

Dimensions

Defense Logistics Agency

Winter 2003



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Business Systems Modernization

★★★ From the Director

On October 7, 2001, the President of the United States addressed our Nation and announced the beginning of Operation ENDURING FREEDOM. Since then, the Defense Logistics Agency's (DLA) work force has supported this vital mission around-the-clock.

In the course of our efforts, we have processed more than 720,000 requisitions, shipped nearly 700,000 materiel release orders, and provided more than 740 million gallons of fuel to the United States and Coalition Forces. We have provided humanitarian aid as well, delivering more than 2 million pounds of wheat and more than 3 1/2 million humanitarian daily rations.

Through DLA's Contingency Support Teams, we've provided direct support to forces on the ground. The members of these teams have deployed to theaters of operation to directly address all classes of supply issues and logistics concerns identified by the warfighters.

While we concentrate on the mission of combating terrorism, we are also making strides in transforming the Agency in order to maintain global logistics excellence in the 21st century. The successful launch of Business Systems Modernization shifts DLA's focus from items to customers. Our efforts in the Strategic Distribution program have resulted in dramatic improvements in the performance of the Department of Defense supply chain. In addition, we have reduced backorders and trimmed customer wait time, while producing the lowest cost recovery rate in the Agency's history.

Looking back at the past year, this Agency has faced many changes. As a work force – whether a military service member, reservist, or civilian – you have all met the challenges head-on with professionalism and ingenuity to fulfill the needs of our customers. Please continue to stay on course and my sincere thanks to each of you for a job well done.



Now that the holiday season is fast approaching, this time of year draws us together with our families and friends in celebrations and thanksgiving. While we gather, however, we will also be reminded of those who will be absent – America's sons and daughters who are standing vigilant and protecting freedom in distant corners of the world. Although they may be far away, they will always be in our thoughts. ♦

A handwritten signature in red ink, appearing to read "J. Shippert".

Dimensions

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Fueling the Forces for Operation Enduring Freedom

By Lt. Col. Jim Sale, USA; Lt. Cmdr. Ted Kozlow, U.S. Navy Reserve; Capt. Wes Cox, USAF; and Bruce Jones
Defense Energy Support Center Middle East

Defense Energy Support Center-Middle East (DESC-ME) based in Bahrain, is the Defense Logistics Agency's regional fuel support office in the Middle East. DESC-ME is commanded by Lt. Col. Ralph Wells and routinely manned with 10 personnel. It is tasked to support all Department of Defense fuel operations within the U.S. Central Command area of responsibility, which is comprised of 25 nations, stretching from Kazakhstan in the north, down through the Arabian Peninsula, and as far south as Kenya. Normal daily operations supporting U.S. Army, U.S. Navy, U.S. Air Force, U.S. Marines, and U.S. Coast Guard involve the quality surveillance of fuel including uploading and offloading tankers and the continual coordination of support between the host nation contractors and Central Command component forces.

The September 11, 2001 attacks and the ensuing response by the United States served to intensify an already high operations tempo. At the time of the attack, DESC-ME personnel were positioned throughout the Central Command area of responsibility and were acutely aware that the largest challenges to support the upcoming Operation Enduring Freedom existed in remote locations where lines of communication (supply channels) were not yet established.

During the early stages of OEF, DESC-ME blazed new territory to support the warfighter. Challenges included finding quality sources of supply, implementing reliable ground resupply, coordinating distribution, providing "on the ground" assistance to the



Terry Russell, DESC-ME quality assurance specialist, works on one of the refuelers.

customer by setting up fuel receiving points and providing quality assurance and surveillance throughout the entire supply chain. Assisted by personnel assigned to DESC Headquarters and the Defense Contract Management Agency, DESC-ME was ready for the challenge.

In those early days, Terry Russell, a DESC-ME quality assurance specialist and Jeffrey Feltner, a DESC-ME quality manager, relied on training obtained in their prior careers as Air Force fuel personnel and were directly responsible for the successful refueling of aircraft arriving at Shaikh Isa Air Base in Bahrain. Soon after September 11, 2001, Russell was recalled from Egypt, where he was managing fuel support for Exercise Bright Star. He was tasked with refueling incoming C-5 aircraft for the Air Force at Shaikh Isa Air Base. He promptly accepted five R-9 Air Force refuelers from war reserve storage in

Bahrain and proceeded to inspect, fill, and test refueling units to ensure they were capable of issuing on-specification fuel to the first arriving aircraft. As aircraft began to arrive, and still without any military fuel personnel on the ground, Russell enlisted the help of Feltner to refuel each of the first four arriving C-5 aircraft. Shannon Wigginton, a quality assurance representative from DESC-Americas, provided additional assistance by filling and shuttling refuelers between the fuel storage area and the flight line to expedite aircraft servicing operations. DESC-ME got the job done for the Air Force.

For long-term sustainment of U.S. Forces in remote locations in Afghanistan and Pakistan, DESC-ME implemented a ground resupply operation. Enormous amounts of coordination were required to imple-

ment contracts and involved several key individuals at DESC Headquarters, including Col. Jack Vance, USA, who became a focal point for meeting fuel support requirements for Central Command. The operations center at DESC Headquarters monitored and coordinated the constantly changing service requirements and ensured contracting personnel initiated the required contracts. Defense Contract Management Agency (DCMA) provided personnel support to oversee terminal operations.

Since customers and suppliers did not communicate with each other directly, DESC-ME's intimate knowledge of the area of responsibility, established working relationships, and close proximity to suppliers all became critically important to a successful resupply operation. Lt. Cmdr. Ted Kozlow, USN, an activated reservist, functioned as the liaison, ensuring the right amount of fuel was delivered at the right time. Kozlow worked diligently to resolve various issues customers faced, ranging from the simple task of providing matching hose couplings to the immensely complex issue of coordinating fuel requirements for Operation Anaconda.

Sgt. 1st Class Clay Allen, USA, a DCMA quality inspector temporarily reassigned to DESC-ME, conducted quality inspections and coordinated orders at a terminal in Pakistan. The terminal eventually became the sole source of supply for jet fuel to air bases in Pakistan and Afghanistan. The availability of fuel delivery trucks to meet the increasing demand continued to be a major challenge.

DESC-ME continued to face numerous supply and transportation challenges as the resupply operation into Afghanistan progressed. Efforts to supply fuel to forces were frequently hampered by unexpected obstacles that challenged even the most experienced logisticians. Long travel distances, difficult terrain, and incidents of harassment, extortion, truck hijackings and even rocket attacks made fuel supply a tough business. DESC-ME's resolve to support the warfighter overcame these obstacles and enabled



Jeff Feltner, DESC-ME quality manager, inspects an above ground tank.

support without a single interruption.

Management of the quality control of fuel for the area continues to be a major challenge and DESC-ME is tasked to provide quality fuel to support the warfighter. Quality personnel are involved throughout the process of procuring, receiving, storing, transporting, and issuing fuel. Every time fuel moves or is transported through any type of conveyance (i.e. tanker, truck, pipeline), quality personnel have to be involved. Contamination, which causes fuel to fail to meet required specifications, often stems from using older, infrequently used equipment, which is common in many places in the area.

Since OEF began, DESC-ME has been directly involved in the receipt of millions of barrels of fuel. This effort has supported locations in Afghanistan and Pakistan with aviation fuel, fuel additives, ground products, and special fuels; provided daily support for U.S. land-based forces and U.S. Navy and coalition vessels, and re-supplied defense fuel support points. The defense fuel support points continue to maximize storage capabilities and challenge DESC-ME personnel to keep them fully loaded to meet requirements.

Another important member of the DESC-ME team is Bruce Jones, the supply manager. He operates in this dynamic environment and faces new challenges every day in support of OEF. In addition to ordering fuel for the U.S. Central Command area of responsibility, Jones is often called upon to resolve

payment issues and verify receipt quantities and invoices. Acting as an intermediary for stateside administrative contracting officials, Jones recently completed coordination and payment for trucking operations of U.S. government-owned fuel stocks which helped facilitate the establishment of procedures enabling contractors to receive electronic payment.

The "Stans" which include Kyrgystan, Uzbekistan, Kazakhstan, Tajikistan and Turkmenistan, are another area of responsibility for DESC-ME. These are all former republics of the Soviet Union that was formally dissolved in December 1991. Just gaining permission to meet with appropriate officials can be a time consuming challenge in these locales. In almost all cases, doing business with host nation officials involves arranging for interpreter support. It is all part of the business of providing fuel support to the warfighter.

Rail cars continue to be used in many locations in the Stans. Fuel is offloaded directly from rail cars into tank trucks using in-line, Russian built, truck mounted pumps.

Seeing fuel delivered in these remote locations provides a great appreciation for the cradle to grave fuel support U.S. military forces are receiving under extremely austere and difficult conditions. DESC-ME's successes can be attributed to strong, productive relationships with customers and suppliers and a lot of hard work. ♦

DLA Activities in Europe Support Operation Enduring Freedom

By Steve Abney
DLA Europe Public Affairs

The U.S. military forward presence in Europe provides a vital staging base of supplies and services for Operation Enduring Freedom (OEF). DLA activities in Europe engaged from the beginning to support the effort in Afghanistan.

Defense Distribution Depot Europe (Germersheim, Germany)

About the end of September 2001, Defense Distribution Depot Europe (DDDE) became one of the first DLA activities to receive requests for support to deploying forces involved in OEF.

The military airlift channel was not yet available to many of the destinations, so DDDE turned to one of its commercial partners to begin moving operational rations and barrier materials.

At the same time the work force was doubling in size due to the

Forward Stock Initiative, DDDE employees began working 58-hour weeks to meet the OEF demand and continue taking care of U.S. European Command (EUCOM) sustainment requirements.

Many midnight phone calls were made and material was moved to Ramstein Air Base to meet specific aircraft the same day. At the end of 2001, DDDE had shipped more tonnage in support of OEF than any other distribution center while never missing a customer's delivery date. DDDE satisfied more than 10,000 requisitions and

shipped more than 11,250 tons of material to "The Stans" and other U.S. Central Command (CENT-COM) Area of Responsibility (AOR) countries that served as OEF staging bases.

DDDE is still heavily engaged in shipping material in support of OEF. DDDE ships an average of 35 air pallets per week. More than 1,000 air pallets had been shipped in support of OEF by the end of August.

In addition to the air pallets, DDDE also shipped 2,100 warehouse pallets. Working in partnership with 1st Theater Movement Control Agency and the

U.S. European Command Intertheater Commercial Transportation Branch, the depot has developed and is operating a twice-monthly rail service, to include onward movement by truck to Kandahar and Bagram, Afghanistan.

Since January 2002, DDDE has loaded and shipped about 350 20-foot containers of subsistence in support of OEF. It serves as the transshipment point for

prime vendor subsistence and construction/barrier materials.

Defense Supply Center Philadelphia, European Region (Mainz-Kastel, Germany)

Since the beginning of OEF, Defense Supply Center Philadelphia, European Region (DSCPE) has worked diligently to provide a wide variety of support for U.S. Forces during the conduct of their military and humanitarian operations throughout the U.S. Central Command Area of Responsibility. The support provided by DSCPE has encompassed several



Workers at DDDE prepare air pallets for shipment in support of Operation Enduring Freedom.



A rail shipment for OEF is prepared at Defense Distribution Depot Europe, Germersheim, Germany. (DLA Europe photos)

classes of supply.

DSCPE successfully coordinated all Class I (subsistence) market ready products and produce in order to provide the highest quality subsistence support to U.S. Forces in both Southwest Asia and Central Asia.

The Subsistence Prime Vendor program established and managed the forward stocking and distribution of operational rations at the two Prime Vendor facilities in Southwest Asia. DSCPE processed the first successful surface shipment of Class I products to Kandahar and Bagram in support of those two base camps with an order-to-receipt time of 21 days, of which travel time was 10 days.

DSCPE also successfully supported a sustained increase in Class I support of more than 300 percent. This surpassed what was previously defined under the mobilization clauses in the Subsistence Prime Vendor contracts. Another first was the surface delivery of commercial Class I products both into and through Saudi Arabia.

DSCPE established two new warehouse facilities in Qatar in support of OEF. Additionally, DCSPE provided airlift support for Thanksgiving

and Christmas rations to Uzbekistan and for group ration supplements to Uzbekistan.

Emergency support to customers in Saudi Arabia and Kuwait was provided via airlift and local vendors. DSCPE coordinated the weekly airlift supplemental shipments during the initial Army Central Command support phase. Additionally, DSCPE coordinated and established the first ground lines of communication for delivery of subsistence items from Germany to U.S. Central Command Army and Air Force units in Uzbekistan and Kyrgyzstan.

DSCPE coordinated the first successful surface delivery (truck) of Subsistence Prime Vendor items from Germany to Uzbekistan. The travel time was 18 days, and made history as the longest over-road delivery of SPV products ever attempted.

All together, by the end of August, DSCPE has provided operational rations, including meals-ready-to-eat, group rations and humanitarian daily rations, valued in excess of \$13.5 million for all U.S. Forces in Operation Enduring Freedom (OEF).

DSCPE procured and delivered bulk foodstuffs (beans, rice, wheat) and fresh fruits and vegetables valued in excess of \$500,000 for both humanitarian and troop support in Central Asia. It also procured

and delivered to U.S. Forces in Central Asia a wide variety of fresh items, ranging from water, milk and soda to baked goods and specialty meats, with a value in excess of \$900,000.

DSCPE's Commodity Services Business Unit processed a multitude of off-line requirements for both the 21st Theater Support Center and U.S. Central Command elements with the Defense Distribution Center for multiple emergency mission essential requests, coordinated and expedited transportation and then tracked the materiel to the end user.

In the Class II (clothing and textiles) area, DSCPE processed over 77,000 clothing and textiles requisitions worth more than \$130.0 million, including thousands of desert clothing items and more than 250,000 blankets for humanitarian relief. The General and Industrial Supplies section purchased and arranged transportation for 12 refrigerated containers for storage of perishable subsistence and processed over 128,000 requisitions worth some \$81.0 million for diverse items such as storage containers, helicopter tie-down and safety straps, tents, insulated food and water containers, chemical light sets and thousands of cots.

DSCPE delivered more than 100,000 sheets of plywood and 1.5 million board feet of lumber, several hundred fillable barriers called HESCO bastions; several thousand rolls of concertina and barbed wire; thousands of pickets and hundreds of thousands of sandbags.

Fortunately, OEF has not had many American casualties. To be prepared for any scenario, DSCPE reported 341,000 lines for a total dollar amount of \$18.1 million for Class VIII (medical) items, covering the gamut from pharmaceuticals to medical/surgical materiel.

Defense Reutilization and Marketing Service International, Forward Support Team Europe

(Wiesbaden, Germany)

The DRMS International Forward Support Team-Europe (DRMS-IE) mission is to represent DRMS-I in providing safe and compliant removal, transport and disposal services for hazardous waste generated by U.S. Forces in the European Command and U.S. Central Command areas of responsibility.

DRMS-IE was proactive in its efforts to support

the warfighter deployed for OEF. Noting the political climate that existed as a result of the events of September 11, 2001, DRMS-IE submitted queries to all known hazardous waste disposal contractors regarding their interest in supporting OEF.

This was done prior to receiving a request or requirement from U.S. Central Command. A solicitation was then submitted by DRMS International Contracts office based on the requirements existing in Kosovo and Bosnia, another high visibility contingency operation. Upon receipt of the OEF requirements, DRMS-IE modified the solicitation to upgrade the information/estimates. These efforts saved three months off the award time, as most of the preliminary work was accomplished prior to receipt of the requirements.

Chris Meyer, a member of DRMS-IE, deployed with the initial DLA Contingency Support Team to Operation Enduring Freedom, providing environmental/disposal support.

As Meyer stated at an interview during his deployment,

"It's certainly not just another day at the office! The experience of deploying as a civilian provides a clear insight into the complexity of our military's mission. We members of the DLA team are proud to do our part. Whatever it takes."

Defense Energy Support Center Europe (Wiesbaden, Germany)

At the onset of Operation Enduring Freedom,

"It's certainly not just another day at the office! The experience of deploying as a civilian provides a clear insight into the complexity of our military's mission. We members of the DLA team are proud to do our part. Whatever it takes."

-- Chris Meyer

planning for bulk fuel resupply was extremely complicated due to fluid requirements originating from the Air Mobility Command. These requirements became moderately stable only when the flow of strategic aircraft had actually started at each base.

The planned strategic flow of en route bases was not fully utilized during the initial stages of OEF, thereby straining bases such as Naval Air Station (NAS) Sigonella and Incirlik Air Base for the primary flight movement to points in the Central Command region.

NAS Sigonella was designed to support U.S. Navy Sixth Fleet operations within the Mediterranean. The jet fuel used to support operations at this location is JP5, a fuel that is extremely limited in both stocks and supply. Approximately 9.2 million gallons were issued at NAS Sigonella during October 2001, an increase of 400 percent over normal operations.

Incirlik also experienced a marked increase in operations, as it issued 10.2 million gallons of jet fuel in October 2001, an increase of 200 percent over normal operations.

To accommodate the immediate and constantly changing requirements, the Contingency Command and Control Center immediately stood up to track inventory and consumption data. This was done in order to gain the ability to accurately forecast requirements while providing bulk resupply before interruptions in mission support occurred. At NAS Sigonella, 9.9 million gallons of JP5 from the U.S. Gulf Coast via spot chartered ocean tankers was procured to supplement available fuel contracts within Europe.

The Defense Energy Support Center also coordinated with the U.S. Navy Sixth Fleet to discharge a fleet oiler to provide an additional 2.6 million gallons at this critical location. A new contract line item was also established allowing for accelerated deliveries by pipeline from a local refinery. Subsequently, two orders totaling 3.2 million gallons were placed in order to satisfy mission requirements. Throughout this time period, the lowest inventory experienced was 6.5 million gallons, or 15 days of supply for support of Navy and Air Force operations.

The situation at Incirlik Air Base called for supporting two contingencies at once. Incirlik continued to support Operation Northern Watch, the no-fly zone over northern Iraq, during OEF. To ensure complete support to Incirlik Air Base for support of OEF while continuing to support

Operation Northern Watch, three separate Turkish replacement-in-kind shipments totaling 3.4 million gallons were arranged to bridge the gap before the next tankers could arrive.

Months before OEF began, negotiations began with the Turkish Ministry of National Defense to re-introduce U.S.-owned fuel into the Turkish NATO (North Atlantic Treaty Organization) Pipeline System. This initiative also increased the receipt rate to the base by 47 percent and avoided Air Mobility Command aircraft having to divert operations due to fuel delivery shortfalls. Approximately 18 million gallons of jet fuel was sourced and moved by three spot chartered ocean tankers. Receipts to the base increased to 809,000 gallons per day.

Incirlik and Sigonella weren't the only locations needing more fuel. An into-plane contract was immediately established in Bourgas, Bulgaria and fuel additives were delivered to support this location. When notice was received that Air Mobility Command aircraft were en route to Akrotiri, Cyprus, negotiations occurred directly with the Defense Fuels Group (UK) to provide initial support, which continued over a four-month span to support daily refueling requirements. DESC Europe also augmented the British during this period by supplementing their resupply program at Akrotiri with the delivery of five million gallons of fuel via two separate ocean tanker deliveries to the base.

Additionally, critical fuel additive support to U.S. Forces in the Central Command was provided by initiating supplemental purchases of fuel systems icing inhibitor and static dissipater additive. These additives were contracted by this command and transported directly to the DESC Middle East Office when the normal supply chain proved ineffective.

