

Dimensions

Defense Logistics Agency

March/April 2001

DLA Headquarters complex Renamed to Honor First Director



★★★ From the Director

Spring—A Time for New Beginnings

Spring is just around the corner, ushering in a time of renewal and re-awakening. The gardeners among us will finally get a chance to begin working the soil and planting the flowers that add splashes of color to our neighborhoods and lift the spirits of all who see them.

Here at the Defense Logistics Agency, too, there are signs of a renewal and revitalization. DLA won rave reviews during the recently completed review of combat support agencies, known as CSART. Our warfighting customers, the Unified Commands, told evaluators that DLA is leading the way when it comes to supporting their wartime contingency operations. That is high praise indeed, because it confirms we are on the right track in our efforts to streamline and modernize the logistics system. The improvements we have made in communicating with our customers in the field are indeed setting the standard for other combat support agencies to follow.

The ongoing operations in Kosovo are a case in point. DLA people have been there from the very beginning, supporting military operations with the food, fuel, and spare parts that make the operation work. We have included several dispatches from Kosovo in this issue, to highlight the fact that important work is still going on in that troubled region. In one of them, Lt. Col. Ken Kitahara, an Army Reservist, reflects on his duties as commander of DLA's Contingency Support Team at Camp Bondsteel.

Here at DLA, we take justifiable pride in the quality of our workforce. Team DLA is at the forefront of innovative approaches involving everything from inventory management to electronic commerce. In this issue, we welcome a new member to the DLA community. Phil Steely, our new executive director, has arrived from San Antonio to help us meet the many challenges facing the Agency. We also profile



a real-life hero, Joe Wilck, a management analyst at DORRA in Richmond, Va., whose bone-marrow donation saved the life of a young Montana woman, Deann Tucker. Thanks to Joe's precious gift of life, Deann is now able to attend college and is engaged to be married. Finally, we salute Lt. Gen. Andrew T. McNamara, USA (Ret.), for whom the DLA Headquarters Complex is now named. Lt. Gen. McNamara is a genuine American treasure, and we are honored he could join with us as we paid tribute to his decades of service to this Nation and the Agency he created. ♦

Henry J. Glasson

Dimensions

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Defense Logistics Agency Dedicates its Headquarters Building

by Kristin Guss
DLA Public Affairs

The Defense Logistics Agency Headquarters Complex at Fort Belvoir, Va., is now officially named the Defense Logistics Agency Andrew T. McNamara Complex, a tribute to the agency's first Director. Lt. Gen. Andrew T. McNamara, (Ret.), is 95 years old, and attended the ceremony with members of his family.

In his opening remarks at the Jan. 26 ceremony, DLA Director Lt. Gen. Henry T. Glisson said, "We pay tribute to someone who has had a profound impact on the Army, the Department of Defense, this Agency, and the lives of so many of us."

In October 1961, McNamara became the first Director of what was then the Defense Supply Agency. McNamara had previously had an illustrious career in the Quartermaster Corps of the U.S. Army, providing logistical and supply support for military operations worldwide. After graduating from the U.S. Military Academy and serving in the 35th Infantry at Schofield Barracks, Hawaii, he transferred to the Quartermaster Corps in 1937. In



The unveiling of the new building name. Photo by Thomas Wilkins



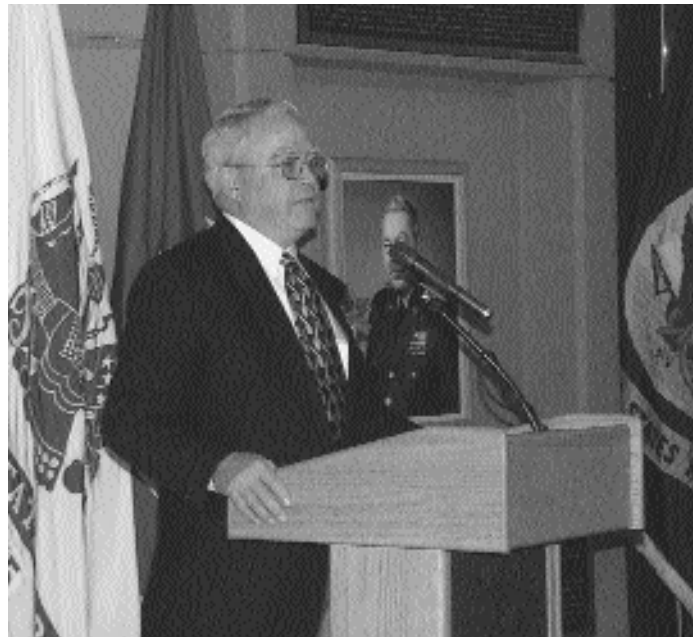
(left to right) Lt Gen. Andrew T. McNamara, DLA Director Lt. Gen. Henry T. Glisson and Bill McNamara.
Photo by Christine Born

November 1942, he was appointed Chief Quartermaster of the II Corps, and he went with them to establish the principle supply line supporting operations in North Africa. In September 1943, following the campaign in Sicily, he was assigned as Chief Quartermaster of the first Army, in preparation for the D-Day landing at Normandy. For his outstanding service in North Africa and Europe, McNamara was awarded the Distinguished Service Medal and the Army commendation ribbon.

In 1950, shortly after the beginning of the Korean War, McNamara became Commandant of the U.S. Army Quartermaster School at Fort Lee, Va. It was in September 1961, while McNamara was on a brief tour



Jane DeMarco, DLA Protocol, walks with Lt. Gen. Andrew McNamara after the dedication ceremony.



Bill McNamara, Lt. Gen. Andrew McNamara's son, makes a few remarks during the Andrew T. McNamara building dedication ceremony.

as Deputy Commanding General, Eighth U.S. Army, in Korea, that the Secretary of Defense summoned him to direct a fledgling agency with a small staff of about 100 planners. Under his leadership, the new Defense Supply Agency achieved rapid standardization of the items it managed, saving time, money and personnel. McNamara received the First Oak Leaf Cluster to the Distinguished Service Medal for “exceptionally meritorious service” as the agency’s first Director.

In reviewing McNamara’s distinguished career, Glisson said he had demonstrated “selfless service throughout his life in his courage, leadership and contributions to this nation.” He praised McNamara, calling him “a great soldier and leader, a great American and patriot, a great man, and a friend. A Quartermaster for a generation.”

“I don’t know anyone who is a better role model than Gen. McNamara,” Glisson said. “Thank you from a grateful agency for making us all proud to serve our nation.”

Buildings on military installations are traditionally named after distinguished individuals, but only after their deaths. However, in view of McNamara’s singular contributions to the nation, an exception was made, and McNamara was fortunate enough to be able to see the building named for him.

At the close of the ceremony, McNamara’s son, William T. McNamara, expressed his father’s gratitude. “My father would say, ‘This building is not mine, it is yours,’” the younger McNamara said. “You are the team that made it happen.” ♦



Listening to the national anthem being played are DLA Director Lt. Gen. Henry T. Glisson (left), retired Lt. Gen. Andrew T. McNamara (middle) and McNamara's son, Bill. Sherry Glisson, wife of Lt. Gen. Glisson, has her hand over her heart. Photo by Charles Turner.

DLA Honors Vendors and Customers

The Defense Logistics Agency recently honored 19 industry partners, customers and individuals with its 2000 Business Alliance Awards. The awards recognize those who have demonstrated outstanding efforts to partner with DLA to complete the Agency's mission to provide supplies and services to America's warfighters. The awards were presented by DLA Director Lt. Gen. Henry T. Glisson, and Deidre Lee, the Director of Defense Procurement, Office of the Under Secretary of Defense (AT&L).

Glisson noted that the cooperation and professionalism of DLA business partners is the key to the accomplish-

ment of the Agency's mission. "Those of you here today represent the very best from our family of defense suppliers and customers," he said. "You can be extremely proud of the contributions you are making individually and collectively to the important cause of national security."

Industry representatives and DLA customers were recognized in 7 categories:

Vendor Excellence: Awarded to individual large, small, small disadvantaged, and women-owned small businesses who have demonstrated overall excellence in superior product quality, on-time delivery, superior

customer service, reliability, dependability, consistency, and accuracy.

- *Everpure Corporation, Westmont, Illinois (Large Business)*
- *BTMC Corporation, Lewis Center, Ohio (Small Business)*
- *Reliance Aeroproducts International, Inc., Mansfield, Texas (Small Disadvantaged Business)*
- *American Recycling Systems, Inc., Wayne, Pennsylvania (Women-Owned Small Business)*

Innovative Business Performer: Awarded to large, small, small disadvantaged, and women-owned small businesses that have undertaken risks associated with innovative business practices (e.g., shared production, electronic com-



Winners of the DLA 2000 Business Alliance Awards with Tom Ray, DLA Small and Disadvantaged Business Utilization Director (far left), Lt. Gen. Henry T. Glisson, DLA Director, Deidre Lee, the Director of Defense Procurement, Office of the Under Secretary of Defense (AT&L), and Bill Kenny, DLA Senior Procurement Executive (third from right).



DLA's Small and Disadvantaged Business Utilization Director Thomas Ray speaks at awards presentation.

merce, prime vendor, quick response, etc.) and who meet the Vendor Excellence Award criteria.

- CMS Viron Energy Services, Riverside, Missouri (Large Business) and PEPCO Energy Services, Washington, D.C. (Large Business)
- Electronic Hardware Corporation, Farmingdale, New York (Small Business)
- Martinez Consulting and Computer Services, Inc., Chambersburg, Pennsylvania (Small Disadvantaged Business)
- Product Data Integration Technologies, Inc., Long Beach, California (Women-Owned Small Business)

New Contractor of the Year: Awarded to a large or small business that contracted for the first time with DLA within the period of consideration, and who meets the Vendor Excellence Award criteria.

- Aurora Power Resources, Inc., Houston, Texas

Outstanding Readiness Support: Awarded to large, small, small disadvantaged, and women-owned small businesses that provide extraordinary customer support, service/product directly to a crisis situation, in addition to the Vendor Excellence Award criteria.

- Air BP Limited, United Kingdom (Large Business)
- Ruta Supplies, Inc., Dover, New Jersey

(Small Business)

- American Medical Depot, Haileah, Florida (Small Disadvantaged Business)
- SupplyCore, Rockford, Illinois (Women-Owned Small Business)

Outstanding Javits-Wagner-O'Day

Program Vendor: Awarded to non-profit agencies (NIB-employing the blind, or NISH-employing persons with other severe disabilities) who exemplify Vendor Excellence Award criteria.

- Industries of the Blind, Inc., Greensboro, North Carolina (NIB)
- Eastern Carolina Vocational Center, Inc., Greenville, North Carolina (NISH)

Customer of the Year: Awarded to the Department of Defense and a non-DOD customer that exemplifies the highest degree of professionalism; meets or exceeds criteria in one or more other categories and clearly stands above the rest in its commitment to DLA.

- U.S. Army Garrison, Fort Lee, Virginia (DoD)
- U.S. Department of Energy, Washington, D.C. (non-DoD)

Commander's Choice: Awarded to the non-DLA individual whose dedication and commitment to the DLA mission, affects the quality of life for our men and women in uniform.

Maj. Gen. Mitchell H. Stevenson, Commanding General, U.S. Army Ordnance Center and Schools Aberdeen Proving Ground, Md. for his performance as brigadier general during his tenure as Deputy Chief of Staff for Logistics, Headquarters, U.S. Army Europe and 7th Army. ♦

A Message to the Business Alliance Awardees From the Director of the Defense Logistics Agency

On behalf of the Defense Logistics Agency, I welcome you to the 2000 Business Alliance Awards Program, where we are pleased to honor some of our most outstanding industry partners and customers. You have been chosen from a superior field of nominees and are among the best of the best.

Our Defense contractors and customers are precious national resources. Contractors, both large and small, including minority-owned and women-owned businesses and organizations that employ the blind and other severely disabled, are providing quality products and services, and thereby contributing substantially to the readiness and sustainability of the Armed Forces. Our industry partners are a rich source of innovation and improved technology and are solving some of our most challenging problems. You are improving the Nation's economy and enhancing the quality of life for millions of Americans by creating new and improved employment opportunities. You collectively make up the industrial base upon which our warfighters depend.

My sincere congratulations to you for earning this DLA Business Alliance Award. We look forward to strengthening our existing partnership for the purpose of improving our support to America's Armed Forces.

HENRY T. GLISSON
Lieutenant General, USA
Director

Coming Soon to DSCP... Implementation of Business Systems Modernization

It didn't take Dennis Dudek long to start 'talking the talk and walking the walk' about the Defense Logistics Agency's Business Systems Modernization strategy like the pro that he is. And that's good, because as director of this office for the Defense Supply Center Philadelphia, it's up to him and his team to help make this strategy a reality within the next five years. Dudek said he's pleased with the progress made to date and excited about DSCP achieving the logistics transformation envisioned by both DLA and the U.S. Department of Defense.

"BSM will be a long-term program, but we're off to a good start thanks to the help from all of our teammates at DSCP," said Dudek. "This business strategy will help enable DSCP to continue to provide total supply chain management to America's warfighters and our other customers."

The BSM program is a key initiative for the Agency in achieving its vision to re-engineer its logistical processes

to reflect best commercial practices. BSM will include implementation of Systems Applications Products enterprise resource planning software and Manugistics advance planning and scheduling systems to replace legacy systems such as DISMS [Defense Integrated Subsistence Management System] and SAMMS [Standard Automated Materiel Management System] and their associated extension systems.

Dudek said it's critical to the BSM effort that whatever system we put in place serves our other than continental United States operations.

"Nowhere are we closer and more important to our warfighter customer than in Europe and the Pacific," he said. "We will be working closely with our DLA OCONUS office representatives as well as the DSCP representatives in theatre to assure continued support."

For more information about BSM, visit the DLA web site at <http://www.supply.dla.mil>. ♦

BSM to Impact on DSCC Customers

More timely delivery and better parts availability will be the major improvements customers can expect from the Defense Logistics Agency's Business Systems Modernization strategy," said Brad Lantz, director of the Defense Supply Center Columbus' new enterprise business systems directorate.

Mike Scott agreed and said DLA and DSCC will be a more customer-focused organization through BSM.

"Through efforts to extend the supply chain with partnering efforts with customers and suppliers, DLA should become a more consistent and reliable provider of materiel," said Scott, DSCC's deputy director for the enterprise business systems directorate. "DLA's customers should see more consistent availability of materiel requisitioned, more consistent delivery of materiel within required timeframes, and the opportunity for more collaborative planning."

"Through efforts to extend the supply chain with partnering efforts with customers and suppliers, DLA should become a more consistent and reliable provider of materiel," said Scott, DSCC's deputy director for the enterprise business systems directorate.

One of DLA's three inventory control points, DSCC manages nearly 1.8 million construction and electronic spare parts and accounts worth more than \$1.8 billion annually.

Lantz, director of DSCC's enterprise business systems directorate, is a Bellbrook, Ohio, resident who has 12 years of federal service. He holds a bachelor's degree from the University of Dayton, and a master's degree from Central Michigan University.

Scott, the deputy director of DSCC's enterprise business systems directorate, is a Pontiac, Mich., native now residing in Reynoldsburg, Ohio. He holds a bachelor's degree in marketing from the Ohio State University, and has been employed at DSCC for 14 years. ♦

Integrated Data Environment Program Moving Along at Light Speed

The Integrated Data Environment Program has progressed mightily since we first published an article about IDE in the September/October issue of *Dimensions*. IDE is to be implemented in three phases over a four-year period. DLA Vice Director, Rear Adm. Ray Archer, approved the IDE Phase I end-product in December 2000 and David Zeppieri, the IDE Program Manager, immediately switched the Program's focus from being a 'capability demonstration' project to a full-blown, production-based Implementation Program.

Zeppieri noted, "In the first *Dimensions* article, I said that we would take a 'crawl, walk, run' approach to the IDE Program. Phase I of IDE was so impressive that the demand for an operational IDE capability forced us to jump directly from crawl to run. All in all, though, I am pleased with IDE's progress and especially by the enthusiasm shown for the Program — both inside and outside of DLA."

This will be a busy year for Zeppieri and everyone else associated with the Program. IDE was deployed in the European Command during February with training classes held in Washington and Germany during the January – February timeframe. The next operational deployment for IDE will be Pacific Command, which is scheduled to occur during May – June. In addition to operational deployment in EUCOM and PACOM, IDE will be participating in the Central Command Brightstar exercises, which will occur in September – October of this year.

IDE's role in Brightstar came about as a result of a decision by the Joint Logistics Warfighting Initiative Program to designate IDE as one of JLWI's Technology Demonstration / Experimentation initiatives. The JLWI Program was established "To develop and recommend improved logistics business processes that fully integrate management practices with universal application to improve logistics support of warfighting operations." Key JLWI objectives are: Improved Readiness (systems readiness, improved "real-time" logistics information, improved business process management), Measurable Reduction In Real "Customer Wait Time," and Improved Asset Visibility.

