

Dimensions



Defense Logistics Agency

Fall 2003

DLA Into The Future

★★★ From the Director

As most of you are aware, the Defense Logistics Agency is currently undergoing a realignment and transformation. The senior staff and I worked on this issue over several months before I reached a final decision. This was one of the most deliberative decisions I've made in my 34-year naval career. I say this because the Secretary of Defense has directed the Department of Defense to transform itself in order to maximize efficiencies and effectiveness. I want to make sure that we are in control of our future, and I am committed to make sure that this plan is the best structure we can devise to support the warfighter at the least cost. It was with all these things in mind that we undertook this major initiative and developed the plan that is now underway.

I know the winds of change can be very stressful to an organization, and we have not had a breather since I can remember. With this in mind, I wanted to share a quote with you on change that has particular relevance to DLA: "The strength of our military is its ability to change. We've gone from cannonballs to cruise missiles, signal flags to the Internet. We have changed in every aspect throughout the years, and we must continue to do that. The situation we face today is radically different, and it's important we change across our whole spectrum of thinking." (SECNAV, Naval War College, June 12)

DLA is an ever-changing organization. Because we no longer reach "end state" as we once knew, our strategic management system plans, consisting of the DLA Strategic Plan, Balanced Score Card, and Business Systems Modernization, become even more critical. DLA is going to be a smaller organization in



the future. It will be customer-dependent in ways we've never seen before, and we'll be more forward deployed than before.

There are still challenges ahead for us. However, I know that your continued efforts to provide our military customers with world-class logistical support and to sustain our Armed Forces around the world will meet those challenges head-on. ♦

A handwritten signature in blue ink, appearing to read "J. H. ...".

Dimensions

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DLA — A Partner in the Future Logistics Enterprise

Editor's Note: Deputy Under Secretary of Defense for Logistics and Materiel Readiness Diane K. Morales shared her insights on the Department of Defense Future Logistics Enterprise with the DLA Dimensions staff.

When I was sworn into office in July 2001, I committed myself to transforming our logistics process to improve warfighter support while reducing the logistics footprint. My vision – the Future Logistics Enterprise – is the transformation of the logistics enterprise to match the requirements of the warfighter. Our requirements out of the Quadrennial Defense Review were to provide our combatant commanders with logistics support to enable forces to deploy anywhere in the world within 96 hours. This meant that we had to bring our supply chain readiness to a

state that would allow the combatant commander to follow up with a major, joint force deployment, in theater and ready to engage in less than two weeks. This transformation enables logistics to become a “competitive advantage” to our warfighters, much like Wal-Mart and other commercial firms have consciously focused on enhanced logistics as a weapon against their competitors.

We still are working these issues – our deployment to Afghanistan took about 23 days. We need to cut that in about half. Our advances in planning and increased ability for coordination enabled us to enter Baghdad on day 20. By accurately forecasting the demands on the logistics support mechanisms during the pre-deployment, deployment, and sustainment phases, we were better positioned to provide time-definite support to our warfighters rather than relying on the traditional “just-in-case” material build-up.

In order to succeed in deploying within 96 hours, we had to first create the high-level view of what the warfighter needs for support. In commercial terms this is called the end-to-end supply chain. This supply chain extends from the customer's customer to the supplier's supplier and includes processes, enabling technologies, and well-trained people. The concept of the Future Logistics Enterprise originated from this supply chain. The Defense Logistics Agency is the centerpiece of the FLE supply chain and, as such, has been required to rethink its business processes and retool the information technologies used to carry out its mission. I am very pleased to report that under the exemplary leadership of Vice Adm. Keith Lippert, the Defense Logistics

Agency is moving forward with an accelerated transformation schedule in order to achieve our high expectations.

To more fully understand the complexity of this effort, we had to examine our supply chain. The three broad concepts of focus for the military supply chain are: Weapon Systems Support, End-to-End Warfighter Support, and Enterprise Integration.

Our weapons systems sustainment today consumes about 80 percent of all of our logistics resources. We spend about \$64 billion a year on sustainment, through a logistics infrastructure that is functional by military service and not by vertical weapon system support. Our programs separate the acquisition process from the sustainment effort. While program managers are accountable for particular weapon systems, their focus is more on cost, schedule and performance. We applaud the success of these efforts but believe that refocusing the metric of success on how effective and reliable the weapon system is, is a better method of insuring success in the battlefield. Giving the program managers full visibility and accountability into the total life cycle of a weapon system allows for greater control over the end product: reliability, which translates to combat capability. This is how we will achieve a full life cycle support mechanism. Examples of programs exercising full life cycle responsibility are the C-17, the F/A-18, and the M1 tank programs.

In addition to building this integrated weapons system support program, we are also negotiating performance-based agreements between customers and suppliers. Giving the program manager the authority to negotiate these agreements greatly enhances our overall program of inte-



DUUSD (L&MR) Diane K. Morales discusses the Future Logistics Enterprise. (DoD photo by Leroy Council)

grated support. While the customer (combatant commander in this case) determines performance parameters like availability and reliability, it's the program manager that is in the best position to ensure the customer receives what they want, because they have visibility across the process. Again, giving our very seasoned program managers this visibility – and a tool for holding our suppliers to a metric of total life cycle performance – gives us the control over reliability and weapon system performance. These advanced logistics and performance agreements are part of the Future Logistics Enterprise – our vision for a more reliable and agile logistic support system. These programs provide the appropriate authority to the program manager. In this regard, the program manager, the customer, the suppliers, and of course DLA become partners in an end-to-end weapons system support program.

Our integrated supply chain is what we are calling end-to-end distribution and customer service. DLA is again integral to this transformation at both the operational and tactical layers. We are designating service providers, or what we call executive agents, for various goods and services such as food, fuel, construction equipment, etc. in order to greatly enhance the organization and distribution of combat services in an emergency. These executive agents will provide end-to-end customer service from the supplier to the end user, much of what is expected in the commercial sector. We recognize that the ability to have visibility as to where a part or supplies are in the logistics system is expected in today's technologically advanced environments. In our efforts to build a more agile logistic system we are building in this visibility – “the concept of where is my package” introduced to us by the overnight carriers. We believe that this ability to know where parts, food and supplies are “in the system” will build confidence for the combatant commanders as well as for the logistics work force. This capability will ultimately help us reduce the amount of material required in an

operation and become better able to turn swiftly to the next engagement.

Our third objective – Enterprise Integration – enables the entire FLE. The integrated enterprise focuses horizontally from customer back to supplier, not in segmented stovepipes or functional views. Part of Enterprise Integration focuses on information systems and how information flows across the enterprise. Right now, we have over 600 information systems with over 400 million lines of computer code. Many of these legacy systems are batch-processed with limited network capability. The result is a slow-to-respond information system that is incapable of providing real-time, value-added logistics information that the combatant commanders need. We know that this lack of connectivity and ability to communicate makes our jobs of supplying the warfighter more difficult, so we are moving very aggressively to deliver logistics information systems that take advantage of today's technology and allow us to share data across the functional stovepipe of the military services. Again, DLA is in the forefront of this endeavor with the Business Systems Modernization effort. DLA was the first Enterprise Resource Planning (ERP) effort to emerge and is currently the most successful ERP effort in DoD. As the first to undertake this complex task, DLA developed the framework and the structure to set the example for other DoD enterprise implementations. DLA has participated in the DoD Comptroller's Business Management Modernization effort and has assisted the military services in growing and managing their efforts as well.

The next step for DLA is to go beyond BSM into Customer Relationship Management, which will synchronize the order entry process to the process of delivering supplies. As is the case in commercial industry, the experience of the customer – the warfighter or combatant commander – and his trust in the logistics system affects the decisions that are made regarding the ordering of supplies and repair parts.



DUUSD(L&MR) Diane K. Morales highlights DLA's role in FLE. (DoD photo by Leroy Council).

If a combatant commander can “see into the logistics system” and know that the supplies are in the theater and soon to be delivered, then he will be less likely to place a duplicate order. The value of knowing about the status of supplies and repair parts is nearly as valuable as having the items in hand. Managing the customer experience is another industry best practice and is crucial to maintaining long-term relationships between suppliers and customers. DLA is again right in the middle of this key function.

DLA is far different today than just a few years ago. We are transforming from a wholesale operation with a limited focus on the customer, to becoming totally customer-oriented. The backorders are down significantly, and customers come regularly to meet face-to-face with the DLA leadership to discuss their needs. DLA is, in many cases, co-located with the customers and in other cases, establishing new co-location sites in order to be closer to the customers. This coordination in planning, synchronization in effort, and the visibility over the process has substantially improved service to our end customer – the warfighter. DLA

has not only changed its face, but the very fabric of its reason for existence.

As with most challenges, change has not come easy. I'd like to recognize the DLA's leadership and the extraordinary efforts that have been made to guide the shift in thinking toward a customer-centric operation.

Transformation from a disjointed logistics support effort to an integrated end-to-end supply chain is the future

of DoD logistics and is the mission and vision of the Future Logistics Enterprise. We will continue to build improvements within a common system and we will continue to focus on building better logistics support from the service components into a joint theater of operations. The result will be dramatically increased confidence in logistics support, as viewed by the combatant commanders. This confi-

dence will allow a reduced demand for stocking supplies in theater and greater agility for our warfighters.

Today our nation, our friends and allies, face a stern test from a new kind of enemy. Our resolve to defend democracy has never been so strong and our work to transform logistics has never been so urgent. We must strive today to be more prepared tomorrow. ♦

Defense Logistics Agency is Transforming Operations

By Mimi Schirmacher
DLA Public Affairs

In June, Defense Logistics Agency Director Vice Adm. Keith W. Lippert announced a realignment of the DLA organizational structure. As a result, functional field chiefs in Comptroller, Information Technology and Support Services areas will report to the J-8, J-6 and DSS directors at DLA headquarters; and a new Customer Operations Directorate known as J-4, will be established at DLA headquarters.

In addition, Defense Supply Center Columbus, Defense Supply Center Richmond, and the General and Industrial directorate at Defense Supply Center Philadelphia will be consolidated into a Weapon Systems Inventory Control Point. Also at DSCP, the Medical, Subsistence, Construction and Clothing and Textile directorates will become a Troop Support Inventory Control Point.

"I have carefully considered all the recommendations regarding the alignment of our Agency to best position ourselves for continued success as we transform the Agency to better support the warfighter," Lippert said in an e-mail message to the entire DLA work force.

"My decision was made in the context of our single enterprise transformation strategy, and the new business model processes which will be available to us under Business Systems Modernization," the director continued. "Our actions will also respond to direction from the Secretary of Defense to look at additional transformation opportunities."

In August 2002, the Secretary of Defense said that transforming the Defense Department is as important to the success of the global war on terrorism as other steps the military is doing to combat the threat.

"We need to move out on organizational realignment actions now to be best positioned for the future," Lippert said. "I am a firm believer in making our own decisions concerning the future of the Agency rather than waiting for decisions to be mandated."

The first visible change in DLA involves operationalizing field level functions in Comptroller, Information Technology and Support Services areas, so that one organization will provide equal or better services to customers through centralized and standardized processes with improved efficiency and reduced cost. Starting in July, the field chiefs in these areas began reporting to the DLA headquarters directorates.

The target date for completing the shift of functions is July 2004. During the transition, headquarters personnel will be coordinating with field commanders and field functional chiefs to develop business rules and level of service agreements to ensure continuation of support levels.

The second stage of the DLA transformation will occur in October when the new Customer Operations Directorate (J-4) will be established. It will include the current Readiness and Customer Support Directorate (J-34) and the DLA Customer Operations Office (J-34X) organizations, as well as DLA Europe, DLA Pacific, and the DLA Customer Support Representatives Integrated Office.

"As we refined our "touch to the customer" it became apparent that the current organizational structure, particularly at headquarters, was not optimal," Lippert said. "Our expectation is that this will truly align the Agency's customer support strategy with the warfighter. The remainder of the current Logistics Operations will remain in place, focused primarily on logistics policy."

Among functions of the new J-4 will be leading transformation of Customer Relations Management; enabling readiness and sustainment through deeper insight into the warfighter's requirements; improving warfighter and international support and reduced costs; and expanding joint planning and DLA tactics, techniques, and procedures for contingencies. Plans call for the transition to be completed by December 2003.

The third initiative will occur in 2005 after the full implementation of BSM and the next round of Defense Supply Center commander rotations. At that time, a single

Weapons Systems Inventory Control Point will be established to assume responsibility for the current operations of DSCC, DSCR and general and industrial mission of DSCP. The subsistence, medical, construction, and clothing and textile missions of DSCP will be established as a Troop Support Inventory Control Point.

While the changes to the Agency over the next two years will realign and integrate functions in order to continue providing critical logistics support to America's Armed Forces, the director recognized that some personnel may have concerns about the future. "While we

anticipate this realignment will result in a number of personnel reductions, be assured that DLA will utilize all available flexibilities and options to minimize adverse impact on our employees at all of our activities," Lippert said. "I sincerely appreciate the professionalism and support you have provided as we navigated our way through previous challenges, most notably, our support of Operation Iraqi Freedom. With the success DoD has achieved in that critical operation it is again time to focus on transformation within the Defense Department. I look forward to your continued support." ♦

DCIA Ensures Mission: Possible

By DLA Criminal Investigations Activity

Defense Logistics Agency Criminal Investigations Activity workers have transformed their organization to better support their customers, the Defense Logistics Agency community.

The DLA director established DCIA to augment the efforts of the Department of Defense investigative organizations and to provide investigative capability for matters of interest to the director, matters not suitable for referral to a DoD investigative organization, not within mutually agreed investigative guidelines of the DoD investigative organizations or declined by a DoD investigative organization.

DCIA has five primary missions, the best known of which is to provide criminal investigative support to the DLA director and senior staff, commanders of DLA field activities, DLA general counsel and employees of DLA worldwide. DCIA personnel provide this support through timely, thorough and superior quality investigations, criminal vulnerability assessments, referrals, education and liaison for all business areas of the Agency.

DCIA special agents conduct criminal investigations involving persons and property under the charge of DLA or where DLA has an interest consistent with federal statutes and DoD and DLA directives. In performing criminal vulnerability assessments, DCIA special agents identify systemic

or crime-conducive conditions that can result in the theft or loss of resources and services crucial to DLA's mission to support the warfighter. They provide this global investigative support and assistance to DLA commanders in areas such as travel fraud, standards of conduct violations and misuse of government resources.

Less understood but equally important is their mission to enforce trade security controls. These TSCs are necessary to prevent the release of materials, technical data and services to parties not friendly to the interests of the United States and its allies. The Defense Reutilization and Marketing Service, either directly or through a contractor, sells or otherwise disposes of surplus government property, defined as munitions list items by the U.S. Department of State, or defined as commerce control list items by the U.S. Department of Commerce. Other DoD entities also engage in sales, transfers, donations or exchanges of these items.

In all instances, a trade security control clearance is required before a munitions list item or commerce control list item can be released to the recipient. Trade security control clearances must be provided to prospective buyers or recipients. The DCIA Trade Security Controls Clearance Office, located in Battle Creek, Mich., determines whether or not a prospective recipient warrants the clearance. The TSC Clearance Office evaluates prospective recipients and their proposed use of the

property and determines whether it is appropriate to grant the trade security control clearance or recommend debarment.

Once the recipient has been granted trade security control clearance and the property transferred, DCIA agents implement measures designed to prevent the illegal acquisition or other unauthorized transfers of such property, including transfers to ineligible transferees. DCIA is charged to ensure all sensitive DoD property, whether or not demilitarized, and whether located within or outside the United States, is transferred in accordance with U.S. laws, regulations and policies administered by DoD, Department of State, Department of Commerce, Department of the Treasury, Office of Foreign Assets Control and Department of Transportation. This is accomplished through the conduct of post-sale investigations that track the property and verify the stated end use of that property.

DCIA acts as the records repository for all reports of significant criminal incidents or property loss generated by any DLA law enforcement activity. DCIA retains record copies of those reports and a database index of those reports and for fraud investigations being conducted by defense investigative organizations and monitored by the DLA Office of General Counsel. DCIA also makes entries to the Defense Clearance and Investigations Index regarding those reports. The index makes criminal investigative

and security clearance information available to authorized users throughout DoD and to the U.S. Department of Justice.

As of April 3, DCIA has overall responsibility for the DLA Complaint Program and ensures that it works in concert with the DoD Hotline Program. The DLA Complaint Program may be used by anyone for reporting suspected fraud, waste, abuse or mismanagement with no fear of reprisal or unauthorized disclosure of their identity.

"We recognize the linkage between our mission and the broader DLA mission," said Tamara Fivehouse, DCIA director. "Therefore, we have fine-tuned and enhanced the DCIA organization and method of operation to more effectively support our customer. The DLA director and vice director, as well as DRMS, and the J-codes, have been incredibly supportive of organization changes, mission requirements, assistance, reengineering and the reorganization."

DCIA is centralized at DLA headquarters in Fort Belvoir, Va., although the majority of the DCIA work force is located in 11 DCIA field offices throughout the continental United States and in Hawaii and Europe. "DCIA has been operationalized for years," Fivehouse said. "We have centralized leadership, records system, databases and program administration. My managers and I visit all our field offices and their supported commanders to ensure that we are meeting the needs of our customers." The field commanders provide physical support and overhead such as office space, local area network access and major equipment. DCIA supplies and supports the rest.

