

Dimensions



Defense Logistics Agency

January/February 2001

DLA implements balanced scorecard

Also inside:
**Remembering
the Titans at DLA**

**DLA celebrates birthday
and Hall of Fame inductions**

**Awards and honors flow
to DLA employees and programs**

★★★ From the Director

The New Year Brings New Opportunities

A new year is dawning for the Defense Logistics Agency and its global network of employees. This year will likely bring a host of new challenges and opportunities. But at the start of a new year, hope springs eternal and all things seem possible. That sense of optimism may be why New Year's resolutions remain so popular.

With the advent of a new year, many of us resolve to improve ourselves in the months to come. Whether your goal is to lose weight, exercise more, quit smoking, or save more of your paycheck, each of these improvements seems within reach. But it is all too easy to lapse into our old habits. Within a matter of weeks, these resolutions become distant memories. The key to success, experts say, is first to focus on just a few, fundamental things, and then to stick with them, day in and day out, until they, too, become 'old habits.' It takes a minimum of 6 weeks for any new behavior to become ingrained.

The same techniques apply equally well to our mission here at DLA. By implementing initiatives like Balanced Scorecard, we intend to sharpen the Agency's focus on what really matters to our customers. But the best-laid plans can succumb to the press of daily activities and urgent requirements. That's why it is essential that we keep our eye on the "big picture," providing world-class support to the warfighter.

Every one of our DLA employees will play an integral role in supporting the Nation's global presence in an uncertain world. Members of the DLA family are providing invaluable assistance in maintaining the stability of war-torn regions by supporting our forces deployed around the world.

DLA also can take pride in its unrivaled support of humanitarian operations. The holidays may be over, but the spirit of giving continues throughout our DLA organizations. As you will see in this issue of Dimensions, DLA employees have generously given of themselves to help others. The Combined Federal Campaign successfully raised nearly \$300,000 for hundreds of worthy causes.



DLA's Contingency Support Teams in Kosovo continue their support of a local orphanage, providing desperately needed supplies for the children. And the best gift of all, the gift of life, was given by the award-winning paramedics of the Defense Supply Center, Richmond. You'll read how their superb response helped save the life of Richmond employee Viola Woelfl after she suffered a serious heart attack. I am proud of every one of our exceptional employees. Their contributions to their country and their local communities are truly inspirational.

As we look ahead to what 2001 might have in store, let us reaffirm our commitment to the men and women we support around the world. Thank you for your dedication and professionalism. ♦

Henry J. Gleason

Dimensions

In this Issue:

From the Director 2

Inside Story

DLA implements Balanced Scorecard, Part 2 4

News

Lumber program is just what European customers need 6

Contract streamlines supply of oil purification equipment 7

Executive helps make environmental history 8

DLA celebrates birthday and hall of fame inductions 10

DLA security officers gather at DSCC 13

DSCPE celebrates 25th anniversary 14

ICAF and DLA—Partners in learning 15

DLA director visits ICAF 17

DLA presents scissors awards 18

DSCP supports restoration of historic landmark 19

Kosovo hazardous waste shipped to Germany for disposal 19

People and Events

DLA to assume ownership of food inventory from Navy 20

DLA wraps up successful CFC campaign 21

Veterans heritage celebrated at DLA 22

DLA celebrates Air Force Birthday 23

DLA celebrates national JWOD week 24

Sergeant Major of the Army visits DLA 25

A second chance at life 26

Former gridiron Titans recall glory days 28

Daughter of DLA employee ‘reaches for the stars’ 30

DLA’s top civilian bids farewell 32

DCSR wins OPM Director’s award for work/life programs 33

DSCR man considers himself lucky 34

Ali Hadri school children helped 35

Awards 36



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Dimensions is an authorized publication for the Defense Logistics Agency’s workforce of federal civilians, active-duty military and Reserve mobilization augmentees at agency activities worldwide. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Defense Logistics Agency. *Dimensions* is prepared electronically, using desktop publishing application; no commercial typesetting costs are involved. Address correspondence to: ATTN: DSSC, Defense Logistics Agency, 8725 John J. Kingman Road, Suite 2545, Fort Belvoir, Virginia 22060-6221. Fax: DSN – 427-6187; commercial–(703) 767-6187. Office: DSN – 427-6200; commercial–(703) 767-6200. Address email to: christine_born@hq.dla.mil

DLA Implements Balanced Scorecard

By Major Ruth Larson, USAFR
DLA Public Affairs

Hot suspenses! Shifting priorities! Demanding customers! Some days it's hard to get anything done from your 'To-Do' list, because you're constantly "putting out fires," working your in-box, or just getting through your E-mail. In such a pressure-cooker environment, it's almost impossible to stay focused on long-range goals and objectives.

But those long-range goals and strategic plans are important to the ultimate success of any organization. So what's a leader to do? The answer may lie in a management process being introduced at the Defense Logistics Agency, called Balanced Scorecard, or BSC, which links long-range goals, strategies, and outcomes to the daily activities of an organization.

Rear Adm. Raymond A. Archer III, Vice Director of DLA, is the driving force behind BSC implementation. He explains it this way: "It starts with forcing you to sit down with your leadership and saying, 'What is our vision, and what does (it) really mean, and how do you make it operational?'"

Clearly DLA is no stranger to strategic planning. For several years, DLA has published its strategic plans, outlining its goals for the future. But BSC goes beyond simply devising a set of goals, Archer said. "It's not something that you spend a few days doing, and when you're all done, you've got this list, and it feels good, and you do a brochure. That's not what balanced scorecard is about.

"It's really a methodology of how you want to conduct business," Archer said. "It's a method of making decisions. It's a method of prioritizing."

Balanced scorecard forces executives and workers alike to focus on their basic, internal activities. Then they must ask themselves, "What is our most important product to our customers, and how can we improve

that product by refining our internal operations?" Scorecard also offers a means by which managers can continually measure the improvements, to assess whether the changes are achieving the desired results.

Roadmap to the Future

Most vision statements set forth a vision of where an organization wants to be in the future. "To get from here to there, you have to have a roadmap, and that's what balanced scorecard does," Archer said.

Think of it in terms of an individual who wants to lose weight, to go from 230 pounds to 200. "What's my strategy? Is it going to be exercise, or is it going to be fasting, or a combination of the two?" Archer said.

Once he decides on these specific initiatives, the individual must then act on them. "If I'm going to get on the scale every third day and see if I'm losing weight, see if I'm exercising that hour a day, I'd be tracking that transformation.

"Now, if I *don't* get on the scale, and I *don't* put a strategy together, I'm still going to weigh 230 pounds. That's how simple it is," Archer explained. "That's what BSC does—it forces you into a discipline, it forces you to come up with measures and initiatives that drive the change in an organization."

Balancing DLA's Scorecard

DLA is embarking on a long-term program to incorporate balanced scorecard into its management philosophy over the next five years. The previous issue of *Dimensions* discussed the basic concepts of balanced scorecard. This technique is being used throughout much of the corporate world to translate broad,

strategic vision statements into relevant, usable indicators that help employees focus on moving toward that vision on a daily basis.

Of course, no two organizations will implement scorecard in exactly the same way. Balanced scorecard was meant to be a set of guidelines, not a straitjacket. In fact, to be successful, the technique must be tailored to reflect the essential core processes of a particular organization. Scorecard forces managers to examine the fundamentals of doing business in four key areas:

- Their customers
- Their internal business practices
- Learning and growth
- Finances

DLA's corporate strategy is "Right item, right time, right place, right price." The beauty of balanced scorecard, Archer said, is that "It forces you to sit down and say, 'What does that vision really mean in terms of execution? What are the strategies and initiatives in each of these four quadrants that will drive us as an organization toward these changes?'"

Gary S. Thurber, DLA's former Executive Director, said, "We will then take all the initiatives in DLA and see if they apply to one of these four quadrants, and if they don't, then you have to make a decision about it." For example, he said, "If I'm burning dollars having people work on an initiative, and it doesn't show up as supporting one of these four key strategies, you've got to ask yourself why you're doing it."

In day-to-day terms, Archer said, "If somebody's bringing you a potential customer, or a potential product line, and you can't find a 'fit' in the vision, what's your answer? Don't do it—you're not the right provider. Help them find a provider who fits

their needs.” He explained, “You can’t be all things to all people. Are you willing to do something that takes away from something in your vision, just to pick them up ad hoc?”

The *balance* part of balanced scorecard means that an effective organization cannot be strong in one of the four quadrants while being weak in the other three. Thurber explained, “I don’t want (to have) perfect internal processes, but it’s not cutting it with the customer.” Likewise, he said, “I don’t want to be satisfying the customer while killing off my capability, or one day I may turn around and find out my work force has left because they’re under-trained and morale is bad. I haven’t taken care of the work force.”

DLA is still in the earliest stages of implementing scorecard, according to Lt. Col. Tillman W. Payne III, DLA’s Balanced Scorecard Project officer. DLA’s senior leaders have discussed the key issues in depth at several offsite sessions in recent months.

“There is no financial ‘bottom line’— we’re not profit-driven like the private sector,” Payne explained. “Customer perspective is the number one thing we’re looking at, and the warfighter is key. What we’re struggling with now is, ‘How do we support the warfighter?’”

And one key to making DLA’s vision a reality is selecting the right “indicators” — the right measures that will truly track whether DLA is making progress toward its goal.

In many cases, items are tracked simply because they *could* be, not necessarily because they were important. “An organization can count a lot of things, but they won’t necessarily tell you the health of an organization,” Payne said.

DLA’s new metrics must be customer-focused. “We need to know if the things we’re doing matter to the customer,” Thurber said. “We can go ‘tilting at windmills’ all we want, but unless the customer sees some results, it’s a hollow promise.”

Another reason to adopt balanced scorecard is the sheer size of the organization, Archer said. “We’re a

large organization — we’re complex, and we’re diverse — multiple products, multiple disciplines. When we’re that big, without a focus, without a kind of ‘meeting of the minds’ of leadership, it’s easy to go astray. It’s easy to put money in the wrong programs, and just kind of lumber along.”

Skeptics, Take Note

This is not Archer’s first experience with balanced scorecard. He was there when the Navy ICP (Inventory Control Point) adopted the scorecard program. He acknowledges that he was skeptical at first. “I thought, ‘Oh, boy — it’s TQM (Total Quality Management) wrapped in another binder.’”

“But I was willing to give it a try, because we were in trouble.” The organization lacked focus, its sales were dropping; and at times it was even unable to make payroll, he said. “What I learned was, it worked,” he said. “BSC changed the organization dramatically. It turned the organization around in 24 months, and it made my life easier.

“People began to change what they valued. Their focus changed. Life got much easier, because they could explain the focus to employees. It became easier to say No to things, because if they didn’t fit, they didn’t fit. It’s a hard thing for government employees to do, because we never say No!”

The Threat is Real

The hardest part, he said, was convincing employees there was a problem. “There has to be a burning issue, something to motivate them.” Here at DLA, the threat uppermost on his mind is the fiercely competitive commercial sector. With a click of a mouse, customers can get the supplies they need from an almost unlimited number of suppliers.

“It used to be that the customer *had* to come to us, because the only access they had was to us — they didn’t have

access to other markets. It was a monopoly,” Archer said. “Well, the monopoly’s gone. Now you have to earn your space in the marketplace,” he said. “When you have to compete for space, you have to know who your customers are going to. You’ve got to look better than the alternatives. You’ve got to relate to your customers that there’s value, so they understand what that apparent value is.”

Payne agrees that the issue at hand involves nothing less than DLA’s survival. “DLA has to evolve and adapt to the current environment, or it will go away,” he said. “We can’t really afford to plod along, just letting things happen and then reacting to them. We need to be able to *create* our future, not just react.”

Still, Archer is optimistic about DLA’s future. “I’m telling you, DLA’s up to the challenge. We’ve got a great market position, and we’ve got a talented workforce that’s entrepreneurial. They’re bright, they’re not risk-averse, and they’re great logisticians. I think they can out-compete anybody in the market space.”

The trick is for DLA’s management to focus that talent on the right things. Archer said, “You can have the best talent in the world, and the best resources in the world. If they’re unfocused, you aren’t going to deliver.”

An Ongoing Process

Implementing balanced scorecard will continue to be a work in progress. Senior DLA executives estimate it will take the next five years to put it in place at all levels of the agency, but one that will be used on a daily basis.

Archer likens it to the desire to lose weight. “I can’t diet for a month and then say, ‘I’m there.’ I’m going to have to change my lifestyle on a continuing basis.” But once the concept becomes internalized, it will have a profound effect on decisions and behavior at all levels of the agency. In short, it will help everyone focus on what’s truly important to DLA’s ultimate success. ◆

DSCPE's Lumber Program is ...

Just What European Customers Need

From a hill overlooking a family-owned lumber business located some two hours from Salzburg, a visitor here can see industry hard at work. What the average visitor wouldn't know about however, is the contract between the company Leopold Stallinger GMBH and Co. KG and the Defense Supply Center Philadelphia.

"The Defense Logistics Agency's lumber program initiative in Europe is the American government at its best," said Steven E. Jarvis, a customer liaison specialist for DSCP European Region, headquartered in Mainz-Kastel, Germany. "We're pleased with the lumber the company is providing to support America's warfighters throughout Europe."

During the last fiscal year, Jarvis said over \$24 million of lumber and plywood was ordered and supplied through companies with a European presence such as Stallinger. In addition to getting quality lumber at competitive prices, customers are getting their orders a lot faster. Before the contracts with the European suppliers, the average order could take several months before arriving at the customer's back door. Delivery was costly and lengthy because lumber was being shipped to Europe from the United States.

After negotiating an agreement that allowed DSCPE to buy lumber for its customers from European suppliers, the average delivery time dropped from months to 10 days or less. In certain cases, Jarvis said customers could even get same day support.

"We have been able to get our customers to reduce their lumber stockpiles because of their increasing confidence in being able to get lumber in Europe in a timely

manner," Jarvis said. "Marketing this lumber initiative providing prompt, quality service is all part of educating our customers."

"We do good business with DLA and DSCPE," said Leopold Stallinger, owner of the family-owned business. "We provide lumber to customers all over the world and it is an honor to be under contract with the U.S. Department of Defense. We do our best."

"This concept has forever changed the way DSCPE buys and supplies lumber for the American warfighter," Jarvis said. "We're pleased with the partnership, with the lumber, and with the services we're getting from the company. Equally important, our customers are pleased with the products and services they're getting through DSCPE." ♦



Hilltop view of the Leopold Stallinger facility, one of several European based companies supplying lumber to customers of the Defense Supply Center Philadelphia European Region.

Streamlines supply of oil purification equipment

By Mike Ward
DSCC Public Affairs Office

In an effort to reduce the logistics response time in supplying oil purification equipment spare parts to its naval customers, the Defense Supply Center, Columbus, recently awarded a 10-year contract to a Pennsylvania manufacturer.

The items under the contract are spare or replacement parts for naval separator devices used to separate dirt and impurities from the oil used by the surface and sub-surface ships and submarines. Some of the items DSCC supplies to the U. S. Navy, U.S. Coast Guard, and allied navies, include purifiers, centrifugal separators and self-cleaning automatic filters. All the parts are made by Alfa Laval Separation, Inc., of Warminster, Pa.

“With this contract we’ll see a noticeable improvement in customer support and satisfaction,” said Joe Locke, a contract specialist in DSCC’s Maritime Tailored Support Unit. “We’ll be able to get the parts to the customer quicker.”

According to Locke, the new partnership with Alfa Laval cuts out the “middle man” in procurement of critical items for the military.

“Alfa Laval will stock the items in their warehouses and ship directly to the customer,” said Locke. DSCC tailored the 10-year (one basic year with nine option years) contract to utilize existing commercial business practices by Alfa Laval. This includes a global distribution network.

By purchasing directly from the manufacturer, government depots no longer have to store the inventories. There is less government oversight needed and less expensive standard commercial packaging can now be

used, since the government is now using the company’s global distribution system.

Locke said DSCC’s sophisticated electronic commerce and electronic

Military Sales, the Paperless Order Placement System is used to reduce administrative lead time. Overall, lead times have been reduced to three or four days, when in the past

“With this contract we’ll see a noticeable improvement in customer support and satisfaction,” said Joe Locke, a contract specialist in DSCC’s Maritime Tailored Support Unit. “We’ll be able to get the parts to the customer quicker.”

data interface systems, are playing a big role in the success of this venture. The systems have assisted DSCC in streamlining its internal procedures. DSCC uses the Electronic Procurement Program Interface to issue Direct Vendor Delivery orders electronically to the company to save time. For Foreign

it had taken as long as 400 days.

The contract initially included 205 National Stock Numbered parts, all managed by DSCC. A number of sole source items (spare parts) managed by DSCC, Defense Supply Center, Richmond, and Defense Supply Center, Philadelphia, have also been identified and is being reviewed for inclusion in the contract.