"It's no mystery why IDE was chosen for JLWI," said Zeppieri. "The functionality that IDE will provide to the warfighter is a perfect match to the JLWI objectives."

Before Brightstar commences, however, there is a lot of work for the IDE team to accomplish. "Brightstar

presents us with a 'real-world' challenge early in the IDE Program's development cycle. We have a very real deadline that we have to meet," Zeppieri noted. "Like any other Information Technology system for the warfighter, it has to be ready when and where the warfighter needs it."

Zeppieri recognizes the pressure that Brightstar puts on the IDE Program, but also sees another side of the coin. "IDE will have a chance to be tested 'under fire' very early in its development cycle. That has to be a big positive for the Program. Our attitude is, 'Bring 'em on!'"

The IDE Program has made remarkable progress in less than a full year of development. Among its accomplishments:

- IDE demonstrated 'live' capability to fuse data for subsistence, fuels, and medical...a Focused Logistics Wargame 'Action Item'
- For the first time, integrated the asset visibility capability with advanced planning
- Implemented Single User Sign On to multiple systems...no more 'swivel chair' logistics
- Provided seamless links to catalog data and Email
- Developed a modern, web-based interface that brings familiarity and convenience to users
- Accommodated the DLA 21 reorganization, helping to break internal stovepipes and foster a DLA-wide 'shared data' approach
- Began implementing support for Class IX, a major step to support the warfighter
- Established full program management infrastructure, documentation, and operations
- Established and awarded seven vendor contracts for IDE support and implementation activities
- Secured placement in the JLWI Program
- Secured buy-in by EUCOM for deployment of IDE Phase I functionality
- Promoted the IDE concept and program and more than 20 major events attended by industry, press, and DoD flag-level officers.

IDE's initial functionality is based on three logistics cornerstones that have been needed for many years:

- Simultaneous supply chain access for all classes of supply with visibility that reaches from the commercial source to the foxhole, including commercial catalog information

- Planning capabilities that identify 'showstoppers,' predict stocking shortfalls, apply 'trade-offs' logic to decision making, provide data to help planners decide the best course for today to support tomorrow's contingencies.
- Provision of an interactive, real-time requisitioning capability that pinpoints and acquires materiel, tracks and displays order status, and identifies critical items of support.

IDE has come a long way and accomplished a lot over the past year. The concept and intent behind the IDE program, first conceived years ago by Archer, have been shown to be technically feasible within the DLA environment. There are positive indications that the same technology and approach used to implement the first phase of IDE will be transferable across DoD Services and Agencies to provide the DoD-wide coverage necessary to realize the full potential that was demonstrated to Archer in December 2000.

Zeppieri is quick to note that IDE Phase I's achievements belong in the past. "If we can't build an IDE that serves all warfighters when and where they need it, we will have missed the mark," Zeppieri said when discussing his plans for the upcoming year. "We have a long way to go. Knowing it can be done is not the same as doing it."

Indeed, the challenges for Zeppieri and his team are probably greater than they faced last year at this time. Among the knotty problems that have to be addressed are the following:

IDE and BSM must work hand-in-hand if each system is to reach its intended objectives. This will require close coordination between the programs and careful synchronization of the computer programs that constitute each system.

A primary key to IDE's 'usability' factor is its ability to become a universal portal. That means that IDE must be able to interact with people using different browsers, accessing IDE from different platforms, and coming into the system from all around the world. IDE has teamed with the ePASS Program for development of a portal capability that can serve many different uses within DLA.

Achieving alignment of the rolls and responsibilities of the various DLA organizations that are associated with IDE — programmatic concerns, IDE implementation and deployment, provision of data for IDE to use and disseminate, integration of functionality with IDE, provision of key utilization concepts, and usage of the system by various disciplines.

Establishment of the technical infrastructure that is 'hardened' in support of warfighter needs, scalable to accommodate additional users, flexible to react to new and/or changed user requirements, and modular so that various technical and informational formats, standards, interface requirements can be obliged without having to

make major modifications to the IDE computer code.

Operating standards and procedures must be developed and instituted to ensure both internal and external consistency, guarantee availability when and where IDE is required, provide guidance to system integrators and maintainers, and apply operational discipline to a system with a broad range of exposure.

If the IDE team wanted challenges, they have any number to choose from. However, as one of the IDE integrators said recently, "If it's not challenging, it's probably not worth doing." ♦

Dave Zeppieri is the IDE Program Manager. He holds a Masters Degree in Computer Science and has been with DLA for eight years. Prior to this assignment, Zeppieri was the DLA Y2K Test Director.

Fiscal 2001 Military Clothing Replacement Costs Announced

According to Defense Logistics Agency officials, prices for military clothing replacement items were adjusted October 1 and adjustments to Service member clothing allowances, which reflect both price and item changes, are now in effect.

The prices that service members pay for replacement military clothing are based on the costs DLA will incur to obtain and deliver clothing items to Service members worldwide. According to Susan Fox, DLA supply operations budget chief, "the goods and services provided to our customers are financed through a business practice called the Defense Working Capital Fund."

"Under the working capital fund concept," says Fox, "all costs to procure, store, manage, deliver and exchange clothing items must be recovered in the prices charged our customers. Congress provides DLA with no funding to pay for these costs. Like a business, we must break even. Unlike a business, there is no attempt to earn profit."

The fiscal 2001 clothing price adjustments made by DLA and provided to the Services for inclusion in their clothing allowances are listed by branch of Service and gender.

Please note the only increase for fiscal 2001 is for Marine Corp males. This was primarily driven by improvements made to the Infantry Combat Boot.

The new prices are listed at www.dla.mil/public-info/clothing.asp ♦

Joint Electronic Commerce Program Office Opens Report Cards to Government Contractors

Private sector contractors doing business with the Department of Defense now have an easy means of accessing their past performance report cards thanks to the Department of Defense Past Performance Automated Information System. The PPAIS, located at <http://dodppais.navy.mil> is overseen by the Joint Electronic Commerce Program Office.

The system was made available to the contractors on Dec. 1. It provides a single repository for contractor past performance report cards collected across DoD. Government users have been using the system, currently containing more than 9000 reports in PPAIS covering over \$310 billion in contracts, since July 2000. Users have been logging in more than 100 queries per week on the site.

“The use of past performance has been one of the most important reforms to our acquisition system,” said Stan Soloway, Deputy Under Secretary of Defense for Acquisition Reform. “The growth of PPAIS, in a secure yet accessible environment, is a critical step forward to seeing this important reform achieve its potential. It is also an excellent example of what can happen when all of the interested and involved parties work together to find solutions that work.”

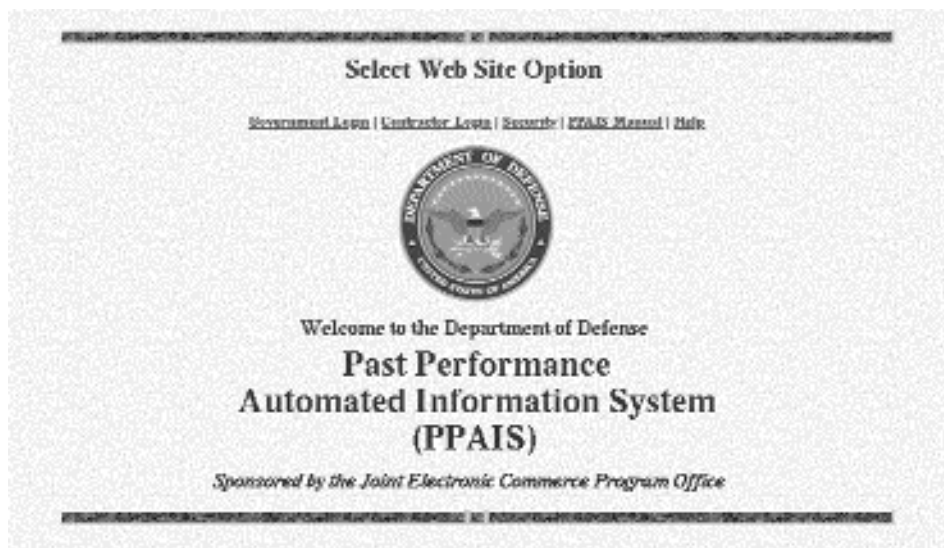
To access PPAIS, the contractor must register a past performance point of contact in the Central Contractor Registration system (www.ccr2000.com) and generate a marketing password identification number (MPIN). This can then be used to access their own reports in PPAIS. Government access is obtained through group owners designated within each organization.

The new capability appears to be well received by both the private sector and military users. “It’s very user friendly,” said Sally Stanger, Science Applications International Corporation Past Performance Administrator. “We like being able to either search for a specific contract or get a complete listing of all contracts in a given category. Housing all DoD assessments within one system, was a significant breakthrough—now we don’t have to chase around from agency to agency to find the status of a given report or client. The first time we used PPAIS, we found 35 new assessments we didn’t know existed.”

Military users also expressed satisfaction with the system. John DeForge, of Naval Sea Systems Command Logistics Center Detachment, Portsmouth, N.H., the agency who developed and manages the system on behalf of JECPO, said “Working with JECPO has been a good partnership for us. While we are able to apply our Information

Technology and Past Performance Information functional expertise to develop automated systems, they are able to bring the DoD wide perspective to our efforts to ensure that our systems integrate with other DoD initiatives. They have also been able to match us up with other organizations with past performance system needs in order to utilize our current automated systems rather than developing additional new systems.”

The Joint Electronic Commerce Program Office was part of the 1997 Defense Reform Initiative. Formed in January 1998, JECPO is organized under both the Defense Logistics Agency and Defense Information Systems Agency and is provided policy and oversight from the DoD Chief Information Officer. JECPO has a charter to accelerate the use of electronic commerce within the Department. It brings together experts from DoD’s business and technology arenas to build strategic partnerships with industry in electronic commerce. ♦



DRMS International Functions to Relocate to Battle Creek

Defense Reutilization and Marketing Service officials have announced that command functions of the DRMS International headquarters in Wiesbaden, Germany, will relocate to DRMS headquarters in Battle Creek, Mich., in 2001.

The change continues the centralization of disposal management that began with the relocation of regional DRMS commands within the United States to the main headquarters to form DRMS National. Relocating the affected headquarters functions from overseas is expected to have the same benefits.

“The change is consistent with long term objectives to streamline our operation, leverage the ‘power of DRMS’ across the organization and provide compliant disposal support at the lowest possible cost,” said Capt. Richard H. Feierabend, DRMS

commander. “It will improve coordination, solidify business unit operations and position us for even greater achievements in the years to come.”

A relocation team from DRMS headquarters is working closely with the International staff to ensure a smooth transition of affected operations from Germany to Battle Creek. Employees affected by the relocation and their families will receive individual support to help them with the transition. The current number of DRMS International headquarters employees is approximately 70. However, several of those who provide support to customers, such as environmental services, contingency operations and training exercises, will remain in Germany.

The relocation is scheduled to begin by March or April 2001 and should be completed by August. ♦

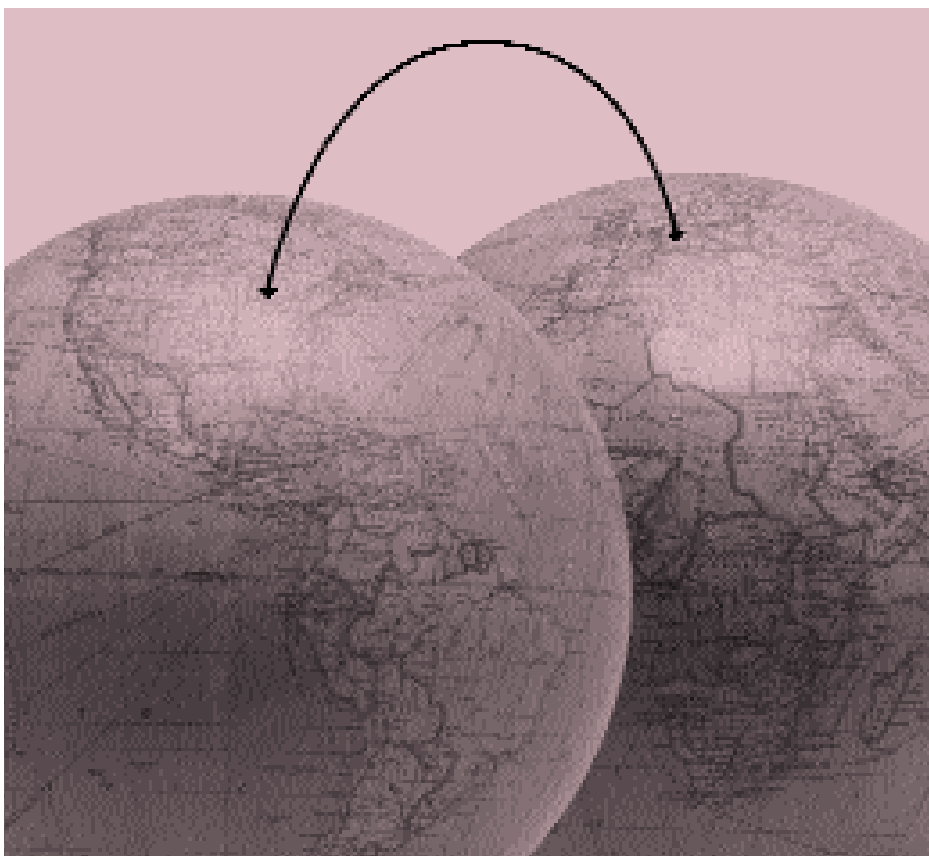
DRMS National Realigns

The evolution of the disposal process is changing the way the Defense Reutilization and Marketing Service delivers services to its many customers. The physical footprint is shrinking, both in terms of people and in bricks and mortar. However, as these changes occur, a need for a field management structure will continue. Toward this end, DRMS National recently realigned its zones to better support our internal and external customers.

The number of zones was reduced from eleven to six. The former New England Zone merged with the Mid-Atlantic Zone to become the new Northeast Zone. Portions of the former Southeastern and Southern Zones merged to become the new Southeast Zone. The former Texas Zone expanded a bit to the north and east to become the new South Central Zone. The former Midwest, Illinois-Ozark, and portions of the former Rocky Mountain Zone merged to become the new North Central Zone. The former Northwest Zone grew a bit to its west and south to become the new Rocky Mountain Zone. And, the former California Zone grew a bit to the west and retained its original name.

Zone managers have been realigned as follows:

- Mountain Zone: Dave Stacey
- California Zone: Eddie Askew
- North Central Zone: Bob Leslie
- South Central Zone: Dale Bennett
- Northeast Zone: Ralph Kerr
- Southeast Zone: Lonnie Curtsinger ♦



DSCC Declares War on Backorders

By Tech. Sgt. Daniel Coleman, USAF and
Tech. Sgt. Daniel Nugent, USAF

Defense Supply Center Columbus, recently initiated an aggressive campaign on backorder reduction.

DSCC's assault on backorders, highlighted as one of the center's top priorities by DSCC Commander Air Force Brig. Gen. Mary L. Saunders, has a three-phased approach.

Phase I kicked off Oct. 17, with an intensely focused 60-day attack on DSCC's top 1,200 backordered National Stock Numbers. This attack targeted 43 percent of DSCC's total backorder lines, and 25 percent of DSCC's Priority 1-3 requisitions.

"DSCC's method of identifying the top 1,200 NSNs with backorder lines will return the biggest bang for the buck," said Air Force Col. Craig Jarvis, DSCC's Director of Business Operations.

"We'll accomplish DSCC's assault on backorders with authorized overtime ensuring daily workloads are not interrupted," Jarvis added.

Phase II implementation runs simultaneously with Phase I, and involves a DSCC team of 30 associates scrutinizing key policy issues. They will challenge current procedures and identify bottlenecks in processes. Special attention is being given to Purchase Request prioritization and lead-time reduction.

Phase III implementation began in January and continues through March. Most importantly, Phase III will institutionalize critical DSCC improvements using the "lessons learned" from Phases I and II.

Army Lt. Col. Tina Gopon, Project Director for the "War on Backorders," believes the 3-phased approach is the most effective way to reduce DSCC's backorders immediately. Success, she explained, will be measured in the following three categories:

- Percent decrease in backorder lines from the top 1,200 NSNs identified with backorders;



Aerospace members of the DSCC Backorder Reduction Team are seen here working to reduce the center's backlog of backorders. Members of the team are (from left) Margaret Green, Paul Tauer, Laura Knowles, Bret Snyder and Brenda Martin. (DSCC photo by David Benzing)

- A DSCC consistent corporate strategy to backorder reduction for daily use; and
- Tools to improve backorder visibility and forecasting such as Vital Signs, Line of Balance, Alerts, and Launch and Leave.

