitions at distribution depots at Warner Robins, Ga., Barstow, Calif., and Columbus, Ohio, began in April 1998. Studies at seven remaining distribution depots are

expected to begin in the spring of 2000.

DLA's public/private competition process follows guidelines described in the Office of Management and Budget Circular A-76. The process examines the financial impact of providing distribution services at the depots in-house by a government unit, or under contract by a private firm. The information gathered in the process is used in making selection decisions for each of the depots.

Under the A-76 process, the depots bid on any work subjected to competition by designing a "Most Efficient Organization" and formulating an in-house cost estimate. For each competition, the top-ranked private sector offeror will compete against the MEO. An award decision will be made approximately 18 months after the solicitation, with conversion to either an MEO or a private contract within six months.

JECPO from page 31

I focused internally. Now that things are okay at home, I can move forward on those fronts," said Knott.

In working toward building consensus, Knott says she will spend time understanding the focus and priorities of the staffs of different levels throughout the Services.

Also, the office will move to support more business to business applications across the supply chain. Those kinds of endeavors should reduce logistics response times for warfighters and save money for taxpayers.

As the JECPO continues to build partnerships and log successes, it is also helping to achieve the spirit of Cohen's DRI. "We need to inform, inspire and educate all DoD employees throughout the world as well as our business partners, the Congress and American citizens, that we are serious about our goal of providing more efficient and effective support to the men and women in Uniform," Cohen said. "Saving money through more modern, business-like operations is a key means of doing this."

EC Day from page 31

chief information officer, will lead the discussion on providing additional security to paperless operations using public key encryption and digital signature technology.

### **An awards program**

New to this year's celebration will be a ceremony to highlight electronic commerce achievements within the Department of Defense. A DoD representative will present six awards to recognize: the Best DoD Business Site; DoD Electronic Commerce Pioneer; Best Electronic Commerce Team, large and small; and Best Electronic Commerce Partner, large and small.

### **Business area breakout sessions**

"EC Day 99 is an event designed for more than just the Information Technology professional," said Knott. It's targeted toward users of EC applications. In fact, JECPO has established seven Track Presentations geared to the DoD business areas. Tracks will explore issues in Finance, Acquisition/Contracting, Transportation, Infrastructure/Security, Advanced Technologies, Personnel

Support and Logistics.

"We're focusing on the business areas to show what the technology can do to reengineer the processes and improve efficiency for the customer," said Knott.

### **Electronic Commerce Expo**

For more examples of electronic commerce at work, EC Day will showcase 50 industry exhibits. "Our exhibitors will demonstrate how they are using electronic commerce in their business enterprises," said Knott. "These aren't just people who are selling EC services, they are companies who are using EC to improve their own business processes."

In all, Knott said the EC Day 99 theme, Electronic Business in Action, sums up the experience attendees can expect. "I'm looking forward to our celebration," she said. "At EC Day 99, we will see the application of EC across the business and defense sectors."

For more information about EC Day 99 or to register online, point your browser to <http://www.acq.osd.mil/jecpo/ecday99/index.htm> or call the EC "Answer Line" at (800) 334-3414.

# ***DLA spring social a big hit***



*Above*  
(From left to right) Lt. Gen. Henry T. Glisson poses with members of the U.S. Navy Band Combo, Petty Officers First Class John Parsons, Kenneth Carr and Benjamin Grant.

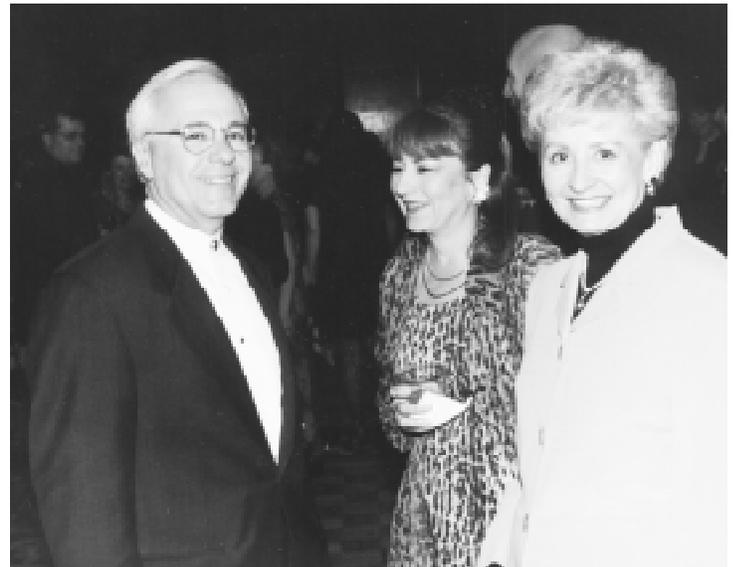
Defense Logistics Agency Director Lt. Gen. Henry T. Glisson hosted a spring social in March at the Hilton Mark Center Hotel, Alexandria, Va. The 225 people who attended danced to the music of a local band, the Young Bucks, and were entertained by the U.S. Navy Band Trio from Fort McNair, Va.

The spring social was a Team Morale initiative and the DLA Corporate Administration Office put the event together.



*Right*  
Defense Contract Management Command Commander Maj. Gen. Timothy Malishenko dances with his wife Jane.

*Below*  
Paul Caracciolo, chairman of the Defense Logistics Agency Team Morale Committee, (*right*) and his wife, Joanne, dance to the tunes of the Young Bucks.



Al Ressler, director of Corporate Administration, (*left*) Chris Gallo, executive director of Plans and Operations (*center*) and Ruby McMillen, (*right*) staff director, business management, enjoy the festivities.

# Agency invites high school students to participate in national mentor program

By Lynford A. Morton  
DLA Congressional and Public Affairs

**W**orld-famous groundhog Punxsutawney Phil missed his shadow Feb. 2.

Perhaps he should have visited Defense Logistics Agency headquarters at Fort Belvoir, Va.

On the day Phil made famous, DLA hosted 22 student "shadows" from Hayfield Secondary School, Alexandria, Va. The students visited the agency as part of a national Groundhog Shadow Day program.

Job shadowing enables children to shadow workplace mentors as they go through a normal day on the job, providing an up-close look at how the skills learned in school are put into action in the workplace. The intent is to help young people understand the connection between success in school and success on the job.