Defense Logistics Agency Europe (Wiesbaden, Germany)

As DLA's face to the European warfighter, DLA Europe immediately engaged in planning and expediting the flow of materiel to U.S. Central Command. DLA-E met the surge in requirements for DLA logistics support by extending its logistics operations center hours though a combination of overtime and additional military duty hours.

DLA-E customer support personnel expedited hundreds of high-priority customer requisitions in support of OEF.

Since DLA-E provides common services to American Arms tenants and to other DLA activities in Europe, the DLA-E personnel processed 13 security clearance requests directly related to OEF and increased its anti-terrorism and force protection issues. ♦

Reservists Are Ready Weapon in DLA Arsenal to Support Operation Enduring Freedom

By Cmdr. Mary Hanson, USNR
DLA Joint Reserve Forces, J-9

As the Defense Logistics Agency responded to the Nation's needs during Operation Enduring Freedom (OEF), reservists worked alongside their DLA civilian and active duty colleagues, often leaving families and jobs and traveling great distances to do their part.

"We are professional logisticians trained to support DLA's missions worldwide," said Army Reserve Maj. Gen. Joseph Thompson, director of Joint Reserve Forces, J-9. "DLA's reserve members are proud to work alongside the active and civilian work force to accomplish the increased demands put on DLA for warfighter support."

For those who volunteered, the reasons were often personal.

"I have a deep love of my country and my way of life," said Naval Reserve Lt. Cmdr. Marcor Platt, who left his self-run ranch and family in Arizona and led a Defense Logistics Agency Contingency Support Team (DCST) to Uzbekistan. "I was proud to serve and have a deep appreciation and regard for the soldiers who are willing to sacrifice, even their lives, for what most of us take for granted."

In support of OEF, DLA mobilized 66 reservists for up to one year and another 21 using other short term options, all coordinated and executed by the Joint Reserve Forces Directorate of DLA (J-9). All services contributed to support DLA; among the 66 partial mobilizations were 30 Air Force, 19 Navy, and 17 Army.

Some reservists were mobilized to support increased operations or surge requirements, both stateside

and overseas in locations such as Germany, the Pacific, Kuwait, Bahrain, and other Middle East locations. Others met the primary requirement: to support Commander, U.S. Central Command through DLA's Contingency Support Teams (DCSTs). DCSTs deploy to the theater of operations to direct logistics support for all the goods and services DLA provides, including all types of fuel, medical supplies, ammunition, repair parts, food and water, and uniform and personal items. Initial deployment preparations began through DLA's Joint Logistics Readiness Center soon after the September 11 attacks. Items needed for OEF ranged from fighter aircraft and ground vehicle spare parts to saddles and feed to humanitarian daily rations for the people of Afghanistan.

The reserve role in DCSTs reflected what Navy Reserve Rear Adm. Fenton Priest, Director of Reserve Readiness, called "a niche of J-9: to help prepare the DLA work force to go forward in a hostile environment."

Army Reserve Col. Frank Daniels, who led DCST operations in Central Command in Kuwait, had learned from two previous deployments to "prepare for and be prepared to see almost anything." That experience helped him to seek out and address trouble spots and to lead his team in adapting to challenging circumstances and get the job done.

"Seeing the operation from the consuming end versus the ordering end is an eye opener," said Daniels, who normally works as an operations research analyst at Defense Supply Center Philadelphia. "Everyone who works at DLA should get the oppor-

tunity to see the real fruits of their labor this way."

More than 20 reservists were recalled to work at DLA headquarters at Fort Belvoir, many to join the Crisis Action Team of the Logistics Readiness Center. Many reservists not formally mobilized rescheduled their weekend drills or quickly arranged short-term active periods. Navy Reserve Cmdr. Mike Krebs was perhaps the first reservist to show up at the Crisis Action Team.

"I got the call at 3 p.m. September 11," said Krebs, the executive officer for the Navy unit which drills at DLA headquarters, and a corporation income tax auditor for the State of Maryland. "I was on board the next day."

Navy Reserve Lt. Dan Conrad (recently promoted to Lt. Cmdr.), who is assigned to Krebs' unit, left his job as a national technical assistance program manager at the U.S. Department of Agriculture for a nine-month recall to the CAT.

"It was one of the extremely rewarding and interesting experiences of my working career," he said. "We wrote daily operational briefs that captured the highlights of the entire supply system. Sometimes I saw on CNN the very things I read the night before. Inside the CAT, we were in-the-know."

Conrad felt trepidation about returning to his civilian job after such a long absence, but was pleased to find that "my boss not only welcomed me back, but expressed appreciation for my service to the country -- even though I left a hole when I was mobilized."

Air Force Reserve Maj. Kurt Guyer, mobilized to the CAT for 10

months, was also pleased with his employer's support. Like many reservists, Guyer's income decreases if mobilized. His company, which manages large-scale projects for both commercial and government agencies, paid the salary differential for several months and continued his health benefits. "They deserve more than kudos," said Guyer.

Guyer was also impressed with how quickly the CAT was activated after September 11, and with the support of mobilized reservists. "DLA did a great job of accommodating the influx of reservists," he said. "They supported us, trusted us, and allowed us to make key decisions."

Platt saw two sides of OEF because he supported DLA's response both at home and abroad; he worked in the CAT for four months before deploying to

Uzbekistan. He found the CAT experience invaluable because "it gave me the perspective on what DCSTs really do."

"I learned the gamut of logistics, from requisition point to theater delivery. It was wonderful preparation, to see what DLA does and is capable of doing, the types of materials we provide, and the political arena in which we work. More importantly, it gave me the contacts I needed so that when I went down-range, I knew all the key people -- item managers, call center people -- personally."

While eager to answer the call, DLA's reservists often face hardships they hesitate to discuss in the face of national emergency. While Platt was away, fires in Arizona took an economic toll on his ranch and an emotional toll on his family.

"It has had a significant emotional impact on my wife and children. At first, they didn't even know where I was because it was classified," said Platt. "But a deployment has a way of cementing what is really important in life -- in my case, my family, their futures, and their protection."

Guyer and Platt believe families are often the forgotten heroes when reservists are mobilized.

"DLA owes all the spouses a big thank-you," said Guyer.

"The focus is always on the warfighter, but the families left behind deserve equal recognition," said Platt. "They endured just as much difficulty as I did, even though they remained in familiar surroundings. But we are all better people for having given our part. And I would do it again." ♦

DSCC Seawolf Support Gets Rave Reviews

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

In media reports earlier this year, the commanding officer of the new USS Seawolf submarine offered glowing assessments of the Seawolf and its support strategy that involves the Defense Logistics Agency, Navy organizations and contractors, after the ship completed its maiden deployment.

Cmdr. H.H. "Butch" Howard III, USN, described USS Seawolf, the first of the three-submarine Seawolf class, as "a home run" that fulfills "a vision of a fast, maneuverable ship with an unprecedented level of quieting."

Howard told *Defense Daily* he was "exceptionally pleased" with the ship's materiel performance during its deployment last year.

"There were no show-stoppers," he said. "I think we owe that record

to (several things, including) the non-traditional materiel support strategy implemented for the Seawolf-class. That proved very effective as did our focused, on-board parts inventory ... that was right on target."

The support system behind the Seawolf involves the Defense Supply Center Columbus, Ohio, Maritime Weapon Systems Group and its Tailored Support Unit; Defense Supply Center Philadelphia, Pa.; Defense Supply Center Richmond, Va.; Naval Sea Systems Command and the Naval Inventory Control Point in Mechanicsburg, Pa.

Debbie Haven, the former Seawolf weapon systems support manager for Maritime, said providing inventory support to the Seawolf presented a challenge. Critical parts and operating systems for the Seawolf comprise a total of 7,500 National Stock Numbers within DLA, with many of



USS Seawolf

them unique to the Seawolf class. "We had to try to find a procurement plan for each NSN," Haven said.

"We took the existing process and developed a common fast-track process to get items through technical review expeditiously," Haven said. "The teaming effort was extensive but the real significance is the positive precedent set from clearly communicating the objective and aggressively involving all three DLA supply centers, NAVICP, NAVSEA and industry to support our deployed sailors."

Key personnel at each inventory control point were involved in han-

See *Seawolf*, page 12

Seawolf, from page 11

dling certain parts to make sure the parts would be available. "We all had a common goal," Haven said.

Part of the process involved asking manufacturers to provide extra parts that are unique to the Seawolf submarines. "We don't have a robust demand for these parts, so we had to encourage manufacturers to get involved in the process" by reworking existing contracts or initiating new contracts, Haven said.

Electric Boat, a division of General Dynamics, is the prime contractor for the Seawolf class. The Electric Boat contract leveraged the contractor-owned production spares inventory

and was the solution for many of the emergent support requirements. Other large contractors include Honeywell, Marotta Scientific, Westinghouse and Sargent Controls, many of which already have contracts with DSCC.

Haven noted that the cooperative effort among all involved "enabled DLA to forge new relationships with suppliers."

With the implementation throughout DLA of the Business Systems Modernization initiative, the capability exists to continue doing similar cooperative efforts in the future, Haven said.

"When we have future projects like this, BSM will allow us to execute in a more effective and efficient way," she stated.

The USS Seawolf finished its maiden deployment in December 2001 after having its orders changed to provide support to Operation Enduring Freedom. The other two submarines in the Seawolf class are the USS Connecticut and the USS Jimmy Carter.

Lt. Cmdr. Derric Turner, USN, is DSCC's current weapon system support manager for the Seawolf. ♦

DRMO Norfolk Helps Build "Urban City"

*By Barbra Kelley
Defense Reutilization and Marketing Office Norfolk*

When the Air Combat Command located in Avon Park, Fla., was tasked to provide the most realistic anti-terrorism training environment for both air and ground expeditionary forces, the Defense Reutilization and Marketing Office (DRMO) in Norfolk, Va., was there to provide support.

Dick Cutshall and Shirley Buckler from the Air Combat Command came to DRMO Norfolk in August 2000 with a requirement for about 700 shipping containers to help build the facility.

Barbra Kelley, property disposal specialist at Norfolk, along

with the staff at Fleet Hospital Support Office, Cheatham Annex, Williamsburg, Va., provided more than 300 containers to be used in building the city.

The area, called the Urban City, is as near to reality as possible with hidden targets in and around the buildings mimicking actual conditions that face today's fighting forces. Two cities are being constructed that will stretch over 10 acres each. Any military command can use the

sites with the understanding that the containers are not to be destroyed.

The transaction netted more than \$3 million toward its reutilization goal. The Avon Park Air Force Range is a Class A training facility for this program, and the Defense Reutilization and Marketing Service is proud to service another satisfied customer. ♦



One of the buildings made from the containers provided through DRMS in the mock city used for anti-terrorism training by military services. (Photo courtesy of DRMO Norfolk)

DDC Dramatically Reduces Wait Time for Overseas Customers

By Polly Charbonneau
Defense Distribution Center
Command Affairs

The Defense Distribution Center has implemented an important process to reduce customer wait time for customers located outside the continental U.S. (OCONUS). Traffic Management Specialists at both of DDC's Strategic Distribution Platforms are using a web-based direct booking process that allows them to interact directly with specific approved carriers. Up to a week of scheduling time can be avoided by using this web-based connection.

"The goal," said Pat Kuntz, DDC Logistics Support Division chief, "was to achieve and implement a process that streamlined service procurement, reduced CWT, increased customer satisfaction while developing shipper-carrier partnerships. Direct Booking achieves all of that with results even greater than we hoped."

Today all DDC customers with shipments moving between Defense Distribution Depot Susquehanna, Pa., and Germany, the Netherlands, Belgium, the United Kingdom, Italy and Southwest Asia, and Defense Distribution Depot San Joaquin, Calif., and Korea, Japan, Okinawa, Guam and Hawaii benefit from this faster service.

While most Americans are

familiar with overnight delivery options inside the U.S., they may not be aware of the long transit times required to get material outside the continental U.S. There is one vessel per week per carrier to Europe. Transit times to Northern Europe, the United Kingdom, and Belgium are approximately 19 days. Transit time to Italy is approximately 22 days. The tyran-

25 days. The time consumption for ocean transit alone makes every minute stock sits in the U.S. critical.

The process begins as material flows through the Consolidation and Containerization Points at San Joaquin and Susquehanna, Pa., and is staged for specific customers located at specific destinations. When enough material has accumulated for loading a container, or when material has been in the staging area for approximately five days, the carrier is contacted via the Internet and a booking is made.

The CCP consolidates and containerizes material, often cross-loading, or cross-docking the cargo. Cross-loading or cross-docking is the process where cargo is removed from one vehicle and loaded directly into the container eliminating the need for staging the cargo on the CCP loading dock floor. Direct booking a container usually takes as little as five minutes where the previous system took an average of 29 hours.

"Everyone has benefited from this new service,"

said Kuntz, "from the shippers who have better control of their cargo to our customers who receive their material predictably and days faster. This is a revolutionary change and DDC is proud to offer it to our customers." ♦

Today all DDC customers with shipments moving between DDSP and Germany, the Netherlands, Belgium, the United Kingdom, Italy and Southwest Asia, and DDJC, and Korea, Japan, Okinawa, Guam and Hawaii benefit from this faster service.

ny of distance also affects shipping to the Pacific. While there are bi-weekly shipments to Guam and Hawaii, there is only one vessel per week per carrier to the rest of Asia. Transit times to Japan are 18 days, Korea 22 days, and Okinawa

DDSP Improves Service by Using Direct Booking

By Sherre Mitten-Belle
Defense Distribution Depot Susquehanna
Public Affairs

Defense Distribution Depot Susquehanna, Pa., has added an important new service for overseas shipping. DDSP traffic management specialists began using a web-based direct booking system this spring called Integrated Booking System. IBS allows the depot to interact directly with certain shippers without going through the Military Traffic Management Command. This direct connection saves as much as a full week of scheduling time.

"IBS puts the shipper who has the cargo in direct contact with the steamship line who provides the service with no intermediary organizations," said Jerri Taylor, DDSP chief of transportation.

Material flows through the Consolidation and Containerization Point (CCP) process and is staged in outloading for specific customers located at specific destinations. When enough material has accumulated for loading to either a 20-foot or 40-foot container, or when material has been in the staging area for three to five days, CCP Surface Outloading requests a booking from employees of the Shipment Planning Branch. Having provided the container size/number, and customer unit, Outloading loads the container, but cannot close doors and move it from their loading dock until the booking has been submitted and confirmed. Once confirmed, the traffic management specialist enters the Transportation Control Number (TCN) and booking information into the Distribution Standard System (DSS) which allows Outloading to complete their system processes and move the container from their dock.

Consolidation and Containerization Point Surface OCONUS materials are required to be processed within five days. CCP processing time begins at time of material receipt and ends at driver sign off just prior to the container departing DDSP. CCP consolidates and containerizes material already ordered, often using cross-loading, or cross-docking, which is the movement of palletized material directly from a receiving dock to shipping dock to eliminate any storage or staging. Moreover, CCP Outloading is to have the material loaded with "Closed Doors" within five days for Surface Outloading (three days for Air Lines of Communication - ALOC). Booking a vessel through the IBS takes an average of two hours. This one step

in traffic management significantly improves DDSP's service to the customer by reducing customer wait time.

DDSP is Direct Booking with six different companies, accounting for almost all of DDSP's bookings to Europe. This saving is passed on to CCP Outloading, and CCP processing times, ultimately improving DDSP's service to the customer by reducing the holding time of materials. By moving the containers in a more expeditious way, more dock doors are available for additional shipments.

The IBS web site is user friendly. It allows the shipper to build templates for routine bookings to various locations eliminating a great deal of routine data entry.

"It isn't just the booking process it is the data transfer and payment process as well," said Taylor. "The Electronic Data Interchange data is moving from DSS into U.S. Bank's PowerTrack system when we move the cargo, when the container is lifted on a vessel the carrier sends electronic data into PowerTrack. At this point DDSP pays the carrier. The EDI data is also updating the Worldwide Port System, a Military Traffic Management Command system used to document cargo movement."

"Prior to Direct Booking, DDSP had to book containers to vessels at a minimum of three weeks in advance of the ship sailing...we guessed at how many containers we might need. We constantly had to change the number of containers booked. This was not only difficult for DDSP but for the container lines and MTMC. With Direct Booking, we book only the containers required on a real time basis. Speed and accuracy have been dramatically improved; it is like going from snail mail to e-mail and horse drawn carriages to jets," she added.

Most importantly, direct booking helps provide our customer the right material in the fastest time possible. "The real beneficiary is our customer," said Taylor. "We are moving cargo much faster through the CCP, we are meeting and beating the goal of the five day CCP Surface hold time and the carriers are able to move the cargo faster as well. They have much more accurate data in their computer systems when the container arrives at port."

DDSP and all DLA distribution centers continue to search out new ways to improve customer service. ♦



Frank Buttorff, DDSP-E, loads material from staging area into container at shipping dock. (Photo by Sherre Mitten-Belle)

Direct Booking Improves Customer Service at DDJC

By Doug Imberi
Defense Distribution Depot San Joaquin
Public Affairs

After using Direct Booking on ocean-going container shipments for a little more than a year now, Defense Distribution Depot San Joaquin, Calif., Lead Transportation Specialist, Rosemary Martinez, says it is the best thing that ever happened in the sea van business. And the part she and the other seven transportation assistants like the most is that they have ownership of the whole process.

"We can do a lot more ourselves," said Martinez. "We can work it from beginning to end and do not have to rely on someone else."

Under the previous Military Traffic Management Command system, the transportation process of booking a shipment via ship would take from two hours on a good day to two days. Using Direct Booking, the process takes only minutes.

Under the old process, the Consolidation and Containerization

Point (CCP) would accumulate enough freight to fill a van for a customer. Once they had enough freight for a load, the transportation specialists in the Defense Distribution Depot San Joaquin Shipment Planning Branch would book space for the shipment through the Military Traffic Management Command, not knowing which carrier or which sailing would be assigned.

"Now when the CCP tells us how many vans they need and the destination, we go to the carrier's web site and book space on the ship that will get it there the fastest," said Martinez.

Through improved coordination between the booking office and the loading floor, the next scheduled sailing information is shared. The proper container can be spotted for loading to begin immediately, cutting days out of the process.

"It's fantastic," DDJC Transportation Division Chief Dennis Barnum, said of the Direct Booking process. "Now we can get into the carrier's system and find out when the

next ship is sailing and book to that sailing date. This has enabled DDJC to lead the way in reducing customer wait time to our customers in the Pacific."

According to Martinez, Direct Booking has streamlined the whole system. "We like it because we have ownership of the process and the customer gets their freight sooner. The carrier likes it because their containers don't sit around here as long. From a bill paying perspective, it ties into Power Track, which means they get paid faster." ♦



Direct Booking using Web-based technology has put smiles on everyone's face including Transportation Assistants Maxine Roland, left, and Filly Parker, along with carriers and customers who get their supplies quicker. (Photo by Doug Imberi)

Europe Depot Ramps Up with Forward Stockage Initiative

By Joel Hair
Defense Distribution Depot Europe

- ❑ Increased military readiness.
- ❑ Reduced customer wait time.
- ❑ Reduced air transportation of materiel.
- ❑ Centralized distribution in the European theater.

Bold initiatives, customer focused -- that's the Defense Distribution Center's (DDC) European Forward Stock Initiative (FSI). "The Forward Stockage Initiative is an exciting and important innovation for our European customers," said Patrick McCormick, DDC Logistics Operations director. "Customer wait time is a critical issue for DDC and we are always looking for ways to improve."

