DAPS celebrates 50 years of service, unveils new name

For more than 50 years they've been providing critical services to the Department of Defense and other federal agencies. For a period of that time they've been known as "DAPS, the Defense Automated Printing Service." Following recent ceremonies, they'll now be known as "DAPS, the Document Automation and Production Service."

The DAPS 50th Anniversary celebrations were held December 15 at the Mechanicsburg, Pa., Navy Support Activity. Dubbed "DAPS Day," the occasion served a dual purpose—recognition of sustained service and renewed emphasis on the technological advances being made by DAPS.

Assembled for the celebrations were military leaders from as far away as the Pentagon and Philadelphia, as well as current and retired government employees and executives. Also there in spirit with congratulatory letters were the president, service secretaries, and executive branch directors.

Featured guests at the ceremonies included Lt. Gen. Henry T. Glisson, DLA director, David O. Cooke, Washington Headquarters Services director, and Dr. Marshall H. Bailey, DAPS director.

As a Primary Level Field Activity of the Defense Logistics Agency, DAPS uses its cadre of 1,800 experts to deliver the newest information products and services to customers around the world.

New Name

DAPS' new name—Document Automation & Production Service—was officially announced in a video presentation given by Cooke, who briefly reminisced about DAPS' many successes over the years.

As a keynote speaker, Glisson shared his memories of a long relationship with DAPS and his views on the new name. "While the name change better describes the DAPS mission scope and focus in the new millennium, it doesn't change the organization's character, commitment, or real strength—a world class workforce," he said. "When it comes to supporting the Department of Defense, no one has been more visionary and innovative than DAPS."

DAPS Director Dr. Marshall Bailey *(right)* and DAPS Executive Officer Robert Finch retire the old flag before unveiling a new organizational flag.

Glisson went on to laud DAPS for the millions of dollars they have saved through their efforts to reduce the volume of paper in our system, and praised their leadership, vision and determination. "The success you are having today is the result of what you have been over the years."

Ten DAPS individuals credited with providing significant contributions to DAPS over the years were honored. *From left to right:* DLA Director Lt. Gen. Henry T. Glisson, Richard W. DeNeane, John Karpovich, George Shaver, John W. Snure, Paul R. Thompson, James R. Turner, Patricia White and DAPS Director Marshall Bailey.

Brief history

DAPS is a small DoD entity that was chartered in November 1949 and has continued to be a leader in many unusual ways all that time. The original name was the Defense Printing Service-Washington, D.C., and was established to do printing primarily for the Pentagon under the

auspices of the Navy. Although the name has changed a half-dozen times over those fifty years, its goals have not changed—to deliver cutting edge printing, duplication and evolving communications to DoD and the Federal Executive Branch.

According to Bailey, DAPS became one of the first 'fee for service' business arrangements within the government. "It was the first government entity to offer the VISA IMPAC card for intra-government transactions," said Bailey. "And it has prospered through a series of consolidations to correct excess or redundant printing offices among the different military services, continually growing smaller and smarter."

In 1992, printing service organizations of the military services were consolidated under DPS which was followed by a name change in 1996 to better reflect the organization's mission—automate the excess printing of paper. Since that time, DAPS has led the government with innovation that rivals the best found in both government and commercial sectors.

"Dappers" recognized

On a nostalgic note, tributes were paid to ten individuals credited with significant contributions to DAPS over the years.

Referred to as the "Top Ten Dappers," the ten contributors received this distinction through peer nominations. Glisson praised the group for their hard work, innovation, vision, sacrifice, selfless service, professionalism and many contributions. "The rich history and legacy of DAPS, and its great reputation and capabilities, are largely a result of the help that this organization has received from these "Dappers" and those that they represent," he said.

The designated "Dappers" were Donald Byrn, James Cherny, Richard DeNeane, John Karpovich, George Shaver, John Snure, Adolphus 'Nick' Spence, Paul Thompson, James Turner and Patricia White.

A New-Age DAPS

Using high-speed digital copiers and the newest data conversion technologies, DAPS offers a wide range of solutions for handling document automation.

According to Bailey, "Traditional printing equipment has been replaced by high-tech devices, and many of the new automation processes are networked directly to our customers via local area networks or the internet."

Located in 300 locations around the world, DAPS has acquired a reputation for fostering the kind of advanced technologies that will improve warfighter support. "Our customers appreciate the fact that we are on the leading edge of technology and they gain many advantages from our services," says Bailey. "Our goal is to continue using sound business practices and delivering automation services that truly support the customers' needs." ◆

Improving supply support is "Vital"

A new tool has been developed for the Defense Logistics Agency acquisition workforce that helps to prevent requisition backorders. That tool is a program called Vital Signs.

Vital Signs is a tool that assists the DLA Acquisition workforce in becoming more proactive in preventing backorders before they occur. It predicts when an item is likely to go on backorder, how long it will remain on backorder and how many future backorders it will accumulate over it's lead-time. This tools also helps to prioritize workload, focusing all logistic functional areas on the same goals so that the most important items are worked first - across the board. The Vital Signs database is updated weekly and includes all items with dues-in, current backorders or projected backorders.

One of the most powerful features of Vital Signs is its proactive nature. It anticipates future problems, enabling the prioritization of those items in most need of attention so as to minimize or eliminate backorders. For example, a backorder study completed in 1996 at a hardware Inventory Control Point showed that 70 percent of their backorders were the result of delinquent contracts, canceled contracts or long lead-times on purchase requests. While DLA's legacy logistic system, known as the Standard Automated Materiel Management System, provides reports for each of these problems, it does not relate their impact back to whether we have goods available for sale. Furthermore, it does not consider the severity of the impact among all items in achieving Agency or Center goals.