Previously, DCIA's area of responsibility was divided by program with two types of agents -- trade security controls or general crimes investigations. Now the field offices are regionalized into East and West Regions, and agents have been cross-trained to perform both functions within their regions. "The cross-training in DCIA focuses on the customer

and the regionalized areas of responsibility," Fivehouse said. "The cross-training was extremely important and effective and resulted in doubling the amount of agents available to conduct investigations and criminal vulnerability assessments worldwide for DLA." An added benefit was a reduction in agent travel.

The Trade Security Control Clearance Office was formerly separated into two elements, one in Memphis, Tenn., and one in Battle Creek, Mich. On April 5, the TSC Clearance Office was consolidated into a single office in Battle Creek, the headquarters of DRMS, their primary customer. This resulted in better communication with the customer and internal efficiencies that have significantly improved support to the customer, according to Fivehouse.

The DCIA reorganization increased emphasis on the customer -- that is, DLA leaders and employees -- and the timeliness of investigations without sacrificing quality. As Fivehouse explained, "We are working for the DLA community; we are customer-

focused. We feel it is more advantageous to partner with our customers and prevent something before a problem happens. We want DLA commanders to choose us for all their investigative needs and concerns. If we can solve the problem, we will do so. If we determine we are not the appropriate agency to take action, we will use our contacts and knowledge of the law enforcement community to get the right people on the job. We know the language and add value to both sides when used in a liaison function."

As part of the customer focus, DCIA is educating the work force about its capabilities and policies. Special agents give a DCIA briefing to all new DLA commanders, and information on DCIA is contained in new-employee orientation packets.

Additionally, in conjunction with the DLA Strategic Plan, Balanced Scorecard and Business Plan, DCIA creates an investigative plan annually that focuses on its customers' concerns in the areas of fraud, waste and abuse. The investigative plan formally lays out DCIA initiatives and areas of



emphasis each year. It is created based on a DCIA evaluation of problem areas and on input from supported commanders about their needs.

DCIA also keeps its agents informed. "We created an intranet site for DCIA personnel to access the DCIA toolbox that contains policies, procedures, internal guidance and a toolbox of investigative reference

materials," Fivehouse said. The site also contains a calendar for all special agents training and travel schedules.

Many Americans are more security-conscious today than they were before the events of Sept. 11, 2001, and Fivehouse reminded DLA employees what they can do to assist DCIA personnel. "You can help us," she said. "Be vigilant at work, always

promptly report suspicious activities, and trust your instincts."

As Fivehouse noted, unchecked criminal activity not only costs money, time and resources, but also hinders timely response to military customers. Further, it could contribute to reduced success and loss of life on the battlefield. ♦

DESC Supports the Warfighter During Operations Enduring Freedom and Iraqi Freedom

By Lana D. Hampton
Defense Energy Support Center
Corporate Communications

The Defense Energy Support Center continues to fuel the warfighter during Operation Enduring Freedom and Operation Iraqi Freedom. Two Commodity Business Units (CBU) supporting these operations are Direct Delivery Fuels and Bulk Fuels; both provide the warfighter comprehensive fuel support in the most effective and economical manner possible.

The Direct Delivery Fuels CBU provides worldwide support to the military, Department of Defense activities, federal agencies, state and local law enforcement agencies, and designated foreign governments with acquisition and support services for ground, aviation and ship propulsion fuels delivered directly to the customer from commercial vendors. The CBU's Ground Fuels Division provides military and federal civilian facilities throughout the world with commercial ground and utility fuels through the Posts, Camps and Stations program. Customers include the military, the U.S. Postal Service, the General Services Administration, Amtrak and the U.S. Department of Transportation. The Specialty Fuels

Division contains three branches to support its customers: Into-Plane, Ships' Bunkers and the Fuel Credit Card Team.

Into-Plane contracts allow authorized government aircraft from military and federal civilian agencies to purchase fuel and refueling services on commercial airports at substantial discounts from the posted airport price. Customers receive aviation fuel services subject to strict quality and safety standards, at approximately 500 into-plane contract locations worldwide.

The Ships' Bunkers Fuel Program provides various grades of ship propulsion fuels for combatant ships, Coast Guard vessels and various classes of U.S. government-owned and chartered ships at commercial ports worldwide. Bunkers contracts are in place servicing customers at 91 ports domestically and 85 ports overseas.

The Fuel Credit Card Team manages the DoD fleet credit card, which enables drivers of DoD vehicles to buy fuel at commercial gas stations using purchase cards. The Credit Card Team also manages the aviation into-plane reimbursement card program, which allows aircrews to obtain fuel and authorized ground services at commercial airports.

The Bulk Fuels CBU provides contracting, distribution, transportation, inventory control, quality and technical support for bulk fuels worldwide, accounting for about three-fourths of all fuel supplied by DESC.

Commodities managed by this CBU include: JP-5 and JP-8 jet fuels, F-76 diesel fuel, motor gasoline, jet fuel additives and lubricants for domestic and overseas users.

Bulk Fuels also procures and solicits for the sale of crude oil for the Department of Energy, which manages the Strategic Petroleum Reserve Program. The Bulk Fuels CBU has divisions that manage contracting, inventory and distribution, transportation rates and policy and also provides quality and product technology support for all of the commodity business units at DESC.

Direct Delivery Fuels

In support of both Operation Enduring Freedom and Operation Iraqi Freedom, the U.S. Air Force contacted a Ground Fuels Division in January 2003 regarding supply of aviation gasoline to Seeb Air Base, Oman, in support of their Predator mission (the Predator is a medium-altitude, long-endurance unmanned aerial vehicle system utilized for

See DESC, page 10

reconnaissance, surveillance and target acquisition). The Air Force established Seeb Air Base as the hub for distributing aviation gasoline to various locations throughout the theater. Although aviation gasoline is commercially available throughout most parts of the world, DESC and the Air Force Petroleum Office (AFPET) identified a supplier that was capable and willing to produce a special batch of military specification aviation gasoline to meet the Air Force's product specification requirement. From the period January to April 2003, the Ground Fuels Division supported the Air Force by purchasing 1,119 drums of aviation gasoline under five separate open market purchase contracts. DESC continues to support the Air Force and its Predator mission in support of post-Iraq operations.

"The amount of pre-planning done made this successful," said George Atwood, chief of Ground Fuels Division I. A 10- to 12-hour workday and working at the office on weekends became the norm for personnel supporting the warfighter. "We were able to get the job done through established relationships, as well as newly formed ones," said Atwood.

In support of Operation Iraqi Freedom, Direct Delivery Fuels conducted extensive market research of potential military grade aviation gasoline suppliers. This research included the market's capabilities and anticipated delivery timeframes of drummed product to Diyarbakir, Turkey. In anticipation of the Turkish Parliament's approval of U.S. troops deployment on Turkish soil, Direct Delivery Fuels awarded contracts for truck-to-truck and direct delivery of ground fuels products to the Port of Iskenderun and to Kiziltepe, Turkey. Direct Delivery Fuels also extended the current Turkey commercial service station fuel coupon contract and ordered additional coupon printings to allow troops the capability to refuel tax-free at commercial service stations en route.

DESC awarded several into-plane

contracts in Turkey that were not used because of the Turkish government's decision to not allow the U.S. military access to their bases. As a result, DESC added Burgas, Bulgaria, on very short notice to supplement en route traffic into Iraq. This involved coordination of additives. The contractors added a line item at Rhein Mein International Airport to supplement the government-owned contractor-operated facility at Rhein Mein via the commercial airport to support en route traffic. Constanta, Romania, was another location added in the absence of Turkey's support. Several smaller locations were added to provide additional support when the defense fuel supply points were taxed to the limit. Excess fuel system icing inhibitors (a jet fuel additive used to prevent the fuel from freezing or jelling up during high altitude flights) were purchased from an into-plane contractor in the event of potential shortage.

Described by Kathryn Fantasia, chief of the Specialty Fuels Division, as the "First Line of Defense," Direct Delivery Fuels' Into-Plane Branch established critical supply points in

Tajikistan, Turkmenistan, and Kyrgyzstan in support of Operation Enduring Freedom. "These locations are in former Soviet countries and presented numerous challenges in negotiating, awarding and administering the contracts," said Fantasia. Ashgabat, Turkmenistan and Manas International Airport (Ganci Air Base), Kyrgyzstan are still active contract locations providing Russian grade aviation fuel (TS1). As of May 6, DESC lifted over 12 million gallons of fuel at Ashgabat and approximately 28 million gallons of fuel at Manas International Airport.

The Bunkers Branch added support at Souda Bay, Greece. Initially, a Marine gas oil line item to support Military Sealift Command traffic through Souda Bay was added. Due to force protection issues, Military Sealift Command wanted to refuel at Souda Bay because it is a safe harbor. Military Sealift Command contacted the Bunkers Branch later to add a line item for transportation to that contract because the Greek government would not allow the command's transportation contract to continue (they required Greek flagged ships with



Fuel specialists at Tallil Air Base in southern Iraq, unroll the final 210,000 gallon fuel bladder. The new bladder allows the airmen to fuel aircraft and vehicles used by the Air Force, Army and Marines. (U.S. Air Force photo by Maj. Jon Anderson)

Greek crews). To resolve the issue, the team added a transportation line item that moved F76 diesel fuel from the Defense Fuel Supply Point at Souda Bay to Military Sealift Command vessels. Because of the volume of traffic through Souda Bay, the Bunkers Branch was again tasked with finding a source of intermediate fuel oil to support the command vessels that could not be supported by the Defense Fuel Supply Point. A contract was awarded to provide approximately 3 million gallons of intermediate fuel oil per week. A Marine gas oil item at Sokhna, Egypt, was also added. Sokhna is a new port currently being developed as a joint venture. The Bunkers Branch also awarded two line items at Ash Shuaybah, Kuwait.

Bulk Fuels

In support of both Operation Enduring Freedom and Operation Iraqi Freedom, the Bulk Fuels Commodity Business Unit has performed a number of unique contracting actions focused on providing the warfighter with direct fuel support at forward locations.

During Operation Enduring Freedom, Bulk Fuels' Overseas Division utilized numerous innovative contracting techniques to obtain fuel support for locations throughout the U.S. Central Command. Military specification products (JP-5/JP-8 jet fuels and F76 diesel fuel) were obtained to meet the military's needs in various locations in the Middle East and South West Asia. Most notably during this operation, Bulk Fuels arranged for short-notice re-supply to Bagram and Kandahar, Afghanistan, and Jacobabad, Pakistan. These urgent requirements emerged in an area where, historically, DESC does not have contract assets or supply chains established. Not only were contracts quickly established to provide fuel to the warfighter, but Bulk Fuels also arranged to provide transportation assets to deliver the fuel to these forward deployed bases -- traditionally a role carried out by U.S.



Navy Airman Lorena Tiscareno from Mesa, Ariz., refuels an F-18 "Super Hornet" in the hangar bay of USS Nimitz (CVN 68) deployed in support of Operation Iraqi Freedom. (U.S. Navy photo by Airman Timothy F. Sosa).

Army logistics and supply groups. The result of these contracting actions was evident following 15 months of operations. Bulk Fuels successfully maintained the fuel supply chain without interruption.

During Operation Iraqi Freedom, Bulk Fuels continued to provide direct acquisition and supply chain management support to the warfighter. The Contracting Division's biggest challenge was identifying accurate fuels requirements. "In any contingency operation, changes to fuel requirements are an issue," said Don Pescha, chief of the Contracting Division. We deal with this issue by going to as many sources as possible to determine an accurate requirement," said Pescha. The Contracting Division negotiated numerous supplemental procurements for the acquisition and delivery of fuel to locations in Europe and the Middle East to support both personnel and equipment deployments and operational requirements. The Contracting Division also continued to use innovative acquisition techniques to ensure the warfighter's fuel needs were fully

met. This included entering into special contract agreements with the National Oil companies of three separate countries for fuel support within their borders. In addition to fuel support, the contracting division also managed the acquisition, distribution and storage of large volume deliveries of fuel additives to locations throughout U.S. Central Command.

As Operation Enduring Freedom and Operation Iraqi Freedom continue, the Bulk Fuels Contracting Division continues to conduct administrative and supply chain management of the contracts and resources in place. These actions include resolution of receipt and payment problems, re-distribution of resources from location to location, and the continued arrangement for support of new requirements as the military services present them.

Providing fuel to the warfighter in support of Operations Enduring Freedom and Iraqi Freedom remains a priority for the DESC team as we continue to be recognized as the best and most effective energy support organization in the world. ♦

DDC Forward Stock Initiative

By Defense Distribution Center

Providing best value, competitive distribution services to warfighters and peacekeepers around the world, around the clock is the vision of the Defense Distribution Center in New Cumberland, Pa. An important step to achieving that vision is DDC's Forward Stock Initiative. Specific DDC distribution centers outside the continental United States have been identified Forward Stock Initiative sites.

The material ordered by each FSI customer is evaluated and the material most frequently demanded is added to a forward stock list for the servicing distribution center. The normal threshold for demands is six or more hits per year for two consecutive years.

Material on the list is pushed to the forward stock site via ocean containers so it will arrive and be available when customers place material release orders for those items. Using surface shipping also saves transportation dollars.

"The best part is that items that are forward stocked are normally delivered to the customer more quickly at a significantly lower cost for transportation," said Tony DeVito, DDC's Supply Management Division chief, Logistics Operations. "Our customers are getting exactly what they need, exactly when they need it – but at a huge savings to the taxpayer."

To date, DDC has established all three of its distribution centers outside the continental United States as forward stock locations. Defense



Defense Distribution Depot Yokosuka, Japan, has 20,550 lines in its Forward Stock List.

Distribution Depot Germersheim, Germany (DDDE) currently has 27,377 lines on the forward stock list and issued more than 409,000 material release orders from that stock in fiscal 2002.

"DDDE is a great example of how successful forward stocking can be," DeVito said. "Customer wait time for European customers is six days less than for orders shipped from the continental United States. DDC is reviewing the capacity and capability of DDDE to add even more material to further reduce customer wait time."

Defense Distribution Depot Yokosuka, Japan (DDYJ) has 20,550 lines in its forward stock list primarily supporting Navy and Marine customers in Japan. DDYJ issued more than 276,000 material release orders from this stock in fiscal 2002.

"DDYJ has clearly demonstrated that they are a reliable source for Navy demands," said DeVito, "We will continue to work with our customers to best meet all their needs."

Defense Distribution Center Pearl Harbor Hawaii (DDPH) has 9,100 lines in its forward stock list to support Army, Navy and Marine customers in Hawaii and made more than 60,000 issues from that stock in fiscal 2002.

"DDC is always looking for opportunities to increase military readiness, reduce customer wait time, and save taxpayer dollars," said DeVito. "Forward stocking is an excellent example of DDC's focus on the distribution needs of our customers." ♦



Defense Distribution Depot Germersheim, Germany, is an important link in the DDC Forward Stock Initiative.

Brazier Selected As First DLA Liaison to NORTHCOM

The Defense Logistics Agency has a liaison at the nation's newest combatant command, U.S. Northern Command.

Headquartered at Peterson Air Force Base in Colorado Springs, U.S. Northern Command takes the homeland defense missions being performed by other Department of Defense organizations and puts them under a single command. The unified command, which began operations Oct. 1, 2002, is co-located with North American Aerospace Defense Command (NORAD).

Percy Brazier was selected to be the first DLA liaison to the new command. He brings more than 46 years of combined military and civil service experience in the disciplines of supply and logistics to the assignment.

Brazier previously served as chief of the Customer Support and Readiness Division in DLA Europe,

at Wiesbaden, Germany. In that position, he supervised all European-based customer support representatives and kept a close watch on customer readiness.

In addition to his assignment with DLA Europe, Brazier has served with Defense Supply Center Richmond and with the Defense Contract Management Area Activity Office at Melbourne, Australia.

The U.S. Northern Command area of operations is America's homefront. It includes air, land and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico, and the surrounding water out to approximately 500 nautical miles. It also includes the Gulf of Mexico, Puerto Rico and the U.S. Virgin Islands. The defense of Hawaii and U.S. territories and possessions in the Pacific remain the responsibility of U.S. Pacific Command. ♦



Percy Brazier is the first DLA liaison to U.S. Northern Command.

DAPS Delivers Support to the Warfighter

*By Keith Beebe
Document Automation & Production Service
Corporate Communications*

Among the myriad of items needed to go to war, military service logisticians and others responsible for getting units mobilized and transporting things from here to there quickly realize the importance of the printed word. The military services require a tremendous amount of support from the Document Automation & Production Service and its worldwide facilities to get the job done. If it flies, floats, crosses the desert on tank tracks, shoots or communicates, DAPS most likely printed a docu-

ment about it, classified or unclassified, on how to use, move and maintain it.

In addition to producing hard copies, DAPS specializes in automating documents for vastly improved logistics support. The Defense Distribution Center and its centers worldwide are currently using DAPS' Electronic Document Management System to track the millions of documents required to receive, store, issue, pack, preserve and transport the wide range of supplies required by our forces right now.

When units mobilize, DAPS is there to help with the paperwork. In the build-up to getting units

overseas, DAPS facilities printed deployment forms; ultraviolet identification labels for vehicles; rules of engagement cards; descriptions of medicines used for vaccinations; hazardous materials forms; copies of the Air Force survival handbook; pararescue checklists and procedures guides; and crew chief's pocket handbooks for aircraft. Numerous large maps were reproduced and laminated to provide protection from the elements.

Mobilization of units also requires considerable support for the families of service members. DAPS facilities were called upon to print and reproduce thousands of pam-

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The USS Kitty Hawk requested and received DAPS services while at sea.

phlets and useful information, such as points of contact, to assist the families of those deployed.

