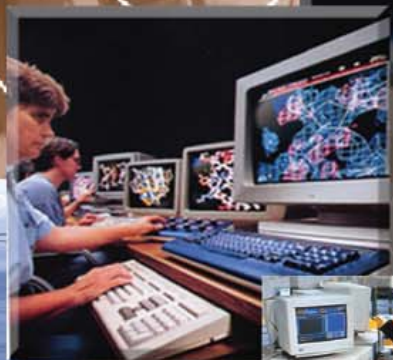
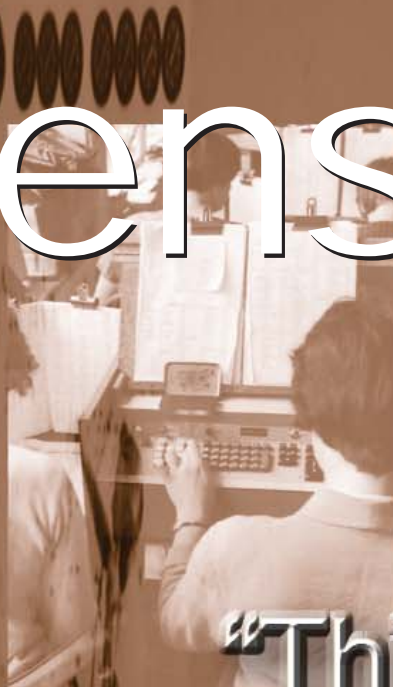


# Dimensions

Defense Logistics Agency

Fall 2002

"Think BSM"



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# ★★★ From the Director

This past year has brought many changes to our world. As Americans, we have faced challenges that test our very determination and spirit. Our resolve and dedication to upholding the ideals and values of our country have never been as strong as they are now. We have remained united in our efforts to support the men and women who are on the front lines defending freedom in all corners of the world.

As members of the Defense Logistics Agency (DLA) work force, we have an even stronger connection to the warfighters. In performing our mission as a combat support agency, we are focused on making sure that they have the food, clothing, medicine, spare parts and fuel they need.

While the current operating environment in the Department of Defense undergoes transformation, DLA must continuously seek and implement new technologies and business processes. Our Business Systems Modernization (BSM) effort is being deployed throughout the Agency in order to meet these changes. BSM will give us the ability to be more agile, focused, and responsive to our customers.

Our supply chain management is also evolving to remain relevant to our customers and suppliers. New emphasis is being placed on adapting our approach to customers to ensure they receive the tailored support they need. By providing effective, reliable, agile support, DLA can best sustain the Military Services' focused logistics. Using innovative approaches will enhance our processes and build on collaboration with our customers and vendors. By integrating our processes, we can make the supply chain as efficient and least expensive as possible.



DLA continues to seek the most innovative solutions to our customers' requirements. Applying lessons learned from commercial best business practices and concepts to our own mission keeps our organization looking to the future while remaining grounded in the realities our customers face daily. Our ability to adapt will ensure continued success in our mission. ◆

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

# Dimensions

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# BSM Shifts DLA Focus from Items to Customers

By Jim Katzaman  
DLA Public Affairs

**F**rom remote field activities to headquarters, the Defense Logistics Agency is turning its eye to customers, placing them on the forefront of planning as business systems modernization (BSM) is going live throughout the Agency.

“The planning process will change significantly as far as what we do in DLA,” said Mary Horvath, the Agency’s process owner for planning. “It will be a new way of doing business. We will no longer be item-focused but customer-focused in providing support to our customers.”

According to Kathy Cutler, DLA’s planning executor, previously in DLA, everything was managed by item with one person being the sole point of contact for handling orders and distribution. The process was reactionary, and based on statistical forecasts with limited customer collaboration.

Today is another story.

Under BSM, there are two main facets of planning: demand planning and supply planning. Demand planning involves gathering input data, determining how the demand plan will be created, generating the plan and providing the plan across our organization for use in many areas.

“With BSM we will focus on demand forecasting units (DFUs) which are item/customer/location specific. The demand plans will be accomplished by these DFUs,” Mike Scott, the planning lead and third member of the planning leadership team, explains. “We will be using a

commercial-off-the-shelf package, Manugistics, which provides more flexibility and responsiveness. In addition to statistical forecasts, we will be collaborating with some of our customers to better identify their upcoming needs and any changes in their requirements.”

Inputs for the demand plan can vary greatly. Examples include consumption data which identifies what the customer actually used in the past. Historical data looks at what the customer has ordered in the last three years for replenishment items. Collaborative input is any added information gained by talking directly with customers, which could identify maintenance plans, troop recruitments or exercises. Market intelligence would be any other information that shows what is happening outside DLA.

“Manugistics will provide all requirements, computations, demand planning and, in future BSM releases, multi-echelon requirements,” Horvath said. “This will move us toward becoming a national provider, issuing items to point of sale.”

Cutler noted that supply planning takes the demand plan and determines how best to meet the expectations of the customers’ demands. Supply plans are generated for specific item/location combinations, or stock keeping units (SKUs). Allocation and deployment of resources are all considered, which helps guarantee orders will be fulfilled on time.

In typical supply planning under BSM, the supply planner will first receive the demand plan. The supply planner uses a time-phased

inventory plan that shows items needed to meet the demand plan and compares them to the inventory positions at the different stockage locations. Any budget constraints or industrial capabilities/capacities are utilized into a constrained supply plan. The final step will be the supply planning meeting to consolidate the entire supply planning process.

Scott continues that the supply planner is then responsible for reviewing the inventory positions of their items. If there are overstocks, the supply planner will move the inventory to an appropriate location ensuring improved customer support. Once the shortfalls to requirements are identified, planned orders are generated and forwarded to procurement, where the projected quantity of items are bought to meet the anticipated demand at the time the customer’s demand occurs. The use of DLA Direct, sending items directly from DLA to the customer, is one of the two supply chain channels that will be used and the alternative is Customer Direct, where suppliers will be shipping items directly to the customer.

High-volume customers such as Naval Aviation Depot Cherry Point, N.C., will welcome DLA’s customer focus under BSM. This particular depot performs major airframe modifications and repair for a wide variety of military aircraft such as the Marines’ AV-8B Harrier vertical takeoff and landing tactical attack jet, the medium-lift transport CH-46 Sea Knight helicopter, CH-53D Sea Stallion and CH-53E Super Stallion helicopter, and the Air Force’s MH-53J helicopter.

Cherry Point engineers and logisticians are also working with prime contractors to set logistics and maintenance requirements for the MV-22 Osprey. In fact, during the past few years, NADEP Cherry Point has assumed responsibility for a variety of aircraft, engines and components. Their function includes worldwide engineering and logistics management in both the maintenance and design fields.

"BSM will make significant

changes in everything," Cutler said. "This includes organizational structure, jobs, becoming customer-focused instead of item-focused, using commercial-off-the-shelf software and collaborating with customers."

The result, she added, will help the typical DLA employee. "Instead of being reactionary when the customer comes to us, we will have collaborated and planned with the customer, improving customer ser-

vice and helping our DLA employees and our customers to do their jobs more effectively and efficiently."

The planning leadership team is enthusiastic about not only the implementation of a new system but the changes to the basic way we support our customers. The shift to customer focus and the implementation of the BSM program are demonstrating the great strides that DLA is making in adopting best practices. ♦

# One Book Town Hall Informs, Educates

By Mimi Schirmacher  
DLA Public Affairs

**T**he Defense Logistics Agency held a town hall May 15 in the McNamara Auditorium to inform and educate employees about the One Book.

Presentations were given by Christine Gallo, executive director of Business Modernization in Logistics Operations; Scottie Knott, executive director of Logistics Policy and Acquisition Management in Logistics Operations; Mae De Vincentis, director of Information Operations; and Liz Moore, public affairs specialist in DLA Support Services Corporate Communications.

DLA has embarked on a long-term business transformation -- a journey that will reshape the way the Agency does business by leveraging technology and commercial business practices. A major challenge of this transformation is how to best document and share common information across the DLA enterprise.

The DLA One Book will be the single repository for corporate policy, procedures and processes. As the Agency's leading industry partners have learned, the use of standard procedures and processes provide common focus and help control both performance and cost. The DLA One Book is the vehicle for standardizing processes and procedures. Everyone has access to the One Book via the DLA internal web site, DLA Today and Tomorrow, at <https://today.dla.mil/onebook/>.

In his opening remarks to the One Book Town Hall audience, DLA Director Vice Adm. Keith W. Lippert said, "The One Book is a very important topic. Through the open forums I have done, I've

had repeated questions, good questions, about One Book. One Book is, in the simplest terms, about documenting our processes. We've been talking about transformation and modernization, and this really fits in a lot with that. We can't improve what we are doing if we don't know what our processes are, and this is the best way to do that.

"You see something similar to the One Book in the private sector. In world-class organizations, you see processes documented," he added. "One Book is another step in getting to where we talk about being a world-class organization."

The director related how various DLA initiatives are dovetailing in order to enhance the Agency's mission. "Goal No. 2 in the DLA Strategic Plan is to structure internal process to deliver customer outcomes effectively and efficiently -- that's all about modernization," he said. "That's why we're doing business systems modernization, and that's why we're doing One Book, because it all fits together into trying to satisfy the strategic plan's goal.

"The goals and objectives are then all going to be tracked by the Balanced Scorecard," the director said. "All this has a mosaic that fits together, and I think it is very important. The intent of all this is to create a library of information that can be accessed through our PCs, [personal computers] putting together a single source for knowledge management and knowledge management transfer. It's a training tool for us and a way to transform the processes to make them more efficient.

"It requires a lot of work to document what you are doing," he said. "From a leadership perspective we have to make sure the documentation gets done. Then we have to take a look at this from a process perspec-

See One Book, page 6

tive, right across the organization, with intelligent people making sure this is the best way to do business. From a leadership perspective, I ask your involvement to make it work, and I think we will have a product that we can all be very proud of.”

The DLA One Book will serve as the single authorized repository for Agency policies, processes and procedures, as well as provide a mechanism for knowledge sharing. The implementation of DLA One Book will result in universal access to DLA policy, processes and procedures; knowledge sharing; incorporation of industry best practices; support of DLA's vision of “one face” to the customer; helping DLA transform from a “stove piped,” orientation toward a process perspective; and accessibility to standard forms on line.

DLA's One Book objective is to enable the transformation to a process orientation and a more efficient and effective way of accomplishing daily business activities.

In her presentation, Gallo reviewed the purpose of the One Book, status of where DLA is, the timeline, the history and the benefits. In giving some background to the process she said, “When the One Book team went in and briefed the Corporate Board and Admiral Lippert in October, advocating a four-year implementation timeline, he said, ‘Great, make it two.’ We have a director who wanted it faster, and you all are working to make that happen. We want to have a single report for all our processes and not rely on looking at how we tended to do things in the past.”

Next, Knott discussed how the One Book fits into the strategic management system. “The One Book is one of those business processes and objectives that really flows all the way through our strategic management system and where we want to be in the future,” she said. “We’ve had three key documents that dictate where DLA is going -- in the short term, over the horizon and then from a very strategic point of view.

“The strategic plan is the high-level view of the five- to seven-year view of where DLA wants to be in terms of its objectives in fulfilling our mission in delivering right item, right time, right place, right price, all the time, delivering best value solutions to

the warfighter,” Knott said.

“Then we have the Balanced Scorecard, which is a new way of looking at yourself in terms of reaching your strategic objectives,” she explained. “They represent those transformational things that have to occur to get you from where you are to where you want to be in five to seven years as depicted in the strategic plan. You have to have some significant emotional event -- that we call transformational event -- to get you from here

to there, or else you’re just making incremental progress as you move through the five- to seven-year window. The Balanced Scorecard really identifies those transformational events that will get us from 2002 to 2009.

“Then we have the actual business plan, which contains the action plans for many of those transformational events,” Knott continued. “We can have grandiose plans associated with these transformational events, and unless you have actual plans of actions, milestones, resources assigned, people dedicated and people accountable, you are not going to make the transformation that you need to do over the short term to get you to those long-term objectives. That’s what is embodied in the business plan.”

She reiterated that the DLA One Book supports Goal No. 2 of the strategic plan. “The One Book is the framework for getting our processes into a structured way of looking at them,” Knott said. “By having this kind of structure, then

you can measure the process, make changes to the process and measure whether or not the change was effective, and associated resources with that process.

“This gives us a good handle on how well a process is working, how much we are investing in that process, and then if we make changes, we will be able to see the results of the changes, because we’ve had a structured process laid out.

“The One Book is a knowledge management practice, a way of integrating data and creating out of that data information,” Knott said. “We manage information, and in the One Book we provide a much more robust tool to allow us to become better knowledge management workers. The process involves people, the content associated with the processes and then the enabling technology that allows us to share and manage as a knowledge management organization.” ♦

*“You see something similar to the One Book in the private sector. In world-class organizations, you see processes documented. One Book is another step in getting to where we talk about being a world-class organization.”*

*-- Vice Adm.  
Keith W. Lippert*

# Evolving Supply Chain Management Boosts Competitive Advantage

By Jim Katzaman  
DLA Public Affairs

While business systems modernization might represent a revolutionary concept for some portions of the Defense Logistics Agency, it's actually playing catch up to innovations developed in the last few years by DLA supply chain managers.

Historically, the Agency's supply chain has been commodity focused. DLA reacted to individual customer requests, having items ready for them if and when they ordered a product.

"We never really cultivated a relationship with that customer to understand why and when customers order from us," said Douglas French of the BSM Supply Chain Integration Team. "DLA has its sights set on understanding what the customer will need and building the most efficient supply chain to satisfy that need."

"In the past," he said, "our processes adjoined, but were not integrated with each other. Customers threw orders over the fence to the DLA Inventory Control Point, the ICP passed the order over a few fences internally and then threw it over the fence to the Defense Distribution Center or our vendor who ultimately threw the material over the fence to the customer. We're trying to remove these fences and build a supply chain containing integrated links based on collaboration with our customers and vendors alike."

In fact, he added, "DLA is all about supply chains. Our job is to broker a relationship with both customers and suppliers so as to make the supply chain as efficient – and least expensive – as possible."

BSM for French is not a radical departure from the past but the "next

evolution" of the DLA supply chain. "Reengineering through BSM," he said, "allows DLA to take advantage of state-of-the-art capabilities from the commercial sector. Then we can optimize our internal processes using commercial-off-the-shelf software tools as well as common-sense business practices such as service-based agreements with our customers and suppliers."

These agreements, French said, are fundamental to building strong links in the DLA supply chain, strengthened by an enhanced information flow between everyone involved in the process.

This shows how supply chain management is more than management of inventory, according to French.

"Supply chain management defines processes that manage the movement of material, information and money between customers, DLA and suppliers," he said. "These processes have the greatest impact on customer satisfaction and our financial and operational performance."

For DLA specifically, French said, "Collaboration, information sharing, shared trust and commitment to achieving an agreed upon level of performance characterizes the integrated supply chain. It's a single-enterprise, DLA-branded point of view of our overall mission."

The DLA supply chain must be focused on customer objectives, he added. "We need to develop products, services and other capabilities that the customer will value, and we must deliver them efficiently."

The only way the Agency can achieve these goals is to make sure all of its employees understand the big picture of supply chain management and their role in making it work, according to French. Thus, he said, "It's important to give all employees, as



Douglas French of the BSM Supply Chain Integration Teams says, "DLA has its sights set on understanding what the customer will need and building the most efficient supply chain to satisfy that need."

they transition over to BSM, an overall supply chain focus with a one day overview course."

This way, he explained, a supply chain overview class will eventually become part of each employee's curriculum. "Our employees have always individually played an important part in the supply chain," French said. "They just didn't have an appreciation of their role."

With BSM bringing DLA supply chain management to a higher level of performance, French said, "Military customers will come to rely on DLA for ever increasing logistical support so they can expend their main effort on winning wars. Throughout history, the army with the best logistics has won the war. We want to be regarded by our military customers as the agent who can do that and allow them to win."

Above all else, he added, BSM and DLA's evolution in supply chain management is a journey, not a destination. "This is an evolving process, he said. "We always need to maximize our competitive advantage to the benefit of the men and women that may be called into harm's way." ♦

# Order Fulfillment Depends on Integrated Supply Chain

By Jim Katzaman  
DLA Public Affairs

**A**t Anniston Army Depot, Ala., employees in Defense Distribution Depot Anniston and the Defense Reutilization and Marketing Office work closely with the only Army depot capable of performing maintenance on both heavy and light-tracked combat vehicles and their components.

The depot is the Army's Center of Industrial and Technical Excellence for all combat vehicles (except the Bradley), artillery and small-caliber weapons. Maintenance and storage of conventional ammunition and missiles are also significant parts of the depot's overall missions and capabilities.

A challenge to support in peacetime, a high national priority in time of war, the Army depot forms a key link in the Defense Logistics Agency supply chain. This is a prime example of how order fulfillment will factor heavily into the success of business systems modernization.

Mike Kelley, order fulfillment business process owner for DLA, cited Anniston when contrasting today's supply chain response compared to the promise embodied in BSM. "With BSM," he said, "we'll have an integrated supply chain that reaches out from the Agency at both ends and builds relationships with our customers and suppliers."

In the BSM vision, DLA's inventory control points at Richmond, Va.; Columbus, Ohio; and Philadelphia will have integrated customer teams made up of people from order fulfillment and demand planning. "Whatever intelligence the customers can give us concerning what their needs are," Kelley said, "we will be able to input this information into our demand-planning process."