In May 2001, Defense Distribution Depot Europe (DDDE) had about 2,500 lines in stock, primarily heavy and bulky items. Some of these items included lumber, barbed wire, operational rations, tents, clothing, and bottled water.

Under the Forward Stockage Initiative concept, highly demanded weapons systems critical, class IX



Some of the 26,000 Forward Stockage Initiative items at Defense Distribution Depot Europe. (Photo by Ilona Stewart)

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repair parts and low-level hazardous materiel were added to DDDE's stock. Materiel was forward positioned to fill demands from Department of Defense customers in Central Europe. The ramp-up from 2,500 items to 26,000 items of forward positioned stock took little more than six months to complete.

The challenge of growing tenfold, and changing focus at DDDE from a strictly big/bulky item focus, to a large bin and rack operation, while still maintaining customer service on existing demands, was met through the hard work and dedication of all involved.

"The DDDE team rose to the occasion and met the need," said DDDE Commander Lt. Col. Jeffery Young, USA. "I am extremely proud of the DDDE team and I am constantly amazed at their dedication to supporting the warfighters."

Facilities were upgraded, information technology infrastructure added, new racking and storage aids installed, equipment received, and a significant number of employees recruited, all while new materiel arrived at DDDE.

While many people were hired from continental U.S. (CONUS) centers, 64 percent of the employees added were brand new to DDC or U.S. government service. Personnel assigned temporarily from stateside centers, military reservists, and local temporary employees supplemented the DDDE work force during recruitment and hiring.

DDDE employees worked several months of 58-hour workweeks to keep on top of the effort until the work force was fully staffed and trained. Today DDDE is fully staffed, operating 22-1/2 hours a day, 5 days a week, and 18 hours on Saturdays. Training is still going strong to keep the work force fully capable in all facets of the operation. The goal is a fully multi-functional and very culturally diverse work force capable and ready to support the warfighters.

The hard work, resources, and coordination have paid off. DDDE had filled more than 332,000 orders through August 2002. Support to the warfighter has improved with customer wait time reduced to only five days, compared to 11 days for air shipments from the continental U.S.



Milk destined for Operation Enduring Freedom via rail. (Photo by Ilona Stewart)

Eight daily dedicated truck routes with multiple customer stops, to include daily service to the Balkans, have been established. DDDE has partnered with the U.S. Army 37th Transportation Group, 6966th Truck Transfer Battalion, for transportation support within Germany, resulting in a \$600,000 cost avoidance.

An added benefit of the partnership is that Europe-based soldiers get real world training in making the deliveries. DDDE will be expanding this network by using DTRAKS, a satellite In Transit Visibility (ITV) system to establish Time Definite Delivery (TDD) standards. All U.S. Army 37th Transportation Group trucks are equipped with the necessary equipment.

In support of Operation Enduring Freedom (OEF), DDDE has shipped nearly 12,000 tons of food, clothing, construction supplies, and force protection material, along with a significant quantity of class IX repair parts.

DDDE, working with European Command Inter-Theater Commercial Transportation Branch and 1st Theater Movement Control Agency (TMCA), distributed 350, 20-foot containers of heavy bulk cargo via rail. This includes onward movement using trucks to many austere locations. The movement of containers through 13 countries, including Russia, proved to be no small accomplishment.

DDDE also built about 1,000 air pallets in support of OEF, and has certified many of their employees to build air pallets for rapid deployments on various

types of aircraft. OEF support compelled DDDE to find even more innovative ways to move material.

"We pride ourselves on never missing the customer's RDD (required delivery date)," said DDDE Deputy Commander Bob King, "even though our customers are often on the move."

The Forward Stockage Initiative in Europe is cus-

tomers focused to benefit the forward deployed warfighters and they are extremely pleased with the improved support. DDDE and DDC are poised to become the primary end-to-end distributor in Europe, and have partnered with other European Command units to provide efficient and effective tailored distribution and logistics services in theater. ♦

Strategic Distribution: Transformation Now

By Capt. Timothy Ross, USN
Business Development and Supply Chain
Integration Division, J-3

Strategic Distribution, formerly known as the Strategic Distribution Management Initiative, is an effort designed to transform the Department of Defense worldwide distribution system by integrating the key elements of stock positioning and transportation to drive down customer wait time and cost while improving the quality and reliability of service.

Since the program's inception in 2000, the efforts of the Defense Logistics Agency, in partnership with the U.S. Transportation Command, have resulted in dramatic improvements in the performance of the DoD supply chain.

Customer wait time – the total elapsed time between issuance of a customer order to satisfaction of that order – has been reduced from a pre-SD average of 15 days to 11 days for European Command units. At the same time, proper positioning of stocks in support of forward deployed customers has reduced transportation costs by shifting cargo volume to scheduled transportation services, and away from more expensive premium transportation modes.

This improvement in response time has been sustained even in the face of surge requirements related to Operation Enduring Freedom. The flexibility of processes introduced by Strategic Distribution enabled the system to respond rapidly to support

contingency operations.

The U.S. Navy Pacific Fleet, Fleet Supply, has been involved with Strategic Distribution since June 2001. "SD has supported an opportunity to review the supply chain's response to the war fighter from a holistic perspective," said Cmdr. Randall Moore, Pacific Fleet Supply. "It is providing opportunity to optimize transportation and stock positioning to achieve the required response to war fighter requirements."

All DLA personnel involved with Strategic Distribution will need to use their imagination, flexibility and commitment to continually create "business success" in peace and war, and in times of unanticipated customer requests. DLA is up for that challenge.

The Pacific Fleet has seen quantifiable improvements in transportation service as the result of Strategic Distribution, Moore said, exemplified in both the surface and air metrics. "Additionally, as a result of SD Phase 1, the Pacific Fleet has recently received the first End-To-End Channel Sparing - Analysis Tool for the Pearl Harbor Naval Shipyard and will be using the analysis tool to determine optimal stock positioning trade-offs with available transportation." This tool takes a requisition from the beginning and walks it through each potential source of supply until it is filled or backordered.

Participants in Strategic Distribution-Europe created a Theater Distribution Management Cell to reduce the backlog of air transported cargo.

This Strategic Distribution innovation reduced customer wait time, transportation and overall requirements for frequency air channels from Germany to the Balkans. "By scheduling inbound inter-theater air transported cargo against scheduled intra-theater air transport, potential backlogs were diverted to ground transportation," said Mark Paun, the U.S. Army Europe, Chief of the 21st Theater Support Command Distribution Management Center. "The ground lines of transportation option virtually eliminated the air transport backlog. The program has been so successful that it has been expanded to Aviano, Italy and Mildenhall, England."

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An example of DLA's focus on the supply chain as a whole, is forward stocking – positioning applicable materiel closer to the customers in Europe and the Pacific. Forward stocking has substantially reduced customer wait time and transportation costs. For example, air shipments to Korea and Japan are arriving three to five days earlier, and surface shipment time has been reduced by 17 percent since October 1999.

Improving such a massive logistics system requires a great degree of coordination and synchronization. The biggest challenge is getting the various command and service computer systems “talking” to one another in a common language. Creative solutions and “out-of-the-box” thinking are still required to meet this challenge. Part of the problem was that stock delivery and positioning were not assessed by DoD on a global basis. DLA, through the Strategic Distribution process, is working to change all that.

Working very closely with European Command and Transportation Command, the 21st Theater Support Command Distribution Management Center, and the 200th Material Management Center Velocity Management team, DLA has been able to assist with other Strategic Distribution improvements.

Two years ago, 90 percent of materiel transported to Bosnia and Kosovo were flown in by U.S. military airlift. That percentage has been reduced to less than 30 percent moved by air, with customer wait time for Bosnia alone reduced by 26 percent -- from 15 days to 11 days. “This is a dramatic reduction of \$1.5 million in transportation costs annually to the Army,” said Paun.

Perhaps not as critical as air transport, sea transport is also making great strides in reducing customer wait time. In sea deliveries to European military customers, customer wait time has been reduced, on

the average, from over 55 days to less than 40 days – a 27 percent reduction. “A customer wait time reduction of one day,” Paun said, “equates to about a \$4 million savings to U.S. taxpayers.”

Certainly, DoD and DLA leadership have been pleased with the results of Strategic Distribution. According to Lt. Gen. Daniel Brown, USA, deputy of U.S. Transportation Command, the program is having a substantial impact on DoD's ability to support the war on terrorism.

“Sustainment in support of Operation Enduring Freedom clearly demonstrates that Strategic Distribution efforts are on target,” said Brown.

“Since 11 September, customer wait time for military air door-to-door service remained steady at 11 days compared to the pre-SD average peacetime wait time of 16 days,” said DLA Director Vice Adm. Keith W. Lippert.

From this promising start, DLA is moving forward to realize the full potential of the Strategic Distribution partnership through its initiatives, specifically:

□ CONUS Stock Positioning – By continuously and aggressively reviewing opportunities for moving stock to Strategic Distribution Platforms in Susquehanna, Pa., and San Joaquin Calif., DLA supply centers are optimizing support to customers while minimizing costs. The key metric measuring this effort, the facing fill rate (stock coming from the designated location), is now 73 percent, an improvement of 13 percent from the pre-Strategic Distribution baseline.

□ Forward Stock Positioning – Building on the success of efforts in European Command, DLA is expanding to support Pacific Command customers in Hawaii, Japan, and Guam. The current focus is on determining the optimal mix of in theater stock positioning and transportation channels to enhance support and

reduce cost. Efforts are also underway to analyze the current logistics infrastructure in the Central Command. This analysis will identify all current inventory levels, sources of supply and shipment modes and frequency. The data will be used to evaluate the potential for establishment of a Theater Distribution Platform.

□ Expansion of Scheduled Truck Program – Scheduled truck deliveries are a key component of the Strategic Distribution effort to minimize cost while reducing customer wait time. This innovation is now institutionalized as a DLA business practice and is expanding to include three new truck routes and 41 additions to existing routes. As a result, surface wait time to all customers is down by 20 percent.

□ Partnering with GSA – Discussions continue between the Defense Distribution Center and the General Services Administration regarding the establishment of an Integrated Distribution System. This partnership represents significant opportunities for enhanced performance and efficiency through the integration of GSA material into DLA stock positioning and scheduled truck programs.

We know that Strategic Distribution is working well, but we must be vigilant in seeking further improvements to the system. Additional customization of distribution processes will be required. Initial efforts are underway with the Army to configure shipments to meet the needs of deployed or deploying units. For example, pre-configured loads can reduce the personnel and equipment needed to establish operations in forward bases.

So the Strategic Distribution work continues. All DLA personnel involved with Strategic Distribution will need to use their imagination, flexibility and commitment to continually create “business success” in peace and war, and in times of unanticipated customer requests. DLA is up for that challenge. ♦

Knowledge Shared is Knowledge Squared

By Master Sgt. Patrick E. Clarke, USAFR
DLA Public Affairs

Imagine a day when all the information you need to do your job is readily available on the Defense Logistics Agency's Intranet (in a secure and private work area).

Or the monthly performance assessment of the division, good, bad or indifferent, is in a similar work area where it can be shared with other members of your division.

Rex McHail, knowledge management program manager, clearly envisions just such a day, as the leader of DLA's shared knowledge concept.

"We already have access to a great deal of material, especially on the Web. In fact, many would call it an information glut," said McHail. "The key is getting the right information at the right time – in context."

Knowledge management (KM) brings in the context and experiential lessons. "We can help make work force efforts more meaningful," said McHail. The DLA KM emphasis is on business to employees, or "B2E" as it is sometimes referred to.

McHail fully expects employees to ask, "What's in it for me?" And he has a ready answer – resources, tools, lessons learned and access to knowledge bases and knowledge experts for starters.

KM is being managed as a program – meaning the capability is being introduced through proven management techniques. McHail marks the official beginnings of DLA KM as being when the charter was signed for the DLA KM Working Integrated Process Team (WIPT) to begin work in January 2002.

All the DLA headquarters directorates and lead centers are represented on the team to ensure meaningful input. The WIPT began by defining requirements – both by mission need and desired functional capability. "Together, we looked at the art of the possible and nailed down why DLA needs it and what we can do," said McHail.

Recommendations all involved a combination of people, processes and technologies in a context that adds meaning and value to the DLA knowledge worker. "Team members also have numerous opportunities to lead special interest groups within the WIPT," explained McHail. "For example, cultural change issues are always very difficult to resolve." A Human Resources (J-1) representative

to the WIPT leads a KM cultural change issues special interest group, with DLA Support Services; Logistics Operations (J-3); the DLA Training Center; Defense Reutilization and Marketing Service; and Defense Logistics Information Service all participating in and helping with that effort.

The DLA KM Program also has a close partnership with Jay Thomas, Enterprise portal program manager in Information Operations (J-6). Their common goal is to reengineer the way knowledge is presented on the personal computer desktop by establishing a Web-enabled common gateway to access Internet and Intranet content as well as specific business applications. "All DLA employees will have similar initial access to the portal – then, based on their role, they will be able to access different capabilities," explained McHail.

Many people use the term "portal" to describe anything from a single Web page with a few links to a comprehensive news and information portal such as *DLA Today and Tomorrow* with numerous links and archives. "An Enterprise class portal can be thought of as a portal of portals," said Thomas. "It will be a single point of entry for doing business with, and within DLA. It leverages Business Systems Modernization processes and technology and it is incorporated into its operational architecture."

The portal will add scores of new practical capabilities like a single sign-on feature so people won't have to remember several different passwords.

Employees will be able to collaborate electronically on projects or documents without cluttering their e-mail accounts. There will be Communities of Practice (COP) collaborating in either real-time or any time using threaded discussion features that keep track of people's comments. McHail likens them to chat rooms, while also making it clear that the threaded e-mails can be fairly open or extremely restricted, depending upon the type of information being exchanged. A more formal definition of Communities of Practice is naturally forming 'communities' of people with a common product, function, or initiative desiring improved collabora-



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tion, productivity, efficiency or effectiveness.

The combined use of KM and the Enterprise portal should vastly simplify one of the often tedious and time-consuming tasks of a government worker – document management.

“To coordinate on a document – I can complete my action on-line, click complete, and it automatically goes to the next person in the process for his or her action. Plus, the supervisor can check on progress at any given time,” said McHail. Version control is tremendously simplified. The volley of e-mails that is sometimes needed today to see a document or project through completion would no longer be needed.

Employees would also be able to log in through the common portal and “do meaningful information searches that are relevant to a person’s specific job,” said McHail. Knowing that information served up is accurate, or that the source is dependable, is an important aspect of the developing DLA KM Program. “Good” information saves time, leverages talent, and avoids dependency on the “rumor mill.”

McHail and the WIPT team members have also learned many valuable lessons from others who are implementing knowledge management. The Army, Navy and the General Services Administration have all been helpful to the DLA Knowledge Management Program.

The Information Resources Management College at the National Defense University provides knowledge management training in their curriculum for Department of Defense employees. Local universities offer various programs in knowledge management, including a doctorate at George Washington University and a masters at George Mason University. “OSD and the Defense Acquisition University are developing several dedicated COPs [Communities of Practice] and IPTs [Integrated Process Teams] in which we participate,” said McHail.

For those DLA employees who are Information Technology literate and ready to leap bodily into the portal, and for those employees who are somewhat phobic about Information Technology, what McHail has just described won’t happen overnight. It has begun though.

“The program focus allows us to be methodical and deliberative, easing into the implementation phase,” explained McHail. He continued, “Successfully implementing KM depends on cultural readiness. We have to match our desires with infrastructure limitations. A phased roll-out allows us to incrementally improve short-term issues and still evolve toward larger cultural and enterprise architectural readiness goals.”

Like most information technology programs, the Knowledge Management Working Integrated Process Team devoted its early energies to requirements definition and articulation. Having those elements in place led to the program’s successful Milestone A/B decision and a go-ahead to proceed this past July. The first phase is complete with a concept demonstration of several KM functions via

the DLA e-Portal. Approximately 70 KM WIPT members and others participated. The next phase will concentrate on delivering near-term solutions for selected DLA Communities of Practice over the next several months. The first COPs will include the DLA Balanced Scorecard Initiative, the DLA One Book initiative, and a working e-Portal capability on the desktops of DLA Headquarters employees. The KM Program Management Office, with market analysis assistance from the Gartner Group, and the Defense Supply Center Philadelphia Contracting Office, is working concurrently to secure the services of a world-class knowledge management integrator to help develop the future-state DLA Knowledge

Management environment.

DLA KM practitioners have already begun the toughest part of KM – the culture change – by willingly sharing what they know with their co-workers. In fact, McHail strongly encourages all DLA employees to go to www.dla.mil/km and take a look. DLA employees can offer suggestions, view the KM charter, review the minutes of past WIPT meetings, and as mentioned, view the KM Program schedule and progress metrics.

The “Information Age” continues to proceed at breakneck speed, and the KM Program and Enterprise Portal Program will help DLA employees to leverage that information into meaningful knowledge they can really use. ♦

“Good” information saves time, leverages talent, and avoids dependency on the “rumor mill.”

-- Rex McHail

DLA Logistical Innovations Continue with JTAV

By Nancy Myrick
Program Manager, JTAV
J-6

Joint Total Asset Visibility is the capability to provide users with timely and accurate information on the location, movement, status and identity of units, personnel, equipment and supplies.

The overall goal of the program is to ensure the required level of joint asset visibility within the Combatant Commands and Joint Task Force Commanders.

The program began in 1995 and demonstrated its worth with a rapidly developed prototype that was used by the U.S. European Command in support of Operation Joint Endeavor in Bosnia-Herzegovina. JTAV has become the "tool of choice" for asset visibility and is on every unified command's integrated priority list.

The JTAV Program Management Office is responsible for developing and maintaining the key elements of the JTAV Program; the infrastructure, access to source data, the JTAV application and program resources.

Current, accurate and secure data is a key element of the JTAV system. The JTAV Program Management Office maintains regional server suites that store data retrieved from several Department of Defense sources. Operational server suites have been deployed to U.S. European Command, U.S. Joint Forces Command, U.S. Central Command, U.S. Pacific Command and U.S. Forces Korea with JTAV field offices to provide needed support.

JTAV server suites are composed of two separate servers that operate in the classified and unclassified environment with appropriate safeguards. This enables the use of a web-based JTAV application for

DoD customers. The essence of JTAV is an integrated data environment.

Information is continuously updated through coordination with the JTAV Project Management Office and source data providers, which ensures data integrity. Service or Agency source systems are accessed in several ways: by pulling data from a source system; by receiving data pushed from a source system; or by reaching back through use of direct access link, stored procedures or various mediation technologies.

The method used is determined on a case-by-case basis. The JTAV internal data dictionary and software eliminate the need for a user to know the source of the data, only the type of data required.

With a valid user ID and password, a user can query the JTAV system based on functionality, inventory, war reserves, unit equipment, ammunition, subsistence, bulk fuel, requisition stocks, medical and transportation. The data is generally authoritative and timely and can be acquired from a standard web-based, windows driven DoD workstation.

As with any program, JTAV has several carefully defined objectives to include: enhancing system responsiveness; making JTAV information accessible through a single entry point; building on existing capabilities; and maximizing the use of commercial practices, capabilities and technologies.

One key challenge faced by the program is ensuring the data environment is as complete as possible. Currently, JTAV has access to the Services, Agencies and Unified Combatant Command logistics information. Commercial and coalition partner logistics informa-



tion would make the environment complete and acquiring this information is a goal of the program.