Vital Signs provides reports on these problems to each functional area using the same holistic prioritization scheme. The resulting leverage of resources allows the supply, procurement, technical and quality functions to operate in unison targeting a given item, group of items or some overall goal.

A beta version of Vital Signs was deployed to the DLA ICPs in late spring 1999. The production version was deployed at Defense Supply Center Richmond in October 1999. Vital Signs is scheduled to be deployed at Defense Supply Center Columbus beginning in January 2000 and then to Defense Supply Center Philadelphia in the March timeframe. ◆

DCMC lifts hiring freeze

On Dec. 8, 1999, Maj. Gen. Timothy P. Malishenko, Defense Contract Management Command commander, issued Tasking Memo 00-63 that lifted the hiring freeze under which DCMC has been operating for the last 18 months.

Malishenko's decision will have the greatest impact on Contract Administration Offices staffed below their personnel allotments and on jobs that are rated at GS-13 and below. Managers in these CAOs should continue to closely monitor their resource allocations and take action to recruit and hire, as appropriate.

CAO's exceeding their personnel budgets by more than 5 percent may still be able to fill positions with new hires, but they must submit exemption requests. Exceptions are also required for anyone seeking to fill positions GS-14 and above.

"Up until now, any organization that wanted to fill any position had to submit a hiring freeze exception," said Linda Poleo, management analyst with DCMC's Resource and Organizational Management team. "Now they are free to hire as long as they're not over-staffed or bringing in people at GS-14 and above. This gives everyone a lot more flexibility to fill positions as they become vacant and makes it much easier for CAOs that were under-staffed to bring people on board."

The hiring freeze was originally put into place because of budget constraints. During fiscal 1999, DCMC took some substantial budget cuts from Congress and the Office of the Secretary of Defense, so the command had to reduce personnel to stay within its budget. However, DCMC ended fiscal 1999 under its manpower allowances and below its optimum staffing levels.

"We want to make sure that we don't under-execute again," said Poleo. "The district offices are concerned that when you turn off the personnel system, there is always a time lag in getting new people once you turn it back on. Therefore, we have asked the districts to put together their hiring plans so we can develop a command strategy."

DCMC will try to hire enough new employees to keep up with its attrition rate. "In this tight job market, we have to be creative in our recruiting efforts, and we intend to work very closely with the union to get their suggestions," said Poleo. "We're considering internships, "stay in school" programs and other ideas that would introduce external hires to the command. We also hope to reach out to men and women who are leaving the armed forces and encourage them to consider careers with DCMC."

For more information on DCMC openings, see *www.hroc.dla.mil/joas* ◆

Improving readiness & retail management

Just before Christmas, the Defense Logistics Support Command positioned $1.5 million of DLA consumable assets at Naval Air Station Lemoore, Calif. Positioning material at Lemoore was phase I of a two phase effort to improve readiness and assume retail inventory management. Phase II involves the assumption of $3 to 5 million in Navy owned material located at NAS Lemoore.

The Naval Supply Systems Command in conjunction with DLSC is developing a memorandum of agreement covering the assumption of Navy stock stored at NAS Lemoore and the shared management responsibilities that will result. Budget reductions at NAVSUP have acted as a catalyst to accelerate this new approach. The reductions made it impossible for NAVSUP to maintain previous levels of stock and readiness suffered. Shifting management to DLA allows wholesale stock to be positioned on site and provides an immediate readiness improvement.

Left to right: Larry Whipple, aviation support, Grace Sotelo, warehouse, and Master Chief Aviation Storekeeper Cvengros (Aviation Warfare) process DLA receipts from Stockton, Calif., and Tracy, Calif.

This initiative is a pilot to assess DLA's expanding role in management of stock at the consumer level. The goal is establishment of a national level of inventory, eliminating duplication with service level stock. ◆

Still a mystery . . .

New construction uncovers archeological finds at Richmond

by Sue Smith
DSCR Public Affairs

The six African-Americans were reinterred in close proximity to their originial resting place. Butterfly bushes and black-eyed Susans donated by members of the African American Employment Program Committee were planted as a tribute to these unknown Americans.

The Gregory family cemetery is almost as familiar a landmark at the Defense Supply Center Richmond as its famous Bellwood elk herd. Pages of area school books are filled with the names the Wards, Gregories, Bellwoods, Dreweries and other stalwart pioneers who settled, farmed, lived their lives, and died on the land where the installation stands. Over the decades there have been countless papers, studies, and news articles written about the events that occurred here. But if you think there was little else about the installation's past left to tickle the imagination, think again.

Two new archeological discoveries were made, both as a result of the construction of a child development center at the 58-year-old installation.

First, there was the discovery of Native American artifacts in the vicinity of Parker Pond during an archeological and architectural resources survey of the installation in May 1998. The lithic material, such as fire-cracked rock, indicated the area was probably a prehistoric campsite. Because plans were in place to construct a child development center in that area, a survey was conducted to determine its eligibility for listing on the national Register of Historic Places.

The survey determined that the site was unlikely to produce sufficient data to be considered significant in regional prehistory because of natural erosion and other manmade construction, making it ineligible for a listing on the National Register of Historic Places.

Then another intriguing mystery literally came to the surface in October 1998. Excavation in the area where the child development center would be built had just begun when workmen uncovered what they believed to be an old gravesite.