Pointing to Anniston, Kelley explained that Forces Command and Army Materiel Command send data to DLA about the Army's deployed units and planned maintenance operations. In collaboration with FORSCOM and AMC, the Agency, using BSM, can forecast the depot's needs based on the Army's track record of using supplies and planned maintenance operations, rather than by sitting back waiting for specific requests.

For customers involved with BSM, DLA will write

customer-service-level agreements expressed in response times and performance standards. "There's a whole list of service offerings we are able to put into agreements with our customers," Kelley said, "including periodic metric performance reviews."

Everything the Agency is doing in the BSM concept demonstration has been done to some extent at various places within DLA in the past, according to Kelley.

"We want to take these best practices and make them the norm of our business and organize to do it consistently," he said. "One best practice, the integrated customer teams, will provide a place for our customers to go, making our key players the customer account specialists."

Meanwhile, each inventory control point has drawn up a transition plan to move from today's system to BSM. "Today's item managers will move into one of several new jobs focused on the customer or vendor side of the house," Kelley said.

Job transitions are only one demonstration of how an integrated supply chain will work, according to Kelley. He noted that before BSM the accounts receivable position was

viewed as just a finance job. "In BSM," he said, "that function properly becomes the responsibility of order fulfillment as the last step in satisfying the customer's needs." Everyone, he added, has a role in how DLA uses its resources, and BSM will reflect that by giving every worker greater responsibility for carrying out the mission.

"With new tools and training, when our planning people, in collaboration with our customers and suppliers, come up with an accurate demand and supply plans; when our procurement people consistently meet that plan and buy the stuff we need when we need it and when our financial-management people ensure budget authority is there for them to do that, the order-fulfillment job is easy," Kelley said. "We'll just ship orders and fill customers' needs. That's the nature of an integrated supply chain."

And, as Kelley envisioned, it will be a supply chain ready to respond with the "right item, right time, right place, right price, every time, with best-value solutions for America's warfighters" -- whether in the foothills of the Appalachian Mountains in Alabama or at the front-lines of remote hotspots around the world. ♦

*"In BSM, that function properly becomes the responsibility of order fulfillment as the last step in satisfying the customer's needs."*

*-- Mike Kelley*



# DLA Shifting from Managing Supplies to Managing Suppliers

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

The DLA Logistics Policy and Acquisition Management Directorate is leading the way toward a new approach that will revolutionize the way many of its supplies are purchased, and save the warfighter hundreds of millions of dollars.

Known as a Strategic Supplier Alliance (SSA), it is expected that the alliances will result in mutually advantageous pricing, reduced customer wait time, more accurate forecasting, and decreased administrative costs. Strategic Supplier Alliances with private industry are being encouraged throughout the federal government, but DLA was the first agency to get one in place – with Honeywell, Inc.

DLA won the David Packard Excellence in Acquisition Award for that effort, according to Peter Runfola, chief of acquisitions programs in DLA Logistics Operations, J-3. “We’re also putting in place an SSA with the Boeing Company,” and with several other vendors, said Runfola. “We used the Change Management Center (CMC) at the Office of the Secretary of Defense to support the Honeywell and Boeing efforts.” The CMC may also be used for some of the follow-on SSAs.

With Honeywell and Boeing, the CMC established cross-functional Rapid Improvement Teams (RITs) which met for two and a half days to develop and coordinate a strategy acceptable to all stakeholders. In addition to the company representatives and DLA Headquarters, other stakeholders represented at the RIT meeting included the Defense Contract Audit Agency, Defense Contract Management Agency, and the Defense Supply Centers, Department of Defense Inspector General, and representatives of all military services.

“We used the RIT methodology to set out mutual goals and objectives to see how we can work together to resolve

barriers,” explained Runfola. As a result, all government and industry and stakeholders agree to a pricing methodology for the overall alliances. This streamlines the negotiation process, and results in comprehensive contracts for as long as 10 years, as opposed to purchase orders or ordering by individual contracts with the same sole source vendor. The agreements include logistical services and parts.

“We’re shifting from managing supplies to managing suppliers,” said Runfola.

Making such a dynamic shift requires carefully thought out strategies. “Our Strategic Materials Sourcing Program is the overarching program from which we look to achieve benefits,” said Runfola. He continued, “Basically, it’s a demand and spend analysis of all items we manage – grouped by similar characteristics.” This up-front step is done before DLA would consider entering into any SSAs.

“We can leverage our buying power with strategic alliances,” said Runfola. “Plus, it’s a win-win for industry because the planning is collaborative and they know our quantities and have firm contracts. This improves industry efficiency and reduces the number of contracts and they have a better handle on the requirements needed.”

In addition, contracts that are already in place can be reviewed and moved into SSAs. Runfola estimates that over 30,000 items are covered in the Boeing alliance and between 11,000 to 17,000 items in the Honeywell alliance. By the end of fiscal 2003, Runfola projects that DLA will have 16 SSAs in place. “We’re dealing with our top 20 vendors based on sales, so this initiative involves millions of dollars,” he said.

And a savings of hundreds of millions of dollars, according to Col. Tom Ashman, deputy executive director for acquisition management in J-3. “Over the Program Objective Memorandum

period from 2003 to 2008, DLA will achieve an estimated savings of \$224 million in inventory costs,” said Ashman. Reduced administrative lead time as well as reduced production time should result in reduced inventory.

Theoretically, that projection appears fairly straightforward. But, there are many other considerations that must be worked through to develop a successful SSA. “For example, because many of the items in the SSA contracts are sole source items, it makes sense to go with the Original Equipment Manufacturers,” said Ashman.

Another consideration is getting the pricing right. Normally, the government uses escalation clauses. “There are some risks with long-term pricing in that you get it right the first time – and you need to factor in the efficiencies the contractor gains with long-term contracts,” explained Ashman.

Another concern is that the Agency deals with many common parts. “In DoD today, the emphasis is on RTOC -- Reducing Total Ownership Cost – of weapons platforms,” said Ashman. “Do you make alliances with companies that support all parts of platforms or do you get common items to support all platforms?” he said, spelling out the dilemma before answering his own question. “We do a little of both.”

While Ashman explained that DLA’s Logistics Policy and Acquisition Management Directorate was very selective in choosing companies who focus more on common parts, “ultimately, the goal would be to have platform people buying from the alliances.”

The alliance contracts can also be quite complex. Honeywell has three contracts for parts: catalog items – those items are high use with multiple users; replenishment items – those items are used infrequently, and by only one or two major customers; and rapid built-to-order items – when there is a need for unforeseen items.

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"Of course that model won't work for all 16 planned alliances, each one will have variations," explained Ashman. He pointed out that it can also be tough to assemble an entire company under one alliance, citing the fact that Boeing

has six separate manufacturing locations for different parts. "It's almost like getting a country-to-country agreement with some of these alliances," he said.

But he believes the end result will be well worth the time spent on forming

the alliances. "We'll be opening our systems to each other," said Ashman. This should cause backorders to plummet, and significantly increase response time.

Runfola agrees. He concludes, "I see this as a very dynamic time for the Agency." ♦

# LESO Supplies Recovery Teams in New York and Georgia

By Jim Katzaman  
DLA Public Affairs

In the heart of bustling New York City, the World Trade Center attack kills almost 3,000 people.

Nestled in the backwoods of Noble, Ga., authorities recover the bodies of more than 300 people who were supposed to be cremated.

Far removed from each other but still tragic, the terrorist attack and grisly findings on the grounds of the Tri-State Crematory have consumed hundreds of workers for many months. And in both instances recovery people have been clothed and equipped with supplies obtained through the Defense Logistics Agency Law Enforcement Support Office.

Soon after the World Trade Center Towers collapsed, state law enforcement agencies compiled lists of supplies that recovery teams would likely need, and turned to LESO for help.

Kenneth Dover, project manager of Federal Property Programs for National Law Enforcement and

Corrections Technology Center Southeast, said the DLA office approved the use of about \$1 million worth of clothing and equipment, mostly from Georgia and Fort Jackson Defense Reutilization and Marketing Office, S.C.

"We went to the computer to see what was available," Dover said. "We told them we needed all the boots, fatigues and rain gear they had." The Charleston, S.C., Police Department furnished two tractor trailers, and by Sept. 17, the trucks filled with gas masks, flack vests, boots, fatigues, rain gear, trenching tools and rubber gloves arrived at Ground Zero.

Dover said the LESO response was outstanding, "Whenever we asked for something, the reply was, 'Where do you want it, and what time do you want it?'"

Everything sent on scene was used -- and used hard -- amid unforgiving conditions, according to Dover.

"The crime-scene staffs needed boots and clothing," he said. "Everything was still hot, and metal shards cut up entire uniforms in a day."

The New York bomb squad and staffs still have the donated equipment, most of which are disposable items, according to Master Sgt. James Reed, noncommissioned officer in charge of LESO. "Fair wear and tear is pretty high," he said.

Dover added that activities in New York were "a very cooperative effort between LESO and the law enforcement community. It was cooperation at its best. There was not one person who didn't give us what we needed."

Cooperation was also the word of the day in Georgia, after more than 300 bodies were discovered at Tri-State Crematory in Walker County.

For several people in the Georgia Department of Public Safety, the crematory operation was a small-scale repetition of their World Trade Center response. "Fortunately, we were able to support both issues," said Don Sherrod of the Georgia DPS.

The state's portion of its aid to New York totaled \$340,000 for 6,000 pairs of pants and 2,000 desert hats. "Those were just a few things we could get our hands on from a few agencies and donations from other organizations," Sherrod said.

He and his staff were months removed from the New



The Charleston, S.C., Police Department furnished two tractor trailers that were filled with items supplied by the DLA LESO office for recovery teams in New York.

York attacks when Sherrod received a call asking if he had rubber boots and coveralls for those involved at the crematory recovery.

“For Walker County,” he said, “we came up with a list of things we thought the teams needed, and we gave it to them. In this kind of situation the guys on the scene really don’t know what they need. So, we make our best guess and send it to them.”

The long list of supplies requested to support the Tri-State recovery totaled more than \$43,000, all of it

supplied through LESO, and some of it issued from stocks at Camp Lejeune, N.C., including rubber boots, coveralls and cold-weather gear.

Through it all, “LESO has bent over backward,” Sherrod said. “There were no questions asked. They rolled out the carpet to support these issues. They only asked who needed to sign the documents. LESO has a good team to respond to events of this nature,” he added. “As long as we let LESO know what we use and how it’s being used, they’re great on support.” ♦

# New Automation Cuts LESO Response Time

By Jim Katzaman  
DLA Public Affairs

Neil Woodcock is a self-described “happy customer,” and that was before the Defense Logistics Agency Law Enforcement Support Office took a giant step toward automation.

“This makes me a happier customer,” Woodcock said, talking about improvements to the system that manages distribution of excess Department of Defense military property to state law enforcement activities. This is part of the congressionally legislated 1033 Program. The changes could cut distribution approval times from days to mere minutes, which Woodcock affirmed after weeks of hands-on experience.

Every state representative who attended the Law Enforcement Support Office annual conference held this past spring had the chance to try the new automated request system, which came on line on a nationwide basis May 6.

Patrick Mulcahy, Web Development Team leader for the DLA Corporate Web Division in DLA Information Operations, J-6, has worked on the automated property

search system for about a year in a cooperative venture with Defense Reutilization and Marketing Service web technicians at DRMS headquarters in Battle Creek, Mich. After getting priority approval for start up, test state training sessions began in January for representatives in Georgia, Indiana, North Carolina, Ohio and Pennsylvania.

The test results have been immediate and startling, especially for state coordinators used to the old way of doing business.

Kenneth Dover, project manager of Federal Property Programs for National Law Enforcement and

Corrections Technology Center Southeast, described what has been a previously manual and drawn-out system for state agencies to obtain excess government property.

He said that up to now a law enforcement agency had to go to a Defense Reutilization and Marketing Office, look at property, send a fax request for an item to the state coordinator who would approve the request and fax it to the Law Enforcement Support Office. The LESO would send a fax approval back to the state coordinator who would forward it to the law enforcement agency.

The agency would then send someone to the DRMO to pick up the property.

Altogether, the approval process could take two to three days to arrange for pick up the next week.

LESO’s new automated request system levels the playing field, according to Dover. “It allows a law enforcement agency to tag items online and compete for the same access to excess DoD personal property as other DoD agencies on a first-come, first-served basis,” he



Federal law enforcement agents with the Texas Border Patrol try their hand at new automated software during the DLA Law Enforcement Support Office conference held this past spring.

See Automation, page 12

said. "This will cut paperwork, reports and time. Instead of days, the approval process might take only hours, maybe 30 minutes or less."

The simplest items are more likely to have the fastest approvals, according to Dover. A request for boots, he said, could be approved almost instantly. Having seen the potential of the system, Dover said, "I'm anxious to get going on a nationwide scale. I'm very enthusiastic and supportive of it."

Master Sgt. James Reed, USA, noncommissioned officer in charge of LESO, said the new system will make it easier for his office to track transactions "to make sure we have fair and equitable distribution of property. Using the LESO-DRMS web site, as soon as an item is tagged [claimed by an agency], it alerts DRMS that a request for the item is in process."

Mulcahy noted that all the online activity transpires within the DRMS database. DRMS itself, according to Mulcahy is also drawing from the LESO experience to improve its other inventory control programs, spreading the benefits beyond the immediate LESO-state coordinator arena.

For his part, Neil Woodcock in North Carolina is content with the results in his own back yard. He and his staff have tested out the new system "continuously" since Feb. 21, the day North Carolina played a part in the first transaction carried out through the new system -- an otherwise mundane request for three battery storage units from the Norfolk, Va., DRMO.

Since then, Woodcock and his staff have submitted requests for many more items. "We've been going great guns," he said. "I like the new system -- it's efficient and cost-effective and cuts back on our paperwork. The LESO guys have been quite efficient in getting back

to us."

He cited a typical transaction, logged to the minute during a brisk exchange in April.

At 11:23 a.m., an agency sent a request to Woodcock for a video recorder listed on the LESO site. He approved the request at 11:45 a.m. At 2:11 p.m., LESO said the request needed more justification.

*"It's getting about to where the guy who started this program back in the Pentagon envisioned it.*

*It's taken 12 years to get there, but we're finally doing what he had in mind."*

*-- Neil Woodcock*

At 2:48 p.m., Woodcock sent the request back to LESO with the justification. LESO approved the request at 3:26 p.m.

However, the request was ultimately rejected by the DRMS database, a daily run executed every evening, because another agency's request had beaten North Carolina to the prize. Despite the loss, Woodcock was still happy.

"We had a pretty good turnaround compared to the old way, which involved faxing and paper,"

he said. "We have to work harder to write justifications, but the new system reduces the hard paper we have to fool with."

Woodcock's North Carolina operation is smaller, "only" 400 customers, compared to that in Georgia where Don Sherrod manages that state's program through the Department of Public Safety. About 700 state agencies send requests to his office for support, some of which is for excess government property. He expects the new LESO-DRMS online request system to be "a piece of cake."

His time manipulating the system has been less than Woodcock's, but Sherrod, too, has seen fast turnarounds on requests during his trial runs. He said his biggest challenge will be adjusting his large operation to LESO's trimmed down process.

"Law enforcement agencies in the States will need to have someone at the state coordinator level ready to process requests within seconds after their screening is finished," he said. "Before, we had three days to screen property. Now I envision one day to screen and pick up an item. This system will do fine because it's less work for everyone."

Sherrod also praised the LESO and DRMS teams that developed the system. "My hat's off to them," he said. "After a few more months and we get the little kinks out of it, the system will run smoothly with fewer complaints than we have today, and I really don't have that many anyway."

Sherrod's counterpart in North Carolina is equally satisfied. Woodcock, in fact, sees the new property system as a long-dreamt vision come to life.

"It's getting about to where the guy who started this program back in the Pentagon envisioned it," he said. "It's taken 12 years to get there, but we're finally doing what he had in mind." ♦

# Human Resources Moving Forward

By DLA Human Resources, J-1

About four years ago, the DLA civilian human resources community reorganized in order to conform with the Department of Defense's regionalization mandate. For DLA, that meant establishing the Human Resources Operations Center in Columbus, Ohio, and splitting the work between the HROC and local Human Resource offices. Even with the best efforts of many dedicated HR professionals in the local HR offices and the HROC, it has not worked well. Customer service has suffered, and the quality and timeliness of work are not acceptable. Many processes are split, accountability is diminished, and costs remain too high. The current structure has also reduced the amount of direct interaction between half of the HR service providers in the HROC and their customers.

Jeffrey Neal, DLA director of Human Resources, J-1, said, "DLA deserves the best in HR support and our HR professionals can deliver that once we fix the structural problems that have been holding them back. Although we have made progress over the four years, the best we can hope for under the current system is incremental improvement and continued high costs. The solution is for us to take the next logical step and consolidate HR services within a new DLA Human Resources structure."

DLA Director Vice Adm. Keith W. Lippert said, "My desire is to address HR quality and at the same time benefit from solutions that reduce costs.

After reviewing the feedback from the Corporate Board and field activity commanders, I have made the decision to consolidate HR service. Continuing along the path we have been on for four years is not going to deliver significantly different results, which is unacceptable."

"Our goal is to provide improved



DLA Human Resources Director Jeffrey Neal (right) discusses reorganization with Pat Polvino, Columbus, and Paul Okum, New Cumberland. (Photo by Thomas Wilkins)

human resources support and to reduce costs," said Neal. Beginning in July 2002, the DLA Human Resources Operations Center and the six DLA Human Resources Offices will be replaced with the DLA Human Resources Center. The DHRC will have customer support offices in Columbus, Ohio, and New Cumberland, Pa. The Customer Support Office-Columbus will have dedicated teams that provide full service HR support to DLA Europe, DLA Pacific, DSCC, DESC, HQC, DHRA, DSCP, and DSCR. The Customer Support Office-New Cumberland will have dedicated teams that service DAPS, DDC, DNSC, DRMS, and DLIS.