"The immediate goal was to help

influence their decisions about what to study," said Lt. Gen. Henry T. Glisson, DLA director. "Our long term benefit is that we have also reminded these students that whatever discipline or business they choose, there's probably a place for them in the federal government."

Marshall Bailey, acting director of DLA's Defense Automated Printing and Support Center agreed. "When children are in high school, we have a good chance to influence them," he said "They are really still making decisions like whether to go to college and what to study."

Ryan Patmintra, a Hayfield senior, had already decided he wanted to study law when he began shadowing Walter Thomas, DLA Administrative Support Center counsel. "I always look for a chance to experience any exposure to the law field," Patmintra said. "This is a great experience. I'm getting a lot of information right now."

As the two talked, they found common experiences; they were both drawn to the legal profession by what they called "the Perry Mason syndrome." Thomas says he was able to dispel some myths about life working as a lawyer as well as offer advice for preparation.

"I told him 'make sure you have a strong foundation in English and writing,'" said Thomas. "Knowing how to write and speak are critical.

That is something no one told me, so this interchange is really

great."

Just across the hall, Victor Trent, a DLA visual information specialist, spent his time teaching graphic design lessons to Nate Kennedy, an 11th grader who still hasn't decided what he wants to do after high school. "I play around with graphic programs at home, so I thought I'd come and see how they do it for a living," Kennedy said.

Whether students knew what they wanted out of life or were just investigating a hunch, Lillie Simpkins said there was still plenty to learn. "I want them to take away an actual job experience," said Simpkins, the DLA Support Agreement program manager who coordinated the day's events. "I want them to know that there are plenty of opportunities available for them."

It's the same lesson Steve Kewer, Hayfield's marketing coordinator, wanted to teach. "I wanted students to know there are a lot of different jobs out there. Before they decide what they want to do in college, it's good to experience it and talk to a few people."

Outside of the academic benefits, engaging students and mentors in Groundhog Shadow Day has other advantages. Planners hope to build community partnerships between schools and businesses.

"When you fit well and tie yourselves into community interests, employees see a commonality between the family, community and work site," said Bailey.

For some employees, it's just a chance to contribute to a greater good. "I wish I had that kind of opportunity when I was growing up," said Trent.

*Marc Ford, Hayfield Secondary 11th grader and public affairs "shadow," contributed to this story.*



Victor Trent, DASC visual information specialist, (left) talks about his career in graphic arts with Nate Kennedy (center) and Tim Winkler.

## African American History Month

# Local TV anchorwoman speaks at HQ celebration

by Christine Born  
DLA Congressional and Public Affairs

**P**repare. Perform. Persevere. These three words summarized the message delivered to Defense Logistics Agency headquarters complex employees during the African American Heritage Month celebration held Feb. 10 by featured speaker Andrea Roane, anchorwoman at Washington D.C.'s channel 9 news, a CBS affiliate.

Roane's speech focused on the reality of race relations in this country and said parents need to prepare their children to perform and then teach them to persevere in a not-so-perfect world. She also emphasized that Americans are more fortunate than those in many other countries, saying that here we are able to talk about racial problems without fear of war or reciprocity.

This year's theme for African American Heritage Month is "The legacy of African American leadership for the present and the future."

Christine Gallo, DLA's executive director for plans and operations, hosted the ceremony.

She read an excerpt from President Clinton's proclamation month letter. "There are many African American leaders who have enriched our national life and shaped our national character. They have challenged us to recognize that America's racial and ethnic diversity will be among the greatest gifts we take into the 21st century."

Gallo said that DLA has a great heritage of recognizing the diversity the president's letter referred to. "When I got here in 1988, less than one percent of the DLA SES [Senior Executive Service] workforce were women. Now women represent 34 percent of DLA's SES workforce and 47 percent of the SESers are women and minorities.

"The journey is not over. There are a lot of people here who are on the path to make DLA better. We are committed to creating a sense of community at DLA."

Gallo then introduced the event's featured speaker. Roane began by saying that 31 years ago, one brief act of violence ended the life of Martin Luther King Jr. and ended a life that was dedicated to non-violence. She said he would be 70 years old this year, but "we are still fighting the good fight, we are still fighting for racial equality, fighting for justice, fighting for peace and fighting for harmony. The good thing we have to take from this is not the division of people but that we are in a country where we can still talk about this and work to make it better."



Andrea Roane, anchorwoman at Washington D.C.'s channel 9 news, speaks at the DLA Headquarters Complex opening ceremony for African American Heritage Month.

Roane told the audience to prepare, perform and persevere.

"Someone once said nothing in the world is more dangerous than sincere ignorance and conscientious stupidity," she said. "We have to talk about this so we understand how our words can have double meanings. We have to prepare our children for this reality—that differences do exist."

Parents need to prepare their children so they can perform when they are hit smack in the face with the reality of bigotry, she said.

"Martin Luther King Jr. said 'Just because a man is knocked down doesn't mean he can't get up,'" Roane said. "We need to prepare them that sometimes they may get knocked down."

Martin Luther King Jr. also said, "The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."

She said that we want our children to be able to stand up and be proud of themselves and to know about their American history.

Roane concluded her speech by talking about the first amendment. "We are lucky we are still free enough to talk about our differences without fear of being killed or bombed. America is about free speech. America is still fighting to be the best it can be. And we should be grateful for that."

# DLA historian preserves agency's past with exhibits, collections & more

By Tara Jennings-May  
DLA Congressional and Public Affairs

**F**or the first time since the 1970s, the Defense Logistics Agency has an historian. As knowledge of this has spread, employees have come forth with historical items they've squirreled away, including archaic computer equipment and a 1966 Department of Defense Telephone Directory, and presented these treasures to DLA Historian Dr. Janet McDonnell.

"It's remarkable how people held on to things until they finally had someone to give them to," said McDonnell, who joined DLA in 1998.

McDonnell evaluates the items she receives for use in future DLA museum exhibits. She has two major exhibits in the works. The first, which she is working on with the Defense Contract Management Command's Linda Polonsky, will depict the history of contract administration from the Revolutionary War to the present. This exhibit will commemorate DCMC's tenth anniversary.

The second exhibit will focus on life at Cameron Station, Va., the long-time home of DLA before the headquarters was moved to its current location. In this exhibit, headquarters memorabilia from that time period will be displayed. Other exhibits may include the history of supplying fuels to the warfighter and the history of DLA's information technology.