The discoloration of the soil was the first clue, says Installation Services director, Glenn Petrina, because soil normally deposits in layers over the decades. In the suspect area, he said, the soil layers were mixed, indicating that at some time the soil was dug out and then replaced.

Looking closer, workmen discovered a partial skull cap, and a femur, or thigh bone in the excavated soil. What's more, there were several other areas adjacent to the gravesite where the soil was similarly disturbed, indicating the possibility of several more grave shafts.

It was then that work was suspended, DLA headquarters and the Virginia Historic Preservation officer were notified, and archeologist Tim Thompson from the Norfolk District Corps of Engineers was called in to further investigate the find.

Within two hours of the preliminary investigation, the Virginia Department of Historic Resources had authorized the removal of approximately eight more inches of soil at the site in an effort to determine if there were additional gravesites present. The department also approved the exhumation of the existing graves and other grave finds for burial relocation on the center, if determined necessary to keep the construction project on its time line.

As the soil was removed the mystery continued to build . . . five more gravesites were discovered.

Early speculation was that the site might be a Native American burial ground because of the artifacts which

See Dig, page 17

Earned Value/Program Integration conference shows challenges & successes of process

by Gayle Brooks
DCMC EVMS Center

Air Force Maj. Gen. Timothy P. Malishenko, commander Defense Contract Management Command, recently hosted a conference for DCMC Earned Value Management Systems Monitors and Program Integrators in Norfolk, Va. EVMS are used by suppliers and the government to provide timely and reliable cost, schedule, and technical performance measurement information.

The conference theme was "Earned Value in the New Millennium: Program Integration Focus." More than 230 EVMS monitors, PIs, Senior Functional Advisors, headquarters staff, EVMS Center personnel, and customer liaison representatives attended.

Jill Pettibone, DCMC executive director, Contract Management Operations, opened the conference by providing an overall description of risk management, outlining services DCMC provides to their customers, and describing the action plan to improve the use of Earned Value information.

Frank Laulmiere, DCMC executive director, Program Integration, detailed policy changed in the "One Book," new tools for Program Integrator use, and additional training in Program Integration.

John Wilson, director, Systems Acquisition, Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), provided an overall history of the Earned Value path with industry. He discussed the old paradigm of reporting and audits and the new direction of using the information to manage the program.

"PIs and EVM Monitors are our 'eyes and ears' in the contractor's plants," he commented. Wilson, who has recently taken ownership of the process at OSD, repeated his commitment to DCMC and Earned Value and was pleased with the extraordinary progress that has been achieved.

"PIs and EVM Monitors are our 'eyes and ears' in the contractor's plants."

—John Wilson, Office of the Under Secretary of Defense (Acquisition, Technology & Logistics)

On the fourth day of the conference, Malishenko discussed the use of Earned Value and the importance of integrating it within the Program Integration process. He also discussed DCMC's progress and challenged the attendees to go further in the process.

The remaining days of the conference included presentations, workshops and a session to exchange knowledge, enhance skills and answer questions. Each session was led by a headquarters staff employee or an EVMS Center Specialist with assistance from several of DCMC's Contract Administration Offices. This provided for timely examples of several processes within DCMC.

The conference presentations and workshops included:

- ✔ **EVMS Basics**—This session was intended to bring everyone up to the same level of understanding of Earned Value concepts. It also included a description on how to conduct interviews/discussions with suppliers to gather more information on program issues.
- ✔ **Maturity Model**— The model was developed after EVMS Assessment Reviews were conducted last year. It will be used at each CAO to identify command-wide performance indicators in specific EVMS activities and provide a clear map for process improvement in EVMS.
- ✔ **Risk Management**—This workshop described integrating risk assessment of all suppliers in three principal areas: performance, schedule, and cost objectives. Future matrices will contain attributes by risk level (high, moderate, low) and will be designed to be a single standard automated tool within DCMC.
- ✔ **Characteristics of Good Program Surveillance**—This session explained the techniques needed to provide the program manager useful and timely program information. There were also exercises on baseline maintenance and performance data analysis with samples of pertinent output products for review.
- ✔ **Insight Analysis—**A demonstration of the analysis tool was conducted. The output charts and information were displayed and discussed.
- ✔ **Characteristics of Good System Surveillance**—This segment described the differences between system and program surveillance and included specific characteristics of insightful system surveillance techniques. Sample Advance Agreements and Joint Surveil-

lance Plans were available with discussions on the strengths and weaknesses of each.

- ✔ **Integrated Baseline Reviews & Managing the PMB—**This workshop explained the techniques in addressing/analyzing baseline changes with sample baseline changes to analyze during the workshop.
- ✔ **System Surveillance Indicators—** The session depicted the indicators that were developed by suppliers for process improvement. Samples were presented and the workshop included time to develop/improve metrics to be utilized for routine system surveillance.
- ✔ **Scheduling—** This workshop demonstrated software programs that vary from supplier to supplier. Different scheduling styles were shown as well as how to accomplish vertical and horizontal traces. Scheduling exercises were also part of this workshop to give the attendees familiarity with this vital process.

The final day of the conference included a presentation on the activities and responsibilities of the EVMS Center, out briefs of each of the workshops, and a wrap-up question and answer session. The workshop out briefs included areas for further research and action by each of the workshop presenters.

"This was an important meeting in that it joined program integrators and earned value monitors under one roof," said John Forrest of DCMC Raytheon Burlington. "It created an awareness of the many EV tolls and knowledgeable folks in the field who can be accessed. It also emphasized a more predictive versus reactive use of EV."