In fact, asset tracking has become a North Atlantic Treaty Organization interest item with the recognition of the inability of traditional materiel management techniques to trace individual assets accurately. The 1998 NATO Ministerial Guidance prioritized the achievement of a "common standard asset tracking system" through the establishment of the Asset Tracking Interservice Working Group.

Ultimately, the Defence Capabilities Initiative (launched at the Washington Summit in 1999) mandated a method of continuously tracking assets for NATO Commands, Agencies and Nations. This method is to be in place by 2005.

As one of the first steps towards achieving coalition partner asset tracking, NATO has approved the Standardization Agreements that establishes standards for shipping labels with machine readable bar codes and data structures.

Systems changes are rarely easy. When they must occur between nations the difficulty quotient grows geometrically. But, as has been proven in Bosnia-Herzegovina, and more recently in Afghanistan, by leveraging the visibility JTAV provides across Service and functional boundaries, the possibilities for a more efficient and effective total logistics enterprise are limitless. ♦

Richmond Personnel Provide Critical Mission Repair

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

“Extremely important; absolutely great; can't do business of the ship without it,” said machinery repairmen Chief Ricardo Lugo of the aircraft carrier USS George Washington when asked about the support provided by the Defense Supply Center Richmond, Va. These were the ecstatic words voiced after having a gap bed lathe – a mission essential machine – repaired by DSCR personnel.

The gap bed lathe is used to repair the catapults and arresting gear enabling the launching and landing of aircraft from the flight deck of the ship.

Because this type of lathe is very large, aircraft carriers can carry only one on board. This mission essential machine had broken down at sea with no mechanic available for repair.

The USS George Washington, as part of the Atlantic Fleet, has its maintenance and repairs funded by the Commander Naval Air Force U. S. Atlantic

Fleet, which is one of many customers of DSCR's Product Center 12. Customer Account Representatives such as Gerald Turner are in continuous contact with either the fleet ships or the fleet commander if maintenance of the ships' industrial machinery is required.

Several months after the USS George Washington returned to port in Norfolk, Va., Turner was notified

to bring a team to perform a condition assessment of the industrial machinery on board the ship. The team consisted of three members from Product Center 12, one from DSCR, and a mechanic and electrician from the repair facility in Mechanicsburg, Pa.

The assessment revealed 11 items needing repair, three items requiring replacement, and one item to be upgraded. Some of the machines needing repair were several lathes, horizontal and vertical band saws, abrasive cutter, ironworker, and a tool and cutter grinder. The industrial machinery enables the ship to make critical repairs to both the ship and aircraft while at sea.

After the assessment and cost analysis were con-

ducted and the project was approved by the Commander Naval Air Force U.S. Atlantic Fleet, parts were purchased and sent to the ship. The DSCR team returned to the ship to install the parts during the repair phase, and all machine shop repairs were completed on schedule.

“My job gives me sat-

isfaction because I know the sailors have the ability to complete their mission with machinery that we have either repaired or purchased,” Turner said. “Our customers trust us with their money; we are stewards of the taxpayers dollars.”

The USS George Washington, “the Spirit of Freedom,” deployed to the Mediterranean in support of Operation Enduring Freedom in late June. ♦



USS George Washington (U.S. Navy photo by Photographer's Mate 2nd Class Lisa Marcus)

DSCR Repairs Submarine Tender

The Defense Supply Center Richmond, Va., Product Center 12 was called into action again to perform its critical work – this time on the USS Frank Cable, one of only two submarine tenders remaining in the U.S. Navy.

The USS Frank Cable is a floating repair facility with the full capability of supporting repair on any type of U.S. submarine. It has between 200 and 275 industrial repair machines on board which its crew uses to perform many types of repairs while at sea.

The tender had just returned to its homeport of Guam from Operation Enduring Freedom when DSCR was asked to perform a condition assessment of its industrial machinery in preparation for its next deployment.

“When our team goes abroad to make repairs, they face many demanding situations,” said DSCR customer account

representative Mike Kerr.

One of the team’s most crucial challenges is having knowledgeable, skilled personnel available to repair numerous, distinctive types of machinery. The repairs are much easier to make while the ship is in port, he says. The difficulty arises in acquiring the necessary parts in a timely manner. To get parts sent in advance is a logistical nightmare.

In mid-April, Kerr’s team, consisting of a team leader, three mechanics and an electrician from Mechanicsburg, Pa., traveled to Yokosuka, Japan. There they assessed the condition of 163 of the ship’s machines, repairing 15 of them and ordering parts for the remaining 148.

“My job satisfaction comes from knowing how grateful the sailors are after we’ve repaired critical machines that have been down for two to three years,” Kerr said. ♦



USS Frank Cable, in background, alongside the submarine, USS Salt Lake City. (U.S. Navy photo by Photographer’s Mate 2nd Class Alan D. Monyelle)

Order Fulfillment in the World of Business Systems Modernization

By Dena Selkow
Defense Supply Center Philadelphia

Order fulfillment is a critical chapter in the book of Business Systems Modernization and one that required extensive planning and collaboration.

Dannette White, a customer account specialist in the Defense Supply Center Philadelphia Customer Operations Directorate, will have continuous customer interaction now that BSM has been implemented, and she was directly involved with the order-fulfillment

training.

“The business systems modernization training I received on the order-fulfillment process will enable me to improve customer service by collaborating with customers on an as-needed basis,” she said. Prior to this assignment, White was a commodity business specialist in the DSCP Subsistence Directorate.

In addition, she said the BSM training she received as a customer account specialist will help her in providing order status and product information to customers more rapidly. This, she said, gives her the



BSM team members Len Mahoney and Dannette White check a customer order.

opportunity to create customer sales orders in emergency situations, display synchronized inventory balances, and expedite customer orders and correct errors in the system. White will also have

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the capability to view material, finance and vendor data as needed on a read-only basis.

Len Mahoney, also a customer account specialist in the Customer Operations Directorate, described the training he completed as an appetizer to the main course. The training gave him a taste of the information system, SAP and the BSM area of order fulfillment within SAP he will use to conduct business.

He also thought the practice labs were very important to get a sense of the more intricate details of BSM.

“Essentially, the practice labs were used to build upon the initial training we received and to prepare for the job-ready demonstrations,” Mahoney said. “While the training introduced me to the order-fulfillment responsibilities in the three primary areas [customer order processing and emergency support; customer support and returns processing], it was the many practice and study hours from the practice labs that enabled me, a customer account

“DLA has been in the process of eliminating legacy systems and working with commercial-off-the-shelf systems to help network more effectively with our customer base.”

-- Dewey Darley

specialist, to become more familiar with the sub-areas and processes.”

White concurred. “The time we spent in practice labs will help me to better prepare myself for my new role in BSM,” she said. “The practice labs involved going over sample exercises that I received in my order-fulfillment training.”

In her new position as a customer account specialist, White sees her role in supporting the supply chain as being key to her job. She is one of the key customer-facing points in regard to the DSCP Integrated Customer Teams.

“I am really excited about and look forward to working with BSM and the new commercial-off-the-shelf software from SAP. Some of the benefits in working with the new software system for myself and our customers will be improved customer service, increased readiness and best value,” she stressed.

“A challenge for myself will be in learning and mastering the new software,” White said. “I believe BSM will ultimately improve my job in the sense that I will be able to provide top-notch customer support tailored to the customer’s needs.”

Mahoney said he can associate with the roles expected in his new position based upon his previous experience as an account manager within DSCP’s Subsistence Directorate. However, he now has the added responsibility of managing all items procured by DLA to support the vast array of customers, using a distinct information system and actually processing customer orders and returns.

Although there is much to learn about BSM, Mahoney is excited about this new opportunity.

“What caught my interest from the beginning about working in BSM is the opportunity to enter a new program essentially at the



BSM team members (from left) Dannelle White, Denise Tran and Len Mahoney review the display of inventory balances.

ground floor,” he said. “By getting involved early, I look forward to lending my experience in account management and customer service to ease the transition to BSM for our customers and improve BSM, since the concept is a dynamic initiative. The challenges and obstacles I foresee are conquering the learning curves of a new information system and a new way of conducting business,” he said, “while ensuring the transition is virtually seamless to our customers.”

White believes that as a result of BSM, customers will notice better support and improved customer relations.

Mahoney agrees and feels the best feature of BSM is the near-real-time availability of information provided by the system.

Dewey Darley, another customer account specialist in the new organization, summed it up well.

“DLA has been in the process of eliminating legacy systems and working with commercial-off-the-shelf systems to help network more effectively with our customer base,” he said. “These BSM systems, coupled with continual face-to-face communication, will enable DLA to serve all the customer needs in a timely manner. BSM will make this organization more customer-sensitive and better able to service all of our customers.” ♦

BSM: Trying to Teach an Old Dog New Tricks

By Frank Lotts
Deputy Director, DLA Logistics Operations, J-3

I spent most of the week of June 10 at the Defense Distribution Center taking Business Systems Modernization classes to get me “job ready” for my role in BSM as the sales and operations chief. I am an old dog not only because I have been in the Defense Logistics Agency for more than 30 years, but also because early in my career I was an instructor for the implementation of the Standard Automated Materiel Management System at Richmond in 1973 and subsequently went on to work at the Headquarters on implementing SAMMS in Dayton and Philadelphia (industrial and medical centers).

I didn't invent the term “old dog” for myself -- that was coined by Rear Adm. Dan Stone during his speech in 1999 when he turned over the Defense Supply Center Richmond command to Rear Adm. Mark Young. He said in his speech that one of his accomplishments during his tour was teaching me, his deputy, about aviation support. He commented that this proved you “could teach an old dog new tricks.” I remember thinking to myself that is not the most complimentary thing a departing commander ever said about me, but then, you are no young puppy yourself. His old dog comment came back to me as I drove to Harrisburg, Pa., and realized that, in this case, I was really an old dog about to be taught new tricks.

I attended four classes: Manugistics Navigation, Core Planning, Supply Planning and SAP Navigation. The instructors were Molly Martin, a MANU employee and Paul Woodlief from DSCR; Doug Chambers from the DLA Training Center and Joe McGarvey from DSIO Philadelphia. They were good courses of instruction made excellent by great instructors. What a diverse group of people: Molly, a recent graduate from Penn State not only knew MANU down pat but also understood our business very well and put things in our terms. Paul, whom I worked with in Richmond, is a bright young man with a keen sense of humor and excellent instructional skills. Doug has been around DLA for a while with a broad back-

ground in depot operations, ICP Technical and Logistics Services experience and is using that background as an excellent foundation to instruct on our new business process. Joe, an IT professional on DISUMS, did a great job of guiding a bunch of functional people through SAP, explaining how to view data and perform work process without his resorting to technical terms and explanations.

Joe also subtly reinforced one of the important aspects of BSM: It is the platform to bring DLA together as a single enterprise and no longer operate like a group of individually owned franchise operations. He repeated that message over and over in his own subtle way and it was effective. I was really impressed by his knowledge of the system, his ability to lead us through it and at the same time his commitment to communicating the broader perspective of our efforts.

I also really enjoyed getting to meet the people in my classes, most of whom work at DDC. It's good to get away from the Headquarters and spend time with the people who work every day to support our customers and to hear how they see the world. The DDC is an excellent organization that is there day in and day out providing great distribution support to its customers, not just DLA but all the military services.

BSM is important to us in many aspects. Among the most important is that it will give us the ability to continually improve our consistent support to our customer -- consistent with our mutually agreed upon

expectations. That consistent support is critical to the soldiers, sailors, airmen and Marines who defend our Nation. As a young dog I remember leading my armored cavalry troop out of our base camp and having to leave one of our armored personnel carriers in the motor pool because of not having a part we needed -- something simple like a front axle U joint that a young driver broke trying to get his APC off of the road in a hurry. We had spread that APC crew among the other vehicles, and I remember thinking as we went out the gate: Less firepower can cover less ground and have one less maneuver element if I needed it; hope it doesn't make any difference this time.

That's why what we do is important. ♦

That consistent support is critical to the soldiers, sailors, airmen and Marines who defend our Nation

-- Frank Lotts

Human Resources Class Relies on Customer-Focused Approach

By Kevin McKenna
DLA Human Resources, J-1

While most organizations understand the importance of providing a high level of customer service, they might not really understand the meaning of “customer service.” Defense Logistics Agency’s Human Resources Directorate, also known as J-1, does, and they are making sure everyone throughout the new DLA Human Resources Center understands what it’s all about.

As stated by Jeffrey Neal, J-1 director, “In the HR business, we have to remember that our work affects employees’ livelihood. Quality customer service can be defined many ways, but I think it is as simple as caring, listening, understanding and being responsive to the customer. It’s pretty easily defined because it is what we want when we are customers.”

J-1 is going through a massive transformation in HR, and the organization has a chance to shape the future culture of the Agency, said Jan Hoffheins, J-1 deputy director. “We are emphasizing a ‘customer first’ mentality and believe, given the proper tools and motivation, our HR employees can provide outstanding support to DLA leaders and employees.”

Pat Polvino, director of Customer Support Office Columbus, said, “The first thing to do is look at the attitudes and processes already in place, evaluate their effectiveness, then make the necessary changes in order to meet the service objectives.”

One of the key ways of doing this, she explained, is through the development of a customer service training program. J-1 contracted with Adelis Development Systems to present training built around DLA’s specific customer-focused goals, including a pilot session conducted in late June in Columbus. Twenty CSO-Columbus students attended, primarily from the Columbus servicing team. The course also included five Human Resource customers, one each from DLA Headquarters, Defense Distribution Center, Defense Reutilization and Marketing Service, Defense Supply Center Philadelphia and Defense Supply Center Richmond.

The course was extremely well received by both HR students and customer observers, with more than 90 percent of attendees rating the class as excellent. Don Brown, a customer observer and director of Defense Distribution Depot Columbus, Ohio, said, “I was impressed with the training and recommend it be used throughout the Agency. It flowed smoothly, and there was a great deal of audience participation.”

Jackie Cordle, a customer observer from DSCR, said about the class, “I thought the material and exercises presented in this course were great!”

This class is a major stepping stone toward building into the organization the ability to promote lasting, valued relationships with customers and relationships based on honesty, credibility, respect and fairness, said Paul Okum, director of CSO-New Cumberland.

“Every DLA employee is focused on excellence in customer service,” Okum said. “For the DLA Human Resources Center, our customers are the DLA employees, and we are absolutely committed to professionalism, quality and teamwork.”

On the heels of its debut at DSCC, the course, Client Service for HR Professionals, has embarked on a tour of the two Human Resource Customer Support Offices located at New Cumberland and Columbus that will last well into next year and beyond.

This course, which has been customized for the DLA Human Resource Center, focuses on the HR professionals’ role as “client first” service providers who enhance customer confidence and satisfaction, either on the phone or in person, by courteously dealing with customers, successfully managing client issues and appropriately using conflict management techniques to resolve customer problems.

An early session of the class was held for 19 students, including two customers, all of whom had very positive responses.

One student said, “The customers’ presence in the course was good because they offered their perspective, and it should help improve the relationship between them and their Customer Support Office by making the customers feel valued.”

Another said, “The timing of the presentation was good. I thought it was very important that we offered this to brand-new employees. I thought it did a good job of immediately setting the tone for them and making them aware just how important customer service is to the new DLA Human Resources Directorate.”

One student got right to the heart of the matter: “Customers’ perception is key. It doesn’t matter how good, fair or right you think you are – if the customers don’t agree, for whatever reason, something needs to change. Customers can be wrong but, bottom line, their perception is still paramount.” ♦



Human resources instructor Nancy Adelis reviews the course at Defense Supply Center Columbus with student Derek Saunders.

J-3 Logistics Operations Peer Award

By Lucy Capaldi
Logistics Operations, J-3

There are many ways for an agency to recognize employees for exceptional achievement and a job well done. What makes the J-3 Logistics Operation Awards Program so special and unique? One has to just observe the title of this article. The word "Peer" is the operative word -- employees nominating their peers for outstanding customer service. The program has been in existence for several years and is unique because civilian, non-supervisory employees nominate their peers for monthly awards. Personnel nominated for the Peer Award must meet certain criteria during the award consideration period. The criteria includes performance of assigned duties in a manner that demonstrated dedication to serving our customers and application of exceptional initiative or resourcefulness to accomplish some significant work resulting in improved service to Logistics Operations. Peer Award nominees are held in high esteem by their peers and

serve as an inspiration to other personnel. The J-3 Peer Award Program provides the ultimate recognition for Logistics Operations employees for performance of a job well done.

The monthly winner is selected, not by a supervisor, but by a Peer Award Committee comprised of civilian members, grades GS-14 and below, designated from each of the J-3 Staff elements. Each month, the selected Peer Award winner's name is engraved on a plaque which is placed in the J-3 glass showcase at the DLA Headquarters Complex. The winner also receives a \$475 On-The-Spot-Cash Award, a personal engraved plaque, a congratulatory letter from the J-3 Director, and 18 hours of "Time-Off Awards Leave."

The nomination process is simple too. Nominations are sent via e-mail to any one of the committee members and usually consist of no more than two paragraphs. There are no forms to download and fill out, no signatures to obtain; just a brief description of why the nominee should be selected and their

name and office symbol. The nominations may contain an exceptional task performed by the nominee in addition to the performance of his/her regular job.

The members of the Peer Award Committee serve for a period of three to six months. As new members replace existing members, they are staggered to ensure continuity and prevent disruption of the program. One new member is added to the team as members' terms expire. As members leave, the seniority system determines who serves as the chairperson. Each committee member has one vote each month, with the chairperson casting the final vote if there is a tie between the members. Each month the committee members have specific tasks associated with the Peer Award, varying from preparation of the congratulatory letter, announcement of the winner, plaque engraving, and processing the cash and time-off awards. Peer Award Committee members may not be nominated, nor are they allowed to nominate, while they are serving on the committee. ♦

DDSP Installs Commercial Driver's License Information System

By Sherre Mitten-Belle
Defense Distribution Depot Susquehanna, Public Affairs

Since September 11, 2001, the focus on security has been crucial to the operations at Defense Distribution Depot Susquehanna, Pa. For the last eight months, those in Security and Transportation Dispatch have had an additional tool to safeguard the facility. In cooperation with the Pennsylvania State Department of Transportation, DDSP has installed, and is using, the nationwide Commercial Driver's License Information System.

The dial-up system allows users to access information on commercial drivers using their commercial driver's license number. The system provides a validation that the number is current by providing the issue date, expiration date and driver's current address, weight, height and date of birth. The system also provides approved endorsements, which indicate that driver is authorized for hazardous material, passenger transportation and specialized equipment such as tank trucks, and double/triple trailers. In

addition, the system provides information on driving offenses including loss of license dates, speeding tickets and other violations.

The DDSP Transportation Division is using the system to validate drivers on all shipments of classified, signature service, protective service, dual drivers, satellite tracking and hazardous material.

Employees from systems management configured the computer hardware to provide transportation employees dial-up access to the system. Dan Smyser, Pennsylvania State Department of Transportation representative, offered the system and trained DDSP employees how to apply it. ♦



A truck driver includes his commercial driver's license in the tube going to dispatch.

DAPS Continues Support of DDC in EDMS Implementation

By Keith Beebe
Document Automation & Production
Service
Corporate Communications

The Document Automation & Production Service has partnered with and directly supports the Defense Distribution Center in ongoing efforts required to implement, operate, and maintain an enterprise-wide Electronic Document Management Service (EDMS). DDC's responsibilities include receipt, storage, issue, packing, preservation and worldwide transportation of all items placed under its accountability. DAPS is the document automation agent for the Department of Defense. Its support initiatives, formally documented in a Memorandum of Agreement (MOA), include the provision of equipment and services to DDC and 22 distribution centers worldwide.