DSCC has clearly intensified its customer focus. The war on backorders is another way DSCC is letting customers know it is committed to satisfying requirements with the right item, at the right place for the right price. ♦

Recycled Wood Provides Electricity During Blackouts

During the month of January, the Defense Distribution Depot San Joaquin, Calif., provided a local co-generation plant, Biomass of Tracy, with approximately 2,000 tons of scrap wood. The wood was used to fire the boilers at the plant to produce steam that powered turbines to generate electricity.

Estimates are that the recycled wood from the depot produced enough energy to provide the city of Tracy with residential electricity for four days. Over the past two years, the partnership with Biomass has resulted in approximately 4,000 tons of depot recycled wood converted to electricity. In return, the depot avoided \$60,000 in disposal costs and reduced landfill usage. ♦

DLA: SURGEing Toward Better Supply Management

By Mimi Schirmacher
DLA Public Affairs

Just another Tuesday night. You are at home, with the television on, watching a couple of shows. You flip the channel to J.A.G. One of the characters is looking at some procurement documents; another actor asked what he was doing. He says he's looking over the SURGE program, or Supplier Utilization through Responsive Grouped Enterprises.

What, wait a minute, that's a DLA program! How did they know!!

Sometimes, art imitates life.

Supplier Utilization through Responsive Grouped Enterprises (SURGE) is indeed a real-life DLA program, whereby DLA, in partnership with the DoD's Joint Strike Fighter Program, seeks to demonstrate a concept that uses group technologies as a basis for providing flexible supply chain management. In other words, it is based on the concept that efficiencies can be gained by arranging the production of individual items into groups which are based on common manufacturing processes.

DLA announced the SURGE program in October 1997 as a new approach to suppliers of materials and components – hardware – used within aircraft production lines. Grouping items to be supplied results in more efficient production by suppliers. It enables the suppliers to manufacture items on common production lines, as well as

avoid large peaks and valleys in factory planning often associated with small, sporadic production runs. Additionally, SURGE lends an emphasis on enhancing the ability of suppliers to respond to abrupt, unanticipated increases in demand, those experienced during peacetime demand spikes, and wartime sustainment requirements.

Stephen A. Ruffa, the chief of the supplier assessment and capability division in logistics policy and acquisition management at DLA headquarters Logistics Operations, has been involved with the SURGE program since its inception.

“When I initially briefed the Joint Strike Fighter per-

sonnel on SURGE, they accepted the concept and became partners with DLA,” Ruffa said. “They recognized that grouping items would help with manufacturing.”

SURGE focuses on combining the purchase of larger groups of similar items such that they can be manufactured on common production lines. Since it can be statistically shown that the demand for these larger groups will be much less volatile than that for each of the component items, factory planning can be greatly improved.

A variable demand leads to production challenges,

such as keeping machining and assembly operations smooth despite constant fluctuations in their workload. Leveraging product families will improve performance by allowing production operations to be planned by group and better prediction of true production needs can lead to more cost-effective factory utilization, lower inventories, and much greater responsiveness in filling customer orders.

“By using the concept of SURGE, we can drive down production lead times. This in turn drives down inventory, for both the suppliers and DLA, and the costs associated with excess inventory. It is a prudent business practice to have a lean manufacturing base and supply chain, and SURGE will help us get lean,” Ruffa said.

One of the tools that is helping SURGE to simplify the process dramatically is the Worldwide Web

Industrial Capabilities Assessment Program (WICAP). This is an automated information technology system that reviews four million National Stock Numbered items. The assessment program offers a new ability to examine requirements, capabilities and trends at various levels. The NSNs are arrayed in three levels. Items at Level I are at the component's industry level, Level II are the components' industry sub sectors, and Level III are the manufacturing process groups of the sub sector. For example, Aerospace Parts and Products is Level I; aircraft engine sheet metal is Level II; and panels and heat shields are Level III.

“By using the concept of SURGE, we can drive down production lead times. This in turn drives down inventory, for both the suppliers and DLA, and the costs associated with excess inventory. It is a prudent business practice to have a lean manufacturing base and supply chain, and SURGE will help us get lean.”

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Mentoring Program Implemented at DSCC

by Valerie Freeman
DSCC Office of Career Development

What do retired Army Gen. Colin Powell and the Defense Supply Center Columbus, have in common?

You might say both have acted as defenders of the great nation on earth. Or, you might say that both have been, or are, members of the Department of Defense. However, there is also another element that both have in common.

Mentoring.

Just as Powell advocates the National Mentoring Partnership, DSCC advocates a mentoring program as a critical part of its workforce development initiative. DSCC's Mentoring Program will be initiated this quarter.

As most of us know, a good portion of the Defense Logistics Agency workforce will become eligible to retire in the next few years. As more and more corporate knowledge leaves the organization, it will become increasingly important to have programs and strategies in place to continually update the skills and competencies of the remaining associates. Mentoring is one of the means to pass on corporate knowledge and to expand workforce skills.

For those unfamiliar with the concept, mentoring is an approach to developing an associate by pairing him or her with a more experienced associate. An associate who can teach, coach, counsel, sponsor and encourage. The 'mentor' is the senior associate who coaches and teaches. The 'mentee' is the junior associate.

At DSCC, there are three tiers, or parts to the mentoring program:

Tier 1: The first part is career information sessions for all associates. Sessions in the center auditorium will provide associates with basic career guidance based on their job series. Attendees will have a chance to learn job requirements and training available for their job series. Attendees will also learn DSCC organizational norms, expectations and what it takes to be considered for future promotions.

Tier 2: The second tier of the mentoring strategy is the opportunity for associates to participate in structured mentoring. In the first round of mentoring, up to 25 associates were paired with a formal mentor who assists them in their needed competency areas.

Tier 3: The third tier is a career management program for managers and executives in levels GS-12 through GS-15. Up to 10 participants a year will proceed through the program, which is designed to develop the leadership competencies required for future Senior Executive Service members. Managers and executives in this segment will take part in classroom training, rotational assignments, headquarters development programs, as well as self-paced learning activities. DSCC Deputy Commander, Steven Bennett, expects this segment to be the training ground for the next generation of SESs.

For more information about mentoring call the DSCC Career Development Office at (614) 692-1830. DSCC associates can also request mentoring information by sending questions to Mentoring_Program@dsc.dla.mil. ♦

DLA: SURGEing

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Preliminary findings using WICAP depict that, despite the overall shrinking of the defense industrial base, many sectors generally do have the capacity to produce to even the large increases in demand likely during a crisis. However, what can be a problem is their ability to produce these items within the timeframes in which they will be required. WICAP shows that even a moderate production lead time shift can broadly enhance readiness. An increased emphasis on the production lead time can possibly even slash the War Reserve Materiel costs.

Data have indicated that an issue facing us now with parts replenishment is that even the items that have a high demand, with a high annual procurement value, are readily producible, have high importance, and have very long, highly variable lead times.

The opportunity is now to demonstrate to suppliers that they can work with a 'lean' customer using long-term arrangements, with latitude for the suppliers them-

selves to identify optimal product families, and have an option for direct customer delivery. This can have a tremendous business potential, considering that annual aerospace procurements in DLA are greater than \$1.3 billion.

The challenge is to gain control of the value stream for dramatic reductions in lead times by reassessing current expectations and adjusting processing and business arrangements. Then we must continue improvement by leveraging product families to further reduce production lead times and lead time variability, lessen the impact of traditional "drivers," and drive down lot sizes.

The SURGE initiatives DLA is implementing aim to do just that: first to understand supplier base limitations, and then to take action by using product families to improve flexibility to quickly respond to changing needs, improve inventory reduction, and improve readiness.

"DLA is the right place to do this," Ruffa explains. "We manage parts across all the Military Services. What better place to take advantage of these common items than DLA. We already have cognizance over them." ♦

DSCC Awards Corporate Contract to John Deere Supplier

by Tony D'Elia
DSCC Public Affairs Office

The Defense Supply Center Columbus has awarded a corporate contract to West Side Tractor Sales Co., of Naperville, Ill., to supply the U. S. military with thousands of types of spare parts for a variety of John Deere tractors and construction equipment. To date, Defense Supply Center Columbus, has awarded over 70 similar corporate contracts.

The 10-year indefinite quantity type corporate contract promises fast delivery and incorporates the entire commercial price list of John Deere tractor and heavy equipment parts (over 346,000 items). Military customers can requisition items by National Stock Number or Commercial and Government Entity, and part number, resulting in an Electronic Data Interchange delivery order being placed. Customers may also acquire parts directly from West Side Tractor Sales Co, a John Deere dealer, using the government credit card, called the

IMPAC, or International Merchant Purchase Authorization Card.

One of the factors in the government's selection of West Side was its past record of speedy and efficient delivery of parts to military customers.

DLA's corporate contracts are contracts negotiated with large vendors covering large numbers of items. By grouping the items by manufacturer, single contracts can be awarded regardless of which inventory control point manages the items. The Defense Logistics Agency's corporate contracts combine the convenience and efficiency of the credit card with the Agency's tremendous buying power to give the military customer better prices and better service.

For more information about this new contract or other DSCC corporate contracts, call Emerald McClaugherty at (614) 692-1226, or Glynis Spencer, (614) 692-7597. ♦



Satellite Telephone System tested

Capt. Ken Babcock, Defense Logistics Agency Pacific Plans, tests the fielding of the DLA Contingency Support Team's International Maritime Satellite telephone system, by sending data from his location in Hawaii to DLA Pacific Headquarters in Taegu, Korea. Babcock and other attendees at the recent DLA Pacific Planners Conference at Camp Smith, Hawaii, were trained on the new INMARST recently developed for DCSTs. The planners were from the Defense Supply Center Philadelphia, the Defense Reutilization and Marketing Service, and the Defense Energy Support Center. This telephone system is designed to operate in a tactical field environment where conventional voice, fax, or data services are unavailable.

Value Management Utilizes Navy Price Fighters to Reduce Costs

by Mike Ward
DSCC Public Affairs Office

When you're looking for the right price, who you gonna call?

Call the Should Cost area of the Defense Supply Center Columbus Value Management Unit.

Because of cutbacks in DSCC's workforce and the migration of items from the services, DSCC has teamed with the Price Fighters of the Fitting Out Supply Support Assistance Center, Norfolk, Va., to share data. The price fighters have completed more than 6,000 "should cost estimates" of which more than 6,000 items are managed by DSCC.

Prior to January 1986 and the establishment of the Defense Logistics Agency's Should Cost Branch, buyers and contracting officers were left with the daunting task of awarding contracts based on competition, comparison of previous prices or comparing prices of similar items. In many cases there was no procurement history or similar parts to base estimates and "guesstimates" were used to determine prices.

A "should cost estimate" is based on the material and labor costs, which includes overhead rates, general and administrative costs, profit and the cost of money.

"If a new source is manufacturing the part, we can amortize start-up charges, nonrecurring costs, tooling, etc.," said Joe Crum, in the DSCC Operations Support Group. "A detailed report is provided to the requestor to assist in determining price reasonableness, or conduct price negotiations. Our assistance is available at contract negotiations.

"We have added messages to the technical guidance field of the contract technical data field to indicate updated cost estimates are available for the identified NSNs," said Crum.

Case in point: Craig Freeman of the DSCC Commodity-Based Application Group was recently recognized for his efforts by the Price Fighters in saving more than \$97,000 on procuring 23 radar modulators. In April 1999, Northrop Grumman quoted the cost at \$6,400 per unit. Five months later, the cost had increased to more than \$9,000 each. In an effort to get a better price, Freeman forwarded the buy package to the DSCC Value

Management Office and the Price Fighters for a "should cost analysis." As a result, Northrop revised its pricing in February to \$5,157 per unit.

"In our efforts to conduct "Should Cost" studies we have been successful in identifying actual and alternate sources of supply," said Crum. "Over the past couple of years our workload has averaged more than 400 cases per year with a return on investment exceeding a 10 to 1 ratio." ♦

DLA 40th Anniversary



The Defense Logistics Agency's 40th anniversary is Oct. 2 2001. The Corporate Communications office in DLA Support Services has designed a celebration campaign that will be held throughout 2001.

As part of the celebration, DSS-C is conducting a slogan contest open to all DLA personnel, civilian and military. The slogan should be a catchy phrase or short sentence (no more than 10 words) that expresses the spirit or concept of DLA and its mission. Slogans will be rated on creativity, originality and suitability to DLA. The winning slogan will be used to market the agency's commitment to our mission and will be featured in a variety of communication products and services.

Slogans must be submitted on 8 1/2" x 11" paper, or electronically and not exceed 10 words. Consideration should be given to the fact that the slogan will be used in a variety of mediums (simplicity is the key). Entries should be submitted by mail to the 40th Anniversary Team, Headquarters, DLA, DSS-CP, 8725 John J. Kingman Road, Suite 2545, Fort Belvoir, Va., 22060-6221, or electronically to dlapublicaffairs@hq.dla.mil.

Entries must be received no later than May 1. Contestants must include their name, address, phone number, and email address. All entries become the property of DLA and will not be returned.

The 40th Anniversary Team will judge all entries. A prize will be awarded to the top entry. The winner and runner up entrants will be announced in the summer. The winning slogan will go into effect and be published in 2001.

Active Duty, Reserve Military, Gather for Annual Conference

by Navy Lt. Cmdr. Chad Snee
NR DSCC 205 PAO

The 2000 Joint Reserve Team Conference was held Nov. 3 at the Defense Supply Center Columbus, Ohio.

An annual gathering of active duty, reserve and civilian personnel, the Joint Reserve Team Conference, provided the DSCC community the opportunity to meet senior leaders from the military services and the Defense Logistics Agency.

Jim McLaugherty, deputy director of DSCC Readiness and Business Operations opened the conference with his "State of the Center" brief covering all aspects of DSCC performance during fiscal 2000. While he noted that there was room for improvement, his final assessment was positive.

"DSCC is a great center, but more needs to be done to get where we'd like to be," McLaugherty said. Looking ahead to fiscal 2001, McLaugherty outlined three primary goals:

- Reduce logistics response time
- Expand understanding of customer demand patterns
- Become a true training organization.

"It is always rewarding to come together as a team and discuss techniques and strategies to improve reserve contributions to DSCC and DLA operational readiness," said Air Force Brig. Gen. Mary Saunders, commander of DSCC, in her welcome.

Participating in a panel discussion entitled "State of the DLA Reserve Program" were: Army Maj. Gen. Joseph Thompson, mobilization assistant to the director, DLA; Navy Rear Adm. Fenton Priest, mobilization assistant to the director, Logistics Operations, J-3; and Army Brig. Gen. Stephen Gonczy, mobilization assistant to the vice director, DLA.

Each participant began with a

brief overview of the DLA reserve program, and Thompson noted that greater focus is needed on training and reserve mobilization readiness.

"We need to stand up and say we're prepared to meet the needs of the DLA mission and vision," Thompson asserted.

Priest highlighted the strong support that the Naval Reserve brings to DLA, noting that of the 791 reserve billets currently in DLA, 519 are filled by Naval Reservists.

Gonczy emphasized the need for the reserves to supply contingency support wherever and whenever it is needed. "We must provide trained, ready and deployable reservists to DLA contingency support teams that bolster our nation's warfighters in exercises and deployments," Gonczy stated.

Perhaps the most provocative presentation belonged to retired Army Lt. Col. Joseph Babb. Babb presented an overview of the relations between China and the United States from the perspective of the Chinese. Babb, an acknowledged expert on East Asian languages and history, traced Chinese and U.S. military history for the past 150 years.

Navy Rear Adm. Justin McCarthy, deputy chief of staff for logistics, followed Babb for Pacific Fleet Supply and Ordnance. McCarthy provided a snapshot of the Navy's current deployment (30 percent of personnel at any given time) and underway (50 percent of personnel) commitments around the world as a means of underscoring that the Navy of the future will be a smaller force, committed to in-shore, multinational operations and driven increasingly by information technology.

"What does this mean?" McCarthy queried. "It's all about speed, efficiency, flexibility and people skills. Job number one is being mobilization ready."

The DSCC Commodities, Land, Aerospace and Maritime (CLAM) Weapons group managers kicked the afternoon session off with individual briefs and a short panel discussion. All four managers were proud of their directorate's accomplishments, but recognized that more needed to be done to reduce the number of back-ordered requisitions and thus speed more parts to the end user in a timely fashion.

The CLAM discussion was followed by a series of short presentations highlighting some of the valuable contributory support on behalf of the DSCC Joint Reserve Team during the past year.

Navy Cmdr. Tom DePaoli summarized the findings of the team he assembled to examine the problem of administrative lead time and how it adversely impacts the ability of DLA to move parts efficiently from source to end user.

Weekend contributory support from the DSCC Naval Reserve unit was outlined by Navy Cmdr. Dave Crawford. Crawford noted several ongoing projects designed to help DSCC weapons systems support managers do their jobs more effectively. These included identifying alternate sources of supply for high priority back-ordered requisitions and identifying potentially degrading stock items that support a broad array of weapons systems used by our armed forces.