In coordination with the Defense Threat Reduction Agency, booklets were printed to help front-line troops identify suspect facilities, dangerous chemicals and other materials. The booklets are printed on durable, waterproof paper and be can stowed in a soldier's uniform pocket. They instruct soldiers how to handle dangerous materials and outline procedures for isolating and securing such sites.

The military always needs a copy of something. A bomber wing at Anderson Air Force Base, Guam con-

tacted the DAPS facility on the island with an immediate request for one color and several black and white copiers. DAPS Guam was able to meet the unit's requirements under the DAPS Pacific office's blanket purchase agreement within three days of the request. The unit is deployed to Guam for the protection of Asian and U.S. Pacific territories.

DAPS also helps ships at sea. During its deployment, the USS Kitty Hawk contacted the DAPS Yokosuka, Japan facility. It needed a quality, mission critical program printed in a hurry. The aircraft carrier's personnel contacted DAPS because it could not produce the required quality aboard.

DAPS Yokosuka received the digital file electronically and reformatted the program for printing. The Kitty Hawk dispatched a "beach detachment runner" to pick up the job for a flight back to the carrier. DAPS Yokosuka also assisted the USS Blueridge while at sea. It urgently needed a document to be

typeset in Japanese. The Blueridge transmitted a digital file to DAPS. The facility translated and printed it in time to meet a "runner" for pickup. The job was flown out of Japan for its overseas destination.

The process is currently underway to establish a DAPS facility at the Al Udeid Air Base, Qatar to support deployed U.S. forces. The facility, under the direction of the DAPS Pacific Office, will provide paper, supplies and deployable printing devices.

In addition to supporting the warfighter, DAPS has established a facility at the new Department of Homeland Security to assist in national security efforts on the home front. DAPS also has a facility at the White House and is known as "The President's Printer."



DAPS prints documents on how to maintain helicopters in the field.



Flight crews use a multitude of DAPS printed products such as handbooks and checklists in the operation of aircraft.

DAPS provides document automation products and services to the Department of Defense and designated federal activities, including imaging and conversion of documents to electronic media, digital warehousing, and distribution of digital and hardcopy information. It is the single manager for all DoD printing and duplicating. DAPS is also the executive agent for the DoD specifications and standards program and the designated focal point for document conversion technology. ♦

MREs Have New Menus

By Kristin Guss
DLA Public Affairs

Any good chef knows that to stay in business, he or she has to please the diners. That principle holds true whether we're talking about four star gourmet restaurants or Meals Ready to Eat. The Defense Supply Center Philadelphia has taken this truism to heart and recently changed the menus of its MREs.

Entrees that are being eliminated include the Jamaican Pork Chop, Pasta Alfredo and, the seemingly universally disliked Beef with Mushrooms. However, the current stock of MREs will be used until exhausted. The new entrees include Pork Rib and Sauce, Vegetable Manicotti and Roast Beef with Vegetables. The changes were made in response to Army surveys, which recorded the preferences expressed by military personnel in the field.

MREs featuring the new entrees went into production in June. With the increased need for rations to support the troops engaged in Operation Iraqi Freedom, the new MREs will not go into storage for future use. Instead, they will be immediately sent to the military services.

The MRE is a pre-packaged oper-

ational ration designed to sustain an individual engaged in heavy activity such as military training or during actual military operations when normal food service facilities are not available. It is totally self-contained and consists of a full meal packed in a flexible meal bag. The full bag is lightweight and fits easily into military field clothing pockets. Each meal bag contains an entrée and a variety of other useful items, such as chewing gum, matches and moist towelette.



New MREs have changed menus to include pot roast, barbecue pork rib, vegetable manicotti and hearty clam chowder. (DSCP photo)

Except for the beverages, the entire meal is ready to eat. While the entrée may be eaten cold when operationally necessary, it can also be heated in a variety of ways, including submersion in hot

water while still sealed in its individual entrée package. Since Operation Desert Storm, a flameless ration heating device has also been packed into each meal bag to heat the entrée.

Each meal bag contains the components of one meal. Soldiers who are engaged in heavy activity normally consume three MREs a day. Special Humanitarian Daily Rations are also produced and distributed to displaced persons or refugees under emergency conditions.

These packs contain enough food to sustain a moderately malnourished person for one day.

In its ongoing effort to be responsive to its customers, the Defense Logistics Agency provides several types of MREs tailored to different dietary requirements. The Meal, Religious, Kosher or Halal, is provided for individuals in the military services who maintain a strict religious diet. Each meal consists of one Kosher or Halal certified entrée and religiously certified or acceptable complementary items sufficient to provide the recommended daily nutritional requirements. There are two vegetarian meals in every box of MREs which supports those troops who, for various reasons, cannot consume meat. ♦

DSCP Outfits Iraqi Police Force

By Christina DiMemmo
Defense Supply Center Philadelphia
Public Affairs Office

In late April, the Defense Supply Center Philadelphia answered an urgent request from Army Central Command/Coalition Forces Land Component Command for uniforms to be worn by a new police force being assembled in Iraq. The gear was needed to quickly outfit police officers being put in place to improve security and stability within Iraq. The uniform would reduce confusion between the new Iraqi police force and

former Iraqi military members since both groups were wearing similar uniforms.

DSCP's Clothing and Textiles Directorate immediately sent clothing samples to the requestor to facilitate the ordering process. The Coalition Forces Land Component Command selected a blue, long-sleeved Air Force/Coast Guard shirt, blue utility slacks worn by the Navy, and a blue Air Force belt. They placed two orders with DSCP for a total of 50,000 uniforms valued at \$1.8 million. DSCP's clothing experts immediately began working to expedite the supplies.

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“This was a total team effort that couldn’t have run as smoothly as it did without the teamwork and coordination of many dedicated individuals,” said Dave Farrell, a product manager in the Clothing and Textiles Directorate recruit clothing unit. “C&T is proud to support the rebuilding of Iraq any way that we can.” Farrell partnered with the DLA Contingency Support Team in Kuwait and the Defense Distribution Center in Susquehanna, Pa., to move the clothing items out of stock from various locations around the country and prepare them for consolidation and shipping.

Half of the gear arrived in late May and the rest was set to arrive in July. ♦



An Iraqi police officer prepares for duty. The uniform he is wearing was supplied by the Defense Supply Center Philadelphia. (Photo courtesy of Provost Marshal Office, Kuwait)

DCST Bosnia Reduced As Last Forward Commander Leaves

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

As the U.S. reduced its footprint in Operation Joint Forge earlier this year, the last forward commander of Defense Logistics Agency Contingency Support Team Bosnia (DCST Bosnia) handed over direct management of the DCST to DLA Europe, leaving behind one DLA representative to provide customer service in the Balkan country. Lt. Col. Paul Hammonds, USAFR, was the fourteenth forward commander for DCST Bosnia, and one of more than 600 DLA representatives deployed to Bosnia since 1995. He left Tuzla, Bosnia, and returned to Georgia in March.

For his four-month service in Bosnia, Hammonds received the North Atlantic Treaty Organization Medal, Armed Forces Expeditionary Medal, and Joint Service Commendation Medal for his performance “in this very demanding front-line command assignment” from the commander of DLA Europe, Col. David Mintus, USA.

“This deployment has been very enjoyable and has enhanced my understanding of DLA’s mission and how DLA supports the warfighter,” said Hammonds, a 30-year Air Force veteran. “Deploying on a DCST puts you closer to the actual customer, so you can get a better understanding of their priorities and requirements while working under the day-to-day stress of the operational environment.”

Defense Logistics Agency’s Contingency Support Teams (DCSTs) are DLA’s ambassadors overseas.

When requested by the geographical combatant commanders, they deploy to theaters of operation to directly support the deployed warfighter by offering immediate on-site logistics support. Since 1990, DLA has deployed nearly 40 DCSTs to countries such as Bosnia, Kosovo, Haiti, Egypt, Korea, Australia, Uzbekistan, Kuwait and Turkey.

The DCST is the single point of contact for all combatant commands for all of the classes of supply and services provided by DLA. Its members include a cross-section of DLA -- active duty, reserve or civilian -- hand-picked for their skills and knowledge. Hammonds’ team provided Class IX (spare parts) support and hazardous waste and



Members of DCST Bosnia (left to right): Helene Tunney of DSCP; Lt. Col. Paul Hammonds, USAFR; SK2 Shawn Miles, USNR, of DRMS International; and Senior Chief Margaret Pittman, USNR.

materiel disposal and removal, and monitored subsistence, fuel, construction materiel and medical.

“Teamwork is essential for the DCST,” said Hammonds. “It was a pleasure working with other outstanding team members in Bosnia; for example, Helene Tunney of DSCP [Defense Supply Center Philadelphia] and SK2 Shawn Miles of DRMS-I [Defense Reutilization and Marketing Service International].”

An Air Force civilian when not in uniform, Hammonds works as a logistics management specialist in the U-2 Aircraft Directorate at Warner Robins Air Logistics Center at Robins Air Force Base, Ga. Originally from Tennessee, he comes from a long line of veterans (including both grandfathers, his father, and three brothers). In his three decades of Air Force military service -- including active and reserve duty as both an officer and enlisted member -- Hammonds experienced several other deployments. He was also activated for Operation Enduring Freedom for 10 months in 2002.

In addition to the professional rewards, Hammonds enjoyed personal aspects of his Bosnia deployment; for example, “providing toys and

clothing to children at the Tuzla Orphanage and food and clothing to refugees. The refugees ... would pat us on the back and would shake our hand and say ‘hvala’ [thank you].”

Hammonds encourages other DLA employees to experience an overseas deployment. “An assignment with a DCST is the best way to learn what DLA’s mission really is all about. An assignment can be outstanding and rewarding, but you have to get involved. I wish everyone had the opportunity to see what I was able to see in Bosnia.”

The only DLA person remaining in Bosnia after Hammonds left was civilian quality assurance specialist Brenda Gee, a 36-year employee of Defense Supply Center Richmond, Va. Gee has deployed twice before, once to Bosnia and once to Kosovo, and now functions as DLA’s customer service representative in Bosnia, providing logistics support for aircraft and ground vehicles. Three representatives of Defense Energy Support Center support Bosnia from Croatia, and a representative of Defense Reutilization and Marketing Service travels in and out of Bosnia as needed. However, with no remaining forward commander, DCST Bosnia now reports directly to DLA Europe. ♦

DLA’s Network Management Operations Center Maintains Agency’s Network

By Tony D’Elia
Defense Supply Center Columbus
Public Affairs Office

The Defense Logistics Agency is critically dependent upon complex computer networks as the infrastructure for support and administrative processing, and for executing strategic applications critical to supporting the warfighter. When the networks’ performance is robust, DLA’s productivity significantly increases.

The increased dependence on interactive and online processing and the migration toward e-business applications has presented new challenges as it relates to high-speed communications to support these technologies. With large volumes of information being transmitted between various platforms, it is imperative that both the local and wide area networks be reliable in supporting the various applications comprising the DLA environment.

In today’s Local Area Network, Wide Area Network, and Information Assurance client/server

marketplace, issues concerning network performance, solving network problems, and planning for the future have become critical issues facing information technology management.

A new mission within the Defense Systems Integration Office Columbus is responsible for managing all aspects of the Enterprise Telecommunications Network across DLA boundaries to include ETN management, network security management and enforcement, network performance monitoring, and inter-agency troubleshooting support. The NeMO Center, or the Network Management Operations Center, is that new activity. NeMO, with some 30 government and contractor support personnel stationed at Defense Supply Center Columbus, will support 13 DLA core sites and more than 130 remote sites within the continental United States.

Lt. Col. Andy Rogers, USAF, is the agency telecommunications program manager, Judith Boyce is the ETN program manager and Sharon Sauls is the NeMO operations manager. Mae DeVincentis, DLA’s chief information officer and director of information operations, J-6, cut a ceremonial ribbon May 14 on

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the DSCC installation to open the NeMO Center.

The NeMO Center will have a close working relationship with the DLA Computer Emergency Response Team, to ensure security of the Enterprise Telecommunications Network and DLA systems continues to stay a top priority.

The NeMO Center will provide a full range of local and remote network, server, dial-up and security monitoring services to support the entire DLA Enterprise Telecommunications Network user community. The services will include network device management and monitoring, configuration management (hardware and software), fault management (both network components and servers), event management, performance management and security monitoring (intrusion detection, NeMO virus detection, and firewall management/monitoring).

The ETN information technology infrastructure was designed to provide a high speed private network architecture intended to address slow response between DLA applications and authorized users; increased security and integration of the DLA community; central management of the entire ETN infrastructure; maximizing network redundancy and availability; and allow for expected growth in bandwidth requirements. The ETN architecture was

designed to provide reliable high-speed communications to support, among other core enterprise objectives, the Business Systems Modernization environment. The architecture is comprised of a variety of state-of-the-art hardware and software components.

The NeMO Center, which began monitoring the DLA network infrastructure in July 2002 when BSM became operational, will have a staff of seven or eight to handle day-to-day operations management, network monitoring, systems administration and customer support services. The NeMO Center is operational 24 hours a day, seven days a week.

NeMO also covers additional management functions such as asset and configuration management control. Traditional functions of management will also be implemented. These functions will include, but not be limited to, network device configuration management, network monitoring, network device and circuit performance monitoring, network login authentication and encryption, log management and auditing, firewall management and intrusion detection management. The mission of the NeMO Center will be to enable efficient and cost effective central network management, maintenance, control, monitoring and comprehensive security management. ♦



Mae DeVincentis (center), chief information officer and director of information operations for the DLA, cuts the ceremonial ribbon to the new NeMO Center located on the DSCC installation. The NeMO Center supports all DLA Enterprise Telecommunications Network (ETN) services that cover the entire continental United States. With DeVincentis are (from left) Ed Lang, chief of DSCC's Information Technology Unit; DSIO Director Bruce Jarvis; DLA telecommunications program manager Lt. Col. Andy Rogers, USAF; and Judith Boyce, DLA Enterprise Telecommunications Network program manager. (Photo by Charles Moffett)

DAPS Team Fights Cyber War

By Keith Beebe
Document Automation & Production Service
Corporate Communications

They sit each day, huddled over their laptop computers, fighting a different kind of battle. The members of the Firewall Team of the Document Automation & Production Service help protect against new threats known collectively as cyber warfare. The “weapons” they use defend the DAPS information technology infrastructure and therefore the Defense Logistics Agency and the Department of Defense.

Cyber attacks on DoD and private sector systems are increasing at an alarming rate. The DAPS information technology infrastructure, located at military bases and federal buildings worldwide, initially offered a potential target.

The situation required immediate action. A highly ambitious plan was set in motion by the DAPS director to ensure all DAPS sites were protected by firewalls and monitored by intrusion detection systems. These devices and the procedures to administrate them are now in place.

Protecting DAPS’ distributed architecture required an active defense that included much more than the simple placement of hardware. Constant monitoring, response and updating is required, as well as real-time database communication between the DAPS Firewall Team and DLA’s Computer Emergency Response Team.

Protection, detection, response and maintenance are centrally coordinated from DAPS headquarters in Mechanicsburg, Pa. Centralized system administration techniques and advanced network tools allow DAPS to maintain its enclave boundary defense with a minimum number of highly trained experts. The DAPS Firewall Team members, all checkpoint certified security experts, continually update their information assurance knowledge and certifications.

The team processes a weekly average of 20,000 alerts and 30 requests for assistance from the field. Additionally, they work closely with the DLA Computer Emergency Response Team to enhance information technology security. The team’s constant vigilance, expertise, and professionalism met the challenge by building a model information assurance program for others to emulate. ♦



Members of the DAPS Firewall Team include (l-r) Scott Algatt, Mike Brennan, Roger Prichard, Dryw Gifford and Dennis McKenna (standing).

DLIS Multilingual Catalog Ties International Logistics Together

By Ann Sajtar and Chris Yoder
Defense Logistics Information Service

The Defense Logistics Information Services in Battle Creek, Mich., produced the first edition of the Multilingual ACodP-2/3 CD (compact disk) in April 2003. This CD is a logistics tool many countries have long anticipated.

The end of World War II found a U.S. Defense Department with no common methods for cataloging materials. This lack of commonality had led to significant duplication, waste and inefficiency. The U.S. Federal Cataloging System was established to provide a "common language," and quickly this language became international,

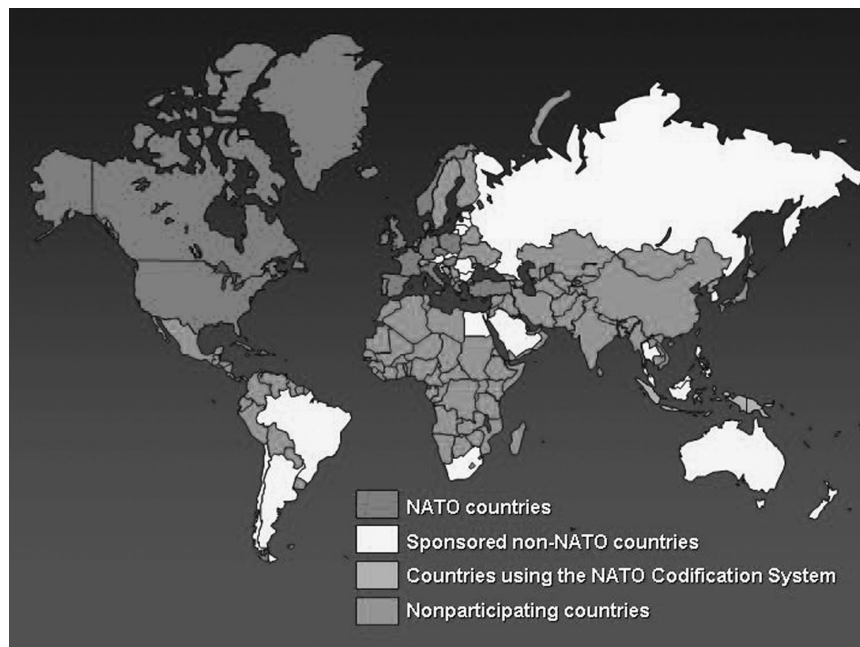
through the adoption by the North Atlantic Treaty Organization of these same cataloging standards. Internationally, they are now referred to as the "NATO Codification System (NCS)." The rules for naming, classifying, describing and numbering supply items are an important contributor to logistics interoperability between the United States and its allies. The

NATO Codification System is used by not only the 19 member countries of NATO, but has now been adopted by 27 other nations. In addition, the Electronic Commerce Code Management Association has declared the NCS to be a "best practice" and is using it as a baseline to establish a standard for use in electronic commerce.