McDonnell has recently finished a diversity display with the help of DLA Administrative Support Center's graphics staff.

"I'm anxious for this to be a DLA history program, not just a headquarters program," said McDonnell, who has offered to help field activities set up their own exhibits to tell their own story.

McDonnell is establishing field-level contacts and is trying to systematically visit field activities to examine their resources.

"Many of DLA's supply centers have done a tremendous job of maintaining historical artifacts," said McDonnell, citing the Defense Supply Center Columbus' photo collection and the Defense Supply Center

Richmond's 40-year collection of annual histories. She hopes to have a give-and-take relationship with field activities, supporting their historical programs as well.

Managing the museum is only one aspect of the historian's job. "A big part of my job is to collect documents and photographs that reflect the history of the agency, and

preserve those records as a form of institutional memory," said McDonnell.

She set up archives and plans to expand it, ensuring that the records are preserved properly. She pays particular attention to closures, such as the disestablishment of the Defense Industrial Supply Center, to ensure employees save historical documents and artifacts.

***"It's remarkable how people held on to things until they finally had someone to give them to. For example, many of DLA's supply centers have done a tremendous job of maintaining historical artifacts."***

***—Dr. Janet McDonnell***

McDonnell has begun developing an oral history program by conducting interviews with former directors and retiring senior executives, such as DLA's first director, Lt. Gen. Andrew McNamara and the former deputy director of the Defense Supply Center Columbus, Marilyn Barnett. She hopes to interview other employees who are not senior leaders so that the history program reflects all levels of the agency.

Another part of her job is to produce historical products, such as Dimensions articles. She has written a short history of the agency, and plans to develop a more detailed history in the future. McDonnell also oversees the DLA Hall of Fame program.

She has always enjoyed delving



Defense Logistics Agency historian Dr. Janet McDonnell arranges items in a display case in the DLA Museum.



Defense Logistics Agency historian Dr. Janet McDonnell places items in the meals-ready-to-eat display in the DLA Museum.

into history, and recalls it was in high school that she decided to make it her career.

She pursued history as her bachelor's degree from Kansas State University, master's degree from the University of South Dakota and doctorate from Marquette University. Her primary field of study was American history, with a special emphasis on the history of the American Indian and the American West.

After completing her education, McDonnell taught for five years at the University of South Dakota and Yankton College in South Dakota.

Her teaching career ended somewhat traumatically when the Yankton College administration informed the faculty halfway through the academic year that the school would be closing and a minimum-security prison would take its place.

During a six-month transition, McDonnell decided that the part of her career she most valued was being a historian. So, she obtained a position

as historian for the Army Corps of Engineers in Washington, D.C., where she performed research and published four books, including "The U.S. Army Corps of Engineers Response to the Exxon Valdez Oil Spill." The U.S. Army Center of Military History will publish her most recent book, "After Desert Storm: The U.S. Army and the Reconstruction of Kuwait," in spring 1999.

McDonnell also was the first historian to deploy with other Corps personnel during disaster recovery operations

and military contingencies to document those operations.

"For historians who want to use their professional skills outside academe, the best opportunities are still in government," she said. Her civil service awards reflect how she has seized this opportunity, earning her most recently the Army Engineer Regiment's de Fleury Medal (Bronze) in 1998 and the DLA Superior Civilian Service Award in 1999.

During her work at the Corps, McDonnell continued to teach night classes for awhile at George Washington University, the University of Maryland and George Mason University, but now devotes her free time to week-long biking tours, reading and entertaining her two young nephews who live in Baltimore with her sister.

But teaching continues to play a part in her career. "My role as historian is still about teaching-conveying information, trying to tell the story of the agency and making sure it's preserved for the future," said McDonnell.

## Hall of Fame submissions

The Defense Logistics Agency will hold its second annual DLA Hall of Fame ceremony Sept. 14 at the DLA headquarters complex.

The Hall of Fame was established to honor former members of the DLA community who have made significant and enduring contributions to the agency.

While any current or former DLA employee may submit a nomination, DLA Director Lt. Gen. Henry T. Glisson encourages each DLA headquarters staff component to sponsor at least one nomination and each major subordinate command to sponsor three.

Some of the guidelines are:

- ✓ Membership is open to all former DLA military and civilian personnel, regardless of rank or grade, who have been away from DLA for a minimum of one year and have no reasonable prospects for future employment or assignment with DLA.
- ✓ Nominees will be evaluated on their significant and enduring contributions to DLA and/or the DLA mission.
- ✓ Nominations must be received by June 15.

The nominations will be reviewed by a selection board appointed by Glisson and comprised of one representative from headquarters staff components, Defense Contract Management Command, Defense Logistics Support Command, Defense Automated Printing and Support Center, the DLA Council of the American Federation of Government Employees, the senior enlisted advisor and the DLA historian.

For more information and a nomination package, go to the DLA web page at [www.dla.mil/library/hall.htm](http://www.dla.mil/library/hall.htm) or call DLA Historian Dr. Janet McDonnell at (703) 767-5247, DSN 427-5247.

# Carla Liberatore promoted to Senior Executive Service

**C**arla Liberatore has been selected to the ranks of the Senior Executive Service, the highest level of the federal civil service, and has assumed duties as the executive director of the Business Operations Office for the Defense Logistics Agency's Defense Contract Management Command.

In her new role, Liberatore serves as the principal adviser to the DCMC commander in directing the management of the organization's business infrastructure. Her duties include strategic and contingency planning; resourcing and budgeting; command review, assessment and evaluation; business development and marketing; and mission and organization management.

Her last assignment was deputy commander of Defense Contract Management Command, Lockheed Martin Missiles and Space, Sunnyvale,

Calif., where she led 126 military and civilian personnel in managing contract performance for the design, development and production of satellites, missiles and other space assets for the Department of Defense and the National Aeronautics and Space Administration. Liberatore's other DCMC positions include serving as the assistant chief of operations management and the PROCAS program manager. She has held key positions in several other DLA organizations, working as the assistant executive director of information management, and as the staff director of the Corporate Performance Office.