Col. Glen Kuntz summarized the efforts of the Army Reserve on behalf of the JRT.

Maj. Ken Kessler presented his ongoing efforts to build a viable and effective family readiness program at DSCC.

"Our job," Kessler stated "is to be there for you should you get the call to mobilize. We want that transition to be as smooth as possible, both for the reservist and his family." ♦

DSCC Actively Supporting Seawolf Submarines

by Tony D'Elia
DSCC Public Affairs Office

Columbus may have the Santa Maria docked downtown on the Scioto River, but you won't see any submarines. But that doesn't keep the U. S. Navy from relying on many thousands of spare parts managed by Defense Supply Center Columbus, to keep the most sophisticated weapon system in the world ready for action.

DSCC and its parent organization, the Defense Logistics Agency, supply up to 70 percent of the spare parts for the Navy's submarine force.

DSCC buys and supplies thousands of submarine spare parts from torpedo tube components, air quality monitors, and gear drive assemblies, to 3-cent "O" rings.

By being the lead center for all maritime weapon systems, DSCC acts as DLA's single point of contact, offering focused logistics solutions to its Navy customers. This organizational structure fosters an advantageous partnership between the military customer and the supplier.

To help strengthen the bonds of that partnership, DSCC recently received a visit from Navy Cmdr. Rob Asselin of the U.S. Atlantic Fleet's Submarine Force. He was at the center to coordinate the provision of supply of spare parts for the new Seawolf class submarines. While at DSCC, Asselin also briefed associates

At a separate supply support conference, representatives from Commander, Submarine Force U. S. Atlantic Fleet, and Defense Supply Centers Philadelphia and Richmond, developed a DLA corporate strategy to buy critical items identified by the Seawolf Program Office to support upcoming deployments. The DSCC Maritime Tailored Support Unit will be responsible for initially determining the contract method for the items and communicating that information to the respective DLA inventory control points.

Called by one Navy official "the most complicated thing built in this country," when it returned from its initial test run in 1997, the Seawolf is the world's fastest, quietest, and most heavily armed submarine. But, this fleet of three state-of-the-art submarines doesn't come without new logistical problems and challenges.

"Buying procedures (for the fleet) are greatly affected since only three Seawolf class submarines are planned," said Asselin, emphasizing that the new submarine class has a number of unique items and systems with low demand.

"That makes existing modeling and inventory strategies inapplicable and unusable," he said, of the logistical challenge. "But, the sailor doesn't worry about those things. All he knows is that he's got a piece of equipment down and he needs a part."

Trim pumps, computer systems, circuitry and combat systems are repairable onboard the submarine – that is, if sailors have the parts. When they aren't available a "long chain of things can happen," says Asselin.

"When the part isn't on the shelf, it causes the sailor a lot of rework and lost time," Asselin explained. "He can 'cannibalize' parts from another ship, but that's expensive, time-consuming, and it puts another ship down,"

Asselin said that the Navy relies on DSCC to prevent these types of logistical problems and to improve readiness.

"When we have issues, we will contact DSCC and they will bring the necessary people, or resources together to help resolve problems," said Asselin. "DSCC Maritime (Weapon Systems Group) provides us with the expertise on supply support strategies... One of the things that (DSCC) does for us is it provides support for all the submarines DLA-managed items," he explained. "They also provide key focus support by providing links to ensure the entire

supply chain is working to support the submarine force."

Asselin explained that in meetings at DSCC, he can bring back-order information and data to be analyzed. In some cases the problems are not a supply problem at all.

"Many times it's not a question of the items not having been bought, but of missing information," said Asselin. "There may be technical questions that someone in the program office at Naval Sea Systems Command, the Navy or DoD, hasn't answered. The buyer is there sitting on a buy waiting for the necessary bits of information.

"With the problem identified we can go and at least apply some pressure to our chain of command, to the technical branch and our engineering guys," said Asselin.

During Asselin's briefing, DSCC Quality Assurance Specialist John Orndoff addressed the logistical challenge of supplying the Navy submarine force, emphasizing how insistent his customers are on having the right spare parts.

"The crew's safety is on the line every day," said Orndoff, who has visited his customers aboard no less than three U.S. submarines. "They want the exact part that was approved by the Navy on the original submarine."

Orndoff said that when manufacturers go out of business, substitutions can only be made with Navy approval. The new part must follow the same requirements including shock, vibration and noise requirements.

"Saving \$30 on a \$1 billion submarine is not necessarily the best thing for the sailors' safety, or the country's defense. The maintainers simply want the exact parts on their limited shelving aboard submarines, and for replacement parts at shipyards."

"It's our job to find out what they want and get it," said Orndoff. ♦

DoD EMALL Saves Time and Money

by Lt. Col. Preston Butler, Jr., USA
Deputy Program Manager for Customer Support

Want to save time and money when ordering your parts and supplies? Then log on to the DoD EMALL at www.emall.dla.mil, a “Point, Click, and Ship” electronic system that is filling (and reducing) the bill for thousands of DoD and federal buyers.

In February 2000, the Air Force’s Air Education and Training Command initiated a 90 day pilot to see just how well the EMALL could meet their requirements. They reportedly experienced an average order ship time of three to four days and recommended use of the EMALL Air Force wide.

According to Sgt. 1st Class Deborah Davis, a Chaplain’s assistant at Fort Dix, N.J., “The EMALL is convenient and reliable. I had a lot of problems with double billing when I used another ordering system. Then I switched to EMALL; my orders came right away and were delivered right to my door. My credit card is billed immediately and accurately now. I think the EMALL is a great system and recommend it with confidence to unit ministry teams.”

Established in 1998 in response to the Secretary of Defense Reform Initiatives, the EMALL is managed and operated by the Joint Electronic Commerce Program Office, a DoD incubator created to accelerate the integration of electronic commerce and electronic business techniques into DoD operations.

The EMALL is designed to fill the needs of customers who shop with the Government Purchase Card (GPC), and Military/Federal fund codes, with an emphasis on commercial and part-numbered items as well as items on DoD Long Term Contractual Agreements. Through a single point of entry, customers can register, search, comparing schedule, quality, prices, make a best-value decision and order from hundreds of suppliers. These suppliers have Indefinite Delivery, Indefinite Quantity contracts so that the customer doesn’t have to worry about complying with the procurement regulations.

Many government buyers have established longstanding business relationships with local suppliers which are perfect candidates for the EMALL. “If you have a supplier who isn’t part of the EMALL, contact us and we’ll invite them to participate,” said Debby Roobol, Deputy Program Manager for Operations and Supplier Integration.

The EMALL provides items ranging from repair parts and copier paper, to computers and maintenance supplies. The EMALL gives you the ability to conveniently compare the prices of more than 10 million items and shop anytime from anywhere in the world. Suppliers typically offer reduced prices through negotiated contracts, leveraging the volume buying power of DoD.

Although the GPC is the preferred payment method, the EMALL can accept payment by military fund code as well.

The EMALL is a natural conduit for GPC transactions, encouraging and rewarding the change from paper to

paperless processes via the Internet. Each EMALL transaction saves \$7 to \$14 compared to the baseline GPC transaction. It saves even more when compared to a small purchase. There are no hidden costs...what you see is what you pay.

The EMALL’s architecture is not a set of hot links. Its distributed architecture makes it the superior integrated solution that brings supplier catalogs, military service stores, value-added re-sellers, and mandatory suppliers (i.e. JWOD) to the government buyer in a one-stop-shop Internet environment. According to Don O’Brien, the EMALL Program Manager, “The core technology is commercial software that allows the suppliers to maintain their data, rather than requiring the government to get into the commercial items data hosting business. It means the data is fresher and more accurate.”

EMALL shoppers save time by using a single website with multiple sources for all their buying needs and get the added benefit of knowing that all suppliers meet Federal Acquisition Regulation requirements; therefore, there is no need to spend time in a separate procurement action.

Recently, the Environmental Protection Agency mandated government agencies to buy environmentally preferred items (primarily recyclable and ozone friendly). To help meet this need, the EMALL worked with the Defense Logistics Information Service and installed an “ePro” Green Filter that recognizes NSN items that are coded as environmentally friendly and identifies them with a distinctive green tree symbol. These items save the government funds by lowering energy consumption or reducing environmental impact.

The EMALL provides soldiers, airmen, sailors, and marines a tool that allows them to focus on their core mission...their warfighting tasks, rather than wasting valuable time browsing internet sites or going shopping downtown. At the same time, the EMALL gives contingency and war planners a hi-tech infrastructure that enables planning based on knowledge of commercial inventories and the capture and dissemination of previously inaccessible demand data for commercial items.

To serve the needs of all parties, the EMALL has a stakeholder-led Configuration Control Board with members from all military services and relevant government agencies. A broad-based outreach program is also in place to ensure contact is made with critical user clusters in field organizations throughout both stateside and overseas.

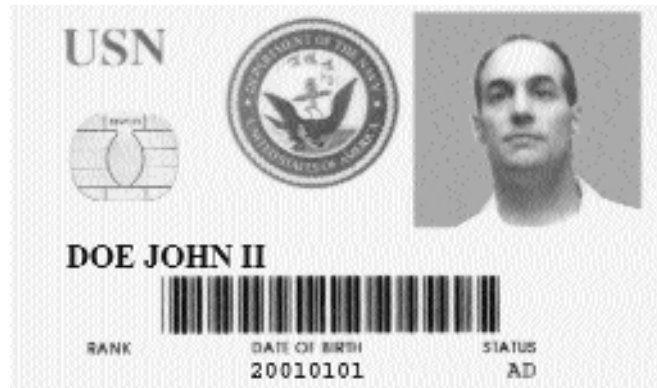
The online marketplace is rapidly developing a community of suppliers who are true business partners of DoD. Many people mistakenly refer to Electronic Commerce/Business in futuristic terms, but the truth of the matter is, it is the present and will only increase over time. The EMALL experienced phenomenal sales growth of 300 percent for both fiscal 1999 and fiscal 2000. O’Brien said, “At the current rate we should see another increase of 300 percent in sales for fiscal 2001.” ♦

DAPS to Issue Smart/Common Access Cards to Navy and Marines

The Document Automation & Production Service has signed a Memorandum of Agreement with the Department of the Navy Smart Card Office to make DAPS the issuing agent for Smart Cards and Common Access Cards to the Navy and Marines worldwide.

The intent is to implement seamless functional integration and interoperability of Smart Card technology into business processes within each installation and naval region.

The issuance and deployment of the cards will be in accordance with Department of Defense personnel policy and procedures. The Smart Card will be the standard identification card. As a Common Access Card it will



Tamy Smith, of the Document Automation & Production Service (DAPS) Great Lakes, Illinois office, issues a new Smart Card to U.S. Navy Seaman Brandon Reeves.

also be the principal means to gain physical access to buildings and controlled spaces and for access to the Department's computer network and systems. They are designed to be a single cyber identity, personal identification and physical access card.

Smart Cards include a magnetic strip, an electronic chip, a barcode, a digital photo ID and a signature strip similar to those on credit cards. Among other uses, it can hold information about a service member's inoculations, finance allotments, medical and dental records and other important data.

Congress designated the Navy, under the direction of the DoD's chief information officer, as the lead agency for the \$145 million program, which will be implemented from fiscal 2000 to 2005.

DAPS is scheduled to mass issue more than 195,000 cards to active duty military personnel, DoD civilian employees and eligible contractor personnel in fiscal 2001.

DAPS is positioning itself to be the issuing agent for up to 1.1 million cards across the DoD. ♦

DLA gets top ratings from Secretary of Defense in readiness report card

By Major Ruth Larson USAFR
DLA Public Affairs

The Defense Logistics Agency has made significant improvements in its support of the warfighting community, and indeed, is setting the standard for other combat support agencies to follow, a new study has found.

The Combat Support Agency Review Team, or CSART, recently completed its comprehensive evaluation of DLA for 2000, as part of its ongoing assessment of wartime readiness support. The final CSART 2000 report on DLA is scheduled to be signed by Secretary of Defense Donald Rumsfeld in early March.

Col. Gary Sandiford, DLA's deputy executive director for Readiness and Customer Support, said the CSART 2000 evaluation provides a critical report card on how well DLA is prepared to support Central Command, for example, if it were called on to go to war in the Persian Gulf. This assessment is critical, he said, because the world of logistics has undergone a revolution every bit as dramatic as those that have taken place around the world in the past decade.

"Our part [of the war-planning process] here in DLA didn't used to be that big. We gave people stuff, and they gave it to somebody else. We were just a wholesaler. Now, we're not a wholesaler – we're *retail*," Sandiford explained. "We own every bit of the [logistics] pipeline — 100 percent of it — for medical, food, clothing, subsistence, and fuel."

CSART recognized the effectiveness of DLA's teams which deploy in case of wartime or contingencies. The DLA Contingency Support Teams often are among the earliest members of an operation to be on the ground in a theater, assessing the requirements needed to support the incoming operational forces. In short, DLA now provides many of the most critical assets a wartime commander needs to sustain operations. Thus, DLA is playing an increasingly more prominent role in wartime planning at the Unified Commands.

Carole Christensen, DLA's Deputy for Contingency Plans and Operations, accompanied the CSART 2000 team as it visited the Unified Commands. "Right now, we're getting recognition for what DLA does, and what DLA can or cannot do, when they start with the blank piece of paper to make up the plan," she said. Previously, DLA played little, if any, part in the wartime planning process, and there was virtually no mention of DLA in a typical plan, she said.

By law, the Chairman of the Joint Chiefs of Staff is required to periodically assess how well the nation's

combat support agencies, including DLA, are prepared to support operational forces in case of war or other threats to national security. Besides DLA, the six other Combat Support Agencies are the Defense Contract Management Agency, the Defense Intelligence Agency, the Defense Information Systems Agency, the Defense Threat Reduction Agency, the National Imagery and Mapping Agency and the National Security Agency. At least one of these agencies is being evaluated at any given time within the two-year evaluation cycle.

Every two years, a team of contract representatives from the JCS's Support Agency Reform and Assessment Division surveys DLA's warfighting customers, the commanders of the nine Unified Commands, to ask how well DLA is performing its job in helping plan for contingency operations. The survey questions addressed eight separate areas, including DLA's contributions to the commands' contingency operations, crisis planning, exercises and training, bulk fuels, contracting support, Christensen said.

Based on the results of these surveys, a team of evaluators later visits the commands to learn firsthand what's working, what isn't working, and how things might be improved. Sandiford explained, "They go and talk to our warfighting customers, the Unified CinCs (Commanders-in-Chief), and they say, 'We want to hear what you've got to say about DLA's ability to support you.'"

Christensen accompanied the review team during a three-week whirlwind tour of all nine Unified Commands. The commands' relationship with DLA varies widely, because of their individual missions, and the part of the world they support, she said. DLA's relationship with Central Command for example, is inherently different from Space Command's relationship with DLA. "Sometimes we're invisible to these people, because... [the system] works, and we don't have that much involvement with them, day to day," she said.

Sandiford said that DLA's contributions may not always be clear to the commands or their subordinate units. "If you're in a unit and you order something, and it comes in, you're happy," he said. "You probably don't even know who did it. So, [the evaluators] may ask, 'Is DLA involved in your exercises?' and they may say, 'I don't know.' But suppose all the unit's aircraft were able to fly in a particular exercise, Sandiford went on. That suggests they must have had sufficient fuel, so where did they get the fuel? The answer? DLA. "So if you're really good, you're invisible," he said.

But in some ways, that can be a double-edged sword, Sandiford said. If DLA's role is not clearly understood among the warfighting community, then perhaps the importance of DLA's contribution to the warfighting operation is equally unclear. It has become evident in recent years that educating commanders about DLA's involvement is vital to any successful operation. "The education of CINC staffs on what DLA is, how it works, and what it does to help them," is one of the most important ways to improve the process, Sandiford said.

One of the most promising initiatives now underway involves the permanent assignment of DLA liaison officers, or LNOs, on each of the Unified Command Staffs. This program, begun in 1995, introduced LNOs — generally civilian GS-14s — to the Unified Commands in Europe and the Pacific. Other commands followed, with LNOs being assigned to Southern Command, Central Command, and Joint Forces Command just last year. The civilians LNOs are important to maintain continuity on the command staffs, which typically have a two-year turnover, Christensen said.

"The people who sit down with these Unified CinCs and make these plans live and breathe are the LNOs," Sandiford said. "The biggest thing we found out from the CSART, if I could sum it up, is education. The LNOs educate the CinCs, and they educate us," here at DLA.

Christensen said, "The value of having that liaison officer on their direct staff is that, just by osmosis, our LNO picks up on things" early in the process that DLA needs to know about, so it can help the Command. "They are the 'eyes and ears' for DLA, and they serve as 'answer people' for the Unified CinCs," Sandiford said. Eventually, by having a permanent presence on the Unified Command staff, DLA forges a cohesive and responsive bond with its warfighting customers around the world. "The LNO program has been a real plus for the agency," she said.