Today, an estimated 21 million pages of supply documentation are collectively scanned or stored in center warehouses each year. Over the years, 15 of the distribution centers have deployed non-integrated, site-specific solutions to capture and store supply documentation using several disparate imaging and document management systems. Those systems require significant manpower to operate. DAPS has implemented a single, standard solution that applies current technologies to increase automation and expand functionality while reducing operational costs, streamlining processes, and improving upon information management capabilities.

The initial deployments of the EDMS under Phase I of the contract

were completed in May 2002. The EDMS central repository (Hub) was deployed to DAPS, Mechanicsburg, Pa., under Phase I, as well as an upgrade of the prototype system environment, previously installed at the Defense Distribution Depot Susquehanna, Pa. DAPS acquired technical services from Integic Corporation to perform as the EDMS system integrator. To date, they have completed installations in support of distribution centers in Albany, Ga.,



Kelli Childs checks one of the documents scanned for the Electronic Document Management Service (EDMS) that the Document Automation & Production Service (DAPS) is providing for the Defense Distribution Center's worldwide centers. Overseeing the process is Dennis Small of mission receiving for the Defense Distribution Depot Susquehanna, Pa.

Puget Sound, Wash., Corpus Christi, Texas, San Joaquin, Calif., San Diego, Calif., and Tobyhanna, Pa. As the installations progressed and the users and the operators became more proficient, the contractor responded to their feedback by providing periodic enhancements to the EDMS helping to ensure optimal performance. The enhancements are expected to continue as actual operational experience becomes more prevalent. Phase I also saw the contractor initiate the EDMS Help Desk providing a toll-free telephone number and a web

address for both users and operators.

The EDMS production systems were immediately successful. Starting with just a few document types and modest volumes, EDMS quickly expanded to digitization of not only the Optical Character Reader (OCR) supported documents, but also to more generic and non-standard types of documents coming from a variety of vendors and shipping companies. In just four months, EDMS operators scanned over 462,000 pages into its database since starting with the first site in early April 2002. This growth is expected to increase significantly as DDC users realize the utility of having their most used documents only a "click" away on the Internet.

A more dramatic increase in the availability of the EDMS is currently underway. Phase II of this initiative began with an early July 2002 contract award to Integic Corporation. Under this phase, the EDMS will be deployed to the remaining 15 distribution center locations, including those in Germany, Hawaii and Japan. As in Phase I, the EDMS will be installed at the

co-located DAPS facility or at the center itself whichever will allow optimum service to the DDC customer. Before deployment, the contractor will visit each of the remaining sites to fully brief the center commanders and local DAPS management, perform business process analysis, discuss and evaluate information technology infrastructure and to gather requirements (some of which may be unique) from departmental supervisors and process experts. These requirements will then be evaluated and combined into

the next release of the EDMS software to be deployed to these locations.

Phase II will also see the integration of an interface with the Distribution Standard System (DSS) and the expansion of Optical Character Reader supported forms. In addition, some of the EDMS back-office functions needed to aggregate database content, summarize system metrics, and access other supply information required by authorized users will also be expanded. Further, during EDMS Phase II, a centralized Records Management solution will be

implemented at the Hub in Mechanicsburg, as well as, implementation of an off-line Hub test and maintenance platform used to simulate Hub functions, processes and interfaces before placing them on the production system.

Phase II is going to be an exciting and busy time, both for DAPS and DDC. Not only will DAPS continue to operate and maintain the EDMS at the initial seven locations, but will also be performing site visits, evaluating requirements, upgrading the software functionality, and then eventually deploying to the remaining

sites. Throughout the deployment of the EDMS and beyond, DAPS will provide the DDC and its each of its field activities an efficient and effective tool to use in their daily operations. The EDMS provides a method to reduce or eliminate hard-copy documents, to electronically retrieve source documents on demand, quickly respond to customer inquiries regarding shipments and efficiently perform Records Management without additional effort. Through the EDMS, the DDC is truly moving toward a future paperless environment. ♦

DSCR Works to Strengthen Public Perception

By Andrew Gootee, PhD
Defense Supply Center Richmond
Public Affairs Office

After more than a year of intense media and public scrutiny, employees and area residents are learning they have nothing to fear by working at or living near the Defense Supply Center Richmond, Va.

That's due to a variety of ongoing initiatives by the center, as well as recent reports released by the Virginia Department of Health and the Agency for Toxic Substances and Disease Registry.

Residents of Rayon Park, which sits just north and east of the installation, learned they were no more likely to develop cancer than any other county resident when the results of a cancer cluster study conducted by the Virginia Department of Health were released in June.

Dr. William Nelson, director of the department's Chesterfield Health District, conducted the study last summer in response to residents' concern that living near a Superfund site caused health problems.

Nelson said the study showed that while the incidence of cancer of the colon, rectum or lung was

higher in Rayon Park than the county average, other types of cancer, such as breast or prostate were lower. He went on to say that age was a factor they considered when analyzing the data. Thirty-nine percent of Rayon Park residents are over 50 years of age, as compared to 19 percent overall for Chesterfield.

The report also concluded that, "other cancers possibly associated with volatile organic compound exposure (leukemia, hepatic carcinoma) did not occur in Rayon Park residents during the study period. No association was found between cancers of the colon and rectum among Rayon Park residents and years of well-water use." Further, there had been no exposures identified which would create a health risk to the entire Rayon Park community.

Near the same time, the Agency for Toxic Substances and Disease Registry published the results of its public health consultation. That report concluded there were no adverse health effects for adults or children from contact with No Name and Kingsland Creeks due to contamination from DSCR.

Center representatives have spoken to civic and professional organizations; briefed staffers of Virginia's congressional delegation about environmental and

That report concluded there were no adverse health effects for adults or children from contact with No Name and Kingsland Creeks due to contamination from DSCR.

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restoration programs; created a restoration website; and publish a quarterly community newsletter about the center's environmental and restoration programs for citizens around the center. They also have enlisted area residents in their campaign to get the word out by establishing a Restoration Advisory Board.

Made up of 12 citizens and one representative each from state and local regulators and DSCR, the board is a forum for the exchange of information about the center's restoration program.

The center offers training to help citizen members understand elements of the program and has given them an orientation tour of the environmental restoration sites at the center.

Citizen members work with the center to develop agenda items and bring other residents' concerns to the table. The board's monthly meetings are open to the public, and time is set aside at each for citi-

zens to ask questions about the restoration program.

Richard Richezza, the community's co-chair on the board, feels the Restoration Advisory Board is a step in the right direction for both the community and DSCR.

"Together we are bridging a communication gap between the community and DSCR," Richezza says. "It's a positive step that will go a long way toward creating an improved relationship between us."

"Convincing neighbors the center is managing its restoration and other environmental programs efficiently has been a challenge," says Charles Carrell, DSCR's director of Support Services and co-chair of the Restoration Advisory Board. "Making them understand the extent and level of contamination is not easy.

Convincing them there are no exposure pathways and their health is not affected by living near the center has even been more of a challenge. But our message is getting out." ♦

The Origins of the Defense National Stockpile Center

By Kristin Guss
DLA Public Affairs

Editor's Note: This is the second in a series of three articles on the Defense National Stockpile Center.

Since the creation of the National Defense Stockpile of strategic and critical materials just prior to World War II, the issue of who should manage it seemed to be an ongoing problem. As a result, control of the stockpile shifted between military and civilian activities.

The GSA and FEMA Years

In 1947, a sweeping reorganization of the military establishment had a major impact on the stockpile. The National Security Act of 1947 changed the structure of defense by establishing an Office of the Secretary of Defense with the new military departments of the Army, Navy and Air Force under it. In this alignment, delegation of authority for oversight of the National Defense Stockpile transferred from the military departments on December 19, with

the approval from the Secretary of Defense, to a newly formed Munitions Board. The operational end of the stockpile remained a part of the Bureau of Federal Supply within the Treasury Department until July 1, 1949.

During this period, some government officials advocated removal of the stockpile to a civilian agency. Apparently, their point of view prevailed because, in July 1949, the Bureau of Federal Supply transferred from Treasury to become one of the four major branches of the newly created U.S. General Services Administration authorized by the Federal Property and Administrative Services Act of 1949. That December, GSA reorganized the Bureau of Federal Supply and renamed it the Federal Supply Service. While retaining the National Stockpile, FSS dispersed its functions over various divisions.

One of the most significant organizational changes to the national stockpile occurred with the transfer of stockpile planning and policy responsibilities from the Munitions

Board to the Office of Defense Mobilization within the Executive Office of the President. This change came about through the Reorganization Plan Number 3 of 1953. For the first time, these stockpile functions came directly under civilian control. In 1958, the Office of Defense and Civilian Mobilization succeeded ODM and, on September 22, 1961, that organization went through another name change and became the Office of Emergency Planning (later called the Office of Emergency Preparedness).

In the meantime, other changes were occurring. The operational end of the stockpile had remained in GSA's Emergency Procurement Service. On September 7, 1956, GSA's Emergency Procurement Service became the Defense Materials Service, with the additional responsibilities of managing not only the stockpile, but also the National Industrial Equipment Reserve Program and the Civil Defense Emergency Program.

A little over a decade later, con-



Ferrocromium – one of 37 commodities stored at DNSC's Somerville, N.J., depot – will eventually be consumed by the steel industry. Two of the more important industry applications for Ferrocromium are production of stainless steel and specialty alloys.

trol of the stockpile planning policy once again changed hands. On July 1, 1973, a Reorganization Plan abolished the Office of Emergency Preparedness that ran the stockpile. Its functions were transferred to the President and later reassigned to other agencies. The General Services Administration was made responsible for emergency resources planning, resources allocation, resource crisis management and stockpile materials policy. The Federal Preparedness Agency was created in GSA and made responsible for those functions.

The stockpile program underwent another change on July 30, 1979, when President Carter signed the Strategic and Critical Materials Stock Piling Act. This Act was the second major revision since the 1946 Act, which rewrote the original 1939 Stock Piling Act. One important feature of the revised Act was that it shifted stockpile administration again. On July 15, 1979, the Federal Emergency Management Agency was officially created. The stockpile functions previously delegated to GSA were transferred, with the entire Federal

Preparedness Agency, to FEMA. Management functions, such as purchase and sales of materials, storage, security, maintenance, rotation and refinement and processing of materials, remained with GSA.

Another important policy shift that ultimately affected the stockpile occurred in 1986. As a result of a controversy over the adequacy of the current stockpile management, some members of the Senate Armed Services Committee proposed that the Secretary of Defense submit an annual report of his recommended requirements for the National Defense Stockpile based on total mobilization of the U.S. economy for a three-year conventional war. The Secretary would also be required to provide the National Emergency Planning Assumptions used to determine the Stockpile requirements.

This proposal, in effect, returned control of the Stockpile to DoD. As such, it represented a departure from previous policy since control had been in the hands of civilian agencies, namely FEMA and its predecessors, the Office of Emergency Preparedness and the

Office of Civil and Defense Mobilization, since the 1950's. On February 25, 1988, President Reagan issued Executive Order 12626, designating the Secretary of Defense as National Defense Stockpile Manager. Essentially, control of the Stockpile was being shifted from civilian to military hands. That same year, the Secretary of Defense assigned the program to the Defense Logistics Agency. The Defense National Stockpile Center was established within DLA to manage the program.

A Changing Mission

Executive Order 12626, in effect, made the Secretary of Defense responsible for acquisition, storage, security, maintenance, disposal, refining, rotation, processing and upgrading stockpile materials as well as budgeting for stockpile operations. For assistance with this task, the Secretary of Defense turned to the Institute for Defense Analyses, a federally funded research and development center, to design a means of estimating National Defense Stockpile goals. In a series of studies, IDA prepared new NDS goal estimates. As a result of the revised NDS requirements, Congress began to authorize reduced NDS levels and the sale of excess inventories.

Cornel Holder, long-time DNSC staffer, observed the change in the DNSC mission that took place over the years. Holder once served as regional administrator of DNSC's Zone 2 office and is now deputy administrator of the Stockpile center. He has a clear perspective on the transformation of DNSC that began in the early 1990s. "It was a big change for the entire work force," Holder says. "We had to transform ourselves from being caretakers to commodity brokers and sellers."

"We had to begin an enterprise that no one in any commodity brokerage house has attempted," Holder adds. "We had such a huge

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quantity to sell—over 90 commodities at one time—and we had to become strategists in the global markets for all these commodities.”

At the same time, the changes in stockpile goals and stockpile management necessitated a change in the role of the NDS Transaction Fund. Established in 1979, the Transaction Fund was created to provide for the use of profits obtained from the sale of stockpile commodities. Proceeds from such sales were to be placed in a special fund in the U.S. Treasury. Money from that fund was to be used to purchase or upgrade materials for the stockpile or to cover incidental expenses associated with the stockpile, such as the costs of quality assurance testing and transporting and storing materials. In effect, the National Defense Stockpile had been a self-supporting entity. With the decision to downsize the stockpile, however, came the question of what to do with money acquired from stockpile sales. Congress decided that some of the money should be put into military readiness accounts. Since 1992, Stockpile sales have generated over \$2.2 billion for military programs.

Sales of NDS materials could not proceed the way sales proceed in private industry, however. The Strategic and Critical Materials Stock Piling Act contains a provision stating that disposals from the NDS must be carried out responsibly, with regard to their economic impact. That is, sales from the stockpile could not be so great as to disrupt domestic and foreign markets. That factor presented its own set of challenges. “We had to understand the various commodity markets, enter those markets and be successful in those markets without disrupting those markets,” Holder says.

To ensure this provision was carried out, the DNSC enlisted the help of a Market Impact Committee, which was formally



Natural rubber, a product imported from the Far East, is one of the 60 commodities scheduled to be sold from the National Defense Stockpile. DNSC commodities are currently located at 48 storage sites throughout the United States.

established under the National Defense Authorization Act of FY 1993. The MIC is co-chaired by the Departments of Commerce and State and includes representatives from the Departments of Interior, Treasury, Transportation, Agriculture, Energy and the Federal Emergency Management Agency, as well as members from the DNSC. The MIC provides expert advice to the DNSC on the projected domestic and foreign economic effects of all disposals of materials from the NDS. Their recommendations are then formulated into an Annual Materials Plan suggesting which stockpile commodities and how much of each commodity should be sold each year. When Congress approves the AMP, it becomes the guideline for NDS sales for the coming fiscal year.

Within these guidelines, the DNSC has done a remarkable job of reducing NDS inventory. In fiscal 1998, the DNSC had sold \$462 million of excess raw or semi-processed materials. By March of 2000, \$1.9 billion worth of excess stockpile items had been sold. The

return on investment—cost to acquire and revenue derived from sales—rivals that of any Fortune 500 company.

Holder credits DNSC's successful selling to careful strategy. “We put together interdisciplinary teams of people that we drew from the various divisions including contracting, marketing and quality assurance. Each team managed a particular commodity, determining the best method for selling it.

“We also had to move into commercial practices like those of private industry,” Holder says. “We upgraded some of our commodities to bring them up to industry standards and make them more desirable to prospective buyers. We also streamlined our selling practices and became more customer focused.”

Obviously, those methods were successful. The National Defense Stockpile has been reduced from more than 90 commodities to 58 commodities. In fact, Stockpile sales have been so rapid that the Stockpile center is projected to go out of business within the next few years. ♦

A 50-Year-Old Law Ensures Military Readiness

By Kathleen Hausknecht
Defense Logistics Information Service
Public Affairs Office

What if you are member of the military fighting the war against terrorism and you need parts for a critical weapon system? How could you be confident that you will receive the exact item you need? It would be essential to have a catalog system that properly identifies the parts you need. Without one, life might be chaotic. But due to the passing of the Defense Cataloging and Standardization Act (Public Law 436) on July 1, 1952, a single cataloging system exists that can be used all over the world.

Catalogs and numbers to describe, track and secure parts are invaluable. Public Law 436 established several standard operating procedures for identifying and cataloging supply items. From hand grenades and guided missiles, to propeller blades and space vehicles, to soap dishes and washing machines, each item is identified, classified and numbered according to a single cataloging system.

The Defense Cataloging and Standardization Act is cause for the Defense Logistics Information Service (DLIS) to celebrate this year. The Act is an integral reason for the creation of DLIS, which is housed in the Battle Creek Federal Center in Michigan.

Before 1952 there was not a standard listing of all supply items. Instead, the military had an assortment of separate and distinct cataloging systems, each with its own nomenclature. The same item might be purchased by one military service, at the same time it was being disposed of by another service. There was no "common language," which allowed effective communications within the Defense Department. Under Public Law 436, all items were converted to a single system.

Not only would items be standardized and identified distinctly with the new law, but also other information would be available, such as: who manages the items; where supplies are stocked, stored and issued; and how the items are to be handled in various supply operations. The system would also be maintained and updated regularly.

Roots of the law can be traced back to the "Hoover Commission." With the aftermath of World War II, the need to improve efficiency of govern-



ment operations was apparent. In 1947, a Commission on the Organization of the Executive Branch of government was created by Congress with former President Herbert Hoover selected to head the commission.

Today, DLIS is carrying the torch for a federal catalog system that contains nearly 6.5 million active, military and civilian supply items. The system has evolved from a purely cataloging activity that manually recorded information on index cards to a highly essential defense agency function charged with managing one of the world's largest computerized logistics data distribution operations. It provides warfighters with the information they need – when they need it.

"The law has allowed us to provide quality support to our troops in the field. We can be confident that they will get the right parts, the right quantity to the right place," said Bill Strough, DLIS, deputy director DLA Cataloging. The warfighter also can use the direct link to DLIS through the Battle Creek Customer Contact Center or the DLIS Virtual Representative, Phyllis, at www.dla.mil/dlis for around-the-clock assistance.

Now and in the future, cataloging and standardization has an essential role in the military defense mission. It directly impacts on the readiness of the military through its responsibility of assigning and managing of National Stock Numbers for American parts used not just by the United States, but also by all North Atlantic Treaty Organization countries.

Public Law 436 established a system, which was flexible and responsive to the challenges of modern logistics. The law again shows its flexibility as it is considered the basis for standardizing the cataloging process in the computer age of electronic commerce.

Like DLIS, Public Law 436 is "comprehensive, precise and evolving through time." ♦

DLA Life Program Offers Around-the-Clock Help

By Gladys Bush
DLA Public Affairs

Employees at the Defense Logistics Agency can now access information on various life concerns and find assistance through the DLA Life Connections Program. The goal of this DLA-paid benefit is to offer guidance, education and referral services to help employees better manage their personal and professional responsibilities.

"This is another example of the many ways DLA takes care of its people and their families," said Rosemary Smith, Family Support Program manager for DLA.

This program is provided to all DLA employees and their families by the Quality of Life Program. Information and services are available on many subjects including:

- ❑ Health and wellness: children's health, fitness, senior health, emotional health
- ❑ Family: adoption, parenting, funeral planning, aging loved ones
- ❑ Education: financial aid, special education, gifted and talented programs
- ❑ Financial and legal: insurance, taxes, retirement planning
- ❑ Work: career development, change and transitions
- ❑ Daily Life: consumer information, pet care, moving and relocation

In addition to information provided through the website, DLA Life Connections, in conjunction with the Relocation Program, offers training on various subjects. Some seminars presented have been Home Buying, Coping with Change in the Workplace, Taking Control of Your Retirement and What to Expect As Your Older Loved One Ages.