Another EV/PI conference is planned for early this year. ◆

Dig from page 16

had been discovered earlier in the year. Others speculated the site might be a slave burial ground because the land had been a working plantation since the seventeenth century.

During excavation of the graves, archeologist Thompson eliminated the Native American burial site scenario because the grave fills were rectangular in shape and in a straight, horizontal line. Workers also found pieces of coffin wood, nails and buttons made of porcelain and copper alloy as they sifted through the soil.

After all the remains and artifacts were cataloged and wrapped, they were transported to Radford University in hopes that analysis would provide more clues as to their identity.

Pieces of the puzzle started to come together when osteological analysis revealed the remains were of three male and three female African-Americans, ranging in age from as young as 18 to as old as 45. From the nails and buttons, they estimated the cemetery dated to between 1840 and the early twentieth century. But who they were; whether they had been slaves or free people; and how and when they lived and died could not be determined.

Cultural resource experts, workers at the center, and local historical society volunteers had begun a dig of their own . . . through historical archives, wills and deeds, and census reports as far back as the mid-1800s in search of the identity of the six.

Researchers found the names Moses, Wilson, Edmond, Nelson, Plough Bob, Whitty, Polly, Abby, Alfred and Harriet, just to name a few, listed as slaves at Auburn Chase prior to the War Between the States. In the 1870 census records, the first time African-American inhabitants in the area were listed by their full names, they found families with the last name Gregory, Drewry and Cox, names associated with the original plantation. Later census records listed names such as Alexander, Borsseaux, Brown, Curtis, Grammar, Graves, Carter, Friend, Jones and West.

Because many of their descendants, including some Bellwood employees, still live and worship in the area, flyers were distributed, visits were made to local churches, and area residents were contacted. Public announcements were also placed in area newspapers.

"We wanted to do more than identify who these people were," said project manager Adrianne Moore. "We wanted to find any of their family members so their wishes could be considered during the re-interment process."

Anticipation built when volunteers from Chesterfield County Historical Society's Cemetery Committee thought they had made a match, but, with further study, they again found themselves at a dead-end wall in the maze. No identification could be confirmed.

After months of research and no response from the public, Virginia's Department of Historic Resources approved the center's plan to re-inter the remains in a specially-prepared area in close proximity to where they were discovered. Then, on a sunny afternoon in October 1999, the Bellwood community and its invited guests and neighbors reflected on the nation's history as the six were once again laid to rest.

The mystery of who these men and women were, how they lived or how they died, may never be solved. But, while the six small headstones simply say "Unknown African American Male" or "Unknown African American Female," there is another, larger stone which marks the entry to the small cemetery.

On it is the inscription: "They are now officially part of the DSCR family. May they watch over us as we do our part to keep the nation strong and diverse." ◆

'Duel in the Desert': DESC tests wartime readiness at Davis-Monthan Air Force Base

By Claire McIntyre
DESC Public Affairs

Under the intense Arizona Sun, they loaded forklifts, threw fuel trucks into reverse, rolled tires, donned gas masks, fired M-16s and shouted cheers.

As host of the Fourth Annual Supply/Fuel Readiness Competition, the 355th Supply Squadron at Davis-Monthan Air Force Base, Tucson, Ariz., provided a decidedly original setting for competitors from military bases across the country and as far away as Japan to compete in events relating to fuel and supply missions.

Of the 600 attendees, about 150 are observers. Forty-two teams, 10 people per team, comprise the participants. Some of the teams' T-shirts sport slogans or nicknames like "Taco," "K-Dog," "Buff Daddy," "C-Ham" and "Stealth." The competition itself carries the nickname of "Roadeo."

History

Although the Air Force sanctioned the competition three years ago, the Roadeo's roots go back about 10 years when Florida's Eglin Air Force Base began holding a Roadeo-type competition. On a smaller, local scale, it grew with each successive year, and hosted the formalized, national competition from 1996-1998. In 1998 they won the overall category, entitling them to the traveling trophy which they brandished at the fall 1999 event.

"During my 29-year career in the the Air Force, this is the best thing I've ever seen in terms of morale," says Thomas Smith, vehicle control officer at Eglin. "Nothing has brought the fuel and supply sides of the house together, or the civilian and military sides for that matter, more than the Roadeo. It inspires strict compliance, cooperation, leadership and esprit de corps like nothing else."

The Events

Eleven events tested skills relating to fuel and supply handling as well as battlefield readiness. Judging was based on speed and accuracy in addition to precision in following event specifications (forks must be four to six inches above the ground when not lifting a load). The events are:

- ✔ **Warehouse Tug Trailer/Pallet Load—**involves lifting pallet (portable platform) loads with a forklift and placing on a warehouse tug trailer, which maneuvers through a traffic cone obstacle course.
- ✔ **Forklift Figure 8**—driver maneuvers forklift through Figure 8 obstacle course, which includes picking up pallet at mid-point and driving in reverse.
- ✔ **1.5 Ton Truck Backing**—driver maneuvers truck through course and backs up into designated area while wearing chemical warfare and field gear.
- ✔ **Pallet Build-Up**—team of four strap down four boxes on pallet, then use forklift to load pallet on tractor trailer.
- ✔ **Tractor Trailer Event**—driver maneuvers tractor trailer through Figure 8 obstacle course.
- ✔ **Refueler Backing**—tests driver's ability to back fuel truck into hardened aircraft shelter, as designated by traffic cones, while wearing chemical warfare and field gear. This event specifies a maximum 10 miles per hour speed limit.
- ✔ **Refueler Figure 8**—driver maneuvers R-11 fuel truck through Figure 8 configuration.
- ✔ **Tire Change**—team of four changes fuel truck tire, including rolling tire between traffic cones.
- ✔ **Battlefield Event**—creates simulated battlefield conditions, requiring the team to locate unexploded objects, transport an injured soldier through a minefield, and don chemical warfare gear.
- ✔ **M-16 Event**—tests team's markmanship in prone, kneeling, sitting and standing positions.

