

Enhanced Army Global Logistics Enterprise

Army aims to let EAGLE soar with new vehicle for logistics tools and services.

By Dana Grinshpan

The Enhanced Army Global Logistics Enterprise program is the latest defense vehicle designed to procure a suite of logistics tools and services for today's warfighter. EAGLE (not to be confused with the Homeland Security Department's EAGLE procurement contract) leverages a unique contracting framework to help customers procure services.

But EAGLE isn't a contract. "It's actually a program," says Scott Welker, deputy to the commander at Army Sustainment Command. EAGLE, he says, "uses basic ordering agreement for task order competitions. It covers all supplies, maintenance and transportation services requirements. If there is an [Army] installation that covers any of those areas, the ASC EAGLE will cover it." A key feature of this program is its flexibility. With no minimums and maximums, EAGLE has a potential value of more than \$23 billion over five years.

The process of awarding task orders for EAGLE is a multi-step process that began with market research. After that phase, ASC and Army Contracting Command-Rock Island advertised to contractors who replied with statements of capabilities. In doing so, vendors



SGT. RICHARD WRIGLEY / U.S. ARMY

WITH NO MINIMUMS AND MAXIMUMS, EAGLE HAS A POTENTIAL VALUE OF MORE THAN \$23 BILLION OVER FIVE YEARS.

were required to demonstrate they could perform all three services included in the program: maintenance operations, supply operations and transportation services. After the capability statements were evaluated notices were provided to the contractors on whether they had the necessary capabilities to perform under EAGLE. In the following step, ACC-RI issued Request for Proposals for contractors to become qualified Basic Ordering Agreement (BOA) holders and then the opportunity to submit proposals under individual task order requirements for installation Directorate of Logistics and other logistics requirements that fall under the EAGLE umbrella scope. Under the basic ordering agreement process, the contracting office must advertise all annual and emergent requirements and update the BOAs annually. Should any new requirements that capabilities be needed, the contracting office must reopen the process for potential new contractors to become qualified BOA holders to submit proposals.

“That’s really one of the advantages of a BOA versus an [indefinite delivery, indefinite quantity contract]”, says Welker. “Under an IDIQ contract, you’re limited to the established pool of qualified offerors. With a BOA, you can keep adding to the number of holders while updating requirements because of the annual emergent requirements advertisement.”

The EAGLE program covers 37 installations in the continental United States and includes 112 BOA holders, 65 of which are small business prime contractors. EAGLE’s procurement strategy is to standardize performance work statements (PWS) and requirements for services in order to decrease administrative lead time for contracting offices. The Defense

EAGLE at a Glance

The Enhanced Army Global Logistics Enterprise is not a contract, but a program for procuring global logistic services. Administered through Army Sustainment Command, the program’s three main legs provide support to maintenance operations, supply operations, and transportation services. EAGLE supports directorates of logistics, Army prepositioned stocks, theater-provided equipment, in-theater maintenance, left-behind equipment, pre-deployment training equipment, new equipment training and new equipment fielding, to name a few areas.

This acquisition strategy has no minimums or maximums, but has a potential value of **\$23.8 billion over five years**. As of year 1:

- Installations covered: **37**
- BOA holders: **112**
- Small business prime contractors: **65**

Program Objectives

- Installation level single logistics provider across Army and potentially other services
- Increases opportunities for small business as primes
- Cost avoidance due to reduced contract lead time
- Expanded competition
- Provides customer services for requirements documentation development
- Dedicated business office

For more information: <http://www.aschq.army.mil/ac/aaisdus/EAGLE.aspx>

A Global Force for Army Logistics

General Dynamics delivers integrated, agile and comprehensive logistics solutions that support customers across the globe.



GENERAL DYNAMICS

www.generaldynamics.com

Acquisition University is developing an automated roadmap tool that EAGLE will employ to support PWS development process through use of standardized language that documents the logistics requirements needed to award task orders.

“EAGLE is an example of what I call a program management approach to procuring logistics support services,” says Rene Rendon, associate professor of acquisition management at the Naval Postgraduate School. “And what I mean is that they are actually planning ahead and managing from a strategic perspective. Traditionally, every Army installation would procure their own services, but in this case, they have standardized all ... requirements.”

EAGLE provides a single logistics provider across Army installations for supply, maintenance, and transportation and has the potential to be leveraged by other services, too. The Air Force already has shown some interest in using the program. And Melanie Johnson, director for field support at the Army Contracting Command – Rock Island, says she’s had a few inquiries from the Navy about it, too. “They were actually seeking insight into using this unique BOA process for their procurement needs,” she says.