In August, DLA Life Connections presented another of its series of seminars to employees in the McNamara Auditorium at DLA Headquarters. Around 40 employees gathered to hear a presenta-

tion on "Medicare/Medigap."

Rear Adm. L. Stanard Severance, USN (Retired) discussed various topics on the subject. He provided the audience with an overview of The Virginia Insurance Counseling & Assistance Program (VICAP) – an organization dedicated to assist senior citizens with counseling on Medicare, Medigap insurance, managed care/HMO plans, and long-term insurance. Severance came to work as a volunteer for this organization upon retirement. "My mother-in-law never thought about the needs of insurance in her senior years, therefore, the children had to deal with thousands of dollars in medical bills," he said. That's when he realized its importance and became interested in helping others to spare them the same fate. "I am a believer that all Federal Employees should get Part B when eligible, even if other insurance is available," said Severance when discussing the options available under Medicare to senior citizens.

Other topics included Medicare Health Plan Choices-Part A and Part B, Medigap Plan Choices, ways to pay for non-covered medical expenses, Medicaid, State health assistance programs, and fraud within the insurance/medical industry. The details on these subjects can be found in the brochure provided to all attendees – "Choosing a Medigap Policy-2002 Guide to Health Insurance for People with Medicare."

Severance served in the Navy for 36 years. He worked in all capacities including Commanding Officer of a nuclear powered attack submarine and Squadron Commander of ten strategic missile submarines and two tenders. In 1995 he retired from active duty and now participates in two volunteer activities: helping seniors prepare their tax returns through the AARP (formerly known as the American Association of Retired Persons) Tax Assistance Program, and counseling seniors about health



Retired Rear Adm. L. Stanard Severance, discussed various topics at a DLA Life Connections seminar in August. (Photo by Don Wagner)

insurance issues with the Virginia Insurance Counseling & Assistance Program (VICAP). "Employees need to start thinking early about their plans for medical coverage upon retirement," said Severance.

Further information on DLA Life Connections services is available from Betty Dyer at 703-767-2433 or via e-mail at betty_dyer@hq.dla.mil for DLA Headquarters employees. Other DLA facility workers may contact their Quality of Life Program office to find out about seminars offered in their area.

Employees can easily access DLA Life Connections by visiting www.worklife4you. Enter "DLA" as your screen name and "DLA" as your password. You may also contact a specialist by calling (800) 222-0364 to request personalized referrals and information anytime. Hearing-impaired people may call (888) 262-7848.

When employees call for information, they will be provided with advice, written materials or referrals within their community for assistance. All information and requests are kept confidential.

"Whatever life event you and your family may face – a new home, an aging loved one, a college-bound child or even retirement," Smith said, "the DLA Life Program can help 24 hours a day, seven days a week." ♦

DSCC Installation Volunteers Replant Banks of Mason Run

By John Foreman
Defense Supply Center Columbus
Public Affairs Office

Volunteers from almost every organization on the Defense Supply Center Columbus installation, the Audubon Society, The Lepidoptera Society, local high school environmental groups and the Ohio Department of Natural Resources gathered on the banks of Mason Run in June to do something good for the environment.

With \$5,000 in funding received by the Defense Logistics Agency and DSCC from a grant sponsored by the Deputy Under Secretary of Defense for Environmental Security called "Streamside Forests: Lifelines to Clean Water," the volunteers planted 2,600 plants representing 25 different plant species that are native to Ohio.

Mason Run flows from north to

south through DSCC. Through the years, the stream has been taken over by plant species that are not native to the area, said Lt. Col. Nelson R. Powers, USA, staff entomologist for the Defense Logistics Agency.

"Small streams are the lifelines to America's waterways. By starting with small streams and replacing the exotic or invasive plants with the natural, native species helps the conservation of the stream, prevents erosion, helps establish wildlife and helps to prevent water pollution," Powers said.

"This whole concept of replacing exotic or invasive plant species with native plant species is all part of executive orders called Greening the Government Through Leadership in Environmental Management and Invasive Species. Each year, invasive species and exotic plants cost the

American taxpayer as a result of their increasing impacts on the U.S. economy, ecosystems and native species. Such exotics harbor plant diseases, and insects that are a threat to agriculture. The point of this program is to restore Mason Run, to protect water quality, biological diversity, and provide an opportunity for people to participate in protecting the environment," Powers said.

The site was prepared by DSCC Installation Services, which had the installation's landscape contractor remove the invasive species and prepare the site for planting. Installation Services will also maintain watering operations to ensure the plants' health and vigor.

Laura Roth and Lisa Bowers of the Ohio Department of Natural Resources gave order to the project by organizing the planting. Roth and Bowers deter-

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Some of the many volunteers who participated in the DSCC Environmental Management Project at Mason Run in June. (Photo by Gary Canfield)

mined where each species of plant was to be placed on the stream slope. They also assisted volunteers by displaying the proper method for planting the various species.

Many of the 41 volunteers felt the project worthwhile and seemed to enjoy their work under the hot afternoon sun. A lot of them voiced their opinion on the project.

Connie Kuehner from the Defense Information Systems Agency said, "Doing something like this really helps people focus on what's going on around the waterways right now. The volunteers here can plant and take the time to learn so they can make a difference in their own neighborhoods."

Bill Resch, a teacher from New Albany High School and a member of Friends of the Big Walnut Watershed, said, "This is an extremely important project and stream restoration is one of the biggest challenges of our generation."

William Bruns from the Defense Finance and Accounting Service Columbus said, "I think this is absolute-

ly wonderful. It's about time we started doing something like this for the environment and for beautifying Ohio."

Dana King of DSCC's Land-based Weapon Systems Group said, "I think it's great! I think it's going to look nice. We need something like this." Her co-worker, Pam Blanton, also of DSCC Land, said, "I just jumped at the opportunity to work outside and help beautify DSCC. This is a great project!"

Mary Provens of DFAS Columbus said, "This is a great project. I love native plants and I've been involved with conservation for years. We should do more of this - it's a wonderful project."

Pat Denzell from DSCC's Aerospace Weapon Systems Group said, "I think this is wonderful idea. It's going to do a lot to beautify this little creek and hopefully people will quit thinking of it as a drainage ditch."

"It's definitely a good project," said DISA's Lori Schaffer. "It's a lot of fun to come out with your co-workers to do this work and protect the landscape. It's something you can walk by years in the

future and take a look at and see how well it worked."

Theresa Fry from the Defense Logistics Agency's former Human Resource Operations Center said, "I'm really excited to be here and to be a part of this. I like the idea of attracting native wildlife like butterflies. I'm a real nature buff. I'm glad they offered this."

Jean Moran of DSCC Corporate Information said, "This project is very worthwhile. I think the federal government should set an example for the nation and the local communities. It's a great thing that one should do for their country, ecology and the world. It's bigger than ourselves."

Paul Tauer from DSCC Aerospace said, "This is long overdue and I think we should go on down the creek. Once this blooms out, we'll probably get more people who'll want to help with future projects."

If future funding is made available, DSCC may consider more streamside projects along Mason Run. When that happens, the work force will once again get a chance to volunteer. ♦

Report Alleged Fraud, Waste, Abuse

To report instances of alleged fraud, waste, abuse, or mismanagement, in DLA or DoD programs or operations, contact one of the following:

The DLA Complaint Program Web site at www.dla.mil/dss/dss-s
The DLA Complaint Program at 1-800-411-9127, or DSN 427-5447

The DLA Complaint Program
ATTN: Mr. Stephen M. Keefer (DSS-S)
8725 John J. Kingman Road, Suite 2533
Fort Belvoir VA 22060-6221

The DoD Defense Hotline Program Web site at www.dodig.osd.mil/hotline
The DoD Defense Hotline Program at 1-800-424-9098

The Defense Hotline
The Pentagon
Washington DC 20301-1900

The DoD Defense Hotline e-mail at hotline@dodig.osd.mil

DLA, Air Force and Goodrich Form Strategic Supplier Alliance

By Sue Smith
Defense Supply Center Richmond
Public Affairs

A new strategic sourcing initiative between Defense Logistics Agency, the Air Force, and Goodrich Corporation will mean better forecasting and improved logistic support for the military services' requirements for parts used to repair landing gear.

The culmination of a two-year effort, the long-term contract with two Goodrich facilities – Troy for wheel and brake parts and Cleveland for struts – is potentially worth \$495 million over the next ten years. The contract is designed to reduce acquisition and production lead times for aircraft spares.

The Air Force has the lead for the alliance and will administer the contract, but of the more than 600 items that will ultimately be included on the contract, 491 are managed by DLA, said Patti Jackson, Goodrich supplier team leader at Defense Supply Center Richmond, Va.

DSCR Supplier Operations deputy director, Sallee Justis, was at Hill Air Force Base in July to represent DLA at a ceremony where she, and officials from the Ogden Air Logistics Center and Goodrich, signed a Strategic Sourcing Initiative Memorandum of Agreement.

"I hope this is just the beginning of more joint ventures between three parties – the Air Force, Defense Logistics Agency and world-class suppliers such as Goodrich," she said.

"The alliance really brings together the experts to collaborate on the optimum support systems for our customer, the warfighter. DSCR is committed to the growth of this contract, future strategic sourcing alliances, and working with Hill Air Force Base on more efforts such as this."

John Ryan, the director of Military Product Support for Goodrich Landing Gear, said it was a challenge for Goodrich to partner with the Air Force and DLA to reduce both the administrative and production lead times associated with the acquisition, but that everyone had the best interests of supporting the warfighter through the whole process.

"Goodrich looks forward to building upon our relationship with our DoD partners and to the benefits that each will derive," Ryan said.

Air Force representative and commander of the



From left, Sallee Justis from DSCR, Maj. Gen. Scott Bergren from Ogden ALC, and John Ryan from Goodrich signed a Strategic Sourcing Initiative Memorandum of Agreement in July. (Hill Air Force Base photo)

Ogden Air Logistics Center, Maj. Gen. Scott Bergren, said the goal of the alliance was to leverage the very best the public sector could offer with the very best the private sector could offer. By bringing in civilian industry partners on weapon systems acquisition, sustainment and procurement early in the game, they could, up front, provide the military services with the best technology the civilian industry has to offer.

"I am absolutely convinced what we are doing here will support the warfighter in a better way and allow us to do what we are here to do." ♦

"I hope this is just the beginning of more joint ventures between three parties – the Air Force, Defense Logistics Agency and world-class suppliers such as Goodrich."

-- Sallee Justis

From the Field with DCST Member

By Cmdr. Mary Hanson, USNR
DLA Joint Reserve Forces, J-9

Defense Logistics Agency Contingency Support Teams (DCSTs) are DLA's ambassadors overseas. When requested by the geographical combatant commanders, DCSTs deploy to theaters of operation to directly support the deployed warfighter by offering on-site and immediate logistics support. DCST members include a cross-section of DLA – active duty, reserve or civilian – hand-picked for their skills and knowledge. The DCST is the single point of contact for all combatant commands for the classes of supply and services provided by DLA. Some of the functions that a DCST provides include: liaison officers; materiel management representatives; distribution management representatives; disposal reutilization and marketing representatives; and fuels management representatives.

Since 1990, DLA has deployed at least 38 DCSTs, to areas including Bosnia, Kosovo, Haiti, Egypt, Korea, Australia, and Uzbekistan. Since December 2001, a seven-member DCST has been deployed to Kuwait and Uzbekistan, supporting the United States Central Command area of responsibility. In this area of responsibility, the DCST is providing all but two of the services mentioned above.

DLA's Joint Reserve Forces public affairs officer is conducting on-line interviews with members of this DCST. The first interview was with the

Commander DCST (Forward), Col. Frank Daniels. This second interview is with Carol Knierim, a civilian contract specialist who has worked at DLA for about 12 years and is currently assigned to Defense Supply Center Columbus (DSCC).

What service are you providing on behalf of DLA?

My current position is as a multi-commodity specialist. My primary duty is to research and

DCST members include a cross-section of DLA – active duty, reserve or civilian – hand-picked for their skills and knowledge.

resolve supply issues of critical items that adversely impact weapon system readiness on mission accomplishment. This includes expediting material requisitions, initiating supply research and communicating with DLA personnel in all stages

of the DLA pipeline.

Another important aspect of this position, as well as the team as a whole, is providing a face of DLA to our customers. By being this close to our customers, we are able to teach them about DLA processes and more importantly, learn about their requirements and their frustrations. I feel that this type of intangible service is a very important aspect of the DCST concept.

Is this your first deployment?

This is my first deployment. The key thing it has taught me about deployment preparedness is that you need to be flexible in what to expect while being deployed.

How have you integrated with other key players on the DCST?

I think I've integrated with the other team members of the DCST by listening to and learning from each member. I feel fortunate that I've worked at both Karshi Khanabad, Uzbekistan and at Camp Doha, Kuwait. Both places have outstanding teams. I've learned something from everyone on both teams, from the SWA Theatre Commander, the two DCST Forward Commanders, the other multi-commodity specialists and the hazardous waste and disposal specialist. Each individual has brought a lot of valuable experience to the teams and has shared their areas of expertise with me so that I am able to do my job even better than when I first

arrived here. Also, I'll be able to do my job much more effectively when I return to DSCC.

Please explain the one key event or task that highlighted for you more than any other -- why DLA people need to deploy.

I can't highlight one event or task as an example of why DLA people need to deploy. I think it's the experience over time and all the things that I've been exposed to that have impacted me. Meeting so many soldiers, living with them in tents and in barracks, talking to them about their sacrifices and being separated from their families, seeing how the soldiers are living in Afghanistan -- all those things have had a dramatic impact on me. Seeing those things makes me realize that people need to deploy to see how the things they do, or fail to do, at DLA, have a direct impact on the quality of life for people as well as on their ability to perform their missions.

What has surprised you during this deployment?

The thing that has surprised me the most during this deployment is the logistics involved in supporting all the troops and special forces that are fighting the war on terrorism. Also, it really surprised me to see how involved DLA is in so many aspects of supporting the troops.

How does the work you're doing during this deployment differ from the work you do for DLA at home?

At home, I am a contract specialist in DSCC's Corporate Contracting Office. In that capacity, I write multi-million

dollar long-term contracts for Class IX items. This is very different because in this job I see how the customer is focused on the bottom line.

What has been most enjoyable about this deployment?

Other people have probably said the same thing, but I must say that it is definitely the peo-

First, I have a renewed respect for everyone in the military. Second, I will have a greater appreciation for everything at home. And third and most importantly, this has opened my eyes to what is happening in this part of the world in the war on terrorism.

-- Carol Knierim

ple that I have met during my deployment that has been the most enjoyable part of this experience.

What would you like to say to other DLA people who might deploy?

I'll start by saying that there are some difficult aspects of being deployed: being away from your family and your friends and your life. Also, the conditions may be austere and you may not feel 100 percent at times.

However, you're not alone while deployed and people will help you through it. Support from family and friends helps tremendously to get through missing everyone -- phone calls, letters, email and care packages mean so much while you're deployed. And while conditions may be challenging at times, you'll be surprised at how quickly you adjust to everything. Also everyone you're with is in the same situation and you have to make light of it and just roll with it and even laugh at some things.

I'm writing this while I'm coming to the end of my deployment and there are many things that will stay with me. First, I have a renewed respect for everyone in the military. Second, I will have a greater appreciation for everything at home. And third and most importantly, this has opened my eyes to what is happening in this part of the world in the war on terrorism. Everyone that I've met has wanted to make a contribution to this effort and I know that I came here to try and do the same. I'm honored to have met and to have worked with the Army and Marines and Navy and Air Force. ♦

Cassel Commands DLIS

By Kathy Hausknecht
Defense Logistics Information Service
Public Affairs Office

Col. Joseph D. Cassel Jr., USMC, replaced Col. Philip N. Yff, USMC, as the commander of the Defense Logistics Information Service in Battle Creek, Mich., on July 25. Yff has been assigned to Camp Smith, Hawaii.

In Cassel's first official remarks to the work force, he thanked them for the warm welcome and shared terms of praise he had heard

regarding DLIS and that DLIS was "one of DLA's jewels." Cassel also spoke of the "twin goals" DLIS will continue to work toward: making the military more effective and saving taxpayers' dollars.

Cassel, a native of Philadelphia, became the 18th DLIS commander. Prior to coming to DLIS, he was with the 1st Marine Division at Camp Pendleton, Calif. He has a bachelor of arts degree from West Chester University, Pa., as well as master's degrees from Naval

Postgraduate School (1987), the Naval War College (1993) and the Army War College (2001).

His previous assignments include several maintenance management and logistics positions in the Fleet Marine Force and in Germany, Georgia and California. He also participated in tactical and humanitarian operations in Lebanon, the Philippines, post-Desert Storm, Liberia, Rwanda and in Middle East military exercises. ♦

Iskra Commands DLA Pacific

On a gorgeous Hawaiian morning in July, Col. Christopher E. Iskra, USA, assumed command of Defense Logistics Agency Pacific. DLA Director Vice Adm. Keith W. Lippert presented Iskra with the Colors and accompanying responsibility of command.

After being presented the Organizational Colors, Iskra stated, "I am honored to have the privilege to command this great organization that has been supporting the Pacific so well over the past years. . . . But we can't rest on our laurels, and I ask every member of the DLA Pacific team to continue to do their best to provide PACOM customers with the right items at the right place and the right time every time at lowest possible price!"

Iskra joins DLA Pacific from his recent attendance at the National War College. No stranger to

the Pacific Theater, Iskra's previous assignments include PACOM Petroleum Operations Officer and Contingency Planner in the Joint Petroleum Office, Commander of the Defense Energy Support Center-

Taegu Office in Korea and Chief, Supply and Services Branch, Logistics Readiness Division for PACOM J4.

Iskra joined the U.S. Army Reserve in 1969. He received his commission from the Mississippi National Guard Officer Candidate School in 1979 and entered active duty as a Quartermaster Officer in 1980. He holds a bache-

lor of science degree in business administration from Delta State College and two masters of science degrees, one in administration from Central



Col. Christopher E. Iskra, USA

Michigan University and one in national security strategy from the National Defense University.

DLA Pacific was established on July 1, 1992. The initial mission of the command was to act as the primary liaison to the United States Pacific Command. Over the years, the organization grew as additional functions were added to this mission. In February 1994, it was established as a Primary Level Field Activity. In March 1998, DLA Pacific was assigned the mission to serve as the single DLA focal point in the Pacific Theater for overall DLA liaison and logistical planning relating to all DLA supplies and services support. In January 2000, DLA Pacific grew to eight Customer Support Representatives in the field and realigned their

support focus to include the Alaskan Command, U.S. Army Pacific, U.S. Pacific Fleet, U.S. Marine Forces Pacific, U.S. Pacific Air Force, and the 19th Theater Support Group. In July 2001, DLA Pacific integrated logistics planners with the Logistics Directorates of U.S. Pacific Command, U.S. Forces Korea, and U.S. Forces Japan.

According to Lippert, "Never in the short history of DLA Pacific has their mission been more relevant. Today, this Nation has a vast array of deployed combat forces around the globe engaged in the war on terrorism. The materiel readiness, fuel and troop support of our deployed warfighters are a critical link to the success of Operation Enduring Freedom." ♦

DESC Europe Changes Command

*By Lana D. Hampton
Defense Energy Support Center
Public Affairs Office*

Defense Energy Support Center (DESC) Europe held a change of command ceremony in August at the Wiesbaden Army Airfield in Wiesbaden, Germany.