“The contract has an estimated annual demand of \$1 million. It also includes an ‘add’ clause to easily facilitate the addition of approximately 2,000 more sole source items,” said Locke, who estimates that the additional items will increase a total demand value to \$50 million over the 10-year contract period. ♦



DSCC oil purification equipment.

DLA executive helps make environmental history

By Major Ruth Larson, USAFR
DLA Public Affairs

Leaving Hawaii to spend six months crawling around utility power plants in Maryland may seem like cruel and unusual punishment, but then, paradise is in the eye of the beholder. For Steve Surface, an environmental executive at the Defense Logistics Agency Support Services Pacific, the six-month stint with Potomac Electric Power Company, better known as PEPSCO, means being at the cutting edge of the environmental community.

Surface is the first DLA environmental officer selected to participate in DLA's Executive Study Program. The program offers senior managers a chance to serve with industry or other government agencies, where they can gain new perspectives on the challenges, ideas, and technologies being used in those organizations. Such techniques can later serve as valuable resources when the executives return to DLA.

"The (Executive Study Program) assignment to PEPSCO has been a tremendous experience for me, both personally and professionally," Surface said. While he acknowledged that it was difficult being away from his family for so many months, he added, "The rewards I get from the experience are (worth) the hardships."

The growing public concern over how industrial activities are affecting the world's environment has spawned a new "industrial revolution" of sorts—an environmental revolution. Private manufacturers and utility companies are coming under increasing pressure to clean up their operations or face public criticism.

Enforcement of environmental standards by state and federal agencies such as the Environmental Protection Agency and state departments of

natural resources have made substantial progress in recent decades. Still, outside enforcement can do only so much in improving environmental compliance. But a new concept has emerged that encourages organizations themselves to take primary responsibility for the soundness of their environmental operations. This approach not only helps secure a competitive edge for the company by reducing waste and improving internal efficiencies, but also improves regulatory compliance and ultimately boosts its image with customers.

PEPSCO is at the forefront of implementing a series of voluntary international environmental standards developed by the International Organization for Standardization (ISO). Its Morgantown, Md., facility received ISO accreditation in October 1999, one of only ten such facilities to have received such recognition. PEPSCO expects its Chalk Point, Md., facility to achieve the same accreditation by the end of this year.

The standards, known in the business as ISO 14001, encourage organizations to develop a detailed set of procedures known as an Environmental Management System. These procedures link virtually every aspect of an organization's operations with its potential environmental impact, "in excruciating detail," Surface noted. For example, plant officials examined the wall-thickness of pipes used to transport oil from barges to the power plant. This information was included in the power plant's contingency planning for possible spills, and planning for backup and containment operations, he said.

Such detailed contingency planning isn't cheap, but PEPSCO officials from the CEO on down have signed on to make environmental planning a fundamental priority, Surface said.

"Every worker at a PEPSCO power plant knows how his work affects the environment," he said. "This has meant a real culture change. I've seen it in the plant."

Getting Certified

Gaining international certification at a facility is a three-step process. First, plant officials assess how well current operations comply with the ISO 14001 Standard. An essential part of this assessment is to devise a detailed analysis of all plant operations and maintenance procedures, and to link all these activities to their potential environmental impacts. Detailed targets and goals are then established to define acceptable standards for almost every conceivable operation or activity that might occur, and how workers should respond. The culmination of the first phase is the preparation of an Environmental Management System manual that captures these detailed standards. All workers then get extensive training in the new standards to ensure a thorough and accurate understanding.

The second phase involves an internal audit of the plant's operations, to ensure that the standards are being implemented by the work force. Corrective actions can be taken as needed to ensure that the new system has been fully adopted by all members of the team.

Finally, in the third phase, the plant is audited by an outside party to determine whether ISO certification is warranted. PEPSCO's Chalk Point plant was audited by Advance Waste Management, Inc., in mid-November. "This is really like the Super Bowl for us," Surface said. "The big emphasis is documentation," he explained. "Every word counts."

The rigorous four-day audit exam-

ined every aspect of the plant's operations. Shahid Anis, senior engineer with PEPCO's Environmental Group, said, "It was a very in-depth audit, but it went very well."

All but two minor discrepancies were found and corrected during the team's visit, Anis said. As a result, the audit team recommended that the facility be certified. By early December, the plant expects to receive its official ISO 14001 certificate, along with a flag to be flown at the facility.

Surface expressed relief that the facility had successfully passed the final hurdle toward certification. "I don't think I've ever seen implementation of a program that had such a large impact on the workforce," he said. "It really brought the workforce

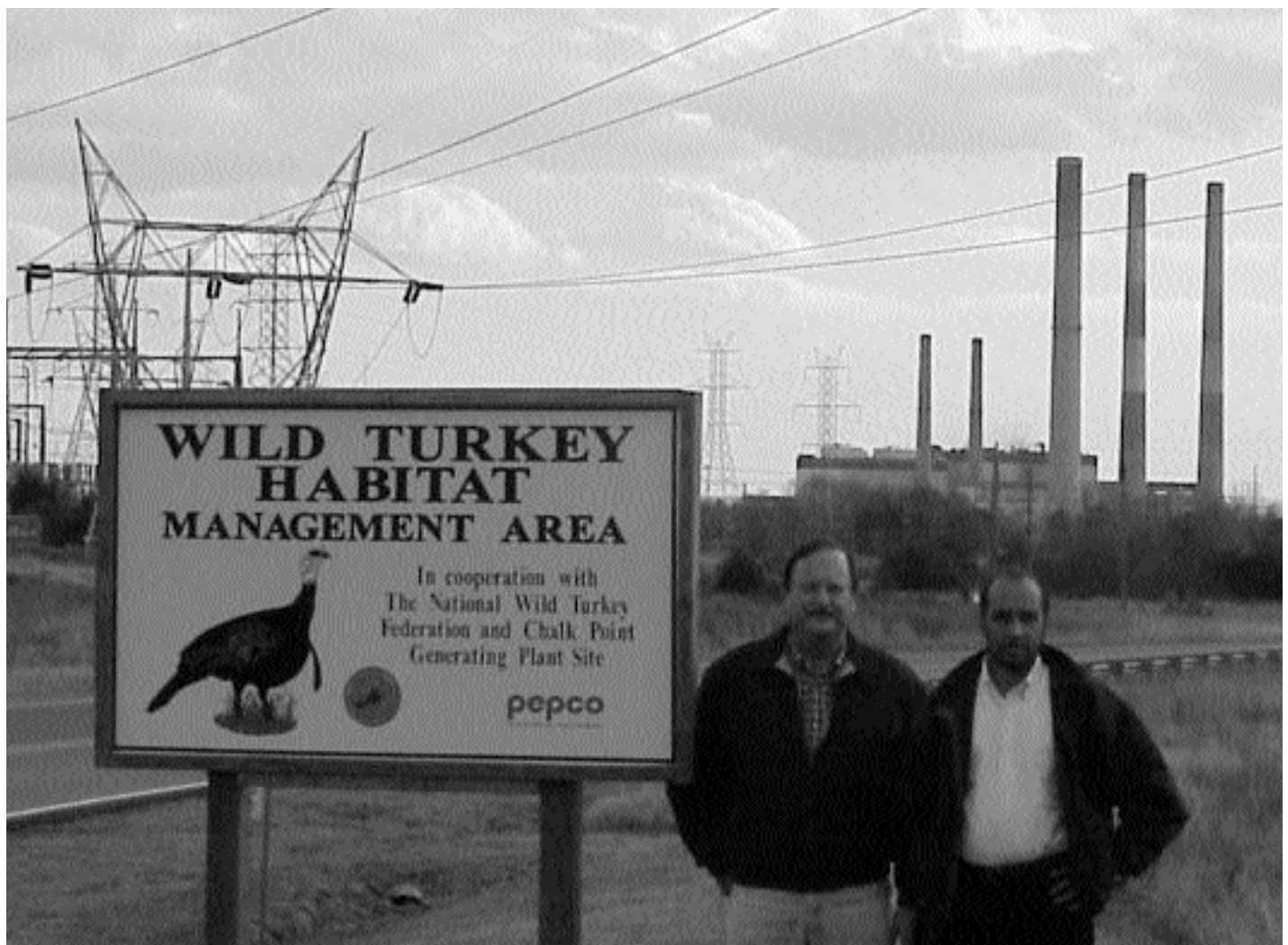
together, from the mechanics on the ground on up. Morale is quite high, and they have an excellent operation."

Anis said, "Steve has really been instrumental in helping us with this certification process. Hopefully, he's also learning how the EMS (Environmental Management System) was established."

When his PEPCO duty ended in December, Surface took his expertise to the Pentagon, where he will serve a six-month tour of duty at the Office of the Deputy Under Secretary of Defense for Environmental Security (OUSD/ES). The tour is part of the Executive Study Program and the Environmental Security Professional Enhancement Program, which allows promising senior

managers an opportunity to help DoD implement the latest environmental programs, including the international environmental standards contained in ISO 14001. A Presidential Executive Order mandates that federal agencies, including DLA, have Environmental Management Systems in place by 2005.

Designing an Environmental Management System for an organization as large and diverse as DLA requires a thorough knowledge of international environmental regulations and the ISO 14001 Standards. Surface's experiences with PEPCO through the Executive Study Program will make him a valuable asset to DLA as it tackles this challenge in coming years. ♦



Steve Surface, DLA, (left), and Shahid Anis, (right) senior engineer with PEPCO's Environmental Group stand in front of PEPCO's Chalk Point Generating Facility, Aquasco, Md.

DLA celebrates Birthday and Hall of Fame inductions

By Christine Born
DLA Public Affairs

Employees of the Defense Logistics Agency celebrated the Agency's 39th birthday and the induction of six new members into its Hall of Fame in a dual ceremony in November in the McNamara Auditorium.

The six inductees represent over 200 years of combined federal service.

The 13th director of DLA, Lt. Gen. Henry T. Glisson, said that the real strength of this Agency has been and always will be its people.

"Today is an opportunity to take some pride in being part of the DLA team," he said, "because you really are fortunate to be part of an organization that is respected throughout the world and that contributes so much every day to supporting and sustaining warfighters no matter where they are."

Glisson said he is proud to be associated with all of the inductees and that they represent the diversity of the Agency's mission by the skills and jobs that they performed.



Richard G. Bruner

"It is said that a true hero leads without saying a word," Glisson said.



Hall of Fame attendees (from left): Vincent Stampono; Patricia Bernheisel, daughter of Thomas Hickey; Col. (R) Ralph Austin, representing Paul Oliver; Lt. Gen. Henry T. Glisson; Jackie Bruner, wife of Richard Bruner; Kristina Spokowski-Spiegel, daughter of Harry Spokowski; and Robert Molino.

"That he or she inspires others by his or her actions. A true hero sets new and higher standards and achieves them. A true hero always leaves things better — a better organization, lasting changes for the next generation of leaders. All of our inductees today are true heroes by this definition. They gave us what we have today in terms of reputation and set the standards and gave us our values."

Richard G. Bruner
Executive Director
Technical and Logistics Services
1972-1988

The first inductee, Bruner, was instrumental in establishing a separate DLA field activity for property disposal called the Defense Reutilization and Marketing Service. He was represented by his wife Jackie Bruner. She said, "Dick loved this place and he hated leaving Washington. He had a lot of friends here and I'm glad so many of you made it here today"

Thomas G. Hickey
Comptroller
Defense Fuel Supply Center
1972-1986

Hickey served as the first comptroller of the Defense Fuel Supply Center, now the Defense Energy Support Center, from December



Thomas G. Hickey

1972 through May 1986. Hickey's position was the first one created when the center picked up the new mission of integrated materiel man-

agement of bulk petroleum.

His daughter Pat Bernheisel said she and the rest of the family thanked DLA for the honor bestowed on her father.

“For those of you who knew him well, it is tangible acknowledgement of a life devoted to public service,” she said. “My father viewed his 40 year career as a pursuit to serve the government he revered and the people it represented.”

*Robert L. Molino
Executive Director for
Procurement DLA
1995-1998*



Robert L. Molino

Molino pioneered dramatic breakthroughs in acquisition strategies such as DSCP's New Business Strategies Demonstration Program. Established in 1991, this program introduced innovative business practices designed to meet new peacetime missions and war readiness capabilities.

Molino said this is an honor and a privilege to have served in Philadelphia and at DLA headquarters. “This is a truly a humbling experience to receive this induction—it means a great deal to me.”

*Paul D. Oliver
Deputy
Defense Distribution Depot
Oklahoma City
1992-1997*

Oliver served a 50-year career, beginning during World War II and



Paul D. Oliver

ending in 1997. He worked most of his career in the supply and distribution field, rising through the ranks from warehouseman to become Deputy of the Defense Distribution Depot Oklahoma City, Okla. His extensive experience at all levels of the organization served as the basis for his unequaled leadership of distribution depot operations.

He was represented by retired Col. Ralph Austin.

“Paul was among this group of great leaders. I had the joy of working with him for three years,” Austin said. “He is one of the truly good men in the world.”

(Editor's Note: Mr. Oliver died on Oct 29.)

*Harry G. Spokowski
Headquarters DLA
1962-1980
President
DLA Council of AFGELocals
1971-1987*



Harry G. Spokowski

While at DLA, Spokowski pioneered many innovative approaches to collective bargaining. In 1964, he became President of the American Federation of Government Employees Local 2449 at Cameron Station in Alexandria, Va.

His daughter, Kristina Spriegel Spokowski, said if Harry were here, he would say thank you and sit down. “This is an honor to accept the recognition bestowed on our father. To the DLA family of today, thank you for perpetuating Harry's legacy,” she said.

*Vincent J. Stampone
Deputy
Defense Industrial Supply Center
1961-1993*



Vincent J. Stampone

Stampone helped the Defense Industrial Supply Center establish its reputation for pioneering innovative supply and logistical management initiatives. He led the cadre that established the first Commodity Business Units in DISC, a concept later adopted by DoD.

Stampone said he has always been proud of his DLA career, but his induction is the capstone of that career.

“I am deeply honored to receive this recognition, especially when I see the company that I have joined. It's really the people I worked with throughout my career that I want to thank,” he said.

DLA Birthday

Following the Hall of Fame induction ceremony, the Agency's 39th birthday was celebrated with a punch bowl ceremony. These ceremonies have long been used by the military to promote esprit-de-corps and camaraderie.

First, in recognition of its service to the nation, the Army green spirit was entered into the punch bowl. The Army's mission is to fight and win the nation's wars by establishing conditions for lasting peace through land force dominance.

It has served our country in peace and war for over two centuries. Soldiers enable America to fulfill its world leadership responsibilities of safeguarding our national interests, preventing global calamity and making the world a safer place.

The Marine color of red was next entered into the punchbowl. The mission of the Marines is to be in the forefront of every American war since the founding of the Corps in 1775.

They have carried out over 300 landings on foreign shores. They have served everywhere, from the north and south poles to the tropics. Their record of achievement reflects pride, capability, and warfighting prowess.

The mission of the Navy is to maintain, train and equip combat-ready naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas. Our Navy was founded in 1775 – 225 years ago. Since their beginning, U.S. Naval forces project the power and influence of the United States across the seas to foreign waters and shores in both peace and war.

In recognition of the Navy's service on the high seas, water was entered into the punch bowl.

The Air Force was established in 1947 and its mission is to defend the

United States and protect its interests through aerospace power. America's airmen are warriors. They will fight and win wherever our nation needs them. They are vigilant in their commitment to defend, control, and use aerospace power in our nation's interest. The blue liquid that was added to the punch represented the aerospace realm that is their domain.

Next, civilians were recognized. They have stood with America's military since the Revolutionary



George Allen, deputy commander of the Defense Supply Center Philadelphia, adds a boot to the DLA birthday punchbowl, to symbolize DLA's commitment to provide America's armed forces with the best clothing and equipment available in the world.

War. The contributions that the DLA civilian workforce lends to the DLA effort includes professional skills, mission knowledge, customer connections, and team solidarity.

The purple liquid that was poured represented the blend of military and civilian contributions in freedom's cause.

Together, members of the military services – active and reserves and DoD civilians, comprise the DLA team – a purple organization; – perfectly blended with each other's history, traditions, and ethos to serve the DoD.

Next, the various elements and activities of DLA were represented.

The Document Automation and Production Service is responsible for conversion of DLA documents into digital form. DAPS has taken the lead in moving DoD to a paperless work environment. Symbolic of its cost-

savings efforts, Dr. Marshall Bailey, director of DAPS, shared a small portion of the printing ink that is no longer needed.

The mission of the Defense Logistics Information Service is to obtain, manage, and integrate logistics data from a variety of sources for dissemination as enhanced information to meet or exceed the needs of DoD, federal agencies, and international logisticians.