By the same token, the liaison officers routinely work with offices throughout DLA, to ensure that their command's specific wartime requirements will be met. For example, they must work with officials at the Defense Supply Center Philadelphia to ensure that a system will be in place to get the necessary medical supplies to a wartime theater of operations for a given customer.

Another major success story told in the CSART 2000 report is how DLA has managed to improve its performance, despite dramatic cuts in its workforce. The agency has cut some 17 percent of its staff since 1996, with an additional 25 percent cut projected by 2007. The closure and realignment of several DLA facilities also have affected the way DLA operates. Nevertheless, the move to use more commercial practices and to streamline the warehousing and distribution system agency-wide have produced remarkable results, the report found.

The bottom line is, "Resources are down, which

means we've taken manpower cuts, we're continuing to downsize, but we're still doing well. Now that's a big success story," Sandiford said. "We are, in fact, doing more, doing better ... with less. The rest of the report goes into more detail in each area, but that's really the heart and soul of this."

Such an achievement is a tribute to the responsive leadership that exists throughout the agency, from the headquarters to each of the field agencies, Sandiford said. "We've got great people who respond to what the challenge is." Christensen agreed, saying, "The atmosphere within DLA over the past four to five years has been conducive to change. We've got people who are willing to lean out and try something different."

Our next CSART review of DLA will occur in Spring 2002 ♦

Government taken off the hook for disposal costs

By Joe Murphy
DRMSI PAO

A local phone call made by a Defense Reutilization and Marketing Office Hawaii employee resulted in saving the government \$4,254 in disposal costs.

Eleven line items, consisting of such things as paints, oils and grease, had been offered for sale, but no bids had been received. The items were about to be placed on a disposal delivery order: that's when Environmental Specialist Warren Cook entered the picture.

"I called a small local business I had worked with before, thinking the owner might be able to use the property," said Cook. "And he did."

Working through the State of Hawaii Surplus Property Office, the small business soon picked up the property from the DRMO, thus averting the disposal delivery order.

"It's this kind of initiative, taken on a day-to-day basis throughout the zone, that really makes a difference," said Pacific Zone Manager Ed Domdoma. He said the incremental approach to cost savings really pays off. "It's not just what you do daily that counts, it's how it all adds up at the end of the day," he said, referring to the end of the fiscal year. Last fiscal year, 2000, the Pacific Zone saved the government \$1,196,213 in disposal cost avoidance. ♦

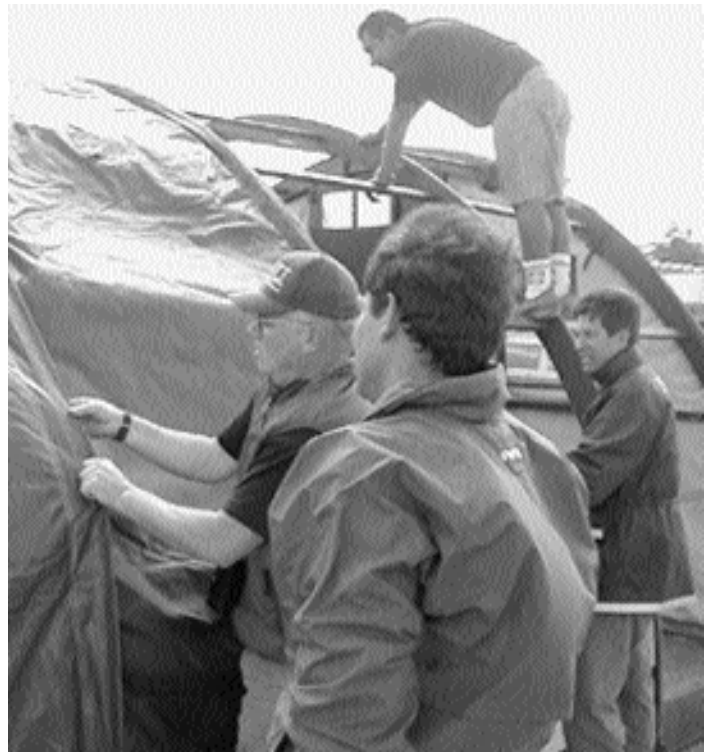
Warehouse Management Training Conducted in Caribbean

by John A. Price
Defense Distribution Center

DLA provides warehouse management training to the Caribbean Disaster Emergency Relief Agency in the Caribbean region as well as to disaster relief management agencies in Central and South America. The training is coordinated by U.S. Southern Command and Office of U.S. Foreign Disaster Assistance. The goal is to standardize warehouse practices and improve storage and distribution efficiency in time of disasters. The training instructor, John Price, is from the Defense Distribution Depot Susquehanna in New Cumberland, Pa.

Fifteen government officials from nine different nations representing CDERA were trained in Barbados, West Indies, during the period August 18-21. Seven Central American countries, Costa Rica, Guatemala, Honduras, Nicaragua, Panama, Belize, and El Salvador will receive training during February-May 2001 time-frame. It is anticipated that training will expand into South America around May-June 2001.

The warehouse management training covers principles of warehousing, inventory, donations, material handling



John Price, with hat, instructs local Guatemalan representatives on the set up of the Quonset Hut type shelters donated to Guatemala by the U.S. DoD donated all the shelters.

equipment, security, safety, storage layouts, preservation and packaging, storage aids, and special commodities unique to a specific country. Students receive intensive instruction designed to give them the necessary tools to be self-supportive in designing and maintaining warehouse layouts. ♦



Group photo of a portion of the 32 Guatemalan representatives trained to construct the M1948 Quonset Hut type shelter donated to Central American countries by the U.S. The instructor, John Price from DDSP, and Maria Rosal, the interpreter, from Guatemala City are in the bottom row, fourth and third from the right respectively.

Command Sergeant Major Hosts Master Chief Petty Officer of the Navy

By Sgt. 1st Class Michelle R. Talley
DSS Corporate Communications

The Defense Logistics Agency's Command Sgt. Major Archie L. Turner hosted the visit of the Master Chief Petty Officer of the Navy James L. Herdt, to the Andrew T. McNamara Headquarters Complex recently. Sailors assigned to DLA and the Defense Threat Reduction Agency including Senior Chief Petty Officer Karen D. Teal, DTRA, Senior Chief Petty Officer Adrienne McGee and Chief Petty Officer Doug Fravel assisted Turner in welcoming MCPON Herdt to the McNamara Complex.



DLA Director Lt. Gen. Henry T. Glisson (left) presents a gift to Master Chief Petty Officer of the Navy James L. Herdt.

Herdt presented Lt. Gen. Henry Glisson, DLA director and Navy Rear Adm. Raymond Archer, DLA vice director with his coin prior to the DLA over brief by Archer.

A wide range of issues were addressed during his office call with Archer and Turner including a request for Herdt's assistance in increasing the enlisted manpower within DLA since the ratio of active duty Naval officers to enlisted is 3:1. Herdt said he would be willing to take on this issue, but DLA needs to document and submit the personnel requirements to the Navy. Herdt stated, "Although the Navy has been Joint for a long time, we have not fully recognized the benefits to our sailors." The MCPON also passed on concerns of Master Chiefs in the field having difficulty obtaining aviation supply parts. Herdt was assured that he was at right place to take care of those issues.

Following lunch with Turner and Teal, the MCPON held a question and answer period with approximately 35 military personnel assigned to DLA. Herdt, who is an Army Sergeants Major Academy graduate, expressed his appreciation of the Army's Noncommissioned Officer Professional Development system. He cited a prime example in Turner, who is DLA's first Command Sergeant Major. He would like to see a similar investment, by the Navy, in the professional growth and grooming of its enlisted personnel enabling them to perform at higher levels in today's military. "There is a fundamental cultural difference on how we (Navy) view our enlisted force, however, the Navy has put together a working group to focus on this issue."

In addition to education concerns, he addressed issues of pay raises, consolidating ratings, limited advancements, deployments, quality of life, and bridging the technology gap between shore duty and sea duty assignments.

Sailors are concerned with the draw down of Navy enlisted ratings. Consolidating ratings streamlines enlisted career paths but causes turbulence and problematic advancements. Herdt assured sailors that rating consolidations are becoming smoother. The current focus is to produce more broadly trained personnel with less specialized,

continued on page 46



During Master Chief Petty Officer James L. Herdt's (second from right) visit, DLA's Command Sgt. Major Archie Turner (second from left) presented him a framed photo of the Andrew T. McNamara Complex. Also in attendance were (left) Senior Chief Petty Officer Adrienne McGee and (right) Senior Chief Petty Officer Karen D. Teal from the Defense Threat Reduction Agency.

DSCP Supports Army/Navy Football Game



Navy quarterback Brian Broadwater on one of his 121 total yard runs. Photo by Ken Mierzejewski, U.S. Naval Academy.

On Dec. 2, cadets of the U.S. Military Academy at West Point, N.Y., and the midshipmen of the U.S. Naval Academy in Annapolis, Md., met in Baltimore for the military Super Bowl known as the Army/Navy Football Game. The Defense Supply Center Philadelphia fulfilled the time-honored tradition of lending support to this annual football classic. The 101st anniversary of the inter-service rivalry was marked by DSCP employees providing support services for all dignitaries and VIPs, including: the Secretary of Defense, Secretaries of the Army and Navy, Chief of

Staff of the Army, the Chief of Naval Operations and their friends and family members.

Complete services were provided. This included the distribution of cold and wet weather clothing items, furniture, communications, escort duties, storage and security. In addition, the DSCP team used the game as a medium to market DLA by posting DLA advertising banners and distributing DLA Almanacs and bookmarks with the DLA logo to the VIPs in attendance, and at the many equipment issue sites located throughout the stadium.

According to the DSCP project officer, Army Maj. Bernie Boucher, this highly successful mission resulted in laudatory comments from dignitaries and guests alike. The consummate logistician, he had this to say about the game, "Even though the 101st Army/Navy Game was not played in Philadelphia, DSCP was still the first choice to support the VIPs attending the event, just as we are the first choice of the warfighters all over the world!" Boucher works in DSCP's general and industrial directorate as the deputy director of the move and store materiel branch.

Trailing 27-7 with three minutes left to go in the third quarter, Army turned to third-string quarterback Curtis Zervic. Zervic shook off an interception to complete 9 of 16 passes for 99 yards and two touchdowns. The fourth quarter of this mistake-filled, throw-out-both-records clash of 1-9 and 0-10 clubs was as dramatic as football gets - almost a throwback to classic Army-Navy struggles of gridirons past when the Cadets and Midshipmen contended for national crowns.

In the end, Navy prevailed, 30-28, after a questionable roughing the kicker penalty against Army defensive back Andrew Burke, who inadvertently bumped Midshipmen kicker David Hills after he missed a 43-yard field-goal attempt with 1:33 left. That allowed Midshipmen quarterback Brian Broadwater to take three knees for Navy's first win since last year's 19-7 victory over Army at Veterans Stadium in Philadelphia. ♦



A Navy midshipman cheers on his team. Photo by Shannon Bosserman, U.S. Naval Academy.



The Army Black Knights face the Corps of Cadets for the playing of the Alma Mater. Known as the best rivalry in college football, the Navy Midshipmen face the Army Cadets for the 101st time. The Army-Navy game returns to Baltimore since the last time over fifty years ago. While the team's record is the worst in series history, the winner will walk away with two things that matter most - pride and bragging rights. U.S. Navy photo by Photographer's Mate 1st Class Johnny Bivera.

New Executive Director Arrives at DLA

By Major Ruth Larson, USAFR
DLA Public Affairs

It has taken nearly three decades, but Phillip W. Steely is finally coming back home to DLA. Steely arrived for duty as DLA's new Executive Director in February, but he actually began his career at DLA's Defense Electronics Supply Center in Dayton, Ohio, some 28 years ago.

"I am very, very pleased and excited at the opportunity. I look at this as a great job," Steely said. He was previously executive director of the San Antonio Air Logistics Center at Kelly Air Force Base, Texas. He had been at the Air Logistics Center since 1989.

"I look at it as a terrific challenge, because DLA has an even broader scope than we had in San Antonio," Steely said. "We have aircraft, but DLA has everything! From spare parts to fuel, and all the commodities, the sheer scope is huge."

Steely said he was excited at the prospect of joining such a highly regarded organization. "DLA has a reputation among executives in senior positions for having a terrific workforce." Steely plans to meet as many members of the DLA community as soon as possible after his arrival. "I intend to visit all the centers to get an orientation," he said.

In addition, he said, the prospect of working with Lt. Gen. Henry T. Glisson, DLA Director, was appealing. "He has a superb reputation for getting things done, and focusing on the warfighter." Steely replaces Gary Thurber, who retired from federal service in December.

As for the toughest challenge he thinks he will face as the new executive director, Steely chuckled, "Ask me in 90 days!" He added that while he has been reading up on DLA programs, "It would be presumptuous of me to speculate. There are so many initiatives underway, from Business Systems Modernization to Balanced Scorecard."



Phillip Steely

Steely clearly understands DLA's fundamental premise: customer support. "DLA is a customer-driven, high performance organization, and our standards have to be based on the customer's needs," he said. "We need to grade ourselves on how well we meet our customers' requirements."

He went on to note: "Everybody in DLA is in the business of supporting the warfighter. You and I may not be directly involved with providing spare parts, for example, but we will support the people who do. So the total focus is on supporting the

warfighter – directly or indirectly."

During his distinguished career, Steely progressed from the grade of GS-05 to the ranks of the Senior Executive Service. He has held a variety of acquisition and logistics positions throughout the Department of Defense, including posts with the U.S. Air Force Logistics Command and the Naval Air Systems Command.

Wright-Patterson Air Force Base, Ohio, has played an important role in Steely's career. Steely, who was raised in the Dayton area and gradu-

ated from the University of Cincinnati in 1972, was a contracting officer at the base's Aeronautical Systems Division in the late 1970s. After a one-year stint as contract negotiator for the Joint Cruise Missiles Project Office in Washington, D.C., Steely returned to Wright-Patterson's Aeronautical Systems Division in 1980, this time to head a contracts branch.

From there, he moved up to Headquarters Air Force Logistics Command, also at Wright-Patterson. For the next nine years, he held a series of contracting policy and management posts at the headquarters.

But then, in 1989, Steely moved to Texas to take a post at the San Antonio Air Logistics Center. "This job was a big increase in responsibility, directly leading an 800-person organization," Steely said. "I wanted to go the Air Logistics Center because it's so much closer to the warfighter," he explained. "Acquisition and staff jobs are good, they're interesting, but their impact

on the warfighter is way off in the future. At an Air Logistics Center – as with DLA – you have an immediate impact on the warfighter."

Over the next 12 years Steely served as both the director of contracting and director of financial management before becoming the center's executive director in December 1997. As executive director of the Air Logistics Center, Steely served as the chief operating officer of the center's supply management and depot maintenance business areas. He also oversaw the logistics support of aircraft, engines, and commodities assigned to the center.

Steely holds a graduate degree in business administration from Wright State University, Dayton, Ohio, and is a 1986 graduate of the Industrial College of the Armed Forces, Washington, D.C. During the course of his career, he has compiled an impressive array of awards for his work, including the Presidential Meritorious Executive Rank award in 1999.

But for Steely, awards are not the

ultimate achievement. "Individual awards are nice, but the real satisfaction and pride comes from the occasions when you get to support the warfighter during contingency operations. During Desert Shield and Desert Storm, everybody could clearly see the effect their job had on readiness."

Looking back on his time in San Antonio, Steely said, "I'm very proud of the team we built [in San Antonio] over 12 years. It's a very cohesive logistics team, focused on customer support."

As for his family ties, Steely quipped, "I'm married to a very attractive woman who works in the DLA parking lot." In April, his wife, Ann Bridges Steely, began work as the director of acquisition for the Defense Threat Reduction Agency, whose offices are currently housed in a temporary facility in the DLA parking lot.

"We had planned to move to D.C. when Kelly [AFB] closed," Steely explained. "She got this opportunity a little earlier than planned, but it was one she couldn't pass up. But it worked out well for us, so we feel fortunate." ♦

Handcrafted Flag Presented to Glisson



Workers at the Defense Supply Center Philadelphia present a handcrafted flag to DLA's director, Lt. Gen. Henry T. Glisson during his recent trip to Philadelphia.

The flag reflects a detailed hand-embroidered image of Glisson. This group of talented women who work for the Clothing & Textile Directorate at DSCP, are famous for their needlework. They embroider nearly 300 flags per year that include presidential and vice presidential flags. ♦

Marrow Donor Meets Recipient

This past November, Joe Wilck, a management warehousing analyst at the DLA Office of Operations Research and Resource Analysis in Richmond, Va., had the opportunity to travel to New York City to attend the Montel Williams TV talk show to tape a segment on "Giving Thanks To The Person Who Changed My Life." The reason he went? To meet the young woman who received a life-saving bone marrow transplant from Wilck four years ago.