The two official languages of NATO are English and French. Historically, DLIS has produced a bilingual catalog of the Classification and Naming Standards as one of the cataloging handbooks on the "H-Series" CD-ROM publication. Now, working

with the national cataloging centers of eight other nations, DLIS has produced these standards in nine languages. Languages currently included are Czech, Dutch, English, French, German, Hungarian, Italian, Polish and Spanish. Plans are underway to incorporate many other languages into this product in the future.

This new CD-ROM product includes the NATO Supply Classification Handbook (ACodP-2) and the NATO Item Name Directory (ACodP-3). The Multilingual ACodP-2/3 is available in a 32-bit configuration only (DOS version is not available) and will be published semi-annually, in April and October.



This resourceful, user-friendly product is now available to military, government and private industry customers around the world. Users can select the language in which they want to view the data and navigate easily between languages. The buttons on screen, data, "Help" and instructions appear in the language selected. The ACodP-2/3

can be a useful tool for naming and classifying items of supply in accordance with the NATO Codification System, whether for day-to-day operations, emergency preparedness or combat readiness. Plans are to phase out the current ACodP-2/3 (French/English only version) from the current H-Series CD.

The Multilingual ACodP-2/3 can be ordered through a military publications account, a Foreign Military Sales case, or by direct purchase from DLIS. Visit <http://www.dlis.dla.mil/cdrom.asp> for details and pricing. ♦

DSCP Apparel Vendor Also Supplies Diversity, Opportunity, Community

By Frank I. Johnson, Jr.
Defense Supply Center Philadelphia
Chief, Public Affairs Office

The Defense Supply Center Philadelphia only asks its vendors to be dependable and cost-effective," said George Rybarczyk, partner of Creative Apparel Associates in Harmony, Maine. "That's not asking a lot. We take pride in giving both America's warfighters and DSCP the best possible business value and quality customer service that they deserve."

DSCP also leads the way within the Defense Logistics Agency in creating business partnerships with 'other than large businesses including minority, woman-owned, and small disadvantaged businesses' amounting to more than \$2.5 billion annually from total sales exceeding \$7.8 billion a year. So it comes as no surprise that DSCP continues to cultivate supplier diversity with Native American-owned suppliers like Creative Apparel.

Creative Apparel is certified as a small (less than 500 employees), dis-

J&P Apparel Inc. that is owned by George and Sharon Rybarczyk.

"We're a company of many cultures, backgrounds and experiences and we

take great pride in the diversity of the people working for us," said George Rybarczyk. Creative Apparel employs about 375 people in its plants and about one-third of its workers are Native American.

During a normal fiscal year, DSCP's clothing and textile directorate buys about \$100 million worth of the chemical and biological protection coats and trousers ensemble.

However, due to increased demands, DSCP expects to buy at least 842,000 of the ensembles valued at \$180 million this fiscal year. About 25 percent of these ensembles will come from Creative Apparel.

Visitors to any of Creative Apparel's plants today almost immediately walk into a sea of woodland and desert colored material being converted into the Joint Service Lightweight Integrated Suit Technology ensemble. The shell material is cut in Belmont, and the carbon-liner material for the uniforms is cut at the Eastport plant. The fabric is then shipped to Creative's other factories to be stitched into garments. The garments are then

packed and shipped from the Dover-Foxcroft plant.

The JSLIST ensembles' outer cam-

ouflage layer repels water and its inner layer is designed to provide the user with protection from the effects of chemical and biological contami-



Sharon Stafford shown joining linings to outer shell of the JLIST chemical protective coats at Creative Apparel's plant in Harmony, Maine. The ensembles inner layer is designed to provide the user with protection from the effects of chemical and biological contaminants, and toxic industrial material in any form including anthrax, sarin gas and smallpox. (Photo by Frank I. Johnson, Jr.)

nants and toxic industrial material in any form including anthrax, sarin gas and smallpox.

"Making the JSLIST ensemble is a very labor intensive process involving a lot of different operations," said David Carr, Creative Apparel's plant manager at the Harmony and Dover-Foxcroft facilities. "We take considerable care in making sure that each stitch of the ensemble is sewn perfectly because we know these suits could mean the difference between life and death."

Jack London said Creative Apparel brings to the table a unique combination of industry experience, business insight and executional know-how.

"One of DSCP's primary goals is to ensure the combat readiness and sustainment of America's military in peace and war," said London, DSCP's JSLIST program manager. "Creative Apparel has been an integral partner in breaking roadblocks and helping DSCP continue its practice of being a world class logistical support provider of clothing and textile products." ♦



From left, David Carr, Holly Sinclair, George Rybarczyk, Fran Tetreault, and Bonnie Jackson talk about the manufacturing process associated with JLIST coats. Carr is the plant manager at Creative Apparel's Harmony and Dover-Foxcroft facilities; Sinclair is a lead inspector; Rybarczyk is Creative Apparel's partner; Tetreault is a floor supervisor, and Jackson is an inspector. (Photo by Frank I. Johnson, Jr.)

advantaged business and is owned by the Passamaquoddy Indian tribe (which has a 51 percent stake), and

DLIS Trains the DLA Work Force on Business Systems Modernization

By Kathy Hausknecht
Defense Logistics Information Service

The Knowledge Transfer and Training Team is one of several business systems modernization teams formed by the Defense Logistics Agency. This team is charged with the daunting task of training the DLA work force on Business Systems Modernization.

Through the representation of Kathy Jay and John Danks, Defense Logistics Information Service is providing leadership support as the site training liaison lead and online help manager.

DLIS has also led efforts in developing several BSM courses, including the following BSM 102 Introduction to BSM; BSM 202 PD2 Procurement Desktop Defense Software Navigation; PR 301 Procurement Core Process; and PR 402 Tech/Quality.

Other course material has been updated since the debut of Go Live in July 2002.

The virtual team

To overcome the obstacle of meeting with other members of the DLA activities, Jay and the team “meet” monthly with the training liaisons and hold a one-hour weekly conference call. Otherwise, they correspond by emails and calls.

“We’re a great example of a ‘virtual team’ and how well it can work,” Jay said. “It doesn’t matter if I’m in Crystal City [Va.] or Battle Creek [Mich.] or anywhere else.”

Just-in-time training

Added to the challenge of coordinating a geographically-dispersed team is implementing what Jay refers to as “just-in-time” training.

“It’s a balancing act as to when to schedule the actual training sessions,” she said. “We are currently working on the training rollout strategy for future releases. First you have to determine who needs the training and at which location, how much they need, when they need it and if they have the facilities and equipment to conduct it.”

“You can’t hold training too far in advance of the deployment of a system,” Jay said. “Otherwise, people won’t remember what they’ve learned since they won’t be using it right away. It’s like trying to predict the future. You have to be able to determine your training needs way ahead of time.”

Logistics and facilities management skills, she added, are essential to executing a successful enterprise-wide training program.

Ensuring experts are good instructors

Next, employees with knowledge and expertise in specific areas are selected to become potential instructors. The drawback, however, is that not all employees automatically have the skills necessary to be good instructors. To ensure that the employees chosen have the skills, the Modernization Executive Board has directed that all employees selected to be instructors complete an instructors skills course. BSM leaders are in the planning stages of scheduling this course.



Kathy Jay and John Danks, Defense Logistics Information Service, provide leadership support as the site training liaison lead and online help manager for BSM.

Online Help

In addition to the development and implementation of BSM course material, DLIS is working on providing online help support, which provides information to BSM system users. John Danks is the DLA BSM online help manager, responsible for its content and development. He is currently standardizing and establishing formal requirements for the online help tool. For example, one of his projects is to ensure that the same naming conventions are used throughout BSM.

Danks has also identified other gaps in the online system and is working with process owners and the DLA One Book team to guarantee that the most accurate and up-to-date information is available.

Once online help is standardized and revised, Danks will be able to enhance the system. One possible enhancement is “context sensitivity.” Danks compares it to a tool available on the Internal Revenue Service web site.

“If you’re filling out Form 1040 for your income tax refund on their Web site, and you’re not sure what’s supposed to go on Line 8,” he said, “you can click on that

entry. It brings up information that tells you what data is intended to go there, or if codes are used, it will define what the codes are.”

The same tool could be integrated in online help with BSM. If customers need assistance in completing a transaction, they could click on the entry and obtain more information.

As for the future, and as a member of the Knowledge Transfer and Training Team, DLIS will continue to support the daily challenges presented by the BSM project. ♦

DESC Implements Customer Relationship Management

By Kelly Morris
Deputy Director, Customer Support
Defense Energy Support Center

The Defense Energy Support Center has been providing products and services to military and federal civilian customers for over 60 years. We always seem to get the fuel where it is needed in a timely manner. Customers seem to be satisfied with the products and services we provide. Why, then, do we need to be concerned with Customer Relationship Management?

In a global information environment, our customers are becoming more demanding. Paul Greenberg states in his book, “CRM at the Speed of Light” that because of broad access to the internet and customers’ demands for instant information, customers are demanding much more than just basic products and services. “When customer demand shifts, so must the enterprise.”



Kelly Morris is the deputy director for Customer Support in the Defense Energy Support Center.

In September 2002, the General Accounting Office issued a report and stated that “DLA does not provide a ‘single face’ to its customers for addressing their issues. To obtain assistance, customers sometimes need to navigate through a number of different channels, none of which are interconnected. This process causes confusion with customers and fragmented accountability throughout DLA for customer satisfaction.” Additionally, customers are “sometimes confused over whom to call and reported difficulties with getting in touch with the right person to resolve their problems.” GAO recommended that DLA create a single face to customers to improve customer satisfaction. GAO also recommended that DLA “develop a comprehensive customer-feedback plan to better determine customer needs and solutions to the needs.”

CRM Defined

In an effort to improve customer satisfaction and meet customer demands, DLA is developing a Customer Relationship Management program. CRM is a commercial approach for developing and maintaining positive relationships with customers. CRM is a combination of strategies that focus an organization around its customers. By developing a customer-centric approach, DLA will be positioned to learn more about its customers’ needs and behaviors. By enabling a common repository for customer data, which can be shared across the organization, CRM enhances all aspects of customer service. While profits drive the private sector to focus on being customer-centric, readiness is the driving factor for DLA and DESC to adopt customer-focused strategies. A DLA CRM team defined CRM as a “customer-focused strategy using people, processes and tools for setting and meeting mutual expectations that optimize value for both the customer and DLA.”

CRM Approach

The three elements of CRM – people, process and technology – will form the foundation of the DLA enterprise CRM program. These elements, combined with the appropriate strategies, will move DESC from being product oriented to a customer-centric organization. DLA is preparing to hire an external service provider to assist each field activity with CRM implementation. Prior to bringing an external service provider on board, the DESC Customer Support Office is working to identify the “as is” model or state of current DESC customer interactions. The Customer Support Office is analyzing how DESC currently utilizes its workforce to support customers and identifying what types of customer processes and technology support a customer-focused organization.

CRM Benefits

DESC employees will benefit greatly from a CRM program. It will improve communications between DESC employees, military partners and customers. A customer-focused strategy will enable us to share and leverage information across the enterprise so we can collaborate and develop refined customer solutions. Sharing customer data will allow us to create a unified picture of the customer and provide consistent information and a “single face” to the customer, thus, enhancing trust and improving customer satisfaction.

CRM will allow us to identify changes in customer behavior and will allow us to anticipate or know our

customers’ needs based on this behavior. Logical customer segmentation will enable DESC employees to better serve customers and provide seamless support and improved responsiveness to our customers.

Ultimately, with a robust CRM program, which includes an appropriate balance of people, processes and technology, DESC will continue to meet the ever-changing demands of the customer. A shift from a product to a customer focus will enable us to better meet readiness demands, enhance productivity, improve customer knowledge, lower costs and increase customer satisfaction.

Some of its functions include: serves as the DESC liaison to the DLA sponsored CRM initiative; defines CRM requirements associated with DESC business processes; develops operational CRM to interact with customers and facilitate capture of customer data; develops the DESC enterprise customer profile system; and provides marketing and education of customer support concepts and the CRM initiative to both DESC and its customers.

The DESC Customer Support Office is a relatively new office whose mission is to develop and foster customer support concepts across all DESC business areas. These concepts are necessary to maximize relationships with customers, increase efficiency and effectiveness of DESC’s support to its customers, and enhance customer satisfaction and loyalty. The office acts as the principal advisor to the Director and is responsible for the development, implementation, and oversight of the Customer Relationship Management initiative within DESC. ♦

DLA Paces Industry in Curbing Travel Card Abuse

By Jim Katzaman
DLA Public Affairs

Those seeking best practices for reducing travel card abuse need look no further than Defense Logistics Agency, which has met and exceeded its own goals and helped bring down the delinquency rate for all defense agencies to record low levels.

DLA Director Vice Adm. Keith W. Lippert had set what he admitted was an ambitious goal in October 2001 of reducing the Agency’s delinquency rate to 2 percent. At that time about 5.5 percent of DLA employees’ travel card accounts were more than 60 days past due -- the threshold for delinquency.

“I was of the belief that, while very

ambitious, 2 percent was an achievable goal,” Lippert said in a memo to Agency workers. Less than a year and a half after setting that goal, the director and the rest of DLA was rewarded when the delinquency rate plunged below 2 percent.

Lippert noted “with great delight” the March delinquency rate of 1.46 percent. “Since we are by far the largest defense agency,” the admiral said, “this resulted in the delinquency rate for all defense agencies to go under 2 percent for the first time as well. This was recognized by Bank of America and the Department of Defense as being extraordinary.”

There was more good news to come. Lippert said, “In April we shattered our personal best by achieving an astonish-

ing rate of 1.01 percent.”

The director said this achievement was “the result of the dedication, diligence and intense monitoring and management of the program by activity program coordinators. I consider this a very significant achievement, not just for the Agency, but for every activity as well.”

Judi Latham, Bank of America vice president for defense agency accounts, agreed with Lippert when she joined DLA activity program coordinators in May at their annual workshop at Norfolk, Va. She said when DLA established its delinquency rate goal of 2 percent, it was based on the commercial industry standard. Indeed, she noted, the bank goal for defense agencies was 3 percent. Based on DLA’s experience, Latham added, some commercial accounts

DLIS Provides Variety of Job Opportunities for Individuals with Disabilities

By Kathy Hausknecht
Defense Reutilization and Marketing Service

Approximately 70 percent of Americans with disabilities are currently unemployed. Instead of being contributing members of the work force, many rely on welfare, Medicare/Medicaid and social security payments to cover the costs of basic needs and necessities. Under the Javits-Wagner-O'Day Act, however, many individuals with disabilities have been able to find meaningful employment and bring home a paycheck. And at the Defense Logistics Information Service in Battle Creek, Mich., individuals with disabilities have found challenging jobs in a variety of areas.

The building where DLIS is housed prides itself on maintaining a barrier-free facility. It also has a history of providing employment to individuals with disabilities. In 1998 DLIS teamed up with Peckham Inc., a nonprofit rehabilitation organization, and continues to enjoy a successful and growing partnership with the agency.

DLIS Commander Col. Joseph Cassel, USMC, is pleased with the "DLIS - Peckham relationship" and feels it reflects well on DLIS and the Defense Logistics Agency.

"By empowering all employees to contribute to the best of their abilities, which allows them to make a central contribution to our defense, we exemplify much of the very best of the Defense Logistics Agency and national goals embraced in the JWOD program," Cassel said.

Where it all began - the Customer Contact Center

Four years ago, the world-class Battle Creek Customer Contact Center premiered at the Federal Center. The center was based on a three-tier telephone answering system. A level-one call agent answered the calls and tracked information about the caller and the nature of the call. If the call required more research, it was forwarded to the second and third tier, if necessary. DLIS had contracted with Peckham to provide

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are looking at the Agency's rate as their standard.

The DLA Travel Card Program's delinquency rate has long been among the Director's Top 10 areas needing attention, and the ongoing 19-month effort to stamp down the rate shows that success was not achieved overnight, according to John Guardiani, the DLA Government Travel Card Program manager.

Yet, he said, the coordinators persevered, especially those at Defense Supply Center Columbus and the Defense Automatic Addressing System Center at Wright-Patterson Air Force Base, Ohio, where they achieved ultimate success in March with no delinquencies. At headquarters, DLA Support Services, Human Resources (J-1) and Financial Operations (J-8) also reported no delinquencies that month.

The new goal, according to Guardiani, is for directorates and field activities to improve or maintain these low delinquency rates, and his office is giving them the

tools to do just that. One of the most important elements, he said, is to get up-to-date information to activity program coordinators so they can not only see current problems but head off new ones before they develop.

For instance, he said, at their workshop the activity program coordinators got new information on bank reports to help them monitor account activity. "This will enable APCs to see what the card is used for, when the card is used and if the card was used for charges that were declined because cardholders tried to use them at unauthorized merchants such as department stores, sporting goods stores and others," Guardiani said.