In providing the best support to its customers, DLIS freed them from the old heavy catalogues with CD-ROMs containing a plethora of data. Col. Philip Yff, the commander of DLIS, added a compact disc to give the punch the flavor of the automation support.

From the Defense Supply Center Columbus – the lead supply center for land, maritime and missile weapon systems – comes the elements that make our warfighter the best in the world.

Steven Bennett, deputy commander, DSCC, added a model tank, ship and missile to the punch.

Representing the Defense Supply Center Richmond as the lead supply center for

aviation, Richard Bailey, deputy commander, added deicer to keep our war fighters' wings light, a map to find their way and a whirly bird to always keep them up and flying.

The mission of the Defense Energy Support Center is to provide DoD and other government agencies with comprehensive energy support in the most effective and economical manner possible.

Capt. Stuart Funk, the deputy director of DESC, fueled the punch with JP-5 to give the military services the fuel needed for mission success.

George Allen, deputy commander of the Defense Supply Center Philadelphia, in honor of its clothing mission, flavored the punch with a boot to symbolize DLA's commitment to provide America's armed forces with the best clothing and equipment available anywhere in the world. He then added an

aspirin to symbolize the pharmaceutical and medical equipment support provided to our fighting forces and retirees, nails to represent the general and industrial support mission, and fresh fruits and vegetables to represent our subsistence support of commissaries, dining facilities and U.S. school cafeterias.

The Defense Distribution Center is responsible for worldwide distribution, storage and management of materiel and information in support of the DoD distribution network.

To give the punch some of the flavor of DDC, Phyllis Campbell, deputy commander, added the following items: an automated manifest system card, a pick ticket, a radio frequency tag, an issue and receipt document and a model of a DDC truck.

The Defense National Stockpile Center supports the warfighter by managing the DoD's strategic materials. From zinc to diamonds, DNSC maintains that critical

materiel the warfighter might need in times of emergency.

To highlight this Dick Connelly, director, added just a pinch of diamonds to give the punch a stockpile flavor.

The mission of the Defense Reutilization & Marketing Service is to manage personal property disposal operations worldwide for DoD, including reutilization of serviceable assets, in support of the military services and other authorized customers.

Symbolic of the many parts that have been saved and reused because of DRMS' hard work, Nancy Rheume, executive director of DRMS, added nuts and bolts to the punch.

The mission of DLA-Europe is to provide customer assistance, liaison, services, war planning interfaces and logistics support to the commander-in-chief, European command and his service components' commands. An integral part of ongoing support to Bosnia and Kosovo, the DLA-Europe

commander, Col. David Mintus, added humanitarian rations and operational rations to symbolize DLA's critical role in both refugee and warfighters sustainment.

The mission of DLA-Pacific is to provide customer assistance, liaison, services, war planning interfaces and logistics support to the commander-in-chief, Pacific command and his service components' commands.

Lt. Col. Donald Bruce represented the commander of DLA-Pacific and added a pinch of sand from the foreign shores DLA helps support and defend and a tropical flower as a symbol of the DLA-Pacific's role as the focal point within the Pacific theater.

To conclude the ceremony, Command Sgt. Major Archie Turner, DLA's senior noncommissioned officer, added the final ingredients of the DLA values of people, service, excellence, integrity and innovation. ♦

DLA Security Officers Gather at DSCC

Defense Logistics Agency security professionals from four states met recently as Defense Supply Center, Columbus, played host to the Command Security Officers' Working Group Conference.

One of the main focuses of the Oct. 11 conference was on DLA's Balanced Scorecard concept, the subject of a briefing by Lt. Col. Tillman Payne III of DLA Corporate Planning. The brainchild of the Harvard Business School's Professor Robert Kaplan and Dr. David Norton, the Balanced Scorecard is a framework for a business or enterprise to describe, implement and manage its strategies. By linking strategy to objectives, initiatives and measurements, the scorecard provides a view of an organization's overall performance by integrating financial measures with other key performance indicators such as customer perspectives, internal business processes, and organizational growth, learning, and innovation. *(See related article on page 4)*

Another concern of the working group is the development of a business plan which will map command security offices to the DLA Strategic Plan. During the next few months, the CSOs will review best business practices and later submit elements to be included in the plan.

The Defense Department's new smart card – or Common Access Card — which is being issued to all DoD personnel, from civilian employees to Reserves and active

duty military, was also covered. DLA Headquarters computer specialist Jim Holiday briefed the group on the smart-chip-enabled card that will allow personnel access to buildings, computer systems, and, eventually, electronic commerce, including allowances and mess hall accesses. The cards will also give DOD personnel the capability to digitally sign documents, transactions and orders.

DSCC Deputy Commander Steven R. Burnett addressed the visitors who were also taken on a tour of DSCC's facilities by John Yinger, director of DSCC Command Security. Other Command Security officers participating were Dennis Lacey, Defense Supply Center, Richmond; Maj. Dean Newsome, Defense Marketing and Reutilization Service; Warren Simmons, Defense Energy Support Center; and Sharon Heiner, Defense Distribution Center.

Also attending were Billy Owens, DLA Headquarters assistant for Special Programs; Tim Barb, ADP security chief, DLA Headquarters; Dana Henry, DSCC Command Security deputy director; David Harbert, DSCC police chief; and Lana Baumgartner, DSCC security specialist.

The CSOs will meet again in January, this time at Defense Supply Center, Richmond, to collaborate and identify both unique and common functions of DLA's Command Security offices. They will also begin development of an initial scorecard. ♦

DSCPE Celebrates 25th Anniversary

Story and photo by Lorraine Netzko
DSCP Public Affairs

The Defense Supply Center Philadelphia European Region marked 25 years of troop support under the Defense Logistics Agency at a celebration held here recently.

DSCPE provides supplies and support to customers throughout Europe, Africa, the Middle East and parts of Southwest Asia. The anniversary commemorated the fact that although DSCPE has been downsized, rightsized and reorganized over the past quarter century, their team has never wavered in its commitment to serve America's warfighters.

Over 150 people, including numerous local German dignitaries, vendors, and DSCPE's military customers attended. The jazz combo of the 76th Army band provided the entertainment.

DSCPE has its roots in subsistence logistics. The organization that is now DSCPE began in 1953 as the Quartermaster Market Center, an Army unit located in Frankfurt. It operated

as a distribution facility for produce and chill-and-freeze subsistence items. It also operated freeze storage and distribution facilities in Germany, Italy, and France.

In July 1975, the U.S. Army relinquished control of the activity to DLA. The Defense Subsistence Region Europe, as the new center was known then, became the first overseas DLA field buying activity. It

has grown from a single commodity organization to a multifunction logistics operation with 120 employees and military personnel in Denmark, Italy, the United Kingdom and Germany. It purchases products from suppliers in 19 countries and manages in excess of 20,000 items of food, medical supplies, clothing and textiles, and general and industrial products valued at approximately \$500 million annually.

In his remarks, Army Col. Dwight E. Phillips, commander of DSCPE, acknowledged his team as the people that make it happen everyday.

"Eighty-seven percent of all Department of Defense requests go to

on the European economy with the introduction of new produce crops like iceberg lettuce and raising the standards of quality of produce sold in the terminal markets.

"We've had numerous opportunities back in Philadelphia to see first hand how this organization operates," said DSCP's Deputy Commander George Allen. "You have been involved in virtually every deployment from Somalia to Kosovo. Because of the ceaseless efforts of its employees, DSCPE continues to be poised for success."

As part of the activities, Allen presented awards to those "strong people" who are committed to DSCPE's achievement, innovations and customer support.

The event's special guest speaker was former DSCPE commander, retired Army Col. Chester A. Kowalczyk. He served as the second commander of the activity from 1977 to 1980.

Recognizing people in the audience that were with him during the activity's infancy, Kowalczyk talked about the problems of making a new organization work.

"We were met with a lot of resistance, from the Navy

not wanting us to supply their ships at sea, to the opposition of opening terminal markets. We faced major problems like the broken cold storage facility containing \$11 million of food inventory, but we worked at our problems as a team. We continued to grow," he said.

Kowalczyk said the activity had, and still does have, a dedicated, talented and responsive



Chester Kowalczyk was the keynote speaker at the DSCPE Anniversary program. Kowalczyk, a retired Army colonel, was the DSCPE commander from July 1977 to August 1980.

the Defense Logistics Agency. It has four inventory control points – two for weapons, one for energy, and one for troop support. DSCPE supports the most important weapon of all," he said. "We are providing a quality of life for the soldier, sailor, airman and Marine – the most important weapons in the arsenal."

Phillips said the agency's presence has also left its mark

workforce. "I cannot think of any organization in which I have served that the staff was more competent and dedicated," he said. "They were experienced experts in their fields and their geographic areas."

DSCPE Deputy Director Chuck Collom is someone who knows firsthand the changes DSCPE has endured over the last 25 years.

In June 1975, he was detailed to Germany to conduct inventory for the July 1 DLA takeover from the Army. He's seen the agency grow from a single item supplier to a multifunctional supplier; from field buyers and shipping carlots of produce to buying on the local market. Troop strength dropped from 400,000 during the Cold War to approximately 100,000 today. However, he feels the biggest change at DSCPE is the availability of personal computers that allow for real time communication and data access in minutes. Less people are needed he said, noting that DSCPE's staff once was as high as 900 employees.

Collom sees a bright future for DSCPE and one of continued growth, especially in the clothing and textile, general and industrial and medical commodities.

"Those areas are growing by leaps and bounds," he said. "Our customers are seeing that we provide the extra value. We work to provide the right item, at the right time, the right place, the right price, every time."

As an example he cites the fact that customers no longer have to wait nine months for a lumber order, but can now get it in less than 10 days because DSCPE contracts with local mills. Over 2,500 truckloads of lumber have gone into Kosovo alone for building SEA huts.

"Doing business with DSCPE is a win-win situation," he said. "For us, our partners and the warfighters." ♦

ICAF and DLA — partners in learning

*"Logistics is the business side of war." —
Dr. Faye Davis, ICAF faculty member*

*By Major Ruth Larson, USAFR
DLA Public Affairs*

Students at the Industrial College of the Armed Forces are tackling some of the toughest issues facing our nation, its industrial base and the military. What these future leaders learn from their investigations could well help military planners prepare for the next war or contingency operation.

Located on Fort McNair in southwest Washington, ICAF prepares senior military and civilian officials for leadership roles in the federal government. The 10-month post-graduate-level program helps ICAF students develop an understanding of the economic and societal elements of national military strength.

Dr. Faye Davis is the DLA Chair and a logistics professor at ICAF. ICAF utilizes her logistics expertise to ensure that the curriculum reflects the latest logistics information and philosophy.

"Logistics is the business side of war," Davis said. "We want to be sure we communicate change dynamics that are taking place in logistics and how that complements our revolution in military affairs."

During their initial months of study, however, ICAF students must first learn the mechanics of how the national security strategy is developed at the highest levels of government, Davis said. They then examine how that strategy is translated throughout the executive branch departments and incorporated into documents such as the National Military Strategy.

But then comes the centerpiece of ICAF's curriculum – the Industry

Studies Program. In the spring of each year, ICAF students shift their focus from learning how strategy is made to how that strategy is supported. In effect, they evaluate the "resourcing component of national strategy," Davis said.

"ICAF links the national security requirement with industry capability," Davis said. "Logistics provides our nation the access to societal and economic resources to support national defense and other components of our national security strategy."

The curriculum divides the economy into 20 different industrial sectors, such as energy, environment, and transportation. Students are assigned to teams of thirteen to fifteen members that will conduct in-depth investigations of a particular industrial sector. They will develop a strategic perspective of these industries and their role in supporting national defense requirements, under both normal and emergency conditions. They also prepare specific policy recommendations designed to enhance industrial preparedness.

The list of industrial sectors has recently grown to include three new sectors: the news media, the financial industry, and services, such as combat service support. These growing segments of the nation's economy all have exerted their influence on how the military implements the national strategy.

For example, Davis said, "News media has a huge impact on national will." Building up public support for a particular course of action, or educating the public on the need for military intervention will likely involve all facets of the media to communicate the message to the public.

Likewise, the services segment of the economy represents an area of great change in the military world. The military now relies on private contractors to set up base camps and provide other critical combat service support. For instance, the Army awarded a contract to Brown and Root to set up and run base camp facilities in Bosnia. Subsequently, DOD's reliance on contracted logistics services continues to expand.

This collaboration between government and industry for logistics support has resulted in a growing share of the Defense budget being spent with the services sector of the economy, Davis said.

Student Consultants

But the growing presence of private contractors on the battlefield or in the supply chain has implications well beyond the battlefield. One group of students examined just such an issue, in a research project on Contractor Logistics Support, or CLS. The Defense Logistics Information Services sponsored this study.

Specifically, the study evaluated the impact of the growing use of CLS to maintain and repair combat weapon systems. The team reviewed some 30 pilot projects now underway in all the military services to use civilian contractors to provide varying degrees of logistics support for weapon systems.

The basic premise of using contractors to supply and maintain weapon systems is that they will be able to do so more cost-effectively than the services themselves, thereby freeing up more money to be used for other mission-critical requirements.

"Some defense contractors are viewing this as an opportunity to diversify and are looking beyond the decline in new weapon systems contracts to this emerging niche areas of logistics services," Davis said. These companies view it as a way to both maintain a stable work force and to sustain revenue.

The ICAF study team concluded that there are a number of significant

ramifications associated with using contractor logistics support. While the potential for cost savings is great, so is the potential for disruptions of the existing supply system and increased logistical headaches.

Without careful management of the overall supply chain, contractor logistics support will inevitably complicate organization supply and maintenance procedures.

"In a worse case scenario, if CLS for weapon systems expands exponentially and each CLS provider has his own unique supply chain, it could literally cause a 'train wreck' at the organizational level," as soldiers and sailors become overwhelmed by the complexity, they wrote.

For example, contractor logistics support could dramatically affect DLA organizations, especially the Defense Logistics Information Service and DLA's Inventory Control Points. Many CLS program offices allow contractors to use program unique stock numbers instead of those standard to the DLA cataloging process to identify their products. This could require individual weapon systems to create their own unique cataloging procedures, thereby increasing the logistical "tail" rather than streamlining it. Inventory management would become increasingly difficult, since parts would have multiple identifiers and parts numbers. Also, decreasing demand for parts obtained through DLA channels could increase the cost of individual parts due to lower-quantity purchases.

Real-World Models

Other ICAF student teams look at specific problem areas, often in response to a request from a particular organization. For example, the agribusiness team examined the question of whether it would be possible to supply food and other supplies to the African continent using a logistical model like that used during operations in Kosovo. This study was sponsored by the Defense Supply Center Philadelphia.

This study team used the Democratic Republic of the Congo

as their specific case study. Their research found that transportation and warehousing facilities are extremely limited throughout much of the African continent. There are few paved roads, and many of those are grown over with brush. Commercial vendors with the capacity to adequately supply U.S. troops with food are likewise in scarce supply.

They concluded that the Kosovo model could not be used for the Congo unless major changes were made. The team members made a number of specific recommendations to help improve the chances for successfully supporting U.S. and other countries' troops to the African continent, should that be necessary. Such detailed findings and recommendations would be valuable resources, should U.S. forces be required to conduct military or humanitarian operations on the African continent.

Some of ICAF's study requests are initiated by DLA field organizations. ICAF signs a memorandum of agreement with its sponsors to use student teams to investigate a particular issue, Davis said.

"These students are the 'cream of the crop,'" Davis said. "They are knowledgeable, highly motivated, and do excellent research. In fact, the design of the ICAF program provides these students with access to many sources that would normally be unavailable or unknown to most contractors who would conduct this type of research," she said.

Students who complete ICAF's rigorous course of instruction receive not only a Master's degree, but also joint professional military education credit. ICAF students represent the government's future military and civilian leaders. Historically, many ICAF graduates become flag officers and senior executive service professionals within two or three assignments following graduation, Davis said. The lessons they learn at ICAF may well help shape America's national security in the 21st century. ♦

DLA Director visits ICAF

Lt. Gen. Henry T. Glisson recently visited the Industrial College of the Armed Forces for the annual Program Management Review of the DLA/ICAF Partnership. During the briefing, Glisson had the opportunity to review ICAF's latest ventures, including their new web site at www.dla.mil/icaf.

ICAF Chair Dr. Faye Davis hosted the Program Management Review. Davis is the third DLA chair of ICAF. She comes to ICAF from Columbus, Ohio, where she was the Deputy Director of Contracting for the Defense Supply Center.

During his visit, Glisson had the opportunity to meet with ICAF faculty and staff and to express his thanks for ICAF's efforts in educating future leaders in the field of logistics. "We really appreciate the support we get from ICAF," he told faculty members.

After a briefing by Davis, Glisson spoke informally with students, who



Lt. Gen. Henry Glisson and Dr. Davis discuss events at ICAF Day.

told him about their experiences at ICAF. "The caliber of the instructors here is awesome," one student said. "When you come here, you find out what you really don't know."