Pat Polvino, director of the new office in Columbus says, "Our focus will be on improved customer service and building a strong relationship between HR and management to ensure that HR contributes to mission accomplishment."

Polvino has been putting the final organizational touches on the new office and working closely with the first large organization that will be serviced by the DHRC, the Defense Supply Center Columbus. "All of us are very excited about the new way of doing business. Now, we will be able to provide our customers with the full range of HR support, from start to finish."

Paul Okum, the director in New Cumberland, has been hiring new staff. "We are hiring the best," says Okum. "We have had a great response to our job announcements." In addition to hiring new people, Okum has begun work in a newly refurb-

ished facility in New Cumberland.

In addition to offices in Columbus and New Cumberland, the CSO-Columbus and the CSO-New Cumberland will have dedicated Customer Service Representatives who provide onsite labor relations, employee relations, and work force development support at Philadelphia, Richmond, Battle Creek, and Fort Belvoir. Neal says, "The consolidation will be completed in fiscal 2003 and we expect to see noticeable improvements in quality immediately. We have put a lot of work into making this all happen in a very short period of time. But the improved HR service and cost savings will make it worthwhile." ♦

# DRMOs Deliver the Goods to Camp X-Ray

By Jim Richmond  
Defense Reutilization and Marketing Service

**G**uantanamo Bay, Cuba. Early January 2002. When they arrived, they didn't have a bed to sleep in or a desk to write on.

No, not the 100-plus Taliban and Al Qaeda detainees, who were provided with the basic necessities of food, shelter and clothing on arriving at the U.S. Naval Base in Guantanamo Bay.

The needed supplies were for members of the U.S. Armed Forces, part of Joint Task Force 160, activated to plan and carry out the job of guarding the detainees at Camp X-Ray. Many of the U.S. warfighters at "GTMO" were Army, Navy and Marine reservists called to active duty.

Also in early January, DLA's Defense Reutilization and Marketing Service pulled together a "Priority 1-3" [highest priority] effort at military locations around the globe to find, requisition, and transport many basic items the Task Force needed, ranging from office desks, air conditioners and beds, to camouflage netting, washing machines, and coffee pots.

Alan Mickle, a retired U.S. Navy Chief Petty Officer, has headed the two-person Defense Reutilization and Marketing Office at Guantanamo Bay for the past four and a half years. He recalls the adrenaline rush, urgency, and sense of mission evident when he landed back at the base on Jan. 8, after holiday leave in the United States.

In three days, Mickle's on hand stock of furniture and other items went to help outfit the Task Force. Mickle wanted to make sure the Task Force had whatever else it required to do its job.

"We didn't sit in the office. I sought out Joint Task Force people wherever I could find them on the Naval Base: 'Who are you? What section are you from? How can we help?'"

This just "providing good DRMS customer service," in Mickle's words, often meant long days, seven days a week for him and Davis Gayle, property disposal specialist.

The Task Force had significant supply needs. Giant air transports were flying in critical items. But Mickle said a lot of routine, but important equipment had to be delivered by barge from DRMO Jacksonville, Fla.

Mickle called on DRMO Jacksonville Distribution Chief Sharon Brogden to help coordinate the effort. They located and barged in items to Guantanamo Bay from as far away as DRMO Okinawa and as close as DRMO Puerto Rico. Mickle said DRMOs Meade, Benning, Dyess, Lejeune and Wright-Patterson were especially helpful.

More recently, Mickle has been involved with all the DRMOs in securing items for military personnel staffing Camp Delta, which has replaced the makeshift Camp X-Ray.

What did Mickle learn from the experience? "That the world can change on a dime," he said, paused, and then added: "And that Americans, and their military, can get the job done." ♦



The DRMO "crew" at GTMO (left to right), Sgt. 1st Class Jack Lewis, Joint Task Force 160 JDOG; Alan Mickle, DRMO GTMO site manager; Sharon Brogden, DRMO Jacksonville distribution chief; Davis Gayle, DRMO GTMO property disposal specialist; and Sgt. 1st Class Keith Howard, JTF 160 JDOG.

# DLA Plans for Communications Excellence

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

Recent DLA-wide climate surveys indicated DLA must do a better job of communicating at every level.

In response to those concerns, DLA Director Vice Adm. Keith Lippert, tasked the DLA Support Services Corporate Communications Directorate to develop the DLA Communications Plan.

Representatives from each field activity and headquarters directorate are working together on a plan to improve our communications across the Agency. The final product should hit employees' desks this fall, according to Col. Mack McLaurin, staff director, Corporate Communications.

According to recent focus groups and the climate survey results, one area of concern is general information flow. Focus group members agreed they want to receive information from their direct supervisors. Too often that information comes to them through unofficial channels such as their counterparts in another division, or through the rumor mill. Of course, that can lead to misinformation and all manner of anxiety or resentments over supposed "facts." There's an old game called "Pass It On," in which one member of a group is given a message containing three or four key facts, and then told to whisper it to the next person in the group, and the message continues to be passed along in this way. When the last person is asked to repeat the message aloud, invariably, several of the facts have been changed or eliminated altogether.

So, what's to be done to improve information sharing? First, start with

the goal that whenever possible, communicate with all levels of the organization at the same time, with the same information. This means managers and supervisors should hold frequent but brief meetings to keep employees informed on current issues. In addition, supervisors must make more time to meet one-on-one or in small groups with their employ-

*So, what's to be done to improve information sharing? First, start with the goal that whenever possible, communicate with all levels of the organization at the same time, with the same information.*

ees. In addition, opportunities should be created for non-supervisors or lower-level management to attend or brief their initiatives at high-level meetings, and formal procedures should be created to elevate concerns through the chain of command.

Lack of two-way communications was another area of concern identified by focus groups. The groups felt strongly that opinions, ideas and suggestions are not encouraged from all levels of the Agency. They also felt

that when they did provide feedback to their supervisors, their concerns were rarely elevated to the attention of senior management.

In order to address these concerns, supervisors and management should actively seek feedback and employee opinions – then implement change or adapt policies to reflect that input. Or make it clear why employee suggestions can't be implemented.

Lower grade employees should be actively involved in decision-making processes concerning the future of their jobs and organizations. And non-supervisory employees could be invited to meetings to provide input. In addition, senior leaders should conduct more "walk-through" visits to sections of their organizations and solicit suggestions or comments from people.

It is everyone's responsibility to communicate each piece of pertinent information, not only our plans, our goals and our values, but also everyday instructions, helpful reminders and employee concerns, according to McLaurin.

The Corporate Communications team will be linking communication themes with DLA's Strategic Goals, and offering specific suggestions to help make these themes a reality.

But, all the themes, goals and visions imaginable won't make a difference unless each DLA employee is willing to follow through to improve communications with fellow employees, supervisors and customers.

As a world-class leader in logistics, DLA must practice world-class communications to ensure the success of our mission. Improving our communication will improve the way we do business. ♦

# Corporate Board Approves Business Plan

By DSS Corporate Planning

The 2002-2003 Defense Logistics Agency Corporate Business Plan was approved by the DLA Corporate Board on May 13. The DLA Business Plan is one of three documents that comprise the DLA Strategic Management System. The DLA Strategic Plan and the DLA Balanced Scorecard are the other two key DLA planning documents.

DLA Director Vice Adm. Keith W. Lippert determined that a formal business planning process should be institutionalized in DLA. Stuart King was the headquarters action officer for development of this plan. The DLA Support Services Corporate Planning directorate, DSS-P, started developing DLA's first Corporate Business Plan in December 2001, with release of the DLA Executive Director's memorandum to the staff requesting submission of action plans. The business plan and action plan format, and planning cycle were briefed to the planning community at the annual DLA Planning Conference held in January.

The draft business plan was developed by DSS-P and presented at the Senior Leaders' Conference held at the Defense Supply Center Richmond in February. There, the conference attendees were divided into four groups relating to the DLA Balanced Scorecard quadrants – Customer, Internal Process, Learning and Growth, and Financial.

The senior leaders reviewed each action plan to determine if it was aligned with the correct goal and strategy and whether the initiative identified in each action plan was strate-

gic, critical, or mandatory.

A "strategic" initiative is defined as one most important to the long-term success of the Agency. "Critical" initiatives are those necessary to run the day-to-day operations of the Agency. An initiative is designated as "mandatory" if it was legislated or directed by higher authority or directives.

The four breakout groups made decisions on the Business Plans' contents and reported their outcomes to all the conference attendees. On the final day of the conference, Ella Studer, the staff director for Corporate Planning, briefed the senior leaders on the significant changes recommended by the four breakout groups. Those recommendations were worked by Corporate Planning and the headquarters staff during the next two months. The business plan approved by the DLA Corporate Board on May 13 contains 100 Action Plans distributed across the four DLA Goals and Balanced Scorecard quadrants and identifies just under \$877 million in initiatives. Appendices in the plan identify the action plans by submitting organizations.

Lippert's letter transmitting the new business plan to employees states, "This Corporate Business Plan represents the Agency's commitment to organizational excellence. It ties together the key points of the other two planning documents, providing a corporate view and a good understanding of DLA's direction and the actions necessary to get us there. With the implementation of this plan, we will be articulating vital steps to achieving the vision and goals in our Strategic Plan." ♦

## DCST Conference Held in Columbus

By Debi Hybert  
Defense Supply Center Columbus  
Public Affairs Office

Representatives from the Defense Logistics Agency's headquarters, DLA Europe, and supply, distribution and support centers discussed the contingency support program for deployed civilian and military personnel at the third annual DLA Contingency Support Team conference, held in May in Columbus, Ohio.

The team discussed the logistics of the program, such as overseas travel and allowance, while tying the DLA mission, vision, values and goals to the program.

Col. Dave Mintus, USA, commander of DLA Europe, explained the program and some benefits of becoming involved.

Civilian and military personnel have the opportunity to provide logistical support (such as the supply and distribution of materials) to operations around the world, while stationed in areas such as Germany, Croatia, Bosnia and Hungary, Mintus said.

There are two major sides to getting materials to the warfighter, Mintus said. "One is 'Class IX,' which refers to ordering and stocking the items – often provided by one of the supply centers, and the other is distribution, which is usually supported by a wholesaler from the Defense

Distribution Center," he said.

Even though each activity of DLA has a specialization, there are times when associates must work outside their normal boundaries.

Col. Leonard Petrucci, USAF chief of Contingency Plans and Operations, in DLA Logistics Operations, J-3, spoke about Master Sgt. Daniel Nugent, a wholesaler from Defense Supply Center Columbus' Aerospace Weapon Systems Group and non-commissioned officer on assignment from the Air Force, who served as an expeditor while deployed in support of Operation Enduring Freedom. "It's the first time DLA used a wholesaler from a



# DLA's 'Face' to European Customers Expands

By Steve Abney  
DLA Europe Public Affairs

Soon more units in Europe will have DLA customer support representatives.

Three additional customer reps should be on board for next fiscal year. The three new positions are at Lakenheath, England; Seckenheim, Germany; and Sigonella, Italy.

"Our strategic plan calls for us to periodically evaluate the location of customer reps," said E.B. "Rusty" Burch. "We look at current and projected workload, projected mission changes, DLA customer support goals, and our customers' desires as we consider the placement of CSRs. All these factors taken into consideration indicated that we should place CSRs at these new locations."

Burch is the deputy commander of Defense Logistics Agency Europe. The CSR program in Europe comes under DLA Europe.

"We've had Reserve officers serving as customer reps in England for several

years," he said. "So the move to a civilian position there was a natural evolution."

The position will provide a local DLA contact for Air Force units at RAF Lakenheath and RAF Mildenhall and for U.S. Naval Forces Europe headquarters in London. This won't be the first full-time DLA position in England either. The Document Automation and Production Service, the Defense Energy Support Center, the Defense Reutilization and Marketing Service, and the Defense Supply Center Philadelphia all have personnel in England.

The position at Naval Station Sigonella reflects DLA's growing presence there. The Navy requested that Sigonella be built up as part of the forward stocking initiative.

Forward stocking of material saves about \$1 per pound compared with priority air shipments from the United States. It also increases fleet readiness by cutting as much as a week off the shipping time.

"The Army is our biggest customer in

Europe," Burch said. "We were finding ourselves stretched too thin to give them the support they wanted. Unlike the Air Force and the Navy where most activity is confined to a few large bases, the Army units in Europe are widespread."

With customer reps at the 1st Armored Division, 1st Infantry Division, 3rd Corps Support Command and 21st Theater Support Command, the largest units were covered. "However, the Army wanted us to provide assistance to the non-COSCOM units in theater. And there are a lot of those," he said. "We finally settled on Seckenheim as the central location for that position."

"One thing the person in Seckenheim will be able to do is to work with the Army Materiel Command Europe and its Combat Equipment Group - Europe," he added.

CEGE maintains Army prepositioned supplies and equipment in The Netherlands, Germany, Italy, Norway and Luxembourg and is a major DLA customer, especially for Class IX parts. ♦

supply center in a real world operation, and it worked out great. Dan hit the ground running. It was a win-win situation for both the

Agency and the Air Force," Petruccelli said.

"This program is a good experience for everyone," Mintus added. "It gives

people on the supply and distribution side an opportunity to become closer to their customer. In turn, everyone gets a better appreciation for each other's job."

Volunteers are also responsible for a variety of duties while supporting the warfighter, such as assisting in natural disasters and providing humanitarian relief. "It brings associates closer to the big picture of why we help out in other countries," Mintus said.

Positions are available for distribution and supply specialists, transportation coordinators, logistics operations personnel processing, commodity specialists, communications officers and commanders. To check a current list of these positions, log on to the DCST Website at [www.ddc.dla.mil/dcst](http://www.ddc.dla.mil/dcst). ♦



Carole Christensen (left), deputy chief of contingency plans and operations and DCST program manager; Col. Leonard Petruccelli, USAF, chief of contingency plans and operations; and Col. David Mintus, USA, commander of DLA Europe, consider a discussion topic at the 3rd Annual DCST Conference, held May 21-22 in Columbus. (Photo by David Benzing)

# From the Field with DCST Commander

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

**D**CST Background: Defense Logistics Agency's Contingency Support Teams are DLA's ambassadors overseas. When requested by the geographical combatant commander, DCSTs deploy to theaters of operation to directly support the deployed warfighter by offering on-site and immediate logistics support.

DCST members include a cross-section of DLA -- active duty, reserve or civilian -- hand-picked for their skills and knowledge. The DCST is the single point of contact for the Combined Forces Land Component Commander for all of the classes of supply and services provided by DLA.

Some of the services that a DCST provides include liaison officers; materiel management representatives; distribution management representatives; disposal reutilization and marketing representatives; and fuels management representatives.

Since 1990, DLA has deployed at least 38 DCSTs to Bosnia, Kosovo, Haiti, Egypt, Korea, Australia, Uzbekistan and other locations.

Since December, a seven-member DCST has been deployed to Kuwait and Uzbekistan, supporting the U.S. Central Command area of responsibility. In this area of responsibility, the DCST is providing all but two of the services mentioned above.

DLA's Joint Reserve Forces public affairs officer is conducting on-line interviews with members of this DCST, beginning with the commander of DCST (Forward), Col. Frank Daniels. Daniels is an Army reservist who works as an operations research analyst at Defense Supply Center Philadelphia and is the Joint Team leader for the reserve program at DCSP.

Q&A with Col. Frank Daniels, U.S. Central Command DCST theater commander:

**What service are you providing**

**on behalf of DLA?**

As the DCST commander, I am the single point of contact and principal representative of the DLA director to the combatant commander of Central Command for support within his AOR [area of responsibility]. As such, I represent the DLA director and J-3 at all Combined Forces Land Component Commander-level meetings, answer questions that pertain to DLA support and services, interface with Defense Energy Support Center and Defense Reutilization and Marketing Service personnel on technical matters pertaining to their functional areas and provide command and control for all personnel assigned to the DCST.

**Is this your first deployment? If not, briefly describe the others and explain how this one differs.**

This is my third. Two previous were with the civil affairs community in Africa for Operation Support Hope in November-December 1996, and the Balkans for Operation Joint Forge-Guardian from December 1997 until August 1998.

There are two major differences with this deployment. The first has to do with the fact that I am acting as the initial DLA DCST theater commander in an unconventional wartime setting -- mainly special operations and light infantry. The second has to do with the fact that I am working logistics versus civil affairs functions.

In relation to deployment preparedness, the mobilization awareness exercise we ran in November in Philadelphia played an enormous role in getting our personal records in order, and the material management contingency training class is an absolute must. This is not a place to learn via on-the-job training. You have to know in advance the systems the agency uses and how to access them for the information you need in the field.

**How have you integrated with**

**other key players on the DCST?**

As the deployed commander, it's my responsibility to understand the combatant commander's intent and therefore keep the teams focused on mission requirements and coordinate their efforts.

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

That would be the interface we have with the Combined Forces Land Component Commander staff and supporting units. It is through these interfaces that the support DLA provides can truly be seen.

**What has surprised you during this deployment?**

Two previous deployments have taught me to prepare for and be prepared to see almost anything. So when I saw that a theater logistician didn't exist, I started to seek out people or offices who were working that function so that the teams could interface with them. I think it surprised some team members when it was brought to their attention. However, we adapted and continue to be a strong functional supporting element.