Refueler Backing and Battlefield events require team members to equip themselves with chemcial warfare gear.

A judge calculates the score at the firing range for the M-16 event.

✔ **Fitness Relay**—runners switch off between carrying 10-foot circular refueling hose and 10-pound box during relay race.

Air Force Chief Master Sgt. Michael Nelson, chief of the 355th Fuels Flight, makes his way through the cordoned-off spectators in a golf cart-type vehicle, attending to countless details, searching for attendees. "Bases send their five best in both supply and fuels to compete. So the cream of the cream are competing against each other in the Roadeo," he explains. But he has definite plans for changes in some events at next year's Roadeo, which will also be held at Davis-Monthan. "The events have been very popular and are a good measure of how prepared we are for actual wartime conditions, but we can definitely get more bang for the buck."

Next Year

Two new fuel events will be added to the line-up. Next year competitors will face the Fuels Mobility Support Equipment event, which includes assembling a 200,000-gallon mobile bulk storage configuration, complete with a 9,000-gallon/minute pump and a 600-gallon/minute filter separator, nine valves and several hundred feet of hose. The equipment allows tank trucks to off-load fuel into bladders as well as to load fuel directly onto trucks or aircraft.

Senior Master Sgt. William "War" Necker from Headquarters Air Combat Command at Langley Air Force Base, Va., has been working with the bulk storage package since its design in the late 1970s. "It's what airmen will use when deployed to a bare base location. So adding this event to the Roadeo is especially important," he explains. Most bases don't have access to the expensive equipment, however, so practice for most competitors will not be possible, making this event perhaps the most challenging yet.

Another new fuel event will have competitors performing a battery of laboratory tests to determine water, solid and additive levels in fuel to assess if it meets quality standards.

Other changes will include combining the refueler Figure 8 and backing events and positioning a real aircraft in the event instead of using traffic cones to represent its position.

Winners

After three days of competition, the closing ceremony takes place in an airplane hangar, where winners of all events will be announced for the first time. It's an edgy atmosphere wired with anticipation. Teams sporadically burst into rehearsed cheers.

They came from all over, but the boys from Oklahoma cleaned up. Altus Air Force Base took first place overall as well as first place in the overall fuel events category. They also won an esprit de corps award for a team spirit evident each time they made their way up to the stage to collect another award. They were, as they say, 'smokin.' ◆

Forklift events tested operators' ability to maneuver the vehicle through an obstacle course and to place a loaded platform on a tractor trailer.

Flag ladies:

DSCP clothing and textile directorate

by Christina M. DiMemmo
DSCP Public Affairs

Philadelphia is a metropolis long known as "The City of Brotherly Love," caretakers of the Liberty Bell, home to Betsy Ross' house and the location where the Declaration of Independence was signed back in 1776. Among all of these historical distinctions, the Defense Supply Center Philadelphia adds one more. Situated less than a half-hour from Center City Philadelphia and operating within the Defense Logistics Agency, a little known fact about the organization is that the clothing and textile directorate here is the only spot on earth where the United States' presidential and vice presidential flags are made. This detail-oriented task falls to a handful of employees at DSCP who have been officially dubbed "the flag ladies."

"It makes me feel good. . . kind of like Betsy Ross."
—Diane Harris, Team Leader of Embroidery dept.

DSCP has been making flags and heraldic banners for more than 150 years. This long-standing tradition began in the mid 1800s when the Center was known as the Schuylkill Arsenal. The arsenal began as a warehouse for military supplies and ammunition. Soon afterwards, 10,000 seamstresses and tailors made uniforms and clothing in their own homes to outfit Union troops during the Civil War. This clothing and textile manufacturing and storage operation expanded significantly to eventually become the primary function of the arsenal. The mission was later expanded to include the acquisition of food, medicine and medical supplies. And, by 1998, DSCP's mission grew to include the acquisition of general and industrial supply items, as well.

A visit to DSCP is not complete without a trip to "the flag room." The room is the work area of the 20 skilled craftswomen who hand-embroider nearly 300 types of flags per year. The most famous of these flags are the presidential flag, the vice presidential flag and flags destined for Cabinet members and other high level officials. The President uses the flag for all public appearances, including press conferences and meetings with heads of states. Flags are also publicly displayed in many rooms of the White House.

Diane Harris, team leader of the embroidery department within DSCP's clothing and textile directorate, oversees the daily activity of these craftswomen.

"They're very creative people," Harris said. "Even during breaks and at lunchtime, all of the ladies either crochet, knit or hand sew." When asked how it feels to make this unique contribution to the government, Harris only smiles and says, "It makes me feel good. . . kind of like Betsy Ross."

Although each president has the authority to design a flag for use during his administration, the current

The presidential seal, used on the presidential flag made at DSCP. Visitors of all ages stop to admire the flags on temporary display at Betsy Ross' house.