Liberatore is the recipient of the 1998 Equal Employment Opportunity Federal Women's Program Award, the Air Force Plant Representative Office Outstanding Civilian Award and two Meritorious Civilian Service Awards. She holds a bachelor's degree in economics from the State University



Carla Liberatore, the new executive director of the Business Operations Office for the Defense Contract Management Command.

of New York, Binghamton; a master's degree in industrial and systems engineering from Ohio University, Athens; and a master's degree in national security strategy from the National War College, Fort McNair, Washington, D.C.

## Quartermasters raise money for display stone



Former DLA Director Richard Thompson, currently the president of the Association of Quartermasters, stopped at the DLA headquarters complex to share with Lt. Gen. Henry T. Glisson, DLA director, (*right*) a check for \$500, raised by the association.

The check will be used to purchase a paver stone for display at the Quartermaster Museum, Fort Lee, Va. Also on hand were Col. Joe Thomas (*second from left*), deputy commander of Defense Energy Support Center and president of the Capital Chapter of the Association of Quartermasters and Master Sgt. Robin Carr (*second from right*), vice president of the Capital Chapter and the operations non-commissioned officer in the Logistics Readiness Center at HQ DLA.

# Teamwork can turn *anything* around, including a 585,000 pound aircraft

By Maj. Gen. Timothy Malishenko  
Commander, DCMC

*Boeing Airlift & Tanker Programs, producer of the C-17, recently won the 1998 Malcolm Baldrige National Quality Award for Manufacturing. In this article, the Defense Contract Management Command, a member of the C-17 team, recognizes the contractor's—and the program office's—team efforts in turning the program around.*

**J**ust six short years ago, the C-17 — the much-needed replacement for an aging C-141 airlift fleet — was on the verge of cancellation.

Congressional hearings were commonplace, the Defense Science Board concentrated efforts reviewing the program, and the C-17 “team” players — the Air Force program office, the Defense Contract Management Command and the contractor—were in an all-out, no-holds-barred adversarial relationship. In short, it looked as though the beleaguered aircraft was fast-becoming a textbook example of programmatic failure. Today, the C-17 is a heralded success story, a benchmark in process improvement, and a cornerstone in teamwork history.

This success was nationally recognized with the recent awarding of the prestigious Malcolm Baldrige National Quality Award to Boeing Airlift & Tanker Programs (the producer of the C-17). DCMC extends its sincerest congratulations to its C-17 partners — Boeing and the Air Force — on their success. To help tomorrow's program managers benefit from the C-17 team's “lessons learned,” this article highlights some

of the successful partnership efforts on the program — from teamwork in everyday processes to joint acquisition strategies to the changing roles of contractor and government personnel in acquisition streamlining.

## **Everyday Teamwork**

The type of teamwork that turned around the C-17 wasn't “special projects” teamwork; that is, the kind formed to tackle a specific challenge and is then disbanded when the goal is met. Rather, teamwork on the C-17 is “fundamental” teamwork — the partners work together on everything from the “big picture,” such as establishing the program vision, to the minute details like the drivmatics automation process.

“Teamwork was in fact the primary key to turning this program around,” asserted Rich Harstad, chief of manufacturing and quality for the C-17 Systems Program Office. “If the program was to survive, we needed to work together to focus on the critical program goals.”

Gene Kluter, director of supply chain improvements for Raytheon Company, agreed with Harstad. Kluter was an Air Force colonel and commander of DCMC Boeing (then McDonnell Douglas) Long Beach during the tumultuous days of the C-17. “Initially, the parties weren't aligned on goals and objectives. We needed to rebaseline the program,” explained Kluter. “The government and the contractor got together and identified clear goals that we were all going to work toward and everybody then marched to these program goals. We had a common shared set of goals, a common set of values and a supportive culture in which this program was going to operate.”

Randy Mizer, vice president of

Total Quality Integration for Boeing Airlift and Tanker Programs, concurred. “Teamwork gave us one shared, common vision of what the C-17 program could be — and what it needed to be — for success.”

“We got everybody into a room, everyone who had anything to do with the C-17: the testers, the people who were going to field the airplane in Charleston, [S.C.], the Program Office, the Pentagon, the DCMC office, the contractor. We must have had 150 people,” explained Kluter, “We drew up the program structure built on a number of integrated product teams and started assigning people to these teams.”

Integrated Product Teams — a concept that was in its infancy at the time — introduced a comprehensive approach to solving problems and managing program risk while ensuring all members successfully met their responsibilities. The SPOs defined the requirements, DCMC assured contract compliance and Boeing executed the contract. IPTs, quite simply, are self-directed, multifunctional teams that effectively help manage risk. With IPTs, the C-17 transitioned from a

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## **C-17 PROCAS/PBM success is measurable (1994 to 1998)**

- ✓ Performance on key quality measures improved 50%
- ✓ Cycle Time reduced 80%
- ✓ Efficiency increased by 70%

functional process focus to a sharp focus on product. For instance, an integrated master program plan and schedule were established that incorporated every significant milestone and schedule. And, perhaps most importantly, with IPTs, the C-17 evolved from adversarial, guarded communications to cooperative, open teamwork.

“IPTs brought empowerment down to the lower levels to help resolve issues,” said Mizer. “In the past, the first reaction of senior management was, ‘I’ve got a problem. I must fix it.’ Now the reaction is, ‘We’ve got a problem. Has this been dealt with in the IPT? Have you talked with your counterparts?’”

Communication is a key ingredient to IPT success: ensuring shared metrics and joint decision making. “IPTs help move things along faster and help communication. Our IPT people know about things the same time the SPO and DCMC does. They all talk to their [government] counterpart at least once a day if not twice a day,” said Mizer. Kluter echoed Mizer’s IPT assessment, “With IPTs, decisions are made faster and they are better decisions. There is better coordination.”

At the outset of the teaming arrangement, the partners agreed to a joint set of project and process measurements — or metrics — as well as a shared process for gathering and disseminating data. “We got everyone in agreement so we didn’t argue about metrics nor how to get data for metrics. Instead, we now focus on how to improve performance and discipline processes,” recalled Mizer.