**How does your work during this deployment differ from the work you do for DLA at home?**

It is very different. At home, I do mathematical modeling and computer simulation, which is highly specialized and normally focused on one topic. Here, I have to be ready to articulate everything DLA is capable of doing and providing, how long it will take to provide that support or service, and who to contact when I'm not sure. It's a different thought process, and you are working with a large number of people versus a small number concentrating on a single issue.

**What has been most enjoyable about this deployment?**

Working with very professional and mission-oriented people.

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

Without DLA services and products, the Combatant Commander could not accomplish his warfighting

mission. Observing how those services and products are ordered, shipped, received and ultimately consumed, drives home the Agency's role as a "combat multiplier" in providing support to the combatant commander.

Seeing the operation from the consuming end versus the ordering end is an eye-opener. Everyone who works at DLA should get the opportunity to see the real fruits of their labor this way. ♦

# Reservists Train for DCST Mission: Exercise Keystone Succeeds

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

**M**ore than 100 DLA reservists representing three services and at least 10 states slept little and learned a lot at the DLA Joint Reserve Force training exercise dubbed "Keystone III". It was held in May at Navy Cargo Handling and Port Group (NAVCHAPGRU) at Cheatham Annex in Williamsburg, Va. The four-day event – the third of its kind but the first held in Williamsburg – drew the largest number of participants ever to a DLA reserve-sponsored exercise.

For reservists, training is paramount – especially if they are called upon to deploy as a member of a DLA Contingency Support Team (DCST). With that in mind, DLA's Director of the Joint Reserve Forces (J-9), Maj. Gen. Joseph Thompson, USAR, directed the exercise planners to deliver a safe, realistic and demanding joint training experience.

Under the exercise scenario, the reservists have been mobilized and are arriving at a deployment readiness center for final training before deploying as part of a DCST. The exercise was designed to realistically portray what occurs after mobilization and during final preparations for deployment, merging DCST activities with typical military skills training.

"There should not be any free time," warned Rear Adm. Fenton Priest, USNR, Director of Reserve Readiness (J-91). "If you find yourself with free time, something is

wrong. Bring this to our attention..."

While free time was at a minimum, enthusiasm was not. Animated discussion and good-natured ribbing accompanied the steep learning curve as attendees threw themselves energetically into four days of "real-life" exposure to the rigors and expectations of deployment and life in the field.

"Keystone provided training in three areas: combat skills, situational training, and team building," said Navy Capt. Jim Gates, exercise director. "We designed Keystone based on the deployment experiences of the exercise staff, to take it from textbook to a practical, hands-on application."

The weather contributed unexpectedly to practicality and realism when a sudden storm blew down tents, uprooted trees, and killed power to the entire Cheatham Annex base and a large portion of Williamsburg for more than a day. The trainees rallied and the training evolutions continued – with the help of flashlights, night vision goggles, and an increased appreciation for Meals-Ready-to-Eat (MREs).

Exercise Keystone functions as the third of a three-part DLA training series and the only one aimed specifically at reservists. Basic Contingency Operations Training is required for any DLA personnel – active duty, civilian or reserve – before deployment. Materiel Management Contingency Training is required for materiel managers

before deployment. Keystone enhances Basic Contingency Operations Training for reservists by enhancing their military-specific skills in such areas as weapons, land navigation, night vision goggles, convoy operations, and chemical and biological warfare. It also teaches reservists from all DLA field activities and functional areas what a DCST is and how it works.

According to Army Col. Emmett O'Hare, the chief evaluator for Keystone, the overall goal of the exercise was "to ensure that every reservist learned they need to be the most capable and effective they can be – not only in their functional area, but as a potential DCST member."

"Many of the Navy SK's [storekeepers] assumed that if they were mobilized, they would go to a warehouse to work and move boxes," said O'Hare. "But DLA also has the mission to support deployed forces through the DCST, which functions at the theater-level, and that involves broader tasks than the typical DLA reservist faces during a drill weekend. Exercise Keystone was an excellent way to introduce DCST operations to all of our reserve force personnel and to prepare them for this expeditionary DLA mission."

The training worked as intended, as many trainees encountered a variety of surprising or unfamiliar situations. Many were surprised that weapons qualifications were included, as Navy Cargo Handling and Port Group sent nearly 120 people

*See Keystone, page 20*

through the weapons range in a single day. Most qualified as either expert, sharpshooter or marksman.

"I didn't know supply can use guns!" said Storekeeper Petty Officer First Class Jose Mabugat of DCST San Joaquin, Calif., who qualified on the 9-mm M-9 Beretta pistol. "I enjoyed it!" he exclaimed.

Storekeeper Petty Officer Third Class Nina Adams of DCST Fort Lewis, Wash., who had never fired a weapon before, also qualified. "It was exciting," she said. "I thought it would be easier to pull the trigger. I found I was straining. I was nervous, but I liked it."

For Storekeeper Petty Officer Second Class Adella Egenias of DCST San Joaquin, the convoy operations introduced unfamiliar experiences when her vehicle came under mock attack, sending her for cover. "I was kind of nervous... I didn't know what was going to happen next!" she said.

Yeoman Petty Officer Third Class Jynell Spriggs of DCST Staff ate MREs for the first time and was surprised to find she liked them. "They were great!" she said.

Participants were challenged mentally as well as physically and emotionally. An element called the Master Scenario Events List (MSEL) injected realistic scenario problems into the daily routine, and pressed

trainees to think broadly about DCST responsibilities and to solve problems they would not have encountered during regular drill weekends.

Storekeeper Petty Officer Third Class Jeff Burke of DCST LAT San Diego found the MSELs especially useful because they "seemed like realistic situations you might encounter. If we're ever in that situation, I'll remember the solutions."

Navy Cmdr. Rick Sansalone of DCST Staff, who helped plan and implement the exercise, offered

The combination of memory aids, interactive discussion, presentation, and hands-on training gave the reservists what the exercise planners intended: lasting lessons-learned and a somewhat daunting but realistic feel for the actual challenges of deployment.

At the end of Keystone III, the trainees pronounced to their trainers that they were "willing, able and ready to deploy."

Pleased with that outcome, Priest had an even more ambitious goal.

"I hope they remember this exercise as a milestone in their military careers," he said.

Air Force Col. Jim Chafin, newly assigned to J-9 in the Air Force general officer billet, commented that he was "truly impressed by the enthusiasm shown by our reservists in this training; you can actually see the confidence they are developing through the team building exercises."

In closing remarks after viewing the exercise, Thompson praised the Joint Reserve planning team and Navy Cargo Handling and Port Group (led by its commanding officer, Navy Cmdr. Warren Rice) for providing safe, effective and relevant training that will serve as the benchmark for all future reserve exercises. ♦



DLA reservists training on the gun range at Cheatham Annex in Williamsburg, Va., check their results. They were training as part of Exercise Keystone III. (Photo by Cmdr. Mary Hanson, USNR)

trainees another memory tool to reinforce Keystone lessons-learned by using the initials "DCST:" "D" for diligence, "C" for competence, "S" for service and "T" for teamwork.

"Each individual exercising due diligence in training leads to a confident and competent team that can effectively accomplish its mission – providing service to the warfighter. That's what the DCST is all about," said Sansalone.

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# DLA Contingency Support Team Moves to Bosnia-Herzegovina

**T**he DLA Contingency Support Team (DCST) moved closer to its customers in April. The new location is Camp Comanche, Bosnia-Herzegovina, near the Multi-National Division – North in Tuzla. Previously the DCST had been in Taszar, Hungary since 1995.

The new location centralizes the DCST command structure, placing the team closer to the fuel operations of Defense Energy Support Center – Europe in Split, Croatia, and to food delivery operations of Defense Supply Center Philadelphia in Zagreb, Croatia.

The move also enhances the DCST's coordination with the logistics planners of the NATO Stabilization Force headquarters in Sarajevo, Bosnia, and of the U.S. Task Force Eagle, also in Sarajevo. The only DLA element remaining in Taszar is a small Defense Reutilization and Marketing Office.

The Multi-National Division – North is moving to an Army Support Group (ASG) structure, similar to

that found in Germany. With the activation of the ASG in Bosnia, the camp at Taszar, Hungary, will become an Army Support Team subordinate to the ASG and will reduce in size. This reflects a maturation of the theater's support concept and the ability to support operations from within Bosnia-Herzegovina.

The DCST is responsible for coordinating DLA support to U.S. and NATO forces in Bosnia-Herzegovina. It can reach back to its higher headquarters, Defense Logistics Agency Europe, for assistance or directly to the other field activities in the United States.

As DLA's face to the front-line customers in Bosnia, the DCST provides a storefront where Stabilization Force commanders can come to resolve logistics issues. DLA provides the deployed forces in the Balkans with food, fuel, spare parts and other supplies and is a partner in maintaining the units' readiness posture.

In addition to the DCST in Bosnia, a second DLA Contingency Support Team for Kosovo operations has personnel in Kosovo and Macedonia. ♦

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# DSCP Awards Biggest HUBZone Contract in DoD History

*By Christina DiMemmo  
Defense Supply Center Philadelphia*

**A** small business in rural Alabama is helping the Defense Logistics Agency make history within the U.S. Department of Defense. DLA's largest field activity, the Defense Supply Center Philadelphia, has awarded a one-year contract to AC Fabricated Products of Jackson, Ala., for framed tents. The contract has four option years and is potentially worth a total of \$59.1 million.

The award is part of the Small Business Administration's Historically Underutilized Business Zones Empowerment Contracting Program. The HUBZone program was signed into law in 1997 by President Bill Clinton as a way to create more jobs and stimulate economic development in urban and rural communities. It permits both sole-source and competitive set-asides for federal contracts to qualified small business firms headquartered and doing business in these geographic areas.

Michael McCall, DSCP's associate director of small business, sees the award as a great example of HUBZone empowerment. "By 2003, the federal government, not just the Department of Defense, wants to be doing three percent of their business with HUBZones. I see this award to AC Fabricated Products as a great milestone towards reaching that goal."

The total, government-wide small business goal is currently at 23 percent. ♦

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# Telework Policy Approved for DLA Employees

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

It took 15 months to develop, negotiate and fine-tune the concept, but the DLA telework policy is now in effect.

“We had to develop the policy and get it approved by both the DLA Corporate Board and the Partnership Council, which includes the union,” said Tim McClenahan, human resources strategist in the Human Resources Strategy division in DLA Human Resources, J-1.

Telework is defined as a work arrangement in which employees work away from their traditional offices at alternative sites. It is a program in which DLA employees who occupy positions that are determined to be eligible for teleworking will have the opportunity to perform official duties at home or in a telecenter.

“We followed DoD policies very closely,” said McClenahan.

The DLA policies have certain criteria for employees to be eligible: the employees work performance must be rated as fully successful; the employee can't have a current leave restriction or a written reprimand due to poor performance; the employee can't have had any suspension or demotion within two years of their telework start date; the employee must be assigned to a field activity for 90 days or a new position at the same field activity for at least 30 days; and official duties can be performed at an alternative work site without impairing DLA's mission.

“We're fulfilling a requirement mandated by Congress with telework,” said McClenahan. He continued, “Of course, it cuts commuting costs for employees and allows them to spend more time with their family.”

The employee can work either Flexitime (core hours with flexible start and end times) or an Alternative Work Schedule (one day off every other week by working eight days at nine hours, and one day at eight hours). Supervisors must be able to communicate with the employee by phone or e-mail.

DLA will offer two types of telework: Regular and recurring – working at an alternative worksite according to a previously approved regular and recurring pattern; and periodic and intermittent – infrequent periods of time when projects or assignments have short turnaround times or require intense concentration. Periodic or intermittent

arrangements are not mutually exclusive from regular and recurring telework arrangements. Some examples of where a periodic arrangement may work well include when the official duty station is not usable such as during office renovation; when travel conditions are treacherous and the employee requests to work at home rather than at the official duty station during those hours when the official duty station is open; and when one has a short term work assignment that could be performed at an alternative work site.

“For regular and recurring teleworkers, the approving official or designee may approve the purchase of mobile government furnished equipment and supplies for use in an employee's home,” said McClenahan.

Human Resources is projecting that approximately 10 percent of DLA employees eligible will use the program, with the number increasing as the program becomes better known.

“We're hoping that providing this option will increase our recruitment and retention,” said McClenahan. “Plus, studies have shown that productivity increases among employees who telework.”

Tasks and functions generally suited for telework include, but are not limited to policy development, research, analysis, computer-oriented tasks (such as programming, data entry, word processing, Web page design); or developing specifications.

It is up to the employee to request the telework option. The supervisor makes a recommendation and the approving official makes the final decision. All members of the Corporate Board are approving officials as are others designated by the DLA Vice Director. For DLA field activities, the approving official is the deputy commander – but this responsibility can be delegated.

Initially, regular and recurring teleworkers cannot use telework more than one day a week. This policy will be reevaluated in one year, according to McClenahan.

DLA employees interested in teleworking will receive a one-hour orientation presentation on the concept and employees and supervisors can get a half-day of training through interactive video. This training will provide detailed instructions on the policy.

The telework policy, and other information on how the policy will work, is posted on the J-1 Human Resources website at <http://www.hr.dla.mil/> ◆

# Exit Survey Allows DLA Civilians to Sound Off

By Scott Nier,  
DLA Human Resources Strategy, J-1

**D**efense Logistics Agency federal service civilians retiring or otherwise opting to leave DLA employment now have a formal opportunity to share their reasons for leaving with commanders and human resources managers through a Web-based exit survey.

"The goal of the survey is to determine which DLA programs and policies can be implemented or improved to help retain employees and better manage the civilian work force," said Scott Nier, a personnel psychologist in the Human Resources Strategy Office, in DLA Human Resources, J-1.

"If we know where the problems exist, we have a better chance of making the right fixes," Nier said. "Until

now, there was no DLA-wide program in place to find out why employees leave. In the past, some activities did ad hoc surveys and some did interviews."

Located on the web at <https://partners.hroc.dla.mil/exit/>, the survey provides 43 reasons one might leave. Areas covered include: Your Work, People You Deal With, Advancement/Recognition, Compensation/Benefits, Quality of Life, and other categories. Respondents can indicate that these reasons don't apply, or on a five-point scale, indicate whether they agree a factor such as commuting time was a reason in the decision to leave DLA. Respondents then select the top five reasons as to why they decided to leave.

The survey also has a text area for

respondents to type the most important factor they considered in leaving DLA service if none of the other 43 reasons apply.

"No names are used on the survey and all responses are confidential," Nier said.

"Survey data will be collapsed for statistical reports and provided to activity managers within the next year," Nier said.

"We want DLA to be a more desirable employer for current civilians and for those we hope to recruit—the survey will help us do that," Nier said. "What we need to do now is get the word out that the survey is up and running on the Web. All departing employees will be given an access code as a part of the out-processing procedure so they can log in and complete the survey." ♦

# Exercise in Korea Requires 'Around the Clock' Support

By Joe Murphy  
Defense Reutilization and Marketing Service International  
Public Affairs Officer

**D**efense Reutilization and Marketing Service's Bruno Lopez epitomized the Defense Logistics Agency slogan, "Around the clock, around the world," when he worked on an exercise to test response to contingency disposal operations in Korea.

"The exercise is normally conducted with two representatives from each of the participating activities, such as one person from each DRMO in Korea," said Lopez, a property disposal specialist with the Defense Reutilization and Marketing Office Bupyong staff. "This is to accommodate a 12-hour day shift and a 12-hour night shift. Since I was the only DRMS participant this time around, I actually worked the day shift and was on call, via cell phone, during the night shift."

Conducted by U.S. Forces Korea, Exercise



Bruno Lopez (middle), from DRMO Bupyong, is joined by DCST members Mike Gargiulo (left), from Defense Supply Center Philadelphia, and Butch Cartwright, from DLA Pacific.

See Korea, page 24

Reception, Staging, Onward Movement & Integration/Foal Eagle was held in late March.

The exercise provided an opportunity for DLA to activate a DLA Contingency Support Team in Korea. A Theater Logistics Operations Center was established to support the DCST by DRMS International at DLA Pacific headquarters, Camp H.M. Smith, Hawaii, where Lopez was assigned.

"My duties upon mobilization were to alert U.S. military forces of the disposal support that we were prepared to provide and advise the command of the type of property available for immediate issue to friendly forces," he said.

Lopez and other DCST members had to do some on-the-spot adjustments to manage the challenges that developed during the exercise. "Working with the other team members, I formulated a list of critical [national stock numbers] items being managed and screened through the DRMS data base to find out if any of the items were available at DRMO activities worldwide," Lopez noted.

During the exercise, specific "play taskings" were presented to Lopez that he and other DCST members had to master.

"For instance," he said, "a shortage of transportation cargo assets developed. A unit from the 8th U.S. Army was asking for any near-operational vehicles available for immediate issue to them," Lopez said.

Quick to respond, he made the right connections in the exercise chain of command and the concerned unit was notified that property was ready for issue. "A unit representative arrived, the transactions were completed and property issued," Lopez said. "This was exercise play, and innovative actions may sometimes be necessary."

One of the objectives of the exercise was to train the DCST to better support a major theater war with emphasis on further refining customer support relationships within the Korean theater of operations.

"All of us on the DCST worked together to solve each problem that came up," he said. "It was really a team effort." ♦

## DESC Co-Sponsors 2002 Worldwide Energy Conference

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

The Defense Energy Support Center (DESC), American Petroleum Institute (API), Edison Electric Institute (EEI) and the National Association of Energy Service Companies (NAESCO) co-sponsored the 2002 Worldwide Energy Conference held in Washington, D.C., April 29 through May 2. This year's conference theme, "Partnering for Total Energy Solutions," provided an opportunity to exchange information between energy industries and their customers in the U.S. Department of Defense on an array of energy and industry topics.