Coordinators also learned about enhanced reporting tools to help them manage delinquencies. These enhancements, according to Guardiani, will help minimize card abuse, misuse and delinquency.

Activity program coordinators who had significant achievements also

formed a best-practices panel at the workshop. They included Victor Carrasquillo, DLA Financial Operations; Ann Groux, DSS; Joan Schmidt, Defense Distribution Center; Bob McCloskey, Defense Supply Center Philadelphia; and Karyl Kolakowski, Defense Energy Support Center.

They discussed what they did to get significantly low delinquency rates. Common themes were sending out notices -- "gentle reminders" -- to cardholders 30 days past due on their accounts, noting that an account is delinquent when it reaches 60 days past due.

Above all, the coordinators emphasized that top management support and involvement in their programs was essential.

The future of the DLA Travel Card Program is bright, Guardiani concluded, but only if activity program coordinators, employees and DLA leaders all work together to help the Agency hold its place as the standard bearer for all of DoD. ♦

level-one call agents for the call center.

DLIS management was impressed with the new look and new technology used at the center. But equally impressive was the original small team of level-one call agents. These six individuals were the first contact that DLA customers had when searching for information to support the warfighter. Since the first group from Peckham began, results have been extremely good. From the beginning, there were fewer “hang-ups” or abandoned calls, and the number of calls answered was up.

Over the past four years, the relationship has continued to grow and be successful. Twenty-one individuals are now employed by Peckham at the center.

Joy Weckler, current Peckham project manager for the BCCCC, has been at the Federal Center since the center opened. She provides support to help employees develop good work ethics and business skills. She feels the contract is a good fit for both DLIS and Peckham.

“The group here works together as team. We share our knowledge and help each other improve our skills,” Weckler said. “When we think as a team and act as a team, we accomplish so much more than 21 people running in different directions. Being a team is what has made us successful.” Weckler continually reminds employees that “you are not an island. No single person can save the world, solve every problem or even catch every call that comes in.”

For DLIS, the contract with Peckham is just another way to provide better logistics support to the warfighter. In fact, in 2000 the BCCCC was awarded former Vice President Al Gore's Hammer Award for achieving the vision of a “government that works better and costs less.” This was accomplished, in part, by successful staffing with a mix of government and contractor employees.

Expanding services within DLIS: New contracts call for account managers and supply technicians

But the contact center is not the only area in which people with disabilities are employed by Peckham. DLIS has awarded several contracts throughout the years and receives support services in the Central Data Library and Department of Defense EMALL as well as in facilities and administrative areas.

“At the moment, support for the DoD EMALL is our fastest growing contract,” said Lydia Christophel, contract services

coordinator for Peckham. “We were awarded the contract in June 2002 with three employees and have already grown to six people.” The EMALL is a Web site for government and military employees to purchase various products online.

Three employees are helpdesk technicians assisting customers on the telephone. The other three are supplier account managers dealing directly with new suppliers and set them up to begin selling their products. Sales on this contract have more than doubled in the past few months, according to Christophel.

Three Peckham employees work as supply technicians at the Central Data Library. They keep the

library in order and ensure that items are easily retrievable. This involves scanning documents and drawings and producing an effective filing system. Peckham was awarded the contract October 2001.

DLIS awarded Peckham a contract in 1999 for providing facilities support and currently 14 individuals are employed by Peckham. This contract handles a variety of tasks including mailroom operations, back dock and receiving, archiving, graphics and photography.

Several other employees from Peckham provide secretarial and administrative assistance within the DLIS products and services directorate, the command office, customer contact center (administrative assistance), cataloging maintenance directorate and the satellite training office.



Support for the DoD EMALL is provided by Peckham employees. Janet White (left) and Cindy Parker are helpdesk technicians for EMALL and resolve questions for customers. (Photo by Kathy Hausknecht)

Christophel provides case management and human resource support for Peckham employees working within the Federal Center. She agrees that teamwork is the reason for much of the success that DLIS and Peckham have had with each other.

“When we ask Peckham employees what they enjoy most about working here, the response is nearly always the same - the people,” Christophel said. “It doesn’t matter if they are from Peckham or employed by the federal government. It’s the feeling of being part of the team.”

Christophel points to the exemplary rating that Peckham received during its recent accreditation review. “We received the high mark because of the seamless integration of our employees at the Federal Center. We work side by side with government employees,” Christophel said. “We’re all on the same team and it shows.”

And that teaming has made the relationship with Peckham a great example of an effective government contract in action. According to Cassel, the development and growth of the relationship with Peckham has made DLIS a model for other partnerships.

“Through innovation and exceptional teamwork, we have become an example of how highly-skilled employees with disabilities and other socioeconomic barriers can mesh with the existing government workforce, and meet the challenges we face today and tomorrow,” Cassel said. “One visit to the Battle Creek Federal Center would convince anyone of the great citizenry, devotion and competence in place here.”

How it all works: The JWOD, NISH and Peckham connection

Peckham Inc., offers programs to individuals facing barriers which prevent them from entering the workforce. Physical disabilities are only one barrier individuals face when entering the workforce. Peckham also supports individuals impaired by brain injury, partial memory loss, car or work accident, post traumatic stress, or mental illnesses such as depression.

Peckham has a manufacturing facility and human services agency that promotes independence and self-sufficiency. The manufacturing facilities, located in Lansing and Charlotte, Mich., provide products for the military and automotive industry. In addition, Peckham focuses on partnering with other businesses to place individuals in the service industry.

The JWOD Act provides job opportunities for Americans with disabilities. JWOD encourages rehabilitation programs geared towards people with disabilities to provide goods and services to the federal government. NISH is a national program placing people in the work force and works with nonprofit rehabilitation organizations, like Peckham, employing people with disabilities. ♦

DDCO: The Little Depot That Could

*By Polly A. Charbonneau
Defense Distribution Center
Command Affairs*

Defense Distribution Depot Columbus, Ohio, is collocated with the Defense Supply Center Columbus. The depot supports low-demand items, which include clothing and textiles; construction material, including lumber and pipe; weapons systems components and consumable parts, mostly nuts, bolts, and gaskets. With a staff of less than 20 people, DDCO makes supplying the warfighter look easy.

DDCO’s long history began in 1918 with six warehouses. It was first called the U.S. Army Quartermaster Reserve Depot and its mission was to ship materiel overseas. DDCO has had at least 14 different names but its mission

has not changed dramatically. It has answered the call to serve the military with supplies in every major military engagement since World War I.

Today is no different. DDCO is shipping out thousands of pairs of boots, pants, coats, and other essential items to support America’s war on terrorism and Operation Iraqi Freedom.

Great things come in small packages

DDCO went from approximately 500 associates in 1995 to 55 associates by October 1997 because of the 1995 Base Realignment and Closure (BRAC) Commission recommendations. During that downsizing, only 78 associates left without retiring or moving to other jobs. Most were subsequently called back to other jobs at the DSCC installation.

DDCO became one of the Defense

Distribution Center’s 22 worldwide distribution centers in 1997. DDCO was selected as a pilot site for the public-private competition required by the Office of Management and Budget (OMB) circular A-76.

After the comprehensive study, the decision was made to retain the operation “in-house” with DDCO associates and the transition began in November 1999.

That transition was complete in May 2000 and the staff now totals 19 people. No one left DDCO during the transition, except by retirement or taking another job. That is a record DDCO Director Don Brown is understandably proud of. “I had two great teachers, H.T. Flint and Frances Scranton,” said Brown. “Both were deputies here and both set a standard

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of working closely with all the associates to find the best solution. It's a standard we still maintain today."

Mission first, people always

DDCO exemplifies "Mission first, people always." The entire staff moves together like a well-oiled machine. They smile constantly, laugh often, and are completely self-effacing, saying to a person, "I'm just doing my part."

What may be surprising to non-distribution experts, when DDCO downsized, it eliminated all mechanization except for forklifts, warehouse tractors, and scooters. When you need speed in distribution, you need people – not necessarily a lot of people, but people.

But they didn't eliminate technology. They leverage technology, whenever and wherever possible, to make the most of their small staff.

When only 19 people are responsible for thousands of square feet of warehouse space, something as simple as making or answering a phone call can be difficult. To solve that problem, DDCO eliminated most of its 800 phone lines, reminiscent of its days of hundreds of employees, and purchased cell phones with direct connect (walkie-talkie) capability. The DDCO staff is easily connected to each other so long as they are within 200 miles of each other.

Think safety, work safely

Always thinking about safety, these direct connect cell phones are also an avenue for enhanced safety. If a member of the DDCO team is injured, no one has to search for a phone to call for help. Once the injury is broadcast, the closest person can respond.

DDCO takes safety very seriously and they have a great record. "DDCO has

lost no time to injury," said Brown.

"Safety is reinforced every morning. I really believe that being busy helps us maintain an excellent safety record. Keeping our skills fresh keeps us safe. During the 1991 Gulf War when nearly 800 people worked here we also had a great safety record. Everyone knew their job and kept at it."

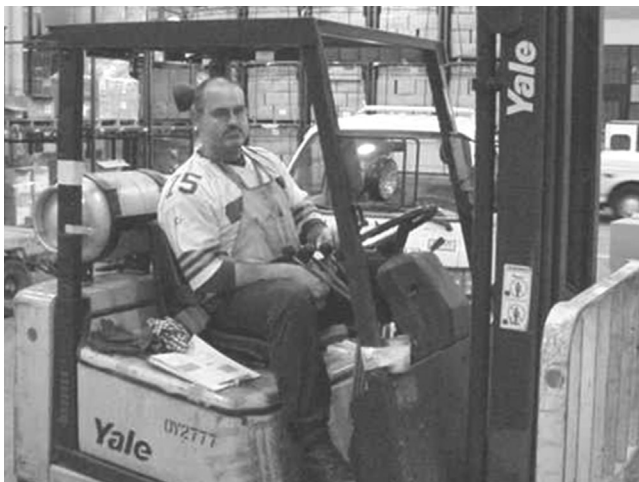
All your interest, energy, and enthusiasm...

A great doctor once said, "Live neither in the past nor in the future, but let each day's work absorb all your interest, energy, and enthusiasm. The best preparation for tomorrow is to do today's work superbly well."

DDCO, small, efficient, effective, is doing today's work superbly well. ♦



Lottie Skipper, materials handler, is responsible for DDCO's thousands of binable items.



Mark Stanley, a DDCO materials handler, is one of 19 employees at the depot.

Searching the Past at Richmond Center

By Scott Andraae
Defense Supply Center Richmond
Public Affairs Office

Armed with a shovel, a bag of orange flags and plenty of patience and curiosity, a pair of archeologists probed the grounds of

Defense Supply Center Richmond, Va.

Archeologists Bob Clarke and Michele Brumfield were continuing the search for clues to who lived on the DSCR grounds hundreds or thousands of years ago and what those long-ago residents did.

The DSCR site, called Bellwood, has been inhabited for thousands of years. Federal law requires archeological and architectural surveys on property that has the potential to contain historic properties.

Clarke and Brumfield spent a few

days digging small holes outside the DSCR commander's house, near the headquarters building and in a pasture that contains an elk herd established by the last private owner. They sifted through the dug-up dirt, flicking aside an occasional grub, and looked for pieces of glass, metal or stone that could indicate someone had been on the land.

"So much of the historical record didn't get written down or it got lost, so digging in the ground is pretty much the only way to reconstruct it," Clarke said.

Clarke and Brumfield dug an 18-

inch-deep hole every 50 feet in a grid marked by orange flags. When they found an item of interest, they put it into an individual paper bag and noted the location for later, more extensive testing.

Native Americans used the land as a procurement site between about 3000 and 1200 B.C. A 1998 survey found almost 1,200 prehistoric artifacts, including arrowheads and two fire hearths, in several locations.

During excavation for a child development center in 1998, workers discovered an unmarked gravesite containing the remains of three black

males and three black females represents another historic period. Researchers estimated the cemetery dated from between 1840 and the early 20th century. Further attempts to identify the bodies were unsuccessful, and the supply center re-interred the remains in a specially prepared area close to where they were found.

Special emphasis program committees placed historical markers at the re-interment site and the place where many Native American artifacts were found.

The early colonial and Civil War periods also could be sources of artifacts, Clarke said.

Settlers arrived on the Bellwood property sometime prior to 1619, about a decade after Jamestown, Va., was established as the first permanent English settlement in North America. Later owners used the land as a plantation until the U.S. Army purchased it in 1941 for use as a quartermaster depot.

The DSCR club is located in a house built between 1797 and 1804. The house is listed on the Department of the Interior's National Register of Historic Places and is an officially registered historic landmark in Virginia.

DSCR also is completing the required architectural survey. Most buildings date from the 1940s and are not historically significant individually, according to DSCR environmental engineer Frank DiPofi. However, the Bellwood site is eligible for listing as a historic district. ♦



Archaeologists Michele Brumfield and Bob Clarke sift through soil near the commander's home at Defense Supply Center Richmond. (Photo by Scott Andreae)

DLA Recruitment Visit Gets REAL Results

By Gladys Bush
DLA Public Affairs

A team of 13 Defense Logistics Agency recruiters traveled to Puerto Rico last fall to visit universities there in search of potential DLA employees. The team members are part of DLA's Recruitment, Employment and Advancement for Latinos (REAL) Program.

Mark Smith, in the Human Resources (J-1) directorate at

DLA headquarters, is the corporate recruiter for DLA and relayed some of the team's experiences and accomplishments.

"The team was a very diverse group," Smith said. "We had the following people from Defense Supply Center Philadelphia: Ruben Filomeno, Lawrence Madison, Jethro Maldonado, Culumbus Dolberry, Evia Rodriguez, and the only active military member, Cmdr. Jose Ramos. From Defense Supply Center Richmond we had Charles Bates; from Defense Supply Center Columbus: Maria Castillo, Elba Lopez-

See REAL, page 30

Parks, and Brenda Williams; and from headquarters, Shonna Eagleton, Betty Dyer, a contractor, and myself.”

The team was there from Sept. 30 through Oct. 10. They traveled all over the island and visited many universities and campus locations including the University of Puerto Rico and its campuses – Mayaguez, Cupey, Carolina, Ponce, Cayey and Bayamon; the Puerto Rico Polytechnical Institute; Metropolitan University and Inter-American University including their Bayamon and San Juan campuses. “Since we were there over a weekend, we also conducted interviews at the hotel on both Saturday and Sunday,” Smith said.

“Our goal is to make a dent in the Hispanic representation at DLA, especially at the intern level,” he explained. “Using Federal Career Internship Program authority (FCIP) gives us a quick way of bringing in folks with superior academic achievement – a 3.0 grade point average or better – and bring them in at the GS-7 level with a GS-11 target. Currently, we concentrate on the series of GS-1102 [contracting specialist], GS-1910 [quality assurance specialist] and GS-2010 [inventory management specialist].”

“Most of the candidates that we spoke to had business majors,” Smith said. “We were quite surprised with their qualifications. In fact, we had to be careful of over-qualified applicants because a lot of the students had double degrees. There was a high percentage that were working on their MBAs [Masters in Business Administration] or already possessed a master’s degree. Additionally, we were looking for industrial management degrees.”

In January, all the interns arrived to their respective assignments at Defense Supply Center Richmond, Va., Defense Supply Center Philadelphia and Defense Supply Center Columbus, Ohio. REAL and Hispanic Employment Managers and committee members organized sponsorship

teams to assist these new recruits with their transition into their new DLA families.

“Sponsorship teams assisted with locating housing, moving connections, vehicle registration, in-processing procedures, and many other relocation concerns,” Smith said. “Sponsors also took their time to pick them up at the airports, take them to search for apartments and grocery shopping. Some sponsors opened their homes to these new hires until they found permanent housing.”

“These folks and their volunteer sponsorship teams went beyond the call of duty,” he added. “They ensured that each of the new interns was welcomed into a strange new environment as if they were family. I believe that these first positive impressions are what will ultimately lend loyalty to DLA, which can lead to high retention rates.”

The new hires are Leslie Morales, Melissa Perez, Lourdes Valentin, Serena Lee, and David Kemeter at DSCP; Maramcel Rivera, Angela Torres, Evelyn Cordero, John Ramos, Heriberto Chacon, and Roberto Santana at DSCC; and, Enid Rodriguez, Vanessa Vega-Torres, Gabriel Aviles, Wilmar Carrasquillo, Amarilis Cartagena, Yalier Fuster, Harriette Irizarry, Rosa Rodriguez and Juan Villegas at DSCR.

“Being selected to work at DLA has been unique experience especially because there is great competition and the selection process is very detailed. I am finding that DLA is giving me an opportunity to grow professionally and to advance my studies,” said Rivera, a new intern at DSCC. “I’m very thankful to be one of the chosen ones.”

The REAL team will continue traveling in 2003 to universities throughout the United States to continue their recruiting efforts and to achieve Hispanic employee parity within the DLA work force. ♦



For career information visit the DLA Web site at www.hr.dla.mil

Senators Celebrate Federal Center's "Century of Service"

By Kathy Hausknecht
Defense Reutilization and Marketing Service
Public Affairs

United States Senators Daniel K. Inouye (D-Hawaii) and Carl Levin (D-Mich.), former presidential candidate and U.S. Senator Robert (Bob) J. Dole (R-Kansas, retired) and Jim and Walter Hart, sons of the late Sen. Philip A. Hart (D-Mich.), helped the Federal Center celebrate its "Century of Service" and rename the Hart-Dole-Inouye Federal Center, on May 31, during an outdoor ceremony. The clouds parted briefly during the singing of the national anthem and a flyover of four A-10 Thunderbolts, piloted by members of the 110th Air Wing, Air National Guard, who recently returned from Operation Iraqi Freedom. The center is the headquarters of the Defense Reutilization and Marketing Service and the Defense Logistics Information Service.