Another student summed up his experiences by saying, "The first two weeks I was here, everybody told me this would be the best year of my life. They were right." ♦



Lt. Gen. Henry Glisson meets the ICAF Tiger.

DLA Presents Scissors Awards

By Kristin Guss
DLA Public Affairs

Lt. Gen. Henry T. Glisson, Director of the Defense Logistics Agency, presented “Scissors awards” to three individuals for their outstanding participation in Vice President Al Gore’s National Partnership for Reinventing Government program. The awards were presented in a ceremony held on Nov. 1, at DLA headquarters in Fort Belvoir, Va.

DLA has participated in the NPR program since 1993. In his remarks during the award ceremony, Glisson urged DLA employees to “move forward with the same energy, the same enthusiasm, and the same innovative processes of thought that we’ve had up to this time.” DLA has received more than 50 of the coveted NPR “Hammer Awards” in recognition of its emphasis on putting customers first, empowering employees, and cutting red tape.

DLA also established its own “Scissors award” in December 1995. This internal DLA award recognizes achievements that serve the warfighter more efficiently and more effectively, but may not fit the criteria of NPR’s Hammer Award. Only once has the Scissors award been given to someone outside of DLA, and it is usually given to teams rather than individuals.

These awards were presented to people who have been in the forefront of government reinvention. John Kamensky, assistant to the Deputy Director for Management, Office of Management and Budget, was involved in the development of the Government Performance and Results Act (GPRA). He has supported DLA’s

reinvention initiatives. Tim Clark, editor and president of Government Executive magazine, has worked with DLA on the Government Performance Project pilot program and the Excellence in Government conferences. Lois Douglas, a financial analyst in the Office of the Under Secretary of Defense (Comptroller), participated on an NPR Task Force that reengineered the Hammer Award Process. As a result, she developed revised policy and procedures for all of the Department of Defense.

In accepting the award, Kamensky said “The phrase ‘good enough for government work’ once had a derogatory meaning. Our challenge is to take that phrase and make it ‘good enough for government work.’” He congratulated members of the DLA audience, saying, “You should be really proud of what you have accomplished, but even more you should be proud of the future. You’re going to have people saying, ‘Can we be good enough for government work, like DLA?’”

More information on DLA’s reinvention activities may be found at <http://www.dla.mil/reinvent> ♦



At the NPR ceremony cutting the cake, from left to right:
Dr. Marshall Bailey, DSS Director; John Kamensky, assistant to the Deputy Director for Management; DLA Director Lt. Gen. Henry T. Glisson; Lois Douglas, financial analyst in the Office of the Under Secretary of Defense (Comptroller) and Tim Clark, editor and president of Government Executive Magazine.

DSCP Supports Restoration of Historic Landmark

The Defense Supply Center, Philadelphia's General and Industrial Directorate is supporting restoration of an historic landmark. The San Francisco Maritime National Historic Park requested technical and procurement assistance from the directorate's wood products group for materials

required to overhaul the historic schooner, C.A. Thayer.

This project required unique sizes and special grades of Douglas Fir, which are found only in the Pacific Northwest. The extensive overhaul includes replacement of critical structural components such as the keel, main frames,

shell planking, and decking.

A meeting with the project coordinator, ship historian, and the shipwrights convinced the park service that DSCP has the necessary lumber experience to meet all their procurement needs. Total project estimate for materials is \$1.5 million; the initial expenditure is \$350,000. ♦

Kosovo Hazardous Waste Shipped to Germany for Disposal

AFTER SEVERAL MONTHS of extensive planning and negotiations, the first shipment of hazardous waste generated by U.S. forces deployed in Kosovo reached Germany for disposal on July 6.

"Getting this first shipment of ten truckloads of hazardous waste to Germany was a complicated process," said Navy Cmdr. Ron Conrad, commander, Task Force Disposal Balkans. The effort included holding comprehensive discussions with officials from Greece, Macedonia and Germany, and satisfying extensive Basel Convention requirements. The Basel Convention is the broadest and most significant international treaty on hazardous wastes currently in effect.

"It took a lot of work, commitment and ingenuity on the part of all involved," he said. Lots of obstacles had to be overcome, such as vehicle license regulations and lengthy traffic delays at the Kosovo-Macedonian border.

"Finally, the ten containers had passed through the Macedonian and Greek borders," he said. "Soon enough, we'd be watching them as they were barged down the Rhine, right past Wiesbaden. It was a great feeling." Conrad said that the lessons learned from this effort will help others better resolve disposal issues in future contingency operations. ♦



Rhine Journey
This first shipment of hazardous waste from U.S. Forces in Kosovo passes near Wiesbaden, Germany, on its way to disposal.

DLA to Assume Ownership of Food Inventory from Navy

The Defense Logistics Agency has signed an agreement with the Naval Supply Systems Command to begin a phased-in approach transferring ownership

of all food stocks aboard the Navy's 14 Cargo Logistics Force ships to the Agency's Defense Supply Center Philadelphia. The full transition covering the ships is scheduled to

take place between Spring 2001 and the Winter 2002. The Navy currently spends about \$28 million annually feeding personnel aboard its cargo ships.



Witnessing the signing ceremony, from left to right, are: Navy Rear Adm. Keith W. Lippert, commander of the Naval Supply Systems Command, Mechanicsburg,

Pa., the Honorable Roger Kallock, DoD's Deputy Undersecretary of Defense (Logistics) and DLA Director Lt. Gen. Henry T. Glisson.

DLA Wraps up Successful Combined Federal Campaign

Just before the Thanksgiving holiday, the Defense Logistics Agency wrapped up another successful CFC campaign. The agency kicked off its annual CFC campaign in mid-October. On Dec. 5, DLA had reached 105.9 percent of its goal with 57 percent participation.

The campaign began with a DLA Olympics. Staff members from the various activities were invited to participate in various team events, such as walking on a balance beam, running relay races, and playing table tennis. Winning teams were awarded gold, silver, or bronze "medals." The team from J-8 (Financial Operations) captured the gold medal, while the Navy Petroleum Office received the silver medal and the Defense National Stockpile Center received the bronze medal.

The theme of this year's campaign was "Keep Hope Alive." Lillie Simpkins, DLA CFC coordinator, reminded everyone, "The difference between ordinary and extraordinary is that little extra." She urged DLA employees to make a difference by giving generously and helping the agency to meet its goal. Obviously, DLA employees responded. As of Dec. 5, the DLA total was \$299,899.



The bronze medal went to Defense National Stockpile Center team members Juan Martinez, Suzette Viar, Phil Boswell, Pauline Dickey, Dianne Smith, and John Law.



A representative from America's charities portrays Uncle Sam at the Kickoff Ceremony.



Mike Trescak, Sgt. Temple Ferrell, and Regina Bacon from the Director's Staff compete in the soccer event.

Veterans Heritage celebrated at DLA

Employees of the Defense Logistics Agency headquarters complex celebrated Veterans Day with the presentation of the Veterans Heritage awards.

In his welcoming remarks at the ceremony, Lt. Gen. Henry T. Glisson, Director of the Defense Logistics Agency, said, "Today we are going to say 'Thank You' to a group of people who have given so unselfishly of their time and even their lives so we can enjoy the liberties we have in this country today." He said these employees "represent the standards that we have come to expect from our veterans."

The Veterans Heritage Celebration was co-sponsored by the Defense Logistics Agency, the Defense Technical Information Center, and the Defense Contract Audit Agency. Each year the Veterans Heritage Awards are presented to employees of the co-sponsoring agencies. All recipients are veterans of the armed forces. They are nominated by their respective agencies in recognition of their outstanding leadership in the areas of—membership in veterans' organizations and service to fellow veterans; military awards, decorations, and citations; and contributions to their agencies. The award plaque given to each recipient reads: "In recognition and appreciation of your unselfish service to your country, other veterans, veterans' activities, and your contributions to the accomplishment of the Department of Defense mission."

During the ceremony, awards were presented to eight HQC employees. The recipients were:

DLA Timmy W. Pennington

Pennington is a Materials Handler with the Defense Distribution Center. He has been with DLA for 9 years. From 1981 to 1985, he served in the U.S. Navy. Pennington is a member of Disabled American Veterans #51 in Texarkana, Ark., and the Department of Arkansas Disabled Veterans in Little Rock, Ark. Working with those organiza-

tions, he helps Texarkana area veterans obtain information on benefits they are eligible for through the Veterans Administration. He assists veterans in obtaining VA loans and educational benefits. Pennington has also helped thousands of Vietnam veterans to get needed medical care relating to Post Traumatic Stress Disorder. While working as a Veterans Service Commissioner of

Columbus. He has been with DLA for almost 4 years. Dreska also served in U.S. Army Reserve, Quartermaster Corps. He has received the Bronze Star Medal (Somalia) and the Meritorious Service Medal. Dreska has been a parade marshal and coordinator for the Annual Veterans Day Parades in Columbus, Ohio, for four years. In this capacity, he plans, organizes, and coordinates the



(from left to right) Lt. Gen. Henry T. Glisson, John Dreska, Timmy Pennington, Wilbur Dukes, and Bill Masciangelo, a retired Marine Corp officer who was the guest speaker.

Arkansas, Pennington worked on Veterans Homeless Programs and on a Van Transportation Program to provide veterans with transportation to and from VA medical centers. As a DLA employee, he has received several awards, including Six Exceptional Performance Appraisal Ratings since 1991.

John M. Dreska

Dreska is a Supply Systems Analyst in the Aerospace Weapons Systems Directorate at Defense Supply Center

event with police and fire organizations, high school bands, Guard and Reserve units, AMVETS, VFWs, Shriners, parade sponsors, the media, the Mayor's office, historical societies, and dozens of other organizations. As a DLA employee, Dreska developed key procedures for reclamation at the Aircraft Maintenance and Regeneration Center (AMARC) for critical parts on grounded aircraft, including an F-15 used during Operation Southern Watch over Iraq.

Wilbur B. Dukes

Dukes is a Transportation Assistant with the Defense Distribution Center. He has been with DLA for 8 years. Dukes served in the Air Force from 1974 to 1978 and received the National Defense Service Medal. Dukes has been a member of the American Legion for almost 14 years. He performs with a Color Guard unit in parades four times a year and serves in a Color Guard unit in Memorial Day services in Western Washington. Dukes is a team leader in the Defense Distribution Depot Puget Sound shipping office. He directs the efforts of a group of employees who are responsible for meeting customer's transportation needs. He also volunteers as the command photographer. Dukes has received several On the Spot and Special Act Awards for his efforts in providing outstanding support to local customers.

In his introduction to the keynote address, Kurt Molholm, Administrator of DTIC, said "Courage answers to many names. It has many faces. But it has always been a leader, not a follower, in human kind's greatest deeds."

The keynote speaker for the ceremony was retired Lt. Col. Bill Masciangelo, U.S. Marine Corps. Masciangelo is a decorated Marine with 20 years' service. He is a graduate of the Marine Corps Amphibious Warfare School and Command and Staff College. His decorations include the Navy Commendation Medal with Combat V. Meritorious Service Medal, Republic of Viet Nam Service Medal and Combat Action Awards.

After retiring from the Marine Corps, Masciangelo maintained close ties with the military community by creating the Military/Veterans Network for ITT Sheraton. The Military/Veterans Network was specifically designed to help veterans locate members of their old military units and to re-establish past friendships through unit reunions. In 1994, he was selected to accompany 800 World War II D-Day survivors back to France for the 50th anniversary of that invasion.

Masciangelo is nationally recognized as a leading authority on military reunions. He is the author of the *Military Reunion Handbook: A Guide for Reunion Planners*, and he frequently

writes about reunion issues for *Leatherneck* magazine.

In his keynote address, Masciangelo focused on the values of courage and love. He said, "I hope you will take the time to reflect on your experiences that helped to shape your patriotic values and to thank those you know who have demonstrated courage and love of country."

In his closing remarks William H. Reed, Director of the DCAA, noted that, "It is the nature of our veterans to be humble and assume everyone would

make the same sacrifices they did. These awardees stand tall and proud in the spirit of representing all who served in making America, our home, safe and secure."

Veterans Day was formerly known as Armistice Day. It was first proclaimed by President Woodrow Wilson on Nov. 11, 1919, to mark the one-year anniversary of the ending of World War I. In 1954, following World War II and the Korean conflict, Armistice Day became known as Veterans Day. This commemorative day is still observed on Nov. 11. ♦

Off we go (for the 53rd year) into the wild blue yonder

The Defense Logistics Agency Headquarters Complex celebrated the U.S. Air Force's 53rd birthday on Sept. 18. The celebration included banners, posters, a Director's Page birthday greeting, and an Air Force video, shown on the DLA closed-circuit television channel, providing an historical tribute to the heritage of our great Air Force. Completing the celebration, DLA Director Lt. Gen. Henry T. Glisson and employees participated in a birthday cake cutting ceremony and a rendition of "Happy Birthday."



*Air Force Birthday Celebration, September 18, 2000
Col. Thomas J. Land (J-3) & TSgt Simone Shedrick (J-1)*

DLA Celebrates National JWOD Week

The Defense Logistics Agency celebrated the fifth annual National JWOD (Javits-Wagner-O'Day) Week from October 9-15. This year's theme, "Work is the Key," addressed the alarmingly high rate of unemployment among people with severe disabilities, estimated at 70 percent. During the week, an exhibit was on display in the Headquarters Complex, to help federal employees recognize the crucial role they play in carrying out the JWOD Program.

National JWOD Week is intended to raise the awareness of the JWOD procurement program and to recognize the crucial role played by federal employees, whose purchases of JWOD items have a direct correlation to the success of the program. Taking place during National Disability Employment Awareness Month, JWOD Week is a time for DLA employees to renew their interest in supporting the JWOD Program.

The JWOD Program is a model public/private partnership in which more than 34,000 people who are blind or who have other severe disabilities furnish supplies and services to the federal government. While helping people with severe disabilities realize their potential in the workplace, the JWOD Program also benefits the U.S. economy in the form of increased tax revenues and decreased dependence on transfer payments.

In fiscal year 1999, DLA accounted for \$167.4 million, or 17 percent, of the total JWOD business. Here at the Headquarters Complex, the disabled employees of DIDLAKE, Inc. perform janitorial and custodial duties under the JWOD Program. DIDLAKE, Inc. is an organization that has been dedicated to providing services to persons with disabilities since 1965.

National JWOD Week is sponsored by the Committee for Purchase From People Who Are Blind or Severely Disabled, National Industries for the Blind and NISH. Members of the Committee are appointed by the President of the United States. The Committee is the federal agency that oversees the JWOD Program, while NIB and NISH are the two national nonprofit agencies that provide technical assistance to agencies that employ people who are blind or who have other severe disabilities. More than 600 nonprofit agencies from across the country

participate in the JWOD Program.

Products available through the JWOD Program range from office supplies and cleaning products to medical supplies and clothing. The program also provides a variety of services, from temporary administrative support and switchboard operation to janitorial services and warehouse operation.

More information about JWOD products and services, distributors, or the nonprofit organizations participating in the JWOD Program can be found on the JWOD Web site at www.jwod.gov. ♦



DLA's Vice Director, Rear Admiral Ray Archer, is the Department of Defense member of the Committee for Purchase From People Who Are Blind or Severely Disabled.

Sergeant Major of the Army visits DLA

The 12th Sergeant Major of the Army recently took time out of his hectic schedule to meet with DLA service members and attend a briefing given by DLA Director Lt. Gen. Henry T. Glisson. Sergeant Major of the Army Jack L. Tilley, the Army's top enlisted soldier, usually visits troops – he recently was overseas in Germany, Italy, Egypt and the Balkans – but came to the Headquarters Complex in November to meet with DLA soldiers, sailors, airmen and marines, and share issues that are transforming the Army.

Tilley met with 65 DLA service members and discussed topics ranging from pay initiatives, training, and new Army uniform policies. Although his audience was comprised of enlisted personnel from all the services, they all had one thing in common, which was to work to close the gap in pay between enlisted and officer personnel.

Pay is something the Army continually focuses on, and Tilley pointed out that service members would receive a 3.7 percent pay raise.

Also high on the list of quality of life issues in military life is TRI-CARE. The NCOs commented that the program needs to be revamped, so that when service members deploy, they won't have to worry that a spouse or family member will be turned away from medical treatment, or that they will be getting bills for treatment, and adding stress on family members.