Linda Le (right) of Defense Supply Center Phi
educates visitors about DSCP's mission at Be
is shown hand-embroidering the vice presiden
displayed their handiwork at the historic site a
Held annually, PSRW celebrates public servic
serves as a way to educate Americans about t
government.

responsible for making presidential flags

ladelphia's clothing and textile directorate
etsy Ross' house in Old City Philadelphia. Le
t's flag. She and other DSCP embroiderers
s part of Public Service Recognition Week.
e at the federal, state and local levels and
the broad variety of services provided by the

flag has been used since President Harry S. Truman's administration. The only changes made since then are the addition of the two stars representing the statehood of Alaska and Hawaii. According to Harris, the present administration has only ordered ten of these flags since 1992. Nonetheless, Harris and her group of flag ladies are ever vigilant and usually keep ten presidential and vice presidential flags in stock, just in case.

So, what does it take to create a piece of handiwork that makes it to 1600 Pennsylvania Avenue? For starters, you'll need at least two embroiderers and 45 days to complete a presidential flag (35 days for the vice presidential flag).

The intricate presidential flag is 4-foot 4-inch by 5-foot 6-inch flag requiring 15 different thread colors. The flag features the presidential coat of arms and a blue shield with 13 white and red stripes on the breast of an American bald eagle. The eagle is clasping an olive branch in one talon and a cluster of 13 arrows in the other. From the eagle's bill flies a banner with the phrase, "E Pluribus Unum," Latin for "Out of Many, One." The eagle is surrounded by 50 white stars, one representing each state.

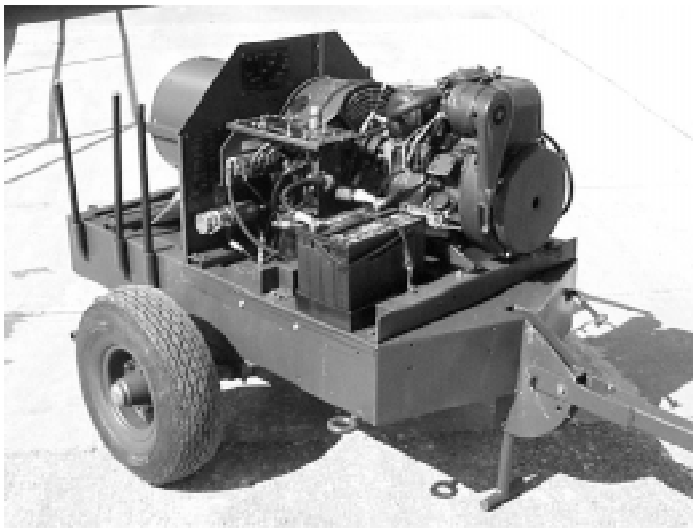
The tremendous artistry of the embroiderers allows them to make these double-faced flags with neither side showing knots or stray threads. Machine appliqué flags combine sewing, hand and machine embroidery techniques. Workers might appliqué a previously machine-embroidered eagle to a hand-embroidered coat of arms flag. Other flags are made by applying machine-appliquéd parts onto silk-screened fabric. These flags are manufactured for battalions, divisions, regiments and other organizational components of the military services.

Through three location changes (all in the Philadelphia area), ten name changes and Department of Defense downsizing, DSCP still exists to support the soldiers, sailors, airmen and women and Marines in peacetime and war. Although the manufacturing directorate was closed in 1994, the flag ladies still remain in DSCP's clothing and textile directorate. ◆

An up close look at the presidential flag being embroidered reveals the intricacy of the design. This flag could take up to 45 days to complete and requires 15 different thread colors.

Columbus' heater kit saves money and safer to use

by Mike Ward
DSCC Public Affairs Office



The H-1 portable diesel-fueled, general-purpose heater can be fitted with a retrofit kit to improve its performance.

Now that winter has arrived, the U. S. Air Force and Army are relying heavily on heating equipment to allow them to continue repairs and maintenance, both indoors and out. Having a heating system go down in mid-winter could be devastating to a fighting force, aircraft could remain grounded, and ground forces could be left without fighting vehicles.

A new retrofit kit (NSN 2910-01-464-9880, Part No. 401230) is now available through the Defense Logistics Agency that can improve the performance of one of the most widely used heaters, the H-1 portable diesel-fueled, general-purpose heater. The 400,000-BTU H-1 is used by the Army and Air Force, not only to heat facilities such as mobile hospitals and maintenance shops, but to temporarily heat aircraft while they're being repaired.

"We were beginning to receive reports of heaters down, shortages of spare parts and escalating prices," said Walt Myers, of the Defense Supply Center, Columbus, Logistics Engineering and Readiness Office. One of the major problems was that the heaters' three fuel regulator valves, an old design used on refrigeration units, had become obsolete.

The remedy is DLA's new kit that replaces all three of the heaters' fuel system valves with a state-of-the-art, completely electronic fuel system valve. The retrofit not only makes the heater more efficient, and replaces more expensive valves, but it makes the unit safer. The $1,599 kit replaces the three valves that cost $700 apiece.

"What we did here at DSCC, was retrofit the heater with an electronically controlled fuel and temperature system," said Myers. "The old fuel control system consisted of a temperature valve, regulator valve, and altitude compensator valve. These valves are the old refrigeration type valves, which are no longer used in heating applications.

"The new configuration includes four electronic solenoids, temperature sensor and safety shutoff," said Myers. "This kit provides an overall cost saving, greater reliability, quicker starts, gradual warming and cooling, and a flame failure safety protection."