Senators Hart, Dole and Inouye were wounded in World War II and became good friends while recuperating at the Percy Jones Hospital, now known as the Hart-Dole-Inouye Federal Center. The three men's courage and determination to succeed despite great physical adversity, and their subsequent rise to prominence in public service, illustrate the best of the human spirit in America's "greatest generation."

"I'm pretty sure that I can't be the only World War II veteran here in this crowd today," said Dole as he called upon other veterans in the audience to stand and be recognized. Dole also thanked Levin for his efforts in renaming the building after the three senators "I want to thank Senator Levin -- not for naming the building after us, but for (naming the building) after our generation" he said, referring to the World War II generation.

In recalling his days at Percy Jones, Inouye said that it taught him "what

America was all about," and described the hospital as a "melting pot." Inouye commended the "pure clean unobstructed friendships" that were formed while he was recuperating. "I'd go to Detroit to meet up with my African American friend, or to Akron with my Polish American friend," he said. "I even tasted stuffed cabbage there for the first time. We didn't have that in Hawaii."

At that time, Japanese-Americans were attending segregated schools in Hawaii. Even the military unit that Inouye served in was segregated.

"For many, it was House of Pain," Inouye continued, "but it was also a House of Promise and opened the doors to the future."

Both Dole and Inouye praised the late Sen. Hart, recalling how even though he was the highest ranking patient, he was always the one to help out. According to both men, Hart was the one who'd change a bedpan, get you tickets to a Tigers game or serve you a drink at the officer's club.

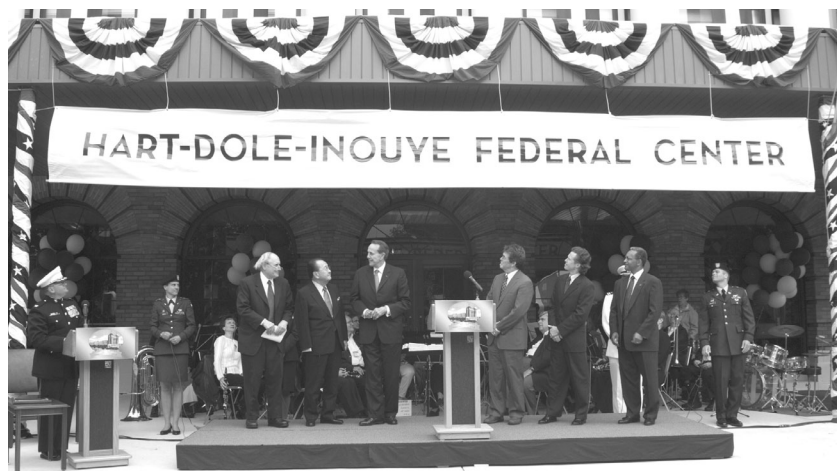
In an earlier interview, Hart's son, Jim, remarked that his father talked little about his rehabilitation, just that he "spent some time there." For the

younger Hart, the ceremony reinforced "those amazing qualities you find out about your father and further refines them." Hart also commented that he saw the renaming of the Federal Center as an extension of an honor to all people in America who were ready to serve so willingly. During the outdoor ceremony Hart's son, Walter, thanked everyone on behalf of his father in a poignant speech and likened his father to Atticus Finch in *To Kill a Mockingbird*. "He was a quiet gentle fellow, but he also served in a war."

Referring to his earlier visits to the Federal Center, Defense Logistics Agency Director Vice Adm. Keith W. Lippert called the building "one of our true American treasures." He also took the opportunity to publicly praise Federal Center employees for their commitment and dedication in support of Operation Iraqi Freedom.

The request for the new name submitted by Sen. Levin was approved April 7 by General Services Administration, the owners of the building.

"The renaming of this building is the icing on the 100th birthday cake of this historic building," said Levin, summing up the double ceremony. ♦



The Hart-Dole-Inouye Federal Center name is unveiled! Standing on the riser (from left to right) are U.S. Senators Carl Levin (D-Mich.), Daniel K. Inouye (D-Hawaii), former presidential candidate and U.S. Senator Robert (Bob) J. Dole (R-Kansas, retired), Jim and Walter Hart, sons of the late Sen. Philip A. Hart (D-Mich.) and Stephen Perry, administrator of the General Services Administration.

Contingency Team Reservists Get the Right “Stuff”

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

“WHERE IS MY STUFF??”

As military news dominated the headlines in early 2003, Defense Logistics Agency deployed representatives confronted that question – and found the answer – in an atmosphere of increasing urgency. More than ever, DLA’s Contingency Support Teams (DCSTs) hustled to get the right “stuff” to the right place at the right time. And in this busy battlefield storefront, reservists work the counter right alongside their active and civilian teammates.

“DCSTs are one of the best examples of integrated teamwork...active and reserve, civilian and military, across the services, often including contractors,” said Rear Adm. Fenton Priest, DLA Director of Reserve Readiness (J-91), at a conference of reservists who support DCSTs. “It’s a rather unique environment, for those who have not served at DLA.”

More than 70 of DLA’s top reservists – many new in their jobs – attended the weekend conference in February to learn more about their role in this “unique environment,” to hear about the impact on DLA of the increasing operational tempo, and to contemplate how they might personally be affected.

“It’s been an interesting time,” said DLA Director Vice Adm. Keith W. Lippert, who participated in the event. “We are working very hard to

just keep up with the pace.”

DLA Vice Director Maj. Gen. Mary Saunders also spoke frankly. “We are deployed more now than ever,” she said. “We are a victim of our success; we’re being asked to do more. And you are critical to what’s happening.”

Reservists supplement DLA forces at home as well as abroad. Lt. Col. Bruce Chisholm, USA, of DLA’s Joint Logistics Operations Center, told conference attendees that the center is manned “almost entirely by reservists.”

Conferees also learned about the

progress,” he said.

“The goal is to help them to do their job more efficiently – to deliver the right kind of skills when and where needed.”

Priest asked the reserve leaders to help inform other reservists regarding DLA capabilities. “We need to tell them what we can do and what we already do...for example, helping supply Humanitarian Daily Rations to needy people, getting fuel to planes, and doing battlefield cleanup,” he said.

Echoing Saunders, Priest reminded his audience of their role in helping to meet the DLA mission “especially the part, around-the-clock, around-the-world.”

In February 2003, as the nation prepared for possible war, that statement seemed truer than ever. Its implications struck home for DLA’s “part-time employees” who knew they might soon have to leave civilian jobs and families to once again answer a call from DLA and from their country.

After the general session, several top leaders held breakout sessions with their subordinates to try to plan ahead for possible deployments.

As the conference closed, it was clear that mental wheels were turning and that the readiness and training tools presented would be eagerly implemented. Its planners called the score: the conference was a success.

“It was interactive and substantive,” said Capt. Claire Parsons, USNR, commanding officer of the headquarters reserve unit, which planned the conference. “It exceeded my expectations.” ♦



Capt. Claire Parsons and Rear Adm. Fenton Priest plan how best to prepare DLA reservists for mobilization. Adm. Priest is DLA’s Director of Reserve Readiness, and Capt. Parsons commands DLA’s largest headquarters reserve unit.

increasingly multinational nature of military operations, and about the joint and multinational logistics courses now offered to train for those operations. They were also introduced to two new systems to help simplify and track the unglamorous but critical business of training and preparing reservists.

Capt. Tom Pickles, USN, of the headquarters reserve unit briefed the group on the new management tool created by his unit to outline training requirements for reserve DCST billets.

“It allows them to identify their training needs and to document their

Employees Receive Contingency Training

By DLA Europe

Military and civilian students from throughout Defense Logistics Agency activities in Europe received the Materiel Management Contingency Training (MMCT) course in April.

Pat Calhoun, the MMCT Instructor from the DLA Training Center, and his assistant, Daniel Bonner from Defense Supply Center Columbus, Ohio, conducted the training in support of Operation Iraqi Freedom. They conducted the same training in Taegu, Korea, for DLA-Pacific earlier this year.

The MMCT class provides technical skills necessary for DLA's Contingency Support Teams to assist the military services in combat theaters of operation. The Contingency Plans and Operations Division of DLA headquarters Logistics Operations (J-3), pro-

vides the training to various individuals throughout the year in order to staff teams deployed around the world.

At present, DLA Europe has three such teams in Kosovo, Bosnia and Turkey. Additional individuals have deployed with units.

Calhoun said that students in the course are exposed to all facets of logistics, including military service unique requirements, service terminology, supply management, transportation, cataloging, contracting, property disposal, commodity identification and problem solving.

This week-long crash course in becoming a logistical expert

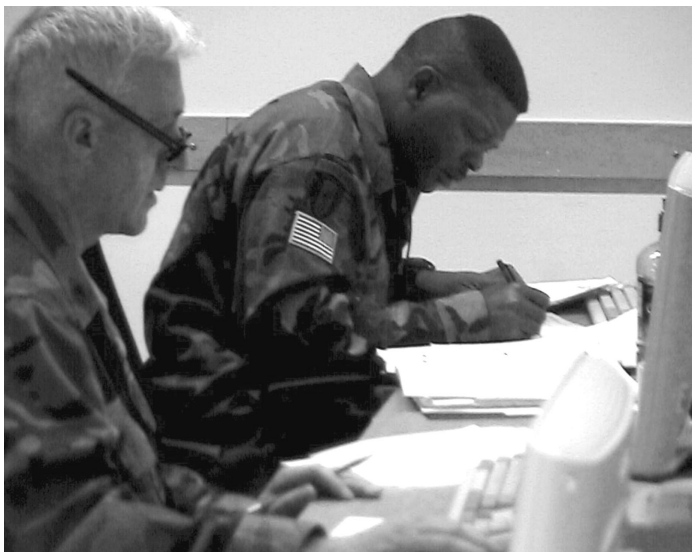
is required before individuals are sent overseas with U.S. forces, he indicated.

Typical students include military reservists and active duty from all branches, all ranks, as well as civilian employees from DLA, according to Calhoun. Calhoun, the course manager and primary instructor, was recently recognized as the DLA headquarters Human Resources Directorate (J-1) Employee of the Quarter for his efforts in this area.

The training took place at the Defense Supply Center Philadelphia European Region computer training center at Mainz-Kastel, Germany. ♦



Students concentrate on their computer screens during a one-week course to prepare them to assist DLA customers during a contingency.



Sgt. 1st Class Renoir Riley and Master Sgt. Joe Wade take notes as Bonner instructs them. Riley and Wade are from Defense Supply Center Philadelphia European Region.

Air Force Chief of Staff Gets Briefed by Director, DLA

By Director's Staff Group

Defense Logistics Agency Director Vice Adm. Keith W. Lippert hosted a visit in April by Gen. John Jumper, Air Force chief of staff, and Lt. Gen. Michael E. Zettler, Air Force deputy chief of staff for installations and logistics.

Jumper and Zettler were at DLA headquarters for an update on how the Agency is working to provide even better service to its Air Force customers. Maj. Gen. Mary Saunders, DLA vice director, members of the DLA Executive Board and other senior staff members attended the mission focused briefings and discussions, which highlighted Agency support to the Air Force across the full spectrum of services and products.

The briefings began with an introduction to DLA, "Bottom Line Up-Front," by Lippert. In his opening remarks, he emphasized the Agency's growth, focus on

customer service, efforts to reduce the cost of operations and willingness to accept a degree of risk in the interest of better performance. He also presented some basic statistics demonstrating DLA's activities in support of the warfighter. The Agency currently supplies about \$18.7 billion worth of goods annually to the military services. In terms of its support to the Air Force, DLA supplies 9,667 items worth a total of \$95.5 million.

The centerpiece of the two-hour session was a comprehensive overview of service support presented by Brig. Gen. James Totsch, USAF, Defense Supply Center Richmond commander. Totsch explained how DLA is working to decrease backorders, foster partnerships with customers and create strategic supplier alliances. He also mentioned important DLA initiatives such as partnerships with indus-

try and integrated customer support teams. Col. Leonard Petruccelli, USAF, chief of DLA Contingency Plans and Operations, provided an overview of support to Operation Iraqi Freedom. Brig. Gen. Kathleen Gainey, USA, Defense Distribution Center commander, presented information on DDC's Strategic Distribution program and an A-76 overview.

Allan Banghart, director of enterprise transformation, gave the final briefing regarding DLA's transformation initiatives. He explained the concept of Business Systems Modernization and how it will help to change DLA into a more agile and proactive agency better able to serve its customers. The BSM Release 1 Concept Demo was deployed July 31, 2002. The BSM program is expected to be in place in January 2006. Banghart also discussed other key programs in DLA's transformation, including national inventory management strategy, strategic material sourcing and supplier relationship management.

Members of the DLA Customer Support Office Air Force Team were actively involved in the planning and staff coordination required to prepare for the visit. The response from the Air Force visitors was quite positive. Following the briefing, Jumper said he appreciated the time and effort expended by DLA staff members as well as the information presented. Similarly, Zettler characterized the meeting as "well received and extremely useful." ♦



From left, Maj. Gen. Mary Saunders, Vice Adm. Keith Lippert, Gen. John Jumper and Lt. Gen. Michael E. Zettler, attend the DLA briefing. (Photo by Thomas Wilkins)

DLA, Air Force Review Transformation Progress

By DLA Public Affairs

The theme for the 10th Air Force-Defense Logistics Agency Day, held May 9 at DLA Headquarters, was Logistics Transformation – Sustaining Air Power. DLA Director Vice Adm. Keith W. Lippert and Lt. Gen. Michael Zettler, USAF, Air Force deputy chief of staff for installations and logistics, co-chaired the event. Susan O’Neal, assistant deputy chief of staff for installations and logistics, also attended.

Representatives from the Air Staff, major commands, DLA headquarters and field activities met to review progress of key DLA and Air Force transformation initiatives. Lippert welcomed attendees and presented an overview of the DLA command from the strategic perspective, with an emphasis on support to the Air Force.

The admiral opened by saying, “DLA continues to shift to being focused on the customer. We now have communication with customers at all levels, and we have streamlined the procurement process.” O’Neal remarked, “The Air Force is very pleased with the performance at DLA and DLA’s commitment to customer service and transformation.”

Brig. Gen. James P. Totsch, USAF, Defense Supply Center Richmond commander, presented the Aviation Lead Center-DLA initiatives. This comprehensive presentation focused on the center’s commitment to Air Force readiness through collaboration, innovative technology and the use of performance metrics. Totsch said, “With our customer teams and our supplier teams we now have outward focus on either end of the supply process so we can improve. We’re also working on a tool to improve forecasting for all the services.”

His update included an examination of forecasting effectiveness as reflected in Air Force special program requirement buy-back rates. According to Col. Don Migaleddi, Air Force national account manager, “The special program requirement process is a high-level DLA-interest item because we want to use obligation authority to buy what the warfighter really needs. The Air Force needs the right national stock numbers in the right quantities.” One result of this event is a

commitment to review the special program requirement process.

Totsch also presented other Aviation Lead Center initiatives that enhance support to the Air Force such as customer teams, the balanced scorecard, small fleet management and supplier teams.

Brig. Gen. Kathleen Gainey, USA, Defense Distribution Center commander, discussed DLA’s strategic distribution program initiatives. These include repositioning stockage, the use of dedicated trucking to and from sources of supply, consolidating transportation and the effectiveness of forward stocking at sites in Okinawa and Germany.

Lt. Col. Colquitt Lawrence, USAF, of the Air Staff reported on an inventory efficiency initiative for managing DLA items at Air Force locations.

Frederick Baillie, DLA Distribution Reutilization Policy Directorate executive director, covered the Defense Reutilization and Marketing Service A-76 initiative. DLA and the Air Force are working on developing a performance work statement that will reduce customer concerns over holding and transporting material and their associated costs. According to Maj. Gen. H.L. Proctor, USA, DLA headquarters director of logistics operations (J-3), “The Air Force came in with specific concerns, which DLA will address, such as the seven-day pick-up time.”

Allan Banghart, director of enterprise transformation, presented an overview and current status of DLA’s enterprise transformation efforts.

Grover Dunn, director of logistics transformation at the Air Staff, gave the current status of Air Force logistics modernization efforts and the DLA interface.

Susan Fox, chief of supply management in DLA financial operations, provided an update on DLA initiatives to reduce cost-recovery rates.

Bobby Buckles of the Air Staff spoke on efforts to improve the accuracy of Air Force data in DLA’s Weapon System Support Program.

After an update on Operation Iraqi Freedom from Col. Leonard Petrucelli, USAF, Proctor led a discussion on force reconstitution efforts and lessons learned for future service planning. ♦

DLA's Reserve Leadership Changes

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

Responsibility for the Defense Logistics Agency's newest internal organization changed hands May 29 when Navy Rear Adm. Pat Dawson assumed responsibility for DLA's Joint Reserve Forces (J-9) from Army Maj. Gen. Joseph Thompson.

J-9 was created in April 2001 as a new DLA directorate to more fully integrate DLA's several hundred reservists into the DLA structure and to better respond to DLA's needs.

As the person designated to define and jump-start that mission, Thompson said he felt "very pleased" as he ended seven years at DLA, two as the first J-9 director. "DLA is my main customer," he said just before the Change of Responsibility ceremony. "We provide manpower services to DLA. Under the BSM model, I want to know if we've been successful—if we are trained and ready."