Shifting the focus to examining processes in order to improve performance is a key element of Baldrige management principles. The C-17 team made a decision from the outset to utilize Baldrige assessment tools to help turn the program around. “I remember the meeting in Don Kozlowski’s [then senior vice presi-



Employees work on the fuselage of an U.S. Air Force C-17 Globemaster III at the Boeing C-17 assembly facility in Long Beach, Calif. The Boeing Airlift and Tanker programs, headquartered in Long Beach, was awarded the 1998 Malcolm Baldrige National Quality Award. (Photo courtesy of Boeing)

dent, Military Transport Aircraft, McDonnell Douglas] office when we first suggested using Baldrige criteria as a roadmap for the program,” recalled Air Force Lt. Gen. Ronald Kadish, commander, Electronic Systems Center. Kadish was the C-17 Program Director from October 1993 to August 1996. “First there was a chuckle. But after we thought it through, we all agreed and said, ‘Let’s do it!’ Baldrige gave us a roadmap to follow.”

That reform came in the form of Process Based Management — a concept that was new to the C-17 program. PBM was a universal cultural change for all of the team players. It shifted the focus from inspection/detection to prevention/design, from temporary resolutions to continuous improvements, and from isolated answers to systematic solutions. At DCMC, we instituted PBM through an approach called Process Oriented Contract Administration Services. On the C-17, Boeing and DCMC signed a formal PROCAS/

PBM agreement, which ensured the parties focused on problem-solving processes.

“The major change is rather than arguing over whose data is right... we’ve got an agreement,” explained Mizer. “They’re really partnerships focused at the end point rather than at the median point. Everybody is focused on getting a task done rather than everybody working towards their own goals individually.”

As part of the agreement, DCMC worked with Boeing to write a Process Owners Manual describing a seven-step procedure and tools for improving processes. The two partners then identified critical processes and designated “process owners,” who are Boeing personnel, and “process specialists,” who are DCMC personnel. These professionals are empowered to manage processes and establish metrics to provide a balanced view of process health. Of course, the metrics results are shared with all team members throughout the C-17 program.

PROCAS proved to be such a success in fact, that DCMC instituted it as the “way to do business” throughout the 13,000-member Command.

## Joint Acquisition Strategies

From the outset, all of the C-17 team members agreed to one acquisition strategy goal: a long-term commitment to affordable C-17 prices for a variety of aircraft quantities. To accomplish this goal, the partners drew up a strategy that consisted of several ingredients including conducting a major should cost effort, streamlining government requirements, and developing a common cost and pricing methodology.

The goal of the “should cost” effort was to identify the lowest executable most probable cost. The “should cost” review of the C-17 was considerably more complex and visible than most “should cost” reviews. It was led by reserve Air Force Lt. Gen. Richard Scofield, then-Commander of Aeronautical Systems Center, and over 70 senior government personnel who were dedicated to the six-month effort. And, unlike traditional “should cost” reviews, this review was conducted jointly with the contractor and the government. “We decided we were going to do a joint ‘should cost.’ By working together, we challenged everything including how the government does business and how the contractor does business,” noted Kluter.

The review ultimately determined a number of factors including the hours required to manufacture the C-17, the number of people required to build the aircraft, the cost of sub-contracted components, the potential application of commercial business practices, and the possibility of using non-traditional government business practices.

## Changing Roles of Contractor and Government Personnel

***“This [winning the Baldrige Award] could never have been done without the help of the SPO and the DCMC. Everybody considers it a win.”***

**— Randy Mizer, VP Boeing Airlift and Tanker Programs**

One of the continuing benefits of the C-17 teaming arrangement was the move to a process-oriented environment through PROCAS and PBM. This cultural change had three distinct advantages for the C-17: improved customer satisfaction, reduced contractor cost, and reduced cost of government oversight. The C-17 SPO, the customer, no longer had to rely on inspectors for quality and process control. There were at one point 290 company inspectors and 41 DCMC inspectors on the program. With PROCAS, contractor performance improved, defects were reduced by 76 percent and manda-

tory inspections decreased. “At the time it was an arm’s length relationship. The government wrote a contract and then checked compliance,” said Kluter. “We decided it was more important if to work together toward a common goal and use the contract as a vehicle for reaching that goal. The idea was to concentrate on things that were really important.”

Another change in the roles of C-17 team members involves the delegation of government source inspection, a time-intensive process usually delegated to DCMC. The requirement of GSI on contracts is an issue of intense interest in the department today. In fact, DCMC is leading a team of service and agency experts exploring the GSI issue under Department of Defense Management Reform Memorandum #10, Redesigning DoD Source Acceptance Policies and Procedures. The C-17 program is a leader in this reform, which has already proven successful. Prior to PROCAS, there were 1,257 components requiring GSI on the C-17. After the institution of the teaming agreement, component and vendor performance were tracked allowing for the removal of GSI at minimum performance levels. The result was a reduction of GSI on the C-17 by 61 percent.

## Teaming Means Success and Savings

The Malcolm Baldrige National Quality Award is the highest honor bestowed to industry in recognition of quality and world-class business performance. Boeing Airlift and Tanker — as clearly visible by the success of the C-17 program — is truly deserving of the award and DCMC is proud to stand with its C-17 partners and offer sincere congratulations. The tremendous success of a once-troubled program is undeniable proof that teamwork can turn anything around. But perhaps most importantly, it’s proof that when it comes to C-17 teamwork, the real winners are the American taxpayers.



A C-17 taking off from an unpaved runway.

## DSCPE wins DLA Scissors Award, improves food distribution to troops

“It is the first time that I’m aware of that on a contingency operation we actually developed and put into place a partnership arrangement with the commercial vendor to provide not only subsistence support, in terms of product, but also transportation.”

With these remarks, Lt. Gen. G Henry T. Glisson, director, Defense Logistics Agency, summed up the basis for presenting the DLA Scissors Award to the Defense Supply Center Philadelphia—European Region for its Balkan Subsistence Support Initiative. The DLA Scissors Award is similar to the National Performance Review’s Hammer Award. Just as the Hammer Award signifies accomplishments in making the government work better and cost less, the Scissors Award acknowledges achievements in serving the American warfighter better, faster and cheaper.

Glisson presented the award to Col. Dwight E. Phillips, DSCPE’s commander. During the same ceremony, Glisson also presented the Joint Meritorious Unit Award to the DLA Europe commander, Col. Gary L. Harris. Guests at the ceremony included Maj. Gen. Larry J. Lust, director of

Logistics and Security Assistance at U.S. European Command Headquarters, and Col. (P) Lloyd T. Waterman, commander of the 3rd Corps Support Command.