The story begins 10 years ago, when Wilck signed up with co-workers on a national donor list to help a friend's son. His blood antigens were no match, but his name remained on the list for other candidates.

In March 1996, he got a call from the National Marrow Donor Program, saying he came up as a potential donor, and asking if he would be interested in further testing. Wilck had more blood work done, and the results showed that he was a relatively good match for the candidate. Wilck did not know at the time that the candidate was a very sick 17-year-old girl who lived in Montana.

The next step for Wilck was a drive to Georgetown University Hospital in Washington, D.C. There, he had more blood work done, and a complete physical to make sure he was healthy enough to undergo the marrow extraction. As part of the donor program, Wilck was also given a full explanation of the marrow donation process, at the end of which, he was asked to sign an "Intent to Donate" or "Consent" form. At this point, the donor must be absolutely certain about their decision to donate, since the patient will begin to undergo treatment to prepare for the transplant.

"If you change your mind within the last 30 days, there is no hope for the potential recipient, because the radiation procedures they are given during that last month leave them wide open to infection," Wilck explained. "They are in a tent. If they don't get your marrow cells, they will die. You can't change your mind."

Wilck had no doubts he would donate his marrow. He signed his consent form, and traveled back home. Then, the time came for him to return to Georgetown for the actual donation procedure. He and his wife drove up the night before, and in the morning, Wilck had another blood test. He chose to have an epidural anesthetic. For that, he had to sit perfectly still while a needle was inserted into his spinal column to continuously drip anesthetic in to block the pain pathways below the navel. He would be numb from the waist down during the marrow extraction.

"I woke up during the actual procedure," Wilck said. "It didn't hurt, I just felt them pressing on my back, then I went back to sleep. They finished up, then I was in recovery. After a short time, I tried to stand and that did-

n't work. But by 8:00 that night, I was up wandering around the hospital. Since it was so late in the evening, the hospital had me stay overnight, and the doctors checked me out the next morning."

The surgery, post-operative care and recovery took a few hours, and Wilck felt pretty good afterward. "They punch needles in your rear end, basically," he said. "That's the only way to describe it. They take the marrow out of your pelvis, your hip bone."

And the pain? "It's not that much pain. I used to run marathons, and that night, it didn't hurt any more than running a marathon. It just hurt a little longer."

Under the guidelines of the National Marrow Donor Program, which was created in 1986 as a non-profit organization based in Minneapolis, Minn., donors and recipients are not permitted any direct contact for a year after their procedures. They will allow indirect contact through the auspices of the program. A month after Wilck donated his bone marrow, he received word that the recipient was doing well. He got another follow up message a few months after that, then in Christmas 1996, he and the recipient did a double blind exchange.

One year after the donation, Wilck got a call from the recipient, Deann Tucker. They started corresponding via email, and sent pictures to each other.

The Montel Williams Show airs a show each year dedicated to the theme of "thankfulness." The National Marrow Donor Program provides a list of donors and recipients, and the television show chooses who to contact. Arrangements were made for Wilck and Tucker to appear on the show.

"I was back in this little room at the t.v. studio, with the monitors turned off," Wilck said. "I literally did not see Deann until I walked out on the stage. We were among several other people on the show, and our time was very short, but we were able to talk afterward for about 30 minutes. Deann has a sister in New York, and they invited us up this summer."

Tucker had many health problems, she has had both hips replaced, and required knee surgery. But now, her future is bright, she has just become engaged, and is going to college. Without the donation, she would not be here.

Would Wilck donate again? "I'd do it again, oh yeah! Why wouldn't you? If you knew you could help somebody like this. The risk, pain, inconvenience, and chances of a problem for a donor are pretty minute, compared to what you can do for someone. You know, people pull other people out of burning car wrecks all the time, and that's a whole different level of risk. This [the donation procedure] wasn't so bad at all."

For information about marrow donation, log on to the National Marrow Donor Program web site at www.marrow.org ♦



Deann Tucker (left) and Joe Wilck

Burch is New Deputy at DLA Europe

Earl B. (Rusty) Burch, has assumed duties as the Deputy of DLA Europe. He replaced Kim Huntley, who is now the head of the Director's Staff Group, DLA headquarters. In his new capacity, Burch assists in directing and managing all DLA Europe programs and Headquarters DLA activities in Europe and acts as a single Headquarters DLA focal point in Europe. This includes assisting with direction of the overall policy and planning related to the DLA mission in Europe including operations in 14 countries and at 86 separate locations.

Burch joins the DLA Europe team after serving as chief of the Army Operational Team at DLA headquarters. He was responsible for directing DLA Customer

Support Representatives stationed at FORSCOM installations.

His initial assignment to DLA headquarters came in 1980, after completing an intern assignment



Earl B. (Rusty) Burch

with the Defense Energy Support Center. In the intervening years, Burch has held positions in DLA automated systems, distribution management, supply policy, and operational and contingency planning. He served as the agency senior planner for DLA support operations for Desert Shield and Desert Storm. For these efforts, he was nominated as one of DLA's ten outstanding employees of the year.

Burch also served in various leadership positions in DLA's international logistics and security assistance mission area.

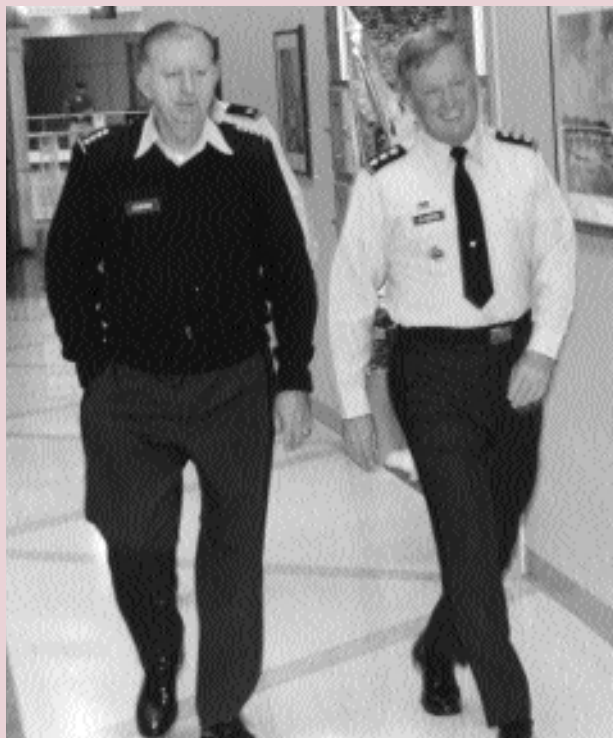
Additionally, he culminated his military career serving as the Deputy Commanding General, 310th Theater Support Command, at Fort Belvoir, Va. ♦

DLA Co-hosts AMC/DLA Day

The commander of the Army Materiel Command, General John G. Coburn (left), and Defense Logistic Agency Director Lt. Gen. Henry T. Glisson, co-hosted the first AMC/DLA Day at the Andrew T. McNamara Building in December. Senior leaders from both organizations addressed three categories of issues: open, support, and system.

Teaming efforts in Single Stock Fund and Recapitalization were discussed, as well as future opportunities in the Strategic Distribution Management Initiative, Wholesale Logistics Modernization Program, and Business System Modernization.

Personnel from Defense Supply Center Richmond, Defense Supply Center Philadelphia, and Defense Distribution Center provided demonstrations and briefings. Decisions were made and action items established. ♦



Looking Back on a Half Century of Service

By Mimi Schirmacher
DLA Public Affairs

The passage of 50 years can apply to the middle point of our lifetimes, or the observance of a silver anniversary. For Joe Lopez, 50 years marked the length of his service to the government. Lopez retired from the Defense Logistics Agency in January, after a half century of military and civilian federal service. His last assignment was as the Staff Director of the Command Security Office in DLA Support Services.

His career began in January 1950 when he enlisted in the Air Force. Lopez had always wanted to do police and security work, and the Air Force gave him the opportunity by sending him to the Air Force security police school. After his graduation, his first assignment was in Germany. After that tour, he was assigned to Hanscom Field, Bedford, Mass. Next, he was stationed in Guam, back to Germany and on to Minot Air Force Base, N.D.

His assignment at Minot was a challenge, he recalled. "We were the third of six Intercontinental Ballistic Missile Units," Lopez explains. "We were responsible for setting up the security program for our strategic missile wing. We started out with two people trying to figure out how to spell missile security, and ended up with 550 people and 50 support vehicles ensuring the physical security of the 150 missile sites and support equipment."

The remoteness of the location, the sheer size of the missile complex (10,000 square miles), and the extreme cold weather all contributed to making his job at Minot a challenge.

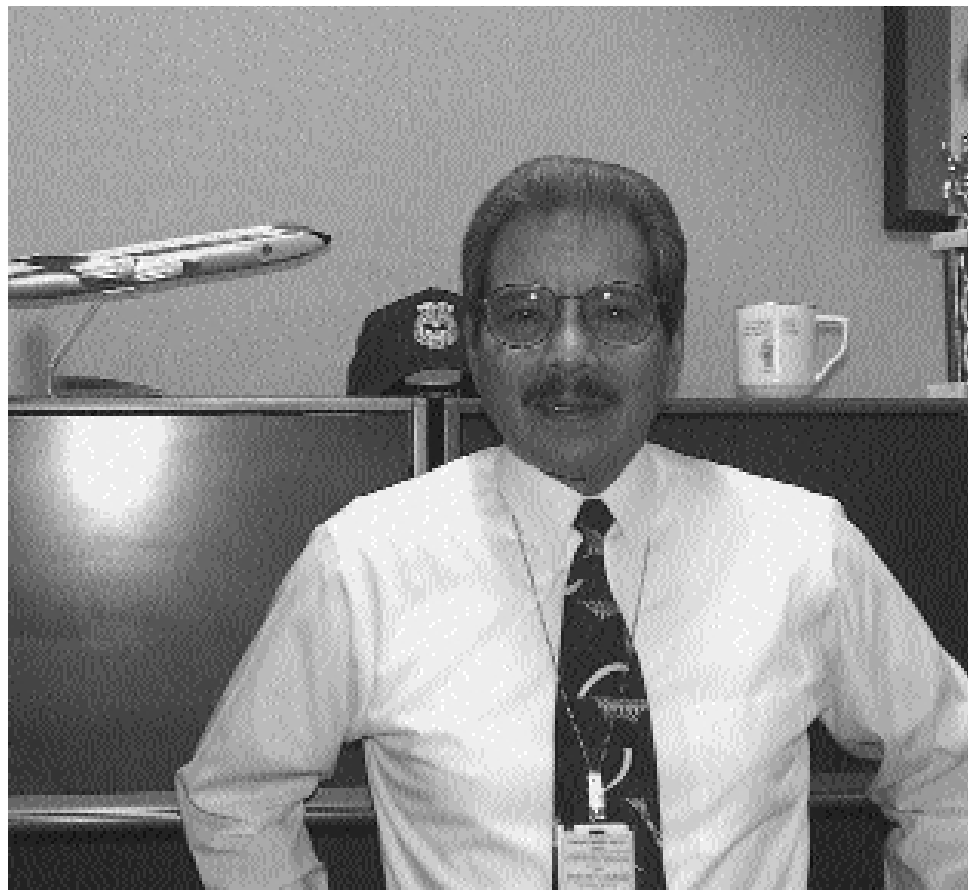
"I was involved in the whole realm of the security program, from the physical security of the site and the equipment to the personnel," Lopez said. "When you deal with strategic weapon systems, in addition to having a clearance, you also had a personnel reliability program that the military personnel had to go through to ensure they were not subject to the physical and mental pitfalls associated with such duty. Some of the folks could not take it. They would complain that they could not go out to the remote sites by themselves. Because security personnel were required to carry weapons on duty, we had to keep such personnel back at the main base for reassignment processing. At times because of personnel shortages, we would work 30 days with

one day off, and that was when we changed the shift. Today, such a work schedule is unheard of."

"We were always undermanned," he continued. "The cold weather would freeze the vehicles and would make it difficult to get out and relieve the folks at the remote sites. They were what we called camper crews, which consisted of a two-person security crew in a small camper unit. They were dispatched to a missile site that had problems with the alarm system. The missile sites were within 10 miles from a launch control facility. If the alarm at the missile location went off, we needed to respond to it within 15 minutes. I can recall several times when an alarm went off, and because of the cold weather and the snow, we could not get to it for two days."

When his assignment at Minot was drawing to a close, Lopez said he knew that he'd learned some important skills. "I felt that if I could survive the equipment failure, the weather, and the shortage of personnel, that I could survive anything. And sure enough, from there I went to Korea and Viet Nam. Those tours although challenging were minor compared to Minot."

After his tours overseas, Lopez was assigned to the Air Defense Command in Colorado Springs. While there, Lopez received a telephone call from the commander who



Joe Lopez in his office at DLA.

DLA Hosts CINC/DLA Day

The DLA Director hosted the Agency's annual Commander-in-Chief Day at the Andrew T. McNamara Headquarters complex in December. Attendees included the Principal Assistant Deputy Under Secretary of Defense (Logistics and Materiel Readiness), all of the unified command J4s, and Commanders from all DLA Primary Level Field Activities.

Discussion topics included Business Systems Modernization, Automated Information Technology Initiatives, the Strategic Distribution Management Initiative, Integrated Data Environment, Combat Support Agency Review Team results, and Deliberate Sustainment Planning with the Integrated Consumable Item System Model.

The conference provided a superb forum for significant discussion on improving support to the warfighter. ♦



DLA Director Lt Gen. Henry T. Glisson makes opening remarks at DLA/CINC Day in December.

Lopez

from page 33

to advance. Some of the people I worked with were very qualified for other jobs, and I gave them an opportunity to grow. It's important to complete training courses that present better credentials, so that you can advance," he said.

"I listened to the people who worked with and for me. I wasn't the only one that had ideas. Even the janitor can give you ideas about some things that you would never think about because your focus is different. Everybody has their own level of thought process," he said. As a supervisor, he gave his employees flexibility to accomplish their jobs, and took an interest in them. "I can remember working for different people and I never knew who they were. They never talked to me. I decided that if I were in charge, I would change this," he said. Lopez did just that. "In the morning, I would stop

by everyone's desk and say good morning to them. It was just a little thing, but if for some reason I didn't see someone and greet them, they would find me later on in the day and ask what happened."

Lopez was involved in the start-up of the anti-terrorism/force protection program at DLA. He participated in developing the program to ensure that the best protection is provided to DLA at worldwide locations. Changes were also made to the McNamara Headquarters Complex building to enhance physical security.

Lopez explains, "For example, we got a magnetometer at the building. Some people thought that it was put in place because we were getting employees from the Defense Threat Reduction Agency, but it was only a coincidence. We had planned for the magnetometer as part of the anti-terrorism program before we knew those personnel would be arriving. We were also able to get involved in

the design of the new building. We planned to have a stand off area of low concrete walls and barriers to keep vehicles from being driven up to the building."

Lopez considered himself fortunate during 20 years at DLA. "The people I worked with at DLA were outstanding professionals. I can say that I enjoyed coming to work. Never in my wildest dreams did I think I would have the opportunities I had," he said. He considered the irony that he couldn't qualify for the GS-15 job at first, then he went on to achieve that grade and position. "It was great, and I enjoyed all my years at DLA. Now it's my time to retire, and begin a new adventure," he said. His new job in retirement will be to spoil his grandchildren. ♦

Valentine's Day Cards for Our Reservists Serving "Over There"

Thanks to Chief Petty Officer Bill Lemocks, a Navy reservist affiliated with the Defense Reutilization and Marketing Service International DRT Jacksonville unit, folks downrange got a valentine "morale booster" this year.

His unit's ladies auxiliary arranged for free Valentine's Day cards from a local vendor. The original intent was to distribute them to the local Veteran's Administration clinic in Tallahassee, Fla., or the regional clinic in Lake City, Fla. Lemocks, however, happened to mention his connection to DRMS International, noting that our reserve units have people deployed. It was soon agreed to send some of the cards to those serving in the European theater. "It's always nice to get mail when deployed," noted Lemocks.

The first project consisted of sending Valentine's Day cards to DRT reservists from Tallahassee's Veterans of Foreign Wars Post 3308. The VFW Post wanted to show their support, and also provide a morale booster. Cmdr. John Winegart, the current Task Force Disposal Balkans commander, provided names and mailing addresses of the reservists. ♦

DSCP Signs Deal with SYSCO Corporation

The Defense Supply Center Philadelphia Subsistence Industrial Base Office facilitated a memorandum of understanding that pledges inventory visibility and access from SYSCO, the largest U.S. foodservice distribution company. SYSCO will act as a backup to the normal military supply chain, pledging priority access to \$400 million in inventory for wartime requirements.