To answer his own question, Thompson pronounced himself "very fulfilled."

"Reservists are now on an equal footing in (terms of) training and preparedness with the active force,"

he said.

Both Thompson and Dawson reflected on several noticeable changes within the DLA reserve organization in recent years – from a reactive to a proactive posture; from a "loosely configured group of assets trying to add value" (in Dawson's terms) to a defined organization with a dedicated staff; and from a primary emphasis on helping DLA to save money to a primary emphasis on deployment readiness.

Mobilization and deployment was a key theme throughout the changeover events. Dawson pointed out that "over the past seven years, we have mobilized about 400 reservists to support DLA and their customers... Today, we have 78 reservists recalled supporting DLA around the clock and around the world."

DLA Director Vice Admiral Keith W. Lippert remarked that "since 9-11, we have gone to the reserves over and over. And every time, without fail, they have done an outstanding job—whether deploying on DCSTs or working in the (readiness center)."

Transformation has also become a key theme within J-9, as within all of DLA.

"As DLA goes through transformation, the reserve component has to respond," said Thompson. "We need to learn the systems."

Dawson pledged to keep the transformation going through agility. His main focus as the new J-9 head, he said, will be "to remain in lockstep with DLA, and to remain credible and relevant."

As J-9 develops, other DoD organizations are watching. "Other joint organizations are now looking at this as a model," said Thompson. "But it's a young organization. The new leaders have every opportunity to make their mark."

Concurrent with the changeover of J-9's top leader, its head of readiness has also changed hands. Rear Adm. Fenton Priest, who came to DLA in October 1999, turned over the reins as Director of Reserve Readiness (J-91) to Air Force Col. James Chafin, who came to DLA in January 2002.

"I'm thankful for the support of great patriots and their families in meeting our challenges," said Priest. "It has been a privilege and an honor to serve here." ♦



Maj. Gen. Joseph Thompson (left) with his wife, and Rear Adm. Pat Dawson and his wife at the change of responsibility ceremony. (Photo by Cmdr. Mary Hanson)

Director Hears Kudos for Iraqi Freedom Support

By DLA Public Affairs

On the heels of the successful end of combat operations in Operation Iraqi Freedom, Defense Logistics Agency Director Vice Adm. Keith W. Lippert has seen and talked first hand with commanders who relied on DLA logistics support in Southwest Asia.

Lippert visited Kuwait and Bahrain in mid-May, returning with what he described as “very positive, overall outstanding” comments about DLA’s effort during the operation.

“Top to bottom, your DLA folks did a great job supporting the operation right here side by side with us,” said Maj. Gen. Claude “Chris” Christainsen, Joint Task Force 7 logistics commander.

His words were echoed by the task force’s Land Forces Deputy Commander Maj. Gen. Henry “Hank” Stratman who said, “Not one meal was missed, and no one ran out of fuel or water in this operation.”

During his trip, Lippert visited DLA activities in Kuwait and Bahrain, including commanders of DLA Contingency Support Teams in the region; Defense Energy Support Center operations for the Middle East in Bahrain; Defense Distribution Depot and the contractor Danish Supply Camp in Bahrain; Defense Supply Center Philadelphia operations in Southwest Asia, including contractors in Bahrain; and Defense Distribution Depot Mapping Activity Map Support Office in Bahrain.

Navy Central Command 5th Fleet Commander Vice Adm. Timothy J. Keating summed up warfighters’ gratitude when he told Lippert, “I cannot think of a single event where our troops were in trouble for logistics support throughout this operation, and our fleet had even better mission capable rates when they redeployed. This is unprecedented.” ♦



(From left) Kim Huntley, chief of the director’s staff group; Vice Adm. Keith Lippert, DLA director; and Navy Central Command 5th Fleet Commander Vice Adm. Timothy J. Keating, met on a visit to Southwest Asia.

Partnerships Develop for Improved Readiness

By Scott Andreae
Defense Supply Center Richmond
Public Affairs Office

With goals of continuing to build and improve relationships, move from transactional contracts to full partnering and a focus on readiness and performance management to improve warfighter support, the second Senior Executive Partnership Round Table met in May in Greenville, S.C.

Senior executives and managers from the aviation industry; Air Force, Navy and Army; Defense Logistics Agency (Defense Supply Center Columbus,

Ohio; Defense Supply Center Philadelphia and Defense Supply Center Richmond, Va.); and Defense Contract Management Agency attended the meeting.

DSCR Commander Brig. Gen. James P. Totsch, USAF, reviewed the performance measurements for the 14 manufacturers that are in supplier teams. “The supply system is seeking availability, reliability and affordability of spare parts,” Totsch said.

“What we don’t agree on is how to achieve that,” he said. “Through continuous dialogue and alliance partnerships, we can figure out how to

achieve the end state we all desire for the warfighter.”

Round Table participants discussed such issues as performance metrics, Balanced Scorecard, strategic supplier alliances, performance-based logistics, electronic commerce, contract management, forecasting models, small business, Business System Modernization, transformation and purchasing and supply chain management.

Two industry executives gave their perspectives on strategic supplier alliances: Stephen D. King, manager for emerging programs at Boeing, and Larry W. Jones, vice president of cus-

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tomter support at Pratt & Whitney military engines.

Industry should look at how other companies operate, King said. "It's competition, but it certainly works toward a common goal," he said. Boeing programs such as the C-17 and F-18 Super Hornet share assets, said King.

Pratt & Whitney's partnering objectives include providing best value, reasonable return on investment, improving relationships and paving the way for future efforts, Jones said. "Lowest price doesn't always equate to best value," he said.

Totsch wants to create long-term contracts for items that have high annual demands. "I'd like to get out of the business of stocking these and get you in the business of stocking them," he said to the industry representatives. Doing so will allow DLA to devote more resources to low-volume items, which tend to be put on back order for a long time.

"We've got to get a win-win-win situation where the four players are the original equipment manufacturers, DLA, the military services and small business," Totsch said. "We historically have only done partnerships on fielded systems when we're in a crisis and forced to do so. We can do it all the time."

To that end, the Navy, Army, Marine Corps, Air Force, DLA and Boeing agreed to partner under the auspices of an alliance to develop a performance-based plan across the F-15, F/A-18, CH-46 and CH-47 weapon system platforms.

"The exchange of ideas and thought-provoking discussions are invaluable as we continue to build strategic relationships," said Al Sligh, chief of strategic alliance managers at DSCR. The four strategic alliance managers on Sligh's staff met with the senior executives and managers to discuss round table topics related to the efforts being worked between the strategic alliance managers and industry partners.



Larry W. Jones, vice president for customer support at Pratt & Whitney military engines, describes partnering objectives at the Senior Executive Partnership Round Table. (Photo by Scott Andraea)

Lockheed Martin Aircraft and Logistics Centers hosted the Greenville meeting. The Round Table will meet again in November 2003 in St. Augustine, Fla., hosted by Northrop Grumman. ♦

Retirement and Estate Planning Seminar Held at DLA Headquarters

By Gladys Bush
DLA Public Affairs

A complete program on retirement and estate planning was held at Defense Logistics Agency's McNamara Headquarters on May 29. This was another seminar provided by the DLA Life Connections-Quality of Life Program to all DLA employees. QOL seminars have become so popular that they are filled to capacity within days of being announced.

Richard G. Wohltman, an attorney in Alexandria, Va., provided the one-hour presentation. He covered retirement issues such as setting goals and investment basics. Some goals he encouraged attendees to look at when planning their retirement were: where do you want to live; how do you want to spend your time; and what are your expectations.

Wohltman also highlighted the five common retirement planning mistakes people make that can be costly if not prevented in time: planning too late, failing to diversify your assets, not planning for the long haul, depending on Medicare for the cost of long term care, and neglecting to draft a will or advance directives.

During the second part of the seminar, Wohltman offered detailed explanations on steps to take for proper estate planning.

"Everything you own plus everything that is owed to you minus everything that you owe, equals your estate," Wohltman said. He emphasized the importance of having all financial affairs in order to minimize family stress on the individual, should he or she become incapacitated, or upon their families.

Among important documents he discussed as part of these steps were wills, trusts and powers of attorney. These documents serve different purposes depending on each individual's circumstances and place of residence.

Wohltman encouraged everyone to make a plan and provided a list of financial advisors that are able to assist employees with this planning.

Deborah Reeves of the QOL office is excited about the participation in the Family Programs Seminars and encourages everyone to register early. Additional classes are being scheduled to include such topics as nursing home decisions; long distance caregiving, and financial management.

Reeves provided a brief overview of other services provided by the DLA Life Connections program. More information on this free service to DLA's employees can be found at www.worklife4you.com (Screen Name: DLA Password: DLA) or by calling 800-222-0364. If you are hearing-impaired, call 888-262-7848. ♦

Program Attracts Stellar Performers

By Jim Katzaman
DLA Public Affairs

Renee Harrington looks at her surroundings in Defense Logistics Agency's Equal Employment Opportunity Office and considers herself fortunate. Little more than three years ago she was an office automations specialist summer intern there. Since then she has completed her college studies and been permanently hired as an equal employment specialist.

Other recent college graduates could and have attained similar achievements, but Harrington accomplished many of her goals despite having a disability. Thanks to the Labor Department's Workforce Recruitment Program for College Students with Disabilities, Harrington not only has the opportunity of a civil service career but also has the same host of options as other government workers.

Harrington was born in Washington, D.C., and grew up in the Maryland suburbs. From birth, she and her parents were confronted by spina bifida, the most frequently disabling birth defect in America. It affects about one out of every 1,000 newborns in the United States. This neural tube defect, results from the failure of the spine to close properly during the first month of pregnancy.

Harrington always prided herself on her independence, which was never more evident in 1999 when she graduated from the University of Maryland Baltimore County with a bachelor of arts degree in psychology.

It was during the summer of 1999 that Harrington enrolled in the Workforce Recruitment Program, which is co-sponsored by the Department of Defense and Office of Disability Employment Policy in the Labor Department. The undersecretary of defense for personnel and readiness provides funding and work years to DoD activities nationwide for about 260 summer positions filled through WRP.

Students can be hired through WRP to fill any position for which they qualify. They may begin their summer appointment as early as May 15 and

can remain with an agency such as DLA through Sept. 30. Typically, DLA uses WRP as another recruitment source for previously identified DLA-funded permanent and summer-hire employment needs.

This is what drew Renee Harrington to DLA three summers ago. "We were so pleased with Renee, that I requested and obtained approval from the then director of corporate administration to hire her permanently under a Schedule A appointment," said Famia J. Magaña, DLA director of equal employment opportunity. After her graduation, Harrington reported to her new job in January.

The result, Harrington said, has been a personal and professional triumph. "I enjoy working here," she said. "It's a rewarding challenge, an experience I'm fortunate to have, and I've learned a lot with the assignments I've been given. The Workforce Recruitment Program has also opened greater career possibilities for me."

Already, Harrington has made the most of her relatively new tenure at DLA. Her personal awards include many On-the-Spot awards and certificates of appreciation. She has also received director and deputy assistant secretary of defense for equal opportunity letters for moderating the Blacks in Government National Training Conference.

She also received the DLA director and deputy director's coins for outstanding achievement. Harrington is also a member of DLA's Toastmasters Club and this year served as a Combined Federal Campaign key worker. She has also served on employment program committees and was a member of DLA Team Morale.

For all her accomplishments, Harrington is the rule, not the exception, in the Workforce Recruitment Program. One summer after her internship, Paul Henry also made his mark as an equal employment specialist intern, also at DLA headquarters.

After signing on for WRP, Henry was a documentation assistant on the DLA Seat Management Project with Getronics Government Solutions LLC.



Renee Harrington is an equal employment opportunity specialist. (Photo by Thomas Wilkins)

A native of Northern Virginia, he graduated from George Mason University in Fairfax, Va., in 2000 with a bachelor of arts degree in sociology.

He, too, has made a quick, positive mark in DLA. While working for Getronics, Henry's personal awards include the DLA Achievement Award for October 2001 in recognition of outstanding performance; Getronics Great Service Award for exemplary performance to complete urgent inventory requests; DLA Achievement Award for Windows 2000 implementation; DLA Monthly Achievement Award for recognition of outstanding performance; and Getronics Great Service Award in appreciation for diligence and commitment to cost-savings efforts.

In the fall of 2002, Henry accepted a position in DLA Financial Operations, J-8. Then, taking advantage of regular job announcements, he started work in his current position as assistant to the deputy comptrollers in November. Henry has chosen a career path that might not have been possible without the Workforce Recruitment Program.



Paul Henry works in the Financial Operations (J-8) directorate. (Photo by Thomas Wilkins)

"Without the program," said Henry, who works without accommodation, "I probably wouldn't have thought about working with the government at that time. The program offered a good first step to get into the government environment. It also helped a lot in getting used to work away from college."

Both Harrington and Henry are "sparkling success stories," said Rhonda Bailey, DLA's deputy director for equal employment opportunity. "The Workforce Recruitment Program is really an employment resource. Since WRP funding is provided by DoD at no cost to the Agency, this is 'free' labor with tremendous benefits for

workers and supervisors alike."

Bailey noted that WRP provides agencies with flexibility in hiring for summer internships or permanent employment. "More importantly," she added, "WRP applicants are highly qualified. We are fortunate to be a beneficiary of WRP, and Renee and Paul have certainly proven their abilities in the work place."

For more information about WRP, visit the program's Web site at www.dla.mil/do/wrp.asp. ♦

DSCC Deputy Joins SES Ranks

By Dan Bender
Defense Supply Center Columbus
Public Affairs Office

Building on teamwork, commitment and accountability to take Defense Supply Center Columbus, Ohio, to new heights was the vision laid out by new deputy commander Jim M. McClaugherty after he was inducted into the Senior Executive Service in May.

McClaugherty was inducted into the SES, the upper echelon of senior civilian leadership in the federal government, by Defense Logistics Agency Vice Director and former DSCC Commander Maj. Gen. Mary Saunders.

"It is an honor for me to pre-

side over this ceremony," Saunders said before recounting some of McClaugherty's career highlights in supply chain management.

"Most significantly, Jim has learned and passed on how to be a mentor, teacher and how to be a leader, which is what we need the SES members to do," she said.

"We are glad to have you. We will be asking a lot of you," Saunders said to McClaugherty. "You have already given a lot, but we know you have more to give."

DSCC Commander Rear Adm.

Alan S. Thompson, USN, said McClaugherty will continue the tenure of strong leadership at DSCC.

"He will be a perfect member of the SES cadre in DLA," Thompson said.

McClaugherty, a retired Air Force colonel with 30 years of military service, has worked at DSCC since 1995. He came to DSCC as director of its Business and Readiness Operations Office and served in that position until his military retirement in 2000. He also served as the acting deputy commander for an eight-month period in 1998. ♦

Remembering a Childhood Promise

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

Life is full of surprises, as Defense Supply Center Richmond, Va., employees Carolyn Street and Carolyn Cobbs found out one day.

The story begins in the early 1950s in Chesterfield County, Va., where two little girls became the very best of friends. Mary Elizabeth Bentley and Carolyn Jefferson grew up together and, at times, were inseparable. Their families lived in the same neighborhood at a time when neighbors looked out for one another, and their grandmothers also were best friends.

One day while playing house, Mary said to Carolyn, "If I ever have a family and have a little girl, I am going to name her Carolyn—just like your name—and then you'll always be with me."

Carolyn married and moved away, traveling with her husband, Walt Street, who was in the U. S. Air Force. Mary continued living in the area with her grandmother and, in June 1971, had a baby girl. Making good on her promise, she named the baby Carolyn.

Later that year Mary became very ill and died. Carolyn Street passed word to Mary's grandmother that she and Walt wanted to adopt the baby because Mary had been her best friend.

A short time later, the baby was taken from the grandmother's home for adoption. Records were closed as to the child's whereabouts, and Street lost track of the little girl.

In the intervening years, Street traveled the world with her husband. Little Carolyn grew up with another family, graduated from college and went to work at DSCR.

In 1999 the Streets returned to

the Richmond area after being gone more than 35 years. Carolyn Street began working at DSCR for Cherokee Information Services and became secretary in Product Center 4 in 2002.

Street began to ask old friends and family if they knew anything about Baby Carolyn. In January 2003 at a family dinner with several local friends, she told the guests her story. The only information she had was that she thought the baby was adopted in the Chester area and was now 31 years old.

One of the guests, Carolyn's high school French teacher, said she knew a woman who was about that age. She said Carolyn Friend was married to Alfred Cobbs, had a baby girl named Morgan and had worked at DSCR since 1989. Her husband worked there also.

A very excited Carolyn Street called Carolyn Cobbs on Monday morning. She was not in, however, due to a travel assignment. Street then called Alfred Cobbs, who works in the same office, and

told him the story.

Alfred met Carolyn Street at Carolyn Cobbs' desk. "I took one look at her picture and knew that was her. She looked exactly like her birth mother, Mary Elizabeth Bentley," said Street.

The next day Carolyn Cobbs went to see Carolyn Street at her office.

"When I saw her walk through the door, I knew I had found the long-lost child that I thought I would never see," said Street. "I was so excited. I couldn't believe it. You never think things like this could happen."

"I was in shock, but it was very pleasant," said Carolyn Cobbs. "This has turned into a beautiful relationship. I have gained a new family that is very special. We have seen each other almost every weekend since we met and on occasion attend the same church."