Addressing these guests, Glisson said, “What a great day when you have two of your most important customers present at a ceremony like this. It really goes directly to the ethos, it goes directly to what

we in DLA are all about and strive for. That is, one team—one focus.”

To earn the award, DSCPE reinvented the way members of the U.S. Forces deployed to Bosnia are fed. Under the traditional field feeding doctrine for Europe, subsistence - food - originated in Germany and passed through a field ration break point before arriving at its final destination. This system relied on an order and ship time of about 12 days.

At the outset of U.S. involvement in Bosnia, DSCPE stepped forward with a better idea - an idea that would slash order and ship time to two days and bring U.S. food products and fresh produce directly to the dining tables of our forward-deployed warfighters. The idea also cut red tape, saved time, saved money, and combined the principles of sound military logistics management and commercial distribution.

DSCPE negotiated a subsistence distribution contract with a commercial firm to provide direct support within the war-torn area and its periphery. U.S. Forces in Europe have had a long-standing policy of ordering as many food items as possible directly from the U.S. This is mandated by the Buy American Act. The contract established by DSCPE provided for the entire range of food products to be pre-positioned directly within the Balkan area of operations. To maintain the highest efficiency and to keep costs down, the contract made optimal use of the existing commercial transportation infrastructure. The new system also established an immediate-response mechanism for critical or emergency requirements.

The result is a role model for future military operations. America’s warfighters are receiving contingency subsistence support that is second to none. They are enjoying three hot meals a day, consisting mainly of U.S. brand name products. Their food is fresher, and they have a wider assortment. And system response time has accelerated dramatically - from 12 days to two days.

In accepting the award for DSCPE, Phillips said that this award demonstrated DSCPE’s commitment to its vision: to be the leader for integrated logistical support and solutions for America’s warfighters in the 21st century in Europe, the Middle East and Africa. To the DSCPE team members, Phillips said:

“I salute you, for you make sure that our soldiers, sailors, and airman are the best fed, best clothed, and best housed in the world.”



Lt. Gen. Henry T. Glisson, DLA director (left), presents the DLA Scissors Award to Col. Dwight E. Phillips, commander, Defense Supply Center Philadelphia—European Region.

# DLA honors reservists of the year

**T**he Defense Logistics Agency recently announced the Outstanding Reservists of the Year for 1998.

The nine reservists who have been honored for their outstanding contributions to the agency's mission are:

- ✓ Army Lt. Col. George DeCastro, Industrial Analysis Support Office, Philadelphia
- ✓ Army Capt. Alok K. Upadhyaya Subsistence Directorate, Defense Supply Center, Philadelphia
- ✓ Army Sgt. 1st Class Gary Gillen Defense Distribution Depot San Joaquin, Calif.
- ✓ Navy Cmdr. James F. Gates Defense Supply Center Columbus.
- ✓ Navy Lt. Kevin J. Bartol Defense Contract Management District, Boston
- ✓ Navy Petty Officer 2nd Class Tyler T. Hyde Defense Reutilization and Marketing Service, Battle Creek, Mich.
- ✓ Air Force Lt. Col. William G. Callaway, Jr. Defense Contract Management Command, Dayton, Ohio

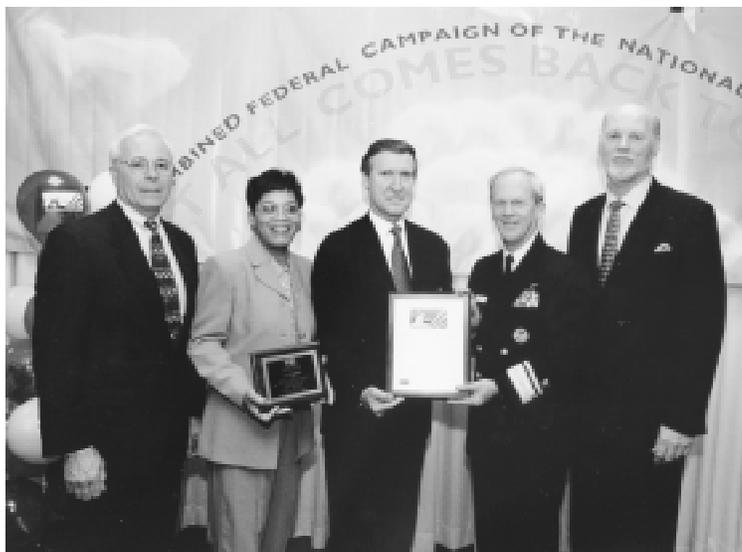


Lt. Gen. Henry T. Glisson, DLA director (*center left*), and Maj. Gen. Jack Toney, mobilization assistant to the director (*center right*), are flanked by DLA's Outstanding Reservists of the Year. *From left*, Navy Petty Officer 2nd Class Tyler T. Hyde, Navy Lt. Kevin J. Bartol, Navy Cmdr. James F. Gates, Air Force Lt. Col. William G. Callaway, Jr., Army Capt. Alok K. Upadhyaya, Army Lt. Col. George DeCastro, Air Force Master Sgt. Kevin T. Koo and Air Force Capt. Robert Campbell, Jr. Army Sgt. 1st Class Gary Gillen is not pictured.

- ✓ Air Force Capt. Robert Campbell, Jr. Defense Supply Center Columbus
- ✓ Air Force Master Sgt. Kevin T. Koo, Defense Contract Management District East.

The program recognizes top reserve performers within DLA. There are three service categories: Senior Officer, Junior Officer and Enlisted. Each year, commanders may nominate deserving reservists.

## DLA honored by DoD for CFC contributions



The Honorable William S. Cohen, secretary of defense, hosted the fall 1998 DoD CFC awards ceremony on Jan. 20. Rear Adm. Bob Chamberlin, Defense Logistics Agency deputy director and DLA Director of Corporate Administration Al Ressler accepted the Honor award for DLA. DLA had over 60 percent participation, an average gift of \$133 and raised \$3,000 more than in 1997. Lillie Simpkins, DLA's CFC administrator, accepted the campaign leadership plaque from DoD. This was the first time DoD has given awards to campaign managers.

For DoD, Cohen received the Honor/Pacesetter awards for achieving over \$10 million in contributions, a 65 percent participation rate, an average gift of \$179, and a 2.2 percent increase over 1997.