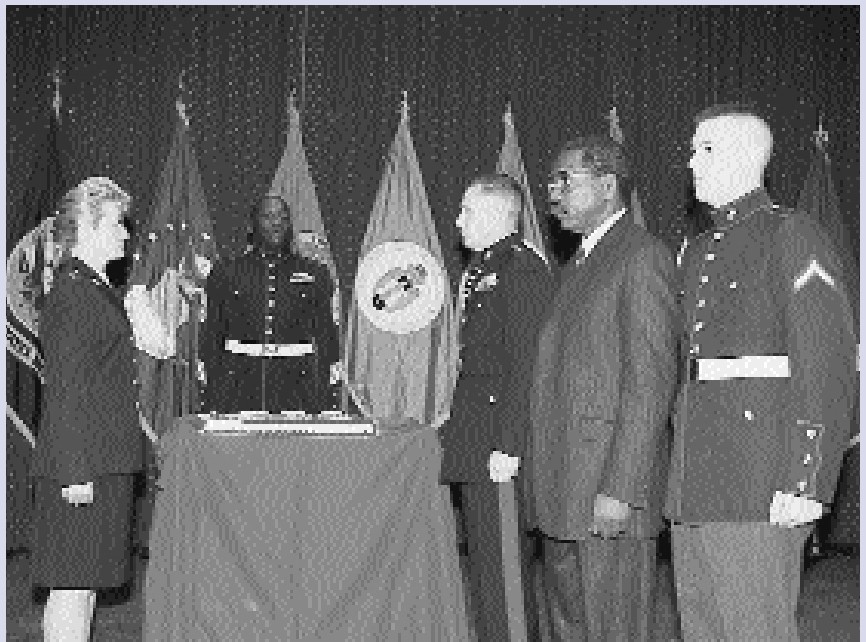
Tilley discussed progress being made in another quality of life issue – the Army's plans to go to a one plus one housing standard. This is where soldiers will share a kitchenette and bath, and have private sleeping rooms. Several Army installations already have the standard, and the Army hopes to have all quarters meet the standard by 2008.

At the conclusion of the meeting with DLA service members, the DLA Director, Lt. Gen. Henry Glisson, presented an overview briefing of DLA relating to transformation into the 21st century, showing DLA 21

initiatives and continued support to the warfighting CINCS. He conveyed to the SMA, and the audience of 44 NCOs, some of the programs and tools that DLA has in place to effectively support the warfighter. ♦

From the halls of Montezuma to the halls of DLA

On Nov. 10, the Marine Corps marked its 225th birthday. In his message, Marine Corps Commandant General J. L. Jones said, "We are stewards of past, present, and future. We, therefore, must remain mindful that our actions today – guided by the lessons of yesterday – will determine the fate of the Corps tomorrow. As the Corps – family in the truest sense of the word – pauses to celebrate our two hundred and twenty-fifth birthday, it is proper that we take great pride



With the Marine Corps birthday cake in the DLA auditorium (from left), Lt. Col. Cathin Burton, J-3; MSgt. Anthony King, J-3; Maj. Gen. Kelly, Mr. Ward Ceaser, J-3; and PFC Strohecker.

in who we are and the work we do." ♦

A second chance at life

By Major Ruth Larson, USAFR
DLA Public Affairs

Viola Woelfl had just stepped out on the loading dock to get a breath of fresh air and check the weather that bright August morning. But suddenly, she felt something was terribly wrong.

"It was like someone struck a match in my chest cavity," Woelfl recalled. "When the 'fire' hit, I knew I was in serious trouble. My heart started to feel constricted. It was strange. There was this really tight feeling, and I started having a lot of trouble breathing."

Woelfl, 58, is a supply systems analyst at the Defense Supply Center, Richmond. While she'd had high blood pressure and was diabetic, she'd had no history of serious heart problems.

She stepped back inside and dialed 9-1-1, telling the operator that she was short of breath having chest pains. With amazing presence of mind, she also printed out a list of her medications at her computer. "My heart was slowing down, as though it were about to stop, and I was having great difficulty breathing," she said. Her co-workers in the next cubicle were unaware of her life-threatening situation until she shouted for them to go outside and wait for the ambulance that would be coming for her.

The DSCR Fire and Rescue team was on the scene within minutes. One of the paramedics placed an EKG monitor on her chest. "Aha, see those lines there?" he told her. "You're having a heart attack right now!"

The paramedic said he was going to give her nitroglycerin tablets to alleviate some of her pain. "I'd rather

you not," Woelfl replied, fearing it would set off a migraine headache so instead, he used a nitroglycerine cream on her chest. The results were immediate and reassuring.

"I started feeling better within seconds," she said. The team of paramedics hooked up an IV and took her by stretcher to the waiting ambulance. They set off for the Medical College of Virginia (MCV), a teaching hospital in the heart of Richmond, about 15 minutes away.

"I had no concept of speed," she recalled. "I was in such pain, my heart was still so tight, although it was starting to relax and open up a bit." The paramedics were at her side the entire trip, reassuring her and asking how she was feeling. To this day, she doesn't know their names,



Viola Woelfl is reunited with her "angels"—
From left: Firefighter-EMT Denard Richardson, Viola Woelfl, Firefighter EMT Edward Rust, Police Officer Charles Harris.

or really even recall what they looked like. "I only saw their souls—I didn't see their faces," she said. "I owe those men so much—they are my angels."

Four doctors were standing by for her arrival at MCV's hospital. They immediately began an IV of heparin, a blood-thinner. It was only then that Woelfl learned just how close she'd come. "They told me, 'Had it been

15 minutes longer, you literally wouldn't be here,'" she said.

Taken to the nuclear medicine unit, Woelfl was injected with radioactive dye. Using a state-of-the-art scanner, doctors were able to view three-dimensional images of her heart, to determine whether there was any blockage present.

A view from beyond?

Woelfl drifted in and out of consciousness, partly as a result of painkillers she was given to counter the migraine headache brought on by the nitroglycerine cream. It was during one of these periods of unconsciousness that she experienced something that changed her life.

Initially she was reluctant to talk about her experience, fearing that some would question her sanity. But the scene so moved her that she felt compelled to share it. "If I deny this, I deny my existence," she explained.

She found herself walking through a group of smiling strangers, all of whom were welcoming her and reaching out to shake her hand. Then she noticed someone seated across the room who beckoned for her to come up and sit beside him.

As she did so, she remembers saying, "I have so many questions for you." But before she could begin to ask them, the man replied, "No, it's not your time."

She then found herself back at the hospital's emergency room. "When I came back, I had this feeling, there's something

I've got to do yet," Woelfl said. "I still have this very unsettled feeling, that I'm back here for a reason, but I'm just not sure what it is. Is it to write, or to speak? I just don't know."

She is uncertain whether she truly had what's known as a "near-death experience," or whether it was simply a "morphine dream," as she called it.

"I've thought about it many times. Was it really a dream?" she asks herself. But she does remember vividly the feeling of warmth and trust she felt seated next to the host at that heavenly gathering. "He was so personable," she said.

"I will tell you this," she said. "When your time *does* come, don't be afraid."

Homeward Bound

Woelfl spent three days under round-the-clock observation in the hospital's cardiac care unit. Doctors found no evidence of blockage in the veins to her heart, so she did not require heart surgery.

On Saturday, August 19, Woelfl was released from the hospital.

Woelfl's condition has continued to improve, and she has suffered no further heart problems. She returned to work at DSCR on August 29. "I tend to make light of what happened," she said, "but that's only because it scared me so badly."

Saying Thankyou

Woelfl anguished over how to express her gratitude to the team of paramedics whose quick response had saved her life. "I asked myself, What can I give them?" She approached her managers, hoping she could get the men some monetary recognition or peer awards, but was told that was not a suitable approach. She simply had to say thank you somehow, so she sat down to compose a thankyou note.

"I prayed that the words might come, but nothing sounded sufficient," she said. What she composed was a heartfelt note of thanks to the men who had given her a second chance at life.

"To the rescue team: Thank you so very much for my life. You will always be with me and my family. Each day that I am here, you will never be forgotten, and when it is my time to go, I will write your names in the Book as the true heroes that gave me back my life. God walks beside you every day."◆

The Response Team's Perspective

The fire station at the Defense Supply Center, Richmond, is less than a mile from Viola Woelfl's office. By chance, a team of Emergency Medical Technicians (EMTs) was even closer that morning. EMTs Edward Rust and Denard Richardson were surveying a building nearby when Viola Woelfl's call came in. They were at her work station within minutes.

Rust recalled, "She was seated at her desk, but she was in what we call an 'altered level of consciousness,' fading in and out. She kept saying that she wanted to go to sleep and not wake up—that's not a good sign."

The response team worked quickly to assess the situation. As the attendant in charge that day, Richardson took her vital signs. "Vi wasn't in very good shape," he recalled. "I couldn't get very good readings on her pulse or blood pressure." He called for Rust to perform Advanced Life Support on her. "She needed extra care, so it's a good thing that Rust was there that day."

Rust is an EMT-C, meaning that he has received specialized cardiac training. He also is a certified Advanced Life Support Specialist, meaning that in Virginia he is permitted to perform the same life-saving duties as paramedics.

Diagnosing Woelfl's condition was the next challenge. "We weren't sure what the problem was," Rust said. "The monitor was showing there definitely was an irregularity." Initially they suspected her condition was related to her diabetes, because tests showed her blood sugar level was elevated. Then, as technicians scanned her medical history, they noted that she'd had heart problems a decade earlier. "That certainly raised our level of suspicion."

He prepared to give her nitroglycerin pills to alleviate the pain. But Woelfl adamantly refused to take them, fearing they would bring on a migraine headache. In fact, Rust explained, most patients given nitroglycerin do experience a severe headache, the result of a dramatic reduction of blood pressure to the brain.

Enroute to the hospital with siren wailing, the technicians continued their efforts to persuade Woelfl to take the nitroglycerin tablets. "I usually don't have to negotiate with patients like that," Rust said. Finally, he convinced her to use a nitroglycerin cream, which takes effect more gradually than the tablets.

When the ambulance reached the Medical College of Virginia Emergency Room, the technicians briefly explained Woelfl's condition to the medical staff as she was being hooked up to monitors. To their surprise, she was whisked away almost immediately.

They had no idea how things turned out for Woelfl, until they got her letter. "She wrote us such a nice thankyou letter," Richardson said. "It was certainly the nicest one we ever got," Rust agreed. Several weeks later, the technicians visited Woelfl at her office. "She was kind of emotional," Richardson recalled. "She said, 'Thank you for my life.' I'm really glad she's okay now. She's a wonderful person."

Both men marveled at the many small but critical factors that tipped in her favor, such as the fact that a cardiac specialist happened to be on duty that particular day and working near her building. "She was really blessed," Richardson said. ◆

The DSCR Fire Department recently won DLA's "Fire Department of the Year" award for the third time.

Former Gridiron Titans recall Glory Days

By Christine Born
DLA Public Affairs

They couldn't be more different, yet they share a great deal in common. One is quiet and unassuming; the other could best be described as an extrovert. But 29 years ago they were brought together by circumstances beyond their control and became a small part of history.

Darryl Stanton and Henry Clemons now work for the Defense Logistics Agency, but in 1971 they were members of the T.C. Williams High School football team depicted in the recent movie "Remembering the Titans."

It was a time of integration and three Alexandria, Va., area high schools were part of this merger. T.C. Williams High School was ground-zero for this experiment where students were bused from the predominately black George Washington and predominately white Hammond High Schools. T.C. Williams was about half and half.

What began as potential hot bed for problems had a happy ending. T.C. Williams won the Virginia State AAA High School Football championship that year by finishing with an undefeated record. The players were not only champions on the field but off it as well.

Stanton was a George Washington student and remembered how he dealt with the racial tensions of the time.

"I was like a joker," he said. "But I played the game and I tried to play it well and as hard as I could, so you led by example. If you could show them that you were about your work, you can laugh and you can joke and it would all be accepted. When we started winning, things started coming together. Winning will bring anybody together. So that's what helped gel us: our fans, our school, the society around us."

Clemons agrees.

"I honestly feel that our winning

season attributed a lot to the fact that no violence materialized even though tensions were high. I really don't know if T.C. Williams would be standing right there today if we had lost one game."

Clemons was also an original Titan. He went to T.C. Williams and was not too pleased when he learned of the integration. He started at left defensive back on the championship team, but the spot was hard earned. The first day of practice, 137 kids showed up for one-third that number of spots.

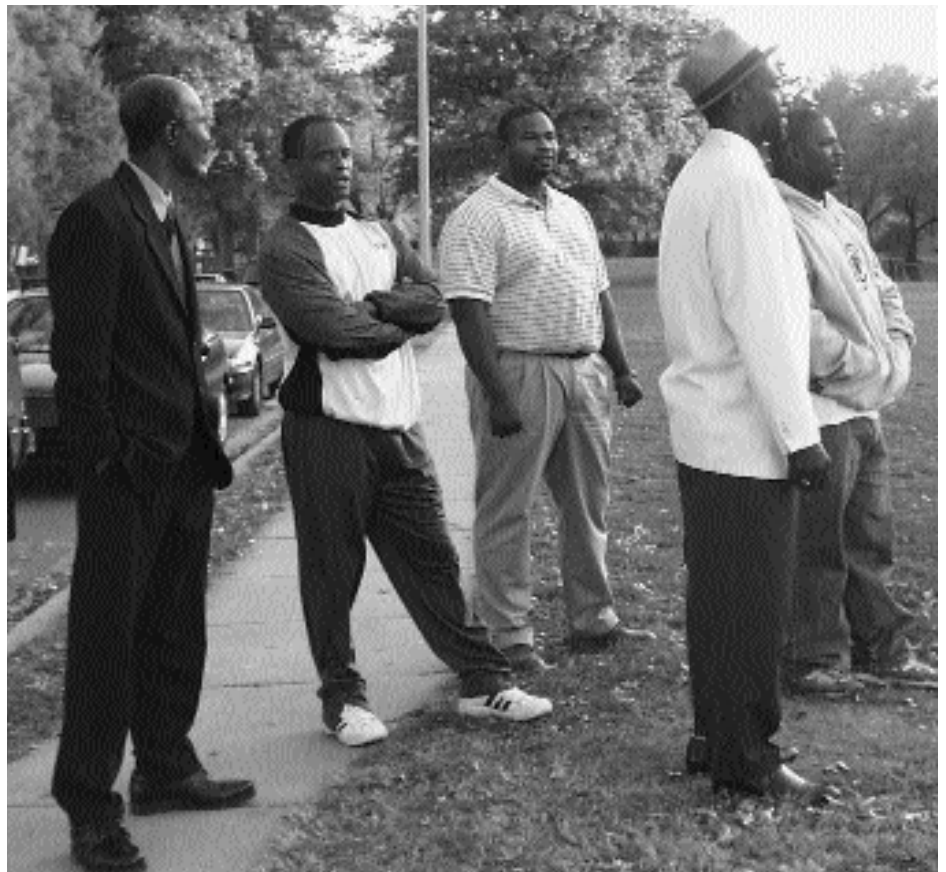
"It was like showing up for your job one day and there are two people already at your desk when you get there, just as qualified as you are," Clemons said. "Needless to say, if you were able to rise to the cream of

the crop, you felt like you had accomplished something.

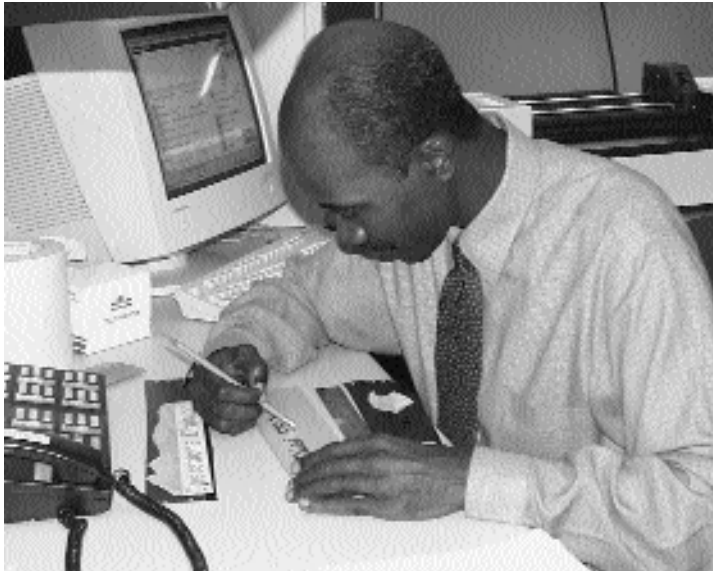
"When I first heard that the three schools would be coming together, I was torn apart," Clemons said. "My brother was playing with me on the same team and we had played together for three years, and I definitely wanted to finish that way, and I knew with the three schools coming together, it would be hard for one of us, yet alone two of us, to be starting on that team. So it was a rough summer with a happy ending. We both started."

Stanton felt that the joining of the schools was a challenge because he knew what he was up against.

"George Washington was a smaller school and it was a challenge to come up here, to prove yourself that



Henry Clemons (left) and Darryl Stanton (right, wearing hat) watch the current Titans team practice along with members of the coaching staff.