The memorandum signing ceremony was held at SYSCO's Annual Worldwide Corporate Conference in Houston, Texas, in January. The conference was attended by 1,500 senior SYSCO executives, Bill Kenny, DLA's senior procurement executive, and Brig. Gen. Jesus A. Mangual, DSCP commander. ♦

Donated Eyeglasses Put to Use

I'd like to thank everyone who donated eyeglasses to my project, said Craig Burke (*right*), son of Defense Supply Center Columbus associate Gordon Burke (*left*). Young Burke recently completed a Boy Scout Eagle project involving the local Lions Club. Of the nearly 1,300 pair of glasses he collected for third-world countries, about 200 were donated by DSCC associates. The eyeglasses will be sent to the Ohio State University's School of Optometry for refurbishment. ♦



Future DoD Leaders Train with PACOM and It's Warfighters

By Karen R. Castello, *ELDP Class Advisor*
Commander, Navy Region, Mid-Atlantic

A group of 48 people dressed all in black generally gets noticed, as this group should be. They are the Department of Defense (DoD) Executive Leadership Development Program Class of 2001, visiting U.S. Commander in Chief, United States Pacific Command. The group consists of DoD civilians and four active duty service members on a 10-month quest to expand their knowledge of the warfighter. This quest provides these individuals, poised for future leadership and policy making roles in DoD, with the foundation of knowledge to make that service the most effective it can be.

Thanks to Adm. Dennis C. Blair for his support of ELDP and to Cmdr. (sel) Doug Drake, USCINCPAC J111, who created the challenging schedule, the visit to PACOM was a resounding success. The group interfaced with forces covering the breadth of the Unified Commander's control and responsibility. In addition, we learned of the vast and culturally diverse region that is the PACOM area of responsibility. In turn, our hosts, at each command expressed their appreciation of the civilians who listened to their issues and expressed concerns about the needs of the sailor, soldier, airman, or marine.

We started the week with the command brief from USCINCPAC. Deputy USCINCPAC, Lt. Gen. Case, stressed the naval nature of the Area of Responsibility, with the 43 countries and 60 percent of the world's population contained in the area. The priorities established by Blair served as the foundation upon which we came to view the remainder of our week with USCINCPAC and

relate to our responsibilities elsewhere within the Department of Defense. Case explained the priorities: 1) maintaining a credible combatant capability, across the range of engagement possibilities and 2) contribute to the stability of the region. At each successive command, we discovered the methodology for the implementation of these priorities.

At Tripler Army Hospital, Maj. Gen. Nancy Adams described the difficulties encountered to maintain the military mission readiness capability while focussing on the day-to-day operations of a medical facility. The Marines at Marine Corps Base Kaneohe provided a skill demonstration on how they maintain the capability to execute the first USCINCPAC priority. The offer then came to allow the ELDP Class of 2001 to experience first-hand the tools used by our Marines. We eagerly accepted the challenge, much to the surprise of our hosts, to rappel from a 45-foot tower. The class rose to the occasion, one after another going down the tower. The class then tackled a portion of the obstacle course. Both provided ample testimony to the skill of our Marine trainers and our admiration for the Marines who use these talents in accomplishing their mission.

Led by Lt. Cmdr. Mike McGuire, the class started our time with the SEALs at o'dark- thirty with some early morning exercises. McGuire then briefed the class at Pearl City on the role of Special Operations Forces. The SEALs demonstrated a wide variety of tools used in their execution of the mission, including their latest delivery vehicle. The class got a greater understanding of the diverse nature of the Special Operations Forces and what SOCPAC con-

The goal of the ELDP program is to provide participants with an increased understanding and appreciation of today's warfighters, to improve participant's skills in coordination of projects, develop problem-solving techniques, enhance their communication skills and expand their knowledge of DoD. ELDP uses an experiential learning model. Participants use hands-on exposure to all branches of the service for the knowledge they seek. That means they use the weapons. They eat in the galleys, mess halls, and MREs in the field. They ride the aircraft, ships, tanks, amphibious assault vehicles and sleep in the same quarters our soldiers, sailors, airmen, and Marines do during their field deployments. What they also do is some talking and a whole lot of listening. How can each of them serve the warfighter to make their job a little easier, the quality of life a little better, and DoD more effective? Then, they take that knowledge home, apply it to their current jobs and plan how they can help when they too make policy.

tributes to the greater mission accomplishment.

Deputy Commander, PACAF, Lt. Gen. Trapp, spent an afternoon session with the class describing the change in focus to “operationalize” the headquarters staff. An interesting exchange of ideas followed with the class questioning him on the role of technology infusion. The class was noted for asking tough questions. We spent the better part of two days focused on the naval aspect of the theater of operations. Deploying with and spending a night at sea aboard the USS FREDERICK, the class served as observers for a training drill of the capable crew. The following day, the class interacted with the crew of the USS NEVADA, experiencing one day in the life at sea of a submariner. Contacts were made on both sides to provide additional information to assist in mission execution. The navigation officer now has a contact at the National Imagery and Mapping Agency (NIMA), who can help pinpoint data required, and the NIMA class members appreciate how to fine tune their data to the needs of the navigation officer.

The second priority of Blair, “enhanced regional cooperation” through a multi-lateral approach was developed with exposure to other assets within the Unified Command. The Center of Excellence in Disaster Management and Humanitarian Assistance representative spoke enthusiastically about the role of the Center and how this is a result of the transition of the Army away from the Cold War emphasis to engagement of a multi-dimensional interpretation of what security is all about. We studied in the Asia-Pacific Center the role of developing multi-national groups who can function as teams to respond to issues and shape the international environment as part of the national strategy. The class spent an emotional afternoon with the Army Central Identification Laboratory - Hawaii. Before us were the remains of four young men who

had perished on foreign soil over 50 years ago. Exactly who they were was not known yet, but the fact that they were home, waiting to be identified for their families was a stark reminder of the role of the military when required, and the regional cooperation necessary to allow us to bring our fallen soldiers home.

The class attended the Pearl Harbor Day memorial celebration. We all stood in awe as the “Missing Man” formation was flown through a rainbow, which ended at the Arizona Memorial site. Class members spoke with several veterans and Pearl Harbor day survivors following the ceremony. The conversations brought to life the images we had studied

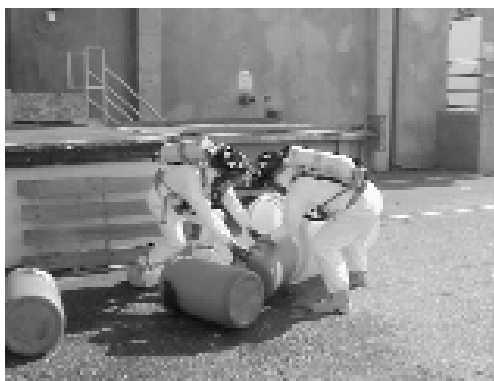
prior to our arrival and gave us a first-hand account of a piece of history. We took the opportunity to thank the veterans for their service. As Monica Jenkins of the Academic Instructor School, Maxwell, AFB, and Class of 2001 participant summarized, “What an honor!”

The class wishes to send their sincere appreciation to our hosts at each site, PACOM, CINCPACFLT, PACAF, USARPAC, MARFORPAC, SOCPAC, Tripler Army Hospital, the Asia-Pacific Center, and the officers and crew of the USS FREDERICK and the officers and crew of the USS NEVADA. It was a profound event for each of us. We returned home even more proud and determined to serve our warfighters. ♦

Spill response team gets a thumbs up

The Fire Department at Defense Depot San Joaquin, Calif. received a vote of confidence during a recent mock spill exercise. The U.S. Army Center for Health Promotion & Preventive Medicine conducted the exercise at the Tracy site.

Warehouse 28 was the scene of a simulated accident in which a forklift caused a pallet of water-filled 25-gallon drums to spill. The water simulated sulfuric acid. Exercise participants responded as they would in an actual spill. The warehouse was evacuated, the Emergency Services dispatcher was called, and the Fire Department arrived on the scene. After suiting up in personal protective equipment, the fire fighters assessed the nature and extent of the spill. Under the watchful eye of the environmental engineers evaluating the exercise, the fire fighters went through all the procedures for a spill clean up.



DDJC fire fighters wearing Tyvek suits and self-contained breathing apparatus clean up a simulated spill of sulfuric acid near the warehouse 28 dock.

The after action report concluded that the command and control of response actions were decisive and well coordinated; the spill response team functioned well together and worked efficiently in the spill area; and the areas of the spill response that are noted for improvement did not have a negative effect on the response effort. ♦

Kosovo Diary

The author is a reservist currently deployed in Kosovo by DLA

Hello again from Kosovo,

Things here have been very busy. When you are overseeing all classes of supply, from Class I (subsistence) to Class IX (repair parts), for three American Camps, things do get a bit hectic. This is why I always jump at the chance to make a school visit. DLA sponsors the Ali Hadri School. It is a local elementary school with grades Kindergarten through eighth grade.

The kids are wonderful. They only know a few English words and I've only been able to pick up a little Albanian. But, with the help of translators we are able to communicate. When we pulled out the candy, though, no translations were required.

The kids were very excited about our presence at the school. It was a surprise visit. Actually, all our visits are surprise visits because the school has no telephones or computer connections to schedule our visits.

About 350 students are enrolled at the school. The school itself has only six classrooms. In order to accommodate all the students the school has two sessions per day. By the time we arrived, the early session had gone home. Since the pull out of the Serbs the school has had no electricity. Only the classrooms with a view of the school yard were being used. This allows the sun to light their rooms.

I notice that most of the students were wearing their coats in class. The only heat source is from a wood stove in each classroom.

There were drawings by the kids hanging in the hallway but the classrooms were pretty bare. The only thing on the walls in each room was a chalkboard, though one classroom had a world map. It is just as well, the wall surfaces show signs of crumbling and hanging things might speed up the process. The pictures that the kids drew were very interesting. Most of the drawings were of happy things like trees and animals but some of the drawings were of battle violence depicting burning houses, tanks and guns. The sad part is that they were drawing what they had witnessed first hand.

I have to take my hat off to the teachers. They are very dedicated to the students. The average salary of a teacher is about \$2,000 per year. It is bad enough that the cost of living in Kosovo is higher than in the U.S. A gallon of milk is a little over \$2 and gasoline is \$3.06 per gallon. What makes matters worse is they haven't been paid in about six months. All of them had to find other sources of income but they continue to teach.

People in the States donate school supplies and clothing by sending them to DLA Headquarters in Fort Belvoir, Va. or to DLA-Europe in Wiesbaden, Germany. DLA forwards the donations to us in Kosovo and we bring them to the school. The teachers will divvy up the donations based on need.

The principal of the school wants to start a sponsor school program where the kids from a school in the States exchange letters and participate in joint projects. If anyone knows of a school who might be interested please let me know.

The principal was asked what the school needed other than school supplies. He mentioned three major things. 1) Material to build a shelter to keep the wood for heat dry. 2) Rugs or runners because the floor gets muddy and slippery when it rains. 3) Material to fix the schoolyard fence.

Even with all the shortfalls of the school and the traumas they have gone through, the kids seem happy and well adjusted. The teachers explain that they love the U.S. soldiers because they know while the soldiers are around nothing bad will happen to them. They think we are heroes. It feels good to know that just by my very presence here I can make people, especially the kids feel safe. It allows the people to rebuild their lives with peace of mind and allows the kids to be kids again.

On this note I will leave you with a thought. It is said that it takes three generations to start healing the wounds of hatred and violence directed a whole group of people: the parents who lived through it, the kids who witnessed it, and the kid's kids who only view it as stories that their parents tell. My wish is that the healing process starts now.

God Bless,

Art Padama, Lt., USNR

HHC, 47 FSB (DLA) Camp Bondsteel, Kosovo APO AE 09340



Pictures from Kosovo



Reservist Heads DCST at Kosovo's Camp Bondsteel—a first for DLA

By Major Ruth Larson, USAFR
DLA Public Affairs

Lt. Col. Ken Kitahara has worn many hats over the course of his 25-year career, but for the past six months, he's been adjusting to an entirely new role: Commander of the DLA Contingency Support Team (FWD) for Camp Bondsteel, the largest U.S. base in Kosovo.

Kitahara, an Army Reservist assigned to DLA's Joint Reserve Unit, is the first Reservist to command the DLA Contingency Support Team at Camp Bondsteel, located about 5 miles from the Macedonian border. Camp Bondsteel is headquarters for the Multi-National Brigade (East), and is home to roughly 3,600 people, most of them members of the U.S. military.

Since his arrival in September, Kitahara has seen firsthand the face of ethnic hatred. "It's still a volatile situation in some sectors," he said in a telephone interview. "Our mission is to deter aggression, and provide a safe and secure environment. That's especially important, because there is a lot of ongoing violence here." Early last year, especially, the Kosovo Serbs exhibited a great deal of hostility toward KFOR (the allied forces stationed in Kosovo), he said. "Fortunately, we're a force to be reckoned with, because we have firepower. We have a lot of clout."

The hazardous nature of duty in Kosovo becomes apparent immediately upon arrival, Kitahara said. When Bondsteel's residents venture outside the safety of its fences, they do so in armed convoys, equipped with helmets, flak vests, and loaded weapons. "There have been occasional shots at American soldiers at the Kosovo-Serbian border," Kitahara acknowledged.

But Kitahara is proud of the important work he and his team are doing in the war-torn region. "What we do here makes a difference," he said. "We're responsible for providing food, personal equipment, construction and barrier materials, medical supplies and repair parts. If we don't do our jobs – for example, if our Class IX expeditor fails to do his job, it could be that a Bradley [fighting vehicle] or HUMMV might not be able to go out on a mission." Should a convoy come under fire, the resulting lack of firepower could be critical. "Someday, that one vehicle might make the difference between mission failure or success," he said. "That's how serious it is."

Restoring normalcy to the troubled region is key, he said, because Kosovo's population of Albanians and Serbs hope eventually to return to their homes, from which they were forced to flee during the fighting that erupted

in February 1998. U.S. forces first deployed to the region in April 1999, in response to Serbian purges of the Albanian populations.

Camp Bondsteel was established in June 1999. The camp's 3,600 residents are an eclectic mix of individuals drawn from around the world. About 3,200 are members of the U.S. military, including 300 members of the National Guard and Reserve. About 50 Department of Defense civilians work at the site, along with at least 250 contract employees. There also are about 175 members of allied coalition partners from Great Britain, Italy France, Germany, Poland, Russia, Ukraine, and the United Arab Emirate.

The camp is responsible for a 2,300 square kilometer region, which is divided into sectors patrolled by members of the respective coalition. For example, the U.S. sector is about 48 miles long and 18 miles wide, and lies next to the Macedonian border and a portion of Serbia. It also contains the main supply routes into Macedonia.

Kitahara counts as one of his major achievements the elimination of questionable border checks at the Greek-Macedonian border. Veterinarians operating the customs checkpoints at the border were taking "samples" of produce, most often pricey items like lobster and cheese, Kitahara said. Their samples appeared to be more an act of 'helping themselves to the goods' than any legitimate inspection, he said. Kitahara and his staff worked with Task Force Falcon's G-4, Brown & Root customs agent, the Army's Military Traffic Management Command, and the Hellenic Ministry of Agriculture to reach an agreement that no more samples would be confiscated at the border, unless a legitimate health concern arose.

Reserve Challenges and Opportunities

Perhaps the toughest part of his job was "dealing with different personalities within the team," Kitahara said. "It came as kind of a shock – I'm now in charge of people." He explained that Reservists often fill staff positions, with limited opportunities for command. "You forget all the interpersonal challenges — coping with a variety of personalities — that you have as a manager."

The fact that Kitahara was a Reservist placed in charge within a group of mostly Active Duty soldiers was an added challenge, he said. "When they heard I was a Reservist, some folks already had a preconception in their minds about Reservists," he said. "Getting them to feel

comfortable with you, and getting team members to work with you and trust you, takes some time.”

Carole Christensen, DLA's Deputy for Contingency Plans and Operations, visited Camp Bondsteel in late January. “Everywhere we went, the general officers all knew [Ken], and all spoke very highly of him,” said Christensen, who is Kitahara's Headquarters DLA supervisor during his Reserve duty.

Previous DCST Forward commanders had all been Active Duty, but when the time came for DLA's Joint Reserve Force to provide a commander, Kitahara was their choice, Christensen recalled. “It's been a real “plus” for the reserve force,” she said. “It's a tribute to DLA's Joint Reserve Unit that they have an individual of his caliber. Ken has set a mark that will be hard to beat.”



Lt. Col. Ken Kitahara at his office with the DLA Contingency Support Team in Kosovo.

Words of Advice

The hectic pace of an overseas deployment may take some adjustment. “You jump into a situation that's very unusual, and you have to prove yourself immediately,” Kitahara said. “These tours are only six months long, so you have a very limited amount of time. You work 12- to

14-hour days, every day. You can't slow down, or you'll be a drag on the rest of the team. You need to have your priorities straight.”