*Pictured, from left to right are Ressler, Simpkins, Cohen, Chamberlin and Stanley Keel, from the Defense Threat Reduction Agency.*

## **DCMC F-22 teams earn Raptor Award**

**T**he Defense Contract Management Command Indianapolis-Allison Engine Company Program Support Team was recently awarded the most valuable team or "Raptor Award" for the second year in a row.

The Raptor award is presented yearly to the best overall F-119 engine Program Support Team throughout DCMC. Nineteen DCMC F-119 PST's compete for the award. The award recognized the team's support of the F-22 program resulting in significant benefits to the

Department of Defense.

The award was presented by Brig. Gen. Michael Mushala, program manager of the F-22 program. Two Raptor Awards were presented, one for the air-frame side and one for the engine side of which 50 teams were eligible.

DCMC Allison won the engine award. The product they support for the F-22/F119 engine are the exhaust nozzle lines produced at the Rolls Royce-Allison Engine Company plant. in Evansville, Ind.

## **Two DLAers honored as employees of the quarter**

**B**arry Haynes, a supply management specialist, Defense Logistics Support Command, DLA Customer Representative Support Unit, and Rita Henry, a personnel management specialist, DASC-Europe Personnel Liaison Office, Wiesbaden, Germany was selected as the Defense Logistics Agency employees of the quarter for the period from October to December 1998.

The program honors employees who have demonstrated superior performance, innovative improvements on an existing program, humanitarian service, teamwork with others, savings to the government or performance of an act or service that reflects positively on DLA.

Haynes was hired as the first customer support representative dedicated to the Marine Corps.

Although on the job for less than a year, Haynes worked to improve Defense Supply Center performance.

His personally conducted briefings and training seminars on DLA's tools and services have been focused on preparing the professional Marine to be an effective logistician, according to the nomination package submitted for the employee of the quarter award.

With a detailed understanding of the implementation challenges facing the Marine Corps' Precision Logistics initiative, Haynes worked closely with DLA headquarters staff and the supply centers and depots to help build a closer, full-time relationship with 1st MEF. This extensive and sensitive coordination will continue to yield optimum support to Marine Corps weapon systems. He has gained thorough knowledge and been a field advocate of DLA's new business practices, such as dedicated truck and prime vendor/virtual prime vendor, as they relate to the goals and objectives of Precision Logistics.

One of Haynes' contributions was his creation and publication of the quarterly "DLA Update" newswire. Each publication focuses on DLA insights, programs and operational areas that are of interest to Marine Corps units. He has structured the newswire to specifically address training requirements on DLA systems. To ensure that all articles are

providing the right support, he has used the publication to survey customers and obtain feedback.

Henry's performance contributed to cost savings, additional revenue and positive marketing of the DLA Administrative Support Center - Europe, a new fee-for-service organization in Wiesbaden, Germany, according to the nomination package submitted for the employee of the quarter award.

Henry's supportive efforts and knowledge of personnel matters has helped to bring fee-for-service in Europe past the concept state to what has been labeled the most efficient revenue-producing structure in providing personnel liaison services. DASC-Europe is a non-budgeted entity that is funded solely by revenue generated from administrative services provided. Her outstanding efforts and high level of service to customers ensure that the personnel liaison function will be a viable business for DASC-Europe for a long time to come.

Henry's efforts have lead to cost savings in several areas. She handled numerous multi-faceted personnel actions on-site, thereby reducing the requirement for reimbursable support from the servicing Civilian Personnel Office.



Rita Henry



Barry Haynes

# DRMS team receives GSA award for personal property management

**T**he Government Services Administration's first Miles Romney Achievement Award for innovation in personal property management was recently presented to the Defense Reutilization and Marketing Service, Battle Creek, Mich. DRMS's entry title was entitled "Reshaping government through creative technology."

Members of the DRMS team include Scott Riddle, Bob Fedyski, Julia Karns, Rod Moskun, Michael Garrahan, Mary E. Smith and Mark Vincent.

The award is named after Miles Quintin Romney, who worked for the U.S. House of Representatives as a staff attorney for the Committee on Government Operations. After 41 years with the committee, Romney retired in May 1997, setting a record on Capitol Hill for years served by a staff member. Romney was widely recognized for his work with GSA in property management. He died in 1998.

The DRMS innovative program involved turning the manual record-keeping and accounting systems into an automated system, available to customers worldwide.

Historically, reutilization, a DRMS responsibility since the early 1970s, required the worldwide inventory to be physically moved from place to place and to be stored, inventoried and maintained in warehouses, and be available at all times to military, federal and donation screeners for on-site screening and ordering.

DRMS officials saw the need to replace the cumbersome "moving of property" with the moving of data which describes the property.

To do this, the DRMS team developed a World Wide Web page, which eliminated the need for customers to travel to the DRMOs to screen, order and pick up property.

No longer restricted by nine-to-five office hours or geographic location, the military customers can now view worldwide inventory and research specific item characteristics, view a photograph, and then order the property and have it delivered.

By going on-line July 1, 1994, DRMS offered its customers worldwide visibility of a \$27 billion inventory. The Web page, initially accessed by customers an average of 2,000 times a month, today shows an average of 4.5 million hits a month. Batch processing of stock numbers against inventory now allows military item managers to search tens of thousands of items at one time. In fiscal 1998, over 33.2 million items were carried out in 170,000 interactive searches.

Batch searches greatly improve the effectiveness

of inventory management by allowing batch searches that once took two days to complete to be processed at a rate of 50,000 stock numbers a minute. Organizations can also submit any number of searches at one time and then be notified of availability.

In fiscal 1998, DRMS was able to return \$3.78 billion in property to the DoD community, \$679 million to other federal agencies and \$575 million to state and local governments.

Many advantages to using the new system have been realized. For example, by clicking on the reutilization page of DLA's E-Mall, a new DoD internet shopping initiative, military users can now research the DRMS inventory before making a decision to buy. Stock numbers of critically needed property for national disaster or emergency relief operations are pre-loaded, reaping important time and cost savings during property searches for disaster relief.

This DRMS program has also earned two awards from private industry for excellence and in April 1997, Vice President Al Gore's Hammer Award for cutting through red tape and for helping to build a government that is more efficient and customer oriented.