Street said, "God led us from Saudi Arabia back to Virginia and onward to DSCR for a reason; now I know why. I feel my mission is complete. I know Mary Elizabeth is smiling down on us from heaven." ♦



At last, Carolyn Street (left) has found her childhood friend's daughter, Carolyn Cobbs, at Defense Supply Center Richmond. (Photo by Jackie Palmer)

White House Honors DESC Environmental Stewardship

By Lynette Ebberts
Defense Energy Support Center
Corporate Communications

On June 10, the Defense Energy Support Center was presented the White House "Closing the Circle" Award for its outstanding environmental stewardship work along with other federal employees from across the United States during a ceremony at the Eisenhower Executive Office Building in Washington, D.C.

The Defense Energy Support Center won the 2003 White House Closing the Circle Award for promoting the use of biobased fuels in the federal government.

Pam Serino, chief of DESC's Product Technology and Standardization Division, and George Atwood, chief of DESC's Ground Fuels Division I (PEA), accepted the award on behalf of DESC. When asked about accepting this prestigious award for DESC, Atwood said, "This award is great recognition for DESC and its personnel who contributed and continue to support the successful procurement of biobased vehicle fuels."

DLA Director Vice Adm. Keith W. Lippert, and Capt. Stuart Funk, Deputy Director of DESC also attended the ceremony.

Beginning in 1999, DESC staff worked with the Department of Energy and the Office of the Secretary of Defense to become proactive in the implementation of biobased alternative fuels in federal government fleets. Specifically, DESC led the way for the military services and federal civilian organizations in the procurement of E85 - a blend containing 85 percent ethanol and 15 percent gasoline, and B20 - a blend containing 20 percent vegetable oil and 80 percent low sulfur diesel fuel.

DESC staff worked with commercial standardization organizations to establish requirements for the use of B20 that would not have a negative impact on vehicles or equipment using this petroleum/vegetable oil blend and developed a procurement clause that listed a set of requirements that the B20 product must meet until a commercial specification is available.

The Center's Ground Fuels and Product Technology Division has worked with agencies such as the U.S. Postal Service, Department of Energy, United States Department of Agriculture, and the National Park Service to purchase B20 and E85. The requirements for 2001 totaled 565,000 gallons for E85 and 1.4 million gallons for B20. This increased more than 5 million gallons in requirements of B20 for 2002.

During the ceremony, 26 teams from 15 states and the District of Columbia were honored for outstanding military and civilian facility efforts in such categories as environmental management systems, education and outreach, purchase of environmentally preferable and biobased products, sustainable design for buildings, waste and pollution prevention, and recycling.

John F. Turner, Assistant Secretary of State for Oceans and International Environmental and Scientific Affairs, applauded the winners' efforts and provided the keynote address. "We honor those who have chosen to get involved and take action to improve the environment for this and future generations," he remarked. John L. Howard, Jr., of the Federal Environmental Executive, added, "The Closing the Circle Award winners have demonstrated that the federal government can lead by example. We're proud of all that they're doing to improve the quality of life in each of their communities." ♦

Agency Honors Small Business Boosters

By Jim Katzaman
DLA Public Affairs

A field activity commander and four acquisition professionals who work with small businesses have received awards honoring their support of these enterprises throughout Defense

Logistics Agency.

DLA Vice Director Maj. Gen. Mary Saunders presented the DLA Small Business Awards June 9 in a ceremony at the Kabeiseman Center in the McNamara Headquarters Complex.

Brig. Gen. Gary L. Border, USA, Defense Supply Center

Philadelphia commander, received the DLA Command Award for Professionalism in the Small Business Program for his and his staff's outstanding support of the program.

Fittingly, his DSCP organization claimed most of the awards for 2002. These included Genevieve

Venturo who received the DLA Award for Professionalism in the Small Business Program; Lou Anne Graham, DLA Award for Excellence in Assisting Small Business; and Louis A. Cooker, DLA Award for Excellence in Assisting Small Disadvantaged Business.

Jannet Gray of the Defense Energy Support Center received the DLA Award for Excellence in Assisting Women-Owned Small Business.

DLA annually recognizes Agency workers who make significant contributions to the Small Business Program. The awards are used to encourage outstanding and extraordinary performance of DLA personnel in implementing the national and DLA policy to aid, counsel, assist and protect the interests of small business, small disadvantaged business and women-owned small business.

The award criteria include the following areas:

- Personal initiatives that result in the expansion of prospective sources in either program area, contributing to increased preference awards to such firms;

- The review and research to recommend policy or procedural changes that result in greater emphasis or accomplishment in the programs at either the individual activity or DLA-wide;

- Personal actions to rapidly identify and include additional items in the 8(a) contract program in those instances where newly capitalized items have been assigned to DLA for management;

- Unique initiatives implemented to assist small, small disadvantaged and women-owned small businesses;

- Outstanding participation in government and industry conferences, meetings and organizations that assist small, small disadvantaged and women-owned small businesses; and

- Innovative methods effectively employed to help small, small disadvantaged and women-owned small businesses participate in the DLA contracting program.

In presenting the award, Saunders noted that she has worked with small businesses since she arrived at DLA. "Small business is at the heart of the United States," she said. "DLA is a huge part of the government and Department of Defense small-business process. It's always been the backbone of the Agency."

The general added that awards for small-business contracts have increased each year since 1999. "DSCP earned an 'A' on their small-business report card, which includes the largest [Historically Underutilized Business] Zone, bar none," Saunders said. "The DLA strategic plan for small business was outstanding."

After accepting his award, Border said the plaque "recognizes the extremely hard work our people at the DSCP business office deal with on a day-to-day basis. They know this is the last bastion we have to handle commodities before they go into the DoD arena. The bottom line is this is a team award."

Venturo, the senior small business specialist at DSCP, said she was "very happy to receive the award because it relates to a job I really enjoy doing." She is considered a subject matter expert on small business policies, procedures and issues. Her experience in both contracting and small business extends across commodity directorates. According to her award citation, this has afforded her the opportunity to develop a "comprehensive knowledge of acquisition programs and establish an excellent working relationship with DSCP personnel."

She is the program manager for the Small Business Program in DSCP's Directorate of Subsistence, which last year obligated more

than \$1.3 billion with U.S. business concerns. Small businesses received 56.6 percent or \$743 million of these contract dollars.

"She has a very demanding responsibility given the broad scope and the complexities of the subsistence acquisition program," stated Venturo's citation. "In addition to the general rules and regulations of government procurement, she maintains a working knowledge of food industry practices and U.S. Department of Agriculture and Department of Commerce regulations as they apply to the acquisition of perishable and semi-perishable products for the military services. This expertise is critical when counseling new firms so that they can receive accurate instructions on every aspect of subsistence acquisition policies and practices."

Graham, product group executive in DSCP's Directorate of Clothing and Textiles, said her award is "an honor for both the Agency and me. I do a lot of work with small businesses and our HUB Zone concerns. Each manufacturer has done a good job helping us meet requirements during Operation Enduring Freedom. That's a credit to them and us."

In her position, Graham oversaw unprecedented sales growth in tentage during fiscal 2002 to \$90.1 million. Current fiscal year's sales are expected to exceed \$100 million. As contracting officer, Graham awarded contracts on both the 16x16 frame and soldier crew tents. She worked with the small business manufacturers to ensure accelerated deliveries that will support America's war effort. These contracts also will allow DSCP to achieve sustained supply for years to come and potentially represent \$125 million in total awards over the life of the contracts.

Graham's award of a long-term contract for the 16x16 tent and its components was made as a HUB

Zone set aside. The contract represents potentially \$97 million in HUB Zone awards, the largest in Defense Department history.

Cooker, a senior contract specialist within DSCP's General and Industrial Directorate, said, "I feel good about supporting small disadvantaged businesses. These companies are important in our society. I'm grateful that the director of our Small Business Office recognized me for our accomplishments."

At DSCP, Cooker is responsible for planning, negotiating, awarding and administering complex, high-dollar, high-volume contracts. He conducts market research and develops innovative acquisition techniques that result in best-value support to DLA's customers.

During fiscal 2002, Cooker independently planned and awarded 21 firm fixed-price contracts for

items in Federal Stock Class 5430, that were set aside for socially and economically disadvantaged businesses under the Small Business Administration 8(a) Program. One of the small disadvantaged firms is also located in a HUB Zone. The cumulative dollar value awarded to these companies last year was about \$4 million. Through Cooker's efforts, these companies are expanding and developing the capability to independently and effectively compete in the nation's market place.

Gray, a procurement analyst in the Contract Policy Office of the Defense Energy Support Center at Fort Belvoir, Va., said she was "very appreciative of the opportunities DESC affords me to work on the challenging issues of small business, and I'll continue to be an advocate for their success within DLA."

At DESC, Gray has worked

extensively in many areas in the Contract Policy Office but has excelled when working on projects and issues related to the Small Business Program. She is an energetic and well-versed procurement analyst with many years' experience encompassing contract administration and contracting.

She was detailed to the Small Business Office during the absence of the associate director where she initiated and implemented several new programs to the benefit of small disadvantaged business and women-owned small business programs. Gray made sure a restructured outreach program was started and also instructed and managed the revising of DESC small business improvement plans. This placed special emphasis on locating, educating and counseling small disadvantaged business and women-owned small businesses. ♦



DLA personnel received awards honoring their support of small business enterprises from DLA Vice Director Maj. Gen. Mary Saunders. (Photo by Thomas Wilkins)

DLA Activities Recognized with Secretary of Defense Awards

Two DLA activities have won honorable mention in the Pollution Prevention category of the annual Secretary of Defense Environmental Awards. Each year, installations, teams and individuals are honored for outstanding efforts by military and civilian personnel, at both domestic and overseas bases, who promote and make significant lasting contributions to Department of Defense environmental programs.

Environmental awards are given for six categories: Natural Resources Conservation, Cultural Resources Management, Environmental Quality, Pollution Prevention, Environmental Excellence in Weapon System Acquisition and Environmental Restoration. The environmental programs for these categories support the U.S. military mission, protect our national heritage and promote quality of life.

The Stormwater Management Plan at the DLA Voorheesville Depot in New York was honored. The Voorheesville Depot in Watervliet, New York, stores strategic metal ores and materials as part of the National Defense Stockpile Program. The Defense Logistics Agency was faced with the need to improve on-site stormwater management and control the off-site migration of sediment into surface waters to avoid a surface

water quality problem that could affect the public health. DLA's program developed a cost effective and readily implementable response which demonstrated the merit and applicability of a straightforward civil engineering remedy without the need for large capital resources to construct and operate a remedial system. The lessons learned are transferable across the board to any facility where materials are stored outdoors and stormwater quantity is an environmental control issue.

The Asbestos Elimination Program at Defense Supply Center Philadelphia was also honored. DSCP deals with a large quantity of items containing asbestos. Because asbestos has been identified as carcinogenic, questions were raised about the advisability of processing such material and providing it to our military customers. DSCP accepted the challenge to eliminate as many asbestos items as possible from the federal supply catalog and provide safe alternatives that would meet mission specifications. DSCP identified over 14,000 asbestos-containing items, mostly in Federal Supply Class 5330, Packings and Gaskets. As a result of the DSCP Asbestos Task Team's proactive efforts, 50 percent of the asbestos-containing items have been replaced with non-asbestos substitutes. ♦

DDC Employee Receives DLA Meritorious Civilian Service Award

*By Stacy L. Umstead
Defense Distribution Center
Command Affairs Office*

Merlene Dubose, Director of Command Support Services at the Defense Distribution Center, New Cumberland, Pa., has been presented with the Defense Logistics Agency Meritorious Civilian Service Award by Claudia "Scottie" Knott, SES, Executive Director, Acquisition, Technical, and Supply Directorate, DLA and by Phyllis C. Campbell, SES, Deputy Commander, Defense

Distribution Center.

Dubose, who has served as the Chief of the Procurement Office at the DDC since July 1999, has transformed contracting operations and substantially improved the efficiency and effectiveness of contracting support throughout the DDC. This transformation has been accomplished while the contracting mission has expanded and the resources devoted to procurement operations have been reduced significantly. Dubose's performance has been nothing less than outstanding throughout this entire period. She has kept her staff motivated

throughout this turbulent period. She has truly distinguished herself through her exemplary accomplishments and has been singled out by the DLA Performance Management Review (PMR) Team as having the "Best Overall" Procurement Office within DLA.

Under Dubose's leadership, and with her superb management skills and knowledge of contracting, the DDC Procurement Office has substantially improved its performance during the last four years in every area reviewed by the PMR Team. Prior to her appointment as Chief of the

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Procurement Office, the DDC had two procurement offices, located in New Cumberland, Pa., and Tracy, Calif., each with a staff of approximately 30 employees. Most supplies and services were purchased using manual purchase orders. Several of the DDC Depots relied on their host activity (Army, Navy, and Air Force) to purchase much of their daily operating requirements, such as boxes, packaging materials, and stretch wrap. Several individuals in each of the

procurement offices were devoted to post-award administration and most of their time was spent chasing late payments for contractors. The procurement operations were in dire need of re-engineering.

During the four years that she has been the Chief of the Procurement Office, Dubose has been widely respected by subordinates, peers, and superiors for her professionalism, knowledge of contracting rules/regulations, devotion to streamlining opera-

tions, and fairness. As a result of her leadership and perseverance, the DDC Procurement Office has achieved a level of efficiency and effectiveness unsurpassed in DLA.

Accepting the acknowledgment, Dubose stated, "This is a credit to the entire procurement staff, who work very hard day in and day out to ensure that the DDC has the best procurement program." ♦

DLIS Employee Receives NISH Award

By Kathy Hausknecht
Defense Logistics Information Service

"Marlyn, you have, and are, changing the way society perceives people with disabilities," said Col. Joseph Cassel, USMC, Defense Logistics Information Service commander. "You will not be denied in making a contribution to the work force."

Marlyn Smith, a receptionist at the Battle Creek Customer Contact Center in the Hart-Dole-Inouye Federal Center (formerly known as the Battle Creek Federal Center), earned the Dick Alley Assistive Technology Award from the National Industries for the Severely Handicapped. Because she was unable to attend a national ceremony in Denver where the 2002 awards were handed out, a special presentation was held May 1 at the Contact Center. Smith is employed through Peckham Inc., and provides administrative services for DLIS, which oversees the Contact Center.

The Assistive Technology Award recognizes an individual who has, through the application or development of assistive technology, contributed to the employability of people with severe disabilities. Smith is visually-impaired and uses assistive technology to perform her job.

"No one can gain an award without other people, especially like Peckham employee Andrea (English) and DLIS employee Norm (LeBreton). I love the people here and just want to say thank you," said Smith.

Sherry Gordon and Lisa Kisiel, Commission for the Blind, also attended the presentation. They remarked positively on how more jobs for people with disabili-

ties, such as Smith's, now provide a livable wage – an important key to achieving personal independence.

NISH is the national nonprofit agency designated by the Committee for Purchase From People Who Are Blind Or Severely Disabled to provide technical assistance to Community Rehabilitation Programs interested in obtaining federal contracts under the Javits-Wagner-O'Day Program.

Peckham Incorporated, a community rehabilitation program, provides vocational training, work opportunities and employment retention services to people with disabilities and facing barriers to employment to help them achieve self-sufficiency, independence and economic security. ♦



Matthew June, Peckham Inc., presents the Assistive Technology Award to Marlyn Smith. A copy of the award is being made in Braille for Smith.

Defense Supply Center Philadelphia Wins Commander in Chief's Award for Installation Excellence

By Lorraine Netzko
Defense Supply Center Philadelphia
Corporate Communications

The Defense Supply Center Philadelphia, PA., has added another award to its long list of accolades.

At a May 2nd ceremony at the Pentagon, the Honorable E.C. "Pete" Aldridge, Jr., Under Secretary of Defense for Acquisition, Technology and Logistics, presented DSCP with the 2003 Commander in Chief's Annual Award for Installation Excellence. The highly competitive award recognizes the outstanding and innovative efforts of those U.S. military bases that support the mission of the Department of Defense in an exemplary fashion.

Headquartered in Northeast Philadelphia, DSCP is the lead Defense Logistics Agency center for food, food service equipment, clothing, textiles, medicines, medical equipment, industrial and other supplies and services related to troop and general support. During fiscal 2002, DSCP supported 8.6 million customer orders totaling over \$7.8 billion.

Trophies were also presented to four other award winners including: the Army's 10th Area Support Group, Torii Station, Okinawa, Japan; Marine Corps Air Station, Cherry Point, Havelock, N.C.; Naval Air Station Pensacola, Pensacola, Fla.; and Hurlburt Field (Air Force), Fort Walton Beach, Fla.

Upon accepting the award for the center, DSCP's Commander Brig. Gen. Gary L. Border, USA, said it has been both a challenging and rewarding year for DSCP's employees. He added that he was honored to accept the award on behalf of the men and women working for the Defense Logistics Agency and DSCP, saying, "they did the work, I'm only accepting the award."

Fifty-five DSCP employees took a bus to Washington for the award presentation and to tour

the Pentagon. At a reception following the ceremony Border personally thanked each of those employees for a job well done.

Besides the trophy, each winning installation also received an Installation Excellence flag and a letter signed by the President of the United States complimenting the center's men and women for their outstanding achievements.

In a letter to the recipients, President George W. Bush thanked them saying that "receiving the highly coveted award is a well earned testament to your hard work and dedication, on and off the battlefield."

DSCP previously won the Installation Excellence Award in 1995. ♦



From left, The Honorable E.C. "Pete" Aldridge Jr. presents DSCP Commander Brig. Gen. Gary L. Border with the Commander-in-Chief's Award for Installation Excellence. Maj. Gen. Hawthorne L. Proctor, DLA's Director, Logistics Operations is at right. (Photo by Lorraine Netzko)

Freedom



September 19, 2003

National POW/MIA Recognition Day