Kitahara left Camp Bondsteel in mid-February. To help out his team's successors, Kitahara insisted that his team members prepare standard operating procedures and “continuity books,” to provide a detailed set of instructions for team members. “It makes the transition for other team members much easier, because there's a continual turnover, and sometimes there is no overlap between the individuals,” he said. “The new team members are very appreciative. When we came in, we were basically starting from scratch.”

Until now, team members were deployed individually, which made it difficult to achieve any sort of unit cohesion. But DLA's Contingency Support Team deployment policy is expected to change later this year, said Christensen, who is DLA's DCST program manager. Beginning in September or October, the entire Contingency Support Team will deploy at once. The deployments will be timed so that the team will have a roughly two-week overlap with the Active Duty Army units that rotate in to the camps, she said. Team members will likely be divided between operations in Kosovo and Bosnia.

On the Home Front

In the civilian world, Kitahara is a contract specialist for the Army at the Pentagon, a position he has held since 1999. When the opportunity arose to go to Kosovo, Kitahara said it was not a difficult decision to make. “The whole purpose of the Reserve unit at DLA is to deploy,” he said. It was not his first deployment. In 1997, he spent 270 days assigned to Wiesbaden, Germany, at Headquarters, DLA Europe.

Kitahara acknowledged that his wife of 18 years, Kyong Ae, is less than thrilled at his extended deployments. “The first time I deployed to Germany [for nine months], she was really upset,” he said. “She thought she married a civilian!”

Breaking the news of his six-month stint in Kosovo was equally difficult, Kitahara said. “But I was confident she could handle it.”

Kitahara's Kosovo experience has been an eye-opener. “Being here reinforces my belief that the American way of life is the best on earth. Lots of things that we take for granted don't exist here, like equality, human rights, and the rule of law.”

“We [in the U.S.] are a very materialistic society, and we take so much of that for granted,” he said. “It's a wakeup call. Anyone can take it away overnight, like the Serbs did to the Albanians.” ♦

DSCP's Gatekeeper in Macedonia

SKOPJE, Macedonia—"We've been very busy here at Camp Able Sentry and at Camp Bondsteel in Kosovo with the movement of units within the 1st Armored Division to and from Germany," said Air Force Reserve Maj. Michael d'Albertis. "In this part of the world you either hit the ground running or get out of the way of others who are."

He may not have the sprinter's speed of an Olympic athlete but that hasn't stopped d'Albertis from going full speed in helping provide world-class logistical support for America's warfighters since arriving in Macedonia in September. d'Albertis, who is attached to the DLA Contingency Support Teams at Camp Bondsteel, is the Defense Supply Center Philadelphia and Defense Logistics Agency's gatekeeper and first point of contact at Camp Able Sentry for all matters involving military and civilian organizations, vendors, and contractors. The major said the Defense Supply Center Philadelphia European Region currently provides support to about 6,000 troops at camps Able Sentry, Bondsteel and Monteith [also in Kosovo].

"I'm responsible for the movement, storage, and delivery of food and water for Task Force Falcon," said d'Albertis, who was in Macedonia through February. "Fresh fruit and vegetables are delivered from Padova, Italy; frozen and dry food items are shipped in containers from the United States by sea to Greece, and then delivered to a distribution warehouse in Tetovo, FYROM [former Yugoslav Republic of Macedonia]."

"During December, over 900,000 bottles of water and over 15,000 daily meals were needed," he noted. "DSCPE and DSCP met all of our customers needs." DSCPE and DSCP are headquartered in Mainz-Kastel, Germany and Philadelphia, respectively.

The major's other responsibilities involve monitoring the movement of plywood, lumber and other building materials ordered by DSCPE and shipped into the theater of operations on logistic package truck convoys into Kosovo. He also tracks the status of repair part deliveries requested by camps Able

Sentry and Bondsteel; educates the units at Able Sentry about DSCP's general and industrial directorate's supply system, and when necessary, assists units in the delivery of uniforms and other clothing and textile items.

As a multi-commodities representative for DSCPE, d'Albertis said he gets to see first-hand the results of the services being provided to America's warfighters and its impact on the country.

"Logistics operations performed by DLA here in theater assures stability that allows the area to grow again economically and give the people living here a real sense of peace for their families," he added. "By providing top-notch logistical support for America's warfighters stationed here, we enable them to successfully accomplish the role of peacekeeper."

Although this assignment had d'Albertis a long way from home, he said he's glad being an Air Force Reserve provided him this opportunity.

"I have the satisfaction of being a part of something that



Air Force Reserve Maj. Michael d'Albertis in Macedonia.

is not only of positive benefit to my nation, but also being a positive role player in events around the world," he said with pride. "To be a part of present history... that's an opportunity few get the chance to participate in." ♦

CFC Victory Celebration for DLA

On Jan. 16, the Defense Logistics Agency held a victory celebration to wrap up its successful fiscal 2000 Combined Federal Campaign. This year's goal was to raise \$283,000 for the CFC. The Agency's final total was an impressive \$306,874.

In his opening remarks at the ceremony, DLA Director Lt. Gen. Henry T. Glisson said, "Thank you for an extraordinary CFC. This was a great year for the Combined Federal Campaign." Glisson noted that the CFC theme this year was the Olympics. "As with the Olympics," he said, "we can close out our games with our heads high and a lot of gold around our necks. You all continued to give generously, one of the hallmarks of the Agency."

This year Headquarters DLA received the Office of the Secretary of Defense Honor Award. This award is given for at least 60 percent participation in the CFC. In accepting the award, Dr. Marshall Bailey, Director of DLA Support Services, said, "I accept this award on behalf of all who participated with us." Steve Kelly, the DoD CFC Program Manager, presented the award. He noted that DoD "succeeds better than any organization throughout the country in supporting deserving charities." Nationally, \$217 million was donated to the CFC as a result of work done at the local level, he said.

A special highlight of the program was a choral performance by students from Bailey's Elementary School for the Performing Arts & Sciences. Lillie Simpkins, DLA CFC Administrator, noted that Bailey's Elementary School was the first magnet school in Fairfax County, Va. A magnet school is a public school that offers special, high quality academic programs. Bailey's Elementary School

is also the most culturally, linguistically and economically diverse school in Fairfax County, with students from 45 nations, speaking 25 languages. The students dedicated their final song, "Education," to the United Way Campaign.

Two DLA activities won the President's Award Plaque from OSD for achieving at least 75 percent participation in the CFC. Those activities were the Navy Petroleum Office and the Defense National Stockpile Center. Those two activities also received the 100 Percent of Goal Certificate. Other activities that received the 100 Percent of Goal Certificate included the Director's

Special Staff Group, the Director's Office, the General Counsel, Information Operations (J-6), Human Resources (J-1), Logistics Operations (J-3), DLA Support Services (DSS), the Defense Human Resources Activity and the Comptroller (J-8). The Defense Energy Support Center received the Director's Certificate of Appreciation for achieving 96 percent of goal.

In her concluding remarks, Simpkins said that she had enjoyed her past three years as DLA's CFC Administrator, and she thanked all employees for their participation. "You were wonderful," she said. ♦

Investigators Honor Database Experts for Their Support

The DLA Criminal Investigations Activity recently honored Shirley Fuller and Jan Bailey for their outstanding support of Trade Security Control investigations while serving in the Applications Division of the Defense Reutilization and Marketing Service's Directorate of Information Systems and Technology.

Matt Brown, DCIA's deputy director for Trade Security Controls, presented Fuller and Bailey with glass-etched plaques for their support of past investigations. Brown also praised the training both had provided trade security personnel in using the Management Information and Distribution Access System. The system provides DRMS and other authorized government personnel with a single access point to DRMS'

active inventory and transaction information.

According to Brown, there were instances where federal prosecutions depended on whether or not data could be found about the transactions under investigation. "Invariably, Shirley and Jan got what we and the U.S. attorneys needed," Brown said.

"Many of the requests we made were of the 'mission impossible' variety, but they always got us what we needed."

Dave Burbey, of the Battle Creek TSC office, complimented Bailey and Fuller for their professionalism and friendly attitudes as they helped with investigations. "Over the years they became cherished co-workers and friends to the whole trade security team. We really consider them to be one of us," he said.

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Investigators Honor Database Experts for Their Support

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Fuller and Bailey also received a "commander's coin" from Navy Capt. Richard Feierabend, DRMS commander, and congratulations from Air Force Col. Bill Adocchio, DRMS' chief information officer.

Bailey transferred to the Defense Logistics Information Service during November 2000 and now serves as a customer support representative. Fuller will retire from DRMS in March 2001. ♦



Shirley Fuller (center) and Jan Bailey (left center) receive plaques for their work in the Applications Division of the DRMS Directorate of Information Systems and Technology that supported trade security investigations. Helping to congratulate them are (from left to right) Air Force Col. Bill Adocchio, DRMS chief information officer; Matt Brown, deputy director for Trade Security Controls at the DLA Criminal Investigations Activity and Navy Capt. Richard Feierabend, DRMS commander.

DSCC Million Dollar Winners Recognized

by Mike Ward
DSCC Public Affairs Office

The list of millionaires has increased at the Defense Supply Center Columbus, with the addition of five associates to the Value Engineering Million-Dollar Club.

Recently recognized at DSCC were: James Lewis, an equipment specialist in the DSCC Maritime Weapon Systems Group; Rick Wooley, and David Doty, equipment specialists, of the DSCC Commodity-Based Application Group; Larry Slone, equipment specialist, DSCC Aerospace Weapons Systems Group; and Robert G. Johnson, mechanical engineer, DSCC Land-Based Weapon Systems Group.

Four of the recipients were awarded \$1 million plaques and one a \$10 million plaque.

Wooley received a \$10 million plaque, surpassing the mark by more than \$800,000, in his 10 years in the program. The other four received \$1 million awards

Doty who began his saving ways in 1984, received his second \$1 million plaque.

Lewis has been involved in the program since 1996 and has saved more than \$1 million. Johnson exceeded the \$1 million mark by more than \$550,000, in his 10 years in the program.

Slone exceeded \$1 million after seven years in the program.

According to the award citation, all recipients have been involved in many types of projects, which include sole source breaks, development of data pack-



Larry Slone

ages for competitive procurements and cost avoidance savings. They all were cited for applying the VE methodology, value analysis, and good management practices.

The Defense Logistics Agency Value

Engineering Million Dollar Club, recognizes individuals, other than Value Engineering staff, who have been instrumental in saving the government money. This is money DSCC would have spent, had the individual(s) not been involved. According to DLA, these individuals were recognized for efforts over and above their everyday duties to improve the item's procurability, reliability, or ease of use or replacement within the weapon system in which it is used. ♦

DDC/Army Team Earn Hammer Award

In a January ceremony in New Cumberland, Pa., Rear Adm. Raymond Archer, DLA Vice Director, presented a Hammer Award for the Central Depot Concept.

The CDC Team, comprised of employees from Defense Distribution Center, Defense Depot Tobyhanna, Pa., Defense Depot Susquehanna, Pa, and Tobyhanna Army Depot, received the award for their work to reduce the overall cost of distribution services while maintaining customer satisfaction. The Central Depot

Concept allowed DDC to provide supply/distribution support to Tobyhanna Army Depot, a major customer, from a centrally located distribution depot at Susquehanna, rather than the Defense Depot Tobyhanna, a distribution depot that is physically co-located there.

The CDC enabled Defense Depot Tobyhanna to reduce the number of personnel, reduce inventory levels, and reduce infrastructure. In addition, it enabled Tobyhanna Army Depot to reduce costs through less physical

touches of the material. Defense Distribution Depot Susquehanna now provides regularly scheduled, time-definite delivery directly to Tobyhanna Army Depot customers.

The economies achieved were substantial: Defense Distribution Depot Tobyhanna reduced \$46 million of Tobyhanna Army Depot-owned material; achieved a \$109 million reduction of DLA-owned material; reduced 1,142,884 cubic feet of occupied storage space; and reduced staff by 160 personnel. ♦



Pictured are Hammer Award winners: Alex Radkiewicz – TYAD, Gerry Clemens – DDS, Mike Henry – TYAD, John Gula – DDC, Rear Adm. Ray Archer, John Heuberger – DDTP, Liz Millard – TYAD, Dave Barninger – DDS, Peggy Sanders – DDTP, Sandy Shortridge – now retired from DDC, and Kathy Harder Martin – DDC. Team members not pictured – Jim Klinger – DDS, Kenny Graham – DDTP.

CSC Battle Creek Honored

The Battle Creek Customer Support Center recently received a Business Partnership Government Award from Peckham Vocation Industries. The relationship between Peckham, a National Industries for the Severely Handicapped agency, and the customer support center has become a model partnership.

Innovation, quality, and teamwork have made the Battle Creek Customer Support Center operation an example of how highly skilled job training within Peckham Industries and the Javits-Wagner-O'Day program can meet or exceed the needs of government business by providing jobs for people with disabilities.

The award was presented at a ceremony at the Peckham headquarters in Lansing, Mich. In presenting this award, Peckham expressed their appreciation for the support of the Battle Creek Customer Support Center. Today, 24 people have a new future which includes renewed self-esteem and self-respect for a job well done.

DSCC Wins DoD Packaging Excellence Award

The Defense Packaging Policy Group voted the Defense Supply Center Columbus Packaging Team as the winner of the 2001 DoD Packaging Excellence Award at the group's December meeting.

This award recognizes and honors those outstanding individuals or organizations in the DoD packaging community who have contributed significantly to the packaging effort. The DSCC Packaging Team won the award over similar nominations from each of the Military Services.

The Office of the Assistant Deputy Under Secretary of Defense for Supply Chain Integration, DLA, and DSCC will attend a presentation ceremony at the Pentagon tentatively scheduled for March.

DSCP Receives Corps of Engineers Merit Award

The Defense Supply Center Philadelphia has received the U.S. Army Chief of Engineers Merit Award for Design and Environmental Programs for 2000. DSCP, along with the Army Corps of Engineers Philadelphia and Baltimore Districts who performed the work, and the design consultant, Malcom Pirnie, Inc., received the award for the initial Non-Aqueous Phase Liquid Recovery Skimmer System installed to remove the plume contamination under the former South Philadelphia DSCP installation.

Susquehanna receives first DLA environmental award

The Defense Distribution Depot Susquehanna, Pa., received the first annual DLA Environmental Award recently. DDSP was selected for its outstanding accomplishments in the area of recycling. Through these efforts, \$303,766 was diverted from the disposal stream. DDSP also helped to develop environmentally friendly packaging materials and containers, purchased recycled content items and partnered with other federal agencies along with the local township in joint recycling programs.

First Depot Oklahoma City Commander's Excellence Award

In January, the Defense Distribution Depot Oklahoma City, Okla., presented the first-ever monthly Commander's Excellence Award to Dean Wynniger. Wynniger was recognized for outstanding performance as a materials identifier and examiner in the Receiving Division. He is a multi-skilled and dedicated individual always looking for ways to improve depot processes.

In addition to his regular duties, Wynniger has recently volunteered to accept the additional responsibility of processing the Defense Reutilization and Marketing Service's turn-ins, which requires in-depth inspection.

The Commander's Excellence Award was established to recognize and reward superior personnel throughout Defense Distribution Depot Oklahoma City. The award is given to recognize the dedicated and hard working employees that are the epitome of DLA core values. ♦

Command Sergeant Major Hosts Master Chief Petty Officer of the Navy at DLA

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and more generalized training. He said that consolidation increases the number of personnel in newly formed ratings, which should improve advancements.

Herdt understands the need for good quality shore duty assignments to better prepare sailors returning to sea duty. He sees this as a tough challenge but offered that organizations like DLA provide quality shore duty assignments for Navy personnel.

Herdt stated he was honored with the opportunity to spend time locally visiting sailors. "We travel all over the world to meet with sailors but often neglect the ones in our own backyard." Prior to Herdt's departure, he was presented with a framed DLA photograph from the soldiers, sailors, airmen and marines in appreciation for his continued mentoring, coaching and leadership. ♦



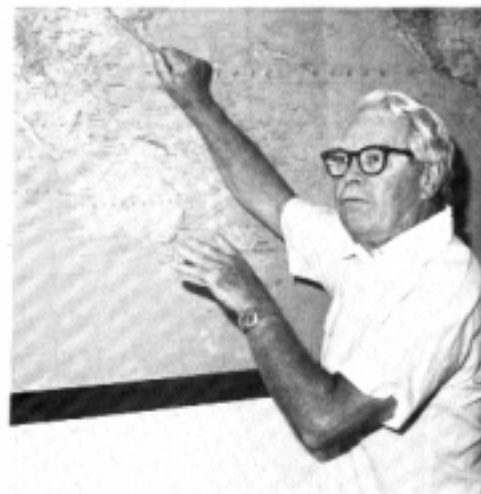
Behind every soldier stands
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Direct commission

Lt. Gen. Andrew T.
McNamara describes
how the agency be-
came a 90-day wonder

by Earl Nichols



Lt. Gen. A. T. McNamara, USA (Ret.), the agency's
first director, left Korea to report at Cameron Station
in 1961.