One of the conference goals was to provide over 1,200 attendees the opportunity to stay current on

government energy initiatives and programs, as well as the latest technologies and services available in the private sector.

The first day of the conference included Military Services Day. This event provided representatives of the service branches an opportunity to meet separately and discuss key service specific energy issues. The day concluded with the opening ceremony of the trade show, which included 117 exhibitors displaying state-of-the-art energy products and services. The remainder of the conference consisted of three general sessions, seven panel discussions and 42 workshops.

Keynote speakers during the morning general sessions included Pete Ragauss, Chief Executive

Officer of Air British Petroleum; the Honorable David K. Garman, U.S. Department of Energy's Assistant Secretary for Energy Efficiency and Renewable Energy; and Mohammed I. Hakki, President and Chief Executive Officer of Worldnet.com. Ragauss and Garman addressed issues and future challenges concerning the petroleum and energy community. Hakki addressed the Middle East conflict.

Subject matter experts from DESC, industry, and the military services held timely and relevant panel discussions ranging from 'Subcontracting to Small Business Energy Companies' to 'Advanced Field Level Diagnostics.' ♦



# Aviation Customers Have Their Say

By Brenda B. McCormac  
Defense Supply Center Richmond

Over 200 aviation customers throughout the Department of Defense were given the opportunity to provide feedback to Defense Logistics Agency professionals at the 2002 Aviation Logistics Conference hosted by the Defense Supply Center Richmond in May.

Attendees were from each military program office, as well as the Naval Inventory Control Points, Naval Air Systems Commands, Naval depots, Air Force Materiel Command, Air Combat Command, Air Logistic Centers, Army Materiel Commands, Foreign Military Sales, and executives from DLA.

The purpose of the conference was to provide DSCR's top aviation customers with an update of DLA's new reengineering business practices and policies, special program requirements, corporate contracting, backorder reduction, and future expectations.

DSCR Commander Brig. Gen. James P. Totsch, USAF, led the conference by briefing the attendees on his perspectives on the past, present and future role of DSCR as "integrator for (aviation) consumable support." As a growth industry, DSCR items have increased in the past decade to almost 900,000 National Stock Numbers (NSNs).

Totsch said DSCR's management responsibility was twofold. As an inventory control point, it has management responsibility for its assigned items that include a mix of NSNs with aviation, land, maritime and troop support applications. As the lead center for aviation, it has a DLA-wide responsibility to coordinate information and actions on all DLA managed items that have application to aviation weapon systems, regardless of which center is the manager.

He also said DSCR is transitioning to create a

more customer and supplier-facing organizational structure. Building the customer relationship concept is a very important part of DLA's strategic goals. DSCR will be focusing hard on improving its support. As the center enters this transformation, its success depends on partnering, collaboration, and building alliances with its customers, suppliers and other supporting DLA business units.

The topic, however, that generated the most discussion and concern was Business Systems Modernization (BSM) and its implementation. BSM will result in a new enterprise business architecture to replace the aging Standard Automated Materiel Management System and will enable DLA to re-engineer its logistics processes to reflect best commercial practices.

Within four years, DLA will have said goodbye to venerated, yet antiquated, materiel management systems. DLA's mission-critical legacy systems will be replaced with an expanded enterprise Information Technology environment and commercial-off-the-shelf software packages.

Because of the concerns voiced at the conference, DSCR will be hosting the next aviation logistics conference this fall to keep its customers abreast of the pending BSM changes within DLA. ♦



Aviation customers provide feedback to DLA professionals at the 2002 Aviation Logistics Conference hosted by Defense Supply Center Richmond. (Photo by Jackie Palmer)

# DLA J-3 Director Leads Panel at AUSA Symposium

By *Clif Chappell*  
DSS Corporate Communications

Staff members from the Defense Logistics Agency were invited by the Association of the United States Army (AUSA) and its co-sponsor the Army Material Command, to participate in the AUSA Logistics Transformation Symposium, in Richmond, Va., in May. Maj. Gen. Hawthorne L. Proctor, USA, DLA Director of Logistics Operations, J-3, led a panel discussing the many ways the Agency is meeting expectations of Army transformation.

Panel members included Jeffrey Jones, director of Defense Energy Support Center; Brig. Gen. J. A. Mangual, USA, commander of Defense Supply Center Philadelphia; Richard A. Bailey, deputy commander of Defense Supply Center Richmond, Va.; Steven R. Bernet, deputy commander of Defense Supply Center Columbus, Ohio; and Phyllis Campbell, deputy commander of Defense Distribution Center, New Cumberland, Pa.

Each senior leader presented examples of how the Agency is committed to finding better ways to get the goods where they are needed and when they are needed in the most efficient manner possible. The Agency has

driven operational costs down, reduced backorders and increased availability rates to 87 percent for Army systems. This is expected to achieve \$670 million in savings over the next six years. Jones cited that collaboration was the key between the customer and the supplier.

To expand these efficiencies even further, DLA has adopted a new system called Business Systems Modernization (BSM). Looking ahead at the Agency's own transformation, this includes major reorganizations of refitting the Agency's needs based upon the customer's needs. BSM will change the way DLA does business well into the future. The new system will replace outmoded programs and processes.

With the launch of BSM's rollout, new strategies will enable DLA to meet first release procedures for its major Troop Support Customers, like the Army. In turn, BSM will strengthen DLA's position in future support for Army transformation. As Mangual reiterated to the audience, "the beneficiary is the soldier."

DLA also provided a booth within the Exhibits Hall adjacent to the presentation auditorium. DLA subject matter experts explained the wide range of products and services that are available from DLA and how DLA is the key to providing worldwide support to the warfighter. ♦

## DSCP Reaches Out to North Carolina Students

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

As part of National Nutrition Month, Ken Wilmoth, a produce specialist from Defense Supply Center Philadelphia's field buying branch in Virginia, visited the Bunn (North Carolina) Elementary A+ School in March, to help educate children on the importance of eating at least five servings of fresh fruits and vegetables daily. Bunn was the host school as hundreds of elementary school-aged children listened to Wilmoth and others talk about eating right.

As part of the partnering effort between the U.S. Department of Agriculture and the Defense Logistics Agency, DSCP's subsistence directorate generates over \$2.4 million in sales yearly to 18 counties in North Carolina participating in this school lunch program initiative. Included in this figure is the farm-to-school program where DSCP buys fresh North Carolina produce from many participating small farms. ♦

*Ken Wilmoth, a produce specialist from DSCP's field buying branch in Virginia, tells elementary school students from North Carolina the importance of eating fresh fruits and vegetables. (Photo by Frank I. Johnson, Jr.)*



# Defense National Stockpile Center Has Rich History

By Kristin Guss  
DLA Public Affairs

Tucked away in various locations across the United States, unknown to the average citizen, are millions of dollars worth of materials owned by the U.S. government.

What are these secret materials? Millions of dollars worth of property seized from drug lords? Caches of super secret high-tech weapons? Tons of Army surplus?

None of the above. The items we're referring to are the commodities that comprise the National Defense Stockpile. For decades the United States has maintained a store of strategic and critical materials as a sort of "emergency cupboard." The purpose was to make sure the United States had a ready supply of these materials on hand in case a war or national emergency cut off our access to foreign sources.

But let's go back to the beginning of the story.

## The Origins of the National Defense Stockpile

The idea of creating a stockpile of strategic materials for national defense dates back to World War I when shortages caused severe imbalances in industrial production schedules and delays in implementing military programs. By the end of World War I, the Army general staff realized the need for including critical military materials in its overall planning requirements. A planning committee was formed, headed by a general officer named

Harbord. The resulting "Harbord list" consisted of 42 materials considered fundamentally critical in war planning. The stockpiling concept was later broadened, however, to consider ways to expand materials resources and to improve the availability of materials coming from outside of the United States.

ing involved in World War II. As a result, Congress passed additional legislation in 1940, giving the Reconstruction Finance Corporation (RFC), a government agency created in 1932, broad powers of authority to produce, acquire and transport materials for national defense. The RFC retained these powers throughout the war.

Preparations for a postwar national strategic stockpile began well before the war ended. The Surplus Property Act of 1944 provided for additions to the Strategic Stockpile, authorized the transfer of postwar surplus government stocks of minerals to the stockpile and required the military services to report on the need for additional strategic stockpile materials. In July 1946, Congress enacted the most sweeping legislation ever associated with

the strategic stockpile with the passage of the Strategic and Critical Materials Stock Piling Act (Public Law 520). The act stated that the Stockpile must meet military and non-military requirements. Military requirements included materials needed by the military to carry on a war. Non-military requirements included the essential needs of industry and the civilian population that must be met to sustain a war.

This law extended the need for stockpiling strategic materials beyond the war years and made stockpiling a permanent United States priority concerning national defense measures. This law still remains the basis for the



Manganese ore, one of the 90-plus commodities stored by DNSC, was stored at Fort Worth, Texas, before being sold in the mid-1990s.

The first real initiative to establish a reserve inventory of critical or strategic military materials began with the passage of the Naval Appropriations Act of 1938, which provided funds to procure certain materials. A year later Congress passed the Strategic Materials Act of June 7, 1939 (Public Law 76-117). The act allowed for the Army and Navy Munitions Board to set policy regarding what materials to stockpile and provided for the expenditure of \$70 million for the purchase of such materials as rubber, tin, quartz crystals and chromite.

The need to procure materials became more important with the prospect of the United States becom-

See *Stockpile*, page 28

current stockpiling law.

### Managing the Stockpile

For a short time after World War II, the strategic and critical materials stockpile program operated in the Purchase Branch of the Procurement Division in the Treasury Department. During this period, the stockpile program became more important and, in 1947, the Procurement Division became the Bureau of Federal Supply. In July 1949, the Bureau of Federal Supply became part of the newly created General Services Administration (GSA). In December of that year, the Bureau of Federal Supply was renamed the Federal Supply Service (FSS), but it retained the stockpile function.

With the build up for the Korean War, the stockpile program expanded to the point of becoming a separate and independent organization. GSA assigned the stockpile program to its newly created Emergency Procurement Service on September 1, 1950.

During the Korean War, the government adopted measures designed to mobilize industry and to increase production. One such measure was the Defense Production Act of 1950 (Public Law 774), which authorized the government to purchase the output of the expanding metals and minerals industry to encourage production of materials essential to defense. Following the Korean War, much of the inventory the government had

purchased in preparation for the conflict went into the stockpile.

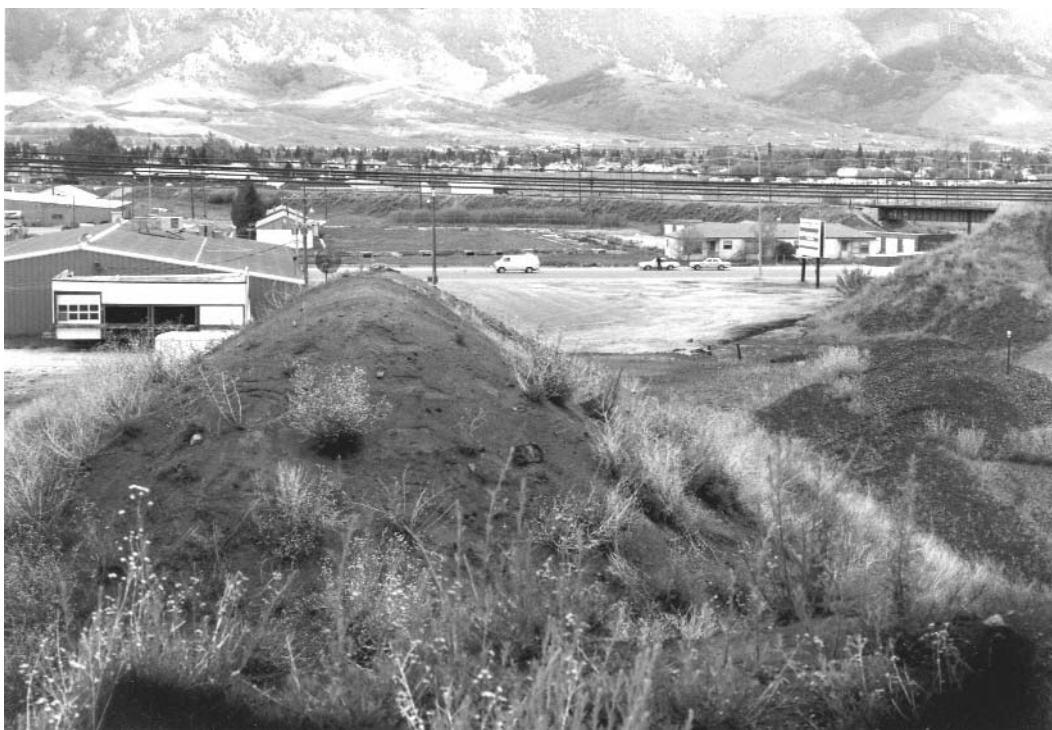
In the years following the cease-fire in Korea, another organizational change to the national stockpile occurred. Previously, the responsibility for stockpile planning and policy had rested with the Army and Navy Munitions Board, although stockpile operations were managed by GSA. With the creation of Reorganization Plan Number 3 in 1953, stockpile planning and policy responsibilities were transferred to the Office of Defense Mobilization (ODM) within the Executive Office of the President. For the first time, these stockpile func-

Previously, planners had assumed that the United States had to be prepared to fight a five-year conventional war. During this period, planners decided this scenario was outdated and that the U.S. should be prepared to fight a more limited war instead. In effect, the order reduced current stockpiling objectives by 40 percent. This changed objective meant that many of the stockpiled commodities were no longer needed. As a result, the stockpiling program changed from one of acquisition and storage of strategic and critical materials to one of sales.

Perhaps the greatest impetus to sales was the shake-up of the Stockpile program that occurred in 1962 when President John F. Kennedy announced at a news conference that the excessive storage of costly material was a questionable burden on public funds and a potential source of unconscionable profits. A decade later President Richard Nixon issued new guidance indicating that the Stockpile would be used

for defense purposes only and that the planning period would be limited to the first year of an emergency. This policy set the stage for sales of stockpiled materials. In fact, from July to December 1973, sales of strategic and critical material from all government inventories totaled \$734.7 million.

*Editors Note: This is the first in a series of three articles on the Defense National Stockpile Center. The next installment will cover DNSC's merger with DLA.* ♦



*Nestled in the Rocky Mountains in western Montana, the Butte storage site was home to DNSC commodities for nearly 50 years.*

tions came directly under civilian control. In 1958, the Office of Defense and Civilian Mobilization (ODCM) succeeded ODM and, on September 22, 1961, that organization underwent another name change to become the Office of Emergency Planning (OEP).

### A Change in Focus

In 1958, the stockpile mission was revised in response to a rethinking of mobilization planning objectives.

# DNSC Has Winning Marketing Strategy

By Kristin Guss  
DLA Public Affairs

If life gives you lemons, what do you do? Make lemonade. And if you're stuck with a commodity you can't sell, what do you do? Get out and market it.

That strategy paid off handsomely earlier this year for the Defense National Stockpile Center. In January, DNSC announced the sale of approximately 250,000 short dry tons of manganese metallurgical grade ore. This was the largest sale of manganese in the history of DNSC.

In fact, the sale exhausted the metallurgical-grade manganese available under the fiscal 2002 Annual Materials Plan. The AMP, which must be approved by Congress, specifies the amount of each Stockpile commodity that may be sold each year.

This huge sale was quite a coup, considering that manganese had traditionally been considered a "slow mover" among Stockpile commodities. "Very few buyers wanted manganese," said Rick Talbott, DNSC contracting officer, who participated in the sale. "I was beginning to think the only way we could get rid of it was to give everyone a ton of it to take home when they retired from the Stockpile," he said jokingly.

Faced with the high cost of storing the manganese at its depots around the country, DNSC had begun to consider alternatives to selling the material, such as using it for road fill or simply burying it. That was before Cornel Holder, the DNSC deputy administrator, attended an indus-

try conference last October.

"I was a guest speaker at the conference," Holder said. "I gave them the usual DNSC 'pitch.' You know – buy from us. We're here and we can sell you the material you need."

The pitch he made worked. The owner of a company that had just purchased a bankrupt industrial plant in New Haven, W.Va., was hoping to manufacture silicon manganese. His backers had located manganese ore in South Africa, but preferred to avoid the inconvenience and expense of importing the material into the United States. The Stockpile manganese sounded like the perfect solution.

The company ended up purchasing the majority of the DNSC metallurgical-grade manganese stored on the East Coast. Then the owner came back to buy the entire Stockpile inventory of chemical-grade manganese. The sale netted more than \$900,000 in profit. Much of the profit from DNSC commodity sales helps to support military programs.

What is the secret of DNSC's success? "Marketing strategy," Holder said. "We're going to industry meetings and meeting with potential customers. We're doing our best to let them know that we have commodities to sell, commodities they need. And we're trying to streamline the contracting process to reflect commercial practices."

Apparently, that strategy is paying off. "Manganese was once a difficult commodity to sell," Holder said. "But with increased marketing efforts, it proved to be profitable." ♦

*Faced with the high cost of storing the manganese at its depots around the country, DNSC had begun to consider alternatives to selling the material, such as using it for road fill or simply burying it.*

# FED LOG Features Enhance Value to Logistics Personnel

By Jim Richmond  
Defense Logistics Information Service

With 300,000 users and a monthly mailing of 37,000 CD-ROMS, you might think the FED LOG (Federal Logistics Data on Compact Disk) folks would be satisfied.