Henry Clemmons works on making a sign in his current job with DLA.

you could play ball. And one of the good things about this is that I had played against these guys already and now we had a common goal, which was to win.”

Born in Winston, N.C., Clemmons said he experienced prejudice as a young child when integration started, so what he experienced at T.C. Williams was nothing. As a 12-year-old, he was often chased home by mobs of white kids trying to catch him to beat him up. But he said those early experiences made him a better person.

“Going through what I went through as a kid and having that rough background with the races, I think I learned how to even love more. You have to remember, when you go through a traumatic experience like that, your first reaction is hatred, revenge, and I was 12 years old, and as I got older and now understand why my mother has always taught me to forgive and forget.”

Racial and societal pressures aside, these young men came together as a team and concentrated on one thing—winning.

T.C. Williams defeated Andrew Lewis High School of Salem 27-0 in the championship game in Roanoke, Va. to end the season at 13-0.

Stanton’s nickname was Blue and

he is portrayed in the movie. He recalls how he earned the name.

“At George Washington High School we had to paint our football helmets as freshmen, and our colors were blue and gold. So when I painted my helmet blue, around half-time that had come off on my face, so that’s where it started.”

But his father never liked that name. Stanton describes the ultimate high point he recalls from that fall.

“I had one real outstanding game that I’ll always remember where I sacked the quarterback several times and had made several tackles on the specialty teams, and the first person on the field after the game was my father. And he came to me and said, “Good game, Blue,” and he had

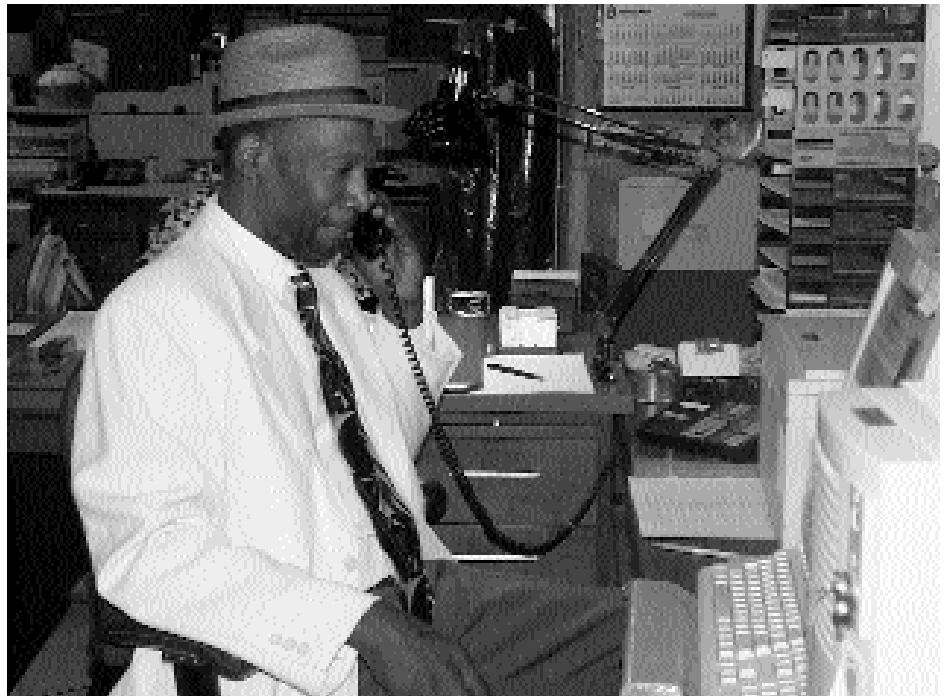
never called me that in his life. So at that time, I guess he could feel what everybody else was feeling at that time.”

Stanton said many of the lessons learned on the field could be translated to life and he has a message he wants to leave to young people today.

“No matter what you do in life, if you work hard towards it, you can accomplish it. If you think it, you can achieve it. But I just hope that they can look at the movie and see what we went through, and from that, they can understand that no matter what, you have to work with folks from all different races, all different sizes, and you have to start practicing now to be able to fit into society.”

Just like in their playing days, Stanton and Clemmons haven’t quit and are continuing to work toward helping others. The original Titans have started a scholarship fund where they are raising money from fund raising, t-shirt sales and speaking engagements to help get kids into college.

“We just plan on trying to help put T.C. back on the map again,” Stanton said. ♦



Darryll Stanton talks with a customer in the DLA headquarters complex warehouse.

Daughter of DLA employee 'reaches for the stars'

By Major Ruth Larson, USAFR
DLA Public Affairs

Sharon Torres has always loved to look up at the night sky, searching the heavens for stars and planets. But this summer, she took an in-depth look at some manmade stars – NASA satellites.

"I spent my summer in a little shack," Torres laughs. That 'little shack' was actually a NASA research facility in Hampton, Va., where she helped develop a computerized database of detailed satellite information.

Torres, 16, is the daughter of Capt. Juan Torres, a radiation protection officer in DLA's environmental and safety policy office. Sharon recently returned from a five-week mentorship program in aeronautics and engineering at the National Air and Space Administration's Langley Research Center, adjacent to Langley Air Force Base in Hampton. The program is one of several Summer Residential Governor's Schools offered by Virginia's Department of Education.

In late June, Torres reported to Hampton's Christopher Newport University, where she and 17 other students from around the state were housed. Based on her interest in computer science, Torres was assigned to a NASA mentor, Michael Ruiz, who runs the Digital Earth project at the center. Computers were actually her second choice on a list of interests (physics was No. 1), but she jumped at the chance to do some hands-on computer work at NASA.

"He (Ruiz) let the students do everything," she says. "He kept telling us, the main goal is to give us a basis to start our future."

Ruiz supervised a team of students as they worked on "DEVELOP," short

for the Digital Earth Virtual Environment and Learning Outreach Project. The project is part of the Digital Earth initiative announced in January 1998 by Vice President Al Gore. Several government agencies are involved in developing a virtual, or computer-based, representation



Sharon Torres

of planet Earth. The project is designed to improve worldwide access to the vast amounts of natural and cultural data already collected. (For more information, check the DEVELOP website at <http://develop.larc.nasa.gov>).

Early on, Torres was part of a DEVELOP programming team. But later, she teamed up with fellow student Mike Alexandrow to form the Aerospace Satellite Team, researching satellite information on the Internet. What she found, or didn't find, convinced her there was a niche to be filled.

"There wasn't much information on the functions or uses of satellites," she explains. "We decided we ought to create a database, so that

anybody could access this information and use it."

Finding that information wasn't always easy. She and Alexandrow began their research using NASA publications. Combing through these publications, they gradually assembled a wealth of detailed information on some 15 NASA satellites now in orbit.

The information included the satellite's name, its mission objective, launch date, dimensions and weight, cost, and the instruments contained in its payload. Whenever possible, they also included contact information, such as the Website or E-mail address of the appropriate NASA office or the company that built the satellite. Then the team designed a Microsoft Access database, into which they loaded the satellite information.

Their database will eventually be available on the Internet via the DEVELOP website, so businesses and interested members of the public will be able to access the information. "Commercial companies may have a need for this technology, but they don't know where to go to get this information," Torres explains. She and Alexandrow also helped students on the DEVELOP team find information on pollution in the nearby James River. Such information is increasingly being gathered using remote sensing technology aboard satellites. Sensors can be used to view visible features such as vegetation, crops, or weather patterns, as well as underwater or underground phenomena, like mineral resources.

Student presentations made up another major part of their activities during the 5-week program. Teams prepared presentations showing the results of their projects.



Torres with one of NASA's fleet of air craft.

Torres, for example, not only made a presentation to her fellow Governor's School students, but also to several company representatives, the DEVELOP team, and other NASA associates. "It was incredible," she says. "We (brought) the house down!"

Still, the program was far from being 'all work and no play.' The students also found time for recreation in the Hampton Roads area. For example, they visited Colonial Williamsburg on July 4th, where they were treated to a parade, colonists in traditional dress, and a spectacular fireworks display, Torres says. Other outings took them to Busch Gardens and

Virginia's popular beaches.

The best part of the program? "The kinship with these 17 folks," Torres says. "We didn't know anyone when we arrived, but we became one big happy family." They exchanged E-mail addresses, and intend to get together again.

Torres, who will be a junior this fall at Forest Park High School in Manassas, Va., maintains her interest in astronomy. Over one mid-August weekend, for example, she was up at 4 a.m. viewing the annual Perseids meteor showers. Her more down-to-earth pursuits include cooking and sports. She plays volleyball and soccer, although knee problems have temporarily

sidelined her this season.

Torres' enthusiasm for the summer mentoring program is obvious. Still, she marvels that she learned of its existence completely by accident. During a seminar for her class of gifted students, the teacher mentioned an application for the summer program. "When I saw the word NASA, I was there," she recalls.

Ironically, a friend who hopes to someday become an astronaut did not apply for the NASA program, and so was envious when Torres was selected to attend. Torres now recommends the program to anyone even remotely interested in space or science. "It's a great endeavor— go for it." ♦

DLA's Top Civilian Bids Farewell

By Major Ruth Larson, USAFR
DLA Public Affairs

Gary Thurber, DLA's senior civilian official, retired in November, marking the end of a distinguished 30-year career in public service. Thurber will be moving on to a career in the private sector as vice president of operations and strategy with Brown & Root Services.

Thurber's contributions to the agency were highlighted at a retirement ceremony held at the Headquarters Complex on December 1. During his 10 years at DLA, Thurber served in a number of key leadership positions, and played a pivotal role in several major reorganizations that fundamentally changed the way DLA operates.

Lt. Gen. Henry T. Glisson, DLA Director, praised Thurber for his "thirty years of extraordinary service to this nation." "He leaves us a great legacy. He leaves us a vastly improved organization." Glisson also expressed regret that Thurber would no longer be part of his leadership team. "Today I really do lose my wingman," Glisson said. "I lose the guy who's been flying top-cover for me for about three and a half years."

For the past two years, Thurber served as DLA's Executive Director and the Director of Corporate Administration. He was instrumental in directing the reorganization associated with the DLA-21 initiative.

Before that, Thurber was Director of the Defense Energy Support Center from August 1998 to June 1999. His tenure there was remarkable for the sheer number of major operations, both combat and humanitarian, that the agency supported. For example, DESC supported critical petroleum products to United Nations peacekeeping forces in Bosnia and the air campaign in Kosovo. DESC also provided significant support to Central American

relief operations in the wake of Hurricane Mitch. DESC dispatched fuels specialists to Guatemala, Nicaragua, El Salvador, and Honduras to ensure that U.S. Southern Command's humanitarian efforts received all required fuel supplies.

Thurber then returned to DLA Headquarters in June 1999, at Glisson's request. Once again he served as an agent of change within the agency. As Director of Corporate Administration, Thurber was a member of the senior advisory group directing the restructuring effort known as DLA-21.

Later, as a result of the DLA-21 reorganization, he became the senior DLA civilian, appointed as Executive Director in May 2000. He directed the creation of the Defense Contract Management Agency, a new contracting organization formed by splitting the Defense Contract Management Command away from DLA. He also negotiated the high-visibility relocation of the Defense Threat Reduction Agency to Fort Belvoir.

The early years

Thurber's career began in 1961, with a three-year stint in the U.S. Army. He then began his long association with the U.S. Air Force. From 1973 to 1990, Thurber worked at the Air Force's Contract Management Division at Kirtland Air Force Base, New Mexico. He began as a contract specialist, but during the next 17 years, he rose to the top civilian procurement position, the Assistant

for Contract Administration. In this capacity, he served as the principal negotiator for the Air Force's B-2 Bomber program, saving the government an estimated \$40 million in contract costs.

Thurber's 10-year affiliation with DLA began in July 1990, at the request of Lt. Gen. Charles McCausland, then the Director of DLA. McCausland asked him to head the Plans, Policy, and Systems Division in the Executive Directorate of Contract Management. His tenure in that office was marked by a series of successful cost-saving moves and managerial improvements. In March 1992, Thurber became the head of DLA's Contract Activity. He championed the transition from a "wholesale" to a "retail" logistics operation. In addition, he was one of the principal architects of the Prime Vendor Delivery program, first used at the Defense Personnel Support Center



Gary Thurber thanks everyone for their support at his retirement luncheon.



Lt. Gen. Henry T. Glisson presents certificate to Gary Thurber.

(now Defense Supply Center, Philadelphia). This initiative has since been adopted throughout DLA, saving the government billions of dollars by streamlining the logistics infrastructure.

Having made his mark as an insightful reorganizer, Thurber was appointed to be DLA's first Director of Corporate Administration in 1993 by VADM Straw, DLA Director. Over the next several years he was involved in a number of noteworthy initiatives in a variety of areas, including human resources, equal employment opportunity, environmental monitoring and cleanup, planning and programming, and financial management.

He moved through the ranks of the Defense Contract Management Command, serving as Associate Director of Acquisition and later as Deputy Commander. He succeeded in changing the corporate culture by sharply reducing the number of metrics used to quantify contract administration efforts, enabling the command to more fully focus on operations critical to customer satisfaction.

Thurber has truly made his mark upon the federal government, and

DLA in particular, during his 30 years of distinguished service. At his retirement ceremony, Thurber said it was difficult leaving DLA just as many of his major initiatives were taking shape. But he added that transformation was becoming a way of life, so "There isn't going to be a 'right time' (to leave)."

Reflecting on the past 30 years, Thurber said his most vivid memories were not of reorganizations or modernization initiatives, but the quality people he worked with over the years. "It's been great." ♦

DCSR Wins OPM Director's Award for Work/Life Programs

The Defense Supply Center, Richmond is one of five federal organizations to receive the Office of Personnel Management Director's Award for Outstanding Work/Life Programs for 2000. This award recognizes those federal organizations that are providing innovative and effective work/life programs, and encourages the establishment and improvement of highly effective work/life programs throughout the government.

In remarks at the award ceremony on Nov. 14, OPM Director Janice Lachance noted, "The agencies honored have taken remarkable steps to establish work/life and wellness programs that are comprehensive and inclusive. The hallmarks of this year's winners are programs that are fundamental, but critical. First, they have become part of their organization's culture; second, they are continually being evaluated; third, they are supported by management; fourth, they retain strong participation; and fifth, they were formed and are operated with labor-management partnerships."

The Work/Life Programs that are being offered at DSCR, support Goal 3 (Ensure our workforce is enabled to deliver and sustain world class performance) of our DLA 21 Strategic Goals and Objectives by adding balance to the work and life environment of all DSCR employees.

Rear Adm. Mark Young, DSCR commander, accepted this prestigious award on behalf of the 2,300 DSCR employees. During his acceptance remarks, Young summed it up best with this remark, "At DSCR we not only talk the talk, but we walk the walk." ♦

DSCR Man Considers Himself Lucky

He started out that Friday morning to drive from Richmond, Va., to DLA Headquarters for a routine security briefing. It was going to be an easy trip for Brian Momchilov, the chief of the inventory management branch, Product Center 9, at Defense Supply Center, Richmond. But, just two miles north of Richmond, his trip turned into a nightmare. What follows is a first person account of Momchilov's experience that morning.

"I was driving, and all of a sudden, there was a semi tractor trailer in my lane," Momchilov said. "The truck moved over too quickly for me to sound the horn, and I attempted to steer to the left to avoid contact. In doing so, I must have come in contact with loose gravel, or the grass, and the vehicle began to fishtail. My car jumped the guardrail, and began flipping over down an embankment. I remember flipping end-to-end and sideways. I could see trees slamming into the car, and the sky and ground alternated."

"Finally, it was over. I was hanging upside down in my car. I could feel wetness on my face and figured it was blood. I reached up (instead of



The remains of Brian Momchilov's car.

DRMO Helps Romanian Children

By Joe Murphy, DRMSI Public Affairs

A recent shipment of sleeping bags and disinfectant cleaner to two charities drew big dividends for Defense Reutilization and Marketing Office Kaiserslautern. Child Rescue International and Missions Without Borders passed letters of appreciation written by the beneficiaries on to the DRMO.

From the Usach family, a recipient of one of the sleeping bags: "We the family with eight children are very grateful to you for making it possible for us to have a sleeping bag, which is a useful thing for the family. We liked it very much and will use it according to its purpose. Thank you for taking care of us. May God bless your abundance and repay you good for good."

From the director of the Romanian Christian Mission: "The Emanuel Orphanage in Hunedoara would like to thank you for support consisting of detergent and disinfectant. Your help came at the right time and it will be very useful in improving our children's living conditions. May God bless you!"

"It was wonderful to receive these letters and pictures," said Linda Wagner, reutilization property disposal specialist. "It really puts what we do in perspective." She said that it was wonderful to see that items common to Americans, such as detergent, can make such a difference in other people's lives. "It really tells the story of why the donation program is so important." ♦



The Usach children pose with new sleeping bag

down) and unbuckled my seatbelt. I kicked out the driver's side window and crawled out of what was left of my car. I climbed up the hill back to the highway, and there two people were on the other side waving at me. They had called 911, but they couldn't cross the traffic lanes to get to me. They told me to wait."