Col. Steven Passero, USA, Commander, DESC Europe, relinquished command to Col. Tony Kazmierski, USA. Passero was awarded the Defense

Superior Service Medal by DESC Director Jeffrey A. Jones, in recognition of his accomplishments while in command of DESC Europe. Passero's next assignment is DESC headquarters at Fort Belvoir, Va., where he will serve as the deputy director of operations.

Kazmierski was previously assigned as the deputy co-director for the United States Central Command's (USCENTCOM) friendly forces coordination cell

in Riyadh, Saudi Arabia. He liaised with the Saudi Ministry of Defense and Aviation in support of Operations Southern Watch and Enduring Freedom.

DESC Europe is the in-theater manager for bulk fuel storage and distribution in Europe. It has subordinate offices in Kaiserslautern, Germany; Livorno, Italy; Zagreb, Croatia; Incirlik, Turkey; Rota and Madrid Spain; and London, England. ♦

DESC Americas Changes Command

*By Lana D. Hampton
Defense Energy Support Center
Public Affairs Office*

The Defense Energy Support Center's (DESC) United States based field office, DESC Americas, held a change of command ceremony in July at the Andrew T. McNamara Headquarters Complex in Fort Belvoir, Va.

Col. David W. Russell, USA, Commander, DESC Americas, relinquished command to Col. Keith R. Stedman, USA. Russell was awarded the Defense Superior Service Medal by DESC Director Jeffrey A. Jones, in recognition of his accomplishments while in command of DESC Americas. Russell's next assignment is at the Army Materiel Command

in Alexandria, Va.

Stedman was previously assigned as Commander, 200th Materiel Management Center, in Kaiserslautern, Germany and became the 4th commander of DESC Americas.

DESC Americas provides DoD and other customers comprehensive bulk fuel support in the most effective and economical manner possible. Its area of responsibility covers the continental United States, Canada, Central and South America, the Caribbean, Iceland and the Azores.

This ceremony also marked the relocation of DESC Americas' headquarters from Houston, Texas to Fort Belvoir, Va. ♦

DAPS Holds Ribbon Cutting Ceremony for Customer Information Center

By Keith Beebe
Document Automation & Production Service
Corporate Communications

The Document Automation & Production Service (DAPS) held a ribbon cutting ceremony on August 6 to mark the opening of its Customer Information Center at the DAPS center in St. Louis, Mo. The Customer Information Center is a major component of DAPS' customer service program, a strategic effort to enhance customer relationships.

The CIC will provide DAPS customers a dedicated channel for information services, problem resolution and support. A toll-free number will connect customers to service agents and specialists providing information on all DAPS document automation services. DAPS partnered with the Defense Logistics Information Service (DLIS) to deliver this new customer contact and support service using the Battle Creek Customer Contact Center. The Battle Creek center offered DAPS the best value solution for a customer contact center, demonstrating world-class servicing levels as part of DAPS' search for a service provider. The Battle Creek Customer Contact Center will provide 'first tier' call response to customer inquiries, initiate the call record, install and maintain the 'utility' for handling customer calls and train DAPS personnel at the Customer Information Center and other service tiers on the proper use of the utility.

Following a welcoming statement by Larry Bonds, DAPS Customer Service Program Manager and CIC Manager, the ceremony was opened by Shawn Magill, the DAPS Director of Business Development. Magill said "this is a key event for DAPS as it represents a major part of DAPS' commitment to better service its customers. It enables the customer to easily touch DAPS for information or services. It is an essential component of our customer relationship management program and will increase the service value we provide to our customers throughout the Department of Defense and all federal government agencies."

Magill then introduced Steve Sherman, the DAPS Director. Sherman's message to

those attending communicated "this is a highly important day for DAPS for three reasons: it is the formal stand-up of the corporate Customer Information Center; it solidifies the business partnership DAPS has with the Defense Logistics Information Service; and, it reestablishes the formal DAPS Customer Service Program." Sherman further noted, "we exist for the convenience of our customers. This Customer Information Center is one major way we are increasing the value for them by providing this convenient channel to our products and services."

David Fisher, Director of Customer Products and Services for DLIS, followed Sherman in addressing the distinguished gathering at the ribbon cutting. He said "the partnership between DAPS and DLIS to provide the CIC is a prime example of showing the military and government the capabilities of the Defense Logistics Agency. The DAPS-DLIS partnership gives a direct path for the customer to deal with DLA as one agency."

Following the ribbon cutting ceremony, guests were given a tour of the facility and provided demonstrations on the operations of the Customer Information Center. In addition, guests were given the very first view of DAPS' new virtual center kiosk, a dedicated customer service outlet providing an audio and video link directly to DAPS customer service agents at the center. Those in attendance were also shown the new release of DAPS' **docaccess online** Web-based ordering solution, another major component of DAPS' ability to ease customer access to DAPS services.

The cooperation and collaboration between the DAPS and DLIS to activate a call center utility and contact management solution greatly improves the DLA relationship with customers. The Battle Creek Customer Contact Center solution, where structured information about customers is obtained using a controlled process to manage inquiries, complaints and requests for information, will provide a better way to understand customer needs. Both DAPS and DLIS viewed the teamwork and partnership between the organizations as a primary reason for the success leading to the ribbon cutting event. ♦



(From left) Steve Sherman, Director, DAPS; Larry Bonds, DAPS Customer Service Program Manager; and David Fisher, Director, Customer Products and Services for the Defense Logistics Information Service cut the ribbon signifying the opening of the DAPS Customer Information Center in St. Louis, Mo.



Cynthia Ellis, a customer service agent at the DAPS Customer Information Center, views and talks with Shawn Magill, DAPS Director of Business Development, during a demonstration of a prototype virtual center kiosk.

Richmond Employees Learn About New Federal Long-Term Care Insurance

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

In August, a representative from LTC Partners held two sessions at the Defense Supply Center Richmond, Va., to provide information and answer questions about the new federal long-term care insurance. Similar sessions will be held for government workers and retirees throughout the current enrollment open season that ends Dec. 31.

This is ongoing care for people who need lengthy, or even lifelong, assistance with daily living due to an illness, injury, or severe cognitive impairment such as Alzheimer's disease. The majority of long-term care is provided at home, and long-term care can be very expensive. It is likely to be the most expensive type of care anyone might need.

These expenses are not covered by traditional medical insurance plans or disability income insurance. Most healthcare programs, including the Federal Employee Health Benefit Program, TRICARE and TRICARE for Life, cover very few, if any, long-term care expenses. Medicare covers some care in nursing homes and at home but only for a limited time, subject to restrictions. The Department of Veterans Affairs provides limited long-term care services with restrictions on who may receive



DSCR employees listen, learn and ask questions about long-term care insurance.

them.

Created solely for members of the federal family, the new federal long-term care insurance program can help protect people from the potentially high cost of long-term care. It is sponsored by the U.S. Office of Personnel Management and will be administered by John Hancock and MetLife, two of the largest companies in the insurance industry.

This program is open to federal and postal employees and annuitants; members and retired members of the uniformed services; current spouses and adult children of living members of these groups; parents, parents-in-law and stepparents of living federal and postal employees and living members of the uniformed services; and, surviving spouses receiving a survivor annuity.

To learn more about the federal long-term care insurance program, call (800) 582-3337, or visit the Web site at www.ltcfeds.com. ♦

This program is open to federal and postal employees and annuitants; members and retired members of the uniformed services; current spouses and adult children of living members of these groups; parents, parents-in-law and stepparents of living federal and postal employees and living members of the uniformed services; and, surviving spouses receiving a survivor annuity.

Chief of Navy Supply Corps Visits DSCC

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

The Commander of the Naval Supply Systems Command and Chief of the Navy's Supply Corps visited the Defense Supply Center Columbus, Ohio, in July and received an update on DSCC support to Navy customers.

Rear Adm. Justin D. McCarthy became commander, Naval Supply Systems Command in Mechanicsburg, Pa., and the 42nd Chief of Supply Corps in July 2001. In that capacity, he commands a worldwide work force of more than 26,000 military and civilian personnel in providing a broad array of logistics support services to U.S. and allied naval forces. As chief of Supply Corps, he is responsible for community management of more than 4,000 active and Reserve Supply Corps officers and more than

33,000 active and Reserve enlisted personnel.

During his visit to DSCC, McCarthy was briefed on DSCC's significant improvement in performance metrics during the last year. In addition, he was updated on DSCC's role in Navy maritime and aviation support, various automation initiatives focused on further performance improvement, progress with the Business Systems Modernization implementation, and the ongoing initiative to reduce the cost of spares.

While at DSCC, McCarthy also participated in a video teleconference focused on improving spares support for the Navy's EA-6B Prowler J-52 engine. He completed the visit by chairing a round table discussion with area Navy Supply Corps officers. During the roundtable, McCarthy described his initiative to assign more Supply Corps officers to joint operational logistics positions and addressed a variety of questions relating to career development and planning. ♦



DSCC Commander Navy Rear Adm. Alan S. Thompson (left) and Rear Adm. Justin D. McCarthy, commander of Navy Supply Systems Command, listen to a question during an informal roundtable discussion with area Navy Supply Corps officers during McCarthy's visit to DSCC. (Photo by David Benzing)

Vice Director Proudly Returns to DLA

By Jim Katzaman
DLA Public Affairs

Defense Logistics Agency's vice director is someone who likes to finish what she started, and she believes her new position puts her in the perfect place to do just that.

Maj. Gen. Mary L. Saunders, USAF, has been a career-long logistician, coming to DLA directly from the Pentagon where she was the director of supply for the Air Force deputy chief of staff for installations and logistics.

Yet, she is intimately acquainted with DLA, having commanded Defense Supply Center Columbus, Ohio, from August 1998 until September 2001. It was there that she was selected for her second star and, just as importantly from her perspective, where she joined with other DLA leaders in laying the groundwork for concepts such as Business Systems Modernization and Balanced Scorecard, as well as acquainting herself with personnel issues that affect the entire work force.

Having left such unfinished projects behind for only a brief time, Saunders said she was "proud" when she was selected to become DLA vice director, the position she assumed in June. "In the military because of job rotations, we don't always get the opportunity to complete important tasks started. It's even more rare to come back for implementation."

Now is the time, she said, to back up that initial planning with execution while making sure the Agency uses every means available to communicate its messages and programs to customers and work force alike. For her part, Saunders

will get up close and personal every chance she gets, with her eyes fixed on a goal.

"My style is leadership by walking around," she said. "I like to interact with people as much as I can so I don't get insulated from the things we do related to how our mission is executed. I force myself to focus on the end result, to think about and analyze what I'm doing. You can get lost in a frenzy of activity, but activity is not a measure of productivity."

When the time comes to make tough decisions, Saunders said her

standard is accountability with personal responsibility, ultimately tied to mission accomplishment.

"For whatever decisions I'm making," she said, "I look at the criteria and how closely we follow that. We are all personally accountable for our actions. And if we've signed up to do a mission, that's what we're supposed to do, even if it may be tough and painful in the short term."

Saunders said her objectives as DLA vice director can be summed up in two words: focus and communication.

For focus, she said, "We've got a strategic plan, the Balanced Scorecard, a business plan for short term execution, and the Business Systems Modernization effort. One of my primary objectives is to see that the end state we're seeking is one in which the processes fit together instead of overlapping each other."

As for communication, the general said, "As DLA continues to evolve, I'll be pressing to make sure we have communication with our customers. By the same token, I want to make sure we communicate within the organization to convey information to our own people."

Saunders said her command experience at DSCC gave her a jump start on a variety of issues facing the Agency.

"I worked from the military-service perspective some of the operational issues concerning DLA's support to the warfighter. Being dual-hatted as the Center Commander, I experienced the full effect of base operational support. The things we did at Columbus were a team effort."

The career logistician gained her

"We laugh a lot when a briefer says, 'This isn't your mom and pop's DLA,' and that's absolutely true. We are changing, improving, and expanding to provide the best service to our customers ever."

*-- Maj. Gen.
Mary L. Saunders*

initial experience as the protocol officer for the 437th Aerial Port Squadron at Charleston Air Force Base, S.C., in 1971. Since then, she has been an air terminal operations officer, transportation staff officer, joint plans officer at U.S. Transportation Command and U.S. Southern Command, chief of logistics plans at Air Force Reserve headquarters and director of transportation in the Office of the Air Force Deputy Chief of Staff for Installations and Logistics. These, along with her other Pentagon and DSCC assignments have given her a perspective of DLAs changes in

the last 30 years and what the Agency hopes to achieve in the near future.

"In logistics we have generally been successful, if nothing else by brute force," she said. "Today's environment simply will not support that style. Since so many of our contingencies during the last 10 years have taken us to numerous places with no logistical support capability, the support requirement has drastically changed.

"For that reason," Saunders added, "BSM is crucial as we work with all military services across the

spectrum from peace time to contingency support.

To accomplish this, Saunders acknowledged that a good working relationship with DLA Director Vice Adm. Keith W. Lippert is essential. Their teaming is direct and focused on the roadmap laid down for DLAs future.

"We laugh a lot when a briefer says, 'This isn't your mom and pop's DLA,' and that's absolutely true," the general said. "We are changing, improving, and expanding to provide the best service to our customers ever." ♦

Smith is First DLA Corporate Recruiter

Mark Smith came on board as the Defense Logistics Agency's first corporate recruiter in May. He is responsible for the Agency's corporate recruiting program, which includes promoting federal hiring and facilitating DLA's efforts in attracting and retaining a diverse, highly qualified work force.

Through corporate liaison with a variety of professional organizations, colleges and universities and special interest groups, Smith will ensure DLA has a continuous source of potential business partners and job applicants for the full range of the Agency's occupations.

Having worked in private industry for Nextel Corporation and as a military recruiter for the Air Force Reserve, Smith brings a wealth of experience and enthusiasm to the job.

Smith sees his role in DLA as "the head sales person for DLA, but let me clarify that. I feel my reason for being here is to 'tell the DLA story' to anyone and everyone who will listen. The challenge is to convince or 'sell them,' if you will, that this is a wonderful place to work, grow one's career and, most importantly, make a real difference in our Nation's security," he said.

He summed up his first impressions about the DLA work force by stating, "Two words: dedicated and professional. But let me elaborate. From Day 1, everyone from information technology to our administrative team has helped me settle in to this position. Knowing the type of caliber of people we have working here will make my job of telling the DLA story much easier."

Smith stated that over the next several months, many initiatives are planned. "We are going to be putting together a corporate recruiting team representing every DLA center. These teams will represent 'all of DLA' at colleges, universities, military installations, career fairs, minority organizations and professional meetings nationwide. They will undergo training that will include behavioral interviewing skills and professional selling skills."

Of particular interest is Hispanic representation. "Throughout the government there is a large gap between the Hispanic representation in the civilian work force communities versus the government's work force representation. A huge retirement bubble is coming. Some see this as a threat to the government. I, however, see this as enormous opportunity to recruit and fill positions from underrepresented populations across the board. There has never been a chance like this before and we must take full advantage while we can," Smith said.

"Working with the Recruitment, Employment and Advancement for Latinos Team and using the hiring power of our Corporate Internship Program, we will put together a marketing plan that will partner with organizations such as the Hispanic Association of Colleges and Universities," he noted. "We will also work with organizations such as the National Council of La Raza, League of United Latin American Citizens and National Image Inc. and put the word out that the DLA wants America's best and brightest."

"Additionally, the diversity of our men and women separating from the military must not be overlooked, and they must be told that we are hiring and they have skills that we desperately need." ♦

Poet Puts People First

By Jim Richmond
Defense Reutilization and Marketing
Service
Public Affairs Office

The partition walls of Marilyn Elaine Crawford's work area are adorned with hundreds of photographs of people -- family, friends, and colleagues from her 21 years as a procurement specialist with the Defense Reutilization and Marketing Service in Battle Creek, Mich.

People are the love of Crawford's life. They are also the subject of her first book of poetry, titled "Collage of Life", to be published this fall by Watermark Press, and a novel she is writing, tentatively titled "Heart of Destiny".

Crawford is well known in Battle Creek for writing poems celebrating people when they retire from the Federal Center, for school and church activities, and always for the poem that's a centerpiece at her family's annual reunion in Battle Creek. For several years, she has written a special poem, published in the Battle Creek Enquirer newspaper at Christmas.

"Writing poetry has helped me get through life," Crawford said. "It helps me deal with death, disappointment, but also helps me appreciate the people I work with, my family, my religious faith, my community."

Crawford said the poems in "Collage of Life" are varied in theme and subject matter, "drug addiction, homelessness, what teenagers go through, a whole range of life experiences."



Marilyn Crawford in her office at Defense Reutilization and Marketing Service. (Photo by Jim Richmond)

What they have in common is that they all rhyme.

"People ask me 'It must be hard to write poems that rhyme,' and I reply: 'Oh, no, I sometimes actually think in rhyme. I keep a notepad in my car, poems just seem to come to me at times.'"

Last year, Crawford received a special merit award from the International Society of Poets, during the Society's annual convention in Washington, D.C.

But Marilyn isn't into awards. She's into people. Life. "My poetry helps me try to be a better person," she said. ♦

Blackman Retires After 38 Years of Federal Service

By Don Wagner
DLA Public Affairs

Billie A. Blackman retired in August after 38 years of federal service. She had been staff director of financial policy and program integration in the Defense Logistics Agency Office of Comptroller, J-8, since July 2000. Blackman had been at DLA since 1982.

She was presented with the DLA Distinguished Career Service Award for achievements throughout her career.

"Ms. Blackman's rich career has spanned several disciplines as well as several governmental agencies," Poleo said. "From a beginning as a clerk-stenographer for the Department of Navy in Washington, D.C., to her present position her accomplishments clearly demonstrate her commitment to the war fighter," said Tony Poleo, DLA deputy comptroller for budget and program integration.

During this time Blackman, balanced a successful career and family while still finding time to encourage other women in the work force through her support of several federal women's programs.

In 1989, Blackman concluded an effort which, one year later, became the foundation for a Defense Management Review deci-

sion that, according to Poleo, became the cornerstone for generating savings for the Department of Defense to this day. The study concluded that DLA should assume responsibility for all Department of Defense contract management.

Blackman held every senior management position in the DLA Comptroller Office. She led efforts in contract management, budgeting and agency-wide financial policy, accounting and financial statement compliance.

"Even before Billie Blackman and I were working in the Comptroller's Office, I knew that she was someone senior leaders in DLA respected and relied on," said DLA Comptroller Dr. Linda J. Furiga. "As I began to work with her on budget issues, I learned why. She is a top-notch analyst who can present both sides of an argument, describe alternatives and impacts and make recommendations that are clearly stated, well thought out, and actionable. ♦"



Billie A. Blackman retired in August after 38 years of federal service. (Photo by Don Wagner)

Model Associate at DSCC

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

Charles Barnett could be called a 'model' associate at Defense Supply Center Columbus, Ohio. His hobby is literally on display for all DSCC associates and visitors to see.

Barnett, a contract specialist in the Maritime Weapon Systems Group at DSCC, has built numerous models of Navy ships and submarines, fighter jets and bombers, and tanks and other land vehicles. Many of them are on display in elevator lobbies at several locations at the center.

One of his more recent completions is a model of the aircraft carrier USS Kitty Hawk, on which Maritime director Capt. Kim Chojnowski, USN, was stationed prior to arriving at DSCC in 2000.

"Some people paint, some people like to garden, some people like to draw; I like to build things," Barnett said of his hobby. "This is one thing I do that I really enjoy and that I can share with others."