Well, they're not.

Based at Defense Logistics Information Service headquarters in Battle Creek, Mich., they would like more defense logistics personnel to learn about and benefit from the dramatic, recent improvements in FED LOG, and how it can make their life and work easier.

For the uninitiated, FED LOG is a logistics information system that allows users to retrieve information from the Federal Logistics Information System (FLIS) and service-specific databases quickly and easily. It combines the power of personal computers with advanced storage technology of CDs, DVDs and the Internet.

FED LOG contains key management, part number, supplier, freight and characteristics data for any defense-related item that has a National Stock Number (NSN). Or, when a bit of detective work is necessary, a user can find an NSN to go with any of the other pieces of information that might be available about an item or product. Users can search at the general FLIS level or by Air Force, Army, Marine Corps or Navy service.

The defense logistics specialist can use FED LOG to cross-reference part numbers and stock numbers; identify suppliers of an item; get management data for pro-

curement, requisition, storage, issuing and logistical decision making; determine the right freight standards; obtain service-unique logistics information; search for an item based on what it looks like, is made of and other characteristics; and run massive amounts of data on compact media, making it easier to handle, ship, update, and search products.

FED LOG was created in 1992, and since then, it has gone "from being a Model T to a Ferrari" in terms of speed, technology, sophistication, and user value, according to Virgil Akins, FED LOG program manager.

"We've gone from being just a DOS operating system to UNIX, and a true 32-bit Windows environment. This represents a terrific increase in productivity for FED LOG subscribers," Akins said.

Enhancements for the program come out almost monthly. FED LOG now includes drawings. Users can also access and directly purchase items through a virtual "EMALL" or online Internet shopping.

As FED LOG has changed, so too has the typical user environment, Akins noted. "We estimate that of

those 37,000 FED LOG subscriber updates sent out monthly, each is actually being used by seven to eight individuals over Local Area Networks (LANs) within defense logistics environments worldwide."

FED LOG service personnel want to reach out to defense logistics personnel -- everywhere -- to share the good news about their great product. "FED LOG can be a tremendous help for people in the military. That's our message," Akins said.

As part of the Defense Logistics Agency -- a logistics combat support agency that provides supplies and services to America's military forces worldwide -- DLIS is a leading logistics information broker for the Defense Department. Its employees are involved in the creation, management and dissemination of logistics information to military and government customers using the latest technology.

Various types of free training for FED LOG users are available worldwide. For training or additional information about the system, visit [www.fedlog.com](http://www.fedlog.com) or call 1-800-351-4381. ♦



Members of a technical supply platoon with the 1072nd Maintenance Company of the Michigan Army National Guard receive training in FED LOG changes during a recent weekend at the Battle Creek Federal Center. For most, this was the first update about dramatic FED LOG system improvements in the past two to four years, according to Chief Warrant Officer Tim Taafe, a member of the guard unit. Taafe also is a full-time DLIS employee at the Federal Center, working in DLIS International (NATO) as a general supply specialist.

# Battle Creek is DLA Pilot for Defense Travel System

By Kathy Hausknecht  
Defense Reutilization and Marketing Service

The Battle Creek (Michigan) Federal Center is the Defense Logistic Agency's pilot site for the Defense Travel System (DTS). Three organizations, the Defense Logistics Information Service, the Defense Reutilization and Marketing Service (including its sites throughout the United States), and the DLA Systems Integration Office (DSIO-J) will be the first in DLA to deploy the system. The Air Force Materiel Command Logistics Information Support Office (AFMC/LGIS) is located in the Federal Center and will also participate in the pilot program. Employees began using the system in late June.

The new travel system is the result of the Defense Department Travel Reengineering Task Force, whose goal was to provide a seamless, paperless, computer-automated travel system that meets the needs of federal employees, members of the military and process owners such as finance and accounting.

"We pride ourselves on our use of information technology. This is our chance to show the world we are pioneers of the new travel system," said DLIS Commander Col. Philip Yff, USMC, in opening remarks during the DTS presentation at the Federal Center.

The computer interface travel system saves money and eliminates the paperwork and footwork involved in making travel arrangements. By incorporating DoD travel rules into the system, potential problems can be avoided before a trip is taken. When travelers are still in the planning process of a trip, a warning will appear on the screen if they make a selection that violates travel regulations.

"It's not after the fact," said Col. Alan Tomson, USA, DTS chief, Fielding Branch Office at the brief-

ing. "You don't have to know the rules. It has the rules built into it."

Tomson used the example of requesting a full-size car or van rather than a compact car. A warning will appear notifying the user that the selection is not in accordance with travel rules. The system does, however, allow for justification to be noted in the travel plans such as "A van is needed since four people, plus luggage, will be traveling together."

Users can only access the system using their Public Key Infrastructure diskette and entering a password. Once travel plans are complete, employees electronically send their trip request to their supervisor, the authorizing official, for approval. The system automatically highlights any unusual requests, such as renting a larger car, and any justification.

The new system is very similar to what an employee may use at home to make personal travel plans. In fact, the new DTS is fashioned from commercial-off-the-shelf software. One advantage of DTS is the faster reimbursement time of two to three days. Funds are electronically disbursed to the government travel card company or employee.

Transportation Officer Linda Fenner is the Battle Creek Federal Center program manager for DTS. The Lead Defense Travel Administrators (DTAs) are Mike Timmons, DLIS; Mike Schroerlucke, AFMC/LGIS; Melanie Alexander, DSIO-J; and Jacki Hanna for DRMS. These individuals have responsibility for administration of DTS at their organizations.

"When the job gets tough, just call on the Battle Creek field activities. We're on the cutting edge," Timmons said. "We've developed a concept to deploy the system, which should make it easy for other DLA activities to hop on the system."

Visit the Web site at [www.dtic.mil/travelink](http://www.dtic.mil/travelink) for more information. ♦

*By incorporating DoD travel rules into the system, potential problems can be avoided before a trip is taken.*

# DSCC Portal Improves Access to Information

By Debi Hybert  
DSCC Public Affairs Office

The Defense Supply Center Columbus, Ohio has embarked on a new level of sharing knowledge as part of a Defense Logistics Agency enterprise effort.

The newly designed SharePoint Portal Server improves associates' access to information and enhances knowledge management capabilities — a DSCC Focus 2002 opportunity gap, according to Walter House, chief of Support Services Unit, DSCC Operations Support Group.

The portal, which is accessed by an Intranet browser, gives associates the opportunity to search anything that's published on the DSCC network, House said.

"If an associate remembers reading about vanpools at DSCC, but can't remember whether it was on Message of the Day, Public or Data, he or she can type the keyword 'vanpools' and the browser will pull up any document on the DSCC network containing that word," said House.

"Associates will also be able to share their knowledge with others more easily," House said. "A chat room-like discussion is part of the portal's capabilities where associates may post a question or comment on a given document and monitor the responses from others," he explained.

Rex McHail, DLA's Knowledge Management program manager in headquarters Information Operations, J-6, stressed the benefits of sharing information during a visit

to DSCC.

"What you have today as 'The DSCC Way' is a great start. DSCC has begun the culture change from islands of knowledge and expertise to behavior that promotes knowledge sharing and reuse throughout the center. This may prove to be an excellent model for the enterprise KM program, where we could soon be talking about 'The DLA Way,'" McHail said. "The lessons learned by DSCC associates are certainly valuable for other parts of DLA."

The DSCC portal also allows associates to 'subscribe' to a document, or search. Robert Dunlap, chief of the application integration and development team, DSCC Corporate Information Group, explained that associates can select the frequency (daily, once a week, twice a month) that they would like to be updated on a given subject. A message will appear on the user's computer when something new is published on the subject.

Integ Corp. and DSCC Corporate Information Group associates designed the portal with input from the DSCC Knowledge Management Team. A demonstration of the portal was held at DSCC for the functional councils and sponsors to highlight the options the server can provide associates.

DLA headquarters is leading an enterprise-wide knowledge management program that actively involves its lead centers in the requirements phase of the effort. "DSCC's efforts must be part of this broader DLA enterprise effort if we are to realize a true enterprise-wide sharing environment. We are pleased to have DSCC participating with us," McHail said. ♦



DLA Knowledge Management program manager Rex McHail (standing second from left) visits DSCC and exchanges knowledge with associates during a portal demonstration as Walt House, DSCC chief of support services unit, operations support group (standing left), explains its design. (Photo by Chuck Moffett)



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# Naval Reservists Have E-Logistics in the Bag

By Christina DiMemmo  
Defense Supply Center Philadelphia  
Public Affairs Office and  
Jason LeMay  
Kentucky Logistics Operations Center

In Lexington, Ky., a quiet corner of “thoroughbred country,” Department of Defense representatives recently met with federal, state and local officials to mark the beginning of a unique partnership that will bring \$2.5 million in revenue to the state. The Kentucky Logistics Operations Center (a branch of the Kentucky state government’s Department of Military Affairs) hosted a signing ceremony at the Bluegrass Station there. The ceremony highlighted signing a contract that will bring clothing issue – complete with sewn on patches and nametapes – to Naval reserve members around the world. At the click of a mouse, customers can take part in the Defense Supply Center Philadelphia’s Virtual Prime Vendor National Guard/Reserves Clothing Program.

Thanks to this partnership between DSCP and the Kentucky Logistics Operations Center (KyLOC), sailors can enjoy all of the benefits of “E-Logistics.” The lag time from shelf to a sea bag is being reduced from weeks and months to less than 10 days, with a value-added feature of already having the appropriate nametapes and patches sewn on the uniform correctly when it arrives. Even better, it costs the government less to receive, store, maintain and ship the clothing than previous methods, allowing millions of dollars in cost avoidance to be better spent where it is needed most.

Navy Seaman Theresa Wolfinger was the recipient of a ceremonial “first issue” as a part of the signing ceremony. Following the first issue, representatives from DSCP, KyLOC and the Naval Reserve Force signed on the dotted line – committing to having the right item at the right place at the right time for the warfighter.

Taking a page from the best practices of the business world and applying them to how the Department of Defense does business has created a Land's End® type internet catalog ordering system for military clothing. The program began with centralized distribution of uniforms to the members of the Army National Guard in all 54 states and territories with appropriate patches and nametapes already sewn on. DSCP estimates that the program saves the Army National Guard \$10 million annually. Building on the success of the Army National Guard, the program was expanded to include the Marine Corps Reserve with an estimated savings of \$300,000 annually. The Naval Reserve Force Command estimates an annual savings of \$1.2 million by “shipping out” clothing from the KyLOC at Bluegrass Station via DSCP’s Virtual Prime Vendor Uniform Program.

The KyLOC is located at the former Lexington Army Signal Depot in Avon, Ky. (near Lexington). The depot closed as a federal installation in 1995. The Kentucky Department of Military Affairs took over and renamed it Bluegrass Station with the mission of bringing new jobs to Kentucky.

Bluegrass Station includes some 780 acres and 110 buildings with more than 2 million square feet under roof. Use of the space ranges from retail and office work to light industry. Bluegrass Station is home to 50 tenants occupying 83 percent of available space and providing 1,245 full-time jobs with an estimated \$34.5 million annual tenant payroll.

The Virtual Prime Vendor National Guard/Reserves Clothing Program reduces the cost of storing and distributing items needed for military members throughout the region, while also reducing the delivery time of these items to their ultimate destinations.

All in all, the Naval Reserve expansion to DSCP’s clothing program is expected to bring \$2.5 million to Kentucky – supporting some 93,000 Naval Reserve members around the world. The KyLOC currently employs 170 people with an additional 45 positions expected for the Naval Reserve portion of the operation. DSCP is also using KyLOC to support the clothing needs of 24,000 Naval Construction Brigade (SEABEE) members; 43,000 Marine Corps Reservists; 350,000 Army National Guard members and is now testing with 3,000 amphibious SEABEE members. More than \$23.5 million worth of DSCP’s inventory stored at KyLOC supports 530,000 soldiers, sailors and Marines who can expect their clothing to arrive in three days for high priority orders and less than 10 days for typical orders – complete with nametape patches already sewn on in excellent military fashion. ♦

# Empowered by Workshops, Reserve Supply Leaders Tackle Tough Issues

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

**P**assion. Energy. Enthusiasm. Perhaps more expected at an Amway convention than a reserve supply corps workshop, those terms nonetheless kept popping up during the second Senior Officer Leadership Challenge, held at DLA headquarters March 9 and 10.

“We’re here because we have a lot of challenges to face... a lot is changing in our active communities, and among those we support,” said event sponsor Rear Adm. Pat Dawson. Describing the workshop as “a melting pot for ideas to bubble up to senior leadership,” Dawson urged attendees to “wrestle with the tough questions: Are we ready? Are we structured properly? Are we balancing appropriately?”

Rear Adm. Steven Morgan, who initiated the leadership challenge concept last year, called the event a “clearing-house of innovative ideas,” in which the leaders of the Supply Reserve work collectively on the community’s tough issues, and present recommendations and suggested solutions to the community’s flag officers.

For a day and a half, nearly 60 reserve commanders and captains from the middle and northern East Coast – all volunteers who signed up on a first-come, first-served basis -- gave the four flag officers in attendance what they asked for: a piece of their minds.

In return, the flag officers promised to help implement their recommendations to improve the entire Supply Reserve community. They offered plenty of visionary advice to their community’s middle managers, urging them “out of the box.”

Guest speaker Rear Adm. Mimi Drew, Commander Naval Readiness

Command Mid-Atlantic, urged them to “examine your assumptions all the time. If it’s not natural for you, practice it.”

Rear Adm. Thomas Hill, Mobilization Assistant to Rear Adm. Justin McCarthy, Commander of the Naval Supply Systems Command, exhorted them to “take ownership of your own solutions.” He reminded them this is a requirement if they are to respond to McCarthy’s charge, that all supply personnel must function with “one team, one voice” and focus on “delivering combat capability through logistics.”

The captains and commanders took the advice to heart in animated discussions. Assigned randomly to one of eight groups, attendees dug into four issues: junior officer accession, balance between readiness and contributory support, readiness and quality of service, and mentoring.

Manpower and accession emerged as a top concern, largely because the level of interest in the Supply Reserve officer program is greater than the available number of pay billets. Those who join the reserve supply corps tend to stay as long as they can.

“We need to make sure the junior officers have a home if and when they leave active duty,” said Dawson. “This is both a challenge and an opportunity. People stay ... because they want to, they care, and they enjoy the stimulation



Rear Adm. Fenton Priest III, SC, USNR, Director of Reserve Readiness in DLA Headquarters (left) and Rear Adm. Steven Morgan urged the attendees of the Navy’s Supply Reserve’s second Senior Officer Leadership Challenge to help make change happen and work on tough issues. (Photo by SK2 Edward Porras, USN)

and the camaraderie.”

While Navy veterans remain interested in the reserves, the pool of available veterans is declining. This trend has led to increased dependence on the Direct Commission Officer (DCO) program. Nearly 60 percent of the 1,300-member reserve supply corps is currently composed of Navy veterans; the remaining 41 percent were reservists from the start. These statistics highlight the importance of mentoring as another key workshop issue, also emphasized by guest speaker Drew.

“The most important thing we do in this world is to raise the next generation—at work and at home,” she said. “You are in a stage where you can make a difference.”

Capt. Eric Carlson of the Navy Personnel Command, Office of Supply Corps Personnel (OP-2), offered attendees some specific advice in that direction. Carlson traveled from Millington, Tenn., to give a presentation on promotion boards and fitness reports – with an emphasis on junior officers.

At the end of a few days’ tussling

with tough questions, the groups came together under “one team, one voice” to submit to their flag leaders specific recommendations for action.

They left the workshop feeling that they had, in fact, made a difference.

“It was satisfying to be able to contribute ideas for positive change in our community – for example, ideas to reduce administrative burdens on reservists, and to improve the working environment,” said Cmdr. Rick Sansalone of the DLA Contingency Support Team Staff. “I also enjoyed the opportunity to interact with flag-level decision-makers.”

Capt. Sharon Redpath, who organized the workshop at DLA, said the forum is the best way to move along solutions. “Our community flag officers are our advocates . . . we want them to hear what the community leaders need, and take that input forward,” she said.

Some actions are already underway, resulting from the first such workshop

held in San Diego in August 2001.

Capt. Roger Nadeau, who -- along with Cmdr. Kathi Jensen -- coordinated the San Diego workshop, said that event also empowered the attendees.

“It was a great two-way communication. The commanders and captains felt their opinions were valued. They want more of this kind of event,” he said.

Morgan expects more of these leadership challenge workshops in the future, and expects to keep the captains and commanders involved. The workshops will be “evolutionary,” he said, and each is likely to be a bit different. Morgan imagines semiannual workshops that are geographically distributed; the next will occur in the southeast.

As the Supply Reserve continues to stretch to define its future, one key challenge will be “how to maintain consistency in a system that is both pervasive and dispersed,” said Hill.

One way to reach that consistency is

to create a community of leaders that collectively helps create its own goals, and then reach them – which is itself a goal of the workshops.

Rear Adm. Fenton Priest, Director of Reserve Readiness in DLA headquarters Joint Reserve Forces, J-91, urged workshop attendees to help change happen, but also cautioned patience, since significant change can take time. He also urged them to embrace “selflessness, compassion, convictions and consistency.”

Underlying all the discussions and resulting recommendations for change, the most important signal beacon remains the same: the needs of the active Navy.