"I could feel pain in my chest and saw that my hands and arms were cut, too. As I waited for the rescue people, I remembered what had happened. As my car was turning over and over, I thought of my two daughters. I was screaming 'No, No,

No' the whole time. The accident had happened in a millisecond, but it lasted an eternity."

"It turns out that I had two broken ribs, and lots of cuts and bruises, but I walked away from the wreck. The car was upside down, wrapped around a bunch of trees, and you can see the impression of an especially large tree just over the driver's side. I am alive today because I was wearing my seatbelt, so please, remember to wear your seatbelt anytime you are driving or riding in an automobile. Seatbelts can save your life! I know, because they saved mine." ♦

Ali Hadri School Children Helped by DLA

Members of the DLA Contingency Support Team visit school children at the Ali Hadri elementary/middle school in Mirash-Ferizaj, Kosovo, in September. The DCST sponsors the school, and team members visit, bringing supplies and treats. Pictured counter clockwise from lower left are Brenda Gee, a Class IX (repair parts) expeditor from DSC Richmond, along with students; LCDR Jason Alexander, USNR, and some of the children; students of the school; and Major Michael d'Albertis, USAFR with a student. The DCST members visit at least once a week, unless mission requirements prevent them from doing so. The school has six classrooms, and about 200 students. The students attend in morning and afternoon shifts. DCST personnel bring donated supplies, snacks, and clothing to the school. Donations can be mailed to:

*Commander
HHC, 47th FSB (DLA)
Task Force Falcon
Camp Bondsteel Kosovo
APO AE 09340*

Photos by Nutan Chada, DSS-CV



DLA Honors Employees of the Quarter

The following personnel have been recognized as Defense Logistics Agency employees of the quarter.

For the period July to September 1999, Jill E. Holmes from Defense Logistics Agency Europe and Donna M. Coward, from DLA HQ Human Resources, were the winners.

throughout the community,” Kim J. Huntley, Holmes’s supervisor, wrote in his nomination letter. “Her sterling performance reflects superior quality and professionalism that are part of DLA’s commitment to provide world-class support to all customers. Her tireless effort in providing the best quality of service with minimum

responsible for management of the DLA SES personnel program. She is responsible for planning and assuring proper execution of the various stages of the personnel process including accessions, performance evaluations, training and development, recognition and awards, and terminations.

In her nomination letter, Sandra M. Miller wrote, “Ms. Coward served as the facilitator for two performance review boards and provided detailed information on the process, general information regarding the SES program, and generally guided the members during their deliberations. Her performance as facilitator demonstrates the highest standard of ethics and integrity.”

Suzanne Blackwell, property disposal specialist at Defense Reutilization and Marketing Office, Norfolk, Va., was Employee of the Quarter for the period October – December 1999.

Her initiative and resourcefulness on two disposal actions saved more than \$110,000 and resulted

in sales proceeds of more than \$174,000. In his nomination, Joe Lambert wrote, “Ms. Blackwell continually searches for ways to improve procedures and raise efficiency. She is an extremely perceptive, hard working individual who takes charge and gets the job done.”

In addition, Blackwell matched a large quantity of barracks furniture from the Portsmouth Naval Hospital



Lt. Gen Henry Glisson, Lynda Williams, Jim Hampton

Holmes is Chief of the Management Support Team and budget officer. Her astute management of the budget, personnel, property books, supply, DLA Contingency Support Team equipment, weapons, management controls, and training ensure DLA’s outstanding support to the CINC.

“Ms. Holmes’ contributions start with her organization and reach

resources, to both the staff and customers of DLA, only confirms that Ms. Holmes is at the head of her class.”

Coward is an employee development specialist at DLA Headquarters Human Resources and was recognized for her exceptional management of the DLA Senior Executive Service personnel program. Among her many assignments, Coward is

to the Quality of Life Improvement Program in Bosnia. She coordinated the receipt in place, transfer, and shipment of 22 seavans of furniture, valued at \$218,371, to the military troops in Bosnia.

Lynda Williams, a distribution processing expeditor at Defense Distribution Depot Norfolk, Va., and Stuart Stovall, a contract specialist in the Facilities Management Customer Business Unit at Defense Energy Support Center, are the Employees of the Quarter for the period April through June 2000.

Williams provides both direct and indirect customer support for the depot. In addition to picking issues, packing shipments, conducting location surveys, and completing stows, she researches mislabeled, misidentified or incorrect condition coded material. She assists the Emergency Supply Operations Center in expediting customer walk-through requisitions. Even though her workload is comprised of very different types of complex tasks, she maintains an extremely high individual productivity rate.

Robert L. Brunson, who wrote the nomination, stated, "A self-starter, Ms. Williams stays focused on what she does and aims for very high productivity rates in all aspects of her duties. No task is too difficult for her to tackle. Without question she has been instrumental in the tremendous success of the division and the depot."

Stovall is a contract specialist, and he serves as a member of the DLA Contingency Support Team. His



Lt. Gen Henry Glisson, Stuart Stovall, Brian DeLong

support of Operation Joint Task Force Atlas Response in South Africa involved providing fuel contracting support for rescue missions and other humanitarian efforts that were urgently required by the people of Mozambique and South Africa after severe flooding. In a two week time-frame, Stovall coordinated efforts with personnel from the U.S. Air

Force, South African Air Force, the U.S. Embassy, and contractors to ensure an uninterrupted fuel supply.

In nominating Stovall, Peggy L. Dacey wrote, "Mr. Stovall's exceptional performance reflects admirably on DESC and enforces our commitment to our Military customers. His efforts in this endeavor have been nothing short of outstanding." ♦

Job information web site has everything you need

For all of your employment needs, check out the Human Resources web page at www.dla.mil/hr

This is the new address for the old worldwidehr.hq.dla.mil

Some of the topics you can find here include pay tables, health and insurance plans, Thrift Savings and classifications for different job series. In addition, this site has job announcements from across the Agency for other federal agencies.

DLA Honors Employees in 33rd Annual Recognition Program

On Dec. 5, the Defense Logistics Agency recognized outstanding employees in its 33rd Annual Recognition Program. The program honors individuals and work force teams whose outstanding performance has provided a high level of support for the agency's mission.

DLA Director Lt. Gen. Henry T. Glisson presented the awards. In his opening remarks during the awards ceremony, Glisson said the award recipients "typify the best of the best in a pretty good team of people and a pretty good organization." Glisson noted that DLA has had numerous accomplishments during the year and that the agency continues to be a leader in the innovation of business practices. "This organization is world class," he said. "It really is an all-star team."

Awards to individuals cover several categories, including Outstanding DLA Personnel of the Year, Outstanding DLA Employee with Disabilities, Achievement in Equal Employment Opportunity by a Line Manager and a Non Manager, Suggestion Awards, and Employee of the Quarter. Awards presented to groups of employees include the DLA Team Performance Awards and the Equal Employment Opportunity Activity of the Year Awards.

Outstanding DLA Personnel of the Year awards went to Terry Palazzo, DSCP; Staff Sgt. Randy L. Jones, USAF, DSCR; Rex D. Lamb, DDC; Delfina Zeigler, DSCC; Joseph Casella, DSCP; Rebecca F. Ivey, DSCR; Carol A. Fix, DRMS; Brett A. Rippl, DSCC; David J. Falvey, HQ

DLA J-622 and Lt. Cmdr. Robert Louis Brunson, USN, DDC. The Outstanding DLA Employee with Disabilities award was presented to Marlene Tunkel, DSCP. Awards for Achievement in Equal Employment Opportunity by a Line Manager and Non Manager went to Cindy Small, DSCP and Beatrice E. Ross, DSCP, respectively. Steve Arnett and Marjorie Spells of DLIS received Suggestion Awards, and Suzanne Blackwell of DRMS received the Employee of the Quarter award.

The Defense Supply Center

Integrated Electronic Commerce Team, DSCC; the KC-135 Stabilizer Trim Activator Team, DSCR and the Natural Gas Team, DESC.

This year, for the first time, DLA presented the DLA Environmental Award. The winner was selected from among the seven individual, team and installation nominations DLA entered in the fiscal 1999 Secretary of Defense Environmental Security Awards Competition. The six categories include Natural Resources Conservation, Cultural Resources Management, Environmental Quality,

Pollution Prevention, Recycling and Environmental Cleanup.

The winner of the 1999 DLA Environmental Award was Defense Distribution Depot Susquehanna Pennsylvania. DDSP was selected for its outstanding accomplishments in the area of recycling. During fiscal 1999, DDSP recycled a variety of materials such as cardboard, paper, lead acid batteries, metals, glass, plastic and pallets. DDSP also helped to develop environmentally friendly packaging materials and containers, purchased recycled items such as pallets and boxes, and partnered with other federal agencies and the local township in joint

recycling projects.

In thanking the award recipients, Glisson said, "You all represent what is best in DLA, the professional qualities and values we strive for every day."

"You make us proud," Glisson told the awardees. "You make us all heroes."



Lt. Gen. Henry T. Glisson poses with Marlene Tunkel from the Defense Supply Center Philadelphia. She was named the DoD and DLA Outstanding Employee of the Year.

Philadelphia received the Equal Employment Opportunity Activity of the Year award. DLA Team Performance Awards went to the Commercial Venture Development Team, DRMS; the Business Systems Modernization Systems Integrator Evaluation Team, HQ, DLA, J-6; the

Defense acquisition reforms announced

Rear Admiral Daniel Stone, Director of Logistics at HQ DLA, and Stan Soloway, deputy undersecretary of Defense for Acquisition Reform, held a press briefing in December on the latest reforms in defense acquisition, the Strategic Supplier Alliance.

This new initiative is a result of on-going acquisition reform in DoD, and uses new business practices that go beyond the old methods of purchasing transactions by developing more streamlined processes. Representatives from Honeywell, Hamilton Sunstrand, Sarnoff Corporation and the deputy assistant secretary of the Air Force for Contracting, also participated in the event which was part news briefing, part kickoff for a major summit on change management, and a forum to discuss specific outcomes experienced through the Change Management Center launched a year ago.

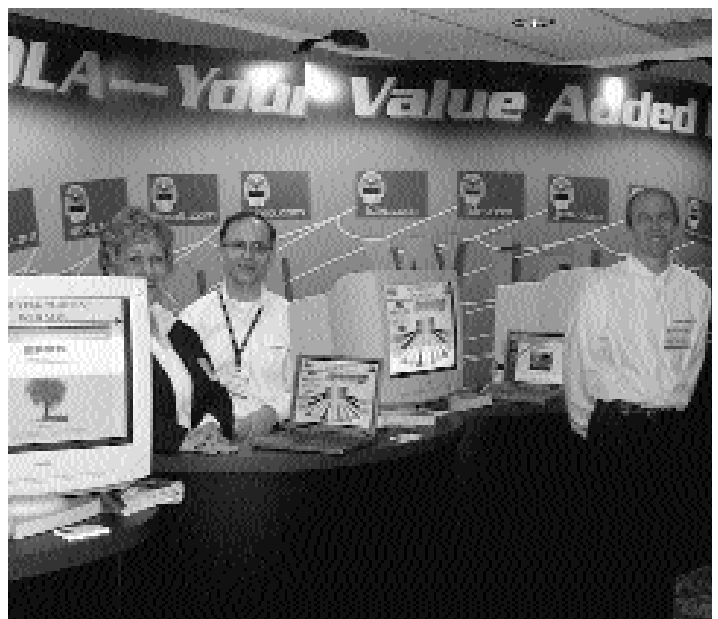
“DLA is pleased and proud to be part of the strategic supplier alliance,” Rear Adm. Stone said. “Each day I think we all agree that we get much closer to achieving the benefits that we all know are possible through a strong partnership with our strategic suppliers. I believe that the success of this effort is of mutual benefit to the government and is also of mutual benefit to our industry partners. If we continue to get this right, and I firmly believe we can, then the warfighter will thank us for it.”

In remarks to the audience, Soloway stated, “Strategic alliances are proving themselves to be extremely beneficial, real innovations, and most importantly, that they help further illustrate the art of the possible, particularly when the many varied stakeholders, customers, buyers, and others work together. As such, we think they are excellent examples of the kind of change that is possible through an initiative like the Change Management Center.”

DLA Corporate Exhibit Displayed at AUSA Conference

On Oct. 16, the Defense Logistics Agency’s 75-foot enterprise marketing booth was inaugurated at AUSA. The booth provided Defense Switched Network, email, copying and facsimile services to conference participants as a service to our customers. The booth depicts four decades of DLA support to the

warfighter and into the future through the use of state-of-the-art multimedia screen displays and graphics. DLA had over 45 people manning the booth over three days. Numerous information systems were demonstrated that provided customers a better understanding of DLA’s products and services.



DLA wins OPM Award

The Defense Logistics Agency's Alternative Dispute Resolution program, RESOLVE, is a winner of the 2000 Office of Personnel Management Director's Award for Outstanding ADR Programs. The awards ceremony was held at OPM on Oct. 5. DLA was the only Department of Defense organization to receive this award.

RESOLVE, which stands for Reach Equitable SOLUTIONs Voluntarily and Easily, was inaugurated in 1997 after a successful pilot program. The pilot was endorsed by the American Federation of Government Employees, DLA's exclusive labor representative at the national level.

RESOLVE addresses issues, disputes, and concerns that arise in the context of complaints of employment discrimination.

In her remarks Janice R. Lachance, Director of OPM, commended DLA's leadership for its committed and persistent support as well as the outstanding quality of the program's education and information outreach efforts. Since its inception in 1997, RESOLVE mediations have had a resolution rate of 70 percent and have saved the Agency over \$5 million that would have otherwise been expended in formal litigation processes.

DLA Director Lt. Gen. Henry T. Glisson noted that these are tremendous accomplishments. A great amount of credit is due to those who administer the program, as well as to employees, managers, and supervisors who have participated in it and who have exhibited a genuine desire to work creatively to resolve disputes in a "win-win" fashion. The OPM Director's Award is, in reality, a reflection of their hard work and commitment.

According to Susan Chadick, DLA Deputy General Counsel, the award is a tribute to the hard work of the attorneys and the EEO specialists who have made the RESOLVE program a success in DLA.

With the strong support of the DLA Director, his Executive Team, and the Commanders of Field Level Activities, the Office of General Counsel collaborated extensively with its Equal Employment Opportunity Office to develop the program. Goals of the program include: resolve complaints quickly, informally, and to the mutual satisfaction of

employees and management; promote solutions that address "real" issues and concerns; reduce the use of the traditional complaint processing system; and increase the credibility of the discrimination complaint system.

The program uses mediators drawn from a roster it maintains of approximately 100 neutrals. Each neutral/mediator is a DLA employee mediating as a collateral duty. One innovative feature of the program is the process used for rating and ranking the neutrals so that the program can make the most effective use of each individual's experiences and qualifications. Part of the ranking process provides for co-mediators to evaluate the abilities of other mediators and part of the ranking process depends on the number of mediations an individual has worked. DLA mediators can and do serve as neutrals for other Government agencies as well.

DLA has a comprehensive and aggressive marketing strategy to publicize and maintain continuous visibility of the RESOLVE program. The program maintains a website (http://www.dla.mil/do/resolve/resolve_default.asp), provides training, and distributes a brochure, video, and a guidebook throughout the Agency.

Other recipients of the 2000 OPM Director's Award for Outstanding ADR Programs were: U.S. Department of Agriculture's National Finance Center, the U.S. Department of Health and Human Services' National Institutes of Health, and the U.S. Postal Service. In addition, an Honorable Mention was given to the Corporation for National Service. ♦



Lt. Gen. Henry T. Glisson accepts the OPM Director's Award for ADR from Janice Lachance, Director, Office of Personnel Management. Bruce Baird (left) DLA's General Counsel and DLA Equal Employment Opportunity Director Famia Magana were also on hand to accept the award.

Battle Creek Receives Award for Improved Service and Lower Costs

The Battle Creek Customer Support Center Team received a Hammer Award on Oct. 19 for their distinguished performance while consolidating three diverse organizations into one customer-focused operation. Defense Logistics Agency Director Lt. Gen. Henry T. Glisson presented the award.

The challenge for the staff was to improve the center's service to the customers while reducing costs. One of the methods they used to accomplish this goal was to contract with Peckham Vocational Industries, a NISH employer. NISH, National Industries for the Severely Handicapped, is a national non-profit agency that creates employment and training opportunities for people with severe disabilities. Peckham provided 23 people who could serve as customer support representatives.

New hardware and software also eliminated two redundant communications systems and information databases. The team started using a skill-based system to route each call to the most qualified and knowledgeable representative. Workspaces were designed for full compliance with the Americans With Disabilities Act.