Myers added that the new unit is readily available and has been approved by Warner Robins Air Logistics Center, the engineering support activity with control of the end item. "The transition to the new kit will require some minor modifications," said Myers. Myers said the valves will be replaced by solenoids which are easier to install.

Added to the new valve system is a new safety device — a flame failure protection sensor. This sensor determines when there's no flame or when there's a heat loss, so that it can automatically shut down the system and turn off the fuel pump. With the old valves, during any malfunction, the fuel pump kept pumping until the fuel tank was empty.

DSCC has recently contracted for eight of the kits. "The customers have heard about them and want to know how they can procure them. We feel we have found a quick and less expensive way to keep a key piece of equipment up and running for our customer." ◆

Richmond deputy commander new DLSC deputy

Frank Lotts, currently the deputy commander of the Defense Supply Center Richmond, has been named as the next deputy commander of the Defense Logistics Support Command. Lotts replaces Jeff Jones, who was named as the next director of the Defense Energy Support Center.

"Mr. Lotts brings an impressive record of logistics experience to his new position," Rear Adm. Daniel Stone, DLSC commander said. "I look forward to working with him to build upon the high standard of support of DLSC provides to our customers."

Lotts was recently selected to receive the Presidential Rank of Meritorious Executive Award for sustained exceptional performance in public service. ◆

DSCC team hammers out contract; saving environment & taxpayer money

by Tony D'Elia
DSCC Public Affairs

A new long-term contract to supply the military and federal agencies with ethyl ether used to quick-start diesel-powered vehicles in cold weather will not only save money, but protect the environment. This "win-win" contract, a customer support initiative between Defense Supply Center, Columbus (Ohio) and one of its suppliers, is one of the Center's new long-term tailored contracts.

Members of the DSCC team that worked on this initiative were: John J. Jones, (Gahanna, native, Newark resident) of the DSCC Operations Support Group; Fonda Alexander (Westerville), the Long-term Contracting Team; Simon Chang, (Gahanna) of the Hazardous Material Minimization Program; Gail Krentz, (Kettering), of DSCC Procurement; Art Levenstein, (Fair Lawn, N.J., native, Reynoldsburg resident) of the Land-Based Weapon System Group; Dan Patel, (Gahanna), of the Aerospace Weapon Systems Group; and Richard Ferguson, (Youngstown, native, Dublin resident) and Gail Booth (Granville), both of the Defense Logistics Agency Office of Counsel, Columbus Region.

Containers of ethyl ether—national stock number 2910-00-646-9727—are used by the military and federal agencies to quick start everything from diesel-powered tanks and combat vehicles to trucks and bulldozers. It's value in a combat situation is obvious, but ethyl ether is also useful in getting other agencies to work on time - agencies such as the U.S. Postal Service and the General Services Administration, or any agency with diesel-powered equipment.

The new contract not only reduces the price of the useful commodity by up to 23 percent, but more importantly, it eliminates expensive disposal costs. Since ethyl ether is a flammable and hazardous material, disposal costs range anywhere from $106 to $242 for each empty canister, depending on location. It's estimated that the new contract will save $1.28 million annually.

"We decided it was up to DSCC to alleviate our customer of this excess cost as a customer support initiative," said John J. Jones, of the Hazardous Material Minimization Program of the Standardization Management Team in DSCC's Operations Support Group. "So we formed a team with members from the Land-based Weapon Systems Group, Procurement and the Defense Logistics Agency Office of Counsel, Columbus Region, to work the problem."

The result of the team effort was a long-term tailored contract signed Aug. 24, with Quick Start Products Ltd. of Rochelle, Ill. The new contract reduces the price of a single container from $8.11 per 18-ounce container to as low as $6.25 (depending on locality). The contract also requires the company to accept the returned empty containers at no cost and to dispose of them in accordance with environmental regulations. Customers simply return the empty canisters in the container they came in.

The new contract was written with a tailored support agreement, the first of its kind at DSCC.

"The terms of the tailored support agreement of this contract are unique," said Fonda Alexander of DSCC's Land Long-term Contracting Team. "The customer and the supplier must meet unique requirements for any of the containers to be returned." Instead of merely providing the required item of supply, this tailored support agreement was made to better support the needs of DSCC's military customers. In this case, the contract includes provisions for the return of the empty containers. Upon acceptance of the returned containers, the contractor is required to dispose of the hazardous material in accordance with applicable regulations.

"This was all due to DSCC's partnering efforts with the military customer and the manufacturer," added Jones.

The only cost now incurred by the customer is shipping the empty cylinders back to the supplier. ◆

DESC names new director

Jeff Jones, the current deputy director of the Defense Logistics Support Command, has been named as the next director of the Defense Energy Support Center. The effective date of the assignment will be announced at a later date.

"I am confident that Mr. Jones will continue to build upon the high standards of support that the DESC team has provided its customers," Rear Adm. Daniel Stone, DLSC commander, said. "He will also provide the leadership to capitalize on the exciting opportunities that DESC will encounter."

Jones became the deputy director of DLSC in 1997. Prior to that, he was the exectutive director for DLSC Logistics Management from 1995 to 1997.

From November 1992 until June 1995, Jones served as the assistant deputy, Under Secretary of Defense (Materiel and Resource Management Policy) for DoD. ◆

Glisson visits West Coast activities

During December 1999, Defense Logistics Agency Director Lt. Gen. Henry T. Glisson visited DLA and customer activities in Colorado, Utah, Washington and California.