“We need to first figure out where our customer is going, and then help them get there,” said Dawson. “And encourage them to use us as a forethought rather than an afterthought.” ♦

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# DLA Hosts Meeting with Commanders of the Combatant Commands

By Don Wagner  
DLA Public Affairs

“DLA: Partnering with the Warfighter” was the theme for the fourth annual Commanders of the Combatant Commands Defense Logistics Agency Day held in April at the McNamara Headquarters Building.

DLA Director Vice Adm. Keith W. Lippert, co-chaired the annual meeting with Diane K. Morales, deputy under secretary of defense for logistics and material readiness, and Navy Vice Adm. Gordon S. Holder, director for logistics for the Joint Chiefs of Staff. Other attendees included the chief logisticians from many of the unified and specified commands, key DLA headquarters personnel and DLA field activity commanders.

Larry Glasco, executive director of Readiness and Customer Support in DLA Logistics Operations, J-3, briefed major changes in the way DLA does business, customer relationship management and business systems modernization. He said the focus is on the customer, not the function, and “DLA will drive expectations and focus more on time-phased delivery.”

“The day went off without a hitch,” Cmdr. James C. Workman, USN, said. “This year’s theme, DLA: Partnering with the Warfighter, was especially relevant, given the events

of the last year.” Workman is DLA’s Central Command Team planner and was the event coordinator.

Topics included Operation Enduring Freedom lessons learned; the Executive Agent Program with specific looks at fuels and subsistence; DLA cost-recovery rates; national inventory management strategy; DLA aviation investment strategy; DLA re-engineering to meet expectation; and a DLA hardware backorder reduction update.

In the executive agent discussion, Jeffrey Jones, Defense Energy Support Center director, noted that for fuel, there is “not a single solution, but instead there are business rules.”

Col. Robert Radin, USA, U.S. Central Command Operations Division chief, stated the challenge – as the pressure on force structure increases, specialists go away. He wanted the “ability to call on a subject matter expert, not necessarily full time but someone that he is able to matrix in” as needed.

Col. Leonard Petrucci, USAF, chief of Contingency Plans and Operations in J-3, briefed that DLA was not caught flat-footed and has done an outstanding job supporting the warfighters in the line of fire.

“The briefing and discussion of the national inventory management strategy was particularly spirited,” Workman said. Capt. Tony Prince, USN, business development and supply chain integration chief, described how the retail level of

See *Partnering*, page 36

Partnering, from page 35

inventory might be eliminated. Instead, there would be only one inventory, the national inventory.

Lippert said, "In the past, we cured a lot of sins because of redundancy. If we take away a level of supply, it will send shockwaves. Who is in control, who is in charge is not the issue. Instead, the issue is can we do what we have advertised, at a lower cost?"

Closing comments reflected general praise for the frank exchange and collaboration that had occurred during the meeting. Capt. Pete Eltringham, USN, from the Joint Staff said, regarding the re-engineering occurring at DLA, "Business Systems Modernization is that big, that much of a change, that it should be a Department of Defense study in change management."

"I learned a lot the last few days," Morales said as she closed. "I am convinced we are on the right track. We are focused on the warfighter, focused on the customer."

"The responses to the briefings were uniformly positive," Workman said. "The team put together a superb meeting. All in all, the day was a great success for DLA and the warfighters." ♦



Navy Lt. Cmdr. Mark Goodrich, Navy Cmdr. Drew George and Marian Unterman of DLA Information Operations, greet visitors and employees in the McNamara Headquarters Building as they register on Commander of the Combatant Commands-DLA Day. (Photo by Charles Turner)

## DLA-Marine Corps Day

By Don Wagner  
DLA Public Affairs

"Continued Partnering for Success" was the theme for Defense Logistics Agency Marine Corps Day at the Andrew T. McNamara Headquarters Building in March.

DLA Director Vice Adm. Keith W. Lippert; Maj. Gen. Hawthorne L. Proctor, USA, the DLA director of Logistics Operations, J-3; and Lt. Gen. Gary McKissock, USMC, the Deputy Commandant for Installations and Logistics, co-chaired the day-long event.

During the session, representatives of DLA and the Marine Corps met to collaborate on and discuss key initiatives that affect both organizations. Discussions focused on cooperative



(Left to right) Lt. Gen. Gary McKissock, USMC, Deputy Commandant for Installations and Logistics; DLA Director Vice Adm. Keith Lippert; and Maj. Gen. Bradley Lott, USMC, commander, Marine Corps Materiel Command, listen to briefings at DLA-Marine Corps Day. (Photo by Thomas Wilkins)

support initiatives. An overview of the Marine Corps, the Marine Corps perspective, and DLA's focus were key areas for discussion throughout the day. Other topics included support for Marine Corps weapons systems, supply chain integration, demand planning, and DLA's Business Systems Modernization.

"Admiral Lippert welcomed everyone and recognized efforts made to date in DLA's support to Marine Corps transformation objectives," said Debbie Whitley, customer support representative, Headquarters Material Command, Albany, Ga. "In his opening remarks, the admiral set the tone by stating that frank and honest communications are what we want."

"The discussions were filled with positive support ideas for continued partnering," Whitley said. McKissock stated that he sees a shift to partnering with DLA and in the next four or five years we will see "one supply chain, one system for service."

Larry M. Glasco, DLA executive director of Readiness and Customer Support, J-3, briefed the audience on DLA's Business Systems Modernization initiative – an organizational, systems, and process reengineering undertaken by DLA to better support the warfighter.

"It was a team effort by DLA and the Marine Corps," said Jackie Bailey, customer account manager. "The Marine Corps Readiness Team pulled it together. All of our customer support representatives from the field came to help with last-minute details, and the other service teams provided support whenever needed." ♦

# Saunders is DLA Vice Director

By Jack Hooper  
DLA Public Affairs

**M**aj. Gen. Mary L. Saunders, USAF, became the DLA Vice Director in June. She replaces Rear Adm. Raymond A. Archer III, SC, USN, who has retired.

Saunders was previously assigned as the director of supply for the Deputy Chief of Staff for Installations and Logistics at Air Force headquarters in Washington, D.C.

She was born in Nacogdoches, Texas, and grew up in Houston. She began her military career through the Officer Training School at Lackland Air Force Base, Texas. She was commissioned a second lieutenant and entered active duty in 1971. She has held various assignments in transportation and logistics plans in the squadron, wing, numbered air force, headquarters and joint arenas.

Saunders also served as commander of the Defense Supply Center Columbus from August 1998 until September 2001.

The general graduated from Texas Woman's University, Denton, in 1970 with a bachelor of science degree in social work. She completed Squadron

Officer School, Maxwell Air Force Base, Ala., in 1973 and received a master of arts degree in guidance and counseling from Rider College, Lawrenceville, N.J., in 1978.

She is a 1993 graduate of Air War College, Maxwell AFB, and a 1997 graduate of the National Security Leadership Course, Johns Hopkins University, Baltimore. In 1999, she completed the Leadership Development Program, Center for Creative Leadership in Greensboro, N.C.

Saunders' personal awards include the Legion of Merit with oak leaf cluster, Defense Meritorious Service Medal with oak leaf cluster, Meritorious Service Medal with two oak leaf clusters, Joint Service Commendation Medal with oak leaf cluster, Air Force Commendation Medal with oak leaf cluster, Joint Service Achievement Medal, Air Force Achievement Medal and National Defense Service Medal with service star. ♦



# Gainey Commands Defense Distribution Center

**C**ol. (Promotable) Kathleen M. Gainey, USA, became the commander of the Defense Distribution Center, New Cumberland, Pa., in August. She replaces Brig. Gen. James H. Pillsbury, USA, who had been serving as commander of the center since August 2000. Gainey was previously assigned as the Chief of the Joint Operations Division, United States Transportation Command, Scott, Air Force Base, Ill.

Gainey received an ROTC commission as a second lieutenant and entered active duty in June 1978. She has held various transportation and logistics assignments at Army battalion, brigade, and division levels.

Gainey holds a bachelor of science degree in Special Education from Old Dominion University in Norfolk, Va., and received a Master of Business Administration –

Contract Management and Procurement from Babson College, Babson Park, Wellesley, Mass. She is a graduate of the Transportation Officer Basic and Advanced Courses, United States Army Command and General Staff College, and the United States Army War College.

Gainey's personal awards include the Legion of Merit, Bronze Star Medal, Meritorious Service Medal (with five oak leaf clusters), Joint Service Commendation Medal, Army Commendation Medal (with three oak leaf clusters), and the Army Staff Identification Badge. ♦



# Former DLA Vice Director Retires

By Jim Katzaman  
DLA Public Affairs

**F**ormer DLA Vice Director Rear Adm. Raymond A. Archer III, retired on June 27. The career logistician capped more than 35 years of military service as the chief strategist during the most complete reshaping of DLA in the Agency's history.

Since he arrived at DLA in October 1999, the admiral has become synonymous with the most significant innovations leading the Agency into the 21st century:

DLA 21, Balanced Scorecard, Business Systems Modernization and the DLA One Book.

DLA21 was a significant alignment of the organization around "One DLA," a role-based activity with the headquarters responsible for direction, capabilities, corporate services and corporate processes.

BSC is DLA's strategic management tool that provides financial and operational measures tied directly to DLA's mission, vision and goals to give top managers a fast, comprehensive view of the business.

"BSM is by far the most significant information technology and reengineering project in DoD logistics," Archer said. "Once fully implemented, we expect to achieve the proven benefits of commercial-off-the-shelf software and reengineered business processes, resulting in improved service to our customers."

In addition, Archer was the prime mover behind the creation of DLA Today and Tomorrow, the first intranet news and information publication that now links leaders and associates throughout the Agency around the world.

A major challenge of DLA's long-term business modernization effort has been how to best document and share information and common processes across the DLA enterprise. That has led to the creation of the DLA One Book, which not only will contain the BSM processes but will serve as the single authorized repository for Agency policies, processes and procedures.

"Our leading industry partners have learned that the use of standard procedures and processes not only provide a common focus but also a way to streamline activity, improve performance and control costs," Archer said. He called the One Book "a highly usable business process tool and the foundation for continuous process improvement."

The admiral's focus on technical and information issues long predated his arrival at DLA. From 1983 to 1986 he served as the chief of naval operations project officer for stock funding of aviation depot-level repairables. This project has been called the most significant change in aviation logistics since the dedication of the Aviation Supply Office in 1941. Archer said this gave him invaluable experience in managing a major mission program and process implementation.

While he commanded the Naval Inventory Control Point from 1997 to 1999, Archer got his first taste of managing BSC in a larger organization. That background, along with service in the Navy Supply Corps since he entered the military, helped prepare the admiral for his final assignment at DLA.

DLA21, BSC, BSM and DLA Today and Tomorrow, he said, are the major events or actions that shape the Agency's plan for transformation. DLA21 is built to One DLA. Balanced Scorecard, he said, is the enabler and BSM brings together the transformation and the related new processes. DLA Today and Tomorrow is part of the drive toward One DLA, fitting the entire organization into the transformation.

Asked if he and other leaders were surprised by anything during the transformation, Archer said, "I think we surprised ourselves at how well things have gone. We're using Balanced Scorecard to shape the enterprise. BSM is taking on the commercial practices so that we're on time and on budget. I've been surprised to see how much of our culture could change. We've been surprised to see how valuable BSM will be to our future. So, we've outperformed any expectations I ever had."

Taking into account all that transpired during his almost three years at the Agency, the admiral said, "I feel good about my time at DLA. This has been more rewarding than being at one of the military services. DLA wakes up every morning with the attitude that the glass is half full. I've been impressed with our talent and ability to deliver.

"This is the centerpiece of logistics," he added. "We are on target in delivering the right item at the right time at the right price every time. I don't think anyone else does it any better."

Before he packed up his mementos for the next sea change in his life, Archer had some final words for DLA and its people, where he has served his last, and he said best, assignment in his military career.

"I think we're at the doorstep of a major, significant transformation of DLA," Archer said. "It's going to take an enormous amount of courage and stamina to step through that door. It'll be worth every ounce of energy we put into it.

"Balanced Scorecard, BSM and our other events will greatly improve our ability to support our armed forces. We need to commit DLA's vital energy and initiative to achieve this goal. There will be no doubt at DoD that we have the ability to do it right. We'll be the example they point to and say, 'If you want to see how to do it right, look at DLA.'" ♦



# Border Commands Defense Supply Center Philadelphia

**B**rig. Gen. Gary L. Border, USA, became the new commander of Defense Supply Center Philadelphia in August. He replaces Brig. Gen. Jesus A. Mangual, USA, who had been serving as commander of the center since August 2000. Border was previously assigned as the director for Logistics and Engineering, J-4, U. S. Joint Forces Command, Norfolk, Va.

Border was commissioned a second lieutenant and entered active duty in 1973. He has held various logistics and operations assignments at Army battalion, brigade, division and headquarters levels. He has served in Joint assignments since May 1998.

Border holds a bachelor of arts degree in history from the University of Alabama and two masters of arts degrees, one in Management from Webster University and one in National Security and Strategic Studies from the United

States Naval War College. He is a graduate of Infantry Officer Basic Course, the Quartermaster Officer Advanced Course, the United States Army Command and General Staff College, and the United States Naval War College.

Border's personal awards include the Defense Superior Service Medal, Legion of Merit Bronze Star Medal, Meritorious Service Medal (with four oak leaf clusters), Joint Service Commendation Medal, Army Commendation Medal (with oak leaf cluster), Army Achievement Medal, Parachutist Badge, Air Assault Badge, Joint Chiefs of Staff Identification Badge, and the Army Staff Identification Badge. ♦



# DLA's First Director Passes Away

*By Jim Katzaman  
DLA Public Affairs*

**O**nly six months after helping Defense Logistics Agency observe its 40th anniversary, retired Lt. Gen. Andrew T. McNamara, USA, DLA's first director, passed away.

The Andrew T. McNamara Building, DLA's headquarters, bears the name of the general who led what was then the Defense Supply Agency from Oct. 1, 1961, until he retired in June 1964 after 36 years in the Army.

Born May 14, 1905, in East Providence, R.I., McNamara had already compiled long, distinguished service in the Army Quartermaster Corps during World War II and the Korean War, eventually leading to his appointment as quartermaster general. He then served briefly as deputy commanding general of the Eighth Army in South Korea.

He was summoned back to the United States in mid-September 1961 to become the first director of an unprecedented military logistics organization, the Defense Supply Agency. He and his relatively small staff of around 100 planners virtually wrote the book at DSA.

McNamara even handwrote and signed on a plain piece of paper dated 1 October 1962, the one-paragraph general order establishing DSA. It stated:

"General Order 1 pursuant to authority contained in Memorandum, Office of the Deputy Secretary of Defense, Subject: Establishment of the Defense Supply Agency, dated 12 September 1961, the undersigned hereby assumes command of the Defense Supply Agency and duties as Director thereof."

This was the culmination of the direction from then-Secretary of Defense Robert McNamara to consolidate Army, Navy and Air Force single-manager agencies into a separate common supply and service agency. DSA formally began operations Jan. 1, 1962.

The small DSA staff under General McNamara originally set up operations in the Munitions Building in Washington, D.C., and a short time later, moved into more suitable facilities at Cameron Station in Alexandria, Va. The agency's primary role was to provide supplies and services to America's military forces worldwide.

Following McNamara's retirement he served for another decade as president and secretary of the American Logistics Association (formerly the Defense Supply Association) and managing editor of that organization's bimonthly publication, *The Review*.

He was inducted into the Quartermaster Hall of Fame in 1988 and inducted as a Distinguished Member of the Quartermaster Regiment in 1991 (Charter Year). In 1998 he was awarded the Ancient Order of St. Martin, recognizing his conspicuous, long-term service to the Quartermaster Corps.

The Quartermaster Museum dedicated its new permanent supply gallery Oct. 15, 1998, in honor of McNamara. The McNamara Supply Gallery opened June 18, 1999, during Quartermaster Regimental Week. ♦



# DSCR Employee is Volunteer with Local Police Assistance Team

By Sue Smith  
Defense Supply Center  
Richmond

Your car has just stopped dead in its tracks. It's dark, the kids are in the back of the car; and it's too far, or too dangerous, to walk to the next exit or intersection to call for help. Where's help when you need it?

Hopefully right behind you, in the form of Master Sgt. Ted Millard, USAF, a member of the Chesterfield County, Va., Police Department's all-volunteer Motorist Assistance Team.

Millard, who, by day, works as an inventory management specialist in Defense Supply Center Richmond's Emergency Supply Operations Division, spends about 40 hours a month patrolling county roads watching for stranded motorists and relieving officers at the scene of accidents.

And, equipped with a specially marked car, police radio, cell phone, flares, jumper cables, a gas can, an air tank for flats, and some tools, Millard can handle most situations he encounters.

"We go anywhere we're needed, have handled anything from a motorist out of gas to nails on the road, from fender benders to fatal accident scenes. We've even chased down a loose horse," Millard says.

Millard joined the motorist assistance team shortly after arriving at Richmond from Hurlburt



DSCR employee Master Sgt. Ted Millard, is a volunteer with the Chesterfield County, Va., Police Department's Motorist Assistance Team.

Field in Fort Walton Beach, Fla. "I believe in volunteering and doing community service," he says, "so when I read the advertisement about the county looking for volunteers, I decided to check it out."

After going through the interview process and two weeks of training, including courses in first aid and cardiopulmonary resuscitation, Millard made his first patrol in mid-December last year. Being new to the area, the hardest part of the job was knowing where to go, he says.

"I still remember my first run and how hard it was to find the vehicle," he says. "It's getting easier as I memorize the roads where I help motorists."

Millard says his most gratifying stop was right at DSCR's back door. "I was on the way home and just about to make the turn to enter the center when I saw a woman whose car had run out of gas. She had three kids with her and was so grateful that someone stopped to lend a hand."