EAGLE’S PROCESS COMES IN THE CONTEXT OF A PUSH FOR MORE FLEXIBILITY AND LOWER COST.

Since EAGLE has been touted as an innovative method for procuring services, interest is likely to build in the coming years as ASC starts executing on some of its first task orders. As of early 2013, there were five active EAGLE solicitations for task orders on Army installations.

EAGLE’s streamlined process comes in the context of a push for more flexibility and lower cost in the acquisition process. In September 2010, Deputy Defense Secretary Ashton Carter

EAGLE Services Provided

Maintenance Operations

- Field-level logistics
- Tactical maintenance

Supply Operations

- Supply support activities
- Ammunition operations

Transportation Services

- Central and receiving activities
- Movement planning

Exceptions

- Aviation Maintenance
- Dining Facilities
- Laundry/Dry Cleaning

“TRADITIONALLY, EVERY ARMY INSTALLATION WOULD PROCURE THEIR OWN SERVICES, BUT IN THIS CASE, THEY HAVE STANDARDIZED ALL ... REQUIREMENTS.”

RENE RENDON, ASSOCIATE PROFESSOR OF ACQUISITION MANAGEMENT, NAVAL POSTGRADUATE SCHOOL.

sent a memo to acquisition professionals outlining the Better Buying Power initiative, designed to make the procurement process more efficient, more competitive, and less costly. He urged the creation of new and more flexible contracting vehicles to not only streamline acquisitions but increase competition. EAGLE is targeted at achieving the latter goal.

“BOAs maximize competition because we can have an unlimited number of BOA holders,” says Welker. “Every one of those BOA holders has the opportunity to compete for a [task order]. An indefinite delivery, indefinite quantity contract limits the number of primes you can have on that contract.” Roger Waldron, president of the Coalition for Government Procurement, says EAGLE “also allows for more transparency. Each task order has to be synopsisized on [the] FedBizOpps [website], whereas a typical IDIQ would not have this requirement.”

Under the Better Buying Power initiative, contracting offices must conduct affordability analyses and cost estimates to ensure that warfighting capabilities are maintained amid shrinking budgets. EAGLE’s analysis indicated it held out the potential for significant cost avoidance. Although it’s difficult to quantify savings yet, given the nascent stage of the program, some installations are already seeing a payoff. The Rock Island Arsenal, for example, recently joined EAGLE and projects close to \$2 million in overall savings over the next five years from such actions as revising its performance work statement and expanded competition.

“I can’t help but believe that we are going to achieve around 10 to 20 percent savings as we consolidate across the board,” says Welker.

The EAGLE Process

Step One

- Issue a notice seeking contractors with capabilities needed
- Analyze for viability
- Submission limited to eight pages

Step Two

- Request for proposals
- Evaluate qualified prime contractors
- Executive Basic Ordering Agreement

Step Three

- RFP is competed among BOA holders (Technical, Small Business Participation, Past Performance)
- Price proposal submitted by specified contractors
- Award task order

Integrated logistics – making logistics more effective and less expensive for the Department of Defense

U.S. forces conduct a broad range of missions around the world, so they count on having the right equipment, supplies and services at their fingertips – when and where they need it. This kind of access to the best equipment and resources ensures the operational readiness of our forces. The operating environment is shifting and our military forces require innovative technology and smart solutions for their most complex logistics challenges.

Meeting these requirements is becoming increasingly difficult in the current resource environment. As is the case across the entire spectrum of military operations, logistics capabilities are being reduced to such an extent that new approaches must be developed to maintain mission effectiveness. One effective method to continue to meet the evolving needs of our forces is to employ an integrated approach which incorporates multiple best practices and proven capability to achieve the best possible result for the Department of Defense (DoD). Such an approach must be streamlined, agile and affordable while leveraging innovative technologies and proven best practices to minimize duplication and redundancy.

Key Components of an Integrated Approach to Logistics

So what are the key components to an integrated strategy for logistics? Specifically, an approach that brings multiple best practices together in a manner that provides the best logistics support to the military wherever the mission requires. For the military, certain components are critical for success.