Nancy Rheau (*center*), Executive Director DRMS, accepted the Miles Romney award from Rebecca Rhodes, (*second from right*) director GSA Office of Transportation and Personal Property and Thurman Davis, GSA deputy administrator. DRMS team members Rod Moskun (*left*) and Scott Riddle (*second from left*) were also present.

## Hammer Awards

# DSCP's Medical Readiness Team, Subsistence Business Unit honored

**T**he Defense Supply Center Philadelphia's medical readiness and customer support team recently won Vice President Al Gore's Hammer Award for outstanding public service. "An award like this signifies great team work between the Services and DLA to address the pressing medical readiness needs of the warfighter," Army Lt. Col. Robert Minick, chief of DSCP medical's readiness office, said. "It signifies that we are making substantial progress in support to the warfighter and maximizing our readiness investments through the effective use of the medical materiel supply chain."

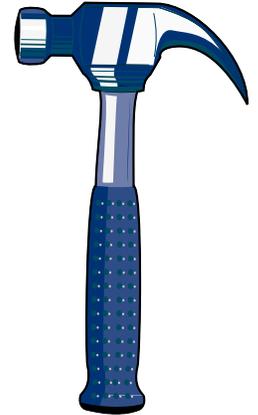
DSCP's medical directorate won the Hammer Award for reinventing DSCP's entire wholesale logistics process used to meet the wartime needs of the Armed Forces for medical materiel. The medical readiness team began by forming partnerships with government, industry, and other related organizations to develop new solutions to the readiness problems, while reducing costs to the taxpayer.

"We adapted a series of commercial concepts like Prime Vendor, Vendor Managed Inventory, Corporate

Exigency Contracts and Commercial Asset Visibility to meet the wartime materiel needs of our customers by buying access to medical supplies in the commercial distribution network," said Minnick. "Combined, these acquisition strategies form the building blocks for the wholesale medical logistics support plan."

### **DSCP's Subsistence Business Unit**

The Defense Supply Center Philadelphia's Subsistence Business Unit will receive the Vice Presidential Hammer Award for its success in supporting the U.S. Department of Agriculture's School Lunch Program. The produce network delivers fresh fruit and vegetables to 39 states, Guam and Washington D.C. school systems. The award will be presented at DSCP by DLA Director Lt. Gen. Henry T. Glisson in a May ceremony.



## ***NISH workers receive coins, certificates in appreciation of work in headquarters***

**D**efense Logistics Agency Director Lt. Gen. Henry T. Glisson recently presented 64 Chimes workers with DLA Director's Certificates of Appreciation. Thirteen Chimes workers also received a DLA Director's coin.

Representatives from the National Institute for the Severely Handicapped and Chimes attended the ceremony and assisted Glisson with presenting the awards. Chimes workers are the contract employees with special needs that perform the custodial duties in the DLA headquarters complex.

Phil Saulnier, regional director NISH east region office, was in attendance along with Ron Pearle, the president of Chimes.

Glisson thanked all of the Chimes workers for their dedication and support. "Day in and day out, you do the best you can do to improve the quality of life for all of us." Glisson said. "You work in the shadows so others can do their jobs. Your pleasant, dedicated professionalism is a real model for all of us."

The awards presentation was Glisson's idea. He wanted to say thanks to those who keep the building clean and in turn help improve morale for all headquarters complex employees.

Chimes was founded in 1947 with five people. Today, the company employees over 3,000.



Chimes worker Cirilo Marquez (right) receives a certificate of appreciation from DLA Director Lt. Gen. Henry T. Glisson.



## DSA News

Vol. 3, No. 4

This month's section of *Flashback* focuses on the early days of computers in the Defense Logistics Agency. Few back then could have visualized that in 1999, 50 percent of Americans would own personal computers small enough to fit on a table. It was also difficult to imagine the ways that computers would be part of our everyday lives.

### From Sept. 16, 1966

Maj. Gen. Ray J. Laux (*right in photo*) commander of the Defense General Supply Center, pushes the button to begin the new Mechanization of Warehousing and Shipping Procedures program at the Center. Looking on is Col. William E. Breen, (*left in photo*) director, office of Data Systems. Each DSA depot and center with a storage mission will eventually use the MOWASP system. The MOWASP program provided a standardized system of programming and warehouse control throughout the DSA storage and distribution system.



### From Aug. 19, 1966

(*Above*) A temporary summer worker at the Defense General Supply Center in the Data Systems tape library, Doris M. Brown, works with a few of the 7,000 rolls of magnetic tape in the library. Today, most of this information would fit on a few CDROMs.

### From Nov. 4, 1966

(*Below*) Jean Judd, (*left*) chief of the production control section of the Administrative Support Center's Automatic Data Processing Division, hands a schedule control card to William Roberts, chief of the Computer Operations Branch (*right*) as William J. Johns, chief of the division observes the transaction.



**For more information on Y2K issues for both government and commercial purposes, check out some of these sites.**

**<http://www.y2k.gov> — The President's Council on Y2K conversion**

**<http://www.y2k.gov/java/whatsnew1.html> — Y2K rumors explained**

**<http://www.year2000.com> — The Year 2000 information center**

**<http://www.y2k.gov/new/0107PRLS.htm> — Toll free number to call 1-888-usa-4-y2k**

**<http://www.itpolicy.gsa.gov/> — Office of Information Technology, GSA**

**<http://home.netscape.com/y2k/index.html> — Netscape's Y2K page and logo**

**<http://www.microsoft.com/technet/year2k> — Microsoft's Y2K page**

**<http://www.gao.gov/special.pubs/publist.htm> — Go to bottom of page to find "Year 2000 Computing Crisis: An Assessment Guide"**

**<http://www.y2k-status.org> — A comprehensive resource for year 2000 status**

**<http://www.y2kbase.com> — Independent database of Y2K compliance information for consumers**

**<http://www.sba.gov/y2k> — The Small Business Administration's home page for help to small businesses**

**<http://www.y2knewswire.com> — Daily report on Y2K issues**

**<http://www.senate.gov/~y2k> — Site of the U.S. Senate Special Committee on the Year 2000 problem**

**<http://www.2k-ready.com> — A Y2K guide for the average person**

**<http://www.wild2k.com/index.html> — The best of the best Y2K**

*The views and opinions expressed in any referenced document on these web sites do not necessarily reflect those of the Defense Logistics Agency, the Department of Defense or the U.S. Government.*