Then there was the stop for a vehicle where the rear end was completely pushed in, yet no one was injured. He's also been used for search missions, like the one when, because of his bright yellow and orange uniform, he was asked to search a wooded area to find a lost seven-year-old girl.

A recent Friday evening shift started off slowly, but by the time



afternoon slipped into dusk Millard had helped a truck driver whose load of appliances had shifted, called a tow truck for a young man whose car had stalled and stayed with him until it, and his mother, had arrived, and had assisted at the scene of a traffic accident.

The last call before the end of his shift, Millard was asked to check out and “tag” an abandoned vehicle.

“We check out these vehicles for a number of reasons,” Millard said. “First we want to make sure the car is not stolen and abandoned. But the most important reason we check them is to make sure no one

is inside who may need help. If the car is clear, we put a bright yellow tag on it, so that officers know it’s been checked.”

As it happened the last call wasn’t the last call after all. On the way home, Millard stopped to relieve an officer at another accident in the same intersection that he had responded to earlier. When the tow truck arrived, however, the driver realized he’d not only wrecked his car, but locked the keys inside as well. By the time all the cars were away from the scene, it was an hour past the time he was due to check out.

Millard didn’t mind, though, saying it was all part of the job

he’d signed on to do. He made the turn to head home, monitoring the radio all along the way. Over the static came a report that a large dog was making its way along the parkway and an officer was patrolling that area to attempt to find the dog and prevent an accident.

Shortly, the officer reported back she hadn’t found the dog. Millard had logged off. It was nearly two hours since he should have been home for dinner. But someone could get hurt if there was a big dog in the traffic lanes, and since it was right on his way, dinner had waited this long, it could wait a little longer. ♦

## Daughter of DLA Europe Employee is Recognized

By Cassandra Kardeke  
221st Base Support Battalion  
Public Affairs Office

She’s a model student, community volunteer and an active athlete —no wonder Jackie Brazier was named the 104th Area Support Group Youth of the Year. Jackie is the daughter of DLA Europe’s chief of customer support and readiness, Percy Brazier.

Having been recognized earlier this year as the 221st Base Support Battalion Youth of the Year, Brazier went on to be named the 104th ASG Youth of the Year in March and placed second as United States Army Europe Youth of the Year. “I was so surprised when they told me I won,” said Brazier. As a winner Brazier received a \$3,000 scholarship and a trip from the 104th ASG and a dinner on the town provided by Wiesbaden Youth Services.

While a senior in high school, Brazier was active on the cross-country track team, in the German lacrosse league and cheerleading squad. She has been named Most

Athletic Senior and Big Woman on Campus for the past two years and was last year’s Sports Woman of the Year.

“She’s not just wonderful because she’s one of the hardest working athletes, but because she has determination and discipline,” said Darryl Schwartz, track and football coach at Gen. H.H. Arnold High School.

Helping out in the community is nothing new for Brazier who has volunteered to set up sports clinics for School Age Services children and assisted in Red Cross activities such as mass casualty exercises and the annual golf tournament.

“She’s very involved in and out of school, and is well known with the students,” said Rhona Fletcher, a guidance counselor at H.H. Arnold. Last year Brazier was involved with the Nike Swoosh Club as the club’s treasurer and attended its youth camps. For the past two years she has been named Nike Outstanding Athlete and is now the club’s president.

“The Swoosh club isn’t just an athletic club, but helps with leadership skills and focuses on how we can help in the community,” said Brazier. ♦



Jackie Brazier is the daughter of Percy Brazier, DLA Europe’s chief of customer support and readiness.

# Employees Receive DLA Small Business Program Awards

By Don Wagner  
DLA Public Affairs

“What I would like you to do is go back to your activities, bottle whatever you have done, and spread it out all over the organization... you represent the best of DLA,” said DLA Director Vice Adm. Keith W. Lippert, as he presented awards to the Defense Logistics Agency's Small Business Awards Program winners on May 21, in the McNamara Headquarters Building. DLA Executive Director Phillip Steely, and Small and Disadvantaged Business Utilization Director Tom Ray, also attended the awards ceremony.

This year's awardees are: Robert L. Nendorf, special assistant for small business, Defense Reutilization and Marketing Service; Col. John Marx, USA, DRMS commander; Donna M. Frankel, supervisory contract specialist, Installation Energy CBU/Coal Branch, Defense Energy Support Center; Steven R. Ewing, senior contract specialist, General and Industrial Directorate, Defense Supply Center Philadelphia; and five members of Product Center 8 Team, Directorate of Business Operations, Defense Supply Center Richmond.

“These awards 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,” said Pat Cleveland of the DLA Small and Disadvantaged Business Utilization Office.

Nendorf was presented the 2001 DLA Award for Professionalism in the Small Business Program. “Receiving the award is a great honor for myself and the DRMS organization,” Nendorf said. “It shows me that the whole DRMS family is behind our attempts to exceed our small business goals and to make a difference as well. Any award such as this is not really earned or given to one individual, but to the entire staff of the organization involved. I really must acknowledge all of the contract specialists at DRMS who go out of their way to make receiving awards such as this possible.”

The DLA winner of the Award for Professionalism in the Small Business Program is forwarded to compete for the Department of Defense Award in the Small Business Program.

On behalf of the Defense Reutilization and Marketing Service, Marx accepted the Field Activity Award for Professionalism in the DLA Small Business Program in recognition of outstanding support to the DLA Small Business Program.

Frankel was presented the 2001 Defense Logistics Agency Award for Excellence in Assisting Small Business. Frankel maintained close oversight of all the small business coal contracts awarded and assured deliveries were made when needed and all payments were processed in a timely manner to assure adequate working capital for all compa-



DLA Small Business Awards Program winners: (from left to right) Tom Ray, director of DLA Small and Disadvantaged Business Utilization; two members of Product Center 8 Team, Directorate of Business Operations, DSCR; Steven R. Ewing, DSCP; Donna M. Frankel, DESC; Col. John Marx, DRMS commander; Robert L. Nendorf, DRMS; three members of Product Center 8 Team, Directorate of Business Operations, DSCR and DLA Director Vice Adm. Keith W. Lippert. (Photo by Charles Turner)

nies.

"I greatly appreciate being recognized by DESC and selected by DLA for this Small Business Award. My team's focus is not only to support our DESC customers, but also assist contractors in understanding DESC's expectations of the contract terms and working a solution to any problem when encountered," Frankel said.

Ewing, senior contract specialist in the Material Equipment Handling Branch of the General and Industrial Directorate at Defense Supply Center Philadelphia, is the recipient of the 2001 DLA Award for Excellence in Assisting Women-Owned Small Business. Ewing is responsible for

planning, negotiating and awarding complex high-dollar contracting actions. He also researches and develops innovative acquisitions techniques that lead to best value support to DLA customers.

The Product Center 8 Team, Directorate of Business Operations at Defense Supply Center Richmond, was presented the 2001 Defense Logistics Agency Award for Excellence in Assisting Small Disadvantaged Business.

The Recognition for Contributions to the DLA Small Business, Small Disadvantaged Business and Women-Owned Small Business Program awards recognize DLA employees, military and civilian, in all areas of performance including, contracting, supply opera-

tions and technical and logistics services that have made outstanding contributions to these programs.

"Small business continues to be a priority for the President and the Congress, for social, economic, and strategic reasons," said Tom Ray, director, Small and Disadvantaged Business Utilization. "The great thing about these awards is that they highlight the fact that support for small business is a responsibility not just of small business specialists, but also for commanders, procurement professionals, and everyone involved in the acquisition process. The awardees deserve a vote of thanks from all of DLA for a job well done." ♦

## Installation Excellence Award Returns to Richmond

By Sue Smith  
Defense Supply Center Richmond

A delegation of nearly 100 employees traveled to the Pentagon in May to watch as Defense Supply Center Richmond Commander Brig. Gen. James P. Totsch, USAF, accepted the prestigious Commander in Chief's Annual Award for Installation Excellence from Michael W. Wynne, principal deputy undersecretary of defense for Acquisition, Technology and Logistics.

Also attending the ceremony were DLA Director Vice Adm. Keith W. Lippert; DLA Executive Director Phillip Steely; Ben Cassidy, defense and foreign policy legislative assistant representing Sen. John Warner; Virginia Sen. Steve Martin, who represents Virginia's 11th Senatorial District; and Mayor Rosalyn Dance of Petersburg, Va.

In his remarks to representatives from the five military installation winners, keynote speaker Raymond F. DuBois Jr., deputy undersecretary of defense for Installations and Environment, spoke about the significance of the award created in 1985 by President Ronald Reagan.

The winners, he said, were the finest and best managed of all the installations in the Department of Defense and Defense Logistics Agency. With less than adequate funding and resources, they have performed in the finest tradition of "above and beyond."

Totsch, in accepting the award, thanked the Defense Supply Center Richmond work force for its continuing hallmark of excellence.



DLA Director Vice Adm. Keith Lippert (right) watches as DSCR Commander Brig. Gen. James P. Totsch accepts the Installation Excellence flag from Michael W. Wynne, principal deputy undersecretary of defense for Acquisition, Technology and Logistics.

"Nowhere in the Defense Department is there a work force that takes more pride in service to the nation than the people of Defense Supply Center Richmond," Totsch said.

"This group of folks not only knows its mission but they understand their critical role in the defense of the American people," he said. "They are innovative and proactive, always seeking better ways to do business that will ensure that we provide the nation's warfighters the right part, at the right time, at the right price."

This was the center's fifth win of the award since 1991. ♦

# DSCP Employee is Recognized by National Industries for the Severely Handicapped

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

**M**ichael McCall, associate director of small business for the Defense Supply Center Philadelphia, was recognized by the National Industries for the Severely Handicapped for his leadership and service in support of the Javits-Wagner-O'Day program, and the training and employment opportunities for individuals with severe disabilities. He received the recognition from the East Region during the NISH national conference.

In addition, DSCP received the

2001 NISH Government Award for Products. This award is presented annually to a government agency that has performed in an exceptional manner by providing training and employment opportunities for Americans with severe disabilities through the JWOD program. In terms of dollars, DSCP is the single largest customer of NISH. "During the last fiscal year, DSCP awarded over \$165 million in contracts to NISH-affiliated community rehabilitation programs," said McCall. "NISH is an important and valued partner for DSCP in its support of America's warfighters." ♦



Michael McCall (right) and Ron Sullivan, NISH East Region director. (Photo by Frank I. Johnson, Jr.)

## DNOSC Outreach to Physically Challenged Workers Gets National Recognition

By Kristin Guss  
DLA Public Affairs

**D**oing something nice for people is great. Being recognized for it is even better. Just ask Debbie Nicholson of the Defense National Stockpile Center, Fort Belvoir, Va. She has been honored by the National Industries for the Severely Handicapped for her support of the Javits-Wagner-O'Day Act.

The Javits-Wagner-O'Day program provides employment opportunities for more than 36,000 Americans who are blind or have other severe disabilities by coordinating government purchases of products and services provided by nonprofit agencies

employing such individuals throughout the country.

The act was passed in 1938 under President Franklin D. Roosevelt to provide job opportunities for blind people by allowing them to manufacture mops and brooms to sell to the federal government. In 1971, under the leadership of Sen. Jacob Javits (D-N.Y.), Congress amended this act to include people with other severe disabilities and to allow the program to provide services as well as products to the federal government.

Since the early 1990s, DNOSC has used JWOD contractors to provide janitorial services at several of their depots. Nicholson, a contract specialist with DNOSC,

# DISCO Employee is 'Woman of Year'

By Chris Long  
Defense Supply Center Columbus  
Public Affairs Office

Lisa Barbee, a Defense Industrial Security Clearance Office personnel security specialist, has received this year's Federal Women's Program Woman of the Year Award at Defense Supply Center Columbus.

In addition to her regular duties, Barbee serves as the DISCO Federal Women's Program manager and has participated in the DISCO Facility Security Officer Program Management courses. These courses are held in various locations throughout the U.S. to educate facility security officers and security staff in the fundamentals of industrial security. As a result of her expertise, Barbee was selected as a member of the training team and is often personally requested by many industrial security representatives to conduct training programs at their sites.



Barbee is also assigned to DISCO's Corporate Information Management Team. The CIM team examines all activities performed within DISCO for process improvement, automating where practical, and also to improve

the potential for possible automation. Barbee's role is to identify all activities performed within the agency and prepare detailed descriptions of the business processes of these activities.

Away from work, Barbee is a court-appointed special advocate for the Franklin County juvenile court system. As a volunteer, she is trained to assist the juvenile court by reviewing juvenile records, interviewing parents, friends, neighbors and teachers, and then presenting findings and recommendations to the court to help ensure an informed decision is made in the best interest of the child. She monitors a child's case while it is in the Franklin County juvenile justice system.

Barbee is a magna cum laude graduate from Franklin University with a dual bachelor's degree in human resources management and business management. ♦

has administered those contracts for the last four years. "We are very pleased with their services," Nicholson said. "The experience has been rewarding both for us and for them."

DNSC has used JWOD contractors to furnish cleaning services for depots in the area then known as Zone 2. Cornel Holder, DNSC deputy administrator, previously administered that zone. "I felt it was important to support the JWOD program, to provide jobs and opportunities for physically challenged individuals," Holder said. "DNSC embraced that philosophy on a wider scale after I came to headquarters."

Nicholson agreed. At the National Industries for the Severely Handicapped conference where she was honored, she met some of the contract employees who service DNSC depots. "One lady told me she was so happy to have a job," Nicholson said. "Now she can afford to go to the dentist." For many severely handicapped people, JWOD provides an opportunity to earn a competitive wage and to become independent, Nicholson added. ♦



Debbie Nicholson, DNSC contract specialist, and Cornel Holder, DNSC deputy administrator, display Nicholson's award from the National Industries for the Severely Handicapped.

# DSS Employee Receives Safety Professional of the Year Award

By Kathryn Savelli  
DLA Public Affairs

The Metropolitan Washington Federal Safety and Health Council named John M. Scheer, DLA Support Services, Environmental Health and Safety Office, as the Safety Professional of the Year. This award is given to individuals who have made a significant contribution to safety administration through their outstanding accomplishments and high quality performance.

Scheer is the Safety and Health director for DLA and has responsibility for occupational safety and health programs covering 23,000 employees and all Agency worksites worldwide. Through Scheer's expertise and knowledge of safety and health, DLA

has benefited by reducing costs, improving efficiency and significantly reducing total injury and illness case rates and lost time case rates across the organization.

His major accomplishments include reversing an upward trend in workers' compensation costs and creating a management information system that integrates mishap reports, hazard reports, inspection findings, investigations and workers' compensation data. Using a new action plan, Scheer refocused the Safety and Health Program onto the positive actions needed for significant improvements within the workplace resulting in the prevention of mishaps. This action plan provides a mechanism to streamline the



John Scheer, (left) receives certificate from DSS Director Richard Connolly. (Photo by Bob Bourassa)

safety and health business, allowing DLA to focus on programs that are proven to work.

Scheer also established and implemented an Agency plan for meeting the requirements of the Federal Worker 2000 Presidential Initiative. ♦

## A 'Hardy' Congratulations



From left, Col. David V. Mintus, DLA-Europe Commander, congratulates Tech. Sgt. Hammet D. Hardy, USAFR, after awarding him for exceptional meritorious service as a Class IX expeditor while a member of the Defense Logistics Agency Contingency Support Team, Stabilization Force at Tuzla, Bosnia-Herzegovina. Hardy, who is attached to the Defense Supply Center Philadelphia's operations directorate, was deployed from November 2001 to April 2002. While in Bosnia-Herzegovina, Hardy handled the weekly critical items listing in support of the Task Force Eagle mission. His work resulted in the shortened delivery time of critical parts needed to repair ground and aviation equipment and systems valued in excess of \$350 million. During his deployment, aviation and ground vehicle combined readiness rates reached an unprecedented 100 percent mission-capable supply for DLA parts. DLA-Europe serves as DLA's primary U.S. European Command focal point for disseminating, coordinating and tracking warfighter issues and concerns to and from all DLA activities in Europe and the continental United States.

# DSCP Employee Receives Packard Award

By Lorraine Netzko  
Defense Supply Center Philadelphia

**W**illiam Kenny, executive director of Business Operations at Defense Supply Center Philadelphia, has received the David Packard Excellence in Acquisition Award. Kenny was recognized for acquisition excellence and superior performance in the Defense Logistics Agency's Strategic Sourcing Program. The program focused on partnering with industry to create win-win solutions for the customer, the supplier, and the Agency.

The Packard Award is the Department of Defense's premier acquisition excellence award. It recognizes organizations, groups and teams who reduce lifecycle costs, make the acquisition system more efficient, integrate defense with the commercial base and practices, promote continuous improvement of the acquisition process and accomplish specific goals associated with acquisition reform initiatives. ♦

# DSCP Reservist Recognized for Distinguished Service



From left, Col. David V. Mintus, USA, DLA-Europe Commander, congratulates Maj. Vonell Hooker, USAFR, for his superb leadership and 'can-do' spirit, an outstanding example of how to conduct contingency operations which resulted in Hooker being awarded the Joint Service Commendation Medal. Hooker, who is assigned to the Defense Supply Center Philadelphia's subsistence directorate, received the citation for his work as a multi-commodity specialist with the Defense Logistics Agency's Contingency Support Team at Camp Able Sentry in Macedonia. Among his accomplishments he managed the flow of over \$9.8 million worth of Class I materiel involving over 948 incoming and outgoing truckloads of subsistence items.