A global reach. The DoD executes a global mission and must therefore be able to meet logistics requirements around the world quickly and efficiently. Logistics for the military requires understanding the need for global logistics services that are cost-effective, efficient and long-term sustainment solutions. An integrated approach must meet the diverse needs of U.S. forces across the full spectrum of operations and include expansive global reach, complete program management, customer focus and streamlined systems and processes. This means having quality resources available worldwide and streamlined processes in place to get them where they need to be.

Constant focus on analyzing results and adapting accordingly. The ongoing government budget challenges have created a difficult operating environment for the DoD and have led to many changes in how resources are being allocated. What hasn't changed is the ongoing support our forces need to meet mission requirements. Recognizing these demands and the continuing pressure on the DoD is imperative to being able to come up with innovative and cost-effective ways to maintain support levels. This type of transformation requires an experienced team knowledgeable in managing both small and large programs with the capability to leverage tools, best practices, resources, proven processes and new technologies to support requirements at the lowest cost.

Ensuring mission requirements are not only being met but continuously being improved upon requires proactive evaluation of results and flexibility to change accordingly. This commitment to quality and customer satisfaction is the responsibility of each individual and component of an integrated team. From program managers to supervisors and operational staff, understanding the expected outcomes and constantly focusing on the most efficient and cost-effective way to meet those requirements ensures the customer is getting the best possible solution at the lowest cost. This approach to ensuring customer satisfaction is proactive, responsive and leads to increased cost savings throughout the life of the program.

Central management with considerable regional support. Having a centralized program management office for all logistics capabilities in addition to significant regional support allows for quick and efficient allocation of resources and ensures the quality of services provided. This comprehensive coordination of functional capabilities, management and processes leads to the highest possible results in support of Army readiness. Co-locating regional support centers with active Army Corps, for example, provides facilities and infrastructure to repair and test failed equipment, maintain government and contractor inventory, ship and receive stock, and manage and execute contractor onsite technical assistance. This regional approach provides significant increases in efficiency and quality, while simultaneously improving return on investment.

Deep experience and knowledge. By leveraging companies with the experience, knowledge and reach to support such an integrated approach, the military community can better meet the challenges of providing logistics support that meets the demand in an environment of “more with less”. Both the DoD environment and best practices for logistics are in a constant state of change. Leveraging experienced logistics professionals who are able to grasp this change is a critical component of an integrated program that can ensure costs are adequately projected and managed. In fact, with the changing dynamic of the military in a budget-challenged environment, the need for an integrated logistics approach is more important than ever.

General Dynamics – A History of Logistics Expertise

Whether implementing new logistics systems or modernizing and maintaining existing systems, providing supply chain support or materiel maintenance, General Dynamics has the logistics expertise needed to address critical challenges.

We deliver innovative, agile and comprehensive logistics solutions that support customers across the globe. The company provides integrated logistics services, regional support centers and supply chain management in support of the DoD’s combat vehicles, major command and control programs such as Command Post of the Future, Prophet Enhanced, Distributed Common Ground System - Army and Tactical Airspace Integration System that support the warfighter from command and control to intelligence to air space management, the Army’s 1st Theater Sustainment Command in Afghanistan and Supply Support Activity in Kuwait, as well as federal civilian agencies such as the Department of State.

General Dynamics operates warehouses, ensures property accountability, performs logistics planning, and conducts supply operations for all classes of supply. Our logistics experts support supply management and policy at all levels, including the Joint Chief of Staff Directorate for Logistics, the U.S. Central Command, CASCOS/Sustainment Center of Excellence and many major Army and Joint Commands.

We provide sustainment support to many of the Army’s installations worldwide, in all areas of supply, maintenance and transportation, and serve as a single logistics provider (SLP) to Army units and Army Materiel Command organizations.

We have successfully supported Army customers around the world, including Army Sustainment Command through the Enhanced Army Global Logistics Enterprise (EAGLE) program and other individual installations from brigade through combatant command levels. The breadth and depth of expertise and experience gained from this support provides the foundation for our integrated approach.

More so than ever, logistics that are provided must be the best value for the customer. When General Dynamics says best value, we define it as the following:

- The customer receives the services and solutions that do the intended job completely
- The providing partner stands behind that product or service entirely, regardless of the situation
- The customer is fully satisfied
- The product or service is delivered at a reasonable cost

About General Dynamics

General Dynamics, headquartered in Falls Church, Virginia, employs approximately 90,000 people worldwide. The company is a market leader in business aviation; land and expeditionary combat systems, armaments and munitions; shipbuilding and marine systems; and information systems and technologies. More information about the company is available at www.generaldynamics.com.