"As always, I was impressed with the warfighter focus, hard work and professionalism, expertise and dedication that our DLA people showed at every site I visited," Glisson said.

The first stop was in Colorado Springs, Colo., where Glisson met with commanders from the 7th Infantry Division, Fort Carson, Colo. They acknowledged the significant improvement in order ship time from DLA and are extremely pleased with the Prime Vendor programs.

Next, was a series of briefings by Boeing on its supply chain management and then a tour of Boeing's Seattle Distribution Center. Glisson said they are pursuing virtual prime vendor with the Military Services and DLA.

From there, Glisson received a briefing at I Corps, Fort Lewis, Wash., on the new initiative to convert as many as nine brigades to a new medium brigade. Glisson said this initiative is moving out fast and has a lot of potential impact for DLA.

Lt. Gen. Henry T. Glisson *(right)* visited Harrison High School in Colorado to see how the Produce and Prime Vendor Programs are supporting the U.S. Department of Agriculture lunch program. While there, he met with Junior Reserve Officer Training Corps students. *Left to right:* Pvt. Reyes, Marine Corps recruit, Daniel Wood and Staff Sgt. Kovacs, Marine Corps recruiter.

From there, they visited Defense Distribution Depot San Joaquin, Calif., where the semiautomated bin storage system was being completed. This will be a significant productivity enhancement when 90 percent of all fast moving binables are in one area. Glisson also cut the ribbon on a new state-of-the-art Hazardous Materials storage warehouse that will allow all HAZMAT at Tracy and Sharpe Depots to be consolidated into one location. ◆

Lt. Gen. Henry T. Glisson *(right)* meets with Don Hinger at the Defense Distribution Depot Puget Sound, Wash. Glisson said he was pleased to spend time with DLA's outstanding work force to get updates on initiatives and to see first hand their efforts to support the warfighter.

Lt. Gen. Henry T. Glisson *(left)* presents a Hooah bar to retired Sgt. 1st Class Joan Fiddler during his visit to Defense Reutilization and Marketing Office in Sacramento, Calif.

DLIS locator system:

MEDALS access moving to Web

by Tim Hoyle
DLIS Public Affairs

Those who use the Military Engineering Data Asset Locator System for critical maintenance data will only be able to access the service through the World Wide Web after March 15.

"MEDALS will strictly be a mid-tier, Web-based system after March," explained Al Radford, program manager. "That means users will not find it among the mainframe applications available through the Logistics Remote Users Network."

The system is one of the many logistics information services offered through the Web by the Defense Logistics Information Service. Defense Department logisticians, provisioners, engineers, and maintenance personnel depend on the type of technical information in MEDALS to keep weapon systems and spare parts ready when needed.

A new graphical interface allows users to locate engineering drawings using an Internet browser and generate order requests for engineering drawings that are available on hard copy media. Having MEDALS available makes their efforts easier by offering technical drawings through wide-area networks and multi-media applications. A congressionally mandated system, it provides a central index that currently offers more than 24 million technical drawings archived in DoD and NATO technical data repositories.

The $2 million system saves the government approximately $6 million annually by cutting storage costs, preventing duplicate purchases for engineering data, and saving time in procurement and inventory management arenas. Where it once took days or weeks to locate technical data, this powerful system locates information in seconds.

Any drawing maintained in a DoD technical data repository system, such as the Joint Engineering Data Management Information and Control System, can be found through MEDALS. Soon MEDALS will also be offered through the Joint Computer-Aided Acquisition Logistics System.

Accessing MEDALS allows users to identify all of the locations where engineering drawings reside within the DoD, regardless of whether it is available online or through other media. The system also provides a drawing's characteristic information, configuration responsibility, points of contact, and the necessary information to obtain it. Technical data repositories and libraries update the system with drawing index and characteristics information on a daily and weekly basis.

While in MEDALS, users can request drawings from the desired repository with an Electronic Drawing Order Request whether the information is stored on CD-ROM, aperture cards, paper, or mylar formats. The system electronically sends the orders to the appropriate technical data repositories for processing. It also identifies drawings stored digitally and identifies the file format they are stored in at the repository. This information helps users download drawings directly to their computers.

The MEDALS Program Management Office at DLIS is continually working to refine the system to integrate information technology for logistics businesses with defense areas to ensure consistency between other programs. Interface connectivity is regularly upgraded between DLIS and the various systems serving technical repositories. The high cost of engineering data and the need for competitive spare parts replacement makes the system an important tool in efficient logistics management.

For more information, visit the program's Web site at *https://www.dlis.dla.mil/MEDALS* or contact Radford at (616) 961-4068. E-mail inquiries may be sent to aradford@dlis.dla.mil or medals@dlis.dla.mil ◆

DLA selects new Command Sergeant Major

Defense Logistics Agency Director Lt. Gen. Henry T. Glisson has selected Command Sgt. Maj. Archie L. Turner to be DLA's first Command Sergeant Major. Turner replaces Sgt. Maj. Randy Taft, who retired in October 1999 after serving as DLA's senior enlisted advisor.

Turner is expected to report to the Agency March 1. He comes to DLA from the 19th Theater Army Area Command, Taegu, Korea.

Glisson said Turner brings with him a high degree of knowledge in the Army's supply system.

Turner has had numerous assignments that include such locations as Germany, Korea, Southwest Asia and various locations in the United States. He was born in Miami, Fla., and entered the Army in 1973. ◆

Command Sgt. Maj. Archie L. Turner