The results include a rise in customer satisfaction from 81 percent to 96 percent. The wait time before calls are

answered dropped from over 2 minutes to about 6 seconds. Abandoned calls dropped from over 50 percent to less than 1 percent. The annual cost of center operations is now about \$1.3 million less than the old way of doing business.

Besides supporting the Defense Logistics Information Service, the center also supports the Defense Reutilization and Marketing Service and other tenants of the Federal Center. Each major activity previously operated its own customer service operations.

The Hammer Award is sponsored by the National Partnership for Reinventing Government and presented to organizations that help achieve its vision of "a government that works better and costs less."◆



DLA Director Lt. Gen. Henry T. Glisson poses with members of the Battle Creek Customer Support Team Hammer Award winners.

DSCP Employee Honored by DOD

A Defense Logistics Agency employee has been honored in a Department of Defense award program. Marlene Tunkel, from Defense Supply Center Philadelphia, along with 17 other DoD employees, has been selected as one of the Outstanding Department of Defense Employees with Disabilities for 2000.

Tunkel, a contract specialist, was born with Cerebral Palsy. She has worked at DSCP for 18 years. Prior to her federal service, Tunkel worked as a clerk typist for an insurance company, a bookkeeper for several companies and was an assistant hog buyer and bookkeeper for 23 years for one of the largest meat companies in Philadelphia — Penn Packing Company.

"I have never let my handicap effect my working ability," Tunkel said. "I like what I have done and what I am doing. I enjoy people who are helpful, friendly and sincere on a daily basis, and I hope I am the same to others. Look and treat me as a person—not one with a disability."

In the Commodity Business Unit, Tunkel has exceeded established work production goals set by CBU management. The award nomination states that Tunkel is one of

the few CBU Contract Specialists that continually meet the minimum output requirements. Her excellent work efforts minimize the potential for post-award reconciliations. Tunkel's knowledge of the broad acquisition discipline makes her very effective when negotiating price and delivery with private sector manufacturers and vendors.

The annual ceremony is intended to increase awareness of the valuable contributions to national security made by persons with mental and physical disabilities, according to the program's organizers. "Americans with disabilities bring skill and creativity to our workforce. Our nation is stronger and more secure because of their dedication and leadership in vital occupations within the Department of Defense," Defense Secretary William Cohen said in a prepared statement for the ceremony. "Their extraordinary accomplishments show the importance of broadening the circle of inclusion in the workplace."

Since 1945, October has been designated National Disability Employment Awareness Month. The ceremony highlighted the achievements of DoD employees with disabilities and the organizations which support them.◆

DLA Senior Executive Service members honored with Presidential Rank Awards

Three Defense Logistics Agency employees have received the Presidential Rank Award for 2000. Ms. Roberta T. Eaton, Deputy General Counsel for Contract Management, Dr. Linda J. Furiga, DLA's Comptroller, and DLA's General Counsel Bruce Baird and were named Meritorious Executives, honoring their long-term accomplishments. Eaton is no longer with DLA and is currently at the new Defense Contract Management Agency. The awards were presented by Secretary of Defense William S. Cohen at the Pentagon on Nov. 8.

Winners of this award are career senior executives who have demonstrated their ability to lead a government that delivers great service, fosters partnerships and community solutions to achieve results, and continuously pushes itself to get the job done more

effectively and efficiently. Presidential Rank Awards are reserved for career senior executives who have a record of achievement that is recognized throughout the Agency and/or is acknowledged on a national or international level. The awards are the highest awards a career senior executive can receive and represent a culmination of career accomplishments. In reaching the pinnacle of achievement, rank award recipients will also have inspired their employees and earned their customers' respect.

Eaton's award citation states that she has served with distinction as primary legal counsel to two DLA major subordinate commands, while also serving as debarment official for an organization that procured and managed over 4 million items of materiel and administered over 350,000 prime contracts valued at more than \$120 billion.

Always client focused, Eaton leveraged attorney resources and expertise across functional lines, increased professional collegiality and client responsiveness, and achieved exceptional results in the use of alternate dispute resolution.

Furiga's citation states that she has demonstrated unparalleled commitment to financial management reform within the United States government. An unrelenting champion of results based performance, Furiga has worked to establish measurable goals by which individual performers, the Agency, and the Department of Defense can be held accountable for the use of the public's tax dollars. She has raised the bar for those in her employ by holding herself accountable to the highest standards of public service, integrity, and professionalism. Furiga leads by example and practices what she preaches.

"Although it's a great honor to receive this level of recognition, it's also very humbling," Baird said. "A large reason for the award is that DLA has had visionary leadership that has reached out and appealed to everyone in the DLA workforce to make a difference. As a 30 year DLA employee, I've seen a dramatic evolution in the way our agency does business. One of the constants throughout has been the commitment of DLA's leadership and its diverse workforce to the rule of law and to ethical decision making. I could not be more proud of my association with DLA or more proud of what the great DLA workforce has been able to accomplish."

Baird's citation says he is widely recognized as a highly trusted, collegial, result-oriented legal counsel, advocate and strategist. He has created, sustained, and leveraged a diverse, well-trained, and highly motivated and productive attorney workforce that has eliminated unnecessary policy directives, streamlined regulations, and developed, deployed, and advocated innovative business strategies. His distinguished career is characterized



Secretary of Defense William Cohen presents Presidential Rank Award certificate to Bruce Baird. David O. "Doc" Cooke, director of administration and management for DoD was also in attendance.

by his exceptional ability to balance protection of the government's interest with fostering positive working relationships with industry partners.

The Meritorious Executive award is given for long-term accomplishments. Only 5 percent of career Senior Executive Service members may receive the award, which includes a lump-sum payment of 20 percent of the executive's base pay, a silver pin, and a framed certificate signed by the President.

Each year, executives from across government are nominated by their Agency heads, evaluated by citizen panels, and finally, designated by the President. These senior executives are outstanding leaders who consistently demonstrate strength, integrity, industry, and a relentless commitment to public service.

Through their personal conduct and results-oriented leadership, they have earned and kept a high degree of public confidence and trust. They have demonstrated their success in balancing the needs and perspectives of customers, stakeholders, and employees with organizational results. ♦



Secretary of Defense William Cohen presents Presidential Rank Award certificate to Dr. Linda Furiga. David O. "Doc" Cooke, director of administration and management for DoD was also in attendance.



HQ Complex Tree Lighting Ceremony

DSS Director Dr. Marshall Bailey, Kurt Molholm, Administrator, DTIC, Michael Thibault, Deputy Director, DCAA and Col. Ronnie Faircloth, Chief of Staff, DTRA, throw the switch to light the DLA headquarters tree.

DLIS Wins Government Executive Award

Government Executive magazine presented one of its 2000 Government Technology Leadership Awards to the Defense Logistics Information Service at the Reagan International Trade Center on Nov. 28.

The organization was one of 12 selected nationwide from among 60 nominations. The honor recognizes DLIS' accomplishments in creating the Cataloging Workload Tracking Database. The database allows catalogers to process requests for new National Stock Numbers much faster as well as making it easier to maintain existing numbers.

"We're pretty excited about the award," said Dennis Shipe, program manager. "It was totally unexpected."

Shipe describes the system as a product of the cataloging consolidation that was "built by catalogers and for catalogers," but he also stresses that it gives customers an easy Web-based access for checking the status of requests.

The database eliminates the paper reports that were generated by the old system and allows requests to be sent electronically to team leaders who can forward them immediately to the catalogers who need to process them.

"This way the catalogers can see whatever new requests they have as soon as they log onto their computers each day," Shipe said. This helps catalogers accomplish processing in 25 to 28 days instead of the 45 days they were allowed in the past.

The award was presented as part of a two-day graduate program conducted by The

Government Technology Leadership Institute. The program drew approximately about 200 senior federal managers interested in the latest ideas about technology.

The database is another example of DLIS efforts to be the leading logistics information broker for the Department of Defense. The database serves as another tool to create, manage and disseminate logistics information to military and government customers by using the latest technology. ♦



Members of the DLIS award winning publishing team, Electronics Document Branch. Front row, left to right: Sarah Begley, John Bontempo, Patricia Hulse, Deborah Zidarevich, Paul Christensen. Back row, left to right: John Adams, Michael Kush, Steve Jalbert, Terry Hubbell, Patricia Richardson, Miles VanOrman, Bobby Holley and Nancy Dimitri.

DRMS Wins Technology Leadership Award

Government Executive magazine presented its 2000 Government Technology Leadership Award to the Defense Reutilization and Marketing Service at the Reagan International Trade Center Nov. 28.

DRMS was one of 12 selected nationwide from among 60 nominations. The honor recognizes DRMS' accomplishments in using the Internet to benefit reutilization, transfer and donation (RTD) customers.

"We are greatly honored to be the recipient of this prestigious award," said Jeanie Parrish, leader of the RTD Business Unit. "But the real winners are our customers around the world."

With RTD on the Web, DoD, federal, state, and donation customers have worldwide visibility of the DRMS inventory. Soldiers, item managers, other federal agency representatives, donation recipients and citizens can now

search and locate property anytime, anywhere.

The ninth annual technology leadership award salutes projects that have directly aided the missions of their organizations by boosting efficiency and effectiveness, lowering costs and improving service to the public.

The award was presented as part of a two-day, post-graduate program conducted by The Government Technology Leadership Institute. The program drew approximately 200 senior federal managers interested in the latest ideas about technology.

DRMS uses the latest technology to manage and disseminate information to both government and civilian customers. The database strengthens DRMS efforts to become the provider of choice for reutilization, transfer and donation for the Department of Defense.

Visit the DRMS web site at <http://www.drms.dla.mil>. ♦

DRMO Kirtland helps team Win Recycling Award

The Kirtland Air Force Base Recycling Tiger Team received New Mexico's Green Zia Commitment Award from Gov. Gary Johnson during a ceremony Oct. 4.

The award recognizes public and private activities that are actively reducing their waste streams as well as aggressively accomplishing environmentally friendly procurement. The Kirtland team was honored for meeting its objectives to decrease the amount of material going to landfills, increase overall recycling and accomplish the first two goals with no additional funding.

This was no easy task since the 52,000-acre installation hosts approximately 200 units, including its host organization, the 377th Air Base Wing. But there was little choice after funding for the base's recycling program was cut dramatically, causing the 377 Air Base Wing commander to form the team in early fiscal 2000.

The team was asked to explore the recycling challenge facing the installation and pursue recommended solutions. It was led by the base's civil engineers, with representatives from the Judge Advocate General's office, the Contracting Directorate, the Environmental Directorate, the Wing Safety office, Sandia National Laboratories (a Department of Energy contractor), and DRMO Kirtland.

The team successfully met its objectives through such innovations as the reuse of runway concrete to fill a drainage ditch and prevent soil erosion. Another idea involved establishing a recycling drop-off center for Military Family Housing. The center provided various containers to allow base housing residents to segregate their recyclable materials from other waste. All of the collected material was further sorted, processed and eventually sold by Sandia National Labs.

A program was also established for desk-side recycling. Local collection points were created for office paper, cardboard and

recyclable metals. These materials were picked up by a private contractor and shipped to Sandia for further processing and sale. The sales proceeds from recycling paid for the cost of contractor labor.

"The program is a win-win all around," said Robert Burrell, a service manager for the Defense Reutilization and Marketing Service. "It keeps Kirtland in compliance with the recycling mandates, it decreases the volume of material going to the landfill, it helps to fully utilize the recycling capacity of the Sandia National Lab, and it reduces a costly workload at the DRMO."◆



Kirtland AFB Recycling Tiger Team members: (Left to right) Robert Burrell, DRMS Service Manager, Gabe King, SNL Solid Waste Manager, Col. Randy Strom, Commander 377 CE, Governor Gary Johnson, Major Pat Tolan, Kirtland AFB Recycling Tiger Team Leader, Steve Kitt, Kirtland AFB Solid Waste Program Manager. Team members not pictured: Lt. Col. Spencer Patterson, Vicky Anderson, Curly Hall, and Lt. Mark Kittleson

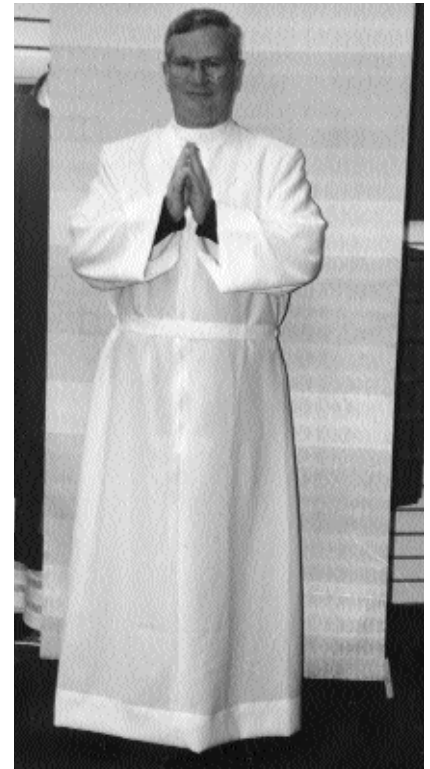
Hammer Award goes to Ecclesiastical Supplies Team

The National Partnership for Reinventing Government has approved the Defense Supply Center Philadelphia Hammer Award nomination for the Ecclesiastical Supplies Team.

This team reinvented the processes used for the procurement, inventory management, and distribution of ecclesiastical (religious) supplies used by military chaplains in their ministry to Military personnel of all faiths. The team also reinvented a significant portion of the ecclesiastical supplies product line itself, then added those supplies to an existing electronic ordering catalog. The program provides chaplains with all of the essential items

of their ministry from wine and candles to vestments and altar cloths. Other items include church furniture and camouflage bibles for both woodland and desert terrain.

Among other accomplishments, the team has awarded prime vendor contracts for Christian, Jewish, and Muslim supplies. Additionally, the team created a web site, known as 'The Chaplains' Corner,' for exclusive use of the chaplains and their staff. They can see what items are available; order electronically using the government IMPAC card if desired, and link to related websites. The Web address is www.chaplainscorner.com



DLIS Innovations Earn Publishing Awards

A publishing team from the Defense Logistics Information Service earned two awards at the annual XyEnterprise Conference in Orlando, Fla., in September.

Kevin Duffy, president of XyEnterprise, Inc., presented the Best of Category award to Sarah Begley, chief of the Electronic Documents Branch, for the way DLIS uses Xyvision's Contents, Indexes, Tables and Illustrations routine, which is also known as "CITI". Begley also accepted the runner-up prize in the technical manuals category for DLIS' Federal Item Identification Guides.

The CITI routine automatically builds tables of contents, data tables and illustrations based on commands from the publishing technician. The process supports the production of the catalog of hydrographic products, which includes a CD-ROM. The complexity of the product and the technical expertise of the designer were the factors in determining the winners. The DLIS entry was the only one that

included a CD-ROM containing portable document format files that are hyperlinked with the hard copy, which added value to the publication. The hydrographic catalog is used to order the right map needed by the warfighter during routine or conflict missions.

The item identification guides are designed and produced on the publishing system and maintained using the Parlane Document Manager (PDM) system. The innovative way DLIS uses Xyvision Publishing software for creating open system architecture IBM/RS6000 file servers and workstations was recognized. PDM was installed to store, manage and reuse information. The goal is for more than one product or media to use the same content.

Text, graphics and pictures are stored in the RS6000. This system gives DLIS users considerable power to design and produce information products using data from the Federal Logistics Information System data or customers data in a variety of media.

Duffy praised DLIS employees for their visionary use of technology. Among the entrants, the DLIS team was the only one that uses the publishing system to create and store data as well as produce information products for the World Wide Web, electronic documents on CD-ROM and hard copy.

Entries in the XyVisionary contest were from publishers worldwide. The awards are significant and demonstrate the commitment of DLIS employees to embrace the latest technology to produce innovative, high-quality logistics information products.

As part of the Defense Logistics Agency, DLIS is a leading logistics information broker for the Department of Defense. Its employees are involved in the creation, management and dissemination of logistics information to military and government customers.

Information about DLIS and its products and services can also be found by visiting its Web site at www.dlis.dla.mil. ♦



DLA headquarters holds kids' Christmas Bells party

One hundred disadvantaged children from the Washington area met Santa Claus, received gifts and were entertained at the annual Christmas Bells party given by DLA and other federal government employees at Cameron Station in Alexandria, Va. Each child received toys and

clothing purchased with employee contributions.

The party was held in the Cameron Station cafeteria and marked the seventeenth year that military and civilian personnel sponsored the event. Local businesses provided refreshments for the youngsters.

Entertainment at the party included clowns, cartoons, a puppet show and a visit by Santa.

The children were selected by social service agencies in Northern Virginia, Maryland and the District of Columbia.