Barnett finds that the 20 to 30 minutes a night he spends working on his latest creation in his study at home provides a relaxing outlet.

"It's a nice way to close the door, turn on the classical music and forget about the world for half an hour," he said.

Barnett started building models when he was a young boy, using Elmer's glue. "I usually broke them after I started playing with them," he said.

In the years since, his tools of the trade have progressed from Elmer's glue to more specialized equipment that includes model glue and paints, tweezers and magnifying glasses, all stored in a tackle box.

Barnett estimates he has built about 100 models, most of them as an adult. Many of them are related to the military, but Barnett said he doesn't focus on any particular type of model. He also builds spaceships of both the National Aeronautics and Space Administration and Star Trek variety.

People sometimes kid him about having a hobby that they did as children, but Barnett takes it in stride. "I say with a smile, 'I dare you to try it as an adult.' Why not try something different? You would be amazed at the satisfaction you feel when it is completed," he said. ♦



DSCC associate Charles Barnett holding a model of the aircraft carrier USS Kitty Hawk that he completed. (Photo by David Benzing)

DLA's 2002 Business Alliance Awards Program Honors Vendors, Customers

By Don Wagner
DLA Public Affairs

Defense Logistics Agency Director Vice Adm. Keith W. Lippert, presented DLA Business Alliance Awards to 16 industry partners, customers and individuals in July.

The program recognizes selected vendors and customers who partner with DLA in helping to provide supplies and services to the American warfighter. Industry representatives and DLA customers were recognized in seven categories: Vendor Excellence, Innovative Business Performer, New Contractor of the Year, Outstanding Readiness Support, Outstanding Javits-Wagner-O'Day Program Vendor, Customer of the Year and Commander's Choice.

Within the categories, awardees are distinguished as being a Small Business, Large Business, Small Disadvantaged Business or Women-Owned Small Business.

Distinguished guests at the ceremony included special guest speaker Diane K. Morales, deputy undersecretary of defense for logistics and material readiness; Nelson Crowther, procurement counsel, Small Business Committee, U.S. House of

Representatives; Jim Gibbons, president, National Industries for the Blind; Leon Wilson Jr., executive director of the Committee for Purchase From People Who Are Blind or Severely Disabled; Tracey Pinson, director of small and disadvantaged business utilization, Office of the Secretary of the Army; and Nancy Tarrant, director of small and disadvantaged business utilization, Office of the Secretary of the Navy.



Guest speaker Diane K. Morales, deputy undersecretary of defense for logistics and material readiness, addresses the audience at the DLA Business Alliance Awards ceremony. (Photo by Charles Turner)

DLA senior officials who attended the awards program included Army Maj. Gen. Hawthorne Proctor, director of logistics operations; Mae De Vincentis, director of information operations; Scottie Knott, executive director of logistics policy and acquisition management and DLA's senior procurement executive; Air Force Brig. Gen. James Totsch, commander of Defense Supply Center Richmond; George Allen, deputy commander of Defense Supply Center Philadelphia; Steve Bernett, deputy commander of Defense Supply Center Columbus; Navy Capt. Stuart Funk, deputy director of the Defense

Energy Support Center; Army Col. Thomas Ashman, deputy executive director for acquisition management; Steve Sherman, director of Document Automation and Production Service; and Tom Ray, director of small and disadvantaged business utilization.

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“On behalf of Admiral Lippert, it is my pleasure to welcome you to the fifth DLA Business Alliance Awards program,” Ray said in opening the ceremony. “Special recognition is being given today to 16 of DLA's most outstanding partners, customers and individuals from large, small, small disadvantaged and women-owned small businesses in seven categories. The Business Alliance Awards are one of DLA's most prestigious and sought after awards. They are presented to suppliers, customers and individuals in recognition of their outstanding efforts to partner with DLA and complete our ultimate mission to provide supplies and services to our warfighters.”

Morales said that she was “particularly proud of DLA's Business Alliance Program” and that she was “proud to be able to celebrate the best and the strongest.” She said logistics is an integral part of enterprise, and DLA manages suppliers and not just supplies. “This is not your father's DLA,” Morales said.

“I am particularly proud of what this team has done this year,” Lippert said. “I am proud to recognize the best in the private sector and that the taxpayers get their money's worth from DLA.”

The Vendor Excellence Award is awarded to large, small, small disadvantaged and women-owned small businesses that have demonstrated overall excellence in superior product quality, on-time delivery, superior customer service, reliability, dependability, consistency and accuracy.

- ❑ Smith Eastern Corporation, Jessup, Md. (Small Business)
- ❑ Xerox Corporation, McLean, Va. (Large Business)
- ❑ American Medical Depot, Hialeah, Fla. (Small Disadvantaged Business)
- ❑ Aero-Swage, LTD, Chehalis, Wash. (Women-Owned Small Business)

The Innovative Business Performer of the Year Award is presented to large, small and women-owned small businesses that have undertaken risks associated with innovative business practices such as shared production, electronic commerce, prime vendor, quick response, and who meet the Vendor Excellence Award criteria.

- ❑ Treen Box & Pallet Corporation, Bensalem, Pa. (Small Business)
- ❑ Sikorsky Aircraft Corporation, Stratford, Conn. (Large Business)
- ❑ Total Industrial & Packaging Corporation, McKees Rocks, Pa. (Women-Owned Small Business)

The New Contractor-of-the-Year Award is presented 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.

- ❑ Quality Distributor's, Harmon, Guam.

The Outstanding Readiness Support Award is awarded to large, small, small disadvantaged and women-owned small businesses that have provided extraordinary customer support, service or product directly to a crisis situation, in addition to the Vendor Excellence Award criteria.

- ❑ Foster-Miller, Inc., Waltham, Mass. (Small Business)
- ❑ KROPP Holdings, Inc. Hunt Valley, Md. (Large Business)
- ❑ JMC Business Systems, Inc., Springfield, Va. (Small Disadvantaged Business)
- ❑ Blue Chip Sales and Associates, Inc., Columbus, Ohio (Women-Owned Small Business)

The Outstanding Javits-Wagner-O'Day Program Vendor Award is presented to non-profit agencies (NIB-employing the blind, or NISH-employing persons with severe disabilities) that exemplify Vendor Excellence Award criteria.

- ❑ Didlake Incorporated, Manassas, Va. (NISH)
- ❑ Lions Services, Inc., Charlotte, N.C. (NIB)

The Customer of the Year Award is presented to the Department of Defense customer organization 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.

- ❑ Naval Ophthalmic Support and Training Activity, Naval Weapons Station, Yorktown, Va.

The Commander's Choice Award is awarded to the non-DLA individual whose dedication and commitment to the DLA mission affects the quality of life for men and women in uniform.

- ❑ Air Force Col. Frederick R. Gebhart Jr., system support manager, Oklahoma City, Air Logistics Center. ♦

McCullough Earns DLA Reservist of the Year Award

By Jim Richmond
Defense Reutilization and Marketing Service
Public Affairs Office

An 18-month volunteer mobilization challenged Navy Chief Storekeeper Robert A. McCullough to coordinate removal of 3.8 million pounds of 37 types of hazardous materials from Kosovo, Macedonia, Bosnia, Croatia and Hungary, but also resulted in his being selected as a Defense Logistics Agency Outstanding Reservist of the Year for 2001.

McCullough worked directly for Defense Reutilization and Marketing Service-International (DRMS-I) and DLA, with nearly 10 months duty at Camp Comanche in Bosnia, and then an additional tour at DRMS-I headquarters in Germany.

As Contracting Officer Representative, McCullough completed all removals on schedule, in spite of a 325 percent increase in hazardous material generated from the previous year. His COR duties required

he work independently throughout the Balkans.

The recognized expert for demilitarization, scrap and Defense Reutilization Marketing Office operations in the theater, McCullough prepared and



Navy Chief Storekeeper Robert A. McCullough (center) receives the DLA Reservist of the Year Award from DLA Director Vice Adm. Keith W. Lippert (left) and Maj. Gen. Joseph L. Thompson III, director of Joint Reserve Forces, J-9. (Photo by Thomas Wilkins)

conducted 12 training seminars throughout Bosnia with U.S. Army units to ensure Department of Defense and

DRMS procedures were followed.

In spite of being tremendously busy and focused during his duty in Bosnia, McCullough found time to do volunteer work at local orphanages and elementary schools.

McCullough was one of nine reservists from the Navy, Army and Air Force who were honored for their outstanding contributions to the DLA mission in four categories: senior officer, junior officer, senior noncommissioned officer and junior enlisted person.

In making the award presentations in June, Maj. Gen. Joseph L. Thompson III, director of Joint Reserve Forces, J-9, said McCullough and the other recipients "are true patriots, for they give of their energy to serve their country. The field activity commanders have recognized them for their efforts."

Recently, McCullough accepted a full-time position as a DRMS-I property disposal specialist and is based at Wiesbaden, Germany. ♦

Sepulveda Receives Civilian Service Award

By Jim Richmond
Defense Logistics Information Service
Public Affairs Office

Hard work, plus a high level of productivity during a recent six-month deployment as Defense Logistics Information Service liaison for Defense Logistics Agency - Europe has garnered Raul Sepulveda a Superior Civilian Service Award.

While stationed at DLA-Europe in Wiesbaden, Germany, Sepulveda said he had an "eye-opening experi-

ence" helping find critical supply parts for Army, Navy and Air Force units stationed primarily in England, Italy and Germany.

"When you're upfront, as I was during that time in Europe, you know that these military units will be the first deployed if there is a crisis in Europe or the Middle East, and that their state of readiness is critical," Sepulveda commented. "So the liaison work took on added importance and meaning for me."

Sepulveda was cited for his "excep-

tional DLA technical and cataloging knowledge...and his overwhelming desire to support difficult logistics problems before they became a crisis."

While he was also praised for his proactive, professional work, Sepulveda was quick to credit all of his colleagues at DLIS headquarters in Battle Creek, Mich. "Most of the time we relied so much on their expertise in finding solutions to our supply needs. So the award really goes to everyone in DLIS." ♦

DSCR Million Dollar Club Award Recipients Save \$39 Million

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

Efforts to improve the way Defense Supply Center Richmond, Va., purchases spare parts not only saved \$39 million in recent months, but have also earned 13 employees entry into the Center's Million Dollar Club.

In addition to submitting recommendations or solutions to improve the way DSCR purchases, they have also developed new sources and products that satisfy our customers' needs. Tasks were also directed towards reliability and maintainability issues, reduction of production lead times, and improvement of supply availability.

The value management awards program is a highly visible acknowledgment of exemplary achievements resulting from materiel cost reduction associated with

DLA and life-cycle savings across the Department of Defense.

"The Million Dollar Club is our way of recognizing those individuals who make extraordinary efforts to preserve our tax dollars and increase our customers' satisfaction," said Ralph Newlon, chief, Value Engineering Operations Branch.

This program is a major contributor towards achieving the Agency's strategic goals and objectives by providing best value supplies and services to our customers. It also tries to meet or beat our cost and pricing commitments while seeking reduced total customer costs.

"Although we are injecting value management principles throughout operations at DSCR, the Million Dollar Club presents a tangible goal that should encourage all employees to apply those principles whenever possible," said Newlon. ♦



DSCR Million Dollar Club award recipients are (standing from left) Franklin Montgomery, \$10M; James Galbavy, \$1M; Wayne Seaver, \$5M; Bonnie McGarr, \$1M; C. Lee Williford, \$1M; Audrey Gillespie, \$1M; Roger Barre, \$1M; (seated from left) Phyllis Reeves, \$1M; Richard Eastman, \$3M; and Patricia Livingston, \$3M. Not pictured, Frederick Graeter, \$10M; Dolly Carter, \$1M, and Alan Martin, \$1M.

Fisher Receives Defense Meritorious Service Medal

By Polly Charbonneau
Defense Distribution Center
Command Affairs

Lt. Col. David W. Fisher, USMC, Defense Distribution Center Acting Chief of Staff, has been awarded the Defense Meritorious Service Medal.

Since November 2001, Fisher has served as DDC's Chief of Staff. During his tenure, Fisher worked tirelessly to ensure accurate and timely flow of information between DDC and DLA Headquarters. His leadership enabled

the DDC to consistently improve relationships with the Headquarters and DLA inventory control points. His expertise in Navy and Marine Corps Base support contributed significantly to the development of the concept which leverages the robust capability of the two DDC Strategic Distribution Platforms and DDC's sites located outside the continental U.S. to reduce customer wait time, transportation costs, improve overall readiness, and reduce the stress on the strategic airlift during contingencies.

Fisher was instrumental to the seamless support to Operation Enduring Freedom and support throughout the European theater. He monitored and ensured established procedures for security, force protection, and safety were followed to protect assigned personnel.

"I'm a little embarrassed to be rewarded for just doing my job," Fisher said at the award ceremony, "but I appreciate this award and the opportunity I've had to learn so much." ♦

DSCC Associate Earns DoD Award

By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office

Maria Kreml, a packaging specialist at Defense Supply Center Columbus, Ohio, traveled to Defense Logistics Agency Headquarters at Ft. Belvoir, Va., this summer to receive the Department of Defense Citation for Meritorious Achievement.

Kreml, awarded for her support of DoD's environmental programs, was cited for her successful project completion during the implementation of the European Union's new softwood requirements for all softwood pallets and containers shipped to Europe, known as Non Manufactured Wood Packing Material.

The new packaging requirements were instituted to reduce the spread of a microscopic eelworm, the pinewood nematode, which destroys soft woods such as pine and spruce. In order to destroy the eelworm, packaging specialists must heat any soft wood to 132.8 degrees Fahrenheit. This process eliminates the moisture in the wood, so that the eelworm won't infect it.

Kreml initiated the development of a Web page designed for the NMWPM requirements to ensure that DoD packaging specialists, contractors and customers have related documents and answers to questions about the new requirements.

Her award citation noted that the National Institute of Packaging, Handling and Logistic



Maria Kreml, a packaging specialist at DSCC, and DSCC Commander Rear Adm. Alan S. Thompson, hold the DoD award citation Kreml received for her accomplishments within DoD's environmental programs. (Photo by Charles Moffett)

Engineers recognized the Web site, which is at www.dsc.dla.mil/offices/packaging/NMWPMnotice.html, as one of the top two sites for information about NMWPM throughout the country.

In addition to her citation, Kreml was presented a plaque by DSCC Commander Rear Adm. Alan S. Thompson, USN. ♦

McClaugherty, Hall Cited for Exceptional Service

By John Foreman and Mike Ward
Defense Supply Center Columbus
Public Affairs Office

Two associates at Defense Supply Center Columbus received the Defense Logistics Agency Exceptional Civilian Service Award during the summer.

Jim McClaugherty, a retired Air Force colonel and current director of the DSCC Readiness and Business Operations Office, and Ivan Hall, director of DSCC's Office of Comptroller were recognized.

According to McClaugherty's award citation, his "leadership vision and acute grasp of internal processes helped catapult DSCC to unprecedented levels of achievement in support of the warfighter. His leadership and organizational skills were instrumental in leading DSCC to Agency-leading performance in backorder reduction, supply availability and weapon systems support."

Hall's award stated that through his leadership with vision and determination, supply availability rose, backorders declined drastically and significant strides were made in the shift to commercial practices, prime vendor initiatives, direct vendor deliveries, automated contract actions and corporate and long-term contracts. Additionally, Hall, who was deputy director of DSCC's Land Weapon Systems Group when he received the award, led the development of a structured curriculum for the DSCC Readiness Academy, thus enhancing communication between DSCC associates and customers.

After presenting the award to McClaugherty, DSCC



DSCC Commander Rear Adm. Alan S. Thompson presents former DSCC Land-based Weapon Systems Group deputy director Ivan Hall with the DLA Exceptional Civilian Service Award Certificate. (Photo by David Benzing)



Jim McClaugherty, director of the DSCC Readiness and Business Operations Office, is presented the DLA Exceptional Civilian Service Award from DSCC Commander Rear Adm. Alan S. Thompson for his performance during the last two years at DSCC. (Photo by Charles Moffett)

Commander Rear Adm. Alan S. Thompson said, "Jim McClaugherty has been the driving force behind numerous DSCC initiatives during the last several years. His efforts have produced significant improvements in the support DSCC provides to our armed forces customers. He is clearly focused on maximizing the readiness of our operating forces. He has also been at the heart of DSCC's cultural transformation where we all are learning to practice The DSCC Way, every day."

After accepting the award, McClaugherty said it "validated the observation that anytime you find a turtle on top of a fence post, you know he had a lot of help getting there!"

He thanked all his fellow senior executives as well as all the members in his Readiness and Business Operations Office. "This is really your award," he said, "and I humbly accept it in that spirit only."

In presenting Hall's award, Thompson said, "Mr. Hall constantly strives to improve the delivery of agency products and services in a significant way to the warfighter. He uses his knowledge and experience daily, promoting sound business principles and efficiency, while reducing impediments to customer service. It's been said throughout DSCC, 'as the mighty Land goes, so goes DSCC,'" said Thompson.

"Any award presented by the DSCC command is a result of the hard work the 'Landites' do day in and day out," said Hall. "I feel fortunate being in the job and in a great organization." ♦

DSCR is DLA's Fire Department of the Year

By Brenda B. McCormac
Defense Supply Center Richmond
Public Affairs Office

Defense Supply Center Richmond, Va., fire chief Guy Murdock was in Kansas City, Mo., in late August to attend the Fire Rescue International Conference and accept the DLA Fire Department of the Year award from Joseph Whitaker, deputy assistant secretary of the Army for Installations

"We do this work because we love it and want to help people. It is nice to win this award and receive the recognition, however, we don't do it for the award or the money. We do it because it's our job and an honor to be a firefighter."

*-- assistant chief,
Martin Martinez*

and Housing.

Murdock said he was proud to accept the award on behalf of his fellow firefighters. "I did not do this alone. It's unbelievable."

Delivering outstanding customer service, being innovative, and providing quality management principles and initiatives helped achieve this recognition.

"This award is reflective of the professionalism of the fire and emergency services at the center," said Murdock.

DSCR's fire department provided fire evacuation/egress drills and fire prevention training to the Child Development Center; responded to over 300 incidents with no loss of life or property with no major firefighter injuries; upgraded and replaced numerous fire alarms to ensure code compliance; tested and confirmed the worldwide availability of the DoD Hazardous Materiel Information Service; and assisted several directorates, including the medical clinic and police department, in providing excellent customer service this year.

"We do this work because we love it and want to help people," said assistant chief, Martin Martinez. "It is nice to win this award and receive the recognition, however, we don't do it for the award or the money. We do it because it's our job and an honor to be a firefighter."

In preparation for disasters, the fire department has readied disaster response kits that can be used for large mass casualties. These kits are set up to be easily deployed and include subsistence products as well as disposable



DSCR fire chief Guy Murdock receives the DLA Fire Department of the Year award from Joseph Whitaker, deputy assistant secretary of the Army for Installations and Housing.

emergency medical services equipment. They are designed to assist DSCR in weather-related or man-made disasters, and if needed, aid for the community.

The fire department has also played a primary role in the development of a suspicious package response plan as a result of the anthrax scare following September 11th. This plan was developed to ease fears and concerns of DSCR employees and ensure a valid emergency was properly managed.

"I feel very proud and satisfied winning this award due to the recent worldwide events since 9/11 and the view of the public toward firefighters," said assistant chief Robert Williams.

This is the fourth year that DSCR has won this honor, since its inception six years ago. ♦

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Veterans of Past Wars

